EXAMINING THE IMPACT OF MULTIDIMENSIONAL PRICE FAIRNESS AND RELATIONSHIP QUALITY ON CUSTOMER ENGAGEMENT AND LOYALTY IN TOURISM & HOSPITALITY REVENUE MANAGEMENT

CHATARIN SUBYING

**A THESIS SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR
THE DEGREE OF DOCTOR OF PHILOSOPHY (MANAGEMENT)
COLLEGE OF MANAGEMENT
MAHIDOL UNIVERSITY
2025**

Thesis
entitled

EXAMINING THE IMPACT OF MULTIDIMENSIONAL PRICE FAIRNESS AND RELATIONSHIP QUALITY ON CUSTOMER ENGAGEMENT AND LOYALTY IN TOURISM & HOSPITALITY REVENUE MANAGEMENT

....
Mr. Chatarin Subying
Candidate

....
Assoc. Prof. Chanin Yoopetch,
Ph.D.
Advisor

....
Assoc. Prof. Prattana Punnakitikashem,
Ph.D.
Dean
College of Management
Mahidol University

....
Prof. Roy Kouwenberg,
Ph.D., CFA
Program Chair
Doctoral of Philosophy Program in
Management
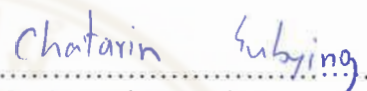College of Management
Mahidol University

Thesis
entitled

EXAMINING THE IMPACT OF MULTIDIMENSIONAL PRICE FAIRNESS AND RELATIONSHIP QUALITY ON CUSTOMER ENGAGEMENT AND LOYALTY IN TOURISM & HOSPITALITY REVENUE MANAGEMENT

was submitted to the College of Management, Mahidol University
for the degree of Doctor of Philosophy (Management)
on
April 24, 2025

....
Mr. Chatarin Subying
Candidate
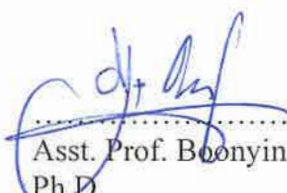
....
Prof. Basak Denizci Guillet,
Ph.D.
Chairperson

....
Assoc. Prof. Chanin Yoopetch,
Ph.D.
Advisor

....
Assoc. Prof. Randall Shannon,
Ph.D.
Committee member

....
Assoc. Prof. Mark Speece,
Ph.D.
Committee member

....
Assoc. Prof. Prattana Punnakitikashem,
Ph.D.
Dean
College of Management
Mahidol University

....
Asst. Prof. Boonying Kongarchapatara,
Ph.D.
Committee member

ACKNOWLEDGEMENTS

Without the support and assistance of countless people, this work would not have been successful. First and foremost, I would like to thank my advisor, Dr. Chanin Yoopetch, for his support and guidance throughout my academic journey, from my undergraduate studies to beyond my PhD. Additionally, I would like to thank Dr. Mark Speece for his in-depth comments, which played a significant role in shaping this dissertation. I would also like to express my gratitude to the committee members, whose valuable feedback helped improve the quality of this dissertation.

Apart from my advisor and committee members, I would like to thank Dr. Roy Kouwenberg and Dr. Philip Hallinger for their support throughout the programme. I would like to extend my thanks to the programme educators, Khun Worawan Prachyapinunt and Khun Chomporn Pattarapornpong, who were always helpful and responsive whenever I needed assistance. I am also grateful to my fellow PhD batchmates, who have consistently supported one another since the very first day of our journey. Additionally, I would like to thank my former lecturers at MUIC and CMMU, whose early guidance and encouragement laid the foundation for my academic journey, especially Dr. Suwadee Talawanich, Dr. Sarinya Sungkatavat, and Dr. Laddawan Jianvittayakit.

I am also thankful to my family members, who prefer not to be named, and to my girlfriend, Junior, for always being supportive of my decision to pursue this degree. Special thanks to my gaming friends, who provided a valuable escape during challenging times.

Lastly, motivation and inspiration are essential in the pursuit of a PhD, helping to sustain focus and drive through inevitable challenges. I am deeply grateful to aespa and ITZY, who were a constant source of both motivation and inspiration throughout my study. A special mention goes to Winter of aespa and Hwang Yeji of ITZY, who have always resonated with me personally and fueled my passion throughout my PhD journey. I would also like to express my appreciation to all K-pop fans who, despite past perceptions of immaturity and doubts about their potential for success, have demonstrated that we can make meaningful contributions.

Chatarin Subying

EXAMINING THE IMPACT OF MULTIDIMENSIONAL PRICE FAIRNESS AND RELATIONSHIP QUALITY ON CUSTOMER ENGAGEMENT AND LOYALTY IN TOURISM & HOSPITALITY REVENUE MANAGEMENT

CHATARIN SUBYING 6549604

Ph.D. (MANAGEMENT)

THESIS ADVISORY COMMITTEE: ASSOC. PROF. CHANIN YOOPETCH, Ph.D., PROF. BASAK DENIZCI GUILLET, Ph.D., ASSOC. PROF. RANDALL SHANNON, Ph.D., ASSOC. PROF. MARK SPEECE, Ph. D., ASST. PROF. BOONYING KONGARCHAPATARA, Ph.D.

ABSTRACT

The dissertation aims to investigate the different dimensions of price fairness and their impact on relationship quality and long-term relationship outcomes. Understanding how customers perceive price fairness is crucial as it can influence long-term relationships between customers and firms, especially for tourism & hospitality businesses, which extensively apply revenue management practices. This dissertation applies justice theories to explain different aspects of how customers evaluate the fairness of prices and how it can impact relationship quality (trust, commitment, and satisfaction). Further impacts of relationship quality on customer loyalty and customer engagement are also investigated. Data from 344 Thai domestic tourists were analysed using a structural modeling equation to investigate the relationships among the variables. The findings indicate that different dimensions of price fairness have different impacts on different dimensions of relationship quality. To highlight, procedural and informational fairness are shown to be important aspects of price fairness for building good relationship quality, whereas distributive fairness seems to be less crucial. In addition, the findings suggest that customer loyalty is heavily influenced by satisfaction, and customer engagement is heavily influenced by commitment. Hence, the findings provide in-depth insights into the conceptualisation of multidimensional price fairness and its consequences on the long-term relationship between customers and firms.

KEYWORDS: Revenue Management/ Price Fairness/ Relationship Quality/ Customer Loyalty/ Customer Engagement

118 pages

CONTENTS

CONTENTS (cont.)

CONTENTS (cont.)

LIST OF TABLES

LIST OF FIGURES

CHAPTER I
INTRODUCTION

1.1 Introduction

Demand-based pricing, which is known as yield management or revenue management, is crucial for various capacity-constrained service firms to maximise revenue based on their particular characteristics (Kimes, 1989). These unique characteristics are commonly found in the tourism & hospitality businesses, making them one of the major industries that apply revenue management practices (Denizci Guillet, 2020). While the concept has been discussed for many decades, various studies pointed out that revenue management is becoming more long-term oriented, strategic, and customer-centric (Erdem & Jiang, 2016; Noone et al., 2011; Wang et al., 2015). However, as one of the revenue management techniques is demand-based pricing, this creates price discrimination, and customers might not see revenue management as a fair practice (Denizci Guillet & Shi, 2019). Hence, the shift toward strategic considerations requires more knowledge about demand behaviour (Vives et al., 2018), especially about how customers perceive and react toward revenue management practices, as it can impact long-term relationships between customers and firms (Peco-Torres et al., 2021).

Many studies have pointed out that fluctuations in price can cause price confusion, disappointment, and fairness perception issues (Denizci Guillet & Shi, 2019). In fact, revenue management practices can be perceived as unfair and could negatively impact the quality of the relationship between customers and firms (Wang, 2012). With the issue of fairness, while short-term revenue could be maximised, firms could lose their high-value customers to competitors, so they are putting more effort into managing their long-term relationships with customers (Peco-Torres et al., 2021). Empirical evidence from different contexts shows that customer perception of price fairness can impact relationship quality (Hride et al., 2022; Kim & Kim, 2018; Konuk, 2018). However, the need to understand customer perception of price fairness in greater detail is still required (Chubaka Mushagalusa et al., 2022; Lee et al., 2021). Specifically,

customer perception of price fairness should be explored multidimensionally, as different aspects of how customers perceive price could possibly create different impacts on the quality of the relationship between customers and firms.

In relationship marketing literature, relationship quality is the key central variable in an exchange relationship (Lo, 2020). Customer loyalty, such as repurchase intention, purchase frequency, positive recommendations, and higher spending, is considered relationship outcomes (Lam & Wong, 2020). As for customer engagement, without a good relationship quality with the firm, customers would be less likely to engage and put less effort into activities that benefit the firm (Itani et al., 2019). Empirical studies confirmed that relationship quality can lead to both customer loyalty (Chi et al., 2020; Jin et al., 2013; Lo, 2020) and customer engagement (Barari et al., 2021; Itani et al., 2019; Petzer & van Tonder, 2019). While customer purchases contribute to firm profitability directly, customer engagement can also indirectly contribute to firm profit (Pansari & Kumar, 2017); this highlights the importance of both relationship outcomes.

This study is conducted in the context of domestic tourists staying in hotels in Thailand. Revenue management is being implemented across the tourism & hospitality industry, especially in hotels where there are substantial uses of revenue management (Denizci Guillet, 2020; Erdem & Jiang, 2016). In addition, studies on revenue management that are customer-oriented tend to focus their scope on the hospitality context, such as hotels and restaurants (Subying & Yoopetch, 2023). Before the COVID-19 pandemic struck the tourism & hospitality industry, Thailand generated 2.9 Trillion Thai baht from tourism revenue in 2019, which accounted for 20% of the country's GDP (Surawattananon et al., 2021). The authors also mention the report by the Ministry of Tourism and Sports that one-third of the total tourism revenue in Thailand prior to the period of the pandemic was generated by domestic tourists. The contributions from domestic tourists are even higher when the pandemic strikes, underlying the importance of domestic tourism during the recovery period of the tourism & hospitality industry. However, despite its heavy reliance on tourism, there is a very small number of studies on revenue management in Thailand (Subying & Yoopetch, 2023). Also, the uniqueness of Thai cultures, which differ from the Western culture (Andrews & Chompusri, 2012; Deveney, 2005; Jäämaa, 2015; Rungsithong & Meyer,

2020), would provide an interesting perspective on how customers evaluate the fairness of prices and how these perceptions impact the long-term relationship outcomes between customers and firms. This would respond to the call to explore different dimensions of customer perception of price fairness in other cultures and contexts (Chubaka Mushagalusa et al., 2022).

This study uses quantitative methodology. Measurement scales are adopted from previous literature, translated and back-translated, and validated to fit the context of this study. The validation process includes steps, both quantitative and qualitative approaches, including experts panel, in-depth interview, and pre-test. Then, the validated questionnaire surveys were distributed to the sample of this study, which are Thai domestic tourists over 18 years old who have booked and stayed at a 3-5 star hotel in Thailand within the past six months for leisure purposes. Screening questions were be used to filter out irrelevant samples. For data analysis, this study uses maximum likelihood structural equation modeling (ML-SEM) to investigate the relationships of the variables of the conceptual model.

1.2 Research Objectives

Based on the customer perception of price fairness issues in revenue management practices, the need to understand how customers perceive price and how it would impact the long-term relationships between customers and firms is underlined. Hence, this dissertation aims to examine the impact of multidimensional price fairness on relationship quality and long-term relationship outcomes, including customer loyalty and customer engagement.

This study proposed the following research objectives:

1. To examine how customer perception of price fairness influences the relationship quality between customers and firms.

2. To examine how the relationship quality between customers and firms influences customer loyalty.

3. To examine how the relationship quality between customers and firms influences customer engagement.

CHAPTER II
LITERATURE REVIEW

In this section, existing literature that is related to the topic of this study are be discussed. The first part of this section includes the definition of revenue management and the crucial characteristics of businesses that can benefit from revenue management. Then, the brief findings of the bibliometric review (Subying & Yoopetch, 2023) are be discussed to provide an overview landscape of the revenue management literature. Then, the shifts in the trend of revenue management in the tourism & hospitality industry and its linkage to the topic, and each variable of this study are discussed.

2.1 Revenue Management

Revenue management practices originated in the airline industry, and the topic has been explored by scholars in the tourism and hospitality field since the 1990s (Denizci Guillet, 2020). Revenue management is defined as the process of maximising revenue by allocating the right inventory to the right customer, for the right price, at the right time via the right channel (Denizci Guillet, 2020), through the use of an information system and pricing (Vives et al., 2018). A more practical explanation of revenue management is "being the art and science of forecasting demand while simultaneously adjusting the price and availability of products to match the particular demand" (Erdem & Jiang, 2016, p. 2). In other words, tourism and hospitality firms would adjust their selling price and the availability of the inventory to attract different groups of customers in accordance with the expected demand level.

Six characteristics that enable businesses such as airlines and hotels to benefit from implementing revenue management are mentioned in Kimes' (1989) seminal work. First, due to their relatively fixed capacity, airlines and hotels need to maximise revenue from their current capacity; adding more inventories is costly and not feasible. Second, both businesses can segment customers based on time and price

sensitivity, enabling them to introduce different product offers to different customers. Third, their inventories are perishable, meaning that leftover inventory cannot be sold once a night, or a flight has gone by; the perishable inventory may force them to lower their prices to target more price-sensitive demand groups. Fourth, both businesses can sell their products in advance, so it is crucial for the businesses to decide if they want to sell earlier for customers with high price sensitivity, or to keep the inventory for time-sensitive customers who are willing to pay for a more expensive price. Fifth, both businesses have fluctuating demand levels, allowing them to price their products differently during slow and high-demand periods. Sixth, both businesses have a low marginal sales cost, meaning that selling more products to maximise the inventory used, even at a discounted price, can contribute to profit.

2. Bibliometric Review

As a part of the dissertation, a bibliometric review (Subying & Yoopetch, 2023) was conducted to analyse the overview of revenue management literature in the tourism and hospitality industry. The review included 1,165 Scopus-indexed documents, which were published between 1989 and 2021. The review provides an overview landscape of revenue management literature in the tourism & hospitality industry. The findings of the bibliometric review included descriptive analyses of the growth trajectory and geographical distribution of the literature, citation analysis, co-citation analysis, and keyword co-occurrence analysis to identify the intellectual structure of the literature.

The growth trajectory analysis of the literature shows an increasing trend in the number of annual publications, especially after 2008, when the number of publications increased rapidly and continued its growth. The trend showed that revenue management in the tourism & hospitality industry is a relevant topic to be examined during these years. Similar to the number of publications, the geographical analysis of the literature shows that the topic has become more globally examined. From 1989 – 2007, the analysis points out that the United States of America is the only major contributor in terms of the number of publications. A small number of documents were mainly from North America, Europe, East Asia, and Oceania regions. However, from

2018 onwards, not only did the number of publications per the countries increase, but also, new countries started publishing studies on revenue management in the tourism & hospitality industry. For instance, more studies are from the Middle East, Southeast Asia, Western Europe, South America and Africa.

The intellectual structure of revenue management literature in the tourism & hospitality industry (see Fig. 2.1) can be classified into three topic areas, including 'customer orientation', 'operational performance', and 'revenue management technique'. The customer orientation cluster tends to publish studies on revenue management that are related to customers. For instance, a list of both acceptable and unacceptable practices of revenue management is provided in Kimes (2002). The acceptability of demand-based pricing using rate fences was also examined in Kimes and Wirtz (2003). Mattila and Choi (2005) pointed out that the level of information that customers receive can influence their perception of price fairness. Noone et al. (2003) discuss the idea of integrating revenue management and customer relationship management concepts in the hotel. The publications in the customer orientation cluster are frequently associated with applying revenue management in the hospitality context, which is heavily focused on hotels and restaurants. As this study aims to explain the impact of how customers perceive revenue management practices, it would also fall under the customer orientation cluster.
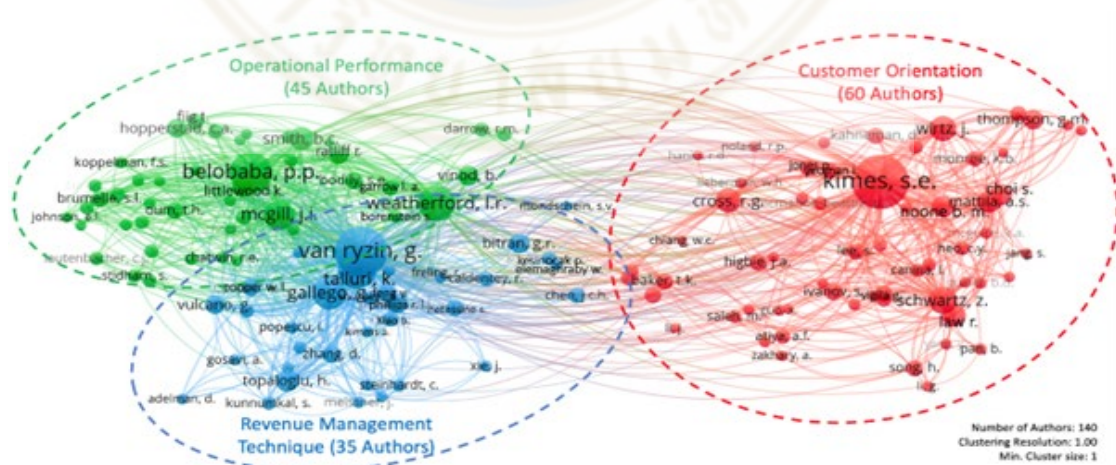
Figure 2.1 *Intellectual Structure of Revenue Management Literature*

For the operational performance cluster, the focus is more on the organisation side. Studies in this cluster are associated with revenue optimisation,

inventory management, and pricing models. Also, studies in this cluster are frequently discussed in the context of the airline business. This cluster tends to have close proximity to the revenue management technique cluster. The revenue management technique cluster tends to focus on the mathematical calculation of the model and algorithms, but with less application in any specific business. As these two clusters tend to examine the operational aspect of revenue management, they are more closely related than the customer orientation cluster, which mainly focuses on customer-related revenue management.

In line with the intellectual structure of revenue management literature, the temporal co-word map on topics in the revenue management literature (see Fig. 2.2) also showed a similar story from another perspective.
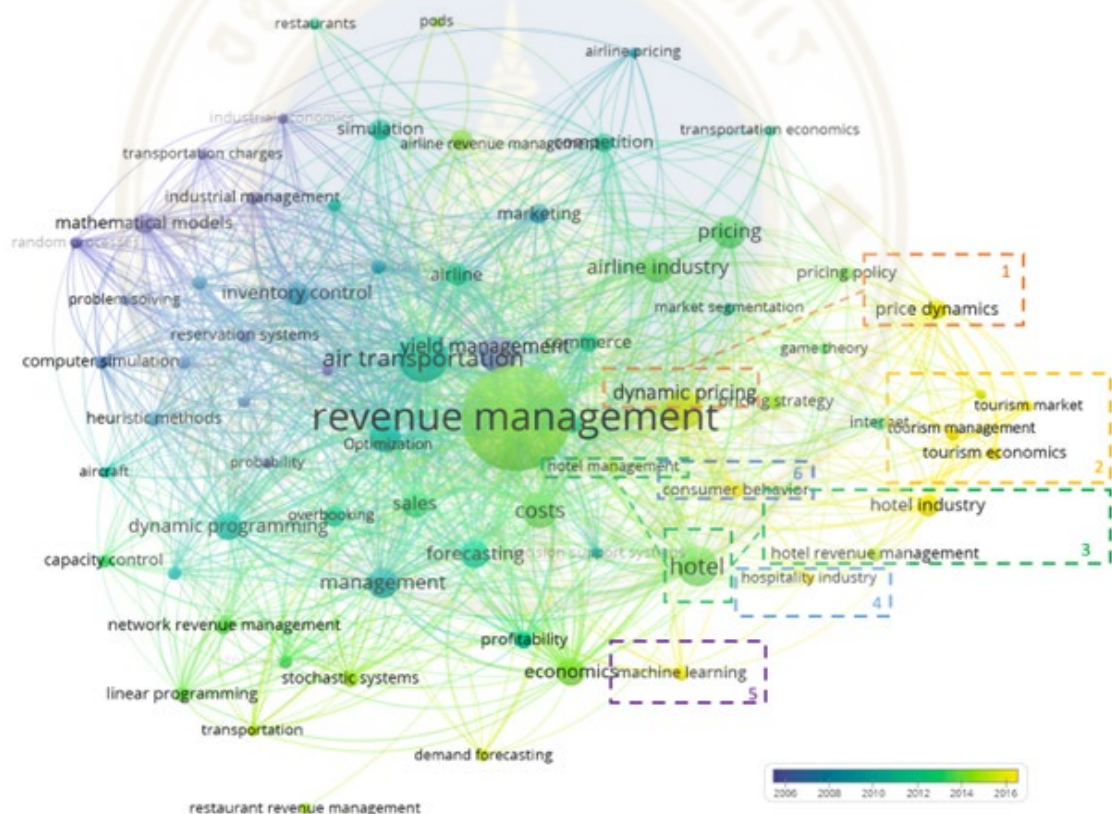
Figure 2.2 *Temporal Co-word Map on Topics in Revenue Management Literature*

The map reflected the time frame in which the keyword was mostly examined; the lighter colour reflects that the topics are frequently examined in more recent years, while the darker colour reflects that the topics are frequently examined in the past. The map shows that the literature started off with topics around mathematical

models and yield management and moved toward the operational side of revenue management on topics such as inventory control, reservation systems, optimisation, and in the airline context. Later, the topics shifted toward the hospitality industry and consumer behaviour.

