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EXPERIMENTING WITH THE ROLE OF PERFORMANCE OF HYGIENE AND
MOTIVATORS ON CUSTOMER SATISFACTION: STUDYING THE TEMPORAL
EFFECT

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Abstract

Marketers continuously attempt to identify important attributes and innovate in order to understand how attribute performance could lead to customer satisfaction in the short term and in the long term. Understanding the impact of customer satisfaction may offer a competitive edge to companies. Researchers are discussing the importance of performance attributes in leading to satisfaction; however, there is no clear understanding of whether an attribute that leads to satisfaction at one time (e.g., short run) can cause it also in the long run, without excluding the possibility that it could lead to dissatisfaction and no satisfaction. The present research tries to understand anomalies related to asymmetric attribute performance and satisfaction over time with the help of Herzberg's (1967) Two-Factor Theory (TFT) and construal level theory (CLT). More precisely, there are main purposes of this dissertation. First, the present research tries to understand whether positive or negative hygiene attribute performance and motivator attribute factors exert different weights on overall customer satisfaction depending on the time elapsed from the service experience. Second, to test if positive or negative hygiene/motivator attribute performance affect to revisit intention and to word of mouth by considering mediating role of satisfaction. The results reveal that in the near past (NP) experience, the positive performance of hygiene concrete attributes creates a differential effect on overall satisfaction higher than the negative performance of hygiene concrete attributes. Results also confirmed mediating role of satisfaction in the relationship between attribute performance and revisit intention for near past condition but not for distant past. Likewise significant relationship was found for the mediating role of satisfaction in the relationship

between attribute performance and word of mouth (WOM) for near past condition but not for distant past.

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1. Introduction

Chief Experience Officers (CXOs) and Chief Marketing Officers (CMOs) at customer-oriented organizations constantly search for ways to improve satisfaction. In an ever-dynamic consumer market, marketing managers have often found it challenging to identify product and service attributes that possibly maximize (customer) satisfaction to ultimately deliver an exceptional 'service' experience. In an interview with the Wall Street Journal (2018), Kevin Jacobs, CFO of Hilton, revealed how lodging firms were forced by intensive competition to increasingly invest in attractive services attributes, such as tech-savvy amenities (e.g., app-based check-in and check-out), along with more extensive and hipper lobbies (Paul, 2018). Parasuraman et al., (1991) believed that the prerequisite to being successful in delivering the services that customers prefer is first to understand their expectations. Once the latter (attributes preferred by customers) are clearly identified, it becomes easier for service providers to perform – or even better-perform, and therein satisfy these expectations (Chu & Choi, 2000). In nowadays highly competitive markets, companies continuously have to work to identify important attributes and innovate in order to understand how attribute performance could lead to customer satisfaction and thereby gain a competitive edge. However, it may be noted that the relationship between attribute performance and satisfaction has been a prime area of concern for researchers focusing on customer satisfaction (Chen, 2015; Slevitch and Oh, 2010; Arbore & Busacca, 2009; Busacca & Padula, 2005; Matzler et al., 2004; Mittal et al., 1998; Anderson & Mittal, 1998; Kano et al., 1984).

A stream of research on attribute performance and customer satisfaction suggests an asymmetric relationship between attribute-level performance and satisfaction (Maddox, 1981; Oliver, 1997). The presence of adequate performance of attributes should 'ideally' lead to satisfaction, while an

'unreliable' performance of attributes should lead to dissatisfaction. Interestingly, however, a few studies challenged this belief (e.g., Mittal et al., 1998; Hui et al., 2004) and suggested that an asymmetrical relationship exists between attribute-level performances and customer satisfaction. Mittal et al. (1998), in their research on asymmetry attribute performance, revealed that a negative attribute performance has a more significant influence on satisfaction than a positive one. So far, the discussion suggests that differences exist in literature in terms of understanding attribute performance vis-a-vis customer satisfaction. A recent study on asymmetry attribute performance and customer satisfaction indicated that judgments related to satisfaction shift from time to time (Pizzi et al., 2015). In other words, judgments for the performance of attributes that lead to satisfaction could differ in the short and long run. As an example, Mittal et al., (1999) provided an example, stating that consumers who choose a car to buy tend to focus significantly on its color and style in the short run, while in the long run, they look for reliability and engine performance. At the same time, researchers are discussing the importance of performance attributes in leading to satisfaction; however, there is no clear understanding of whether an attribute that leads to satisfaction at one time (e.g., short run) can cause it also in the long run, without excluding the possibility that it could lead to dissatisfaction and no satisfaction.

The present research tries to understand anomalies related to asymmetric attribute performance and satisfaction with the help of Herzberg's (1967) Two-Factor Theory (TFT). Herzberg proposed TFT to explain essential factors that lead to both job satisfaction and dissatisfaction. The author termed the essential factors to avoid job dissatisfaction as "hygiene factors" or "dissatisfiers"; on the other hand, he termed the essential factors to ensure job satisfaction as "motivators" or "satisfiers." Holistically, TFT suggests that the absence of job context factors, e.g., adequate salary

(hygiene factors), leads to dissatisfaction, but its presence does not necessarily imply satisfaction. Similarly, hygiene ensures satisfaction, but its absence may not necessarily lead to dissatisfaction. At its core, TFT suggests that the opposite of dissatisfaction is no-dissatisfaction instead of satisfaction, while the opposite of satisfaction would be no-satisfaction instead of dissatisfaction. TFT posits that satisfaction and dissatisfaction are not the same continuum's extremes but different factors. The common belief, however, is that satisfaction and dissatisfaction are seen as opposite extremes on the same continuum.

Jackson (1999) attempted to link TFT to customer satisfaction. The work was more practitioner-oriented, with empirical evidence on TFT; however, he limited 'customer satisfaction' solely to attribute identification. Hereby, there is a need for more clarity on the performance of motivators and hygiene over time. Nevertheless, the role of time in the individual evaluation of motivators and hygiene can be well explained with the help of the Construal Level Theory (CLT), as suggested by Liberman and Trope (1998). CLT believes that an individual's judgment (for the event, for an object) changes over time. In other words, an individual judges an event more concretely, especially when it is about to take place shortly, and in an abstract if the event is to take place in a distant future (Liberman & Trope, 1998).

By considering the interaction between TFT and CLT, the present study tries to understand whether hygiene and motivator factors have actually been construed differently over time and how does it affect on short-term and long-term satisfaction. Moreover, it would be interesting to explore and understand the effect of motivator and hygiene factors, specifically their performance against customer satisfaction. To consider an example: an individual generally encounters various

experiences during his/her stay in a hotel, wherein offering of a welcome drink plus assorted chocolate can be treated as a motivator attribute, and cleanliness of the room might be treated as a hygiene attribute. For instance, a consumer attempting to check in to the hotel is offered special treatment in the form of a 'welcome drink' and 'assorted chocolates'. Here, consumers would feel such a particular offering as a motivator experience. To elaborate on the example, the 'welcome drink' and 'assorted chocolates' may be perceived positively or negatively. For instance, if consumers find the juice and chocolate very fresh with good quality, it will be considered a positive attribute performance of motivator. And if consumers find the juice and chocolate not so fresh or of poor quality, that would be regarded as a negative performance of motivator attribute. Here, the crucial question would be to understand how consumers may react to such positive or negative attribute performance of motivators in the short and long term. Likewise, the elaboration can apply to the positive or negative performance of hygiene attributes that clean versus dirty rooms. While dirty and soiled washrooms would most certainly be perceived as the least acceptable, could be treated as an example of negative attribute performance of hygiene attribute. In the above example, positive or negative attribute performance of hygiene and motivator can be explained with TFT and the evaluation (of positive or negative) attribute performance of hygiene and motivator overtime can be explained with the help of CLT.

Apparently, we argue that the effect (of positive or negative attribute performance of hygiene or motivator) may depend on whether the consumer is asked to evaluate a certain experience immediately after or after several days it happened. Similarly, cleanliness (i.e., positive attribute performance of hygiene factor) or dirtiness (i.e., negative attribute performance of hygiene factor) of the room may lead to differentiating effects on customers' overall satisfaction if being asked to

evaluate the performance immediate after experience versus evaluation after some time of the experience. The effect may vary depending on whether consumers perceive it as a concrete or abstract attribute. Previous studies reveal that attributes' concrete and abstract nature may also yield differentiating consumer reactions (Zhou, Zheng, & Li, 2021; Pizzi et al., 2015). Babin & Burns (1997) revealed that the degree of abstractness or concreteness effectively lies in each living or dead subject or experience. As per the nature of a product, subject or event, consumers cognitively evaluate it as being concrete and/or abstract (Gutman, 1984). Referring to the example cited above, the washroom's dirtiness (vs. cleanliness) could be perceived as a concrete hygiene factor (where cleanliness is perceived as the positive performance of the hygiene factor). In contrast, uncleanliness is perceived as a negative performance of hygiene factor. On the other hand, the (un)pleasing environment of the hotel could be perceived as 'abstract hygiene,' while the welcome drink not being 'fresh' could be perceived as a 'concrete motivator'. Finally, the warm gesture by the hotel staff may be perceived as an 'abstract motivator'.

Building upon the above discussion, the present study tries to understand whether positive or negative hygiene performance and motivator factors exert different weights on overall customer satisfaction depending on the time elapsed from the service experience. Notably, in the case of poor performance of hygiene or motivators, there are chances that consumers may perceive poor performance, that is, below his/her expectations, and may decide to complain.

Thus, the key objective of this research is to explore the relationship of the performance of hygiene and motivator factors with overall satisfaction by answering the following research questions:

1. Does the performance (positive or negative) of hygiene (concrete vs. abstract) attribute have an effect on overall satisfaction by considering the time elapsed from the service experience?
2. Does the performance (positive or negative) of the motivator (concrete vs. abstract) attribute have an effect on overall satisfaction by considering the time elapsed from the service experience?
3. Does the performance (positive or negative) of hygiene (concrete vs. abstract) or motivator (concrete vs. abstract) factor lead to revisiting intention while considering the mediating role of overall satisfaction?
4. Does the performance (positive or negative) of hygiene (concrete vs. abstract) or motivator (concrete vs. abstract) factor lead to word of mouth while considering the mediating role of overall satisfaction?

In order to answer these research questions, we employed an empirical research method, as it is essential to precisely identify the following attributes: hygiene concrete, hygiene abstract, motivator concrete, and motivator abstract. In this endeavor, we initially adopted two service contexts (i.e., fitness center and restaurant); however, at a later stage, we restricted to fitness center only, since, in the context of restaurants, the respondents were unable to distinguish between hygiene concrete and hygiene abstract as well as between motivator concrete and motivator abstract (method and analysis section include details about the results of restaurant setting and the logic behind excluding restaurant setting for the experiment).

In order to generate the hygiene concrete, hygiene abstract, motivator concrete, and motivator abstract attributes, it was essential to generate a list of the concrete and abstract attributes that could lead to satisfaction and dissatisfaction. Thus, for generating the list of concrete and abstract attributes, a qualitative approach has been adopted in the form of interviews. Further, to increase the accuracy of interview questions, a pilot study has been conducted, upon which the interview questions were modified. The content analysis on transcribed responses revealed explanatory themes related to concrete and abstract service attributes leading to (dis)satisfaction in the fitness center and restaurant settings. In the context of concreteness for fitness center setting, availability of the attributes such as air conditioning, shower facilities, water filling area, locker facilities, washroom spacious, spacious machine arrangements, floor mat varieties, and layout with bodybuilders were rated as necessary with most incidents. The results from most incidents about abstract service attributes leading to (dis)satisfaction suggested that it was important for respondents to have attentive, friendly, motivating, positive, helpful, welcoming, attentive, and interactive fitness trainers; failure to them would result in dissatisfaction. Additionally, the qualitative content analysis also revealed that training facilities, good quality machines, skipping areas, empty places for stretching, machine variety, qualified trainer (qualification of the trainer), and knowledgeable staff qualified as hygiene factors in the fitness center setting. On the other hand, service attributes, such as availability of towels, BMI calculator, diet schedule, good bathing area, steam bath area, refrigerator with energy drink, water bottles, periodic fitness testing, availability of yoga mats, cross-training facilities, friendly guidance by staff, weekly yoga, Zumba, aerobics floor, dance class schedule, relaxation facilities, outdoor workout, weekly tracking, session by an expert in the fitness area, competition among participants, festival celebration, and weekly outdoor training qualified as essential motivators.

Subsequently, another empirical study was conducted with the help of Prolific (a platform for collecting responses, conducting surveys and experiments online) (Palan & Schitter, 2018) to determine the concrete and abstract attributes. The survey was conducted to determine whether the attribute scored high/low on concreteness or abstractness. The results revealed that attributes that scored high on concreteness included cleanliness of the fitness center and the machines, along with the size of the workout space, availability of mats for fitness training, fresh ambiance and air conditioning in the fitness center, cross-training facility, shower facility, availability of safety measures and medical first aid, and training equipment. On the other hand, the attributes that scored high on abstractness included the trainers' narrations of workouts, workout progress tracking, and friendly behavior. To validate the results, we collated large data through Prolific again and analyzed it through the Tetraclass model. Finally, six attributes were determined as motivators. These attributes include the attentiveness of the staff (abstract), politeness by the staff (abstract), number of mats for floor exercises (concrete), the assortment of products in vending machines (concrete), accessibility of the staff during the workout (abstract) and mobile app for tracking workout progress (concrete). Seven attributes were identified as hygiene, namely cleanliness of the workout area (concrete), number of workout machines (concrete), the professionalism of the staff (abstract), adequate staffing of the gym (concrete), the monitoring by the staff (concrete), the explanation of the workout by the staff (concrete), the cleanliness of the washrooms (concrete).

In the final stage, to test if the positive (negative) performance of motivator (and hygiene) abstract (vs. concrete) attribute creates a differential effect on overall satisfaction, an online experiment was conducted. With overall satisfaction as the dependent variable and hygiene concrete attribute

performance (positive or negative) and temporal distance as independent variables, the results from the analysis revealed a significant interaction effect between independent variables. Notably, in the near past (NP), the positive performance of hygiene concrete attributes creates a differential effect on overall satisfaction higher than the negative performance of hygiene concrete attributes. However, for the distant past (DP) experience, the positive performance of the hygiene concrete attribute creates a more sustained effect on overall satisfaction than the negative performance of the hygiene concrete attribute. Additionally, it resulted that individual reacted strongly to the hygiene concrete positive and negative attribute performance, leading to a differential effect on overall satisfaction. Despite this, as time passes (particularly in DP condition), overall satisfaction doesn't have much variation due to positive and negative attribute performance. Furthermore, the results from the two-way analysis of variance (ANOVA) revealed a significant interaction effect between temporal distance and hygiene abstract attribute performance. Regarding the near past condition, the positive performance of the hygiene abstract attribute created a differential effect on overall satisfaction higher than the negative performance of the abstract attribute. With respect to the distant past experience, the positive and negative performance of hygiene abstract attribute creates a sound effect on overall satisfaction. Comparing the mean score of the positive performance of hygiene abstract attribute from near past to distant past, individuals seemed to feel moderately more satisfied in the near past than to the distant past. However, in the case of hygiene abstract negative performance, individuals react unfavorably, resulting in dissatisfaction in the near past.

On the other hand, in distant past experiences, the effect of negative performance on overall satisfaction disappears. Preliminary analysis using a two-way analysis of variance (ANOVA)

relationship suggests a significant interaction between temporal distance and performance of motivator concrete attribute. Specifically, in the near past condition, the positive performance of the motivator concrete attribute has a differential effect on overall satisfaction if compared to its negative performance. On the contrary, in the distant past, individuals perceive motivator concrete positive and negative attribute performance at almost the same level. The analysis results show a significant interaction effect between temporal distance and the performance of *the motivator abstract* attribute. The result for the near past condition revealed that the positive performance of the motivator abstract attribute creates a differential effect on overall satisfaction than its negative counterpart; however, with regards to distant experience, no differential effect was found.

The study contributes in multiple ways to the existing literature on customer satisfaction. First, it adds to emerging research on time varying nature of attribute performance by considering its impact on customer satisfaction. Thus far, it is a rare attempt to test if positive and negative performances of motivator (concrete vs. abstract) attributes has a differential effect on overall satisfaction by considering the time elapsed from the service experience. Similarly, whether there is a varying effect of positive (or negative) performance of hygiene attributes on satisfaction, and whether it varies depending on time, has yet to be explored. Thus, by addressing these questions, the present dissertation contributes to the literature on customer experience by building upon the Two Factor Theory and the Construal Level Theory. Finally, this dissertation contributes to the literature on customers' revisit intention and word-of-mouth by testing the relationship with hygiene concrete (and abstract) and the relationship with motivator concrete (and abstract).

2. THEORETICAL AND LITERATURE BACKGROUND

This chapter aims to present the reader with an understanding of key terms, such as motivator, hygiene, two-factor theory, and construal level theory, along with their relevance in consumer behavior literature. The chapter begins with the narration of an example in the form of a story; this sets the stage for introducing key terms, such as motivator attribute and hygiene attribute. Moreover, the story will help in getting an overview of customer experience from the performance of motivator and hygiene attributes. The story clarifies all the elements around this dissertation's crucial research problems and research questions.

The second part of the chapter explains Herzberg's two-factor theory vis a vis its relevance to this dissertation. Herein, some critical concepts substantiated by earlier studies have been summarized in the form of a literature review. For instance, this chapter highlights the usage of Paul & Rosado-Serrano's (2019) TCCM (Theory, Context, Characteristics, and Methodology) framework analysis for summarizing literature focusing on customer satisfaction, using Herzberg's two-factor theory. This chapter's third and final part discusses the literature on the Construal Level Theory and Attribute performance and satisfaction. It starts presenting types of construal; more specifically, it develops what low and high construal mindset mean when the individual perceives things in a concrete or abstract way. Further, the chapter presents a review of the results of some earlier studies dealing with the Construal Level Theory in Marketing literature by summarizing critical aspects and contributions to this area of study. Finally, the chapter elaborates on how literature supports an association between overall satisfaction, revisit intent, and word-of-mouth.

2.1 Prologue

After 15 hours of travel, finally, Malcolm and John (two close friends native of the same country) reached Tuzzara, a town in northern Italy. Both were happy to have reached Italy to pursue their dream of learning research in a structured manner, having been selected for a Ph.D. course at a prominent university (PLI University*). In their first week in the new country, a friend from their native country volunteered to provide accommodation. But Malcolm and John soon realized that it would be inconvenient for them to commute every day for 2 hours to reach Jonada City, where the university is located. So, both friends searched for available accommodation options online within Jonada city. From their earlier travel experience in Europe, they knew that "Somedi Stays" (a sharing economy platform) as the most convenient platform to book accommodation in Europe. For instance, they already had experienced staying in Ljubljana (Slovenia) from a booking with "Somedi Stays", which they found to be very pleasant and convenient. The booking in Ljubljana had cost around 70 Euro a day and it had been made by a familiar friend only for 5 Days.

Thus, Malcolm and John booked two different homestays in Jonada city and arrived together at their respective homestays. On his arrival, Malcolm was welcomed and warmly greeted by the homestay owner and offered food (i.e., including breakfast and dinner) that was personally prepared by the owner free of cost, specifically on days one and two. This was a pleasant surprise because he did not expect this kind of reception and hospitality. He also found his room and other facilities and amenities to be neat and clean. He was impressed and thought that such a warm experience would indeed make a long-lasting impression. In this example, the offering of breakfast and dinner would be perceived as motivator experience, as explained that it was never expected by Malcom or may not be a very common practice in homeshoring experience. Certainly, breakfast and dinner may be further perceived as positive or negative, depending upon whether the quality

of food is good or bad of it. So it is likely that Malcom's satisfaction may vary if being asked to evaluate his (un)pleasing experience (either from positive or negative attribute performance of) immediately versus after some time of experience.

Similarly, John checked into his homestay as well. On his arrival, he had to get to his new accommodation alone, as the owner was not available to receive and guide him. Further, to his utter surprise, he noticed that the bed sheets and washroom were dirty. The homestay didn't seem to be appropriately maintained and lacked even basic facilities, like washing powder, a fan, and a stove. He was upset, as even the basic facilities were not available or in proper working conditions. Here John's unpleasant feeling would be considered a case of negative attribute performance of hygiene. As per the standard explanation, the hygiene attribute is something that we expect as a bare minimum standard; if it is missing, then it certainly causes dissatisfaction, but its present, not necessarily it may cause satisfaction.

Malcolm and John's experiences provide a clear explanation of motivator and hygiene experience. Though both paid identical/similar amounts for their respective homestays, they had drastically different experiences. Overall, the story encompasses the motivator's positive attribute performance and the hygiene factor's negative attribute performance. Hypothetically flipping each other's experiences, Malcolm would have experienced a negative attribute performance, since the host or owner could have charged excessively high for two days breakfast and dinner, for which initially no communication was made, but was included in the final bill. Additionally, if the owner had provided food free of cost, but the quality and taste of the food weren't good, as perceived by Malcolm, then it would be the case of the negative attribute performance of the motivator.

Similarly, if John had found no special treatment or even a simple welcome on arrival but, at the same time, all basic amenities and facilities had been perfect, it would have reflected a case of positive attribute performance of hygiene factors. Besides, it is likely that both John and Malcolm might perceive (un)friendly behavior or treatment by the host in an abstract way, reacting differently. Specifically, both friends might have perceived and responded differently to a clean (dirty) washroom or room, especially if they were asked to share feedback on such an experience immediately or even after a few days. Furthermore, for example, John and Malcolm might perceive and react differently to (not tasty and not much fresh Vs. fresh) fruit juice if asked immediately or after several days.

The story above helps in understanding some key issues:

- (1) What happens to the customers' 'satisfaction' if a customer finds the performance of the motivator/hygiene factor as positive versus negative?
- (2) What happens to customer satisfaction if s/he were asked to make a judgment immediately after a positive or negative attribute performance of hygiene vs. motivator factors?
- (3) What happens to customers' satisfaction if s/he were asked after several days (i.e., let us say after 10 or 12 days) to evaluate the experience after positive or negative attribute performance of hygiene vs. motivator factors?
- (4) Specifically, under what condition would Malcolm and John consider returning to the same homestay? Or under what states/conditions would Malcolm and John think about spreading positive or negative word of mouth about their homestay experience?

To uncover these issues, the present dissertation discusses and builds upon crucial literature, such as Herzberg's Two-Factor Theory, focusing on customer satisfaction, Construal Level Theory, and Attribute performance. Additionally, it explores extant literature on customer satisfaction and its relationship to revisit intention and word-of-mouth referrals.

2.2 Herzberg's Two Factor Theory

Herzberg (1967) introduced taxonomy for his two-factor theory (TFT), developed to understand what causes satisfaction and dissatisfaction in the workplace. The author stated that sources of both satisfaction and dissatisfaction are viewed as conceptually different, in that the opposite of satisfaction is no satisfaction. On the other hand, the opposite of dissatisfaction is no dissatisfaction (Lacey, Kennett-Hensel, and Manolis, 2015). The *bipolar* nature of the constructs has been rejected on the ground that varied factors accounted for “satisfaction” and “dissatisfaction” (Kueh, 2006). The continuum was named as “motivators” and “hygiene factors,” respectively, by Herzberg (1967).

A set of factors or attributes leading to satisfaction can be termed motivators. Their presence may enhance satisfaction; their absence, however, does not necessarily cause dissatisfaction (Vargo et al., 2007). On the other hand, a set of factors or attributes, whose absence causes dissatisfaction but whose presence is “ordinarily expected,” are called “hygiene factors.” Liu et al. (2011, pp. 71) defined hygiene factors as “those attributes that the customers expect as minimum requirements” and motivators as “those attributes that add an extra value to the expected by the customer.” This taxonomy resembled the theory of needs making higher-order needs “motivators” and lower-order needs “hygiene factors” (Wolf, 1970; Agustin & Singh, 2005). It is believed that the fulfillment of

“hygiene factors” is a prerequisite to “motivators” (Herzberg, 1967). Various studies in the past have based their research on “Herzberg’s TFT” to better understand the chosen context. For instance, Balmer and Baum (1993) used TFT to understand guest satisfaction. DeShields, Kara, and Kaynak (2005) applied it to the higher education context to understand student satisfaction and retention. Lundberg, Gudmundson, and Andersson (2009) conducted their study on ski resort workers, wherein their motivation was grounded in satisfaction, addressing the issue of seasonality in the hospitality and tourism sector. In addition to this, the Herzberg theory has been used in marketing literature to focus on consumer satisfaction (Maddox, 1981). Zhang and Dran (2000) used TFT in the context of website design. The authors showed that attributes that add value (e.g., enjoyment and credibility) were the primary motivators. In contrast, functional & serviceable attributes (e.g., navigation, privacy, security) were the hygiene factors (Vargo et al., 2007).

Bilgihan et al., (2018) dealing with a restaurant setting, revealed essential attributes such as functional attributes (ranging from taste, deliciousness, fresh, flavor, light options, rich, menu variety, and presentation), mechanic attributes (i.e. layout, music, atmosphere, outdoor, design and décor, location, and cleanliness) and humanistic attributes (i.e., helpful, greet, attentive, friendly, and prompt, mood, feel, crowd, and fun). Within the context of hotels, Kim et al., (2016) classified attributes as satisfiers (i.e., staff and their attitude, promptness and courteous service, room, breakfast, bed, room size, location, view, neighborhood, hotel style/design) and dissatisfiers (i.e., management, front desk staff and their service, noisiness, smell, dirtiness, bathroom, housekeeping service, and value for money).

Table 1: Studies with Attribute classification as satisfiers and dissatisfiers

Context	Attributes	Study
Service Sector	<ul style="list-style-type: none"> ▪ <i>Satisfiers</i>: Helpfulness, flexibility, care and competence, responsiveness, and friendliness 	Kueh (2005)

Restaurants and lodging	<ul style="list-style-type: none"> ▪ <i>Dissatisfiers</i>: Courtesy, reliability assurance ▪ <i>Satisfiers</i>: Spaciousness of hotel, lobby, large food portions, aesthetics, friendliness, comfort, responsiveness ▪ <i>Dissatisfiers</i>: Availability of parking, availability of credit. Helpfulness of employees, service quality, food quality, functionality, aesthetics, comfort, security 	Johns & Howard (1998) Cadotte & Turgeon (1988) Bilgihan et al., (2018)
Retail banking	<ul style="list-style-type: none"> ▪ <i>Satisfiers</i>: Nice interior design, advising customers of probable delivery and waiting time ▪ <i>Dissatisfiers</i>: Correct transaction and no loss or damage 	Schvaneveldt et al. (1991)

Based on extant literature, Table 1 lists the attributes that are classified as satisfiers and dissatisfiers. With respect to events, Crompton (2003) classified attributes as “satisfiers” and “dissatisfiers” using Herzberg’s TFT as a framework. Diverse context-specific studies were reported to explain the specific state of affairs. For example, Parsons and Broadbride (2006) expanded the understanding of intrinsic and extrinsic factors of work motivation in retail settings. Within Marketing literature, many studies attempted to classify the attributes in the context of services; for instance, banking services (Johnston, 1995), hairdressing & phone services (Pollack, 2008), and online environments (Holloway & Beatty, 2008), among others.