Reflecting this finding together with the intellectual structure of revenue management, the evolution of revenue management literature could be explained. First, revenue management studies are associated with mathematical calculations and concepts that are not explored in any specific industry; this represents the revenue management technique cluster. Then, the trend shifted the focus on the operation side to topics such as inventory management and revenue optimisation; here, the context of airlines was being explored frequently, representing the operational performance cluster. In a more recent year, revenue management has shifted toward the customer side, with more emphasis on the hospitality industry; this represents the customer orientation cluster.

It is also important to highlight that the keyword 'consumer behaviour' is also identified as one of the disciplines that have been associated with revenue management in recent years. This implies that recent literature is more focused on the consumer side as the trend has shifted from optimisation to a consumer behaviour perspective. These findings from the intellectual structure and topic trends are also in line with the discussion of scholars about the shift in revenue management trends.

2.3 The Shift in Revenue Management Trend

From the traditional viewpoint, revenue management has been seen as a short-term, tactical practice that only focuses on inventory optimisation. However, many articles have pointed out the shift in revenue management trends. For instance, Wang et al. (2015) explored the development of revenue management literature and mentioned eight areas of managerial shifts in revenue management. These shifts in eight areas show the trends that revenue management is shifting from a revenue-centric to a customer-centric approach, more long-term orientated, and also more strategically oriented. Similarly, Erdem and Jiang (2016) also highlighted similar trends as they summarised that revenue management is shifting toward a strategic approach, more customer-

centric, and hotels are now more dependent on customer relationship management (CRM) programmes and data analysis.

Additionally, Noone et al. (2011) explained three emerging responsibilities for the hotel revenue management department. First, the revenue management team would not only focus on maximizing room revenue, but their scope would expand to all yieldable income sources. Second, in terms of pricing strategy, the focus would shift from optimising inventory to managing pricing strategy to match the right price for each demand group. Third, revenue management is becoming more customer-centric as customers' data are used to maximise profitability and customer lifetime value. These emerging responsibilities imply that revenue management is becoming more long-term oriented, strategic, and customer-centric.

The shift in revenue management trend to become long-term oriented, strategic, and customer-centric is in line with the idea of integrating the customer relationship management (CRM) concept with revenue management. In fact, many studies have discussed this idea (Matsuoka, 2022). It was explained that CRM data can be used to support revenue management pricing strategies (Erdem & Jiang, 2016). Also, the integration could help develop customer lifetime value, which can increase long-term profitability for tourism and hospitality firms (Denizci Guillet & Shi, 2019). It is also shown that hospitality firms could enhance their performance by implementing revenue management and CRM simultaneously (Peco-Torres et al., 2021).

However, there are potential conflicts between the two concepts, as they have different goals and orientations (Rahimi et al., 2017; Wang, 2012). In addition, as a result of dynamic pricing, it is possible that regular customers could receive a higher rate than their previous purchases and might feel disappointed, which is not ideal from the CRM viewpoint (Denizci Guillet & Shi, 2019). Also, booking an early bird deal might not always guarantee the best price, as some last-minute discounts might be cheaper, giving customers a negative perception of revenue management practices from the price confusion (Méatchi & Camus, 2020). In other words, customers could question the fairness of the price resulting from revenue management practices. In fact, the issue of how customers perceive price has become a crucial topic in the hospitality field because of the extensive application of revenue management (Viglia et al., 2016).

The issue of customer perception of price fairness could negatively impact the relationship between customers and firms (Hride et al., 2022; Kim & Kim, 2018; Konuk, 2018). Hence, it is a major obstacle for revenue management to become long-term oriented, strategic, and customer-centric. It is also a barrier to the integration between revenue management and CRM. For instance, in cases where customers need to pay higher prices during the high-demand period, firms might be able to maximise short-term revenue, but they could lose high-value customers to competitors (Peco-Torres et al., 2021). As firms are now putting more effort into managing long-term customer relationships (Peco-Torres et al., 2021), it is important to understand the long-term consequences of customer perception of price fairness (Țuclea et al., 2018).

2.4 Customer Perception of Price Fairness

Customer perception of price fairness refers to customers' evaluation, both cognitive and affective, of whether the price they received is reasonable, acceptable, or justifiable compared to others (Xia et al., 2004). The authors further explained that the comparable others could be other customers, other firms, and past experiences of oneself. This means that customers can compare the price that they receive with other customers purchasing similar products, other products from other firms, and also their previous purchase of similar products. In the past, customers were assumed to be rational decision-makers who could objectively process perfect price information; however, recent studies have shown that customers tend to be subjective toward their price perception (Chung & Petrick, 2015). This is due to the fact that customers cannot process perfect price information, therefore their perception is impacted by different situations and conditions.

In terms of conceptualising how customer perceive price, there is still little agreement on the components of price fairness (Chubaka Mushagalusa et al., 2022; Chung & Petrick, 2015). Some scholars took price fairness as a unidimensional construct, but many studies argued that it should be further explored multi-dimensionally. For instance, Chubaka Mushagalusa et al. (2022) mentioned the importance of recognising additional dimensions of price fairness. Also, Lee et al.

(2021) suggested future research to explore customer perception of price fairness in different dimensions, including distributive, procedural, and interactional fairness. These three types of fairness are associated with the justice theories, which it is commonly used to describe different dimensions of fairness perception (Chung & Petrick, 2015; Katyal et al., 2019). Justice theories explain that the evaluation of fairness is not only based on the outcomes themselves, instead, processes, personal treatments, and information that associate with outcomes are also important aspects of fairness evaluation (Colquitt, 2001).

The terms 'justice' and 'fairness' are used interchangeably by previous studies (Lawkobkit & Speece, 2014). Therefore, this paper uses the term 'fairness' to be consistent. Colquitt (2001) argued that the best conceptualisation of fairness theories should consist of four distinct dimensions, including distributive, procedural, and the breakdown of interactional aspects into interpersonal and informational aspects. The importance of informational aspects of price fairness is highlighted in Choi and Mattila (2005). In addition, Țuclea et al. (2018) also suggested analysing price perception when information and motivation about price are provided.

In the context of price fairness, this means that customers would evaluate the fairness of the price that they received based on four different aspects. Distributive fairness refers to the comparison of outcomes that a person receives compared to the outcome of another person (Ferguson et al., 2014). In other words, customers would evaluate fairness based on the price that they received compared to others. In contrast to distributive fairness, where only outcomes are being evaluated, procedural fairness emphasises the process and method that leads to the outcome (Chung & Petrick, 2015). So, customers would judge the fairness of the price based on the reason and justification behind it. Interpersonal fairness refers to how kindly, politely, and properly customers are being treated by the service providers; it could also be achieved by showing concern about the distributive outcomes that the customer has received (Lawkobkit & Speece, 2014). This means that how customers are treated during their price searches, booking processes and enquiries on price-related matters could determine how customers perceive price. Informational fairness is associated with the amount, authenticity, and clarity of information about the outcomes and procedures that lead to the outcomes

(Mengstie, 2020). Hence, how effectively firms communicate information to customers would also contribute to customer perception of price fairness.

In the revenue management literature, the issue of customer perception of price fairness has been explored for decades (Denizci Guillet, 2020). While many studies tend to describe the notion as perceived fairness (Heo & Lee, 2011), the way they explain the notion and the underlying theories and concepts are identical to the price fairness concept. Even though the concept in the literature were introduced earlier, recent studies still discuss and call for further examinations on customer perception of price fairness and their long-term consequences (Chark, 2019; Lee et al., 2021; Ţuclea et al., 2018).

2.5 Relationship Quality

In this study, relationship quality is also being explored multidimensionally based on its core sub-dimensions, including trust, commitment, and satisfaction. Before the 1990s, consumer marketing mostly focused on customer transactions that mainly focused on recency; then, the focus evolved into relationship marketing (Pansari & Kumar, 2017). Relationship quality is a concept in relationship marketing that argues that customer loyalty could be influenced by a group of constructs representing the customer's relationship evaluation (Hennig-Thurau et al., 2002). While different variables are being used as dimensions of relationship quality (Athanasopoulou, 2009), trust, commitment, and satisfaction are considered as the 'core variables' of relationship quality (Giovanis et al., 2015; Khan et al., 2023; Kwiatek et al., 2020; Lam & Wong, 2020; Lo, 2020; Petzer & van Tonder, 2019; Rotchanakitumnuai & Speece, 2023). A bibliometric analysis on tourism & hospitality management literature also pointed out that trust, commitment and satisfaction are generally co-occurred together (Palácios et al., 2021). It is also mentioned that some research examined these core elements of relationship quality but did not explicitly label them as relationship quality (Rotchanakitumnuai & Speece, 2023).

Trust could be explained as the belief in other people that they will be responsible and fulfill the expectations without any opportunistic action (Baki, 2020).

In line with this explanation, Guo et al. (2021) referred trust as a general belief of an exchange partner that another party will act ethically, appropriately, and would not act opportunistically. These conceptualisations of trust are associated with reliability, integrity, and trustworthiness, which are similar to earlier studies on trust (De Wulf et al., 2001; Garbarino & Johnson, 1999; Morgan & Hunt, 1994; Palmatier et al., 2006).

Commitment is defined as a partner's belief that the occurring relationship is crucial and, thereby, willingness to provide maximum efforts to maintain the relationship (Morgan & Hunt, 1994). In marketing literature, the term customer commitment has been developed from the organisational commitment theory, which includes affective, calculative, and normative commitment (Fullerton, 2005; van Tonder & Petzer, 2018). In summary, affective commitment could be seen as the 'want' to stay in a relationship, calculative commitment is the 'need' to stay in a relationship, and normative commitment reflects the 'ought' to stay in a relationship (Meyer & Allen, 1991).

Satisfaction is the comparison between customers' pre-purchase expectations and their post-consumption evaluation of the product or service (Nunkoo et al., 2020). Positive perception is formed if the service performance is better than the expectation, but if the performance is worse than the expectation, it would lead to a negative opinion (Oh et al., 2022). Satisfaction is a key concept in marketing literature, especially in the hotel and accommodation context (Prayag et al., 2019). Srivastava and Kumar (2021) also highlighted that satisfaction is crucial to the hospitality industry and also explained that satisfied customers do not go to competitors and become less price sensitive, while dissatisfied customers tend to engage in complaining behaviour and spreading negative word of mouth.

2.6 Customer Loyalty

Customer loyalty is a key objective of a firm which helps create sustainable competitive advantages and growth by building a stable customer base (Latif et al., 2020). A degree of loyalty is needed in order for any firm to survive over time, as repurchase is vital for a firm's success (Chi et al., 2018). Studies on customer loyalty in tourism and hospitality explained customer loyalty in the composite view that consists

of both attitudinal and behavioural dimensions (Hochgraefe et al., 2012; Latif et al., 2020; Perez Benegas & Zanfardini, 2023). In service marketing, the intention of customer loyalty includes an intention to spread positive comments, recommendations, and repurchases in the near future (Perez Benegas & Zanfardini, 2023).

When discussing customer loyalty, the concept of product involvement should also be taken into consideration. While involvement can differ at individual levels, some product/service categories could have a higher involvement than others (Liu-Thompkins et al., 2022). In product categories which are considered as low involvement, such as FMCG products, where these products are seen as low risk due to the fact that it is not very important, loyalty is rather habitual, as customers put less effort into acquiring more information, evaluating the information, and making a thorough decision to the brand choices (Silayoi & Speece, 2004).

On the other hand, the nature of tourism and hospitality services is considered high-involvement because of the complexity of the extensive information and booking process (Chehimi, 2014). In other words, customers would put in more effort to search, evaluate, and make a more thoughtful decision when purchasing tourism & hospitality services. Identical to the explanation, in the service marketing study (Torres & Briggs, 2005), hotels are classified as a high-involvement service. Hence, the importance of customer loyalty is emphasised by the high product involvement of tourism and hospitality businesses.

2.7 Customer Engagement

Customer engagement is a concept that evolved from relationship marketing (Pansari & Kumar, 2017). The authors explained that scholars and practitioners recently see that creating good relationships to enhance satisfaction might not be enough for customers to become loyal and contribute to firm profit. Therefore, integrating the customer engagement concept into the relationship marketing literature would push the literature 'beyond the purchase' as it would expand the focus on customer experiences (Vivek et al., 2012).

There are various conceptualisations of customer engagement, but there is still no consensus on its definition (Lim et al., 2022). For instance, van Doorn et al.

(2010) viewed customer engagement as a behavioural construct with five dimensions, including valence, form/modality, scope, nature of the impact, and customer goals. From another perspective, Hollebeek (2011) explained customer engagement as "the level of an individual customer's motivational, brand-related and context-dependent state of mind characterised by specific levels of cognitive, emotional and behavioral activity in direct brand interactions" (p. 790). In another view, Vivek et al. (2012) defined customer engagement as the intensity and connection of customers' or potential customers' participation toward a brand's activities and offerings, which could be initiated by either the brand or its customers.

In the tourism and hospitality context, customer engagement is conceptualised in two approaches, unidimensional and multidimensional (So et al., 2020). The review further explained that while both approaches still have different conceptualisations, the unidimensional view is heavily associated with the behavioural aspect. For the multidimensional view, So et al. (2014) defined customer engagement as engagement as "a customers' personal connection to a brand as manifested in cognitive, affective, and behavioral actions outside of the purchase situation" (pp. 7-8). The authors also proposed five dimensions of customer engagement, including identification, enthusiasm, attention, absorption, and interaction. This conceptualisation is being used in studies of customer engagement in the tourism and hospitality context (Harrigan et al., 2017; So et al., 2020).

2.8 The Impact of Customer Perception of Price Fairness on Relationship Quality

The impact of customer perception of price fairness on relationship quality has been examined in different approaches. Some studies confirmed the impact of unidimensional customer perception of price fairness on unidimensional relationship quality (Kim et al., 2006; Meng & Elliott, 2008). In another approach, the impact of the unidimensional customer perception of price fairness on each dimension of relationship quality was tested separately (Hride et al., 2022; Kim & Kim, 2018; Konuk, 2018). Evidence from these studies has confirmed that customer perception of price fairness positively impacts each dimension of relationship quality, including trust, commitment,

and satisfaction. However, there is still a limited number of studies that examine customer perception of price fairness and its impact on relationship quality and long-term outcomes in a multidimensional view.

This is in line with the call for a more detailed examination of the consequences of different dimensions of customer perception of price fairness from recent studies. For instance, Lee et al. (2021) suggested future research to explore the impact of different aspects of customer perception of price fairness, including distributive, procedural, and interactional fairness, on behavioural outcomes. Chubaka Mushagalusa et al. (2022) called for studies to identify additional consequences of customer perception of price fairness. In addition, the authors recommended further studies to connect each dimension of price fairness to their consequences. Tuclea et al. (2018) also suggested exploring the scenario of how prices are perceived when hotels provide information (informational fairness) and the motivation behind the price (procedural fairness).

In terms of the multidimensional customer perception of price fairness, the application of justice theories has been discussed (Chung & Petrick, 2015; Ferguson et al., 2014; Katyal et al., 2019). However, its application to determining its consequences is still limited. Therefore, as the dimensions of justice theories (Colquitt, 2001) are in line with the calls from recent studies (Chubaka Mushagalusa et al., 2022; Lee et al., 2021; Țuclea et al., 2018) and the justice theories have been applied to fairness perceptions in other contexts (Lambert et al., 2021; Lee & Lee, 2020; Nikbin et al., 2016; Sindhav et al., 2006; Sun et al., 2018), in this paper, justice theories (Colquitt, 2001) are used to represent different dimensions of customer perception of price fairness.

Based on the calls on the issue of customer perception of price fairness and its consequences (Chubaka Mushagalusa et al., 2022; Lee et al., 2021; Țuclea et al., 2018), the aim of this study is to examine the impact of different dimensions of customer perception of price fairness on different dimensions of relationship quality in detail. Due to the limited number of studies on multidimensional price fairness, studies on the impact of sub-dimensional price fairness and relationship quality are also limited. Studies on the impact of unidimensional price fairness on sub-dimensional relationship quality are present (Hride et al., 2022; Kim & Kim, 2018; Konuk, 2018), but studies on

sub-dimensional price fairness are quite limited. Understanding how different dimensions of price fairness could impact different dimensions of relationship quality would provide valuable insights on how customers perceive the fairness of prices and how it would impact the relationship between customers and firms. Therefore, instead of taking customer perception of price fairness and relationship quality as a second-order construct, this study would explore the relationships between each sub-dimensional level of customer perception of price fairness, including distributive fairness, procedural fairness, interpersonal fairness, and informational fairness, and for relationship quality, trust, commitment, and satisfaction.

In addition, different magnitudes and the significant impacts of different dimensions of fairness on different dimensions of relationship quality are shown to vary in different contexts of fairness. For instance, in the organisational context, procedural fairness has the largest impact on job satisfaction and organisational commitment, while distributive fairness did not have a significant impact on job satisfaction (Lambert et al., 2021). In supplier fairness, distributive fairness and procedural fairness impact both trust and commitment, but procedural fairness' impacts are higher on both relationship quality elements (Sun et al., 2018). In franchisee's fairness, distributive fairness significantly impacts all three dimensions of relationship quality, informational fairness also impacts trust and commitment, while procedural fairness and interpersonal fairness impacts are shown insignificant (Lee & Lee, 2020). On the customer's side, in a service fairness study, procedural fairness and interpersonal fairness are significant toward trust and commitment, while distributive fairness did not have significant impacts on both elements of relationship quality (Nikbin et al., 2016). This shows the possibility that different contexts could shape the different magnitudes and significance of relationships. Hence, this study examines the sub-dimensional level relationship between multidimensional customer perception of price fairness and relationship quality in the tourism & hospitality context.

2.8.1 Distributive Fairness on Relationship Quality

In the seminal paper on price fairness (Xia et al., 2004), customer perception of price fairness was emphasised on its distributive aspect. Price is the primary factor for customers in the dynamic pricing environment (Al-Msallam, 2015; El-Adly, 2019).

In the hospitality literature, Konuk (2018, 2019) explained price fairness similarly and found out that the distributive view of price fairness can influence trust. The author explained that trust is enhanced when customers perceive that they are not being exploited by the firm. This explanation is in line with the commitment-trust theory (Morgan & Hunt, 1994), where opportunistic behaviour is posited to have a negative direct effect on trust and an indirect effect on commitment. Additionally, the impact of distributive fairness is found to be a significant indicator of trust (Sun et al., 2018). However, in terms of service fairness context (Nikbin et al., 2016), distributive fairness is found to be insignificant toward trust. This indicates that the distributive aspect of fairness might differ between business-to-business and business-to-customer contexts or could differ based on the context of fairness, making it worthwhile to further explore in the context of price fairness.

For the impact of the distributive view of price fairness on commitment, there might be limited evidence; however, its potential should not be ruled out (Matute-Vallejo et al., 2011). The authors explained that satisfaction and commitment are both key relational outcomes and price fairness is an antecedent of trust, linking to commitment. Hence, the authors proposed and validated that the distributive view of price fairness can directly influence commitment. Additionally, Sun et al. (2018) also found that distributive fairness can influence commitment. However, similar to the trust, the results in the service fairness context show that distributive fairness does not have a significant relationship with commitment (Nikbin et al., 2016). Hence, examining this relationship in the price fairness context would help to understand this relationship better.

In terms of satisfaction, if customers need to pay higher prices than others for a similar product, this could lead to lower satisfaction (Fernandes & Calamote, 2016). Konuk (2018) explained that if the prices the customers receive are judged as fair, acceptable, and reasonable, their satisfaction could be enhanced. In addition, distributive fairness is found to influence satisfaction (Sindhav et al., 2006). Hence, this paper proposed the following hypotheses:

H1a: Distributive fairness has a positive impact on trust.

H1b: Distributive fairness has a positive impact on commitment.

H1c: Distributive fairness has a positive impact on satisfaction.

2.8.2 Procedural Fairness on Relationship Quality

While studies on the effect of procedural price fairness on different relationship quality dimensions are still limited, the relationships of procedural fairness in other kinds of fairness on relationship quality dimensions are explained by many scholars. Procedural fairness is important for an exchange relationship because it increases the chance of sustaining long-term relationships between customers and firms based on mutual agreement (Lee et al., 2011). In the context of supplier relationships, the procedural aspect of fairness is very important for enhancing commitment as for long-term cooperation both parties see the importance of gaining respect more than just the lucrative returns (Sun et al., 2018). The authors also explained that both distributive and procedural fairness can make the position of two parties aligned, leading to mutual trust. Additionally, Chiu (2010) mentioned that a well-structured procedure can influence trust.

For commitment, Lee et al. (2011) explained that in psychology studies, commitment has been identified as a main outcome of procedural fairness. Additionally, Sun et al. (2018) not only found that procedural fairness can influence trust, but it is also important to build commitment for long-term cooperation. Also, in the service fairness context (Nikbin et al., 2016), while distributive fairness did not have a significant relationship between trust and commitment, their findings show that procedural fairness significantly impacts both trust and commitment.

For satisfaction, in complex purchases or complex price structures, when customers understand the process of setting the price and its terms and conditions, it enhances price transparency, which leads to higher satisfaction (Herrmann et al., 2007). Similarly, Sindhav et al. (2006) explain that processes are important for customers, and when they perceive that the process is fair, they will be satisfied. Additionally, Lambert et al. (2021) found that procedural fairness impacts both commitment and also satisfaction. Hence, this paper proposed the following hypotheses:

H2a: Procedural fairness has a positive impact on trust.

H2b: Procedural fairness has a positive impact on commitment.

H2c: Procedural fairness has a positive impact on satisfaction

2.8.3 Interpersonal Fairness on Relationship Quality

Interactional fairness can be broken down into interpersonal and informational aspects (Colquitt, 2001); how customers are treated is considered interpersonal fairness. Lee et al. (2011) explained, based on relationship quality and service quality studies, that interpersonal fairness could form the attitudes of customers toward firms. Interpersonal fairness is crucial, especially in situations involving conflicts, uncertainty, inconvenience or stress (Sindhav et al., 2006). This shows the potential to examine the interpersonal aspect of price fairness as customers who perceive that the distributive aspect of the price is less fair could result in negative emotions (Xia et al., 2004). While the interpersonal aspect of price fairness is rarely examined with relationship quality, other contexts of interpersonal fairness are proven to have an impact on each dimension of relationship quality.

For instance, in the online bidding context, out of the four dimensions of fairness, interpersonal fairness is the strongest source of bidding fairness, which further impacts trust (Chiu et al., 2010). In addition, Sindhav et al. (2006) explained that interpersonal treatments are crucial to resolving conflicts and reducing uncertainty. Hence, providing good personal treatment to customers in regard to their pricing issues can enhance their trust. Also, in the organisational context, perceived organisational support, including the element of trust, is shown to be influenced by interpersonal fairness (Cheung, 2013). In the hotel context, the interpersonal interactions between customers and employees could also enhance trust (Chi et al., 2020).

For commitment, in an organisational context (Tetteh et al., 2019), the results showed that affective commitment fully mediates the effect of interpersonal fairness and willingness to stay. Similarly, treatments with respect and dignity are shown to influence commitment (Lambert et al., 2021). In the context of service fairness, interpersonal fairness is shown to impact both trust and commitment (Nikbin et al., 2016).

For satisfaction, Lambert et al. (2021) explained that treatment with respect and dignity can enhance satisfaction, but rude and distressful treatments can hinder satisfaction. In Sindhav et al. (2006), while interpersonal fairness has the least impact on satisfaction compared to other fairness dimensions, the relationship is still significant. In the service delivery process, when customers are treated respectfully,

sincerely, and politely, they are more satisfied with the service provider (Lawkobkit & Speece, 2014). While the study has confirmed the impact of interpersonal fairness on satisfaction, the authors called for further examination of the impact on traditional relationship marketing constructs, including trust and commitment. Hence, this paper proposed the following hypotheses:

> *H3a: Interpersonal fairness has a positive impact on trust.*
>
> *H3b: Interpersonal fairness has a positive impact on commitment.*
>
> *H3c: Interpersonal fairness has a positive impact on satisfaction.*

2.8.4 Informational Fairness on Relationship Quality

Another aspect of interactional fairness is informational fairness, which is associated with the amount, authenticity, and clarity of information given to customers (Mengstie, 2020). The commitment-trust theory (Morgan & Hunt, 1994) proposes that the communication of information can enhance trust. The theory explained that when information is communicated, it could help align perceptions and expectations between two parties. In the hotel context, when customers are making an online reservation for a hotel, the quality of the information provided to them can influence trust (Lata & Kumar, 2021). In addition, Chiu et al. (2010) also found that the informational aspect of fairness is important for trust.

In terms of commitment, affective and calculative commitment for hotel guests could also be enhanced by providing utilitarian features, which include product price information (Bilgihan & Bujisic, 2015). Additionally, in the online context, information quality is shown to influence relationship quality including the aspects of commitment, as well as trust and satisfaction (Reza et al., 2019). Also, in Lee and Lee (2020), positive impacts of informational fairness are found on trust and commitment.

For satisfaction, customers who receive different prices from another customer tend to seek sense-making information on why the price is different (Mattila & Choi, 2005). So, when the hotel offered information about their pricing policies, they were more satisfied. Also, the results in Sindhav et al. (2006) show that informational fairness can impact trust. However, while Lee and Lee (2020) found the impacts of informational fairness on trust and commitment, their result on satisfaction is

significant. Hence, this shows the differences in the findings among different contexts of fairness. Hence, this paper proposed the following hypotheses:

> *H4a: Informational fairness has a positive impact on trust.*
>
> *H4b: Informational fairness has a positive impact on commitment.*
>
> *H4c: Informational fairness has a positive impact on satisfaction.*

2.9 The Impact of Relationship Quality on Customer Loyalty

The impact of relationship quality on customer loyalty is highlighted by many studies in tourism and hospitality literature. "Strong relationship quality indicates that customers are satisfied with a company's past performance, trust the company's future performance and feel an emotional commitment to the company" (Chi et al., 2020, p. 8). The authors explained that when satisfied, customers tend to act in a way that is beneficial to the firm, and customers who trust and commit to the firm would become more cooperative and have positive behaviour that contributes to the firm's success. This led to their argument that each dimension of relationship quality could lead to customer loyalty. Empirically, the impact of relationship quality on customer loyalty in the hotel context is shown in Lo (2020).

Looking at each dimension of relationship quality, trust, commitment, and satisfaction are shown to impact repurchase intention and positive word-of-mouth in the context of budget hotels (Chi et al., 2020). In addition, Kim and Kim (2016), explained that the effect of trust and satisfaction on long-term relationships and customer loyalty is crucial in the hospitality marketing literature. The authors also validated that trust and satisfaction are antecedents of customer loyalty. In another study in the hotel context, Wai Lai (2019) also illustrated that commitment can directly influence customer loyalty. Similarly, the impact of both trust and satisfaction on customer loyalty is also found in Hride (2022). For commitment, a significant relationship between advocacy intentions is reported in Shukla et al. (2016). Additionally, in the organisational context, affective commitment is shown to enhance loyalty (Tetteh et al., 2019). Hence, this paper proposed the following hypotheses:

> *H5a: Trust has a positive impact on customer loyalty.*
>
> *H5b: Commitment has a positive impact on customer loyalty.*

H5c: Satisfaction has a positive impact on customer loyalty.

2.10 The Impact of Relationship Quality on Customer Engagement

Without a good relationship quality between customers and firms, customers would be less likely to engage and put less effort into activities that benefit the firm (Itani et al., 2019). The authors explained, based on the theory of engagement, that trust, commitment, and satisfaction can enhance the level of customer engagement; their results confirmed the impact of relationship quality on customer engagement. Petzer and van Tonder (2019) explained that trust makes customers feel more connected to the firm and is associated with affiliation, identification, and attachments. While committed customers would feel attached and have a higher level of identification with the firm, and satisfied customers are less likely to look for competitors. Furthermore, Lo (2020) explained that customers with strong relationship quality with a firm tend to participate in activities that are not related to purchase. The author further validated that relationship quality can enhance customer engagement in the hotel context. Additionally, in the hotel context, tourist citizenship behaviour could be promoted by enhancing each sub-dimension of relationship quality including trust, commitment, and satisfaction (Shafiee et al., 2020).

Looking at different dimensions of relationship quality, Petzer and van Tonder (2019) found that all three dimensions of relationship quality, including trust, commitment, and satisfaction, have a positive influence on customer engagement. Also, Le et al. (2021) pointed out that commitment and satisfaction can enhance customer engagement in the luxury hotel context. In Babari (2021), commitment is shown to impact both attitudinal and behavioural engagement. However, in the context of online travel agencies, the impact of relationship quality, a mixture of satisfaction and commitment, did not indicate a positive relationship with customer engagement (Romero, 2018). This shows that more investigation of these relationships in other contexts should be looked into. For trust, Guo et al. (2021) found that some aspects of trust are significant for customer engagement. Additionally, van Doorn et al. (2010) proposed that satisfaction, trust and commitment are the customer-based antecedents of customer engagement. Hence, this paper proposed the following hypotheses:

H6a: Trust has a positive impact on customer engagement.

H6b: Commitment has a positive impact on customer engagement.

H6c: Satisfaction has a positive impact on customer engagement.

2.11 Conceptual Framework

To summarise all of the hypotheses, the conceptual framework (see Fig. 2.3) integrates customer perception of price fairness dimensions and relationship quality to influence customer loyalty and engagement. The four-dimensional justice theories, including distributive fairness, procedural fairness, interpersonal fairness, and informational fairness are applied to enhance the in-depth understanding of customer perception of price fairness and its influence on relationship quality. Based on the relationship quality concept, trust, commitment, and satisfaction are used to predict customer loyalty and engagement.
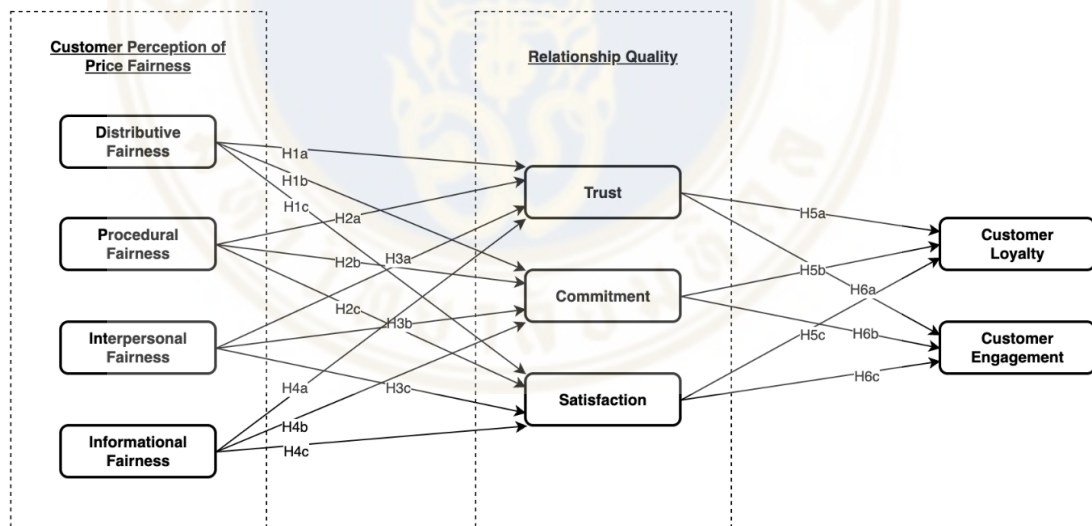
Figure 2.3 *Conceptual Framework*

CHAPTER III
METHODOLOGY

3.1 Scope of Dissertation Research

3.1.1 Contextual Scope

Out of many different businesses in the tourism & hospitality industry, hotels are chosen as the context of this study based on the following reasons. First, while revenue management is being implemented across the tourism & hospitality industry, substantial uses of revenue management could be found in the hotel context (Denizci Guillet, 2020; Erdem & Jiang, 2016). The price of hotels tends to be more dynamic when compared to other service industries like restaurants or spas, which tend to be more static. On the other hand, when compared to airlines, which also use dynamic pricing strategies, hotels may offer a more complex customer perception of price fairness and their relationship with the hotel. For instance, hotel services are more personalised to guests, hotels offer a diverse range of services shaping customer experiences, and the extended duration of interactions between hotels and guests is longer. Second, the analysis of the intellectual structure in the bibliometric review (Subying & Yoopetch, 2023) showed that studies on revenue management that are customer-oriented heavily focused on the hospitality industry, where hotels are often used as the context. Third, in the keyword co-occurrence analysis in the bibliometric review (Subying & Yoopetch, 2023), the hotel context is considered to be a major and recent frequently examined topic of revenue management studies.

In addition, the scope of this study is only limited to 3-5 star hotels because it is more common for better-established hotels to apply revenue management practices. Revenue management tasks became more complex and important, which made revenue management become a standalone department in the hotel (Kimes, 2016). Hence, hotels that can maximise the uses of revenue management need job positions that handle revenue management tasks, forcing smaller hotels without a revenue management department to perform only simple revenue management tasks. Ferguson and Smith

(2014) also mentioned that a revenue manager is required in order to fully utilise revenue management.

Thailand is chosen as the context of this study because of the tourism contribution to the country. In 2019, when tourism revenue still represented the normal situation before the pandemic struck the industry, the country generated 2.9 trillion Thai baht from tourism revenue, which accounted for 20% of the country's GDP (Surawattananon et al., 2021). However, despite its heavy reliance on tourism, the geographical distribution analysis in the bibliometric review (Subying & Yoopetch, 2023) pointed out that there is a very small number of studies on revenue management in Thailand. Since 2008, revenue management has become more frequently examined and more globally examined; however, until 2021, only nine studies on revenue management have been published in Thailand. During the non-pandemic period, Thailand is one of the countries with the strongest tourism & hospitality industry in Asia (UNWTO, 2023), therefore, it is important to thoroughly understand consumer perceptions of revenue management issues in this big market. While Thailand is a top international destination for international tourists, the revenue contribution from domestic tourists cannot be overlooked. The data from the Ministry of Tourism and Sports showed that domestic tourists contributed to one-third of the total tourism revenue in Thailand during the pre-pandemic period, and the contributions from domestic tourists were even higher during the pandemic period (Surawattananon et al., 2021). This highlights the importance of domestic tourists, especially during the recovery period of the tourism & hospitality industry, as it is considered a substantial part of the industry which is worth looking into.

In addition, Thai culture, which is relationship-oriented, has certain unique characteristics that are different from Western culture (Rungsithong & Meyer, 2020). The authors mentioned that the country has never been colonised, making it possible to maintain its language, culture, and traditions for over a thousand years. In fact, Thailand received influences from India and China, making it share common values of Asian countries such as collectivism and high power distance (Rungsithong & Meyer, 2020). The relationship-oriented trait would be interesting to explore under the topic of multidimensional price fairness and its long-term consequences, as relationships might be formed differently. For instance, relationship-oriented customers might give less

importance to the dimensions of price fairness that are more transactional or economical, but give more importance to the aspect of fairness that is associated more with the long-term relationship.

Additionally, it is not only the Asian culture that makes Thai culture different from the Western, but Thailand has the 'kreng jai' concept, which is the foundation of Thai culture (Andrews & Chompusri, 2012; Deveney, 2005). Andrews and Chompusri (2012) explained that it is difficult to define 'kreng jai', but it can be viewed in both attitudinal and behavioural traits. In the attitudinal sense, it is about being considerate by taking others' feelings and egos into account, while in the behavioural sense, it is about holding back one's own interest if it can possibly cause discomfort or conflict in order to maintain a cooperative relationship. This trait is picked up by Thais since they are young. Deveney (2005) explained that Thai students are friendly, outgoing and also academically able, but unlike other East Asian students, they tend to be passive, not participating in discussions and avoiding showing their hands to answer questions, even if they know the answers. In addition, different thinking systems in the workplace between Thais and Westerners are also described in Jäämaa (2015). For instance, the authors stated that Thai employees expected managers to tell them what to do; this reflects high power distance. In addition, open discussion is not ideal in the view of Thais; this reflects the collectivism and 'kreng jai' traits. It would be interesting to understand price fairness and its impact in this context, as it might provide different views on this issue from the Western context. The *Kreng-jai* trait of Thai people (Andrews & Chompusri, 2012) might also influence how customers perceive the fairness of prices, as being considerate by taking others' feelings and ego into account, is tied to the daily interactions of Thai people. Additionally, the behavioural *Kreng-jai* trait (Andrews & Chompusri, 2012) of trying to avoid conflict and discomfort might also influence Thai customers' perceptions of the evaluation of fairness and relationship with firms. Therefore, enabling customer perception of price fairness to be explored in Thai culture would add to the generalisability at the level of the field.

3.1.2 Conceptual Scope

This paper acknowledged that there are other factors which are associated with the variables in this study. For instance, customer perception of price fairness can

also impact perceived value (Matsuoka, 2022), willingness to pay (Méatchi & Camus, 2020), and destination brand image (Belarmino et al., 2020). For relationship quality, other antecedents could include shared values (Morgan & Hunt, 1994), relationship benefits (Hennig-Thurau et al., 2002; Morgan & Hunt, 1994), perceived value (Itani et al., 2019), customer experience (Khan et al., 2023), service fairness (Giovanis et al., 2015), and service quality (Giovanis et al., 2015; Nyadzayo & Khajehzadeh, 2016).

However, the aim of this study is to provide a greater understanding of the long-term implications of revenue management by integrating customer perception of price fairness, relationship quality, customer loyalty and customer engagement into the conceptual framework. The aim of this study and the research objectives are based on the literature gaps, which are pointed out by previous studies, showing the ongoing need to examine these concepts. Therefore, this study would only focus on distributive fairness, procedural fairness, interpersonal fairness, informational fairness, trust, commitment, satisfaction, customer loyalty, and customer engagement.

3.2 Research Design

The research design of this dissertation is summarised in Figure 4. The research design is divided into three main phases including proposal & research ethics, questionnaire survey validation, and data collection & analysis. This study applies quantitative methodology as the main method, while it also includes a small qualitative approach to help validate the questionnaire survey to ensure that the measurement scales fits well with the context of this study.
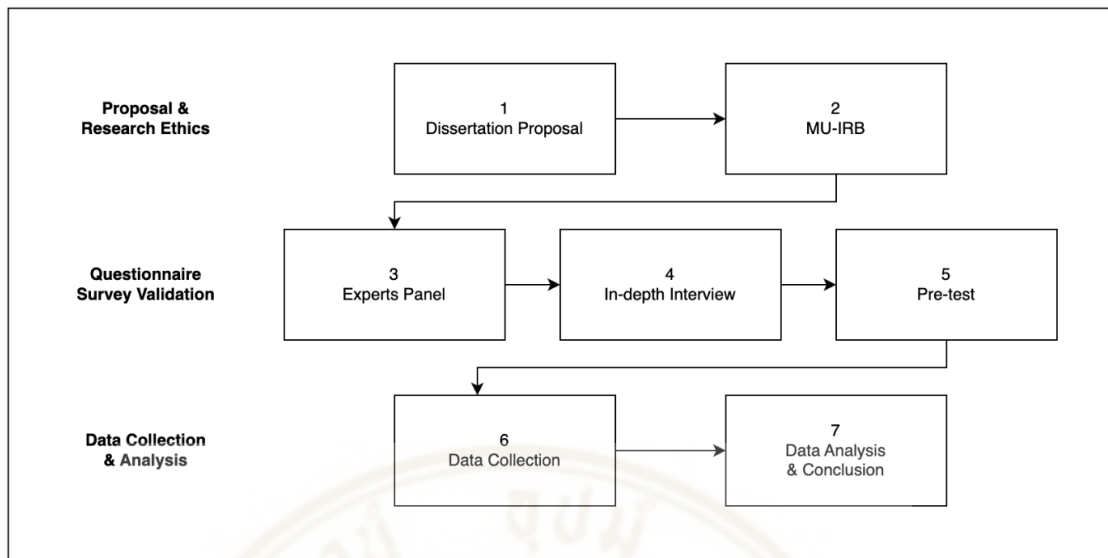
Figure 3.1 *Research Design*

After the dissertation proposal had been accepted by the committee, it was submitted to the Mahidol University Institution Review Board (MU-IRB) to ensure that the research complies with the ethics guidelines. After the proposal had been approved by the Mahidol University Institution Review Board (MU-IRB), the questionnaire survey validation phase was conducted. There were three steps during this phase: experts panel, in-depth interview, and pre-test. Questions survey items were adjusted based on the findings in these steps. Then, the validated version of the questionnaire survey was distributed during the data collection process. The data collected was further analysed in the last step. The following sections discuss the research ethics, details of the research instruments, and each step of the research process.

3.3 Research Ethics

After the dissertation proposal had been accepted by the committee, it was submitted to the Mahidol University Institution Review Board (MU-IRB) to ensure that the research complies with the ethics guidelines. During this process, the research proposal and the initial questionnaire survey were reviewed and approved by the committee to ensure that it was ethically suitable to conduct the study. This study involves the use of survey procedures, but the collected data is be anonymous. This

means that the collected data could not be used to identify individuals that participated in the study. Hence, the main concern with the research ethics is voluntary and receiving consent from the participants and data handling. Therefore, before answering the questionnaire survey, participants were briefly informed about the research project, and they could decide whether or not to participate in the study. In addition, if the participant does not want to continue to participate in the study, they can opt out at any time of the study. In terms of the collected data, the data are kept confidential and stored in secure data storage that can only be accessed with a passcode.

3.4 Research Instruments

The measurement scales of the variables in this study are adapted from previous literature. The scales are reworded to fit the context of this study. Measurement scales from studies in similar contexts are first considered, and scales from studies in other contexts were integrated to enhance the operationalisation of the concepts.

The measurement scales for the four dimensions of customer perception of price fairness are adapted from Katyal et al. (2019), Colquitt (2001), Giovanis et al. (2015), and Lawkobkit & Speece (2014). Six items for distributive fairness are taken from Katyal et al. (2019), Colquitt (2001), and Giovanis et al. (2015). Six items for procedural fairness are taken from Katyal et al. (2019) and Colquitt (2001). For interpersonal fairness, six items are taken from Katyal et al. (2019), Colquitt (2001), and Lawkobkit & Speece (2014). For informational fairness, six items are taken from Colquitt (2001) and Lawkobkit & Speece (2014).

For relationship quality, items are adapted from Chi et al. (2020), Lam and Wong (2020), Hennig-Thurau et al. (2002), and Le et al. (2021). Six items for trust are taken from Chi et al. (2020) and Lam and Wong (2020). For commitment, six items are taken from Hennig-Thurau et al. (2002) and Le et al. (2021). For satisfaction, six items for satisfaction are taken from Chi et al. (2020) and Le et al. (2021).