Further, Naumann and Jackson (1999) attempted to view TFT from a customer satisfaction perspective. The authors termed “motivators” (satisfiers) those attributes that go beyond the basic expectation of customers and contribute to adding incredible value if present. On the other hand, “hygiene factors” (dissatisfiers) were believed to be the primary and essential attributes associated with service. Naumann and Jackson (1999) elaborated on the concept of hygiene and motivators using the example of a hotel stay where dirty washrooms and messy rooms can cause severe dissatisfaction. On the other hand, cleanliness of room and washroom may help to avoid dissatisfaction (but does not guarantee to satisfy the guest). Similarly, if a guest checks into a hotel

and is offered a healthy welcome drink, s/he can experience high satisfaction; however, the absence of such a welcoming drink may not necessarily lead to dissatisfaction.

Table 2 summarizes the studies focusing on customer satisfaction and the Two-factor theory. From it, it may be assumed that both satisfiers and dissatisfiers vary based on the scale of service equipment and provider (Zhang et al., 2015); service convenience (Chen et al., 2011); and low/high order need satisfaction, which can impact perceived value and customer loyalty (Lee et al., 2014). Herein, it may be noted that in the hospitality context, studies in the past have found wellness-focused attributes (Park, Lee, and Back,2020); service (Park, Lee and Nicolau, 2020; Bogicevic et al., 2013; Crompton, 2003) and cross country attributes (Li et al.,2020); staff and their attitude (Kim, Kim, and Heo, 2016); and organization culture (Torres & Kline, 2013), all being able to impact the level of customer satisfaction. Although other studies like Pizam and Ellis (1999) identified product attributes as an essential antecedent for customer satisfaction, recent studies have primarily focused on ‘service’ attributes. Content analysis of online reviews by recent qualitative studies shows that customer sustainability orientation has also been identified as an antecedent to customer satisfaction (Gerdt, Wagner, and Schewe, 2019), together with advanced green practices (Yu et al., 2017), and green attributes (Slevitch et al., 2013).

Table 2: Empirical Studies using Herzberg’s Two-Factor Theory for studying Customer Satisfaction

Studies	Context	Methodological approach	Key Characteristics
Kim and Hwang (2021)	Food Tourism	Online Survey analyzed using regression models	Satisfied customers spread favorable word-of-mouth, and dissatisfaction spreads negative word-of-mouth

Studies	Context	Methodological approach	Key Characteristics
Park, Lee and Back (2020)	Luxury Hotels	Mixed Method: Content Analysis of reviews and Regression Analysis	Wellness-focused attributes leads to satisfaction
Shokouhyar, Shokoohyar and Safari (2020)	Automobile Retailing	Clustering Techniques	Customers vary in their preferences for after-sales services quality attributes
Park, Lee and Nicolau, (2020)	Airline Service	Online Reviews analyzed using regression models	Negative deviations and positive deviations were dependent on airline service attributes
Li et al., (2020)	Hotel Services	Consumer-generated reviews from TripAdvisor analyzed by regression analysis	Customer satisfaction varies for domestic and international guests
Gerdt, Wagner and Schewe (2019)	Sustainability Tourism	Content analysis of Online Review	Sustainability orientation leads to customer satisfaction, and the relationship is moderated by star classification
Albayrak (2019)	Hotel Services	Asymmetric impact competitor analysis (AICA) and penalty-reward contrast analysis	Attributes classification varies for asymmetric impact competitor analysis (AICA) and penalty-reward contrast analysis
Bilgihan, Seo, & Choi, 2018	Restaurant setting	Text Analysis and MANOVA for analyzing reviews	Customer satisfaction would be the results of satisfiers and dissatisfiers in the form of functional, mechanic, and humanistic attributes
Yu et al., (2017)	Hotel Services	Content analysis of Online Review	Customer satisfaction is influenced by advanced green practices
Sun and Price (2016)	CSR context	Newey–West and White–Cluster robust regression used to analyze the data	In highly competitive environments, and for highly dynamic industries, CSR

Studies	Context	Methodological approach	Key Characteristics
			significantly matters for customer satisfaction
Kim, Kim and Heo (2016)	Hotel Services	Content analysis of Online Review from social media	Both dissatisfiers and satisfiers have distinctions in all attributes except the attributes such as behavior of staff
Zhang et al., (2015)	Cruise tourism service	Online Reviews analyzed using regression models	Satisfiers and dissatisfiers vary for small ships and large ships
Lee et al., (2014)	Wildlife tourism	Data were collected through survey and were analyzed using regression analysis	Perceived value and customer loyalty depend on low/high order need satisfaction
Park and Ryoo (2013)	IT Services	Longitudinal data analysis using regression models	Benefits of switching motivate users to switch the services.
Torres and Kline (2013)	Hotel Services	Content Analysis used	Culture of an organization has an impact on the customer delight
Bogicevic et al., (2013)	Airport Services	Online reviews analyzed using content analysis	Key satisfiers within an airport include cleanliness and pleasant environment to spend time in. Key dissatisfiers include confusing signage, security-check, and poor dining offer
Slevitch et al., (2013)	Hotel Services	Experimental design and a web-based survey used for data collection and regression analysis used to analyze data	Green attributes impact customer satisfaction
Blocker et al., (2011)	IT Services	Data from business customers was analyzed using	Interaction of proactive and responsive customer orientation

Studies	Context	Methodological approach	Key Characteristics
		structural equation model	helps in creating superior value
Liu et al., (2011)	Mobile phone	Survey was used for data collection and analyzed with structural equation model	Service quality, along with playfulness affects satisfaction. Service quality and intimacy affect trust
Chen et al., (2011)	Home delivery service	Survey was used for data collection and analyzed with structural equation model	Customer satisfaction positively correlates to different types of service convenience
Vilnai-Yavetz and Gilboa, (2010)	Taxi Services	Survey and experiment were used for data collection and analyzed with ANOVA and regression models	Cleanliness influences on approach behavior
Slevitch and Oh (2010)	Hotel Services	Quasi-experimental design	Asymmetrical relationship exists customer satisfaction and performance of attribute
Alegre and Garau (2010)	Hotel Services	Survey was used for data collection and analyzed with regression models	The measurement of customer satisfaction related issues was elaborated
Bodet (2006)	Fitness Center	Tetraclass method	Satisfaction would be the result of intangible characteristics such as behavior of staff and image of fitness club
Matzler et al., (2004)	Automotive industry	Regression analysis was used	Asymmetric relationship exists between performance of attribute and satisfaction
Crompton (2003)	Hotel Services	Survey was used for data collection and data were analyzed with principal	Consumers do perceive event quality attributes, which in turn

Studies	Context	Methodological approach	Key Characteristics
		components factor analysis	determine both satisfaction and dissatisfaction
Pizam and Ellis (1999)	Hospitality Services	Multiple regression was used	Customer satisfaction can be achieved by offering a mediocre and excellent product attribute.

Along with the approach discussed so far, Kano model (Kano et al., 1984), has also been considered to be most prominent model being integrated with TFT, attribute performance and customer satisfaction. Kano et al., (1984) revealed that the relationship between customer satisfaction and attribute performance is non-linear and asymmetric (Chen, 2015). It is the method which helps to classify the attributes based on knowing respondents' feeling in case of fulfillment of that attribute i.e. functional question versus dysfunctional form (Kranzbühler, Kleijnen & Verlegh, 2019; Tan and Pawitra, 2001). It classifies attributes in four categories: One-Dimensional (when fulfilled lead to satisfaction and when not fulfilled lead to dissatisfaction) (Tan & Shen, 2000), Attractive (their absence does not lead to dissatisfaction but their presence/high performance lead to satisfaction), Must-be attributes (presence is taken for granted but absence or insufficient performance may lead to dissatisfaction), Indifferent attributes (does not make any change in customer satisfaction with presence or absence). The only disadvantage would be, respondents with different experiences (experienced vs. non experienced) might classify the same attribute into different Kano categories. Broadly, the Kano method helps to classify the attributes, wherein no prior experience of attribute performance is required. It uses objective measures of attributes, and it has the ability to assess the impact of attribute performance on attribute satisfaction and inability of assessing the impact of attributes on overall satisfaction. Previous studies used the Kano model for relating attribute performance and customer satisfaction over time

(Zhao & Roy Dholakia, 2009) by stating that hygiene and motivator categorization may change over time, and which is also likely to affect on overall experience. For example, welcome drinks at some point remain as attractive and motivator attribute but when most of the hotels start offering it, it may take a form of hygiene attribute someday. Overall, Kano Method and TFT covers the basics about classifying the attribute as satisfier (motivator) or hygiene (dissatisfier) but it hardly captures if certain attributes being classified as hygiene or motivator, act similarly over period of time or it changes overtime. So, it is the construal level theory, which helps in explaining the impact of psychological distance i.e. experience being evaluated immediately versus experience being evaluated after some time, may create differential effect on overall satisfaction.

2.3 Construal Level Theory

Consumer psychologists have paid close attention to the Construal Level Theory (CLT), to address the issues related to individual psychology with regards to psychological distance (e.g., Eyal et al., 2004; Dhar & Kim, 2007; Mogilner, Aaker, and Pennington, 2008). CLT states that "individuals evaluate situations differently depending on their psychological distance from the situation." In turn, psychological distance is "a subjective experience that something is close or far away from the self, here, and now" (Trope and Liberman, 2010). A fundamental belief within CLT is that people's perceptions of an event are often influenced by its temporal distance (Trope & Liberman, 2003). In other words, CLT outlines how people's perceptions of things or occurrences are influenced by their mental constructs (Trope & Liberman, 2010). As per CLT, psychologically distant stimuli are perceived in an abstract way (Trope & Liberman, 2010).

Traditionally, there has been a long debate on how people judge events that may occur either in the near or the distant future. Liberman and Trope (1998) proposed CLT to understand why individuals perceive an event, possibly in the distant future, and how individuals make decisional errors by incorrectly viewing such future events. In the last twenty years, researchers have applied CLT extensively to answer the mental construal and individuals' evaluations of an object (Liviatan et al., 2008; Fujita & Roberts, 2010). For instance, using CLT, Marketing researchers have investigated unsolved questions related to customer segmentation (McGowan et al., 2020), pricing and perceived quality (Yang et al., 2019), consumer preference (Sun et al., 2019), risk-taking behavior (Jami, 2019), and product evaluation (Yang & Zhang, 2018). CLT posits that mental construal affects how people perceive an event or object (Trope & Liberman, 2010). In other words, CLT tries to explain how people apply concrete or abstract representation (Trope & Liberman, 2010). Trope and Liberman (2010, p. 440), namely “psychological distance”, as a "subjective experience that something is close (to) or far away from the self, here and now."

CLT theory suggests that individuals try, see, understand, interpret, and process information about an object abstractly, especially if the psychological distance increases. On the other hand, an individual tries to see, understand, interpret, and process information about the object concretely if the psychological distance decreases (Nussbaum et al., 2003; Eyal & Liberman, 2012). Liberman and Trope (1998) related concrete or abstract levels of representation of objects or events with high and low representation. The authors believed that in the context of CLT, a high level of representation tends to be more abstract in visualization. In contrast, a low level of representation tends to be perceived as a more concrete representation (Trope & Liberman, 2010).

CLT distinguishes central characteristics in the abstract that are construed with a high level of representation. In contrast, peripheral traits can be construed with the concrete, specific, subordinate, and low-level representation of the stimulus. For example, reading textbooks may help gain knowledge (can be construed as abstract, high level, and broad representation) and in preparing for the final exams (can be interpreted as concrete, low-level, and specific representation). CLT also explains the mental abstraction of objects based on psychological distance (Trope & Liberman, 2010), and suggests that an individual experiences various levels of psychological distances that include temporal distance (e.g., time: sooner or later), spatial distance (e.g., space: near or far), and social distance (e.g., self or others). Among these three levels, temporal distance is associated with distance in a time of an event or phenomenon. In other words, an event temporally near/far in terms of time would determine whether it would be construed concretely or abstractly; in other words, people construe event changes as a function of time. For example, an upcoming concert within a month is a fun, entertaining experience with abstract representation. However, if the same concert is due within a shorter period (e.g., two days), the construal level becomes more concrete in terms of "how am I going to dress; where would I park my car, etc." Spatial distance, on the other hand, is associated with the distance of location or space. Again, if we consider the example of a concert, the 'location' of the concert would be in focus; for instance, would the concert be downtown or down the street? This, again, is construed as being concrete, with a low level of representation. However, if the concert happened in another city or another country, it would be construed as a high-level abstract representation. Lastly, social distance is associated with the distance between two or more individuals. It is about how individuals perceive their social group (family) concerning another social group (stranger) differently. Usually, when we think about our known social groups (having social closeness), it

leads to a low level of abstractness with concrete feelings. However, when we think about strangers, it leads to an abstract representation.

While discussing the temporal aspect of CLT, Trope and Liberman's (2003) stated: "temporal distance changes judgments and decisions because in the distant future, compared with the near future, judgments and decisions are more likely to reflect the evaluative and information implications of high-level construals than those of low-level construals." This effect has been noted in studies presenting health concerns (Chandran & Menon, 2004). Subjects are more likely to adopt more challenging behavioral adjustments if a health hazard is presented as more imminent (within a day) than if it is presented as being more distant in time (a year). A person would see a task as something that has to be done sooner if they are encouraged to consider "how" they will do it. As a result, perceptions of temporal distance are influenced by how things are perceived. From the social dimension, it is based on how individuals pick for others, give advice, and purchase gifts. Finally, aspects of online or offline buying are explored about the distance of space (Trope, Liberman, & Wakslak, 2007).

2.3.1 Psychological Distance and CLT

Henthorne et al. (2018) reiterated that psychological distance is vital to understanding CLT. While considering distant items, people often think more abstractly; on the other hand, when considering close-proximity objects, they tend to think more concretely (Matthews & Matlock, 2011). The sense of an object's proximity to or distance from oneself and how soon an event will occur relative to the present is known as psychological distance. The term "psychological distance" describes how far away a target event or item is. The distance may be in the form of spatial distance (far or

near away), temporal distance (future or present), social distance (for oneself or a stranger), and hypothetical distance (imaginary or actual). (Trope and Liberman, 2010).

The interrelationship between the extent of information and direct experience possibly establishes the link between construal level and psychological distance (Trope et al., 2007). Terms such as self and present moment serve as reference points for psychological distance (Trope & Liberman, 2010). In other words, perceived distance is based on a single starting point, which relates directly to the perceiver's experience (Bar-Anan, Liberman, and Trope 2006). However, when an event is removed from the perceiver's direct experience, people have less access and, thereby, need more trustworthy information, which effectively causes them to perceive the event more abstractly and broadly (Trope, Liberman, and Wakslak 2007).

2.3.2 Level of Construal

High-level and low-level construal can be applied to multiple instances, including significant and excluding irrelevant elements. High-level construal deals with core properties, superordinate, of an object or event. Low-level construal comprises minor and incidental elements; herein, events and objects are distinct. Fujita et al. (2006) used flashy advertisement as an example of low construal and associated high-level construal with enjoying sports for self. According to CLT, people with high-level construal focus on goal-relevant details crucial to understanding the significance of an action or occurrence. On the other hand, people with low-level construal focus on elements that are extraneous to the primary purpose, such as incidental details (Trope & Liberman, 2003; Wang et al., 2018). Ding and Keh (2017) stated that customers, who were in greater construal, were more likely to focus on intangible or less-vibrant characteristics. Herein,

'imagery vividness' mediates the effects of construal level on service appraisal and service type (experience vs. credibility), both of them serving as moderators. High-level construal is associated with abstract things, simple, decontextualized, primary, core superordinate, and goal-relevant events or things. At the same time, low-level construal is associated with concrete and complex events or things, contextualized, secondary, surface, subordinate, and goal irrelevant things. The perspective of the individual assessing the material serves as the common point of reference for all four psychological aspects (Forster, Liberman, and Shapira 2009), that is, temporal, social, hypothetical, and social distance. They are elaborated in the following sections. Moreover, it may be noted that events, objects, and people one has direct experience with are, therefore, regarded in proximal and concrete terms. In contrast, those without direct contact are viewed more abstractly in distal terms (Bar-Anan, Liberman, and Trope 2006).

2.3.3. Temporal Distance

According to Fujita et al. (2008) 's research on temporal distance and persuasion, the strength of various persuasive arguments changes depending on how far away the attitude object is from the subject. The authors stated: "arguments stressing major vs. secondary aspects, desirability vs. feasibility qualities, and general situations vs. particular cases are more compelling when attitude objects are temporally distant vs. close." The time of product advertising may be crucial if temporal distance affects product assessments. Another way to use temporal distance is to persuade people to participate in community recycling, health, or other activities.

2.3.4 Spatial Distance

According to CLT, the same traits that apply to assessments under the temporal distance category should also apply to assessments under the spatial distance category. It refers to events, people, or objects in nearby or distant physical locations. In their study, Fujita et al. (2006a) showed that, when envisioning distant acts, participants focused more on the results, or the "why" elements, than the methods to achieve the goal, i.e., the "how" elements. Further, the levels of familiarity, difficulties in picturing the incident, and similarities to or differences from participants had no impact on these findings. Notably, the notion of spatial distance is crucial in Marketing because, with the rise of infomercials and online sales, consumers are frequently far away from the products they procure. Campaigns that appropriately leverage the concept of spatial distance should be more successful, as local events are seen differently than distant ones.

2.3.5. Hypothetical Distance

An area of CLT that has been understudied is hypothetical distance; it refers to the chance of an event happening. An event is theoretically remote when it is believed that 'it may have happened but has not happened, or when it is feasible but not guaranteed' (Wakslak et al., 2006, p. 642). This can be perceived as low-level construal since it activates the situation's "how" component.

2.3.6. Social distance

Another component of CLT is social distance; it depends on how acquainted or unfamiliar someone is with another person, that is, how similar or different they are and whether they are inside or outside a person's social circle. In fact, according to CLT, the representations of an event, even when given identical facts, would differ depending on how near or far a person views others who are possibly involved. For example, it would vastly differ when something happens to

someone you know personally as opposed to someone you may have heard from through the media. Thus, according to CLT, information is cognitively symbolized in higher-level terms as the social distance grows and in lower-level terms as it reduces.

Among the three psychological distances covered thus far, the present study focuses on temporal distance as a dimension to investigate the role of time in evaluating motivators and hygiene factors. As discussed earlier, temporal distance significantly influences an individual's evaluation of object attributes or satisfaction. In a recent example, Tatavarthy et al. (2019) showed that consumers' evaluation changes with the temporal frame. Earlier, Huang et al. (2016) suggested that consumers find it challenging to recall the details related to unpleasant experiences after a long time of consumption. Moreover, the authors noted that reviews about negative experiences do not necessarily negatively impact satisfaction if written after a long time from consumption.

Further, in the context of 'reviews,' Jin et al. (2014) used temporal distance to explain their role (near past vs. distant past) in affecting consumers' purchase decisions. From a temporal distance perspective, Pizzi et al. (2015) suggested the importance of attribute changes over time, wherein consumers assign different weights to service attributes. Jin and He (2013) revealed that people with high construal prefer a more extended guarantee period; they consider it an essential criterion in product evaluation. By reviewing the TFT and CLT literature, it can be asserted that change in the evaluation of hygiene factors and motivators has rarely been investigated in the literature.

2.4 CLT and Consumer Behavior

CLT, which has mainly been researched in the Psychology discipline, has also been used in Marketing literature, albeit to a limited extent. Kim, Park, and Wyer (2009) studied consumer product assessments and reevaluations. They discovered that the foundation of the evaluations relied on whether the product was being appraised for usage now or in the future. According to research on consumer confusion around adopting new goods and services, different communication tactics should be used based on when the consumer embraces the product or service (Castano et al., 2008).

Further, it may be noted that a consumer's behavioral intents are increased and switching cost uncertainties and anxiety are decreased when communications are more specific and process-oriented (subordinate/how). However, the opposite may hold true if the choice is made in the distant future. One of the first researchers to examine CLT in the context of identity marketing and provide solutions to lessen the dissociative group effect is McGowan, Hassan, & Shiu (2019).

Empirical research on CLT supports that the consumers' characteristic and the time frame of action impact their behavior (Please refer to Table 4). Therefore, consumers respond asymmetrically to messages directed to their in-group vis a vis out-group. High identifiers with abstract mindsets prefer products linked to their in-group over those linked to a dissociative group; the opposite is true for low identifiers (McGowan et al., 2020). People feeling authentic pride (vs. hubristic pride) dominantly adopt a lower construal level and consequently put more weight on feasibility over desirability attributes (Yang & Zhang, 2018). In other words, consumers who perceive themselves as physically 'high' are more likely to adopt global perceptual processing and thereby have a higher level of conceptual construal. In contrast, the opposite holds for local perceptual processing

(Aggarwal & Zhao, 2015). Furthermore, consumer research from the past explained the effect of construal levels on time judgment. Moreover, concrete features are prominent for incentives with short time frames but not long ones (Roehm & Roehm, 2011). Besides, the effectiveness of a recommendation is contingent on the time of a given situation (Wakefield & Wakefield, 2017). Meyners et al. (2017) stated that geographical proximity is also deemed a signal of homophily to assess whether to follow a recommendation.

Further, it may also be noted that consumers, unless they are experienced, are more price sensitive when considering the advance purchase of events in the future (Vilches-Montero & Spence, 2015). Jin and He (2012) noted that recent online reviews tend to be more influential in shifting consumers' preferences toward near-future consumption decisions. The effectiveness of service guarantees depends on whether the guaranteed elements effectively match the time frame of consumers' purchase decisions (Zhao & Xie, 2011). Moreover, satisfaction judgments shift over time, owing to the different psychological mechanisms activated as a 'function' of time (Pizzi et al., 2015). Therefore, consumers who receive compensation for a service recovery at a high-level construal tend to exhibit greater post-recovery satisfaction (Sinha & Lu, 2019).

Table 4: Studies with marketing issues being addressed by using CLT

Marketing Issue	Description of Issue	Major Findings	Key Publication
Consumer Segmentation	<ul style="list-style-type: none"> • Whether consumers respond asymmetrically to messages directed at their in-group? • Whether reliance of consumer on differences that can be aligned is moderated 	<ul style="list-style-type: none"> • High identifiers (with abstract mind-set) choose products associated to their in-group over others linked to a dissociative group; notably, the opposite is true for low identifiers. • Prevention-oriented consumers construe information concretely, and thereby, depend on alienable 	<ul style="list-style-type: none"> • McGowan et al., (2020) • Sun et al., (2019)

Marketing Issue	Description of Issue	Major Findings	Key Publication
	by their self-regulatory orientation?	attributes while assessing two options as compared to opposite for promotion-oriented consumers	
Satisfaction and Post-Recovery Satisfaction	<ul style="list-style-type: none"> • What are the recovery efforts that are most effective within the context of an ignored or rejected service failure condition? 	<ul style="list-style-type: none"> • Recovery effectiveness is dependent on the compensation type for ignored consumers, who receive it at a high-level construal. They tend to exhibit greater post-recovery satisfaction • An explanation that is outcome-focused would result in higher post-failure satisfaction (in case of instant recovery). Satisfaction judgments shift over time, owing to different psychological mechanisms, which in turn, are activated as a function of time 	<ul style="list-style-type: none"> • Sinha and Lu (2019) • Chang and Chen (2013) • Pizzi et al., (2015)
Brand Extension	<ul style="list-style-type: none"> • Whether there is effect of extension category on service Brand extensions • How does a person's thinking style, specifically holistic vs. analytic, vis a vis an organization's crisis apology impact brand evaluation? • What factors determine whether or not a brand extension will be successful? 	<ul style="list-style-type: none"> • Extension category (product vs. service) moderates the relationship of brand- and consumer-level success drivers • Framing of remedial solutions results in greater enhancement in brand evaluation depending on the consumers' thinking style 	<ul style="list-style-type: none"> • Sichtman et al., (2017) • Wang et al., (2016) • Kim and John (2008)
Time Judgment	<ul style="list-style-type: none"> • How construal levels impact waits duration judgments? • How do you activate an abstract vs. concrete construal as a retrieval cue, and which affects 	<ul style="list-style-type: none"> • People automatically rely on their subjective feelings in duration judgments. Consumers with low-level construal determine the same wait as shorter than those with high-level construal • Study revealed that the effectiveness of service guarantees 	<ul style="list-style-type: none"> • Wang et al., (2017) • Vilches-Montero and Spence (2015)

Marketing Issue	Description of Issue	Major Findings	Key Publication
	<p>retrospective duration estimates of a hedonic experience?</p> <ul style="list-style-type: none"> • Which reviews (recent vs. outdated) would be more prominent for a consumer when making his or her purchase decision? • Whether construal fit between guaranteed elements and the purchase time frame significantly enhances a Service guarantee's effectiveness? • How will the source (close others vs. distant others) of recommendation change his/her attitude toward the recommendations at different points in time? • Who, when and where influence price sensitivity and perceived value of the experience service. 	<p>depended on whether the elements guaranteed correlate to the time frame of consumers' purchase decisions</p> <ul style="list-style-type: none"> • Suggest that the effectiveness of recommendation is contingent on the time of a given situation 	<ul style="list-style-type: none"> • Jin et al., (2014) • Jin and He (2012) • Zhao and Xie (2011) • Wakefield and Wakefield (2017) • Roehm and Roehm Jr (2011)
Goal Attainment	<ul style="list-style-type: none"> • How seemingly isolated instances of goal-related failures can deter subsequent commitment to overarching well-being goals? • Whether and how goal framing influences saving success? • How goal-directed, consumer motivation 	<ul style="list-style-type: none"> • A single instance of failing at a sub goal may lead to diminished behavioral and commitment intentions in terms of broader well-being. 	<ul style="list-style-type: none"> • Devezer et al., (2017) • Ulkumen and Cheema (2011) • Ramirez et al., (2015) • Yan and Sengupta (2011)

Marketing Issue	Description of Issue	Major Findings	Key Publication
	helps in engaging them in environmentally sustainable consumption behavior?		

The review and contribution of several research studies of CLT suggest that this concept covers different aspects of consumer behavior. Within the ambits of identity marketing, CLT offers a new procedure to attenuate the dissociative group effect, as high identifiers prefer products linked to their in-group over those linked to a dissociative group (McGowan et al., 2020). Further, within the local–global identity literature, past studies observed perceived variance among comparative objects as a new qualitative difference (Yang et al., 2019). Extant literature showed that hubristic/authentic pride could affect distinct construal levels while activating global/local appraisal tendencies (Yang & Zhang, 2018). Integration of temporal and spatial dimensions of service separation explains how computer-mediated technologies affect consumers’ evaluations of psychological distance embedded in a service encounter (Hartley & Green, 2017).