For customer loyalty, six items are taken from Latif et al. (2020) and Lo (2020). For customer engagement, 10 items, two representing each of the five dimensions of customer engagement, are taken from So et al. (2014), in which studies in tourism & hospitality used their conceptualisation and scales (Harrigan et al., 2017;

So et al., 2020). The conceptualisation contains five dimensions of customer engagement. Two items of each dimension, which are suitable and have the highest factor loading, are adapted to this study. Further validation of the measurement scales was validated by a panel of experts, in-depth interviews, and pre-test. The sources of the measurement scales of the constructs are summarised in Table 3.1. Additionally, the initial measurement scale is summarised in Table 3.2.

Table 3.1: Constructs & Literature Sources

Construct	Number of Items	Sources for Items
Distributive Fairness	6	Colquitt (2001); Giovanis et al. (2015); Katyal et al. (2019)
Procedural Fairness	6	Colquitt (2001); Katyal et al. (2019)
Interpersonal Fairness	6	Colquitt (2001); Katyal et al. (2019); Lawkobkit & Speece (2014)
Informational Fairness	6	Colquitt (2001); Lawkobkit & Speece (2014)
Trust	6	Chi et al. (2020); Lam & Wong (2020)
Commitment	6	Hennig-Thurau et al. (2002); le et al. (2021)
Satisfaction	6	Chi et al. (2020); le et al. (2021)
Customer Loyalty	6	Latif et al. (2020); Lo (2020)
Customer Engagement	10	Harrigan et al. (2017); So et al. (2014)

Table 3.2: Initial Measurement Scale

#	Construct	Item
1.1		The price I paid reflects the hotel's quality
1.2		The price I paid for the hotel is the price I thought this hotel should have
1.3	Distributive Fairness	The price I paid for the hotel is the price I deserved to pay
1.4		The price I paid for the hotel is acceptable when compared to other similar offerings available
1.5		The price I paid for the hotel is reasonable for the service I received
1.6		The price I paid for the hotel is justified for the service I received
2.1		I understand the hotel pricing policy
2.2		The hotel pricing policy is acceptable when compared to other similar offerings available
2.3	Procedural Fairness	Terms and conditions with respect to the pricing policies of the hotel are fair
2.4		The hotel provides adequate feedback mechanisms for its pricing policies
2.5		The hotel pricing policies upheld ethical and moral standards
2.6		The hotel pricing policies have been applied consistently
3.1		The hotel representatives listen to my pricing-related problems with courtesy
3.2		The hotel representatives treated you in a polite manner
3.3	Interpersonal Fairness	The hotel representatives treated you with dignity
3.4		The hotel representatives treated you with respect
3.5		The hotel representatives refrained from improper remarks and comments
3.6		The hotel representatives were aware of my rights as a customer
4.1		The hotel has been candid in the communications with me
4.2		The hotel explained the pricing policies thoroughly
4.3	Informationa l Fairness	The explanations regarding the pricing policies are reasonable
4.4		The hotel communicated details in a timely manner
4.5		The hotel seemed to tailor the communications to individuals' specific needs
4.6		The hotel was truthful in all communications with me
5.1		The hotel can be relied on to keep its promises
5.2		I believe the hotel is able to provide services that customers need
5.3	Trust	I can count on the hotel to provide good services
5.4		The hotel puts customers' interests first
5.5		The hotel is very honest and trustful
5.6		The hotel has high integrity
6.1		My relationship with the hotel is something that I am very committed to
6.2		My relationship with the hotel is very important to me
6.3	Commitment	My relationship with the hotel is something I really care about
6.4		My relationship with the hotel deserves my maximum effort to maintain
6.5		I believe I am willing "to go extra mile" to remain a customer of this hotel

6.6		Even if this hotel were more difficult to buy, I believe I would still keep buying them
7.1		I am satisfied with the service provided by the hotel
7.2		My choice to stay at this hotel is a wise one
7.3	Satisfaction	I did the right thing when I decided to stay at this hotel
7.4		I am satisfied with this consumption experience
7.5		I think it is good to come to this hotel for the offerings I am looking for
7.6		I think I am satisfied that this hotel produces the best results that can be achieved for me
8.1		I would encourage friends and relatives to stay at the hotel
8.2		I would recommend this hotel brand to others
8.3	Customer Loyalty	Whenever I got the chance, I would continue to stay at the hotel
8.4		I would stay at the hotel in future
8.5		I would consider the hotel to be my first choice to stay in this city
8.6		I prefer to choose this hotel as my first choice compared with other hotel brands
9.1		I am enthusiastic about this hotel brand
9.2		I feel excited about this hotel brand
9.3		I am someone who likes actively participating in this hotel brand community discussions
9.4		In general, I thoroughly enjoy exchanging ideas with other people in the hotel brand community
9.5	Customer Engagement	Time flies when I am interacting with the hotel brand
9.6		When I am interacting with the hotel brand, I get carried away
9.7		I pay a lot of attention to anything about this hotel brand
9.8		Anything related to this hotel brand grabs my attention
9.9		When I talk about this hotel brand, I usually say we rather than they
9.10		This hotel brand's successes are my successes

All measurement scales would be on a 7-point Likert scale. Respondents were asked to rate their level of agreement with each item, where '1' represents 'strongly disagree', and '7' represents 'strongly agree'. The question: 'To what extent do you agree or disagree with the statements below?' was written on top of each sub-section in each section of the questionnaire survey to ensure the clearness of the instruction.

The questionnaire survey also includes a couple of questions on the demographic and hotel reservation-related behaviour of the respondents in order to see the descriptive statistics of the sample of this study. The questions on the demographic include gender, age, marital status, level of education, monthly income, and occupation. For hotel reservation-related behaviour, the questions include hotel rating, type of hotel, booking channel, length of stay, lead time and travel companions. Additionally, at the

beginning of the questionnaire survey, three screening questions were employed. These screening questions are used to filter out irrelevant samples which are not the target population of this study.

3.5 Questionnaire Survey Translation

As the target population of this study is Thai domestic tourists, the questionnaire survey needs to be translated from English to Thai. In addition, to ensure the quality of the translation, the Thai version of the questionnaire was back-translated into English by another translator. The initial translation from English to Thai was conducted by the Center of Translation and Language Services, Research Institute for Language and Cultures of Asia, Mahidol University. The back-translation from Thai to English was conducted by Khon Kaen University Language Institute. The translated documents were compared and revised. Then, the finalised version was further used in the questionnaire survey validation phase.

3.6 Questionnaire Survey Validation

The questionnaire survey validation phase aims to ensure that the questionnaire survey items are suitable for the study and understandable to the participants. There are three steps in the questionnaire survey validation phase, including experts panel, in-depth interview, and pre-test. The expert panel would enhance the quality of the measurement items with input from experts both in the academic field and practitioners. The in-depth interviews were conducted with a small group of the target population of this study to ensure that actual respondents could understand the questionnaire survey well. For the pre-test, statistical tests are conducted to ensure the validity and reliability of the measurement scales. These steps validate the questionnaire survey questions from different aspects to ensure the quality of the questionnaire to be sent out for the actual data collection.

3.6.1 Experts Panel

The full questionnaire survey in both English and Thai languages was sent to a panel of experts to validate its content and suitability to the study. The experts panel consisted of six experts in both academic fields and practitioners. Three academia were invited to join the experts panel. All three academia have an academic background in related fields such as revenue management, tourism & hospitality or relationship marketing. Also, three practitioners were invited to participate in the experts panel. These practitioners have a strong working background in hotel revenue management. Specifically, they have years of experience at a management or executive level in multiple hotels that implement revenue management strategies. All six experts are fluent in English and Thai, making it possible to assess the quality of the questionnaire survey translation.

There were three main points that the experts were asked to assess. First, the experts were asked to assess the content validity of the questionnaire survey. Second, the experts were asked to assess the quality of the translation. Third, the experts were asked to provide recommendations to improve the questionnaire survey questions, for instance, adding or rewording the items. The recommendations are not only limited to a specific item, but they are also encouraged to give their opinion on the whole survey.

For content validity assessment (Davis, 1992; Lynn, 1986; Mohammed et al., 2021; Polit & Beck, 2006; Rubio et al., 2003; Shrotryia & Dhanda, 2019), each expert was asked to rate each item on the questionnaire survey in terms of its relevance to each construct. A four-point scale was used, where 1 = not relevant, 2 = somewhat relevant, 3 = quite relevant, and 4 = highly relevant. The results from all experts were then combined to calculate the item-level CVI (I-CVI) and scale-level CVI (S-CVI/Ave). The I-CVI is calculated by dividing the number of experts giving a rating of 3 or 4, by the total number of experts. The S-CVI/Ave is calculated by averaging the number of I-CVI of each construct.

For six experts, the I-CVIs should not be less than 0.78 (Polit & Beck, 2006; Shrotryia & Dhanda, 2019), or at least five out of six experts must rate 3 or 4 on each item (Lynn, 1986). For S-CVIs, Lynn (1986) also recommends similar criteria to the I-CVI, which can be translated to S-CVIs not less than 0.83. In addition, while Polit and Beck (2006) proposed more strict criteria with S-CVIs of 0.90 or higher; other studies

used the cut-off point at 0.80 (Davis, 1992; Mohammed et al., 2021; Rubio et al., 2003; Shrotryia & Dhanda, 2019).

After the I-CVIs and S-CVIs had been computed, four items had an I-CVI value of 0.67, failing to meet the I-CVI criteria. Hence, they were removed from the questionnaire survey. Specifically, for each of these four items, there are two or more experts who rate 1 or 2 on the item's relevancy, making the I-CVIs lower than 0.78 (Lynn, 1986; Polit & Beck, 2006; Shrotryia & Dhanda, 2019). These four items consist of one item from each following construct: distributive fairness, procedural fairness, informational fairness, and commitment. After removing these four items, the values of S-CVIs of each construct are as follows: Distributive Fairness = 0.93; Procedural Fairness = 0.93; Interpersonal Fairness = 0.89; Informational Fairness = 0.93; Trust = 0.92; Commitment = 0.83; Satisfaction = 0.92; Customer Loyalty = 0.94; Customer Engagement = 0.90. All construct's S-CVIs, except commitment and interpersonal fairness, have passed the more strict criteria of 0.90 (Polit & Beck, 2006). However, while the S-CVI of commitment and interpersonal fairness is lower than the more strict criteria of 0.90, but still passes the criteria of 0.80 and 0.83 (Davis, 1992; Lynn, 1986; Mohammed et al., 2021; Rubio et al., 2003; Shrotryia & Dhanda, 2019). The results of I-CVIs and S-CVIs are summarised in Table 3.3.

Table 3.3: I-CVIs and S-CVIs

#	Construct (S-CVI**)	Item	I-CVI
1.1		The price I paid reflects the hotel's quality	1.00
1.2		The price I paid for the hotel is the price I thought this hotel should have	0.67*
1.3	Distributive Fairness (0.93)	The price I paid for the hotel is the price I deserved to pay	0.83
1.4		The price I paid for the hotel is acceptable when compared to other similar offerings available	1.00
1.5		The price I paid for the hotel is reasonable for the service I received	0.83
1.6		The price I paid for the hotel is justified for the service I received	1.00
2.1		I understand the hotel pricing policy	1.00
2.2		The hotel pricing policy is acceptable when compared to other similar offerings available	1.00
2.3	Procedural Fairness (0.93)	Terms and conditions with respect to the pricing policies of the hotel are fair	1.00
2.4		The hotel provides adequate feedback mechanisms for its pricing policies	0.83
2.5		The hotel pricing policies upheld ethical and moral standards	0.83
2.6		The hotel pricing policies have been applied consistently	0.67*
3.1		The hotel representatives listen to my pricing-related problems with courtesy	0.83
3.2		The hotel representatives treated you in a polite manner	0.83
3.3	Interpersonal Fairness (0.89)	The hotel representatives treated you with dignity	0.83
3.4		The hotel representatives treated you with respect	1.00
3.5		The hotel representatives refrained from improper remarks and comments	0.83
3.6		The hotel representatives were aware of my rights as a customer	1.00
4.1		The hotel has been candid in the communications with me	1.00
4.2		The hotel explained the pricing policies thoroughly	1.00
4.3	Informational Fairness (0.93)	The explanations regarding the pricing policies are reasonable	0.83
4.4		The hotel communicated details in a timely manner	0.67*
4.5		The hotel seemed to tailor the communications to individuals' specific needs	0.83
4.6		The hotel was truthful in all communications with me	1.00
5.1		The hotel can be relied on to keep its promises	1.00
5.2		I believe the hotel is able to provide services that customers need	1.00
5.3	Trust (0.92)	I can count on the hotel to provide good services	1.00
5.4		The hotel puts customers' interests first	0.83
5.5		The hotel is very honest and trustful	0.83
5.6		The hotel has high integrity	0.83
6.1	Commitment (0.83)	My relationship with the hotel is something that I am very committed to	0.83
6.2		My relationship with the hotel is very important to me	0.83

6.3		My relationship with the hotel is something I really care about	0.83
6.4		My relationship with the hotel deserves my maximum effort to maintain	0.83
6.5		I believe I am willing "to go extra mile" to remain a customer of this hotel	0.83
6.6		Even if this hotel were more difficult to buy, I believe I would still keep buying them	0.67*
7.1		I am satisfied with the service provided by the hotel	1.00
7.2		My choice to stay at this hotel is a wise one	0.83
7.3	Satisfaction (0.92)	I did the right thing when I decided to stay at this hotel	0.83
7.4		I am satisfied with this consumption experience	1.00
7.5		I think it is good to come to this hotel for the offerings I am looking for	0.83
7.6		I think I am satisfied that this hotel produces the best results that can be achieved for me	1.00
8.1		I would encourage friends and relatives to stay at the hotel	0.83
8.2		I would recommend this hotel brand to others	1.00
8.3	Customer Loyalty (0.94)	Whenever I got the chance, I would continue to stay at the hotel	1.00
8.4		I would stay at the hotel in future	1.00
8.5		I would consider the hotel to be my first choice to stay in this city	1.00
8.6		I prefer to choose this hotel as my first choice compared with other hotel brands	0.83
9.1		I am enthusiastic about this hotel brand	1.00
9.2		I feel excited about this hotel brand	1.00
9.3		I am someone who likes actively participating in this hotel brand community discussions	0.83
9.4		In general, I thoroughly enjoy exchanging ideas with other people in the hotel brand community	0.83
9.5	Customer Engagement (0.90)	Time flies when I am interacting with the hotel brand	0.83
9.6		When I am interacting with the hotel brand, I get carried away	0.83
9.7		I pay a lot of attention to anything about this hotel brand	1.00
9.8		Anything related to this hotel brand grabs my attention	1.00
9.9		When I talk about this hotel brand, I usually say we rather than they	0.83
9.10		This hotel brand's successes are my successes	0.83

*Item removed as the I-CVIs lower than the criteria
**Final S-CVI/Ave were calculated after items were removed

In conclusion, the questionnaire survey items passed the content validity test after removing four items which have lower I-CVI values than the threshold. In addition, the comments on the translation and the suggestion to reword or rephrase each item from the experts were used to revise the questionnaire survey items to make them more suitable to the context of this study.

3.6.2 In-depth Interview

The enhanced version of the questionnaire survey, which was validated by the expert panel, is further validated qualitatively through in-depth interviews with small samples who are the target population of this study. While the validation from the experts enhances the quality of the research instruments from the perspective of academia and practitioners, the aim of the in-depth interviews is to ensure that the questionnaire survey is suitable and understandable by the actual participants.

Six Thai domestic tourists over 18 years old who have booked and stayed at a 3-5 star hotel in Thailand within the past six months for leisure purposes were invited to participate in the in-depth interview. The invitations were posted on social media platforms, and participants were selected if they represented the target population. To ensure that the questionnaire survey would be suitable and understandable by a wide range of participants, the selected participants are a mixture of demographic groups, including gender, age range, and occupation.

At the beginning of each interview, the interviewees were explained about the study. Then, the participants were asked to explain briefly how they perceived price fairness and relationship quality. Then, they were asked to go through the full questionnaire survey with the researcher to identify any unclear or unsuitable questions.

After all interviews were completed, the comments from all interviewers were consolidated. The consolidated result shows that the comments from each interviewee are quite aligned with each other. Specifically, there are questions that multiple interviewees see as unclear and suggested similar rewording to make it easier to understand. Some questions are also reordered, as multiple interviewees suggested that the reordering helped enhance the understanding of the questions. In conclusion, rewording, rephrasing, and reordering were applied to the questionnaire survey items that were seen as unclear or unsuitable by the interviewees. The measurement scale in Table 3.2 is not substantially different from Table 3.4, meaning that the rewording changes are considered to be minor, which still convey similar meanings to expert assessments. Hence, this enhances the questionnaire survey to be clearer and more understandable by the actual participants of the study. The measurement scales, which went through the process of experts panel and in-depth interview, are summarised in Table 3.4.

Table 3.4: Measurement Scale After Experts Panel & In-depth Interview Validations

Code	Construct	Item
DIS1		The price I paid reflects the hotel's quality
DIS2		The price I paid for the hotel is the price I deserved to pay
DIS3	Distributive Fairness	The price I paid for the hotel is acceptable when compared to other similar hotels
DIS4		The price I paid for the hotel is reasonable for the service and facilities I received
DIS5		The price I paid for the hotel is justified for the service and facilities I received
PRO1		I understand the hotel pricing policy (such as the terms & conditions of the price)
PRO2	Procedural Fairness	The hotel pricing policy (such as the terms & conditions of the price) is acceptable when compared to other similar hotels
PRO3		Terms and conditions with respect to the pricing policies of the hotel are fair
PRO4		The hotel provides adequate feedback channels on its pricing policies
PRO5		The hotel pricing policies upheld ethical and moral standards
ITP1		The hotel representatives listen to my pricing-related problems with courtesy
ITP2		The hotel representatives treated you in a polite manner
ITP3	Interpersonal Fairness	The hotel representatives treated you with dignity
ITP4		The hotel representatives treated you with respect
ITP5		The hotel representatives refrained from improper remarks and comments toward customers
ITP6		The hotel representatives were aware of my rights as a customer
INF1		The hotel has been candid in the communications with me
INF2		The hotel explained the terms & conditions of the price thoroughly
INF3	Informational Fairness	The explanations regarding the terms & conditions are reasonable
INF4		The hotel tailor the communications about price to individuals' specific needs
INF5		The hotel was truthful in all communicating information about price with me
TRU1		I can trust the hotel on to keep its promises
TRU2		I trust that the hotel is able to provide services that customers need
TRU3	Trust	I can trust the hotel to provide good services
TRU4		I can trust that the hotel puts customers' interests first
TRU5		The hotel is very honest and trustful
TRU6		The hotel has high integrity
COM 1	Commitment	I am very committed to my relationship with the hotel
COM 2		My relationship with the hotel is very important to me

COM 3		My relationship with the hotel is something I really care about
COM 4		My relationship with the hotel deserves my maximum effort to maintain
COM 5		I believe I am willing "to go extra mile" to remain a customer of this hotel
SAT1		I am satisfied with the service and facilities provided by the hotel
SAT2		My choice to stay at this hotel is a wise one
SAT3		I did the right thing when I decided to stay at this hotel
SAT4	Satisfaction	I am satisfied with this consumption experience
SAT5		I think it is good to come to this hotel for the services that I am looking for
SAT6		I am satisfied that this hotel produces the best results that can be achieved for me
CL1		I would encourage friends and relatives to stay at the hotel
CL2		I would recommend this hotel brand to others
CL3		Whenever I got the chance, I would continue to stay at the hotel
CL4	Customer Loyalty	I would stay at the hotel in future
CL5		When staying in this city, I would consider this hotel to be my first choice
CL6		I prefer to choose this hotel as my first choice compared with other hotel brands
CE1		I feel excited about this hotel brand
CE2		I am enthusiastic about this hotel brand
CE3		I am someone who likes actively participating in this hotel brand community discussions
CE4		In general, I thoroughly enjoy exchanging ideas with other people in the hotel brand community
CE5	Customer Engagement	Time flies when I am interacting with the hotel brand
CE6		When I am interacting with the hotel brand, I get carried away
CE7		I pay a lot of attention to anything about this hotel brand
CE8		Anything related to this hotel brand grabs my attention
CE9		This hotel brand's successes are my successes
CE10		When I talk about this hotel brand, I usually say we rather than they

3.6.3 Pre-Test

The validated questionnaire survey from the in-depth interviews was further validated during the pre-test stage. For the pre-test, statistical tests were used to determine the items' reliability and validity. Specifically, factor loading, Cronbach's alpha, McDonald's Omega, and average variance-extracted (AVE) were assessed to ensure convergent validity. Criteria that were used for the assessments are in accordance with Hair et al. (2010). The minimum cut-off value for factor loading is 0.500, but

ideally 0.700 or more; as the pre-test is to enhance the questionnaire items, this study uses the cut-off value at 0.700 to ensure the quality of the research instruments. For the average variance-extracted (AVE), it should be equal to or higher than 0.500. For construct reliability, the minimum value should be 0.700; in this study, both Cronbach's alpha and McDonald's omega were assessed. To assess discriminant validity, three methods, including AVEs and squared correlations comparison, the Heterotrait-monotriat (HTMT) ratio, and minimum correlation threshold were used.

The target respondents of the pre-test are similar to the actual target population of this study: Thai domestic tourists over 18 years old who have booked and stayed at a 3-5 star hotel in Thailand within the past six months for leisure purposes. Screening questions were employed to filter out potential respondents that did not fit the criteria. The data collection process of the pre-test is similar to the procedure of the actual data collection process, which is discussed in more detail in the next section. In total, 141 responses were collected via online questionnaire surveys through special interest groups relating to tourism in Thailand on social media platforms.

The initial convergent validity test of the pre-test is summarised in Table 3.5. All variables' AVEs are higher than 0.500, and all Cronbach's Alpha and McDonald's Omega are higher than 0.800, passing the criteria. However, the item ITP1 has a factor loading lower than 0.500, indicating that this item should be removed. Additionally, items DIS1, INF4, ITP5 and PRO4, which have a factor loading lower than the ideal threshold of 0.700, were also removed. The items were dropped one by one based on the lowest factor loading. Each removal does not increase any of these factor loadings to pass the criteria, therefore, these five factors were removed.

Table 3.5: Pre-test Convergent Validity Summary (1st Test)

Variable	Item	Factor Loading	α	ω₁	AVE
Distributive Fairness	DIS1	0.529			
	DIS2	0.777			
	DIS3	0.788	0.864	0.869	0.577
	DIS4	0.788			
	DIS5	0.872			
Procedural Fairness	PRO1	0.780			
	PRO2	0.855			
	PRO3	0.798	0.890	0.892	0.624
	PRO4	0.685			
	PRO5	0.821			
Interpersonal Fairness	ITP1	0.495			
	ITP2	0.937			
	ITP3	0.934			
	ITP4	0.970	0.908	0.911	0.642
	ITP5	0.576			
	ITP6	0.766			
Informational Fairness	INF1	0.761			
	INF2	0.883			
	INF3	0.892	0.886	0.893	0.630
	INF4	0.574			
	INF5	0.815			
Trust	TRU1	0.838			
	TRU2	0.821			
	TRU3	0.869			
	TRU4	0.869	0.946	0.947	0.750
	TRU5	0.942			
	TRU6	0.852			
Commitment	COM1	0.835			
	COM2	0.946			
	COM3	0.938	0.939	0.941	0.763
	COM4	0.867			
	COM5	0.768			
Satisfaction	SAT1	0.848			
	SAT2	0.901			
	SAT3	0.924			
	SAT4	0.943	0.967	0.968	0.833
	SAT5	0.923			
	SAT6	0.934			
	CL1	0.880	0.950	0.950	0.761

	CL2	0.878			
	CL3	0.935			
Customer Loyalty	CL4	0.897			
	CL5	0.825			
	CL6	0.814			
	CE1	0.816			
	CE2	0.824			
	CE3	0.821			
	CE4	0.780			
Customer Engagement	CE5	0.912	0.965	0.964	0.731
	CE6	0.940			
	CE7	0.941			
	CE8	0.902			
	CE9	0.822			
	CE10	0.774			

After the five items that did not pass the factor loading criteria were removed, the test convergent validity test was reconducted. The result of the second convergent validity test of the pre-test is summarised in Table 3.6. The values of all factors loading are higher than 0.700; this passes the criteria for the ideal factor loading. In addition, all variables' AVEs are higher than 0.500, and all Cronbach's alpha and McDonald's omega are higher than 0.800, passing the criteria. Hence, this shows that the current research instruments passed the convergent validity test.

Table 3.6: Pre-test Convergent Validity Summary (2ⁿᵈ Test)

Variable	Item	Factor Loading	α	ω_1	AVE
Distributive Fairness	DIS2	0.766	0.881	0.882	0.651
	DIS3	0.794			
	DIS4	0.792			
	DIS5	0.872			
Procedural Fairness	PRO1	0.767	0.885	0.887	0.663
	PRO2	0.866			
	PRO3	0.822			
	PRO5	0.799			
Interpersonal Fairness	ITP2	0.934	0.944	0.947	0.817
	ITP3	0.934			
	ITP4	0.978			
	ITP6	0.755			
Informational Fairness	INF1	0.764	0.903	0.906	0.707
	INF2	0.874			

	INF3	0.904			
	INF5	0.814			
Trust	TRU1	0.838	0.946	0.947	0.750
	TRU2	0.821			
	TRU3	0.870			
	TRU4	0.868			
	TRU5	0.942			
	TRU6	0.852			
Commitment	COM1	0.835	0.939	0.941	0.763
	COM2	0.946			
	COM3	0.938			
	COM4	0.867			
	COM5	0.768			
Satisfaction	SAT1	0.848	0.967	0.968	0.833
	SAT2	0.901			
	SAT3	0.924			
	SAT4	0.943			
	SAT5	0.923			
	SAT6	0.933			
Customer Loyalty	CL1	0.880	0.950	0.950	0.761
	CL2	0.877			
	CL3	0.935			
	CL4	0.897			
	CL5	0.825			
	CL6	0.813			
Customer Engagement	CE1	0.816	0.965	0.964	0.731
	CE2	0.824			
	CE3	0.821			
	CE4	0.780			
	CE5	0.912			
	CE6	0.940			
	CE7	0.941			
	CE8	0.902			
	CE9	0.822			
	CE10	0.774			

Next, the discriminant validity was assessed. Three methods, including AVEs and squared correlations comparison, the Heterotrait-monotriat (HTMT) ratio, and correlation threshold were assessed. The result of the discriminant validity based on the AVEs and squared correlation comparison is summarised in Table 3.7. The table contains the AVE of each variable and the squared correlations between each variable.

For all variables, the AVEs are higher than any squared correlations between each variable. This means that all constructs did not have any problem with discriminant validity.

Table 3.7: Pre-test Discriminant Validity Summary

Variable	DIS	PRO	ITP	INF	TRU	COM	SAT	CL	CE
DIS	*0.651*								
PRO	0.646	*0.663*							
ITP	0.331	0.364	*0.817*						
INF	0.370	0.413	0.308	*0.707*					
TRU	0.373	0.453	0.441	0.518	*0.750*				
COM	0.217	0.262	0.246	0.280	0.399	*0.763*			
SAT	0.419	0.384	0.381	0.350	0.599	0.347	*0.833*		
CL	0.268	0.261	0.309	0.267	0.498	0.487	0.696	*0.761*	
CE	0.100	0.106	0.193	0.147	0.309	0.486	0.319	0.514	*0.731*

Note: DIS = distributive fairness; PRO = procedural fairness; ITP = interpersonal fairness; INF = informational fairness; TRU = trust; COM = commitment; SAT = satisfaction; CL = customer loyalty; CE = customer engagement

The Heterotrait-monotriat (HTMT) ratio is summarised in Table 3.8. To ensure discriminant validity, all ratios should have a value of 0.850 or lower (Cheung et al., 2024; Sarstedt et al., 2022). The results show that all ratios are within the threshold, indicating no discriminant validity issue. In terms of correlations, there are no correlations between any construct pair that is higher than 0.850 (Cheung et al., 2024), showing an acceptable discriminant validity. Hence, all three assessments show that the constructs are discriminately valid.

Table 3.8: Heterotrait-monotrait (HTMT) Ratio of Correlations (Pre-test)

Variables	DIS	PRO	ITP	INF	TRU	COM	SAT	CL	CE
DIS									
PRO	0.794								
ITP	0.591	0.609							
INF	0.623	0.673	0.600						
TRU	0.619	0.703	0.717	0.746					
COM	0.486	0.533	0.548	0.575	0.667				
SAT	0.653	0.640	0.674	0.613	0.780	0.637			
CL	0.513	0.493	0.585	0.498	0.693	0.733	0.823		
CE	0.305	0.341	0.476	0.381	0.553	0.731	0.574	0.732	

Note: DIS = distributive fairness; PRO = procedural fairness; ITP = interpersonal fairness; INF = informational fairness; TRU = trust; COM = commitment; SAT = satisfaction; CL = customer loyalty; CE = customer engagement

In conclusion, due to the low factor loading, five items (ITP1, DIS1, INF1, ITP5, PRO4) were removed after the initial convergent validity test. A 2nd convergent validity test was conducted after removing these items. The factor loading of the 2nd test passes the criteria. Other than the factor loading issues, no other problems were identified for both convergent and discriminant validity. Hence, this set of items was used for the full data collection.

3.7 Data Collection & Data Analysis

The questionnaire surveys were distributed to Thai domestic tourists over 18 years old who have booked and stayed at a 3-5 star hotel in Thailand within the past six months for leisure purposes. This study employed the convenience sampling technique, which is extensively used in social science research (Bornstein et al., 2013; Winton & Sabol, 2022). To reach the targeted participants, the questionnaire survey was distributed online to special interest groups relating to tourism in Thailand on social media platforms. The data collection was rolled out on the Facebook group "เสพติดโรงแรม (Hotel Addict)", which contains approximately 915,000 members. In line with the research ethics guidelines, the researcher asked for permission from the group moderators to distribute the questionnaire survey. With the approval from the group moderators, the link to access the questionnaire survey was posted within the group, where group members can see and access the link. The group members who decided to participate in this study can complete the questionnaire using the posted link. In addition, it is possible for the group members to pass on the questionnaire survey to other domestic tourists. Screening questions were employed at the beginning of the questionnaire survey to filter out irrelevant samples. After one month, the questionnaire survey was sent out to additional Facebook groups relating to tourism in Thailand, including "กลุ่มชิลไปไหน (Chillpainai)", approximately 428,000 members; "ที่ท่องเที่ยวทั่วไทย และ โรงแรมรีสอร์ท" (approximately 64,000 members). The timeframe for the data collection period was two months, from late October 2024 to late December 2024.

In terms of sample size, Iacobucci (2010) explained that the SEM model can be conducted with a small (50 – 100) sample size, but a conservative rule of thumb could

be at least 200 samples. The author also mentioned that the sample size can be calculated using the number of variables, constructs, desired level of power, and estimated power. The sample size of this study is being computed by sample size calculating software (Soper, 2024). The initial recommended minimum sample size specified in the dissertation proposal was 277. This calculation is based on the initial questionnaire survey items, which consisted of 58 measurement items. The inputs are as follows: probability level = 0.05; number of observed variables = 58; number of latent variables = 9; desired statistical power level = 0.8; anticipated effect size = 0.3 (medium effect size). However, after the questionnaire survey validation process had been completed, four items were removed during the experts panel process, and five items were removed during the pre-test, making the number of observed variables to become 49. Therefore, the recalculation of the recommended minimum sample size is 184. However, the study managed to get 350 valid samples from the two-month data collection period. This number is higher than both guidelines in Iacobucci (2010) and Soper (2024).

For the data analysis, maximum likelihood structural equation modeling (ML-SEM) was used to analyse the collected data. As the model proposed the relationship from customer perception of price fairness toward relationship quality and further to customer loyalty and customer engagement, SEM would be a suitable data analysis method as it can examine a mediation chain (Iacobucci, 2009). Furthermore, SEM also takes measurement error into account (Iacobucci, 2009). The software Jamovi (2023) was used as the tool to conduct the data analysis.

The analysis was conducted in the following steps. First, confirmatory factor analysis (CFA) was run; the measurement model fit was assessed. Then, the model validities, including convergent validity and discriminant validity, were assessed. After the measurement model had acceptable model fits and validities, the structural model was run. The factor loadings of both measurement models and structural models were compared to identify interpretational confounding. After that, the model fit of the structural model was assessed and compared to the measurement model. With an acceptable model fit, the relationships among variables are examined to test the hypotheses. The guidelines from Hair et al. (2010) and Hooper et al. (2008) were used to run and assess the covariance-based SEM.

CHAPTER IV
RESULTS

4.1 Treatment of Outliers

350 valid questionnaire survey responses were collected during the data collection period. Before running the descriptive statistic and SEM model, outliers in the dataset were identified using the z-score method (Osborne & Overbay, 2004). For each respondent, the z-scores of all 49 items are computed; respondents with five or more items with z-scores lower than negative three or higher than three were removed from the dataset. In total, six respondents fell under the criteria and were removed from the dataset, resulting in 344 observations for data analysis.

4.2 Descriptive Statistics

The descriptive statistics for the 49 items are summarised in Table 4.1. The table shows that each item has 344 observations with no missing value. In addition, the minimum values did not contain any number less than one, and the maximum values did not contain any number higher than seven. As all items are on a 7-point Likert scale, the minimum and maximum values indicate that all values are within the scale range.

Table 4.1: Descriptive Statistic

Item	N	Missing	Mean	Median	SD	Minimum	Maximum
DIS2	344	0	5.83	6	0.95	3	7
DIS3	344	0	5.97	6	0.92	3	7
DIS4	344	0	5.94	6	0.97	3	7
DIS5	344	0	5.96	6	0.92	3	7
PRO1	344	0	6.01	6	0.97	2	7
PRO2	344	0	5.97	6	0.90	4	7
PRO3	344	0	5.86	6	0.95	3	7
PRO5	344	0	5.88	6	0.95	3	7
ITP2	344	0	6.25	6	0.86	4	7
ITP3	344	0	6.22	6	0.86	4	7
ITP4	344	0	6.16	6	0.93	4	7
ITP6	344	0	6.17	6	0.93	2	7

INF1	344	0	6.13	6	0.90	4	7
INF2	344	0	5.93	6	1.02	3	7
INF3	344	0	5.92	6	0.94	3	7
INF5	344	0	5.92	6	0.95	3	7
TRU1	344	0	6.04	6	0.87	4	7
TRU2	344	0	6.09	6	0.83	4	7
TRU3	344	0	6.08	6	0.90	3	7
TRU4	344	0	5.96	6	0.93	4	7
TRU5	344	0	6.02	6	0.91	4	7
TRU6	344	0	5.89	6	0.98	2	7
COM1	344	0	5.44	5	1.12	1	7
COM2	344	0	5.53	6	1.18	2	7
COM3	344	0	5.56	6	1.14	2	7
COM4	344	0	5.61	6	1.06	2	7
COM5	344	0	5.20	5	1.34	1	7
SAT1	344	0	6.00	6	0.91	2	7
SAT2	344	0	5.85	6	0.96	3	7
SAT3	344	0	5.99	6	0.90	4	7
SAT4	344	0	6.05	6	0.88	4	7
SAT5	344	0	6.02	6	0.88	3	7
SAT6	344	0	5.93	6	0.93	3	7
CL1	344	0	5.87	6	1.00	3	7
CL2	344	0	5.94	6	0.94	3	7
CL3	344	0	5.69	6	1.11	2	7
CL4	344	0	5.78	6	1.07	2	7
CL5	344	0	5.49	6	1.18	2	7
CL6	344	0	5.49	6	1.18	1	7
CE1	344	0	5.46	6	1.15	2	7
CE2	344	0	5.36	5	1.20	2	7
CE3	344	0	4.96	5	1.47	1	7
CE4	344	0	4.97	5	1.54	1	7
CE5	344	0	5.21	5	1.31	1	7
CE6	344	0	5.07	5	1.34	1	7
CE7	344	0	5.09	5	1.34	1	7
CE8	344	0	5.23	5	1.35	1	7
CE9	344	0	4.64	5	1.74	1	7
CE10	344	0	4.41	5	1.87	1	7

4.2.1 Socio-demographic Information

The socio-demographic information of the respondents is summarised in Table 4.2. While this study does not include sociological analysis, the socio-demographic information is provided to show that characteristics of the sample. For gender, out of 344 respondents, 189 are female (54.9%), 145 are male (42.2%), and 10 prefer not to answer (2.9%). For age range, 160 respondents are 31 to 40 years old, which is the biggest group, accounting for 46.5% of the total sample. The age range of

26 to 30 years old is the second highest, with 90 respondents or 26.2% of the total sample, followed by 41 -50 years old, with 62 respondents or 18.0% of the total sample. In other age ranges, the sample adds up to 32, which is 9.3% of the total sample. In terms of marital status, 172 respondents are single (50.0%), 147 respondents are married (42.7%), 22 prefer not to answer (6.4%), and three are divorced (0.9%). In terms of education level, 237 respondents hold a bachelor's degree (68.9%), 86 respondents hold a graduate degree (25.0%), and 21 respondents hold a high school or vocational school diploma (6.1%). For occupation, private employees are the biggest group, with 197 respondents, accounting for 57.3% of the total respondents. The second biggest group is government employees with 58 respondents (16.9%), followed by business owners with 55 respondents (16.0%). Other occupations add up to 34 respondents (9.9%). For monthly income, respondents with a monthly income of 25,001 to 50,000 Thai baht are the largest group, with 148 respondents accounting for 43.0% of the total sample. The second largest group is respondents with a monthly income of 50,001 – 100,000 Thai baht with 82 respondents (23.8%), followed by respondents with a monthly income of 15,001 – 25,000 Thai baht with 70 respondents (20.3%). Other income groups add up to 44 respondents (12.8%).

Table 4.2: Socio-demographic Information

Variable	Category	Frequency (n)	Percentage (%)
Gender	Female	189	54.9%
	Male	145	42.2%
	Prefer not to answer	10	2.9%
Age Range	18 - 25	12	3.5%
	26 - 30	90	26.2%
	31 - 40	160	46.5%
	41 - 50	62	18.0%
	51 - 60	14	4.1%
	61 - 70	6	1.7%
Marital Status	Single	172	50.0%
	Married	147	42.7%
	Prefer not to answer	22	6.4%
	Divorced	3	0.9%
Education Level	High School / Vocational	21	6.1%
	Bachelor's Degree	237	68.9%
	Master / Doctoral	86	25.0%
Occupation	Private Employee	197	57.3%

	Government Employee	58	16.9%
	Business Owner	55	16.0%
	Freelance	11	3.2%
	State Enterprise Employee	9	2.6%
	Student	9	2.6%
	Retired	5	1.5%
Monthly Income	Less than 9,000 Thai baht	1	0.3%
	9,001 - 15,000 Thai baht	11	3.2%
	15,001 - 25,000 Thai baht	70	20.3%
	25,001 - 50,000 Thai baht	148	43.0%
	50,001 - 100,000 Thai baht	82	23.8%
	More than 100,000 Thai baht	32	9.3%

4.2.2 Hotel Reservation-related Behaviour

In addition to the demographic information, the hotel reservation-related behaviours of the respondents are summarised in Table 4.3. For hotel classification, 130 respondents booked and stayed at an independent hotel (37.8%). Independent hotels are hotel brands that are not in any international or domestic hotel chain. 111 respondents booked and stayed at a hotel under an international hotel chain (32.3%), and 103 respondents booked and stayed at a hotel under a domestic hotel chain (29.9%). For hotel rating, 136 respondents booked and stayed at a 4-star hotel (39.5%), 107 respondents booked and stayed at a 3-star hotel (31.1%), and 101 respondents booked and stayed at a 5-star hotel (29.4%). In terms of booking channels, 192 respondents made their reservations through an online travel agency (55.8%), and 146 respondents booked directly with the hotel (email, telephone, hotel website, walk-ins, tourism fair), accounting for 42.4% of the total sample. Only six respondents reserved a hotel through a traditional travel agency (1.7%). For length of stay, 281 respondents stayed with the hotel only for 1 to 2 nights (81.7%). 60 respondents stayed with the hotel (17.4%), and only three respondents stayed with the hotel for more than five nights (0.9%). Lead time refers to how far ahead the respondents reserved the room before their check-in date. Respondents who booked the hotel eight to 30 days in advance are the largest group

with 141 samples (41.0%), followed by respondents who booked the hotel 31 to 60 days in advance with 95 samples (27.6%) and respondents who booked the hotel four to seven days in advance with 59 samples (17.2%). Other lead time groups added up to 49 samples, or 14.2% of the total sample.

Table 4.3: Hotel Reservation-related Behaviour

Variable	Category	Frequency (n)	Percentage (%)
Hotel Classification	Independent Hotel	130	37.8%
	International Hotel Chain	111	32.3%
	Domestic Hotel Chain	103	29.9%
	Independent Hotel	130	37.8%
Hotel Rating	3-Star	107	31.1%
	4-Star	136	39.5%
	5-Star	101	29.4%
Booking Channels	Online Travel Agency	192	55.8%
	Hotel Direct Channel	146	42.4%
	Traditional Agency	6	1.7%
Length of Stay	1-2 Nights	281	81.7%
	3-5 Nights	60	17.4%
	More than 5 Nights	3	0.9%
Lead Time	Less than 3 Days	16	4.7%
	4 - 7 Days	59	17.2%
	8 - 30 Days	141	41.0%
	31 - 60 Days	95	27.6%
	61 - 90 Days	25	7.3%
	More than 90 Days	8	2.3%

4.3 Confirmatory Factor Analysis (CFA)

The confirmatory factor analysis was conducted with 344 samples. First, the model fit indices were evaluated based on guidelines in Hair et al. (2010) and Hooper et al. (2008). For absolute fit, X^2, degree of freedom, SRMR and RMSEA are evaluated. The value of the normed Chi-square (X^2/df) should be 3.000 or less. For SRMR, the value should be 0.080 or less. For RMSEA, Hooper et al. (2008) mentioned that a value below 0.080 is a good fit, but many studies used the cut-off at 0.070, while Hair et al. (2010) suggested the threshold to be based on the sample size. For incremental fit, CFI is used. While Hooper et al. (2008) discussed the minimum value of CFI between 0.900 and 0.950, Hair et al. (2010) suggested the threshold of 0.900 for a larger sample size in

a more complex model. PGFI and PNFI are assessed for parsimony fit; the threshold is 0.500 or higher.

Table 4.4 summarises the model fit indices. The model X^2/df value is 2.241; the value passed the criteria of 3.000 or lower. For CFI, the model value is 0.902; the value just passed the criteria of 0.900 or higher. For SRMR, the model values are 0.059; these passed the criteria of 0.080 or lower. For RMSEA, the model value is 0.060, which is lower than both 0.070 and 0.080 criteria. For PGFI and PNFI, the model values are 0.678 and 0.804; these passed the criteria of 0.500 or higher. Hence, the results show a reasonable model fit.