Thus far, consumers’ construal levels seem to impact their duration judgments (Wang et al., 2017), whereby construal mindsets tend to distort retrospective time perceptions (Vilches-Montero & Spence, 2015). Notably, the construal fit between guaranteed elements, along with the purchase time frame, significantly enhances the effectiveness of a guarantee per se (Jin & He, 2012). Effects of construal level in the context of emotional advertising appeal were examined (Septianto & Pratiwi, 2016). Emotions systematically influence judgments and persuasion by altering construal levels (Han et al., 2014). Moreover, there is a differential effectiveness of outcome-focused and process-focused explanations under immediate and delayed recovery conditions (Chang & Chen,

2013). Consumer thinking style impacts the evaluation of remedial solutions (Wang et al., 2016). Darke et al. (2016) studied CLT by examining different facets of psychological distance to consumer trust.

It may be noted that the congruency of construal levels between different dimensions of psychological distance shows how both social and temporal distance lead to a more significant impact of others' recommendations on consumers' preferences (Zhao & Xie, 2011). Consumers with a chronic, high-level construal placed more importance on product attributes associated with abstract goals than those with chronic, low-level construal (Ramirez et al., 2015). Specific goals help consumers save more, especially when the saving goal is construed at a high level. However, non-specific goals, on the other hand, help consumers save more when the saving goal is construed at a low level (Ülkümen & Cheema, 2011). Furthermore, satisfaction judgments shift over time due to the different psychological mechanisms activated as a function of the time elapsing between the service experience and its evaluation (Pizzi et al., 2015). Thus, this study contributes to understanding the differential drivers of switching intent versus switching behavior in contractual services (Wirtz et al., 2014).

2.5 Customer Satisfaction and Attribute Performance

Customer satisfaction has often been used as a criterion to measure the performance of products and services (Anderson & Sullivan, 1993; Szymanski & Henard, 2001). Satisfied customers are central to the long-term success of any business (Gilbert et al., 2004). Attaining customer satisfaction is one of the highest order goals of a company (Peterson & Wilson, 1992; Keiningham et al., 2014). Marketing researchers, thus far, have acknowledged the importance of customer

satisfaction-related problems in improving profitability, cash flow, and stock returns (Fornell et al., 2016; Mittal et al., 2005). They viewed 'satisfaction' as an attribute to performance function (Mittal et al., 1998).

On the other hand, economists have perceived customer satisfaction or dissatisfaction as a function of utility fulfillment (Sen, 1991). Consumer researchers considered satisfaction a function of an individual's affective and cognitive evaluation of an event or consumption of a service/product (Oliver, 1997). Customer satisfaction literature termed it an outcome that results from the post-consumption evaluation of a product or service (Homburg, Koschate, and Hoyer, 2006). The customer evaluates satisfaction with criteria such as expectations and perceived value. In simple words, if attributes of a product or service fulfill the customer's expectation, then s/he would be satisfied. However, on the other hand, if the service/performance does not match customers' expectations, it would naturally lead to dissatisfaction. Satisfaction is a function of attribute-level evaluations (Matzler & Sauerwein, 2002); hence, it can be measured through attribute-level performance (Slevitch and Oh, 2010). As discussed earlier, the prime focus of customer satisfaction has shifted from understanding the symmetric relationship between attribute performances and overall customer satisfaction (Arbore & Busacca, 2009) to asymmetric relationships between attribute performances and overall customer satisfaction.

Table 5: Empirical Studies testing impact of attribute performance on customer satisfaction

Studies	Category of attributes	Methodological Approach	Asymmetrical Effects observed Yes or No	Key Findings
Slevitch and Oh (2010)	Core and facilitating attributes	Quasi-experimental design	Yes	Attribute type moderates the relationship between attribute-level

Studies	Category of attributes	Methodological Approach	Asymmetrical Effects observed Yes or No	Key Findings
				performance and overall satisfaction
Chowdhary and Prakash (2005)	Qualifying and Vantage attributes	CIT	Yes	lends support for the two-factor theory
Matzler et al., (2004)		Regression analysis	Yes	The relationship between attribute-level performance and overall satisfaction is found to be asymmetric
Hui et al. (2004)	Process and outcome quality attributes	Regression analysis	Yes	The relationship between outcome quality factors vis a vis customer satisfaction are moderated by process quality factors
Backhous and Bauer (2000)	Minimum requirements (MR) and value-enhancing (VE) factors	CIT	Yes	VE and MR factors do have differing effects on customer satisfaction
Johnston (1995)	Dissatisfiers and Satisfiers	CIT	Yes	Shows support for the two-factor theory
Cadotte and Turgeon (1988)	Neutrals, criticals, dissatisfiers and satisfiers	Analysis of complaints and complements using CIT	Yes	Shows support for the two-factor theory
Maddox (1981)	Instrumental and expressive factors	CIT	Yes	Shows partial support for the two-factor theory

* CIT: Critical Incident Technique

As per the positioned earlier, the aim of this dissertation has been multifold and as it also attempts to understand, what is the short term and long-term impact of entire relationship on customer word of mouth and revisit intention. Because it is likely that positive or negative attribute performance is likely to yield different effect in the form of positive or negative word of mouth or positive or negative revisit intention. To clarify this, a detailed review of the linkage between customer satisfaction and revisit intention and on word of mouth has been presented.

2.6 Literature background on Customer satisfaction and revisit intention

A customer's satisfaction level with a product or service is one of the most critical factors in retaining that customer (Han & Hyun, 2015). Customers who are content with a product are more likely to remain loyal to the brand because it meets their needs and wants (Mohd Suki, 2017). According to the literature, there is a correlation between providing excellent service to customers and retaining them, which increases the likelihood that they will return (Han & Hyun, 2015). When a customer's expectations are met and exceeded, there is a greater likelihood that s/he will return (Chavan & Ahmad, 2013). According to Agnihotri et al. (2019), a customer's satisfaction with the sales personnel significantly influences the customer's willingness to pay more. This demonstrates that customers will feel satisfied if their needs are effectively met. As a result, they will be more likely to make additional purchases and repeat their purchases. According to the findings of several studies, customer satisfaction is directly correlated to the quality of the service provided.

In the airline industry, for instance, Saleem et al. (2017) noted that customer satisfaction is a mediator between service quality and repurchase intentions. In a different study that was conducted not too long ago, Hussain (2016) looked at the connection between service quality, value, image,

customer satisfaction, and loyalty using a group of 253 airline passengers as subjects. They concluded that the quality of service is an essential component in generating positive behavioral intentions among customers through the satisfaction of those customers. Numerous researchers agree to the fact that repeat visitors typically remain at a destination for longer periods, engage in more intensive forms of consumptive activity, report higher levels of satisfaction, and spread positive word of mouth, all while requiring significantly lower levels of marketing expenditure than first-time visitors do (Lehto et al., 2004; Zhang et al., 2014, 2018).

It is common knowledge that providing excellent service to customers is essential to retaining their business. This holds not only for the sale of tangible goods but also in the hospitality and travel industries (Som & Badarneh, 2011). According to Um et al. (2006), the intention to return is considered an extension of the feeling of satisfaction. When visitors leave a tourist spot having experienced positive emotions, they are likely happy with the location overall, which can lead to an increased desire to go back. Besides, there are several studies that, when applied to the tourism industry, confirm that the satisfaction levels of travelers positively impact their likelihood of returning to a destination (Assaker & Hallak, 2013; Chen & Chen, 2010; Khasawneh & Alfandi, 2019). A clientele's level of contentment with the caliber of the establishment's offerings is an essential factor in determining whether or not they will return (Oh, 2000; Qu, Pettijohn, et al., 1997). Repeated business is more likely to occur when customers have a high level of satisfaction. When retaining long-term customers, one of the most important starting points is the ability to accurately assess the level of customer satisfaction and put that knowledge to use. According to the findings of Stevens et al. (1995), an elevated level of customer satisfaction with the quality-of-service leads to a greater propensity to return to the dining unit. According to the findings of other

researchers, there is a correlation between delighted customers and their propensity to shop there again (Rego, Morgan, & Fornell, 2013; Ryu et al., 2012). According to statements made by Bearden and Teel in 1983, "customer satisfaction is an extremely vital factor to the advertisers as it is the best determinant of rehash deals, positive word of mouth, and customer loyalty." Higher satisfaction levels are associated with a greater likelihood of future visits (Deng, Yeh, & Sung, 2013; Han & Hyun, 2015; Patterson & Spreng, 1997).

2.7 Literature background on Customer satisfaction and Word of Mouth (WoM)

According to research by Reynolds and Beatty (1999), having an elevated level of satisfaction with an organization leads to the dissemination of favorable word of mouth. If customers are happy with a product or service, they are more likely to recommend it to others (Leung, 2020). For instance, Han and Ryu (2012) conducted research and empirical verification that there is a positive correlation between customer satisfaction and word of mouth in full-service restaurants. In addition, Ranaweera, and Prabhu (2003) affirmed that customer retention and positive word-of-mouth endorsement are strongly correlated with satisfaction and trust in a company's products or services. It is commonly believed that loyal customers who are pleased with the services will provide positive word-of-mouth advertising for the company (Reichheld & Sasser, 1990). Measures such as "willingness to recommend" and "recommendations to others" are frequently used in practice to determine how overall customer satisfaction affects a company's bottom line. In line with this point of view, Swan, Oliver (1989) and Schlesinger and Heskett (1991) discovered a positive relationship between satisfied customers and positive word of mouth. When using the number of recipients as a dependent measure, Holmes and Lett (1977) discovered that satisfied customers were more likely to spread positive word of mouth than dissatisfied customers. Higher

levels of customer satisfaction with how complaints are managed have also been shown to result in more positive word-of-mouth.

3. Research Methods

3.1 Introduction to chapter

The present dissertation employs various methods to address the proposed research questions. The chapter begins with an explanation about the logic behind using restaurant and fitness center setting for the present dissertation. The chapter gives an explanation about the employment of qualitative study for generating a list of hygiene (concrete and abstract) and motivators (concrete and abstract). Explanation is given about appropriateness of interview method for generating list of hygiene and motivators. Subsequently, the chapter explains the employment of Tetraclass method for generating and validating most important hygiene concrete, hygiene abstract, motivator concrete and motivator abstract attributes. In the final part, the chapter explains the use of experiments and mediation models for testing the proposed hypotheses.

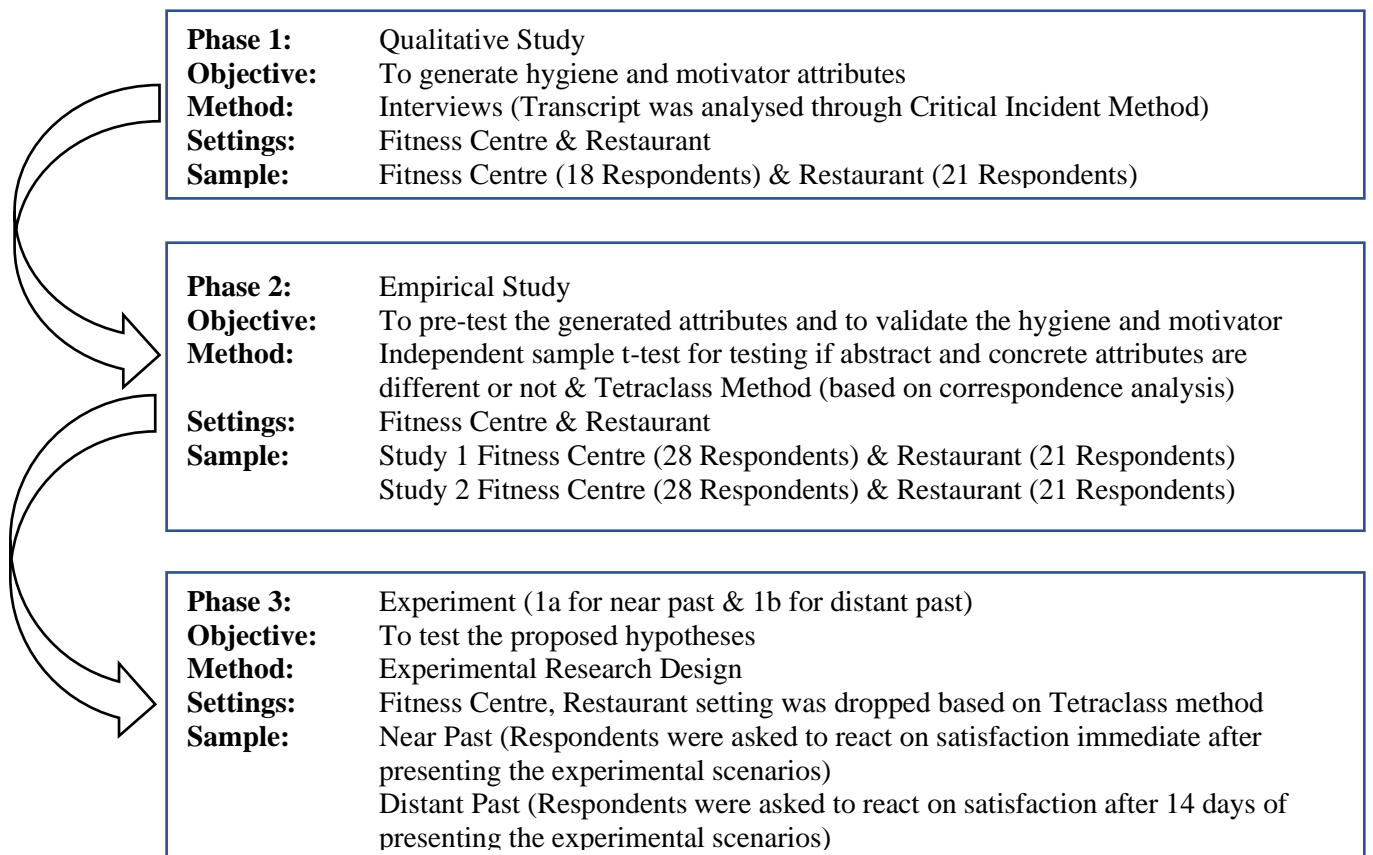


Figure 3.1 Methodological approach for various phase of study

Figure 3.1 provides explanation of three phases of this dissertation. As mentioned in the first chapter, the central objective (being tested in phase 3 mentioned in figure 3.1) of this dissertation is to explore how the performance (positive or negative) of hygiene/motivator (concrete vs. abstract) attribute have an effect on overall satisfaction by considering the time elapsed from the service experience? The central objective contains several components in it i.e. hygiene and motivator attributes broadly, hygiene and motivator concrete and abstract attributes. Meaning, in order to fulfill the central objective of the study, it was essential to generate the list of hygiene/motivator (concrete and abstract) attributes, which was done through phase 1, which was carried out through qualitative interviews. The attributes being generated in phase 1, need to be validated, which was done in phase 2 through Tetraclass method. That is how the objectives mentioned in three phases correspond to each other.

3.2 Setting of the study

The literature review chapter clearly listed and explained the previous studies with hygiene and motivator attributes for customer satisfaction. The literature review revealed that restaurant settings (i.e., Bilgihan, Seo, & Choi, 2018), and fitness centers (i.e., Bodet, 2006) had been the most commonly studied context in past studies related to hygiene and motivator attributes. Along with it, fitness center and restaurant setting provide enough opportunity to generate maximum number of hygiene and concrete attributes. Unlike the context such as retailing, which hardly deals with fewer amount of hygiene of motivator attributes. Also, restaurants and fitness centers are the setting to customers can relate easily either because they visit it on a regular basis or quite often.

Henceforth restaurant and fitness center settings were used as context for testing the proposed research questions. Later, the Tetraclass method reveals that respondents needed to identify or clearly distinguish among hygiene concrete, hygiene abstract, motivator concrete, and motivator abstract in a restaurant setting. Henceforth, the experiment was conducted in a fitness center setting only.

3.3 Interviews as an approach of qualitative study

Interviews were conducted to elicit attributes that lead to (dis)satisfaction and identify the abstract attributes that lead to (dis)satisfaction. The present dissertation employed semi-structured interviews (Warren, 2002), as it helps uncover knowledge by following structured protocols and giving the freedom to add new insights. After making corrections based on learning from the pilot study, 28 respondents with restaurant experience and 25 with fitness center experience were interviewed. For the restaurant setting, 7 out of 28 interviews were found unusable due to incomplete feedback, thus, leaving 21 usable interviews. Out of 25 interviews, seven were found unusable for the fitness center setting due to incomplete feedback, which left 18 usable interviews.

Pilot interviews were conducted at the initial data collection stage: four for the fitness center and four for the restaurant setting. The objective was to see if the interview protocol (detailed protocol attached as an appendix in the last chapter) helps capturing concrete and abstract attributes that lead to (dis)satisfaction. Based on the pilot interviews, several modifications were made. For example, an additional illustration was added to the interview protocol to provide an understanding of concrete and abstract aspects. Respondents were asked to "think about attending a theatre performance and were told about some concrete aspects of their experience, such as comfortable

seats, and about some abstract aspects, such as the artistic content of the performance". Before asking respondents to give feedback on concrete and abstract aspects of the restaurant and fitness center experience, respondents were asked if they understood the meaning of concrete and abstract well. Once respondents agreed on their understanding of the meaning of concrete and abstract aspects of the experience, they were asked to speak about the concrete and abstract aspects of their restaurant and fitness center experiences.

The interview started with the provision of background and the purpose of conducting interviews. Participants were given a brief introduction from the researcher. Participants were informed that interviews were conducted as a part of the researcher's doctoral study in order to know what customers think about their service experience with a provider. Respondents were ensured that their information would be used for academic research only and anonymity would be maintained. Respondents were requested to participate in the study voluntarily and were gifted on giving acceptance to be part of the study. Respondents were given brief information about the purpose of the interview, and their consent to participate in the interview was taken. The initial five minutes were spent establishing a relationship with respondents and making them feel comfortable for the interview. Once the consent was obtained, respondents were asked the following open-ended questions:

Firstly, the respondents have been prepared to discuss their general feelings about their restaurant and fitness center experiences. The respondents have been probed by asking for how long they have been customers of the specific restaurants and fitness centers they were referring to. They were then asked if they were satisfied with their experience so far. If they answered "yes", they

were asked about the reasons behind their satisfaction and if there were any instances when they were not so satisfied from their restaurant/fitness center experience. In the latter case, they were additionally asked about what happened during their unpleasant experience.

Regarding the restaurant setting, around 43% were male, and 57% were female informants. The average age of respondents with restaurant experience was 35 years, and the age group of respondents was between 23 years to 47 years. On average, the interviews for the restaurant lasted about 40 minutes. The respondents elaborated on the service features that led to their satisfaction and dissatisfaction with the restaurant experience. The interviews were recorded with respondents' consent, and close-ended information regarding their demographic characteristics (i.e., age, gender, education) was retrieved. In the fitness center setting, around 55% were male, and 45% were female informants. The average age of respondents with fitness center experience was 34 years, and the age group of respondents was between 24 and 42 years. On average, the interviews for the restaurant lasted around 55 minutes. The respondents elaborated on the service features that led to their satisfaction and dissatisfaction with the fitness center experience. The interviews were recorded with respondents' consent, and close-ended information regarding their demographic characteristics (i.e., age, gender, education) was retrieved.

3.4 Critical incident method for analyzing the transcript of interviews

The collected responses were transcribed, and the database was prepared for analysis using the Critical Incident technique (CIT). As discussed earlier, using CIT was to identify the concrete and abstract attributes that lead to (dis)satisfaction in a restaurant setting. The CIT has been a widely used approach (Ramseook-Munhurrin, 2016; Osei-Frimpong, Wilson, & Owusu-Frimpong, 2015)

when the phenomenon under investigation was under-explored (Gremler, 2004). The critical incident technique helps to collect observed incidents (Flanagan, 1954). In a services marketing context, Bitner et al. (1994) revealed the usefulness of CIT for identifying behavior that led to outcomes such as satisfaction or dissatisfaction. As seen in previous studies with CIT, content analysis has frequently been used to categorize incidents into meaningful themes (Ramseook-Munhurrin, 2016). Content analysis was performed to identify themes or terms from the database of incidents (Wong & Sohal, 2003), attributes were ranked according to number of time occurrence, which was further transformed into percentage. In the present dissertation, the transcribed responses were first classified and then grouped with similar themes.

The analysis was performed using CIT on transcribed responses. The CIT revealed explanatory themes related to service attributes leading to (dis)satisfaction. CIT also helped to identify concrete/abstract attributes leading to satisfaction and those service attributes essential for avoiding individual dissatisfaction. The presence of specific service attributes would make individuals satisfied with their restaurant and fitness center experience. Meaning respondents were first asked to talk about general attribute which may lead to satisfaction or dissatisfaction for their restaurant experience or in fitness center experience (refer tables 3.4.1 and 3.4.4 for the classification) and then were asked specifically to talk about which are those attributes in the presence/absence of it may create satisfaction or dissatisfaction, which yield the list of hygiene and motivator attributes (please refer table 3.4.3 and 3.4.6).

3.4.1 Identification of attributes leading to individuals' (dis)satisfaction in restaurant setting

In line with getting information about what leads to individual (dis)satisfaction during their experience from the restaurants, CIT was applied. Respondents revealed a total of 74 incidents leading to their satisfaction. Out of 74 incidents, the most frequently advocated attribute was the Staff's positive gesture (26% of incidents reported out of total) during the restaurant experience. Analysis of the interviews about service attributes leading to satisfaction revealed that restaurant customers appreciated the favorable behavior of Staff. For example, one of the respondents suggested:

"I like that I received a warm welcome from the Staff. Also, I appreciate that the service staff helped me decide on my dish and elaborated on the recipe's characteristics well. Overall, I get satisfied with the restaurant provided I receive personalized attention from the service staff".

The sample responses which were grouped under *Staff's positive gesture* category were warm greetings by Staff, humbleness of Staff, personalized attention, warm welcome, detailed explanation of food by Staff, and warmth of Staff. Other than the positive behavior of Staff, respondents also value pleasant ambiance as an essential determinant affecting their satisfaction. Around 21% of incidents reported the importance of ambiance in determining individual's satisfaction with the restaurant experience. As expected, food quality is one of the key factors affecting individual satisfaction. Individuals are satisfied with their restaurant experience if they get their food delivered promptly. Respondents liked that the service staff took orders immediately to their seats and settled on the table. Other essential services attribute was the availability of food variety, the way food is presented, food prices, availability of kids playing area, the celebration of

special days, the addition of surprise elements, staff dress code, and feedback request. The frequency of incidents leading to satisfaction can be seen in *table 3.4.1*.

Table 3.4.1: Services Attributes leading to (Dis)satisfaction from restaurant experience

Incidents leading to Satisfaction	No.	%	Incidents leading to Dissatisfaction	No.	%
Staff's positive gesture	19	26%	Unfriendly behavior of Staff	6	17%
Pleasant ambience	16	21%	Long waiting time	9	25%
Food quality	14	19%	Poor food quality	5	14%
Food delivery Promptness	9	13%	Poor capacity management	4	11%
Food variety	5	7%	Poor Ambience (music, odor, surroundings)	4	11%
Food presentation	2	3%	Prices	2	6%
Food price	2	3%	Poor seating	3	8%
Kids playing area	2	3%	Less portion size of food being served	1	3%
Celebration of special days	1	1%	Sticky plates	1	3%
Surprise elements	1	1%	Absence of paper napkin and clean water	1	3%
Staff dress code	1	1%			
Feedback request	1	1%			
Plate quality	1	1%			
Total	74	100%		36	100%

Regarding the restaurant services leading to the dissatisfaction of individuals, Table 3.4.1 depicts that unfriendly staff behavior leads to dissatisfaction. Respondents reveal that they prefer to avoid the service staff speaking bluntly and answering rudely. The sample responses related to staff's unfriendly behavior reveal that individuals did not like it if service staff asked guests to leave the table immediately after finishing their food, without asking if they would like to stay for some time or what. One of the respondents also revealed that the service staff at the restaurant was making unfriendly faces, especially while the kid was playing. The usual response can be seen as follow:

I got annoyed the last time I visited the restaurant when the waiter came too early with a bill payment request even before we finished our dinner, and the serving staff needed to be more skilled in serving the food.

Other than the unfriendly behavior of staff, long waiting time was reason for respondents' dissatisfaction (14% incidents). Usually, people prefer to get food quickly, and if the food delivery gets delayed than the expected time, people will likely get dissatisfied. Similarly, poor food quality (14% of incidents) is a major reason for individuals' dissatisfaction with their restaurant experience. Along with the unfriendly behavior of staff, waiting time for food, and poor food quality, responses from the interview suggested that individuals prefer to get entry into the restaurant quickly. There is one more drawback of poor capacity management, and that is the crowding feeling inside the restaurant. Finally, the additional service attributes leading to individuals' dissatisfaction with their restaurant experience are poor ambiance (music, odor, surroundings), poor value for money, poor seating arrangements, less portion size of the food being served, sticky plates, absence of paper napkin and availability of clean drinking water.

Respondents were asked to give feedback on the concrete and abstract service attributes (in a restaurant setting) they see as important and affecting their satisfaction. From Table 3.4.2, it can be inferred that respondents believed that concrete attributes such as pleasant ambiance, i.e., bright colors, walls, beautiful paintings, bright lights, nice chairs, and organized tables, affect their satisfaction (n=16, 36% incidents). Individuals also found the importance of cutlery items (as a concrete attribute) on the table, such as spoons, forks, glasses, and paper napkins, as a determinant of their satisfaction during their restaurant experience. Respondents suggested that they see the

usefulness in the beautifully designed menu card, which helps to locate the recipe quickly, and the one which provides a detailed explanation of the recipe's ingredients. One of the respondents revealed that:

I first noticed the dining table was decorated and liked it most if it had been decorated and matched with the restaurant's theme. Also, the menu should be easy to read and understand which recipe contains what so that we know what we are eating. I feel excited to have food garnished well while being served.

A few other crucial concrete service attributes with regards to restaurant experiences were the dressing of staff (neat and clean dress code of staff), availability for kids playing area, sufficient food quantity, less delivery time (less than 25 minutes on average), availability of food variety, availability of digital payment facility, availability of feedback form, availability of a collection of songs for various occasion, transparent kitchen area, mouth freshener after food.

Table 3.4.2: Concrete and abstract attributes leading to (dis)satisfaction from restaurant experience

Concrete	No.	%	Abstract	No.	%
Pleasant Ambience and Décor (Furniture, colors, painting, lighting, table, seating)	16	36%	Courteous Behavior of Staff	13	52
Cutlery on table (Spoon, glass, Paper Napkin)	5	11%	Professionalism of Staff	7	28
Clear menu card	4	8%	Warm Welcome	3	12
Well-dressed staff	3	7%	Freshness of food	1	4
Availability for kids playing area	3	7%	Happy mood of the other guest	1	4
Food being served garnished	3	7%			
Food quantity	3	7%			

Less delivery time	2	4%		
Food variety	1	2%		
Availability of digital payment,	1	2%		
Availability of feedback form	1	2%		
Availability of songs for various occasion	1	2%		
Transparent kitchen area	1	2%		
Mouth freshener after food	1	2%		
Total	45	100%	Total	25 100%

Regarding abstract service attributes in restaurant experiences, the interview responses revealed that courteous staff and professionalism by staff combined accounted for around (80% of incidents) as crucial for individual satisfaction. Precisely, respondents liked the abstract treatment wherein the staff behaved gently, greeted warmly, recommended the food, explained the restaurant's specialty, understood the guests' mood, and recommended food accordingly. A few other abstract attributes appreciated by the respondents were the freshness of the food and the happy mood of the other guests. If the food smells and tastes fresh, then it is liked by guests.