Table 4.4: Measurement Model Fit Indices

Measurement	Result	Criteria
X^2/df (2534.410/1131)	2.241	≤ 3.000
CFI	0.902	≥ 0.900
SRMR	0.059	≤ 0.080
RMSEA	0.060	≤ 0.080
PGFI	0.678	≥ 0.500
PNFI	0.804	≥ 0.500

Next, the convergent validity was assessed. Similar to the pre-test, the criteria to assess the convergent validity is based on Hair et al. (2010). Specifically, the minimum cut-off for factor loading should be 0.500, but the ideal factor loading is 0.700 or higher. Additionally, the average variance-extracted (AVE) should be 0.500 or higher. For construct reliability, the value should be 0.700 or higher; Both Cronbach's alpha and McDonald's omega were assessed for this study.

The convergent validity of the measurement model is summarised in Table 4.5. All items have a value higher than 0.700 for factor loadings, passing the ideal value threshold. For construct reliability, both Cronbach's alpha and McDonald's omega of all variables have a higher value than 0.800, passing the minimum value of 0.700. Additionally, the AVEs of all variables are higher than 0.600, passing the criteria of 0.500 or higher. Hence, the convergent validity of the measurement model is considered reasonable.

Table 4.5: Convergent Validity Summary

Variable	Item	Factor Loading	α	ω₁	AVE
Distributive Fairness	DIS2	0.776	0.878	0.878	0.643
	DIS3	0.785			
	DIS4	0.816			
	DIS5	0.828			
Procedural Fairness	PRO1	0.721	0.860	0.860	0.606
	PRO2	0.812			
	PRO3	0.794			
	PRO5	0.785			
Interpersonal Fairness	ITP2	0.845	0.918	0.919	0.741
	ITP3	0.870			
	ITP4	0.922			
	ITP6	0.802			
Informational Fairness	INF1	0.744	0.870	0.873	0.632
	INF2	0.812			
	INF3	0.833			
	INF5	0.789			
Trust	TRU1	0.746	0.913	0.914	0.639
	TRU2	0.805			
	TRU3	0.804			
	TRU4	0.804			
	TRU5	0.856			
	TRU6	0.775			
Commitment	COM1	0.773	0.910	0.913	0.678
	COM2	0.897			
	COM3	0.902			
	COM4	0.808			
	COM5	0.724			
Satisfaction	SAT1	0.744	0.926	0.927	0.680
	SAT2	0.822			
	SAT3	0.823			
	SAT4	0.845			
	SAT5	0.859			
	SAT6	0.849			
Customer Loyalty	CL1	0.736	0.910	0.911	0.631
	CL2	0.784			
	CL3	0.840			
	CL4	0.822			
	CL5	0.787			
	CL6	0.792			

	CE1	0.745			
	CE2	0.776			
	CE3	0.816			
	CE4	0.774			
Customer	CE5	0.864	0.952	0.952	0.666
Engagement	CE6	0.870			
	CE7	0.893			
	CE8	0.841			
	CE9	0.801			
	CE10	0.770			

Next, the discriminant validity of the measurement model was assessed. Three methods, including AVEs and squared correlations comparison, the Heterotrait-monotriat (HTMT) ratio, and correlation criteria were assessed. The result of the comparison of AVEs and squared correlations is summarised in Table 4.6. The table contains the AVE of each variable and the squared correlations between each variable. Discriminant validity could be assessed by comparing the AVE of each construct with the squared inter-construct correlation of each construct pair (Hair et al., 2010). For each pair, the AVEs of both constructs should be higher than the squared correlation of the two constructs. Based on the results, 35 out of 36 construct pairs have lower correlations than the AVEs of each related construct, showing that these construct pairs have good discriminant validity. However, the squared correlation of informational fairness and trust (0.666) is higher than both the AVEs of informational fairness (0.632) and trust (0.639). This indicates a problem regarding the discriminant validity between these two constructs. Additionally, while the statistic shows that distributive fairness and procedural fairness passed the test, the result is marginally acceptable, as the AVE of procedural fairness is just 0.001 higher than the squared correlation of distributive fairness and procedural fairness.

Table 4.6: Discriminant Validity Summary

Variable	DIS	PRO	ITP	INF	TRU	COM	SAT	CL	CE
DIS	*0.643*								
PRO	0.605	*0.606*							
ITP	0.398	0.475	*0.741*						
INF	0.371	0.570	0.520	*0.632*					
TRU	0.429	0.578	0.602	0.666	*0.639*				
COM	0.172	0.224	0.106	0.179	0.287	*0.678*			
SAT	0.477	0.518	0.517	0.468	0.601	0.300	*0.680*		
CL	0.347	0.280	0.249	0.208	0.367	0.424	0.608	*0.631*	
CE	0.049	0.068	0.028	0.051	0.132	0.464	0.181	0.421	*0.666*

Note: DIS = distributive fairness; PRO = procedural fairness; ITP = interpersonal fairness; INF = informational fairness; TRU = trust; COM = commitment; SAT = satisfaction; CL = customer loyalty; CE = customer engagement

The Heterotrait-monotriat (HTMT) ratio is summarised in Table 4.7. For the construct to be discriminately valid, there should not be a ratio that is higher than 0.850 (Cheung et al., 2024; Sarstedt et al., 2022). The results indicated that the highest ratio is the correlation of informational fairness and trust, with a value of 0.829. This construct pair did not pass the AVEs and square correlation tests. However, based on the HTMT method, the constructions are discriminately valid. Similarly, by looking at the correlations between all of the variables, the correlation of informational fairness and trust is the highest, with the value of 0.816. Based on the criteria (Cheung et al., 2024), the value is less than the threshold of 0.850, supporting discriminant validity.

Table 4.7: Heterotrait-monotrait (HTMT) Ratio of Correlations

Variable	DIS	PRO	ITP	INF	TRU	COM	SAT	CL	CE
DIS									
PRO	0.769								
ITP	0.638	0.686							
INF	0.612	0.768	0.738						
TRU	0.655	0.764	0.791	0.829					
COM	0.421	0.478	0.317	0.427	0.539				
SAT	0.696	0.721	0.724	0.697	0.777	0.574			
CL	0.593	0.523	0.510	0.460	0.610	0.688	0.786		
CE	0.207	0.245	0.135	0.196	0.342	0.713	0.419	0.646	

Note: DIS = distributive fairness; PRO = procedural fairness; ITP = interpersonal fairness; INF = informational fairness; TRU = trust; COM = commitment; SAT = satisfaction; CL = customer loyalty; CE = customer engagement

Even though the issue of discriminant validity between informational fairness and trust arises based on the AVE and squared correlation comparison, it was decided that no items would be removed to improve the AVE values or correlation values. This is in line with Hair et al. recommendation that model modification should be avoided whenever possible to prevent model overfitting and maintain the theoretical integrity of the model. Additionally, theoretical justification should also be considered when determining discriminant validity, as two highly correlated factors could be clearly distinct (Bagozzi & Yi, 2012; Rönkkö & Cho, 2022). For instance, when constructs are clearly defined, high correlations could be permitted with a theoretical justification (Rönkkö & Cho, 2022). In the case of information and trust, the theories of trust and information have been discussed in Fisman and Khanna (1999). For instance, deterrence-based trust predicts that information and trust are positively correlated. In addition, knowledge-based trust indicates the association of information flow and trust. In this model, only one out of 36 construct pairs faces the discriminant validity problem, and only one is marginally acceptable; these are considered only a minor part of the whole model. As the AVE values of these constructs are somewhat higher than the acceptable level, any model adjustment to increase the AVE might overfit the model. Therefore, as the overall statistical tests indicate good results with only a few minor violations, the model is preserved based on Hair et al. (2010) suggestions.

In conclusion, the measurement model has acceptable model fits and convergent validity. However, the model shows a problem with discriminant validity based on the comparisons of AVEs and correlation squared. However, as the overall statistical tests indicate good results, this paper acknowledges the issue but decides to preserve the model to avoid overfitting. Hence, the next step is to run and assess the structural model.

4.4 Structural Equation Modeling (SEM)

After the structural model was run, the factor loadings of all items were compared with the measurement model to identify the interpretational confounding (Hair et al., 2010). The comparison is summarised in Table 4.8. The results show that only small differences occur in the changes in the factor loading between the

measurement and structural models. Therefore, it can be concluded that no issue of interpretation confounding is presented from the factor loading comparison.

Table 4.8: Factor Loadings Comparison

Variable	Item	CFA Model	SEM Model	Changed	Changed (%)
Distributive Fairness	DIS2	0.776	0.777	0.001	0.1%
	DIS3	0.785	0.782	-0.003	-0.4%
	DIS4	0.816	0.815	-0.001	-0.1%
	DIS5	0.828	0.830	0.002	0.2%
Procedural Fairness	PRO1	0.721	0.718	-0.003	-0.4%
	PRO2	0.812	0.808	-0.004	-0.5%
	PRO3	0.794	0.793	-0.001	-0.1%
	PRO5	0.785	0.785	0.000	0.0%
Interpersonal Fairness	ITP2	0.845	0.844	-0.001	-0.1%
	ITP3	0.870	0.872	0.002	0.2%
	ITP4	0.922	0.921	-0.001	-0.1%
	ITP6	0.802	0.802	0.000	0.0%
Informational Fairness	INF1	0.744	0.741	-0.003	-0.4%
	INF2	0.812	0.808	-0.004	-0.5%
	INF3	0.833	0.828	-0.005	-0.6%
	INF5	0.789	0.790	0.001	0.1%
Trust	TRU1	0.746	0.752	0.006	0.8%
	TRU2	0.805	0.806	0.001	0.1%
	TRU3	0.804	0.804	0.000	0.0%
	TRU4	0.804	0.801	-0.003	-0.4%
	TRU5	0.856	0.855	-0.001	-0.1%
	TRU6	0.775	0.771	-0.004	-0.5%
Commitment	COM1	0.773	0.769	-0.004	-0.5%
	COM2	0.897	0.900	0.003	0.3%
	COM3	0.902	0.903	0.001	0.1%
	COM4	0.808	0.807	-0.001	-0.1%
	COM5	0.724	0.722	-0.002	-0.3%
Satisfaction	SAT1	0.744	0.741	-0.003	-0.4%
	SAT2	0.822	0.819	-0.003	-0.4%
	SAT3	0.823	0.823	0.000	0.0%
	SAT4	0.845	0.848	0.003	0.4%
	SAT5	0.859	0.860	0.001	0.1%
	SAT6	0.849	0.849	0.000	0.0%
Customer Loyalty	CL1	0.736	0.727	-0.009	-1.2%
	CL2	0.784	0.775	-0.009	-1.1%
	CL3	0.840	0.835	-0.005	-0.6%

	CL4	0.822	0.817	-0.005	-0.6%
	CL5	0.787	0.784	-0.003	-0.4%
	CL6	0.792	0.782	-0.010	-1.3%
	CE1	0.745	0.744	-0.001	-0.1%
	CE2	0.776	0.774	-0.002	-0.3%
	CE3	0.816	0.814	-0.002	-0.2%
	CE4	0.774	0.771	-0.003	-0.4%
Customer	CE5	0.864	0.862	-0.002	-0.2%
Engagement	CE6	0.870	0.869	-0.001	-0.1%
	CE7	0.893	0.892	-0.001	-0.1%
	CE8	0.841	0.841	0.000	0.0%
	CE9	0.801	0.799	-0.002	-0.2%
	CE10	0.770	0.768	-0.002	-0.3%

The fit indices of the structural model are summarised in Table 4.9. The model X^2/df value is 2.303. The value increased by 0.062 compared with the measurement model (2.241). The value is still within the criteria of 3.000 or lower. For CFI, the value decreased from 0.902 to 0.896. This makes the structural model CFI value slightly lower than the criteria of 0.900 by just 0.004. For SRMR, the value is 0.072, a 0.013 increase from the measurement model (0.059). Even with the new value, it is still within the criteria of 0.080 or lower. For RMSEA, the value is 0.062, a 0.002 increase from the measurement model (0.062), which is also within the criteria of both 0.070 or 0.080 or lower. For PGFI, the value increased by 0.001, from 0.678 to 0.679, passing the criteria of 0.500 or more. For PNFI, the value increased by 0.002, from 0.804 to 0.806, also passing the criteria of 0.500 or more. Hence, the results indicated that five fit indices pass the criteria, except for CFI (0.896), which is marginally lower than the criteria (≥ 0.900) by 0.004. The study decided not to modify the model to improve the model fit based on the following reasons. First, CFI is the only index that falls below the criteria, while the other indices pass the criteria. Second, the value of CFI is off the criteria by only a small value of 0.004. Third, Hair et al. (2010) mentioned that it is possible for a more complex model with a bigger sample size to have less strict criteria. Fourth, the decision to preserve the model is in line with Hair et al. (2010) recommendation that model modification should be avoided whenever possible.

Table 4.9: Structural Model Fit Indices

Measurement	CFA Model	SEM Model	Compared	Criteria
X^2/df (2,629.707/1,142)	2.241	**2.303**	+0.062	≤3.000
CFI	0.902	**0.896**	-0.006	≥0.900
SRMR	0.059	**0.072**	+0.013	≤0.080
RMSEA	0.060	**0.062**	+0.002	≤0.080
PGFI	0.678	**0.679**	+0.001	≥0.500
PNFI	0.804	**0.806**	+0.002	≥0.500

In conclusion, no issue of interpretational confounding was identified from the factor loading comparison between the measurement model and the structure model. Regarding the model fit indices, five indices pass the acceptable criteria, including X^2/df, SRMR, RMSEA, PGFI, and PNFI. However, the model CFI value is marginally lower than the criteria. The model is not modified to improve CFI as the value is only marginally off and other fit indices show acceptable results in line with Hair et al. (2010) guidelines to preserve the model. As the model has a reasonable fit, the proposed hypotheses were tested in the next step.

4.5 Hypothesis Testing

The hypothesis testing results are summarised in Table 4.10. The table includes details of the proposed hypotheses, the beta, the p-value, and whether the data supports the hypothesis.

Table 4.10: Hypothesis Testing

Hypothesis		Result		
Hypothesis	Relationship	β	p	Supported
H1a	DIS → TRU	0.061	0.348	No
H1b	DIS → COM	0.128	0.204	No
H1c	DIS → SAT	0.255	< .001	Yes
H2a	PRO → TRU	0.204	0.016	Yes
H2b	PRO → COM	0.294	0.025	Yes
H2c	PRO → SAT	0.191	0.042	Yes
H3a	ITP → TRU	0.291	< .001	Yes
H3b	ITP → COM	-0.117	0.180	No
H3c	ITP → SAT	0.292	< .001	Yes
H4a	INF → TRU	0.431	< .001	Yes
H4b	INF → COM	0.236	0.024	Yes
H4c	INF → SAT	0.191	0.012	Yes
H5a	TRU → CL	-0.096	0.112	No
H5b	COM → CL	0.361	< .001	Yes
H5c	SAT → CL	0.676	< .001	Yes
H6a	TRU → CE	-0.123	0.074	No
H6b	COM → CE	0.660	< .001	Yes
H6c	SAT → CE	0.159	0.019	Yes

Note: DIS = distributive fairness; PRO = procedural fairness; ITP = interpersonal fairness; INF = informational fairness; TRU = trust; COM = commitment; SAT = satisfaction; CL = customer loyalty; CE = customer engagement

Hypotheses one proposed the positive relationship between distributive fairness and each dimension of relationship quality, including trust (H1a), commitment (H1b), and satisfaction (H1c). The result shows that the p-value of distributive fairness impact on trust (H1a) is 0.348, indicating that the hypothesis is not supported. Also, the p-value of distributive fairness impact on commitment (H1b) is 0.204, indicating that the hypothesis is also not supported. On the other hand, the impact of distributive fairness impact on satisfaction (H1c) is significant (p-value < .001; beta = 0.255). In conclusion, the data shows that the impact of distributive fairness on satisfaction is statistically significant, supporting H1c, but the impacts of distributive fairness on trust and commitment are not statistically significant, not supporting H1a and H1b.

Hypotheses two proposed the positive relationship between procedural fairness and each dimension of relationship quality, including trust (H2a), commitment (H2b), and satisfaction (H2c). The result shows that the p-value of procedural fairness impact on trust (H2a) is 0.016 (beta = 0.204), indicating that the hypothesis is supported.

For the impact of procedural fairness on commitment (H2b), the p-value is 0.025 (beta = 0.294) showing that the hypothesis is also supported. Similarly, the proposed hypothesis of procedural fairness on satisfaction (H2c) is also supported (p-value = 0.042; beta = 0.191). In conclusion, the data show that the impacts of procedural fairness on all relationship quality dimensions, including trust, commitment, and satisfaction are statistically significant, supporting H2a, H2b, and H2c.

Hypotheses three proposed the positive relationship between interpersonal fairness and each dimension of relationship quality, including trust (H3a), commitment (H3b), and satisfaction (H3c). The result shows the p-value of interpersonal fairness on trust (H3a) is significant (p-value < .001; beta = 0.291), supporting the hypothesis. For the impact of interpersonal fairness on commitment (H3b), the p-value is 0.180, indicating that the hypothesis is not supported. For the impact of interpersonal fairness on satisfaction (H3c), the result is significant (p-value < .001; beta = 0.292), supporting the hypothesis. In conclusion, the data shows that the impacts of interpersonal fairness on trust and satisfaction are statistically significant, supporting H3a and H3c, but the impact of interpersonal fairness on commitment is not statistically significant, not supporting H3b.

Hypotheses four proposed the positive relationship between informational fairness and each dimension of relationship quality, including trust (H4a), commitment (H4b), and satisfaction (H4c). The result shows that the p-value of informational fairness on trust (H4a) is significant (p-value < .001; beta = 0.431), supporting the hypothesis. For the impact of informational fairness on commitment (H4b), the p-value is 0.024 (beta = 0.236), indicating that the hypothesis is supported. Similarly, the impact of informational fairness on satisfaction (H4c) is also significant (p-value = 0.012; beta = 0.191), supporting the hypothesis. In conclusion, the data shows that the impacts of informational fairness on all relationship quality dimensions, including trust, commitment, and satisfaction are statistically significant, supporting H4a, H4b, and H4c.

Hypotheses five proposed the positive relationship between each dimension of relationship quality, including trust (H5a), commitment (H5b), and satisfaction (H5c) toward customer loyalty. The result shows that the p-value of trust on customer loyalty (H5a) is 0.112, indicating that the hypothesis is not supported. On the other hand, the

impact of commitment on customer loyalty (H5b) is significant (p-value < 0.001; beta = 0.361), supporting the hypothesis. Also, the impact of satisfaction on customer loyalty (H5c) is significant (p-value < .001; beta = 0.676), also supporting the hypothesis. In conclusion, the data shows that the impacts of commitment and satisfaction on customer loyalty are statistically significant, supporting H5b and H5c, but the impact of trust on customer loyalty is not statistically significant, not supporting H5a.

Hypotheses six proposed the positive relationship between each dimension of relationship quality, including trust (H6a), commitment (H6b), and satisfaction (H6c) toward customer engagement. The result shows that the p-value of trust on customer engagement (H6a) is 0.074, indicating that the hypothesis is not supported. However, the impact of commitment on customer engagement (H6b) is significant (p-value < .001; beta = 0.660), supporting the hypothesis. In addition, the impact of satisfaction on customer engagement (H6c) is significant (p-value = 0.019; beta = 0.159), supporting the hypothesis. In conclusion, the data shows that the impacts of commitment and satisfaction on customer engagement are statistically significant, supporting H6b and H6c, but the impact of trust on customer loyalty is not statistically significant, not supporting H6a.

The R^2 of the endogenous variables, including trust, commitment, satisfaction, customer loyalty, and customer engagement are summarised in Table 4.11. The results show that trust has an R^2 of 0.784, the largest among other dimensions of relationship quality. Satisfaction has the second highest R^2 of 0.664 and commitment has the lowest with an R^2 of 0.266. For customer loyalty, the R^2 is 0.664, and for customer engagement, the R^2 is 0.462.

Table 4.11: R^2 of Endogenous Variables

Variable	R^2
Trust	0.784
Commitment	0.266
Satisfaction	0.664
Customer Loyalty	0.664
Customer Engagement	0.462

The hypotheses testing in the conceptual model perspective, together with the R^2 values of the endogenous variables, is summarised in Figure 4.1.
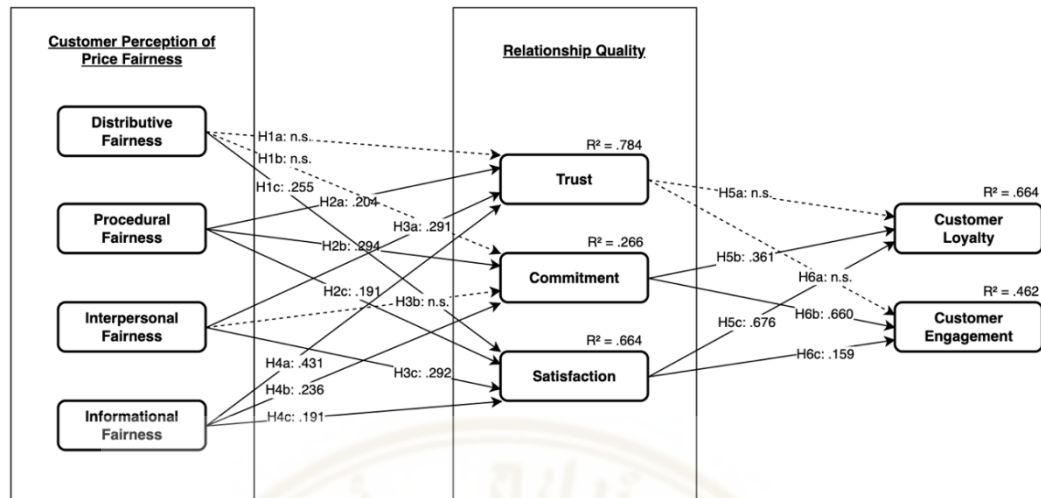
Figure 4.1 *Conceptual Model Testing*

CHAPTER V
CONCLUSION

5.1 Discussion

This paper investigated the relationship between multidimensional price fairness (distributive, procedural, interpersonal, and informational), relationship quality (trust, commitment, and satisfaction), customer loyalty, and customer engagement. The results, in general, pointed out that price fairness can influence relationship quality, but each dimension of price fairness can impact relationship quality in different ways. Additionally, commitment and satisfaction, two of the three dimensions of relationship quality, show positive influences on both customer loyalty and customer engagement, while trust did not yield significant relationships between customer loyalty and customer engagement. This sub-section further discusses these variables and their relationships in more depth. The details of the impacts of price fairness on each dimension of relationship quality are discussed one by one, from trust, commitment, and satisfaction. Then, the study further discusses the importance of viewing customer perception of price fairness in a multidimensional view in the following sub-section.