From the in-depth interview related to the essential service attributes in restaurant experience, the responses revealed that individuals will not like a restaurant if it is not clean, fail to serve good quality food, and also if its staff is not behaving well. So, cleanliness of the restaurant (25% incidents), quality of food (22% incidents), and courteousness of staff (19% incidents) account for around 66% of incidents as the hygiene attributes in the restaurant setting. Respondents expected prompt service delivery as another essential attribute a restaurant should be good at; if not, the customer will not like it. A few other hygiene attributes were identified as the responsive behavior of staff (coming immediately to take the order), value for money (food should be of good quality with respect to the price paid), and well-dressed staff (there should be a dress code of front-end staff serving food). Some respondents also believed that a restaurant should have availability of

entertainment zone for kids and a zone for adult age groups wherein they can watch their favourite sports. Last but not least, responses suggested that a restaurant should have availability of napkins, availability of pure drinking water, and should have food variety. The details are revealed in Table 3.4.3.

Table 3.4.3: Hygiene and Motivator attributes from restaurant experience

Hygiene	No. (%)	Motivator	No. (%)
Cleanliness	9 (25%)	Complimentary (Cake, Food, Toy, Wi-Fi, Juice)	8 (35%)
Courteous behavior of staff	7 (19%)	Digital Payment facility	2 (9%)
Food quality	8 (22%)	Entertainment and Kids Zone	4 (17%)
Prompt service delivery	5 (14%)	Personalize Treatment	2 (9%)
Responsiveness of Staff	1 (3%)	Food recommendation by Staff	2 (9%)
Value for money	1 (3%)	Special discount	1 (4.3%)
Well Dressed Staff	1 (3%)	Staff do special act for guest	1 (4.3%)
Availability of entertainment zone for kids and for adult age groups	1 (3%)	Surprise gift after food	1 (4.3%)
Availability of napkin	1 (3%)	Transparent Kitchen	1 (4.3%)
Availability of pure drinking water	1 (3%)	Preferential Music Play	1 (4.3%)
Food Variety	1 (3%)		
Total	36 (100%)		23 (100%)

Regarding motivators, respondents commonly agreed that service attributes were complimentary items, i.e., cake, food, toy, wi-fi, and juice. Individuals rarely expect complimentary services during their restaurant experience, but they feel happy about it if offered. Other important motivators were the availability of a digital payment facility, the availability of an entertainment zone for adults and kids, and personalized treatment.

3.4.2 Identification of attributes leading to individuals' (dis)satisfaction in Fitness centre setting

Respondents related to fitness centers revealed 99 incidents leading to their satisfaction, and 51 related to dissatisfaction. Out of 99 incidents leading to satisfaction, the most frequently appearing

attribute was the availability of value-added facilities, trainer skills, and staff behavior (accounting for 46%). Analysis of the interviews regarding service attributes leading to satisfaction revealed that fitness center customers appreciate the favorable behavior of staff, their skills, and the availability of value-added services. For example, one of the respondents suggested:

"During my fitness training club, I feel happy when trainers behave politely and help and guide me up to mark".

Overall, respondents rated value-added facilities such as ac, drinking water, water cooler, and energy drink vending machines as important for their satisfaction. Regarding training skills, respondents suggested they look for a knowledgeable, certified, experienced professional trainer. All of these skills may ensure the satisfaction of clients. In terms of behavior, staff members with attentive, helpful, smiling, and welcoming behavior make respondents happy. Other essential attributes were the availability of machines for whole body exercises, time flexibility, capacity management, cleanliness, ambiance (air does not stink, fresh environment, proper ventilation), cross training (Yoga and Zumba), safety measures, convenient location, and fellow members' behavior. The presence of all such facilities and attributes may result in the satisfaction of fitness center respondents. The frequency of incidents leading to satisfaction can be read in *table 3.4.4*

Table 3.4.4: Services Attributes leading to (Dis)satisfaction in Fitness Center

Incidents leading to Satisfaction	Number of incidents (%)	Incidents leading to Dissatisfaction	Number of incidents (%)
Value Added Facilities (ac, drinking water, water cooler, energy drink vending machine)	17 (18%)	Staff Unfriendly behavior and less Attentive Staff	12 (24%)

Trainer skills (knowledgeable, certified, experienced, professionalism)	15 (15%)	Forced Personal Training	8 (16%)
Behavior by Staff (friendly, attentive, helpful, smiling, welcoming)	14 (14%)	Poor capacity management (Very much crowded, No time flexibility)	8 (16%)
Variety of Exercise Machine (machine for all exercise, all body part, branded one)	10 (10%)	Absence of Cross Training Facilities	6 (12%)
Effective training	9 (9%)	Safety Issue	5 (10%)
Time flexibility and capacity management	9 (9%)	Cleanliness Issue	4 (8%)
Cleanliness and Ambience (air does not stink, fresh environment, proper ventilation)	8 (8%)	Bad manners by co-members	3 (6%)
Cross training (Yoga and Zumba)	7 (7%)	Trainer knowledge	3 (6%)
Safety measures	4 (4%)	Forced to purchase their products	2 (4%)
Convenient location	2 (2%)		
Fellow Members behavior	2 (2%)		
Total	99 (100%)	Total	51 (100%)

Respondents were asked to give feedback on the concrete and abstract service attributes (in a restaurant setting) they value as important and affecting their satisfaction or dissatisfaction within the fitness center experience. From Table 3.4.5, it can be inferred that the important concrete attributes are the availability of air conditioning, yoga mats, shower facilities, water filling area, locker facilities, spacious washrooms, machine arrangements, floor varieties, and attribute such as availability of layout with bodybuilders (11 incidents, accounted for 23% incidents). In terms of abstract attributes in the fitness setting, staff behavior and related qualities such as attentiveness, friendliness, motivating and positive behavior, helpfulness, welcoming, attentive, and interactive behavior were found to be most important for satisfaction and dissatisfaction (26 incidents accounted for 68%).

Table 3.4.5: Concrete and abstract attributes leading to (dis)satisfaction in Fitness Center

Concrete	Number of incidents (%)	Abstract	Number of incidents (%)
Amenities (Ac, Yoga mats, shower facilities, water filling area,	11 (23%)	Positive Vibe (Aura of place, aroma, freshness of ambience)	4 (11%)

locker facilities, washroom spacious, spacious machine arrangements, floor varieties, layout with body builders)			
Training schedule	8 (17%)	Staff Behavior (Attentive, friendly, motivating, positive, helpful, well coming, attentive, interactive, involve you in training, be patient in guiding, easy to approach, welcoming)	26 (68%)
Machine varieties	6 (13%)	Safety	4 (11%)
Cleanliness (Clean mirror, Clean Floor)	5 (11%)	Professional Staff (Discipline expectation, well behaved staff, guidance, well behaved staff)	4 (11%)
Diet Schedule	5 (11%)		
Cross training varieties	3 (6%)		
Safety (Maintenance of machine, performance of machine)	3 (6%)		
Number of time trainer visit	3 (6%)		
Number of trainers	2 (4%)		
Subscription varieties	1 (2%)		
Total	47 (100%)	Total	38 (100%)

The results from CIT revealed hygiene and motivator service attributes in fitness center experience (please refer to table 3.4.6). The responses revealed that individuals would be dissatisfied with the absence of proper training facilities and if the workout machines were not of good quality (accounting for 22% of incidents). In addition, knowledgeable staff were also found to be an essential attribute to avoid dissatisfaction (accounting for 18% of attributes). Other important hygiene attributes were the cleanliness of the exercise area and washroom (accounting for 18% of incidents). With regards to motivators, the availability of value-added services such as towels, yoga mats, body mass index calculators, diet schedules, good bathing areas, steam bath areas, refrigerators with energy drinks, water bottles, and periodic fitness testing was among the most important attributes (Accounted for 32% incidents). Also, the availability of cross-training

facilities such as weekly yoga, Zumba, aerobics floor, multi-activities floor, cross fit zone, dance class schedule, yoga, and relaxation facilities was among other vital motivators (accounted for 24% of incidents).

Table 3.4.6: Hygiene and Motivator attributes from Fitness centre experience

Hygiene	No. (%)	Motivator	No. (%)
Value Added Service (Towel, Yoga Mats, BMI calculator, diet schedule, good bathing area, steam bath area, refrigerator with energy drink, water bottle, periodically fitness testing)	12 (32%)	Training facilities (Good quality machine, skipping area, empty place for stretching, machine variety)	11 (22%)
Cross training facilities (Weekly Yoga, Zumba, Aerobics floor, multi activities floor, cross fit zone, dance class schedule, Yoga, relaxation facilities)	9 (24%)	Qualified Trainer (Knowledgeable staff)	9 (18%)
Outdoor Workout (Offer weekly tracking, Session by expert in fitness area, competition among participants, Festival celebration, possibilities for outdoor workout once in a week, weekly outdoor training)	7 (19%)	Cleanliness (Clean exercise area, clean washroom)	9 (18%)
Mobile App based reminder	4 (11%)	Amenities (Water facility, clean changing room, good ventilation, right type of floor with proper ventilation, arrangements for wet cleaning, parking facilities, safe environment for girl, ac should be working, parking facilities)	3 (6%)
Reminder by Trainer (Follow up by trainer, personal attachment by trainer)	3 (8%)	Friendly Staff (Supportive and Friendly)	3 (6%)
Loyalty Benefits (Complimentary personal training for a month)	2 (5%)	Provision of schedule for workout (Preparation of schedule)	3 (6%)
		participants to trainer ratio (Number of trainers)	3 (6%)
		Music	3 (6%)
		Safety Measures (First aid facilities, regular maintenance of machine)	3 (6%)
		Fitness Training area (Spacious arrangement of facilities)	3 (6%)
	37 (100%)		50(100%)

3.5 Empirical study for determining attributes (survey design)

In order to identify and validate hygiene concrete/abstract and motivator concrete/abstract attributes, two empirical studies were conducted. Responses for both studies were collected through Prolific.

3.5.1 Empirical Study 1 (For fitness center and restaurant settings)

The study considered 18 attributes in a restaurant setting derived from qualitative interviews. The study chose 18 attributes since it was the point where the saturation was reached. The survey was conducted to determine whether the attribute scored high/low on concreteness or abstractness. The study used an 11-point scale recommended by Johnson (1984) for measuring the level of concreteness or abstractness, where 1 indicated the maximum level of concreteness and 11 the maximum level of abstractness for each attribute. The survey was distributed to people having been experienced visiting restaurants in the near past. A total of 58 responses were received, and after removing incomplete responses, 54 responses were used for analysis purposes. To determine whether the score was high/low on concreteness or abstractness attribute (is abstract or concrete), one sample t-test was performed. Data was collected from a total of 54 respondents residing in United States with the following characteristics: 37 female respondents and 17 male respondents, mostly graduate degree or more (n=45), with age ranging from 18 years to 59 years. Respondents were with American Indian, Alaska Native, Asian, Black, or African American, Hispanic, European, White, and Latino ethnic background.

The study considered 18 attributes in a fitness center setting derived from qualitative interviews. The study chose 18 attributes since it was the point where the saturation was reached. The survey

was conducted to determine whether the attribute scored high/low on concreteness or abstractness. Also in this case, the study used an 11-point scale recommended by Johnson (1984) for measuring the level of concreteness or abstractness, with the same characteristics as above. The survey was distributed to people having been experienced visiting restaurants in the near past. A total of 50 responses were received, and after removing incomplete responses, only 45 responses were employed for analysis purposes. To determine whether the score was high/low on concreteness or abstractness attribute (is abstract or concrete), one sample t-test was performed. One sample t-test was used to compare the mean score on each attribute with the median value.

3.5.1.1 Results on determining concrete vs abstract attributes in Restaurant Setting

One sample t-test was used to compare the mean score of each attribute with the median value. The results from table 3.5.1, revealed that attributes such as design & decor of restaurant ($t = -2.969$; $p < 0.05$), cutlery presentation ($t = -2.512$; $p < 0.05$), number of items in menu card ($t = -3.276$; $p < 0.05$), staff appearance ($t = -1.640$; $p < 0.05$) food portion ($t = -2.758$; $p < 0.05$), spacing of dining area ($t = -4.086$; $p < 0.05$), availability of entertainment facilities ($t = -1.590$; $p < 0.05$) availability of digital payment option ($t = -3.978$; $p < 0.05$), recreational facilities for children ($t = -2.020$; $p < 0.05$), and visibility of meal preparation area ($t = -2.637$; $p < 0.05$) scored high on concreteness. Whereas attributes such as restaurant comfort ($t = 1.441$; $p < 0.05$), staff attentiveness ($t = 2.291$; $p < 0.05$), staff friendliness ($t = 3.285$; $p < 0.05$) scored high on abstractness. Attributes such as atmosphere of restaurant, cleanliness of restaurant, food presentation, waiting time for food failed to be classified by respondents as concrete or abstract. (One sample t-test was performed by considering, H_0 : Mean of attribute is equal to 6 and H_1 : Mean of attribute is not equal to 6).

Table 3.5.1: Results on abstractness/concreteness in Restaurant Setting

<i>List of Attributes</i>	<i>t</i>	<i>df</i>	<i>p</i>	<i>Results</i>
Atmosphere of restaurant	0.661	52	0.256	Insignificant

Design & decor of restaurant	-2.969	52	0.002*	Score high on concreteness (Concrete)
Restaurant's comfort	1.441	52	0.078*	Score high on abstractness (Abstract)
Cleanliness of restaurant	-.925	52	0.180	Insignificant
Cutlery presentation (i.e., spoon, glass, paper napkin)	-2.512	52	0.008*	Score high on concreteness (Concrete)
Number of items in menu card	-3.276	52	0.001*	Score high on concreteness (Concrete)
Staff appearance	-1.640	52	0.054*	Score high on concreteness (Concrete)
Food portion (quantity)	-2.758	52	0.004*	Score high on concreteness (Concrete)
Staff attentiveness	2.291	52	0.013*	Score high on abstractness (Abstract)
Staff friendliness	3.285	52	0.001*	Score high on abstractness (Abstract)
Spacing of dining area	-4.086	52	0.001*	Score high on concreteness (Concrete)
Food presentation	-0.953	52	0.172	Insignificant
Availability of entertainment facilities	-1.590	52	0.059*	Score high on concreteness (Concrete)
Availability of digital payment option	-3.978	52	0.001*	Score high on concreteness (Concrete)
Recreational facilities for children	-2.020	52	0.024*	Score high on concreteness (Concrete)
Waiting time for food	-0.385	52	0.351	Insignificant
Visibility of meal preparation area	-2.637	52	0.006*	Score high on concreteness (Concrete)

* $p < 0.05$

Additionally, the list of the attributes was sent to three independent raters for getting their feedback and to test whether the attributes are correctly being determined as concrete or abstract. The inter-rater reliability was computed. Three independent people (raters) were approached to check if there is reliability in terms of concrete and abstract attributes. The raters were presented with the list of attributes and were asked to respond and rate (on 1 to 11 scale, where 1 is extremely concrete and 11 is extremely abstract) attributes as concrete or abstract. To test the inter-rater reliability of attributes in fitness center settings, Intraclass Correlation Coefficient was calculated. From table 3.5.2, it can be inferred that Coefficient of Intraclass Correlation is 0.903, which greater than 0.7 and significant ($p < 0.01$). This indicates that there is high inter-rater reliability with regards to their responses about attributes of restaurant settings. Additionally, Inter-Item Correlation Matrix (please refer table 3.5.3) was carried out and the results reveal that there is strong correlation with respect to responses of rater 1 and rater 2 ($r = 0.832$), rater 1 and rater 3 ($r = 0.752$), and also for rater 2 rater 3 ($r = 0.743$).

Table 3.5.2: Intraclass Correlation Coefficient

	Intraclass Correlation ^b	95% Confidence Interval		F Test with True Value 0			
		Lower Bound	Upper Bound	Value	df1	df2	Sig
Average Measures	0.903 ^c	0.797	0.959	10.117	19	38	0.000

Table 3.5.3: Inter-Item Correlation Matrix

	Rater 1	Rater 2	Rater 3
Rater 1	1.000	0.832	0.752
Rater 2	0.832	1.000	0.743
Rater 3	0.752	0.743	1.000

3.5.1.2. Results on determining concrete vs abstract attributes in Fitness Centre Setting

The results from table 3.5.4, revealed that attributes which scored high on concreteness are cleanliness of the fitness center ($t = -1.933$; $p < 0.05$), size of the workout space ($t = -2.410$; $p < 0.05$), fresh ambience and air conditioning in fitness center ($t = -1.779$; $p < 0.05$), cross training facility ($t = -1.831$; $p < 0.05$), shower facility ($t = -2.173$; $p < 0.05$), availability of safety measures and medical first aid ($t = -1.358$; $p < 0.05$), and training equipment ($t = -2.096$; $p < 0.05$). Whereas the attributes which score high on abstractness are trainers' narrations of workout ($t = 1.631$; $p < 0.05$), workout progress tracking ($t = 2.222$; $p < 0.05$), and trainers' friendly behavior ($t = 1.543$; $p < 0.05$). The attributes that failed to be classified in terms of abstractness or concreteness are trainers' attentiveness, trainers' experience, availability of energy drink facility, trainer's courteousness, flexibility of workout hours, availability of diet schedule, friendly behavior of companion members, and availability of music (Please refer table 3.5.4).

Table 3.5.4: Results on abstractness/concreteness in Fitness Center Setting

<i>List of Attributes</i>	<i>t</i>	<i>df</i>	<i>p</i>	<i>Results</i>
Trainers' attentiveness	0.483	41	0.316	Insignificant
Trainers' experience	0.206	41	0.419	Insignificant
Availability of energy drink facility	-0.743	41	0.231	Insignificant
Cleanliness of the fitness center	-1.933	41	0.030	Score high on concreteness (Concrete)

Size of the workout space	-2.410	41	0.010	Score high on concreteness (Concrete)
Fresh ambience and air conditioning in fitness center	-1.779	41	0.041	Score high on concreteness (Concrete)
Trainer's courteousness	0.648	41	0.260	Insignificant
Flexibility of workout hours	-0.343	41	0.367	Insignificant
Trainers' narrations of workout	1.631	41	0.055	Score high on abstractness (Abstract)
Availability of diet schedule	0.166	41	0.434	Insignificant
Cross training facility	-1.831	41	0.037	Score high on concreteness (Concrete)
Shower facility	-2.173	41	0.018	Score high on concreteness (Concrete)
Availability of Safety measures and medical first aid	-1.358	41	0.091	Score high on concreteness (Concrete)
Training equipment	-2.096	41	0.021	Score high on concreteness (Concrete)
Availability of cross training mates	-0.740	41	0.232	Insignificant
Workout progress tracking	2.222	41	0.016	Score high on abstractness (Abstract)
Trainers' friendly behavior	1.543	41	0.065	Score high on abstractness (Abstract)
Friendly behavior of companion members	1.288	41	0.103	Insignificant
Availability of music	-0.407	41	0.343	Insignificant

Three independent people (raters) were approached to check if there is reliability in terms of concrete and abstract attributes. The raters were presented with a list of attributes and were asked to respond and rate (on 1 to 11 scale, where 1 is extremely concrete and 11 is extremely abstract) each attribute as concrete or abstract. To test the inter-rater reliability of attributes in fitness center settings, Intraclass Correlation Coefficient was calculated. From table 3.5.5, it can be inferred that the Coefficient of Intraclass Correlation is 0.850, which greater than 0.7 and significant ($p < 0.01$). This suggests that there is high inter-rater reliability with regards to their responses about attributes of fitness center settings. Additionally, the Inter-Item Correlation Matrix (please refer table 3.5.6) was performed and the results revealed that there is strong correlation with regards to responses of

rater 2 and rater 3 ($r=0.820$), and moderate correlation with regards to responses of rater 1 and rater 2 ($r=0.550$), and also for rater 1 and rater 3 ($r=0.579$).

Table 3.5.5: Intraclass Correlation Coefficient

	Intraclass Correlation ^b	95% Confidence Interval		F Test with True Value 0			
		Lower Bound	Upper Bound	Value	df1	df2	Sig.
Average Measures	.850 ^c	.685	.936	6.553	19	38	0.000

Table 3.5.6: Inter-Item Correlation Matrix

	Rater 1	Rater 2	Rater 3
Rater 1	1.000	.550	.579
Rater 2	.550	1.000	.820
Rater 3	.579	.820	1.000

3.6 Empirical Study 2 (Tetraclass Method)

A survey was designed consisting of 29 attributes related to fitness center setting. Study added 11 more attributes from study 1 as provided the inclusivity and the addition was done by looking into the literature. The double check was done if any attribute being used in previous studies with tetraclass in restaurant setting in not missed. In-depth interviews were conducted with individuals having prior experience of fitness training or currently doing fitness training. Based on the outcome from the interviews and based on double checking into literature, 29 attributes were chosen for the study. The responses were collected through Prolific from the UK. At the beginning of the survey, respondents were asked to write the name of the fitness center they visited and where they got experience of fitness training. Respondents were also asked to indicate the timing of their last experience at the fitness center. A total of 310 responses were collected through Prolific. After cleaning incomplete responses and those which failed to fulfil attention checks, a total of 296 responses were used for final analysis. Two separate analyses were performed for restaurant setting and fitness center setting.

With regards to the restaurant setting, a survey was designed consisting of 34 attributes, which were determined by in-depth qualitative interviews and by cross-checking into literature with tetraclass approach in fitness center setting. At the beginning of the survey, respondents were asked to recall a restaurant experience they had in the last three months and were asked to mention the name of the restaurant they visited. They also checked whether they had visited multiple restaurants. In the latter case, they were then suggested to mention the name of the restaurant they remember best. A total of 307 responses were collected through prolific. After cleaning incomplete responses and removing responses which did not fulfil attention checks, a total of 300 responses were used for analysis.

Tetraclass model based on correspondence analysis was used to classify attributes (Llosa, 1997) as plus, basic, key, and secondary attributes. Tetraclass model uses four quadrants, namely plus, basic, key, and secondary, to classify items. Here *Plus Attributes (satisfiers)* are those whose favorable evaluation or high contribution of which strongly leads to satisfaction (being perceived positively by consumers); *Basic Attributes (dissatisfiers)* are the results of being perceived negatively by consumers or those whose unfavorable evaluation strongly contributes to dissatisfaction; *Key Attributes* are those having strong, proportional contribution to satisfaction and dissatisfaction; finally, *Secondary Attributes* are those who do not have a major effect on satisfaction or dissatisfaction irrespective of the type of evaluation. Please refer to table 3.6.1 and table 3.6.2 to know the classification of attributes for restaurant setting and fitness center setting into plus, basic, key, and secondary category.

In order to design the Tetraclass model based on correspondence analysis, the following steps were followed. The first step was drawing up a contingency table. A contingency table was drawn up by combining attributes (separately for fitness center and restaurant setting) with the participants' evaluation of overall satisfaction score. Each attribute was shown up in two rows i.e., for negative, and for positive evaluation whereas column was about satisfaction i.e., for negative, and for positive evaluation. For example, so when a consumer scored favorably on satisfaction index (i.e. positive) but who evaluated a particular attribute negatively was inserted into the positive evaluation column but in the row of negative evaluation. In the second stage, factor analysis was performed on contingency table, which helped in obtaining single factorial axis (can also be termed as satisfaction axis) (Clerfeuille and Poubanne, 2003). It helped in positioning two modalities of satisfaction on the axis (i.e. positive or negative). In the subsequent stage and final stage, correspondence analysis was performed with two modalities for each attribute and on two groups (i.e. satisfaction). It helped to plot the graph of the attributes which contributed to satisfaction. Here the division into two modalities was done according to the level of positive or negative evaluation (Llosa, 1997). Also, each attribute was represented a point wherein ordinate was about its positive and coordinate was of negative evaluation (based on the abscissa). It was the weight of satisfaction index which marked boundaries for the classification of attributes. The coordinates of the overall mapping helped in classifying attributes in four categories defined by Llosa (1997). Here, overall satisfaction was measured using one item scale (Wirtz and Lee, 2003) by requesting to express satisfaction level on a 5-point scale, where 1 meant complete dissatisfaction and 5 complete satisfactions. Respondents were asked to evaluate each attribute based on a 5-point scale, where 1 means that you are completely dissatisfied and 5 means that you are completely satisfied. Please refer to figure 3.6.1 & figure 3.6.2 along with table 3.6.1 and table 3.6.2 to know the

categorization of attributes for restaurant setting and fitness center setting into plus, basic, key, and secondary category. Here the classification of plus and basic categories was assigned based on the contradictory nature of attributes. Meaning plus attributes are those if performed well leads to satisfaction and basic attributes causes dissatisfaction if fails to perform as per customers' expectations.

Table 3.6.1: The seven most important Attributes for Satisfaction/Dissatisfaction in Fitness Center Setting

Plus (Motivator Attributes)	
The attentiveness of the staff (ABSTRACT)	0.31
The politeness by the Staff (ABSTRACT)	0.27
Number of mats for floor exercises (CONCRETE)	0.23
The assortment of products in vending machines (CONCRETE)	0.20
Accessibility of the staff during workout (ABSTRACT)	0.19
Mobile app for tracking workout progress (CONCRETE)	0.13
Basic (Hygiene Attributes)	
The cleanliness of the workout area (CONCRETE)	-0.36
Number of workout machines (CONCRETE)	-0.26
The professionalism of the staff (ABSTRACT)	-0.27
Adequate staffing of the gym (CONCRETE)	-0.24
The monitoring by the staff (CONCRETE)	-0.18
The explanation of the workout by the staff (CONCRETE)	-0.19
The cleanliness of the washrooms (CONCRETE)	-0.06

With respect to restaurant setting, readability of menu card alone fell in the quadrant of hygiene concreteness and did not produce hygiene abstract. In order to address the proposed research, it was essential to generate at least one hygiene concrete, hygiene abstract, motivator abstract and motivator concrete; however Tetraclass method did not help in distinguishing plus (motivator) and basic attributes clearly in restaurant setting. Also, the classification did not yield enough clearly distinguishable hygiene concrete, hygiene abstract, motivator abstract and motivator concrete attributes. Henceforth restaurant setting was dropped from the main experiment part of the dissertation.