5.1.1 Customer Perception of Price Fairness on Trust

Among the three dimensions of relationship quality, trust has the highest R^2 of 0.784, meaning that it is well explained by the model. This was reflected by the impact of customer perception of price fairness on trust, where three out of the four dimensions of price fairness show a significant relationship. Informational fairness shows the strongest effects on trust with a beta of 0.431, notably higher than other dimensions of price fairness. This highlights that giving clear and sufficient information about pricing to customers can enhance trust. The result concurs with Lata and Kumar (2021) that the quality of information can influence trust in the hotel context. Additionally, this result underlined the commitment-trust theory (Morgan & Hunt, 1994), which explains that the communication of information can align perceptions and

expectations between two parties, resulting in higher trust. Additionally, it is in line with Chiu et al. (2010) where the informational aspect of fairness is important for creating trust.

Interpersonal fairness has the second largest impact on trust, with a beta of 0.291. This means that how customers are treated and showing concerns over the price when customers receive can also impact trust. This is line with the explanation that interpersonal interactions between customers and the hotel employees could influence trust (Chi et al., 2020). The results also support Sindhav et al. (2006) explanations that interpersonal fairness is important to resolve conflicts and reduce uncertainty, as good personal treatment when price issues occur could make customers gain trust in the hotel. Additionally, the result is in line with Chiu et al. (2010), where their study found that the interpersonal aspect is an important dimension of fairness, which further impacts trust. However, while their study in the online bidding context suggested that interpersonal fairness is the most influential dimension of fairness, the result in our context shows that the direct effect of interpersonal fairness on trust is significant yet weaker than informational fairness. Additionally, in the organisational context, Cheung (2013) explains that perceived organisational support, including the element of trust, could be enhanced by interpersonal fairness. In our context, our findings are similar, as good personal treatment could enhance trust.

Other than informational fairness and interpersonal fairness, procedural fairness also shows a significant impact on trust, with a beta of 0.204. This means that valid reasons and justifications behind the price could enhance trust. This is in line with Lee et al. (2011) explanation that procedural fairness is crucial as it can sustain long-term relationships between customers and firms based on mutual agreement. Similarly, the result is in agreement with Chiu (2010) which mentioned that a well-structured procedure could lead to higher trust. The findings also confirmed Sun et al. (2018) result, which found a positive relationship between procedural fairness and trust.

On the other hand, distributive fairness did not have a significant impact on trust. Hence, while our finding is in line with Sun et al. (2018) for the impact of procedural fairness on trust, we instead did not confirm the impact of distributive fairness on trust. Additionally, Konuk (2018) and the commitment-trust theory (Morgan & Hunt, 1994) explained that trust could be strengthened when customers feel that they

are not being exploited by the firm. Among all dimensions of price fairness, distributive fairness is the one that is most transactional and economical. In our context, it is possible that customers view price exploitation as more than just price differences but also take into account price-related information, personal treatment, and the justification of pricing. This might reflect that when forming trust, customers look beyond the price (distributive aspect) into the procedural, interpersonal, and informational aspects of the price, resulting in the insignificant result for the impact of distributive fairness on trust.

5.1.2 Customer Perception of Price Fairness on Commitment

In terms of commitment, the finding shows that it could be impacted by two dimensions of price fairness, including procedural and informational. Procedural fairness has a larger impact on commitment, with a beta of 0.294. This underlines the importance of maintaining a fair and valid procedural pricing strategy. This positive relationship is in line with Lee et al. (2011) explanation which emphasised the importance of procedural fairness on long-term relationships between customers and firms. Also, this relationship confirmed Sun et al. (2018) findings that procedural fairness can impact commitment. The alignment in our findings with Sun et al. (2018) could imply that the procedural aspect of fairness makes both parties focus beyond the lucrative returns but on the commitment to a long-term relationship, not only limited to the business-to-business setting. Additionally, our findings extended Nikbin et al. (2016) results in the service fairness context, where procedural fairness can influence commitment, into the price fairness context, which also shows a positive relationship.

Other than procedural fairness, informational fairness is also significant toward commitment, with a beta of 0.236. This means that giving clear and sufficient information about price could lead to higher commitment. The result is in agreement with Bilgihan & Bujisic (2015) where the findings show that commitment could be enhanced if hotel displayed their utilitarian features, including product price information, completely and consistently. In addition, the commitment-trust theory (Morgan & Hunt, 1994) posited that communication of information can influence trust; the findings in our context suggest that well-communicated information not only just influences trust but also commitment. Also, the findings are in line with Reza et al.

(2019) in the online context that informational quality can impact relationship quality, consisting of trust, commitment, and satisfaction.

While procedural fairness and informational fairness show a significant impact on commitment, the results could not conclude meaningful relationships between distributive fairness and interpersonal fairness on commitment. For distributive fairness, this could mean that the price alone might not be sufficient to enhance commitment, as for the long-term relationship, customers might look beyond the transactional and economic benefits of the price. Hence, the results in our context contradicted Matute-Vallejo et al. (2011) which found that distributive fairness can influence commitment in the financial sector. Also, while our findings on the impact of procedural fairness on commitment are similar to Sun et al. (2018), our result did not confirm the relationship between distributive fairness and commitment. However, compared to Nikbin et al. (2016), our results are similar for both the impacts of procedural fairness and distributive fairness on commitment, as they also did find a significant relationship between procedural fairness and commitment but an insignificant relationship between distributive fairness and commitment.

For interpersonal fairness, the result also indicates an insignificant relationship toward commitment. This could mean that personal treatments that are respectful and polite might not always result in higher commitment. The result does not align with the finding in the organisational context (Tetteh et al., 2019), where interpersonal fairness positively influences commitment. Additionally, while another finding in the organisational context (Lambert et al., 2021) found that interpersonal fairness is significant for commitment, our results did not confirm a similar relationship in the context of this study. While similar findings on procedural fairness and distributive fairness on commitment are found between our results and Nikbin et al. (2016), the result for interpersonal fairness is not in line, as their finding shows a significant relationship between interpersonal fairness and commitment.

Compared to trust, the R^2 of commitment is notably lower, with a value of 0.266. The value is also the lowest among the five endogenous variables of the model. The value is reflected in the hypothesis testing, where only two out of four dimensions of price fairness have a significant impact on commitment. Also, the effect sizes of the

significant impacts on commitment do not stand out, unlike the impact of informational fairness on trust.

5.1.3 Customer Perception of Price Fairness on Satisfaction

In terms of satisfaction, the findings point out that all dimensions of price fairness have positive relationships with satisfaction. This is reflected in the R^2 of satisfaction, with a value of 0.664. Interpersonal fairness has the strongest impact among all dimensions, with a beta of 0.292. This highlights that how customers are treated and showing concerns about price issues can lead to higher satisfaction. This result is in agreement with the explanation of Lawkobkit and Speece (2014) that customers who were treated respectfully, sincerely, and politely would be more satisfied. Also, this confirmed the relationship found in Sindhav et al. (2006) that interpersonal fairness can impact satisfaction. However, in their context, which is airport security, interpersonal fairness is the least concern by the passengers, while in our context of hotel price fairness, interpersonal fairness has the largest impact on satisfaction. In addition, the finding is in line with Lambert et al. (2021) result and explanation that being treated with respect and dignity creates satisfaction, but being treated rudely and disrespectfully leads to less satisfaction.

For distributive fairness, it has the second largest impact on satisfaction, with a beta of 0.255. This means while price differences might not impact trust and commitment, the distributive aspect still plays a significant role in terms of satisfaction. The significant relationship underlines that if customers need to pay more for similar products, it could lower satisfaction (Fernandes & Calamote, 2016). The result also confirmed Sindhav et al. (2006) findings that distributive fairness positively influences satisfaction. Additionally, Compared to Konuk's (2018) findings on price fairness, the author found that price fairness in the distributive sense can impact both trust and satisfaction. However, our finding partially supports the finding as only satisfaction is shown to be impacted by distributive fairness. The impact of distributive fairness on satisfaction highlights that while this aspect of fairness might be less important than other aspects of price fairness for trust and commitment, it is still crucial for building a good relationship with customers in the dynamic pricing environment, as price is still the primary factor for customers (Al-Msallam, 2015; El-Adly, 2019).

Procedural fairness is also shown to have a significant impact on satisfaction, with a beta of 0.191. This significant relationship indicates that maintaining a valid justification behind the price is crucial for satisfaction. The finding is in line with the explanation in Herrmann et al. (2007). The authors explained that in a complex purchase or complex price structure, if customers understand how prices are set and understand how the pricing terms and conditions were set, it enhances price transparency, which strengthens satisfaction. This is also in line with Sindhav et al. (2006) explanation that processes are important for customers; hence, if they evaluate that the process is fair, it can lead to higher satisfaction. Additionally, our findings are similar to Lambert et al. (2021), which found that procedural fairness can influence both commitment and satisfaction.

For informational fairness, its effect on satisfaction is also significant, and the beta is similar to procedural fairness, with a value of 0.191. This shows that communicating clear and sufficient information about price is also important for customer satisfaction. This is linked to the explanation of the impact of informational fairness on satisfaction in hotel revenue management that when customers receive different prices from others, they tend to seek more information on the price of different (Mattila & Choi, 2005). Hence, providing information about pricing policies can enhance satisfaction. In addition, the results are similar to Sindhav et al. (2006) explanations that providing the right information and making sure that customers can equally reach the information can impact satisfaction. However, Lee and Lee (2020) found that informational fairness is only significant for trust and commitment, but not satisfaction. Our study found that informational fairness can also influence satisfaction.

5.1.4 Viewing Customer Perception of Price Fairness Multidimensionally

Based on the findings on the relationship between customer perception of price fairness and relationship quality, the importance of multidimensional price fairness is highlighted. The results show that different dimensions of price fairness can impact relationship quality in different ways. In other words, customers perceive the fairness of the price based on different aspects, and each aspect has a different impact on their relationship with the hotel. While previous studies explored the impact of price fairness

on relationship quality unidimensionally (Hride et al., 2022; Kim & Kim, 2018; Konuk, 2018), our findings suggest looking into customer perception of price fairness from a multidimensional viewpoint, as different dimensions of price fairness are shown to have different impacts on relationship quality. The findings are in line with the calls to further customer perception of price fairness in different dimensions (Chubaka Mushagalusa et al., 2022; Lee et al., 2021). The findings also produce additional insights into the conceptualisation of multidimensional price fairness (Chung & Petrick, 2015; Ferguson et al., 2014; Katyal et al., 2019), especially in terms of its dimensions and its consequences on long-term relationships.

Additionally, our findings show that the application of justice theories (Colquitt, 2001) to explain price fairness also yields a different impact on relationship quality compared to fairness in other contexts (Lambert et al., 2021; Lee & Lee, 2020; Nikbin et al., 2016; Sun et al., 2018). Among these studies, our findings are the most similar to Nikbin et al., (2016) which are also in the business-to-customer context. However, when compared to other studies (Lambert et al., 2021; Lee & Lee, 2020; Sun et al., 2018), which are in a business-to-business context, the impact of different dimensions of fairness on relationship quality seems to differ. The detailed comparison is discussed in the following paragraphs.

Out of all four dimensions of price fairness, two dimensions have an impact on all dimensions of relationship quality (trust, commitment, and satisfaction); these two dimensions are procedural fairness and informational fairness. These findings emphasise the importance of the justification behind the price and that it has been clearly communicated to the customers to ensure a good relationship quality between hotels and their customers. Compared to fairness in the context of fairness in the franchise system (Lee & Lee, 2020), their results found that informational fairness significantly impacts trust and commitment but not satisfaction. However, on the procedural aspect, no impact is found on any dimensions of relationship quality. For supplier fairness (Sun et al., 2018) and service fairness (Nikbin et al., 2016), procedural fairness impacts are tested on trust and commitment, and both show a significant relationship. In an organisational context (Lambert et al., 2021), procedural fairness is also shown to impact both satisfaction and commitment.

For interpersonal fairness, even though it did not show a significant relationship with commitment, it still significantly influences trust and satisfaction. However, In an organisational context (Lambert et al., 2021), interpersonal fairness is tested on satisfaction and commitment. The result shows that it is significant on both elements of relationship quality. In service fairness (Nikbin et al., 2016), the results show that interpersonal fairness can impact both trust and commitment. While in the context of the franchise (Lee & Lee, 2020) interpersonal fairness did not have significant relationships on any of the dimensions of relationship quality.

For the distributive aspect, significant impact is found for satisfaction, but not for trust and commitment. This might imply that customers evaluate the price not only on the price itself. While the distributive aspect is still important for customers to be satisfied, other dimensions of price fairness are being recognised when customers form trust and commitment toward the hotel. The results are in contrast with the fairness in the organisational context (Lambert et al., 2021), as they found that distributive fairness impacts commitment but not satisfaction. Also, in the context of the franchise (Lee & Lee, 2020), distributive fairness is shown to impact all dimensions of relationship quality. As well as the supplier fairness context (Sun et al., 2018), distributive fairness is shown to impact both trust and commitment. However, for the service fairness context (Nikbin et al., 2016), their results share similar findings, as distributive fairness did not show significant results on both trust and commitment.

5.1.5 Viewing Customer Perception of Price Fairness in the Thai Context

The results show that not all dimensions of price fairness significantly impact all dimensions of relationship quality. Other than the differences in different contexts of fairness discussed in the previous subsection, the nature of the culture in this sample group might be worthwhile for discussion. Specifically, how customers perceive price fairness in this study might reflect the uniqueness of Thai culture (Andrews & Chompusri, 2012; Deveney, 2005; Jäämaa, 2015; Rungsithong & Meyer, 2020), which is different from the Western culture.

For instance, the results indicate that distributive fairness only has a significant impact on satisfaction but not trust and commitment. This could reflect the

relationship-oriented characteristics of Thai culture (Rungsithong & Meyer, 2020) in which relationships are not built based on transactional or economic benefits. This highlights the impact of other dimensions of price fairness, which are less transactional, toward building a good relationship quality. However, distributive fairness is still important for satisfaction, meaning that Thai customers still consider the price differences to compare with the service that they received.

For interpersonal fairness, while it significantly influences trust and satisfaction, it does not have a significant relationship with commitment. In this case, it could mean that even if the customers are being treated well by hotel personnel, as Thai culture, based on the attitudinal sense of the *kreng-jai* trait (Andrews & Chompusri, 2012), strongly emphasises considering others' feelings into account, the customers might not feel that the personal treatment is special. This would make it harder for the customers to feel a stronger emotional attachment to the hotel, showing the insignificant relationship.

In terms of procedural fairness and informational fairness, the results confirmed their impact on all dimensions of relationship quality. This also highlighted the relationship-oriented aspect of Thai culture, as customers tend to trust and commit to hotels that provide clear information about the prices and the pricing process rather than ones that might offer prices that are inconsistent with their pricing policies and communication. Also, a clear explanation of the price ensures that customers' perception aligns with the hotel, making them more satisfied as they do not need to directly engage with the hotel for further justification of the price. This aligns with the behavioural sense of the *kreng-jai* principle (Andrews & Chompusri, 2012) in which engaging in a conflict or discomfort would make them feel uncomfortable.

5.1.6 Relationship Quality on Customer Loyalty

Other than the impact of price fairness on relationship quality, this study also examined the impact of each dimension of relationship quality on long-term relationship outcomes, including customer loyalty and customer engagement. For customer loyalty, it is impacted by two out of the three dimensions of relationship quality, which are satisfaction and commitment. The effect of satisfaction on customer loyalty is higher, with a beta of 0.676. The notably high beta of the impact of satisfaction

on customer loyalty, with an additional impact from commitment, reflected the R^2 value of 0.664. The findings that satisfaction can impact customer loyalty are in line with Chi et al. (2020) findings in the context of economy hotels that satisfaction can influence repurchase intention and positive word-of-mouth. Also, the findings are in line with another study in the hotel context (Kim & Kim, 2016), which also found a significant impact of satisfaction on customer loyalty. Additionally, our findings are in line with Hride et al. (2022), which showed that perceived price fairness can impact satisfaction, which satisfaction further impacts customer loyalty.

For the effect of commitment on customer loyalty, the beta is 0.361. This suggests committed customers are more likely to revisit, spread positive comments and recommend the hotel. The finding is in line with Chi et al. (2020) in the economy hotel context, which found that commitment can enhance repurchase intention and positive word-of-mouth. Similar to another study in the hotel context, commitment is also shown to impact customer loyalty (Wai Lai, 2019). Additionally, the finding is in line with Shukla et al. (2016), which also found a significant relationship between affective commitment and advocacy intentions. Similar to the organisational context (Tetteh et al., 2019), where affective commitment can enhance willingness to stay, our findings also show that in a business-to-customer context, commitment can enhance customer loyalty.

However, the impact of trust on customer loyalty is insignificant. This means that trust alone might not lead to customer loyalty. This makes our findings partially in line with Chi et al. (2020) in the economy hotel context, as we found that only two dimensions of relationship quality, commitment and satisfaction, can impact customer loyalty. Also, as Kim and Kim (2016) found out that both trust and satisfaction influence customer loyalty in the hotel context, our results are only in line with the impact of satisfaction. This comparison is also similar to Hride (2022), which suggests that both trust and satisfaction enhance customer loyalty. Looking further into the insignificant relationship, the internal structure of relationship quality might help explain the results. While relationship quality is a multidimensional construct which consists of three key components, it is possible that trust conditions commitment and satisfaction, which mediate its impact on customer loyalty. Rotchanakitumnuai & Speece (2023) clearly explain the internal structure of relationship quality. The authors

mentioned that earlier studies on relationship quality have shown that trust is the antecedent of satisfaction and commitment. In their study, the impact of trust on the dependent variable is mediated by satisfaction and commitment. Additionally, the same conceptualisation of the internal structure is in line with the commitment-trust theory (Morgan & Hunt, 1994), where the impact of trust on some dependent variables is mediated by commitment. These explanations could help explain the reason why the direct effect of trust on customer loyalty is found to be insignificant.

5.1.7 Relationship Quality on Customer Engagement

For customer engagement, it is also impacted by satisfaction and commitment. Unlike customer loyalty, commitment shows a stronger effect on customer engagement, with a beta of 0.600. This impact, plus the effect from satisfaction, is reflected in the R^2 value of 0.462. The results highlight the importance of commitment toward customer engagement. The findings confirmed the results from the luxury hotel context (Le et al., 2021), which also found that this relationship between commitment and customer engagement is significant. Similarly, the result is in line with another study in the hotel context (Shafiee et al., 2020) where commitment is shown to influence tourist citizenship behaviour. Additionally, the findings are in line with the explanation (Petzer & van Tonder, 2019) that committed customers would feel attached to the firm and have a higher level of identification with the firm. Also, this finding is in line with Barari et al. (2021), which shows that commitment can lead to both attitudinal and behavioural engagement.

Satisfaction is also significantly impacting customer engagement, with a beta of 0.159. This indicates that satisfaction is also important to build customer engagement. This makes our findings align with the findings on luxury hotel context (Le et al., 2021) in terms of both the impacts of commitment and satisfaction on customer engagement. Similarly, tourist citizenship behaviour in the hotel context is shown to be influenced by satisfaction (Shafiee et al., 2020). The results also underline Petzer and van Tonder (2019) explanation that satisfied customers are less likely to spend time searching for alternative brands as the incentives would be small. However, the findings highlight the difference between the hotel context and online travel

agencies' context, (Romero, 2018) where the impact of relationship quality, a mixture of satisfaction and commitment, is shown as insignificant toward customer engagement.

Similar to customer loyalty, the findings did not find a significant relationship between trust and customer engagement. This indicates that trust alone might not be sufficient to build customer engagement. While tourist citizenship behaviour in the hotel context is influenced by all three dimensions of relationship quality (Shafiee et al., 2020), however, our findings show that only commitment and satisfaction have significant implications on customer engagement. Also, the finding on trust makes our findings partially align with Petzer and van Tonder (2019) as their study found that all elements of relationship quality have positive influences on customer engagement. While Guo et al. (2021) found mixed results in terms of different aspects of trust influencing customer engagement, our results show that in our context, trust does not show a significant relationship toward customer engagement. Additionally, our results are partially in line with van Doorn et al. (2010) proposition on the antecedents of customer engagement as only satisfaction and commitment are crucial for customer engagement, but the effect of trust on customer engagement as not shown by the findings of this study. The reason behind the insignificant impact of trust on customer engagement could be viewed similarly to the impact of trust on customer loyalty. Specifically, the internal structure of relationship quality, where trust could be seen as the antecedent of satisfaction and commitment (Morgan & Hunt, 1994; Rotchanakitumnuai & Speece, 2023), might impact the direct effect of trust on customer engagement.