Table 3.6.2: The five most important Attributes for Satisfaction/Dissatisfaction in Restaurant Setting

Plus (Motivator Attributes)	
The fairness of value for price in relation to quantity of food (CONCRETE)	0.12
The availability of food alternatives for special dietary restrictions (CONCRETE)	0.10
The fairness of value for price in relation to service (CONCRETE)	0.09
The cutlery set up on the dining table (CONCRETE)	0.05
The timeliness in the delivery of the food (CONCRETE)	0.03
Basic (Hygiene Attribute)	
The readability of the menu (CONCRETE)	-0.28

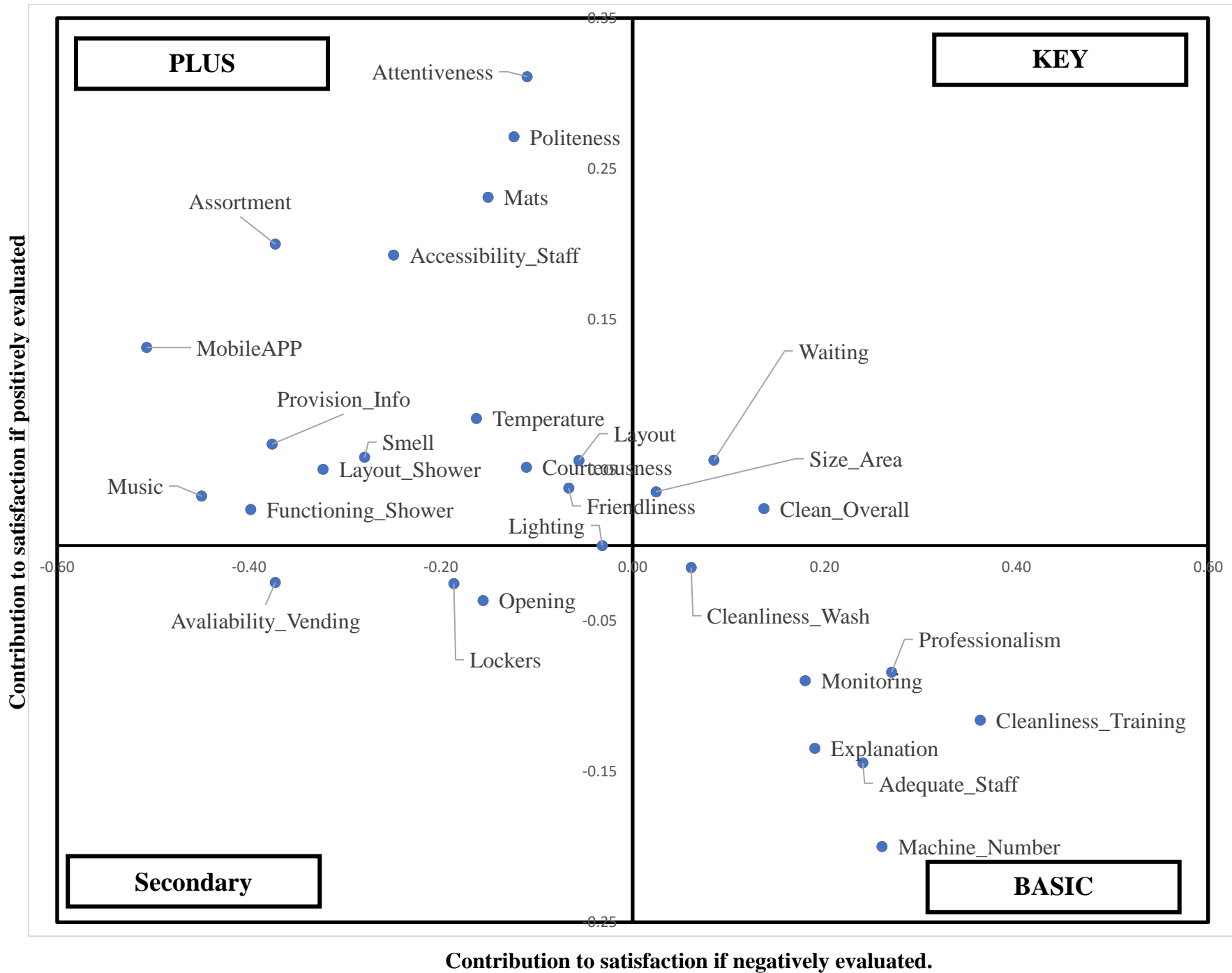


Figure 3.6.1: Categorization of attributes for fitness center

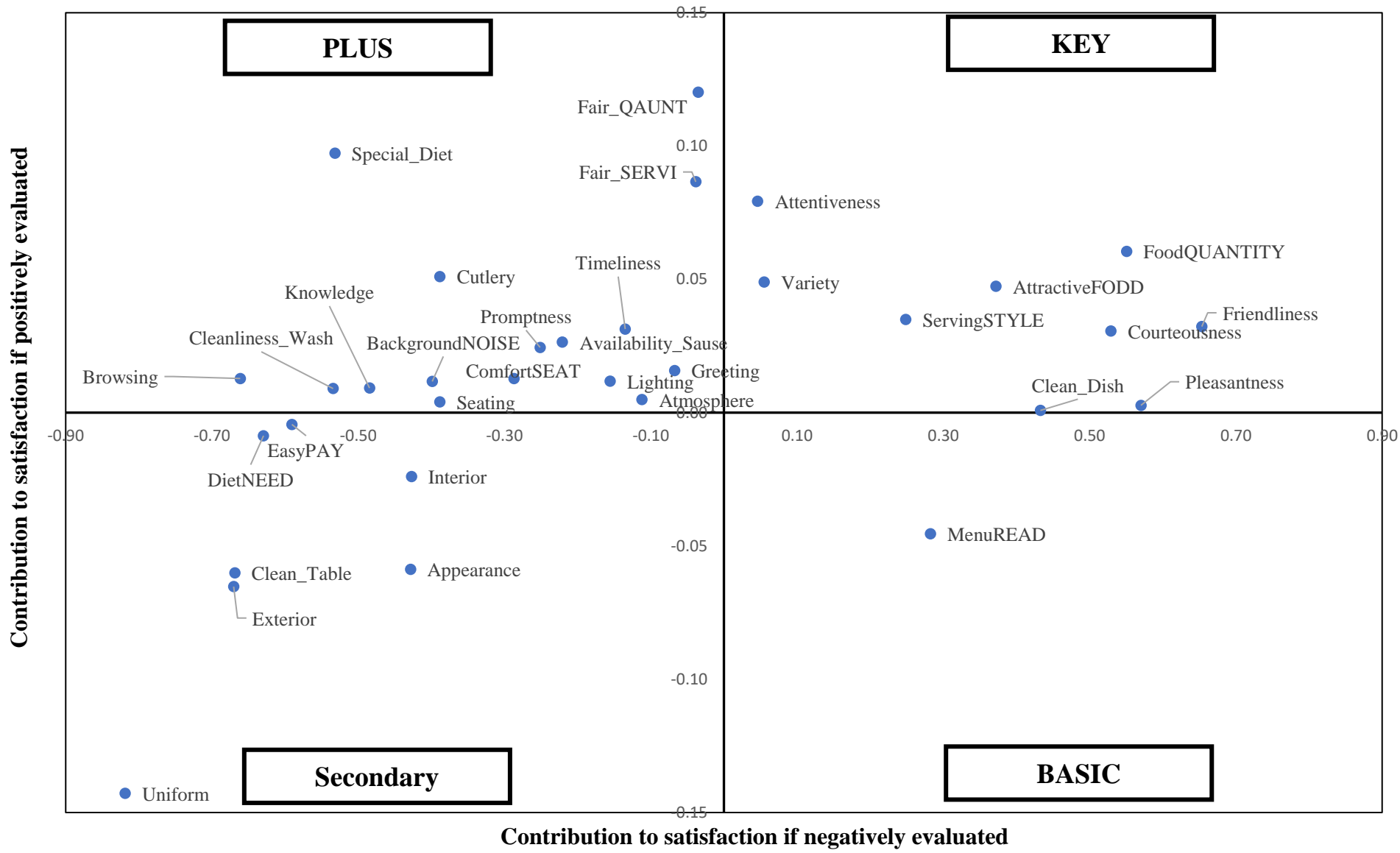


Figure 3.6.2: Categorization of attributes for Restaurant Setting

Based on the results from Tetraclass model, the *politeness by the staff* (as a manipulation for motivator abstract), *number of mats for floor exercises* (as a manipulation for motivator concrete), the *cleanliness of the workout area* (as a manipulation for hygiene concrete) and the *professionalism of the staff* (as a manipulation for hygiene abstract) were determined for the manipulation. The main reason of choosing from above plus and basic attributes, as these were ranked high on their correspondence to basic and plus characteristics.

3.7 Experimental study design

The objective of the study is to check if the satisfaction varies in near past experience and in distant past experience. In the present dissertation, two online experiments have been performed, namely experiment 1a and experiment 1b. Experiment 1a was designed and executed to test the effect for near past experience, whereas experiment 1b was designed and executed to test the effect for distant past condition. In the near past condition, the respondents were exposed to scenario and were asked to respond and fill online survey immediately. For the distant past condition, participants were exposed to scenario first (time 2) and were asked to wait for responding to dependent measures after 14 days (time 1). Participants of distant past were asked to recall their experience and scenario being presented 14 days before and respond to dependent measures.

3.7.1 Procedure

The participants were recruited for online experiments through Prolific, which is well known as a professional online panel platform for data collection. Fitness center was chosen as the context for the data collection. UK based participants were invited to participate in the online experiment and were screened based on their interest in fitness and in exercising. In this study, participants were

randomly exposed to one of 8 scenarios resulting from a 2 (attribute type: motivator vs. hygiene) × 2 (nature of attribute: concrete vs. abstract) × 2 (attribute performance: positive vs. negative) subject design. A total of 8 experimental conditions were assigned to 322 participants for near past condition (experiment 1a) and 330 respondents for distant past (experiment 1b). The scenarios asked participants to imagine having subscribed to a fitness center to train and keep their body in good condition. Participants were asked to read the description of the scenario and subsequently were redirected to respond on the respective sections of the questionnaire.

3.7.2 Stimuli (Scenario design)

In both experiments 1a and 1b, participants experienced stimuli in the form of eight scenarios. Participants (for experiment 1a and 1b) were asked to imagine themselves in a situation wherein they have recently subscribed to a Fitness Center, because they have decided to train and keep their body in good condition. Please find scenarios for the eight conditions: motivator concrete negative, motivator concrete positive, hygiene concrete negative, hygiene concrete positive, motivator abstract negative, motivator abstract positive, hygiene abstract negative, and hygiene abstract positive.

(1) Motivator concrete Negative

You enter the Fitness Center and get prepared in the locker room. Upon entering the workout area, you notice that the number of mats for floor exercises is in limited number in relation to the number of people keen on doing floor exercise.

(2) Motivator Concrete Positive

You enter the Fitness Center and get prepared in the locker room. Upon entering the workout area, you notice that there is a completely adequate number of mats available for floor exercises in relation to the number of customers keen on doing floor exercise.

(3) Motivator Abstract Negative

You enter the Fitness Center and get prepared in the locker room. Upon entering the workout area, you notice that the fitness trainer is impolite in relating with customers.

(4) Motivator Abstract Positive

You enter the Fitness Center and get prepared in the locker room. Upon entering the workout area, you notice that the fitness trainer is very polite in relating with customers.

(5) Hygiene Concrete Negative

You enter the Fitness Center and get prepared in the locker room. Upon entering the workout area, you notice that the workout area and the machines are not cleaned properly.

(6) Hygiene Concrete Positive

You enter the Fitness Center and get prepared in the locker room. Upon entering the workout area, you notice that the workout area and the machines are cleaned properly.

(7) Hygiene Abstract Negative

You enter the Fitness Center and get prepared in the locker room. Upon entering the workout area, you notice the behavior of the fitness trainer, which seems completely unprofessional.

(8) Hygiene Abstract Positive

You enter the Fitness Center and get prepared in the locker room. Upon entering the workout area, you notice the behavior of the fitness trainer, which seemed thoroughly professional.

3.7.3 Manipulation and realism checks

The manipulation check for attribute performance was ensured by presenting four items. The sample items for manipulation checks are “the number of mats in the fitness center was adequate”, “the fitness trainer was polite”, “the fitness trainer was professional”, “the workout area and the machines were clean”, assessed on 7-point Likert type scale (where 1= strongly disagree and 7=strongly agree). Results from One-way ANOVA revealed significant differences ($M_{\text{Hygiene-concrete-negative}} = 1.785$; $M_{\text{Hygiene-concrete-positive}} = 6.707$; $M_{\text{Hygiene-abstract-negative}} = 1.600$; $M_{\text{Hygiene-abstract-positive}} = 6.000$; $M_{\text{Motivator-concrete-negative}} = 2.500$; $M_{\text{Motivator-concrete-positive}} = 6.439$; $M_{\text{Motivator-abstract-negative}} = 1.871$; $M_{\text{Motivator-abstract-positive}} = 6.400$; $F=178.135$; $p<0.001$).

With regard to realism check, respondents were presented with three items to understand whether they found scenario and its situations as realistic. The items were adopted from Mattila and Cranage, (2005) and were measured through 7-point Likert type scale (Where 1=strongly disagree and 7=strongly agree). The mean value of average of three items realism check measure ($M = 5.708$) was higher than the midpoint of the scale ($t = 31.536$, $p < .001$), which reveals that participants view scenario and situation depicted as the realistic.

3.7.4 Measures

After being exposed to scenarios for participants for experiment 1a and 1b, they were asked to respond on constructs such as overall satisfaction, revisit intention and word-of-mouth. Out of which, overall satisfaction was used as the dependent variable for the study, which was measured with one item (Wirtz and Lee, 2003) “overall, how satisfied are you with the fitness center?”, on a 7-point Likert type scale where 1= completely dissatisfied and 7= completely satisfied. Revisit intention was measured with three items scale adopted from Kim et al., (2013). The three items

were: “*I intend to visit this fitness center in the future*”, “*I will continue visiting this fitness center rather than going to an alternate fitness center*”, “*I will frequently return to this fitness center in the future*”. Word-of-mouth was measured using three item scales adopted from Román & Cuestas (2008) and from Dagger et al (2011). The three items were “*I would recommend this fitness center to someone who seeks my advice*”, “*I encourage friends and relatives to get membership of this fitness center*”, “*I would say positive things about this fitness center to other people*”. The respondents were asked to respond on revisit intention and word-of-mouth on a 7-point Likert scale, where 1 represents "Strongly Disagree", and 7 represents "Strongly Agree.

3.7.5 The sample

For experiment 1a, a total of 322 respondents were recruited with the help of Prolific- an online data panel. The sample was balanced on gender (Male: $n=146$, 45.4%; Female: $n=176$, 54.6%), well distributed on education (High School & Associates: $n=121$, 37.6%; Bachelors: $n=138$, 42.8%; Masters and above: $n=63$, 19.6%) with mean age of 41.69 years. Participants were randomly assigned to eight scenarios. For experiment 1a, the eight scenarios presented the following sample size compositions: motivator concrete negative ($n=40$, 55% female), motivator concrete positive ($n=41$, 49% female), motivator abstract negative ($n=39$, 51% female), motivator abstract positive ($n=40$, 53% female), hygiene concrete negative ($n=42$, 62% female), hygiene concrete positive ($n=41$, 44% female), hygiene abstract negative ($n=40$, 63%), and hygiene abstract positive ($n=39$; 59% female).

Further, Prolific was used for recruiting distant past sample data. As explained earlier, For the experiment 1b, participants were informed that the study will be carried out in two parts.

Participants were informed that they will be presented with part 1 of the study first; after 14 days, the same participants will be contacted (By matching Prolific ID) again to complete part 2 of the study. Participants to experiment 1b were paid separately for each part of the study. As a result, 330 respondents were forming the sample. Gender-wise, the sample had more females (Female: $n=235$, 71.2%; Male: $n=95$, 28.8%). It was well distributed on education (High School & Associates: $n=125$, 38%; Bachelors: $n=141$, 43%; Masters and above: $n=64$, 19.6%), and had with mean age of 39.63 years. Participants were randomly assigned to eight scenarios. For experiment 1b, the total eight scenarios presented the following sample size compositions: motivator concrete negative ($n=42$, 76% female), motivator concrete positive ($n=42$, 67% female), motivator abstract negative ($n=40$, 73% female), motivator abstract positive ($n=42$, 67% female), hygiene concrete negative ($n=41$, 71% female), hygiene concrete positive ($n=41$, 78% female), hygiene abstract negative ($n=42$, 76% female), and hygiene abstract positive ($n=40$; 73% female).

3.7.6 Reliability and validity of scales

Confirmatory Factor Analysis (CFA) was performed to check the validity (through convergent validity and discriminant validity) of two constructs, namely revisit intention and word-of-mouth. The results in table 3.7.1 and 3.7.3 reveal that the score of standardized factors loading, alpha (for assessing internal consistency), the average variance extracted AVE and composite reliability was above 0.7 (Hair et al., 2010) for near past sample and distant past sample; hence it affirms achievement of convergent validity. Also, squared correlations of two constructs (table 3.7.2 and 3.7.4) exceeded the correlation between revisit intention and word-of-mouth, demonstrating the fulfilment of discriminant validity.

Table 3.7.1: Reliability and Validity of measures used in Experiment 1a

Constructs	Standardized factor loading)	α	AVE	Composite Reliability (CR)
<i>Revisit Intention (RI)</i>		0.699	0.901	0.96
RI1	0.937			
RI2	0.954			
RI3	0.956			
<i>Word-of-Mouth (WOM)</i>		0.965	0.903	0.97
WOM1	0.969			
WOM2	0.94			
WOM3	0.942			

Chi-square/df= 2.583; GFI=.984; IFI=.996; TLI=.987; CFI=.993, RMSEA=.065

Table 3.7.2: Squared inter-construct correlations and AVEs for Experiment 1a

	Mean (SD)	WOM	Revisit Intention
WOM	4.63 (1.54)	0.95	
Revisit Intention	4.23 (1.51)	0.678	0.94

Table 3.7.3: Reliability and Validity of measures used in Experiment 1b

Constructs	Standardized factor loading)	α	AVE	Composite Reliability (CR)
<i>Revisit Intention (RI)</i>		0.950	0.863	0.949
RI1	0.916			
RI2	0.947			
RI3	0.912			
<i>Word-of-Mouth (WOM)</i>		0.947	0.857	0.947
WOM1	0.943			
WOM2	0.922			
WOM3	0.912			

Chi-square/df= 2.743; GFI=.981; IFI=.994; TLI=.988; CFI=.994, RMSEA=.075

Table 3.7.4: Squared inter-construct correlations and AVEs for Experiment 1b

	Mean (SD)	WOM	Revisit Intention
WOM	4.67 (1.20)	0.926	
Revisit Intention	4.58 (1.25)	0.834	0.929

3.7 Common method bias

Common method bias was usually measured through common method variance (CMV), which was majorly a concern when studying self-reported measures. Harman's single factor solution was used to detect whether data presented common method variance or not (Babin et al., 2016). The

factor analysis without rotation provided the first factor contribution as 32.8% for near past sample and 37.3% for distant past sample (<50%). Thus, this study did not have any threat of common method bias.

4: HYPOTHESES TESTING AND RESULTS

The chapter begins with the list of the proposed hypotheses; it then proceeds with testing each proposed hypothesis one by one. In the first part of this chapter, hypotheses related to the effect of performance of hygiene and motivator attributes on overall satisfaction have been tested. Subsequently, the hypotheses related to the effect of performance of hygiene/motivator abstract and abstract attributes on overall satisfaction have been tested. In the final part of this chapter, hypotheses related to the mediating role of satisfaction and moderating role of temporal distance have been tested, wherein revisit intention and word of mouth (WOM) have been used as dependent variables.

4.1 Proposed Hypotheses

Based on the extant literature (chapter 2) and exploratory phase, the following hypotheses were formulated and tested. The broad research framework can be seen in figure 4.1.1.

H1a: When evaluating satisfaction with distant past experience, individuals perceive the effect of the positive performance of hygiene attribute differently from the negative performance of hygiene attribute.

H1b: When evaluating satisfaction with near past experience, individuals perceive the effect of the positive performance of hygiene attribute differently from the negative performance of hygiene attribute.

H2a: When evaluating satisfaction with distant past experience, individuals perceive the effect of the positive performance of motivator attribute differently from the negative performance of motivator attribute.

H2b: When evaluating satisfaction with near past experience, individuals perceive the effect of the positive performance of motivator attribute differently from the negative performance of motivator attribute.

H3a: When evaluating satisfaction with distant past experience, individuals perceive the effect of the positive performance of hygiene concrete attribute differently from the negative performance of hygiene concrete attribute.

H3b: When evaluating satisfaction with near past experience, individuals perceive the effect of the positive performance of hygiene concrete attribute differently from the negative performance of hygiene concrete attribute.

H4a: When evaluating satisfaction with distant past experience, individuals perceive the effect of the positive performance of hygiene abstract attribute differently from the negative performance of hygiene abstract attribute.

H4b: When evaluating satisfaction with distant past experience, individuals perceive the effect of the positive performance of hygiene abstract attribute differently from the negative performance of hygiene abstract attribute.

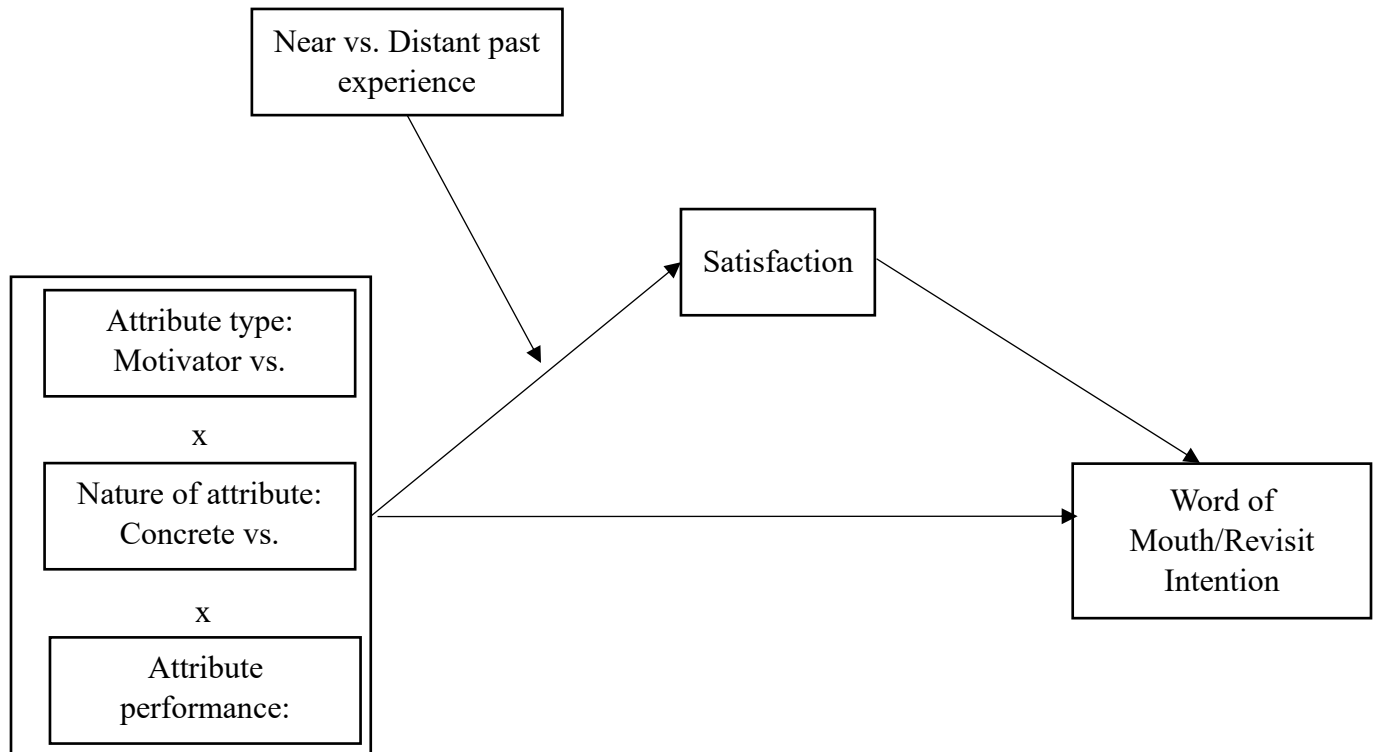
H5a: When evaluating satisfaction with distant past experience, individuals perceive the effect of the positive performance of motivator concrete attribute differently from the negative performance of motivator concrete attribute.

H5b: When evaluating satisfaction with near past experience, individuals perceive the effect of the positive performance of motivator concrete attribute differently from the negative performance of motivator concrete attribute.

- H6a: When evaluating satisfaction with distant past experience, individuals perceive the effect of the positive performance of motivator abstract attribute differently from the negative performance of motivator abstract attribute.
- H6b: When evaluating satisfaction with near past experience, individuals perceive the effect of the positive performance of motivator abstract attribute differently from the negative performance of motivator abstract attribute.
- H7a: Overall satisfaction mediates the relationship between performance of motivator concrete and revisit intention.
- H7b: Overall satisfaction mediates the relationship between performance of motivator abstract and revisit intention.
- H7c: Overall satisfaction mediates the relationship between performance of hygiene concrete and revisit intention.
- H7d: Overall satisfaction mediates the relationship between performance of hygiene abstract and revisit intention.
- H8a: Overall satisfaction mediates the relationship between performance of motivator concrete and word-of-mouth.
- H8b: Overall satisfaction mediates the relationship between performance of motivator abstract and word-of-mouth.
- H8c: Overall satisfaction mediates the relationship between performance of hygiene concrete and word-of-mouth.
- H8d: Overall satisfaction mediates the relationship between performance of hygiene abstract and word-of-mouth.

- H9a: The mediated effect of performance of motivator concrete attribute on revisit intention through satisfaction is moderated by *construal level* (near past versus distant past) such that this effect is stronger for near past as compared to distant past.
- H9b: The mediated effect of performance of motivator abstract attribute on revisit intention through satisfaction is moderated by *construal level* (near past versus distant past) such that this effect is stronger for near past as compared to distant past.
- H9c: The mediated effect of performance of hygiene concrete attribute on revisit intention through satisfaction is moderated by *construal level* (near past versus distant past) such that this effect is stronger for near past as compared to distant past.
- H9d: The mediated effect of performance of hygiene abstract attribute on revisit intention through satisfaction is moderated by *construal level* (near past versus distant past) such that this effect is stronger for near past as compared to distant past.
- H10a: The mediated effect of performance of motivator concrete attribute on word of mouth through satisfaction is moderated by *construal level* (near past versus distant past) such that this effect is stronger for near past as compared to distant past.
- H10b: The mediated effect of performance of motivator abstract attribute on word-of-mouth through satisfaction is moderated by *construal level* (near past versus distant past) such that this effect is stronger for near past as compared to distant past.
- H10c: The mediated effect of performance of hygiene concrete attribute on word-of-mouth through satisfaction is moderated by *construal level* (near past versus distant past) such that this effect is stronger for near past as compared to distant past.

H10d: The mediated effect of performance of hygiene abstract attribute on word-of-mouth through satisfaction is moderated by *construal level* (near past versus distant past) such that this effect is stronger for near past as compared to distant past.



4.1.1: Proposed Model

4.2 Testing the effect of performance of hygiene and motivator attribute on overall satisfaction

To test the hypothesis (H1_{a-b}), a two-way analysis of variance (ANOVA) was performed. With overall satisfaction as the dependent variable and performance (positive or negative) of hygiene and temporal distance as independent variable, the results from the analysis revealed a significant

interaction effect between IVs ($F_{1, 289} = 189.823$; $p < .001$; $\eta^2 = .38$). The results for near past experience revealed a differential effect ($p < 0.001$) of positive performance ($M = 6.05$) as opposed to negative performance ($M = 2.42$) of hygiene attribute on overall satisfaction. However for DP experience no differential effect ($p > 0.05$) was found between the positive and negative performance of hygiene attribute on overall satisfaction. This means that, in near past conditions, consumers react favorably to positive performance of hygiene attribute and react unfavorably to negative attribute performance; however, with respect to distant effect no such difference was observed ($M_{\text{positive}} = 4.85$; $M_{\text{negative}} = 4.67$). The results (H_{2a-b}) from two-way analysis of variance (ANOVA) for near past experience suggest the presence of a differential effect of positive and negative motivator attributes on satisfaction ($F_{1, 318} = 144.160$; $p < .001$; $\eta^2 = .31$). Consumers react to positive and negative performance of motivator attributes in near past, but the difference disappears in the distant past experience ($M_{\text{positive}} = 4.73$; $M_{\text{negative}} = 4.60$).

4.3 Testing the effect of performance of hygiene concrete attribute on overall satisfaction

To test the hypothesis (H_{3a-b}), a two-way analysis of variance (ANOVA) was performed. With overall satisfaction as the dependent variable and *hygiene concrete* attribute performance (positive or negative) and temporal distance as independent variable. The results from the analysis revealed a significant interaction effect between IVs ($F_{1, 148} = 115.742$; $p < .001$; $\eta^2 = .45$). Particularly, in the near past, the positive performance of hygiene concrete attribute ($M = 6.31$) creates a differential effect ($p < 0.01$) on overall satisfaction with respect to the negative performance of hygiene concrete attribute ($M = 2.38$). However, for the distant past experience, positive performance of hygiene concrete attribute ($M = 4.80$) creates a more sustained effect ($p > 0.05$) on overall satisfaction if compared with the negative performance of hygiene concrete attribute ($M = 4.76$). Individuals react

strongly to the hygiene concrete positive and negative attribute performance, thereby leading to a differential effect on overall satisfaction; however, as time passes (particularly in DP condition), there doesn't seem too much variation into overall satisfaction due to positive and negative attribute performance. Please refer figure 4.3.1.

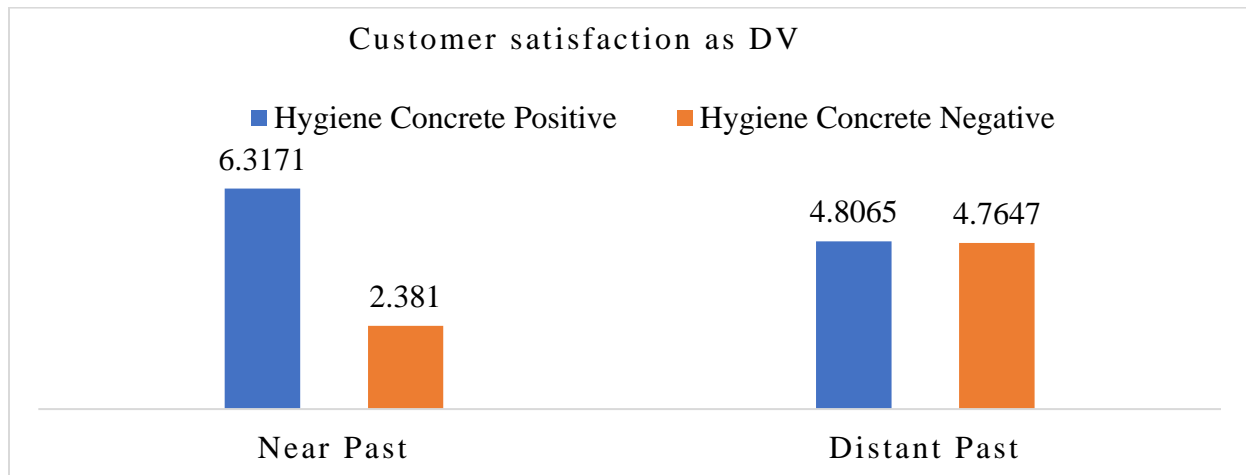


Figure 4.3.1: Effect of performance of Hygiene concrete attribute on overall satisfaction

4.4 Testing the effect of performance of hygiene abstract attribute on overall satisfaction

While testing hypothesis (H_{4a-b}), the results from two-way analysis of variance (ANOVA) revealed a significant interaction effect between temporal distance and *hygiene abstract* attribute performance ($F_{1, 141} = 68.297$; $p < .001$; $\eta^2 = .33$). With regards to the near past condition, positive performance of hygiene abstract attribute ($M = 5.56$) creates a differential effect ($p < 0.01$) on overall satisfaction with respect to the negative performance of hygiene abstract attribute ($M = 2.47$). However, for the distant past experience, positive ($M = 4.89$) and negative ($M = 4.57$) performances of hygiene abstract attributes ($M = 4.80$) create a stable effect ($p > 0.05$) on overall satisfaction. Comparing the mean score of the positive performance of hygiene abstract attribute from near past ($M = 5.76$) to distant past ($M = 4.89$), the individuals feel moderately more satisfied in near past than

to distant past. However, in case of hygiene abstract negative performance, individual react very unfavorably, thereby resulting into dissatisfaction in near past (M=2.47). On the other hand, in DP experience, the effect of negative performance on overall satisfaction disappears. Please refer figure 4.4.1.

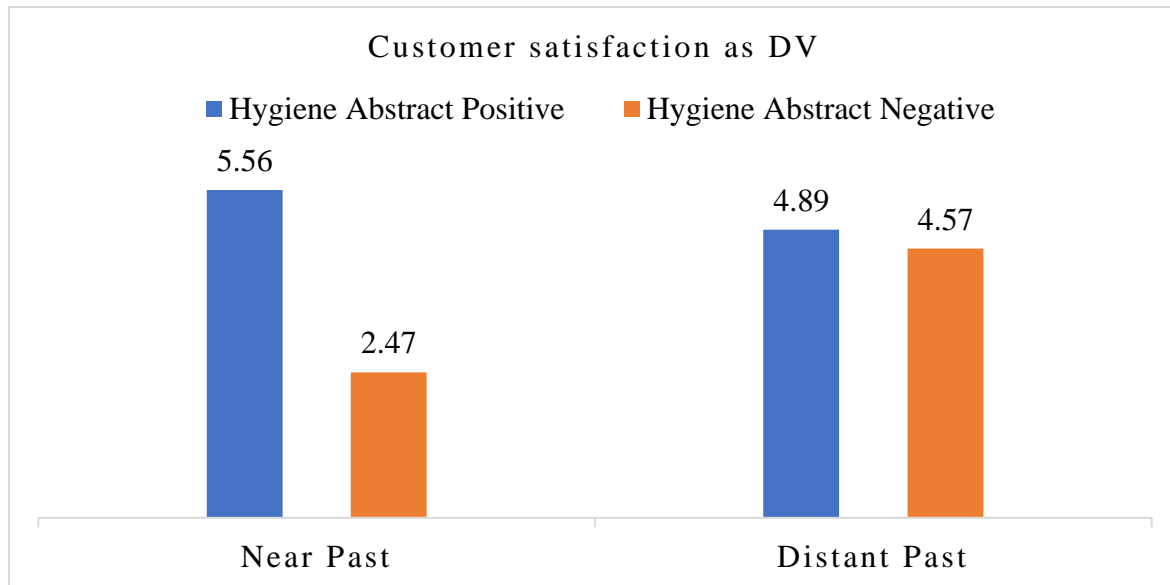


Figure 4.4.1: Effect of performance of Hygiene Abstract attribute on overall satisfaction

4.5 Testing the effect of performance of motivator concrete attribute on overall satisfaction

Preliminary analysis using a two-way analysis of variance (ANOVA) for testing hypothesis (H7_{a-b}) shows a significant interaction between temporal distance and performance of *motivator concrete* attribute ($F_{1, 165} = 74.016$; $p < .001$; $\eta^2 = .32$). Specifically in the near past condition, the positive performance of motivator concrete attribute (M=6.19) has a differential effect ($p < 0.01$) on overall satisfaction if compared with the negative performance of motivator concrete attribute (M=3.20). On the contrary in the distant past condition, individuals perceive the positive (M=4.64) and negative (M=4.66) attribute performance of motivator concrete at almost similar level ($p > 0.05$). The logic behind the result is that, with near past experience, the individual tends to react very positively when the motivator attribute performs favorably and negatively with negative attribute performance. Comparing the means of near past and distant past experiences for negative

performance of motivator attribute, the reaction of the individual becomes stable. Please refer to figure 4.5.1.

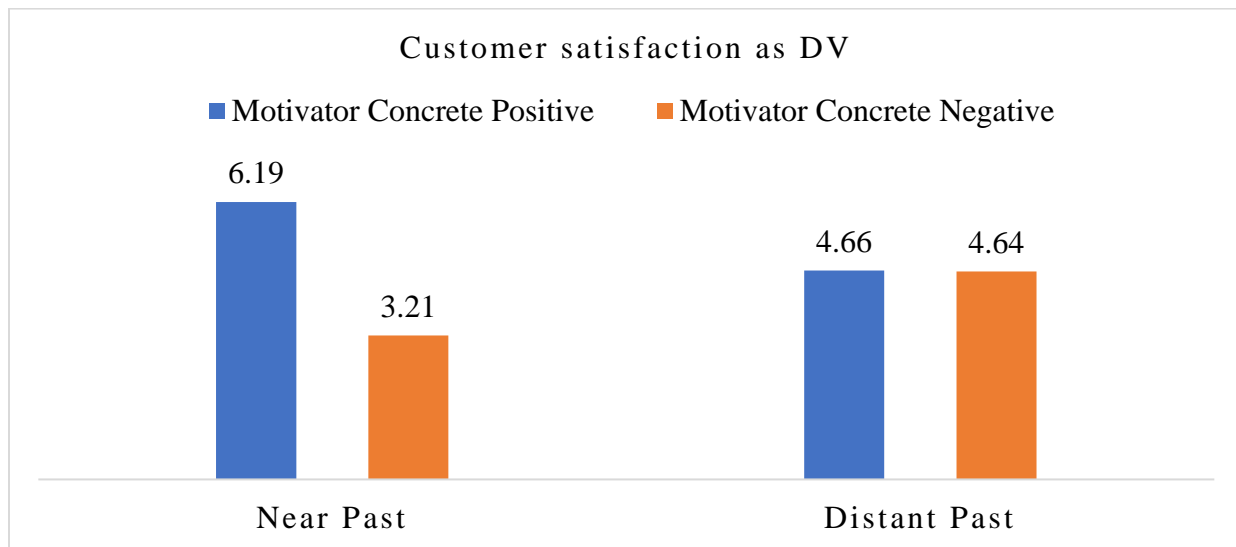


Figure 4.5.1: effect of performance of Motivator concrete attribute on overall satisfaction

4.6 Testing the effect of performance of motivator abstract attribute on overall satisfaction

For testing the hypothesis (H6_{a-b}), the two-way analysis of variance (ANOVA) was used. The result from the analysis shows significant interaction effect between temporal distance and performance of *motivator abstract* attribute ($F_{1, 153} = 68.999; p < .001; \eta^2 = .31$). In doing so, temporal distance (near past and distant past) and performance of *motivator abstract* attribute (Positive and Negative) were used as independent variables whereas overall satisfaction was used as dependent variable. Particularly, in the near past, positive performance of motivator abstract attribute ($M = 6.02$) creates differential effect ($p < 0.01$) on overall satisfaction if compared with the negative performance of motivator abstract attribute ($M = 2.82$). However with regards to distant past experience, no differential effect ($p > 0.05$) of positive ($M = 4.81$) and negative ($M = 4.54$) motivator abstract attribute performance was found. Please refer figure 4.6.1

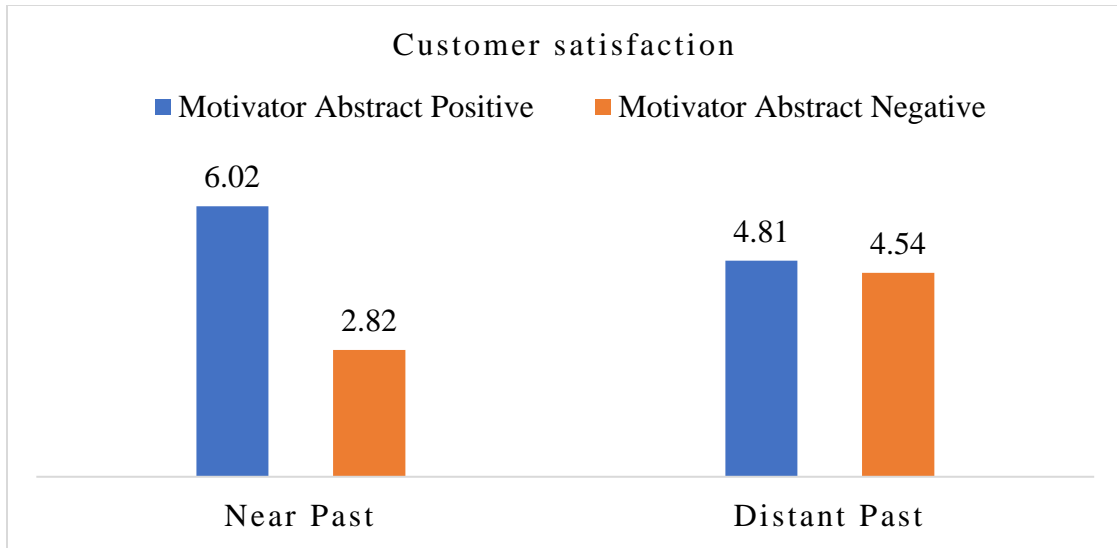


Fig. 4.6.1: Effect of performance of Motivator Abstract attribute on overall satisfaction

4.7. Testing mediating role overall satisfaction in the relationship between motivator concrete attribute performance (positive vs. negative) and revisit intention

The direct and indirect effect of motivator concrete attribute performance (positive vs. negative) on revisit intention through satisfaction was tested. PROCESS model 4 using SPSS 27.0 was run with motivator concrete attribute performance as independent variable (X), revisit intention as dependent variable (Y), and satisfaction as mediator (M) (Hayes, 2018) (figure 4.7.1). The t-values were computed using bootstrapped 5000 samples using 95% bias corrected confidence interval. Results in table 4.7.1 show that motivator concrete attribute performance has a significant and positive influence on satisfaction ($b=1.486$; $t=7.149$; $p<0.001$), which further influences revisit intention ($b=0.607$; $t=9.916$; $p<0.001$). The structural model estimated 23.87% of variance for satisfaction and 42% of variance for revisit intention. The motivator concrete attribute performance \rightarrow satisfaction \rightarrow revisit intention mediation path was found to be significant ($b=0.902$; $SE=0.150$; $95\%CI: 0.62$ to 1.21). In particular, the direct effect of motivator concrete attribute

performance on revisit intention was insignificant ($p > 0.05$) (Therefore, motivator concrete attribute performance-revisit intention relationship was mediated by satisfaction, supporting H7a).

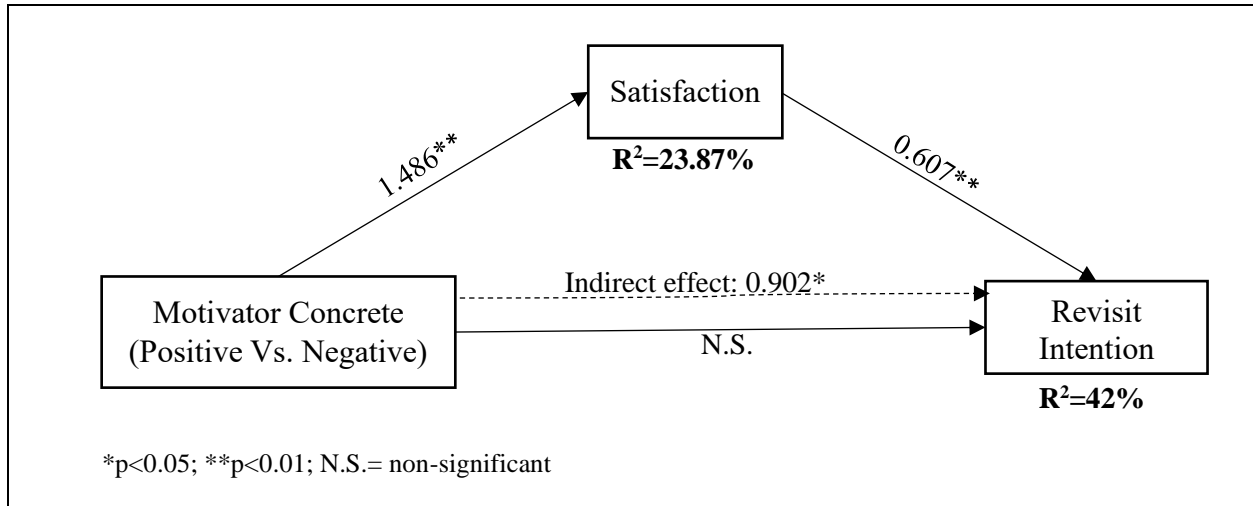


Figure 4.7.1: Mediation effect of satisfaction on motivator concrete- revisit intention (model 4)

Table 4.7.1: Mediation results of satisfaction for motivator concrete attribute performance and revisit intention

Dependent variable: Satisfaction						
Model summary: $R^2 = 23.87\%$, $F = 51.11$ ($df_{1,2} = 1, 163$; $p = .0000$)						
<i>Variable</i>	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p-value</i>	<i>LLCL</i>	<i>ULCL</i>
Motivator Concrete (positive vs. negative)	1.486	0.208	7.149	0.0000**	1.07	1.89
Dependent variable: Revisit intention						
Model summary: $R^2 = 42\%$, $F = 58.86$ ($df_{1,2} = 2, 162$; $p = .0000$)						
Motivator concrete attribute	0.186	0.186	1.002	0.317	-0.18	0.55
Satisfaction	0.607	0.061	9.916	0.000**	0.48	0.72
Indirect effects						
<i>Motivator concrete attribute → Satisfaction → Revisit intention</i>	<i>Effect</i>	<i>SE</i>	<i>LLCI</i>	<i>ULCI</i>		
	0.902*	0.150	0.62	1.21		
					<i>(Boot) (Boot) (Boot)</i>	

Note: * $p < 0.05$; ** $p < 0.001$

4.8. Testing mediating role overall satisfaction in the relationship between motivator abstract attribute performance (positive vs. negative) and revisit intention

With regards to motivator abstract attribute performance (positive vs. negative), PROCESS model 4 was used to test direct and indirect effect of motivator abstract attribute performance on revisit intention through satisfaction. It was implemented with 5000 bootstrapped samples using a 95% bias corrected confidence interval. Table 4.8.1 pointed out that the motivator abstract attribute performance positively influences satisfaction ($b=1.783$; $t=8.373$; $p<0.001$), which further positively influences revisit intention ($b=0.635$; $t=11.03$; $p<0.001$). The structural model estimated 31.71% of variance for satisfaction and 57% of variance for revisit intention. The motivator abstract attribute performance \rightarrow satisfaction \rightarrow revisit intention mediation path was found to be significant ($b=1.13$; $SE=0.169$; $95\%CI$: 0.81 to 1.48). In particular, the direct effect of motivator abstract attribute performance on revisit intention was insignificant ($p>0.05$) (Therefore, motivator abstract attribute performance-revisit intention relationship was mediated by satisfaction, supporting H7b). (Please refer figure 4.8.1 for proposed relationship).

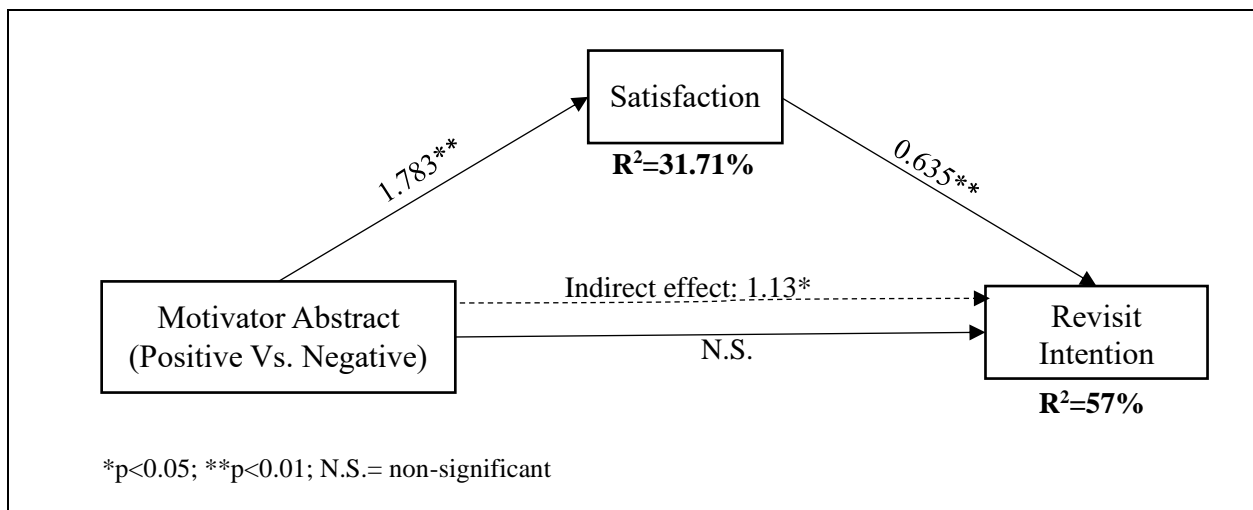


Figure 4.8.1: Mediation effect of satisfaction on motivator abstract- revisit intention (model 4)

Table 4.8.1: Mediation results of satisfaction for motivator abstract attribute performance and revisit intention

Dependent variable: Satisfaction						
Model summary: $R^2 = 31.71\%$, $F = 70.10$ ($df_{1,2} = 1, 151$; $p = .0000$)						
<i>Variable</i>	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p-value</i>	<i>LLC</i> <i>L</i>	<i>ULC</i> <i>L</i>
Motivator Abstract (positive vs. negative)	1.783	0.213	8.373	0.0000**	1.36	2.20
Dependent variable: Revisit intention						
Model summary: $R^2 = 57\%$, $F = 99.45$ ($df_{1,2} = 2, 150$; $p = .0000$)						
Motivator abstract attribute	0.191	0.182	1.050	0.295	-0.16	0.55
Satisfaction	0.635	0.057	11.03	0.000**	0.52	0.74
<i>Indirect effects</i>						
<i>Motivator abstract attribute → Satisfaction → Revisit intention</i>	<i>Effect</i>	<i>SE (Boot)</i>		<i>LLCI (Boot)</i>	<i>ULCI (Boot)</i>	
	1.13	0.169		0.81	1.48	

Note: ** $p < 0.001$

4.9. Testing mediating role overall satisfaction in the relationship between hygiene concrete attribute performance (positive vs. negative) and revisit intention

PROCESS model 4 was used to test the direct and indirect effect of hygiene concrete attribute performance (positive vs. negative) on revisit intention through satisfaction, with 5000 bootstrapped samples using a 95% bias corrected confidence interval. It was found that the hygiene concrete attribute performance positively influence satisfaction ($b=2.219$; $t=9.132$; $p<0.001$), which further influences revisit intention ($b=0.669$; $t=13.66$; $p<0.001$) positively (table 4.9.1). The structural model estimated 36.36% of variance for satisfaction and 68.49% of variance for revisit intention. The hygiene concrete attribute performance \rightarrow satisfaction \rightarrow revisit intention mediation path was found to be significant ($b=1.485$; $SE=0.202$; $95\%CI$: 1.105 to 1.892). In particular, the direct effect of hygiene concrete attribute performance on revisit intention was insignificant ($p>0.05$) (Therefore, hygiene concrete attribute performance-revisit intention relationship was mediated by satisfaction. Hypothesis H7c was supported).

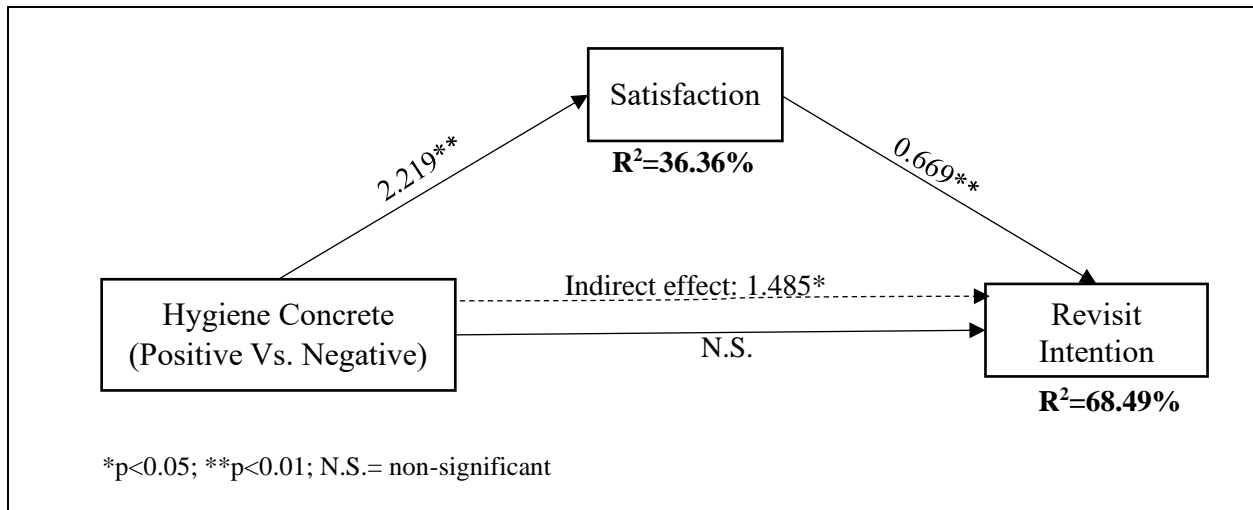


Figure 4.9.1: Mediation effect of satisfaction on hygiene concrete- revisit intention (model 4)

Table 4.9.1: Mediation results of satisfaction for hygiene concrete attribute performance and revisit intention

Dependent variable: Satisfaction						
Model summary: $R^2 = 36.36\%$, $F = 83.39$ ($df_{1,2} = 1, 146$; $p = .0000$)						
<i>Variable</i>	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p-value</i>	<i>LLCL</i>	<i>ULCL</i>
Hygiene Concrete (positive vs. negative)	2.219	0.243	9.132	0.0000**	1.73	2.69
Dependent variable: Revisit intention						
Model summary: $R^2 = 68.49\%$, $F = 157.61$ ($df_{1,2} = 2, 145$; $p = .0000$)						
Hygiene Concrete attribute	0.144	0.180	0.800	0.425	-0.21	0.50
Satisfaction	0.669	0.049	13.66	0.000**	0.57	0.76
Indirect effects						
<i>Hygiene Concrete attribute → Satisfaction → Revisit intention</i>	<i>Effect</i>	<i>SE</i>	<i>LLCI</i>	<i>ULCI</i>		
	1.485	0.202	(Boot) 1.105	(Boot) 1.892		

Note: **p<0.001

4.10. Testing mediating role overall satisfaction in the relationship between Hygiene abstract attribute performance (positive vs. negative) and revisit intention

Mediation analysis with bootstrapping on 5000 samples of satisfaction for hygiene abstract attribute performance (positive vs. negative) was performed using model 4 in SPSS Macro. The

results shows that the hygiene abstract attribute performance positively influence satisfaction ($b=1.972$; $t=8.795$; $p<0.001$), which further positively influences revisit intention ($b=0.790$; $t=14.28$; $p<0.001$) (table 4.10.1). The structural model estimated 36.36% of variance for satisfaction and 66.79% of variance for revisit intention. The hygiene abstract attribute performance \rightarrow satisfaction \rightarrow revisit intention mediation path was found to be significant ($b=1.559$; $SE=0.231$; $95\%CI$: 1.129 to 2.036). In particular, the direct effect of hygiene abstract attribute performance on revisit intention was insignificant ($p>0.05$) (Therefore, hygiene abstract attribute performance-revisit intention relationship was *fully* mediated by satisfaction. Hypothesis H7d was supported).

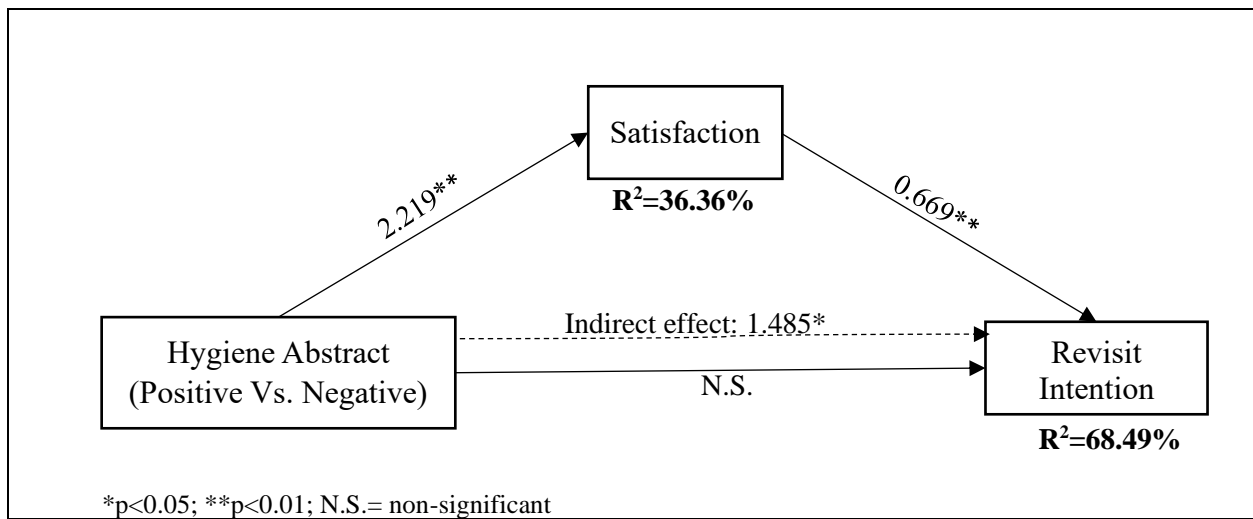


Figure 4.10.1: Mediation effect of satisfaction on hygiene abstract- revisit intention (model 4)

Table 4.10.1: Mediation results of satisfaction for hygiene abstract attribute performance and revisit intention

Dependent variable: Satisfaction						
Model summary: $R^2 = 36.36\%$, $F = 83.39$ ($df_{1,2} = 1, 139$; $p = .0000$)						
<i>Variable</i>	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p-value</i>	<i>LLCL</i>	<i>ULCL</i>
Hygiene Abstract (positive vs. negative)	1.972	0.224	8.795	0.000**	1.529	2.415
Dependent variable: Revisit intention						

Model summary: $R^2 = 66.79\%$, $F = 138.74$ ($df_{1,2} = 2, 138$; $p = .0000$)

Hygiene Abstract attribute	-0.305	0.182	-1.67	0.096	-0.66	0.05
Satisfaction	0.790	0.055	14.28	0.000**	0.68	0.90

Indirect effects

<i>Hygiene abstract attribute → Satisfaction → Revisit intention</i>	<i>Effect</i>	<i>SE (Boot)</i>	<i>LLCI (Boot)</i>	<i>ULCI (Boot)</i>
	1.559	0.231	1.129	2.036

Note: ** $p < 0.001$

4.11. Testing mediating role overall satisfaction in the relationship between motivator concrete attribute performance (positive vs. negative) and word-of-mouth

The direct and indirect effect of motivator concrete attribute performance (positive vs. negative) on WOM through satisfaction was tested. PROCESS model 4 using SPSS 27.0 was run with motivator concrete attribute performance as independent variable (X), word-of-mouth as dependent variable (Y) and satisfaction as mediator (M) (Hayes, 2018) (figure 4.11.1). The t-values were computed using 5000 bootstrapped samples using 95% bias corrected confidence interval. The motivator concrete attribute performance has a significant and positive influence on satisfaction ($b=1.486$; $t=7.149$; $p<0.001$), which further influences WOM ($b=0.744$; $t=14.76$; $p<0.001$). The structural model estimated 23.87% variance for satisfaction and 62.46% variance for WOM. The motivator concrete attribute performance → satisfaction → WOM mediation path was found to be significant ($b=1.106$; $SE=0.106$; $95\%CI: 0.78$ to 1.45). However, the direct effect of motivator concrete attribute performance on WOM was insignificant ($p>0.05$). Therefore, motivator concrete attribute performance to WOM relationship was *fully* mediated by satisfaction, supporting H8a.

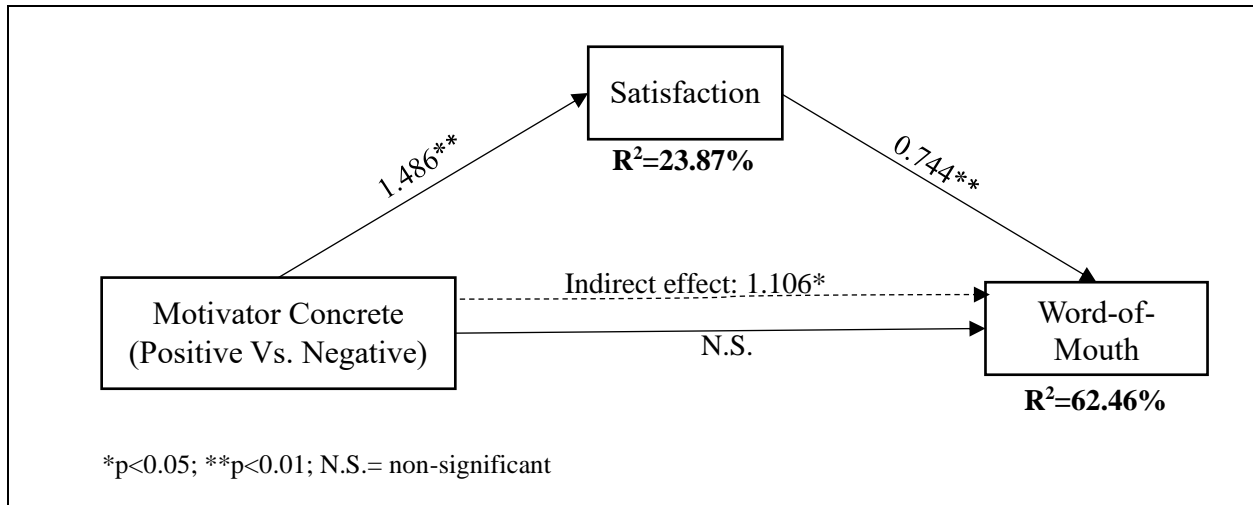


Figure 4.11.1: Mediation effect of satisfaction on motivator concrete- WOM (model 4)

Table 4.11.1: Mediation results of satisfaction for hygiene abstract attribute performance and WOM

Dependent variable: Satisfaction						
Model summary: $R^2 = 23.87\%$, $F = 51.11$ ($df_{1,2} = 1, 161$; $p = .0000$)						
<i>Variable</i>	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p-value</i>	<i>LLCL</i>	<i>ULCL</i>
Motivator concrete (positive vs. negative)	1.486	0.208	7.149	0.0000**	1.07	1.89
Dependent variable: WOM						
Model summary: $R^2 = 62.46\%$, $F = 134.75$ ($df_{1,2} = 1, 161$; $p = .0000$)						
Motivator concrete attribute	0.145	0.153	0.946	0.345	-0.15	0.44
Satisfaction	0.744	0.054	14.76	0.0000**	0.64	0.84
Indirect effects						
<i>Motivator concrete attribute → Satisfaction → WOM</i>	<i>Effect</i>	<i>SE</i>	<i>LLCI</i>	<i>ULCI</i>		
	1.106*	0.166	(Boot)	(Boot)	(Boot)	(Boot)
			1.45	0.78		

Note: **p<0.001

4.12. Testing the mediating role overall satisfaction in the relationship between motivator abstract attribute performance (positive vs. negative) and word-of-mouth

Mediation analysis with bootstrapping on 5000 samples of satisfaction for motivator abstract attribute performance (positive vs. negative) was performed using model 4 in SPSS Macro. The results show that the motivator abstract attribute performance positively influence satisfaction

($b=1.783$; $t=8.373$; $p<0.001$), which further influences WOM ($b=0.689$; $t=13.54$; $p<0.001$) positively (table 4.12.1). The structural model estimated 31.71% of variance for satisfaction and 70.63% of variance for WOM. The motivator abstract attribute performance \rightarrow satisfaction \rightarrow WOM mediation path was found to be significant ($b=1.230$; $SE=0.178$; $95\%CI: 0.89$ to 1.60). In particular, the direct effect of motivator abstract attribute performance on WOM was also significant ($b=0.543$; $t=3.371$; $p<0.001$). Therefore, motivator abstract attribute performance-revisit intention relationship was *partially* mediated by satisfaction. Hypothesis H8b was supported.

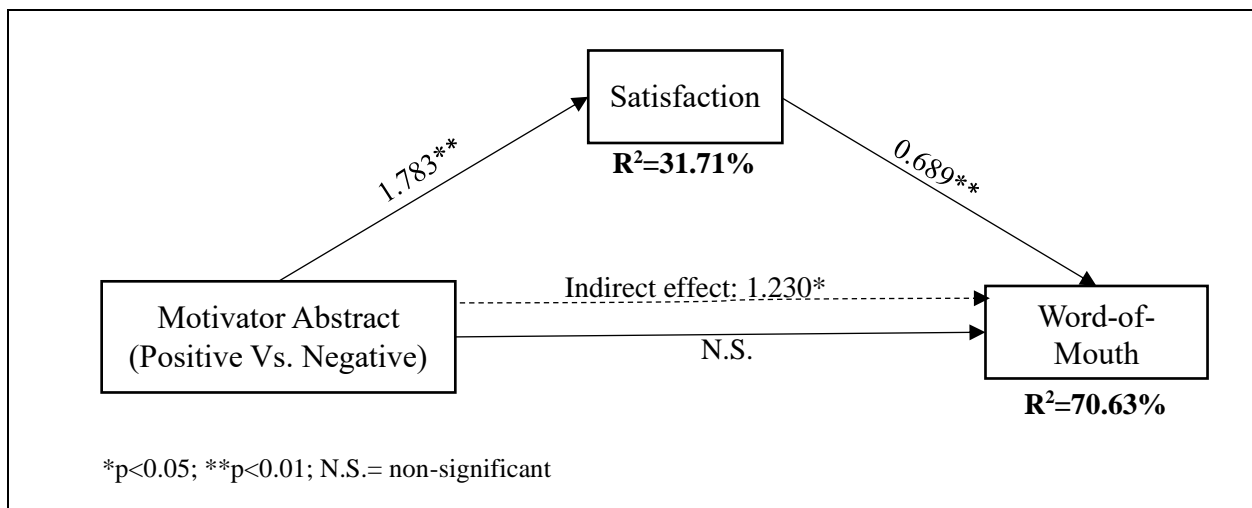


Figure 12.1: Mediation effect of satisfaction on motivator abstract - WOM (model 4)

Table 4.12.1: Mediation results of satisfaction for motivator abstract attribute performance and WOM

Dependent variable: Satisfaction						
Model summary: $R^2 = 31.71\%$, $F = 70.10$ ($df_{1,2} = 1, 151$; $p = .0000$)						
<i>Variable</i>	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p-value</i>	<i>LLCL</i>	<i>ULCL</i>
Motivator Abstract (positive vs. negative)	1.783	0.213	8.373	0.0000**	1.36	2.20
Dependent variable: WOM						
Model summary: $R^2 = 70.63\%$, $F = 180.40$ ($df_{1,2} = 2, 150$; $p = .0000$)						
Motivator abstract attribute	0.543	0.161	3.371	0.001**	0.22	0.86
Satisfaction	0.689	0.050	13.54	0.000**	0.58	0.79
Indirect effects						
<i>Motivator abstract attribute \rightarrow Satisfaction \rightarrow WOM</i>	<i>Effect</i>	<i>SE</i>	<i>LLCI</i>	<i>ULCI</i>		
		<i>(Boot)</i>	<i>(Boot)</i>	<i>(Boot)</i>		

1.230* 0.178 0.89 1.60

Note: **p<0.001

4.13. Testing the mediating role overall satisfaction in the relationship between Hygiene concrete attribute performance (positive vs. negative) and word-of-mouth

PROCESS macro model 4 was applied to test the direct and indirect effect of hygiene concrete attribute performance (positive vs. negative) on WOM through satisfaction. Table 4.13.1 highlighted that the hygiene concrete attribute performance positively influences satisfaction ($b=1.972$; $t=8.895$; $p<0.001$), which further positively influences WOM ($b=0.853$; $t=17.02$; $p<0.001$). The structural model estimated 35.75% of variance for satisfaction and 80% of variance for WOM. The hygiene concrete attribute performance \rightarrow satisfaction \rightarrow WOM mediation path was found to be significant ($b=1.682$; $SE=0.216$; $95\%CI: 1.26$ to 2.11). In particular, the direct effect of hygiene concrete attribute performance on WOM was in-significant ($p>0.05$). Therefore, hygiene concrete attribute performance-WOM was partially mediated by satisfaction. Hypothesis H8c was supported.

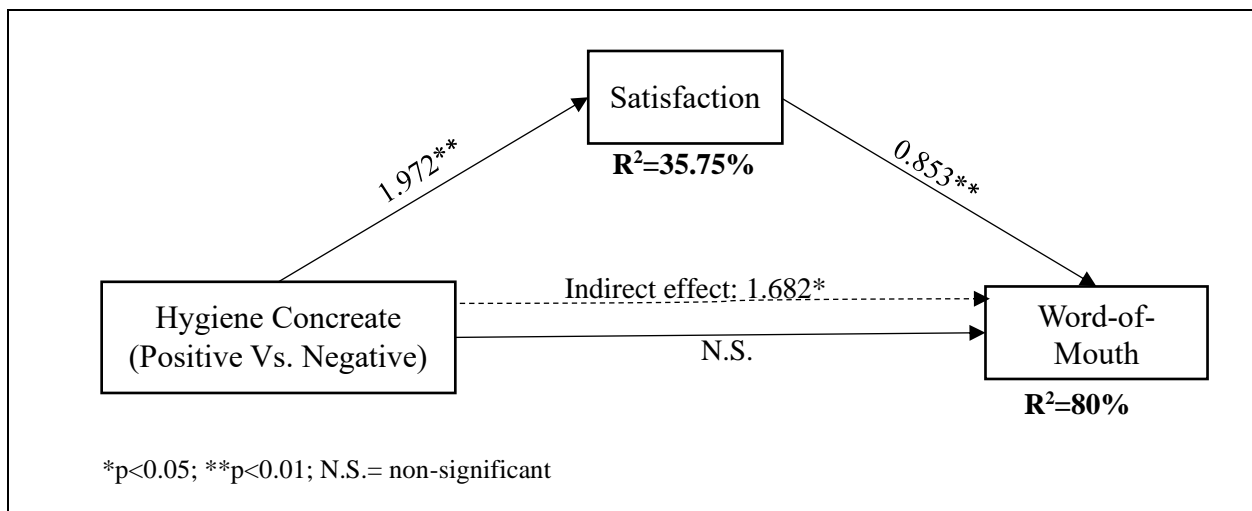


Figure 4.13.1: Mediation effect of satisfaction on hygiene concrete – WOM (model 4)

Table 4.13.1: Mediation results of satisfaction for hygiene concrete attribute performance and WOM

Dependent variable: Satisfaction						
Model summary: $R^2 = 35.75\%$, $F = 77.35$ ($df_{1,2} = 1, 139$; $p = .0000$)						
<i>Variable</i>	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p-value</i>	<i>LLCL</i>	<i>ULCL</i>
Hygiene Concrete (positive vs. negative)	1.972	0.224	8.895	0.0000**	1.52	2.41
Dependent variable: WOM						
Model summary: $R^2 = 80\%$, $F = 277.44$ ($df_{1,2} = 2, 138$; $p = .0000$)						
Hygiene concrete attribute	-0.035	0.147	0.238	0.812	-0.32	0.25
Satisfaction	0.853	0.044	17.02	0.000**	0.76	0.94
<i>Indirect effects</i>						
<i>Hygiene concrete attribute → Satisfaction → WOM</i>	<i>Effect</i>	<i>SE</i>	<i>LLCI</i>	<i>ULCI</i>		
		<i>(Boot)</i>	<i>(Boot)</i>	<i>(Boot)</i>		
	1.682*	0.216	1.26	2.11		

Note: ** $p < 0.001$

4.14. Testing the mediating role overall satisfaction in the relationship between Hygiene abstract attribute performance (positive vs. negative) and word-of-mouth

For testing the direct and indirect effect of hygiene abstract attribute performance (positive vs. negative) on WOM through satisfaction, PROCESS macro model 4 was used. Table 4.14.1 highlighted that the hygiene abstract attribute performance positively influences satisfaction ($b=2.219$; $t=9.132$; $p<0.001$), which further positively influences WOM ($b=0.763$; $t=17.17$; $p<0.001$). The structural model estimated 36.36% variance for satisfaction and 70.63% variance for WOM. The hygiene abstract attribute performance \rightarrow satisfaction \rightarrow WOM mediation path was found to be significant ($b=1.695$; $SE=0.226$; $95\%CI: 1.26$ to 2.15). In particular, the direct effect of hygiene abstract attribute performance on WOM was insignificant ($p>0.05$). Therefore, hygiene abstract attribute performance-WOM was *fully* mediated by satisfaction. This supports hypothesis H8d.

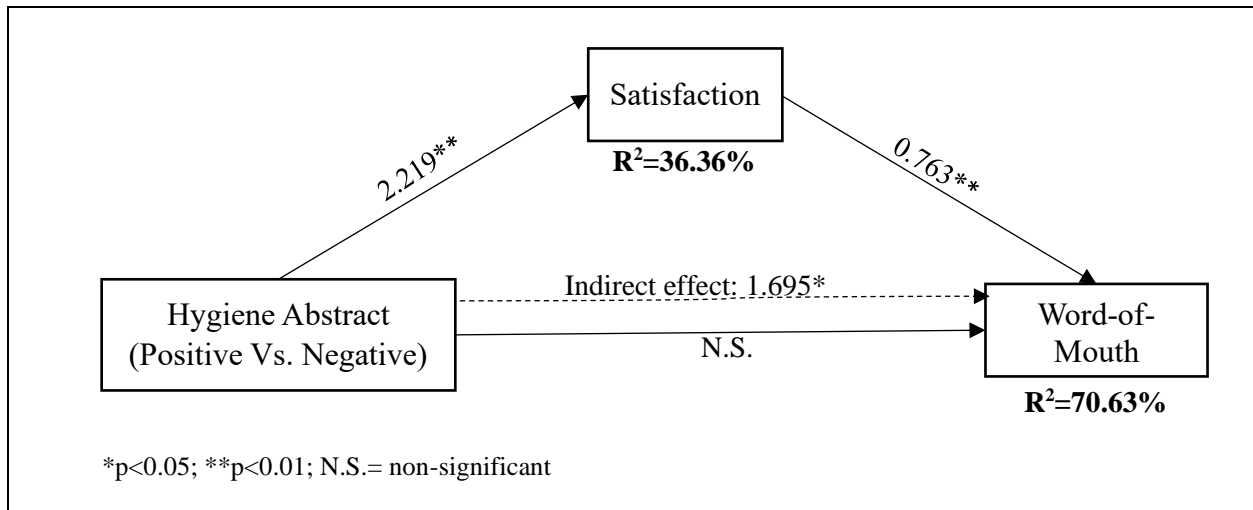


Figure 4.14.1: Mediation effect of satisfaction on hygiene abstract - WOM (model 4)

Table 4.14.1: Mediation results of satisfaction for hygiene abstract attribute performance and WOM

Dependent variable: Satisfaction						
Model summary: $R^2 = 36.36\%$, $F = 83.39$ ($df_{1,2} = 1, 146$; $p = .0000$)						
<i>Variable</i>	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p-value</i>	<i>LLCL</i>	<i>ULCL</i>
Hygiene abstract (positive vs. negative)	2.219	0.243	9.132	0.0000**	1.79	2.69
Dependent variable: WOM						
Model summary: $R^2 = 70.63\%$, $F = 237.20$ ($df_{1,2} = 2, 145$; $p = .0000$)						
Hygiene abstract attribute	0.054	0.163	0.332	0.740	-0.26	0.37
Satisfaction	0.763	0.045	17.17	0.000**	0.67	0.85
Indirect effects						
<i>Hygiene abstract attribute</i> →	<i>Effect</i>	<i>SE</i>	<i>LLCI</i>	<i>ULCI</i>		
<i>Satisfaction</i> → <i>WOM</i>		<i>(Boot)</i>	<i>(Boot)</i>	<i>(Boot)</i>		
	1.695*	0.226	1.26	2.15		

Note: **p<0.001

4.15 Results of moderated mediation

As depicted in figure 4.15.1 and 4.15.2, the proposed model was tested using PROCESS macro 4.1 for SPSS using model 7 (Hayes, 2018). Moderated mediation was applied to test the indirect effect of X (Independent variable) on Y (dependent variable) through M (mediator), where W

(moderator) moderates the mediating effect of X on Y (Edwards, 2009; Hayes, 2018). The Model 7 was used for testing moderated mediation relationships (direct and indirect). In the analysis, positive (vs. negative) performance of motivator concrete, motivator abstract, hygiene concrete and, finally, hygiene abstract attribute were inserted, one by one, as independent variables (X); revisit intention (for testing hypotheses H9a, H9b, H9c, H9d) as outcome variable (Y); satisfaction as mediator (M1); temporal distance (near past vs. distant past) as moderating variable (W). Similarly, in the second attempt, word of mouth intention (for testing hypotheses H10a, H10b, H10c, H10d) was tested as outcome variable (Y), considering the rest of relationships in the previous model. Estimation of direct effects and conditional indirect effects was tested in the moderated mediation analysis. Direct and indirect effects were estimated with 95% bias-corrected bootstrapped confident intervals and N=5000 (Shrout & Bolger, 2002).

Results from table 4.15.1 support the moderating role of the construal level (near past vs. distant past) on the relationship between positive (vs. negative) performance of motivator concrete (Effect = 2.991; $p = 0.000$; 95% CI [2.30; 3.67]), motivator abstract (Effect = 2.934; $p = 0.000$; 95% CI [2.23; 3.63]), hygiene concrete (Effect = 2.894; $p = 0.000$; 95% CI [3.17; 4.60]) and hygiene abstract (Effect = 2.973; $p = 0.000$; 95% CI [2.26; 3.68]) on overall satisfaction. The conditional effect from the moderators suggests that the near past construal moderates the relationship between overall satisfaction of all four, i.e., motivator concrete (Effect = 2.995; $p < .001$; 95% CI 2.51; 3.48), motivator abstract (Effect = 3.204; $p < .001$; 95% CI [2.71; 3.68]), hygiene concrete (Effect = 3.294; $p < .001$; 95% CI [3.46; 4.41]) and hygiene abstract (Effect = 3.294; $p < .001$; 95% CI [2.82; 3.76]), attributes' performances as independent variable. However, results suggest no moderating effect of distant past on the relationship between overall satisfaction and all four, i.e.,

motivator concrete (Effect = 0.004; p = 0.986; 95% CI [-0.48; 0.48]), motivator abstract (Effect = 0.270; p=0.288; 95% CI [-0.23; 0.77]), hygiene concrete (Effect = 0.041; p =0.877; 95% CI [-0.49; 0.57]) and hygiene abstract (Effect = 0.320; p = 0.236; 95% CI [-0.21; 0.85]) attributes' performance as independent variable. All the effects are presented with bootstrapped 95% bias-corrected CIs for all the paths.

Table 4.15.1: Results of moderating effect of construal level (Revisit Intention as outcome variable)

	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p-value</i>	<i>LLCL</i>	<i>ULCL</i>
<i>Interaction effect via construal level as moderator</i>						
Motivator concrete → satisfaction	2.991	0.347	8.60	0.000**	2.30	3.67
Motivator abstract → satisfaction	2.934	0.353	8.30	0.000**	2.23	3.63
Hygiene concrete → satisfaction	3.894	0.362	10.7	0.000**	3.17	4.60
Hygiene abstract → satisfaction	2.973	0.359	8.26	0.000**	2.26	3.68
<i>Conditional direct effects from moderators</i>						
Motivator concrete → Satisfaction (NP)	2.995	0.246	12.16	0.000**	2.51	3.48
Motivator concrete → Satisfaction (DP)	0.004	0.245	0.016	0.9867	-0.48	0.48
Motivator abstract → Satisfaction (NP)	3.204	0.245	13.04	0.000**	2.71	3.68
Motivator abstract → Satisfaction (DP)	0.270	0.253	1.064	0.2887	-0.23	0.77
Hygiene concrete → Satisfaction (NP)	3.936	0.239	16.41	0.000**	3.46	4.41
Hygiene concrete → Satisfaction (DP)	0.041	0.271	0.153	0.8779	-0.49	0.57
Hygiene abstract → Satisfaction (NP)	3.294	0.238	13.82	0.000**	2.82	3.76
Hygiene abstract → Satisfaction (DP)	0.320	0.269	1.190	0.2361	-0.21	0.85

*NP= Near past; DP= Distant past

The indirect effect of the performance of motivator concrete as independent variable (please refer table 2) on revisit intention as outcome variable, satisfaction as mediator, and construal level (Near past vs. distant past experiences) as moderator is then discussed. This was found to be significant for near past (Effect = 1.818; 95% CI [1.35; 2.29]) only and not for distance past (Effect = 0.002; 95% CI [-0.29; 0.31]). The indirect effect of performance of motivator abstract as independent

variable on revisit intention as outcome variable, satisfaction as mediator, and construal level (near past vs. distant past) as moderator, was found to be significant for near past (Effect = 2.037; 95% CI [1.54; 2.54]) but not for distance past (Effect = 0.171; 95% CI [-0.15; 0.49]). The result related to the indirect effect of the performance of hygiene concrete as independent variable on revisit intention as outcome variable, with satisfaction as mediator and construal level (near past vs. distant past) as moderator was found to be significant for near past (Effect = 2.634; 95% CI [2.13; 3.16]) but not significant for distance past (Effect = 0.027; 95% CI [-0.38; 0.48]). Finally with regards to the indirect effect of performance of hygiene abstract as independent variable on revisit intention as outcome variable, satisfaction as mediator and construal level (near past vs. distant past) as moderator was found to be significant for near past (Effect = 2.604; 95% CI [2.04; 3.17]) only and not for distance past (Effect = 0.253; 95% CI [-0.16; 0.68]).

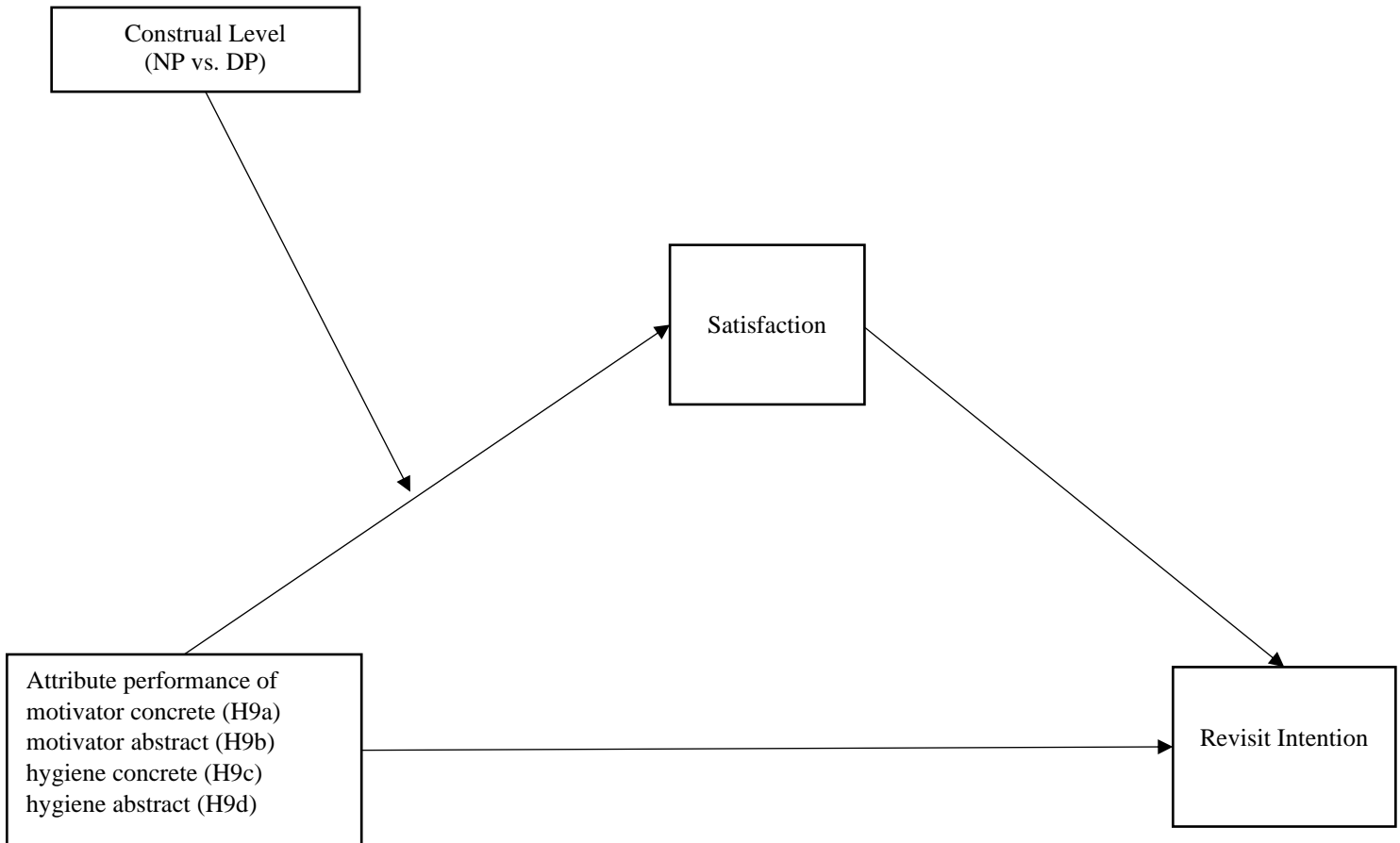
Table 4.15.2: Results of moderating effect of construal level (Revisit Intention and word of mouth as outcome variable)

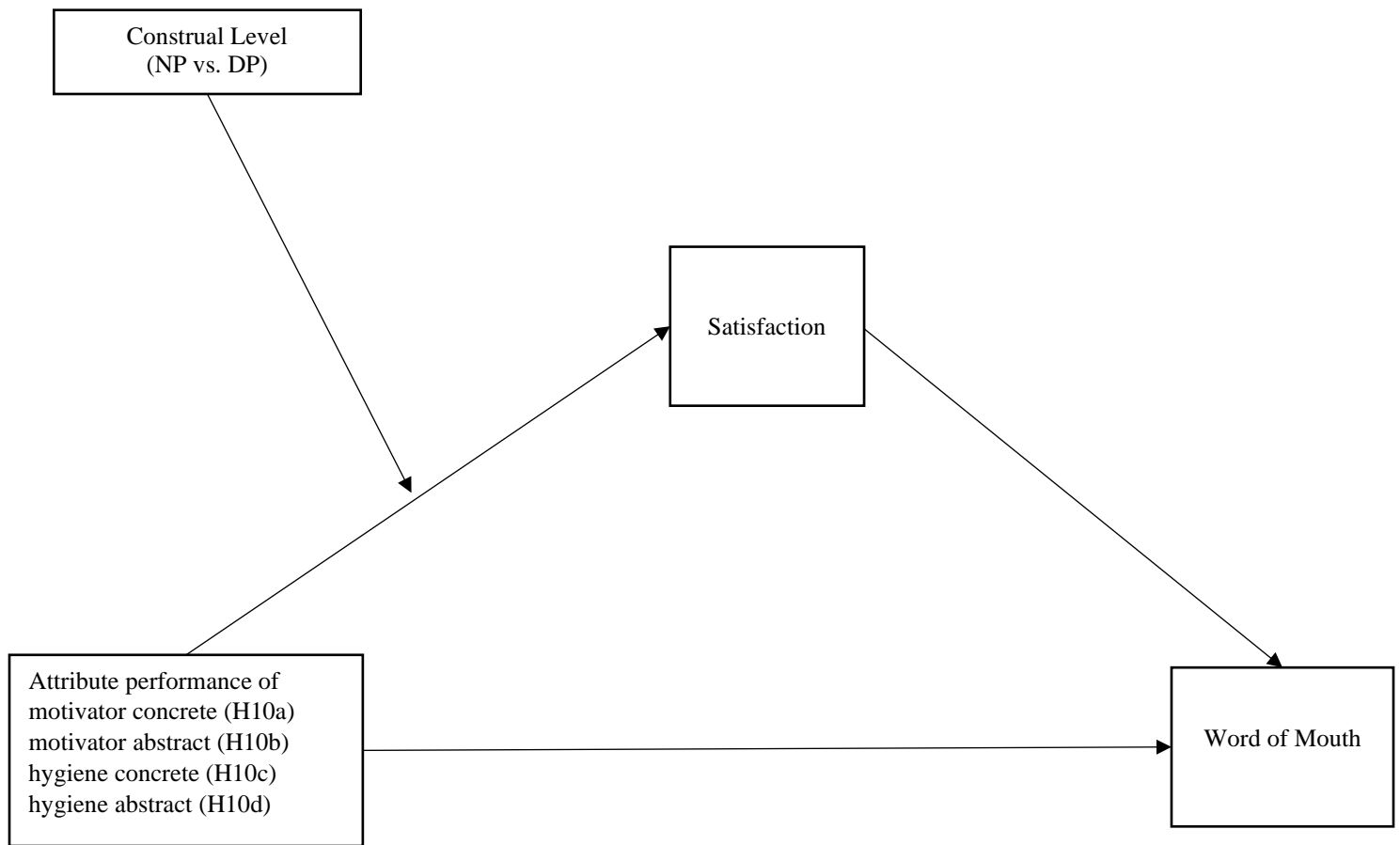
<i>Indirect effects from construal level</i>	<i>Index</i>	<i>SE (Boot)</i>	<i>LLCI (Boot)</i>	<i>ULCI (Boot)</i>
<i>Revisit Intention as outcome variable</i>				
Motivator concrete → Satisfaction → Revisit Intention (for NP)	1.818**	0.236	1.35	2.29
Motivator concrete → Satisfaction → Revisit Intention (for DP)	0.002	0.157	-0.29	0.31
Motivator abstract → Satisfaction → Revisit Intention (for NP)	2.037**	0.255	1.54	2.54
Motivator abstract attribute → Satisfaction → Revisit Intention (for DP)	0.171	0.161	-0.15	0.49
Hygiene concrete → Satisfaction → Revisit Intention (for NP)	2.634**	0.264	2.13	3.16
Hygiene concrete attribute → Satisfaction → Revisit Intention (for DP)	0.027	0.207	-0.38	0.48
Hygiene abstract → Satisfaction → Revisit Intention (for NP)	2.604**	0.290	2.04	3.17
Hygiene abstract → Satisfaction → Revisit Intention (for DP)	0.253	0.214	-0.16	0.68

<i>Word of mouth as outcome variable</i>				
Motivator concrete → Satisfaction → Word of mouth (for NP)	2.228**	0.227	1.79	2.69
Motivator concrete → Satisfaction → Word of mouth (for DP)	-0.003	0.195	-0.39	0.37
Motivator abstract → Satisfaction → Word of mouth (for NP)	2.210**	0.270	1.17	2.75
Motivator abstract attribute → Satisfaction → Word of mouth (for DP)	0.186	0.175	-0.16	0.52
Hygiene concrete → Satisfaction → Word of mouth (for NP)	3.006**	0.266	2.49	3.54
Hygiene concrete attribute → Satisfaction → Word of mouth (for DP)	0.031	0.242	-0.43	0.51
Hygiene abstract → Satisfaction → Word of mouth (for NP)	2.810**	0.254	2.31	3.30
Hygiene abstract → Satisfaction → Word of mouth (for DP)	0.273**	0.226	-0.16	0.72

Results from table 4.15.2 show the indirect effect of construal level on word of mouth as outcome variable. The results related to the indirect effect of performance of motivator concrete as independent variable on word of mouth as outcome variable with satisfaction as mediator and construal level (NP vs. DP) as moderator was found to be significant for near past (Effect = 2.228; 95% CI [1.79; 2.69]) only and not for distance past (Effect = -0.003; 95% CI [-0.39; 0.37]). With regards to the indirect effect of performance of motivator abstract as independent variable on word of mouth as outcome variable, satisfaction as mediator, and construal level (NP vs. DP) as moderator was found to be significant for near past (Effect = 2.210; 95% CI [1.17; 2.75]) but not for distance past (Effect = 0.186; 95% CI [-0.16; 0.52]). The result related to the indirect effect of performance of hygiene concrete as independent variable on word of mouth as outcome variable, satisfaction as mediator and construal level (NP vs. DP) as moderator was found to be significant for near past (Effect = 3.006; 95% CI [2.49; 3.54]) but not significant for distance past (Effect = 0.031; 95% CI [-0.43; 0.51]). Finally with regards to the indirect effect of performance of hygiene

abstract as independent variable on word of mouth as outcome variable, satisfaction as mediator, and construal level (NP vs. DP) as moderator was found to be significant for near past (Effect = 2.810; 95% CI [2.31; 3.30]) only and not for distance past (Effect = 0.273; 95% CI [-0.16; 0.72]).





5. DISCUSSION

5.1 General Discussion

This study offers a new analytical perspective by advancing the understanding on how overall consumer satisfaction performance evaluations vary over time due to their exposure in time elapsed situations between near past and distant past. Importantly, this study also sheds light on how the overall satisfaction judgements shift over time for performance of concrete and abstract motivators and hygiene attributes. Considering that service consumption often involves both motivator and hygiene factor attributes, the current study investigates how Herzberg's two factor theory influences consumer reliance on service attribute evaluations - concrete (tangible) and abstract (intangible) - for decision making in a construal situation (Trope & Liberman, 2010). Hence, CLT and TFT were used to organize this study's theoretical framework and extend its

domain to near past and distant past events within service performance evaluations using a fitness service setting.

The results of the experimental analysis show that consumers have significantly different reactions to positive and negative performance of motivator and hygiene attributes in the near past. The positive performance of hygiene factors allows motivating factors to emerge and lead to higher overall satisfaction, just after the consumption of services. However, these satisfaction differences are insignificant for customers related to the distant past experience. Possibly, when experiencing positive performance of motivator attributes, consumers perceive higher level of overall satisfaction as compared to negative performance. Considering fitness services, the positive performance of motivator attributes clearly yields higher consumers' satisfaction, while hygiene attributes are more likely to prevent dissatisfaction.

Specifically, when consumption was construed at a high level (near past), positive performance was more influential on overall service satisfaction evaluation compared to invariance in overall service satisfaction evaluation for consumption construed at a low level. During their encounter with services, customers relate more with motivator concrete attributes in the near past situation; therefore, the overall satisfaction evaluation seems higher for the services they consume. For example, when consumers see enough workout machines or clean workout areas (positive performance), their overall satisfaction tends to be higher in the near past. The same effect is found in the overall satisfaction level for hygiene concrete attribute performance in the near past. On the contrary, the difference in overall satisfaction among consumers seems to disappear for distant past conditions. In fitness centres, when consumers find the washroom unclean (negative

performance), they may be dissatisfied at the time being; however, in the distant past, they tend to forget the incident related to service's negative performance.

Consumers who have positive service experiences related to hygiene abstract attributes feel moderately more satisfied in the near past than do in distant past. In near past conditions, the level of overall satisfaction among consumers who have experienced a positive service performance related to hygiene abstract is high as compared to distant past conditions. The same effect is found in the overall satisfaction level for motivator abstract attribute performance in near past; lower satisfaction, on the contrary, is experienced by consumers in distant past conditions. This is due to consumer's ability to remember the experience related to abstract features of hygiene factors as compared to tangible features, which lead to a lower level of overall satisfaction irrespective of motivator attributes or hygiene attributes. For example, consumers who regularly use fitness services may remember performance of concrete attributes such as physical conditions, trainers' behaviour etc. over abstract attributes such as crowd quality, aromatic environment etc. and therefore their evaluation with respect to their satisfaction tends to be higher.

The study is grounded on the service literature suggesting strong relationships paths overall satisfaction → revisit intention and overall satisfaction → Word of mouth (WOM) (Jiang & Rosenbloom, 2005; Szymanski & Henard, 2001). This study attempts to understand if the construal level affects the relative importance of overall customer satisfaction for attributes performances. This, in particular, translates in changes to revisit intention and WOM over time (Pizzi et al., 2015). Overall satisfaction fully mediates the relationship between motivator concrete attribute performance, revisit intention & motivator concrete attribute performances, and WOM. If we

strengthen the motivator concrete attribute perception, the overall satisfaction will increase and eventually the revisit intentions are more likely to be stronger. As a result, the satisfied customers would talk favorably about the service provider, and willingly recommend the experience to other customers. For example, fitness service centres use service robots for instructions, the positive performance of this attributes increases satisfaction positively and hence consumers using services again and again, with an active involvement in positive mouth marketing.

Further, overall satisfaction fully mediates the relationship between motivator abstract attribute performance, revisit intention & motivator abstract attribute performance, and WOM. When trainers and other staff in fitness centres are trained to be more polite, this will create positive performance of motivator abstract attribute that, in turn, drives higher overall satisfaction. Thus, fitness centres see more customers visiting again, leading to a more loyal consumers' base. Interestingly, overall satisfaction fully mediates hygiene concrete attribute performance and revisit intention relationship, while partially mediating the relationship between hygiene concrete attribute performance and WOM. If fitness service providers, for example, keep adequate number of trainers or support staff, this leads to higher satisfaction and revisit intention; however, in the absence of such attributes, consumers' overall satisfaction quickly drops turning them into "dissatisfiers", thereby leading to poor revisit intention and spreading of negative WOM about service providers. In fact, when consumers notice inadequate staff in service settings, they start spreading the negative WOM due to their prevalent dissatisfaction.

The hygiene abstract attribute performance → revisit intention and hygiene abstract attribute performance → WOM was *fully* mediated by satisfaction. For example, when consumers see a

lack of professionalism among staff and trainers at the fitness centres, they immediately feel dissatisfied. This reduces their chances for them to revisit the place, vocally spreading their negative experiences, and leading to negative WOM. According to the results, overall satisfaction for service attribute performances has a strong effect on revisit intention and WOM for both levels of construal (near past and distant past) for chosen fitness services settings. The plausible explanation is that consumers tend to first rank (recall) concrete rather than abstract details in near past events, while they become invariant in distant past events.

For motivator concrete and abstract tributes as well as for hygiene concrete and abstract attributes, the results explain the shift of overall satisfaction judgments due to various psychological mechanisms that are activating during service completion and evaluation. Therefore, in distant past events, when consumers evaluate negative experiences, their overall satisfaction judgements tend to lean on memory over a period of time, leading to moderate overall satisfaction.

5.2 Theoretical Contribution

By considering the interaction between Two Factor Theory (TFT) and Construal Level Theory (CLT), the present study tries to understand whether the performance of hygiene and motivator factors is construed differently over time and how it affects overall satisfaction. Basically, TFT distinguishes between “hygiene factors” and “motivators” as a cause for satisfaction and dissatisfaction. The absence of hygiene factors tends to cause dissatisfaction (however, the presence of hygiene factors not necessarily lead to satisfaction) while the presence of motivators tends to cause satisfaction (however, the absence of motivators do not necessarily cause satisfaction). Present study tries to build upon the assumption that the attributes are subject to

different construal mechanisms since hygiene and motivation factors display different levels of goal-relevance depending on their performance. The present study also assumes that the performance of hygiene and motivators can be either good or poor. Building upon the theoretical foundations of TFT and CLT, the present study tries to understand whether the good or poor performances of hygiene and motivator factors exert different weights on overall satisfaction depending on the time elapsed from the service experience. This work tries to explore whether hygiene and motivator factors are construed differently over time and whether they exert different weights on overall satisfaction depending on the time elapsed from the service experience.

The study contributes in multiple ways to extant literature on customer satisfaction. Firstly, it adds to the emerging research on the time varying nature of attribute performance by considering its impact on customer satisfaction. Previous studies have revealed that customer satisfaction differs based on the time at which satisfaction and attributes are evaluated (Tatavarthy et al., 2019; Pizzi et al., 2015). So far it has been known that customer satisfaction is not a static construct. In particular, it evolves over time differently according to the way a specific attribute (assuming all performance of attributes being equal) is weighted depending on the level of construal elicited from the time passed since the service experience (Pizzi et al., 2015). However, a stream of literature suggests it is the performance of attributes which asymmetrically affects satisfaction or dissatisfaction (Slevitch and Oh, 2010; Chen et al., 2015).

Specifically, Herzberg's (1966) Two-factor theory (TFT) suggests that sources of (i.e. attributes leading to) satisfaction and dissatisfaction differ from each other. These sources are labeled as "motivators" and "hygiene factors" respectively. By using TFT, the present study tries to

contribute to the literature on asymmetric relationship of attribute performance and satisfaction. Existing literature on asymmetric relationship of attribute performance and satisfaction fails to answer the role of time in the asymmetric relationship between attributes performance on customer satisfaction. Using construal level theory, it can be argued that evaluation of performance of “motivators” “hygiene factors” construed differently over time and may have varying impact on the overall satisfaction or dissatisfaction. Further, it can be argued that attributes are subject to different construal depending on the performance of these attributes. Theoretically, “motivators” and “hygiene” factors display different levels of goal-relevance depending on their performance (i.e. good or poor performance of attribute). Given that goal-relevance triggers different level of construal over time, it is expected that the people may change in the way they reconstruct their experiences based on the performance of attribute (i.e. good or poor performance) and that too if evaluated over time. Hence, the present study contributes to the existing understanding about satisfaction by challenging the assumption that attributes which defines the service experience shift over time as a function of their intrinsic abstractness or concreteness regardless of their performance. Due to the fact that the reasons are unknown why (under what condition) individuals construe goal-relevance of good (poor) performance of hygiene and motivator factors impacts differently (if evaluated over time) holds theoretical importance.

5.3. Managerial Implications

The present dissertation offers multiple implications for customer experience managers. First, the findings of the study would be helpful to managers to understand the basics related to hygiene and motivators in satisfying customers. Since the present study covered multiple aspects of positive or negative attribute performance of hygiene and concrete attributes (namely hygiene concrete,

hygiene abstract, motivator concrete, and motivator abstract), managers could design strategies for customer experience management. The findings of the study reveal that satisfaction gets affected if measured in the short term, i.e., immediately after-service experience, while it is not affected if measured after two weeks. Previous studies explained how temporal distance might affect consumer decision-making (Lu & Jen, 2016; Laran, 2010; Kang & Min, 2010; Jin & He, 2013; Pizzi et al., 2015). More closely, Ding and Keh (2017) considered the tangible and intangible aspects of service attributes with a construal level. However, the study was limited to the effect and evaluation of near-future and distant-future-related construal levels. Beyond these attempts, in order to explain the differential effect on the overall satisfaction over time, the present study offers new managerial insights about how to consider not only concrete and abstract aspects of service attributes but also positive and negative attribute performances of hygiene and motivator attributes. Service firms can integrate hygiene and motivator aspects and concrete and abstract attributes to design marketing communication strategies.

Most service settings need to consider the hygiene and motivator aspects of attributes in promoting their services. While doing a Google search for the marketing communications of restaurants, it can be seen that restaurants are focusing on discounts and offers for food without realizing if these attributes are hygiene or motivator for the customers. Similarly, little importance is given to abstract parts such as staff behavior and treatment in marketing communication, which can undoubtedly be a game changer in today's era of experience economy.

Overall, service managers should separately examine the importance of attribute performance of positive and negative hygiene and motivator attributes over time. Results from the present dissertation reveal that consumers react favorably to the positive performance of hygiene attributes in the near past and react unfavorably to negative attribute performance; however, in a distant effect, no such difference was observed. This means that service managers should focus on positive performance for hygiene and motivator attributes for near past experience. Discussing the implications from a fitness center setting point of view, all experiences in fitness training are mostly near past experiences since customers go for fitness regularly. So service and customer experience managers should focus on day-to-day experiences as customers react favorably to positive or negative attribute performance, therefore building their offering strategy accordingly.

The present dissertation also tested the relationships of attributes, i.e., positive, or negative performance of hygiene (concrete and abstract) and motivator (concrete and abstract) with revisit intention and satisfaction mediator. Based on the findings, service managers need to capitalize on why and how customers react favorably to their recent service experience. In particular, customers feel satisfied first when the service provider performs the concrete motivator attribute well. Subsequently, this generates favorable return intentions. The effect is not significant in distant experiences because fitness center activities are part of most consumers' daily routines, thereby belonging to the near past. Distant past happens only if customers have not gone to fitness training for some period, making it difficult for them to recall. Service managers interested in generating favorable WOM and service designers should focus on near-past experience since fitness training is such an activity relegated to everyday' experience. The distant experience becomes of relevance only if customers are not going for fitness training regularly; the reasons can be linked to physical

illness, the decision of stopping exercising for some time, or other forms of busyness due to different reasons. If this happens, reacting favorably or unfavorably to their experience is challenging.

Broad recommendations for service managers would be to respond to attributes performance in the short term. Service managers may think about ways of distinguishing hygiene and motivator clearly, if they do so successfully, they may yield desired outcome in the form of short term and long-term satisfaction. Similarly, service managers need to create and offer hygiene concrete/abstract, and motivator concrete/abstract such that consumer remember positive concrete experience for long period and may generate long lasting satisfaction. On the contrary, the negative concrete experience should have short term effect on satisfaction but not a long-term effect on satisfaction.

5.4. Limitations and Future research directions

There are several limitations which need to be mentioned. The dissertation used fitness training as context for comparing the post experience satisfaction for near past and distant past temporal distance. Significant relationships were found in the near past but not in the distant past; in fact, it would have been difficult for customers to perceive a day-to-day activity such as attending fitness clubs as a distant past experience. It would have been interesting to test the relationships in multiple contexts such as restaurant or airline flights, which customers do not experience on a daily basis and are able to locate well to distant past. Another limitation of this work is its exclusive focus on positive or negative attribute performances of hygiene and motivators, while it could have

additionally investigated recovery actions and their varying impact over time. Future studies might consider investigating what happens to post-recovery satisfaction if motivation attributes fail to identify. Furthermore, it would be interesting to study which recovery actions would work for post-recovery satisfaction when hygiene attributes fail. More specifically, the negative performance of service attributes can also be termed as service failure. In the last two decades, practitioners and academicians have given enough attention to service failure related to problems (Choi and Mattila 2008). It is believed that customers expect some sort of recovery for failed services. Managerial and academic literature have confirmed that the kind of recovery action -monetary or non-monetary - depends on the severity or nature of failure (Gelbrich and Roschk, 2011). As discussed earlier, it is believed that service failure, which looks so severe immediately after failure, may be perceived differently after some time. It is expected that over a certain period of time, a low-level failure attribute might evolve into a high-level failure attribute that requires a dedicated service recovery strategy. With respect to CLT, previous literature suggests that consumers with a concrete mindset (low construal level) expect for tangible and visual compensation, whereas consumers with an abstract mindset (high construal level) prefer intangible and textual rewards (Sinha and Lu, 2019). Additionally, the change in expectation for compensation may vary over time for service failure related to motivators attributes and service failure related to hygiene factors. Therefore, combining with CLT, TFT, and service recovery literature, future study might investigate what happens to overall satisfaction when a hygiene (vs. motivator) factor fails (in case of initiation of varying recovery actions such as compensation, apology, and timing of recovery action) and determine how it will differ if evaluated immediately or after two months from the experience.

Along with above mentioned limitations, there were a few other shortcomings as well. For example, in the central part of the study, four different attributes were used for manipulations of hygiene concrete, hygiene abstract, hygiene motivator, hygiene abstract, which might create issue of perceived variability due to the variation into attribute itself. However, future researchers may consider using a single service and may transform it into hygiene concrete, hygiene abstract, motivator concrete and motivator abstract. For example, the treatment of fitness trainer can be transformed and manipulated into four different types. It may further rule out the requirements of long steps/stages incurred in this study.

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