5.1.8 The Issue of Price Fairness on the Integration of Revenue Management and Customer Relationship Management

The foundation of this study is based on the shifts in the revenue management practice trends and the discussion of the integration between revenue management and customer relationship management. Revenue management shifts from tactical to more strategic, from inventory-centric toward customer-centric, and short-term oriented toward long-term oriented (Erdem & Jiang, 2016; Noone et al., 2011; Wang et al., 2015). In line with the shifts, scholars discussed the possibility of integrating revenue management and customer relationship management to improve

firm performance (Denizci Guillet & Shi, 2019; Erdem & Jiang, 2016; Matsuoka, 2022; Peco-Torres et al., 2021). The argument for the integration is that customer data from the customer relationship management side could enhance revenue management pricing strategies. Additionally, the integration would help develop customer lifetime value, increasing long-term profitability. However, based on the nature of the two concepts, there are scholars who mentioned potential conflicts which are obstacles to integration (Denizci Guillet & Shi, 2019; Méatchi & Camus, 2020; Rahimi et al., 2017; Viglia et al., 2016; Wang, 2012). In fact, the issue of customer perception of price fairness is shown to be one of the crucial issues in the discussion. This led to further examination of the effect of customer perception of price fairness on relationship quality and long-term relationship outcomes.

In the big picture, the findings of this study provide additional insights that well-managed revenue management practices, even with price discrimination, can align with customer relationship management. In more detail, this study goes beyond the unidimensional price fairness into multidimensional price fairness, which proposes that customers evaluate the fairness of the price based on different aspects. In other words, the findings indicate that customers did not only perceive the fairness of the price based on only the price differences compared with other people. Instead, they also consider the reason and justification of the price that they received, the quality of the information on the price that they received, and the personal treatment that they received when dealing with price issues.

The main aim of this paper is not only to break down customer perception of price fairness into different dimensions but also to understand how different dimensions can impact the relationship between customers and firms. This is directly tied to the issue of price fairness and the integration of revenue management and customer relationship management. Our findings indicate an important insight toward the integration of the two concepts. First, the result clearly underlines the importance of procedural fairness and informational fairness for building a good relationship with customers. Specifically, procedural fairness and informational fairness are shown as significant indicators for all relationship quality aspects, including trust, commitment, and satisfaction. Interpersonal fairness is also important as it can influence both trust and satisfaction. However, distributive fairness is shown only to impact satisfaction.

Further relationships of commitment and satisfaction are also shown to impact both customer loyalty and customer engagement.

These findings indicate that while it might not be possible for revenue management to always maintain price parity for all customers, firms can rely on other aspects of fairness to enhance good relationship quality with customers. Specifically, firms could focus on the controllable aspects of customer perception of price fairness, such as providing valid justification of price, ensuring respectful and polite personal treatment when price issues occur, and communicating price information transparently. Focusing on multiple dimensions of price fairness would align revenue management's goal of maximising revenue with the goal of customer relationship management to establish a long-lasting relationship with the customers. This would make the integration between the two concepts overcome the obstacles on the issue of customer perception of price fairness and make revenue management become more strategical, long-term oriented, and customer-centric.

5.2 Theoretical Contributions

This paper examined the relationships among different dimensions of price fairness, relationship quality, and long-term relationship outcomes. The modes and the hypothesis tests provide additional insights into the literature; hence, this sub-section discusses the theoretical contributions of this dissertation.

First, the need to examine different dimensions of price fairness and their consequences is emphasised in Chubaka Mushagalusa et al. (2022). In addition, Lee et al. (2021) also suggest further investigation of price fairness based on the dimensions of justice theories (Colquitt, 2001). These calls align with the gaps where the multidimensional view of price fairness associated with justice theories is presented (Chung & Petrick, 2015; Ferguson et al., 2014; Katyal et al., 2019). However, research on their relationships toward relationship quality and long-term relationship outcomes is still limited. Existing studies tend to examine the impact of customer perception of price fairness on relationship quality unidimensionally (Hride et al., 2022; Kim & Kim, 2018; Kim et al., 2006; Konuk, 2018; Meng & Elliott, 2008). Unlike fairness perception in other contexts, there are studies that examined the impact of different dimensions of

fairness, based on justice theories, on relationship quality (Lambert et al., 2021; Lee & Lee, 2020; Nikbin et al., 2016; Sindhav et al., 2006; Sun et al., 2018). In response to the needs of this issue, this study proposed and tested the model, including multidimensional price fairness, relationship quality, customer loyalty and customer engagement. Specifically, this study found out that each dimension of price fairness, including distributive, procedural, interpersonal, and informational aspects, can impact different dimensions of relationship quality, including trust, commitment, and satisfaction, in different ways. Specifically, procedural and informational fairness are crucial to enhance all elements of relationship quality, interpersonal fairness can enhance trust and satisfaction, and distributive fairness can influence satisfaction. The findings also indicate different impacts of multidimensional price fairness on relationship quality when compared to fairness based on justice theories in other contexts, especially between business-to-customer and business-to-business settings. The integration of the relationship quality concept into the concept of multidimensional price fairness provides additional insights for firms to understand the consequences of how customers perceive price. In other words, price needs to be viewed from a multidimensional perspective as different aspects of how customers perceive price can impact different aspects of price fairness differently. This would enable firms to enhance customer perception of price fairness, resulting in a better relationship between customers and firms.

Second, the results not only add more insight into the conceptualisation of price fairness but also contribute to the revenue management literature. While the revenue management literature has examined the issue of price fairness for decades (Denizci Guillet, 2020), studies that explored customer perception of price fairness in a multidimensional view and its long-term consequences are still limited. This led to the calls by recent studies to further examine customer perception of price fairness on behavioural outcomes (Chark, 2019; Lee et al., 2021; Ţuclea et al., 2018). In response to these calls, this paper identified the long-term relationship outcomes that resulted based on different dimensions of price fairness, including trust, commitment, and satisfaction, which are the key elements of relationship quality. Further investigation shows that two elements of relationship quality, including commitment and satisfaction, influence customer loyalty and customer engagement. The integration of the

multidimensional price fairness concept, relationship quality and the long-term relationship outcomes provides further understanding of the impact of multidimensional price fairness and its consequences, enabling tourism & hospitality firms to better plan their revenue management techniques strategically in a way that would not hinder their relationship with customers.

Third, another contribution to the revenue management literature is the inclusion of the multidimensional relationship quality concept, including trust, commitment, and satisfaction. While these three factors are shown to generally co-occur together in the tourism & hospitality literature (Palácios et al., 2021), there is still a limited study that associates revenue management with relationship quality. This underlines the gap in exploring relationship quality from the perspective of revenue management, especially on the issue of customer perception of price fairness, as it can directly impact the relationship between customers and firms. Hence, this study included the multidimensional relationship quality in the model, where trust, commitment, and satisfaction are the central variables of the model. The results show that customer perception of price fairness could impact relationship quality dimensions differently and that different dimensions of relationship quality can also impact customer loyalty and customer engagement in different magnitudes. The integrated conceptual model that includes customer perception of price fairness, relationship quality and long-term relationship outcomes provides additional insights based on relationship quality dimensions, helping tourism & hospitality firms understand the impact of fairness perception from revenue management practices and the long-term effects in the view of the relationship between customers and firms.

Fourth, the trend of revenue management to become more long-term, strategic, and customer-centric (Erdem & Jiang, 2016; Noone et al., 2011; Wang et al., 2015) led to the discussion of integrating the two concepts together to sustain long-term profitability (Denizci Guillet & Shi, 2019; Erdem & Jiang, 2016; Matsuoka, 2022; Peco-Torres et al., 2021). However, with different goals and orientations, potential issues such as the issue of price fairness could occur, obstructing the alignment (Denizci Guillet & Shi, 2019; Méatchi & Camus, 2020; Rahimi et al., 2017; Viglia et al., 2016; Wang, 2012). The findings of this study provide additional insight into the discussion and provide insights into the view of multidimensional price fairness impacting the

relationship between customers and firms. Specifically, the finding indicates that customers evaluate the fairness of the price based on different aspects, not only the price differences (distributive dimension). Additionally, the impact of other dimensions, such as procedural, interpersonal, and information aspects, is shown to have larger influences on the elements of relationship quality. This shows that while it is not always possible for firms implementing revenue management practices to always maintain equal prices, better relationship quality can also be influenced by enhancing another aspect of price fairness. The finding helps align and overcome the obstructs of price fairness issues in the discussion of revenue management and customer relationship management integration.

Fifth, the concept of customer perception of price fairness has not reached a wide consensus on its measurement (Chubaka Mushagalusa et al., 2022). Therefore, the authors called for future studies to identify more components of customer perception of price fairness, and to develop a measurement and apply it in other cultures and contexts. In response to the call, this study applied the four-dimensional justice theories to explain different dimensions of price fairness, including distributive, procedural, interpersonal, and informational fairness in the hotel revenue management context. Also, this study collected data from Thai domestic tourists, as Thai culture contains unique characteristics (Andrews & Chompusri, 2012; Deveney, 2005; Jäämaa, 2015; Rungsithong & Meyer, 2020). This study found that the relationship-oriented characteristics of Thai culture are reflected in the relationship between multidimensional price fairness and relationship quality. Specifically, as relationships are not built upon transactional or economic benefits, the importance of procedural, interpersonal, and informational fairness is highlighted for good relationship quality. Also, as Thai culture strongly underlines politeness and respectfulness, even with high interpersonal fairness, customers might not feel that the personal treatment is special, making it harder for the customers to be emotionally attached to the hotel. Hence, this provided another perspective to the discussion of price fairness, adding to the generalisability at the field level.

Sixth, the need to examine the real consumer behaviours resulting from customer perception of price fairness is highlighted in Chark (2019). In the study, the author employed a controlled experiments methodology to investigate the behavioural

impact of customer perception of price fairness. The author acknowledged that while this method makes it easier to measure customer perception of price fairness, the examination of actual consumer attitudes and behaviours should be conducted. Therefore, in response to the need, this study collected data from real tourists who have booked and stayed in actual hotels to examine their actual perception of price fairness, relationship quality and long-term relationship outcomes.

5.3 Practical Implications

Not only does this study contribute to academic discussions, but practitioners can also benefit from the findings of this dissertation. Especially, firms that apply revenue management practices can gain insights into how customers perceive price fairness and how this perception can impact their long-term relationship with the firm. The recommendations for practitioners are summarised in this sub-section.

Our findings show that customers look beyond price differences when evaluating the fairness of the price that they received. This study explored four different dimensions of how customers perceive prices, and the results show that each dimension can impact their relationship with the firm in different ways. In the bigger picture, the results suggest that customers look beyond the price differences when forming a relationship with firms. Instead, factors such as justification of the price, showing an interpersonal concern with the prices, and offering information about the price are significant for building good relationship quality. Especially the procedural aspect of how prices and policies are set, and the informational aspect of communication of sufficient, authentic, and clear information about price shows are very important as they can impact all elements of relationship quality, which are trust, commitment, and satisfaction. Additionally, the interpersonal aspect of being kind, polite, and proper when dealing with customers with price issues is crucial to building trust and satisfaction. While for the distributive aspect of maintaining a similar price for a similar product, it is still important for customers to be satisfied with the services. The following paragraphs discuss how hotel managers can enhance their revenue management practices, in terms of price fairness, to build a good relationship with customers.

First, informational aspects of price fairness are essential for building good relationship quality with the customers, as our finding suggests that informational fairness can enhance all dimensions of relationship quality, including trust, commitment, and satisfaction. Informational fairness refers to the amount, authenticity, and clarity of the information that is communicated to the customers. The impact of informational fairness on trust stands out, as its impact is notably higher than other aspects of price fairness. Therefore, hotels should communicate clearly and provide sufficient information about the price. Revenue managers should clearly explain why prices vary, for instance, seasonal surcharges, differences in terms & conditions, booking lead time, and length of stay could impact the price. Additionally, revenue managers need to ensure that if a price disparity between different channels occurs, information on how and why the prices are different needs to be communicated to customers. For instance, revenue managers could communicate that a cheaper price could be found on the hotel's direct channels because the hotel does not need to pay commissions to any third-party company. Additionally, it would be easier to display price information and tailor the terms & conditions on the hotel website than to display the information on third-party websites. However, for some hotels, the majority of their customers might book their rooms via third-party channels, where price information might be less clear and sufficient. In this case, CRM managers, who know best about their customers' characteristics, should be able to plan and tailor the communication to best suit their customers. This would require a collaboration between different departments to reach the goal of building better customer relationships by enhancing informational price fairness.

Second, managers need to ensure that the reasons or justifications for the price, including pricing policies and the terms & conditions are valid, as our findings indicate that procedural fairness can also influence all elements of relationship quality, including trust, commitment, and satisfaction. This means that to build a good relationship with customers, they not only care about getting a fair price based on price differences, but they are also interested in the reasons why prices differ. Therefore, the reasons and justifications for the price should be valid and acceptable to the customers, especially when price discrepancies occur. This is directly linked to the recommendation of informational fairness, but while informational fairness emphasises the

communication parts, procedural fairness emphasises the justification of the explanation. For instance, revenue managers need to ensure a consistent pricing process. This not only applies when establishing the rules of pricing, but it also ensures that the daily operation follows the rules. In other words, on one aspect, revenue managers need to come up with the pricing rules based on the demand behaviour to match different prices with different customer groups; this needs to be ensured that the rules, for an example, seasonal surcharges, differences in terms & conditions, booking lead time, and length of stay, are valid and are acceptable from the viewpoint of customers. During the process, revenue managers could discuss these pricing rules with the CRM managers to ensure the right balance between revenue maximisation and customer perceptions.

On another aspect, revenue managers need to ensure that their daily operation follows the rules. For example, if the hotel promises cheaper rates on their direct channels, revenue managers need to ensure that the price on the hotel's direct channels is actually cheaper than other channels, or else customers might see that the hotel has violated the pricing rules, which could harm the customer's relationship due to lower procedural fairness perception. Another example would be the contradiction between early-bird promotions and last-minute promotions. Both promotions offer a discount based on booking lead-time; the former provides a discount for customers who book far away from their stay, and the latter provides a discount for customers who book close to their stay. Hence, this would confuse customers' perceptions of the hotel's pricing rules. Specifically, customers could not tell whether booking earlier or closer to the stay would benefit them, making them feel that the pricing rules are inconsistent. Hence, revenue managers need to ensure the consistency of their pricing rules to ensure that procedural fairness is built to ensure customer relationships.

Third, other than informational and procedural fairness that can influence all elements of relationship quality, managers can also enhance interpersonal fairness to improve trust and satisfaction. Interpersonal fairness can be enhanced by showing concern about any price-related issues from the customers and treating them with politeness and respect. For instance, customers may complain about price offers or prices they received if they found a cheaper price later. During these times, firms should show empathy for the customer's outcomes and try to find a solution for the customers while treating them respectfully and politely. CRM managers and revenue managers

could proactively plan standardised procedures for frontline staff to deal with price complaint issues. With clear guidelines and action plans, frontline staff can reassure customers that there are standard guidelines to help them with the price issue. Additionally, to promote respectful, polite and empathetic behaviour, staff training should be conducted occasionally to prepare frontline staff to deal with customer complaints. While it seems that interpersonal fairness could be achieved from the frontline staff, support from revenue managers, who know best about the price and the pricing rules, is still crucial in order to solve customer problems relating to the price fairness issue. Therefore, collaborations among revenue managers, CRM managers, and frontline staff could promote interpersonal fairness, which helps build better customer relationships by enhancing trust and satisfaction.

Fourth, for distributive fairness, our findings found that it does not have a significant impact on trust and commitment. So, it is suggested that managers focus their efforts on other aspects of price fairness to enhance trust and commitment. However, the distributive aspect is still important to be maintained as it can still influence customer satisfaction. In other words, while customers might look beyond transactional and economic benefits for longer relationship indicators such as trust and commitment, ensuring a fair price based on the distributive aspect is still important for them to be satisfied with each transaction. While it is not always possible for revenue managers to maintain equal prices, at least they must ensure that customers receive the services worth their spending. This means that revenue managers should have an in-depth understanding of the needs and wants of their customers to provide the right offers to the right customers. This could be achieved by collaborating between the revenue and customer relationship management departments, especially for repeated customers, where CRM managers would have a database on customers' preferences. When customers feel that the service matches the money they spend, it would help enhance customer satisfaction.

Beyond customer perception of price fairness, this study also further examined the impact of relationship quality (trust, commitment, and satisfaction) on long-term relationship outcomes, including customer loyalty and customer engagement. Our findings show that commitment and satisfaction are the key factors that can influence both customer loyalty and customer engagement. In more detail, satisfaction

has a notably high impact on customer loyalty, and commitment has a notably high impact on customer engagement. So, to enhance customer loyalty, such as repurchases, positive word-of-mouth and recommendations, managers need to ensure that customers are satisfied with the services. Additionally, to promote customer engagement, managers need to ensure that customers are committed and attached to the brand.

5.4 Limitations and Future Research Directions

Similar to other research, this study is not free from limitations. These limitations could be overcome by future research to extend the findings to create additional insightful discussions. First, the research design for this study is cross-sectional. Future research could apply a longitudinal approach to better understand the relationship in the long run. Second, this study focuses on four main theories and concepts: multidimensional price fairness based on justice theories, relationship quality, customer loyalty, and customer engagement. Future research could incorporate new theories to extend the understanding of this issue in more detail. Especially in the hotel context, where the concept of multidimensional price fairness should be further explored together with other theories. Also, moderators such as types of hotels, star ratings, loyalty programme, and booking channels could be further explored to understand customer perceptions between each group. Third, this study targeted only tourists travelling for leisure purposes. Additional insights into tourists travelling for business purposes would be valuable for the conceptualisation of price fairness and their long-term relationship with the hotels, as business travellers might not need to pay for the hotel for themselves. Fourth, the study only collected data from customers visiting 3-5 star hotels. Future studies could look into this issue in other industries that implemented revenue management practices, such as airlines, restaurants, spas, theme parks, casinos and other tourism & hospitality businesses. Fifth, this study only collected data from Thai domestic tourists; while cultural impacts are discussed, it could not be directly concluded that different cultures would impact customer perception of price fairness. Hence, future research should conduct a comparative study between multiple sample groups with different cultures to investigate the cultural impact on customer perception

of price fairness. Sixth, the respondents of this study were collected from special interest groups relating to Thai tourism on social media platforms. In these groups, members actively discuss the topic of hotels and tourism in Thailand, and they are also engaged in reviewing hotels and tourist destinations. The sample might represent the audience with stronger views on fairness and relationship issues. Also, as this study focuses on theory application, future research could focus on the effect application with a broader range of populations. So, future studies could extend the theory beyond to other groups of hotel customers.

5.5 Research Objectives Revisit

The aim of this dissertation is to examine the impact of different dimensions of customer perception of price fairness on relationship quality, customer loyalty and customer engagement. In line with the aim, at the beginning of this paper, three research objectives were proposed. To conclude the study, each research objective is revisited with an overview of the outcomes of each objective.

The first research objective proposed to examine how customer perception of price fairness influences the relationship quality between customers and firms. In the big picture, customer perception of price fairness is shown to influence relationship quality. However, as the study explored both customer perception of price fairness and relationship quality in a multidimensional view, the detail shows that different dimensions of price fairness can have different impacts on relationship quality. First, trust could be influenced by three dimensions of price fairness: informational, interpersonal, and procedural, respectively, from the largest to smallest effect size. Second, commitment could be influenced by two dimensions of price fairness, including procedural and informational fairness. The effect of procedural fairness is larger than the effect of informational fairness. Third, satisfaction could be influenced by all four dimensions of price fairness. The largest impact is from interpersonal aspect followed by the distributive aspect. Procedural and informational fairness show similar effect sizes on satisfaction.

The second and third research objectives proposed to further examine the impacts on customer loyalty and customer engagement. The findings suggested that

both customer loyalty and customer engagement could be influenced by commitment and satisfaction. For customer loyalty, satisfaction plays a very crucial role as the effect is notably strong. For customer engagement, it receives a stronger influence from commitment. However, the study did not find a significant relationship between trust toward customer loyalty and customer engagement.

REFERENCES

Al-Msallam, S. (2015). Customer satisfaction and brand loyalty in the hotel industry. *European Scientific Journal*, *1*(9), 1857–7881.

Andrews, T. G., & Chompusri, N. (2012). Understanding organizational practice adoption at the Thai subsidiary corporation antecedents and consequences of kreng jai. *Management International Review*, *53*(1), 61–82.

Athanasopoulou, P. (2009). Relationship quality: a critical literature review and research agenda. *European Journal of Marketing*, *43*(5/6), 583–610.

Bagozzi, R. P., & Yi, Y. (2012). Specification, evaluation, and interpretation of structural equation models. *Journal of the Academy of Marketing Science*, *40*(1), 8–34.

Baki, R. (2020). Analysis of factors affecting customer trust in online hotel booking website usage. *European Journal of Tourism Hospitality and Recreation*, *10*(2), 106–117.

Barari, M., Ross, M., Thaichon, S., & Surachartkumtonkun, J. (2021). A meta-analysis of customer engagement behaviour. *International Journal of Consumer Studies*, *45*(4), 457–477.

Belarmino, A., Raab, C., & Demirciftci, T. (2020). The impact of resort fees on perceived fairness and destination brand image: an exploratory study. *Journal of Revenue and Pricing Management*, *19*(2), 129–137.

Bilgihan, A., & Bujisic, M. (2015). The effect of website features in online relationship marketing: A case of online hotel booking. *Electronic Commerce Research and Applications*, *14*(4), 222–232.

Bornstein, M. H., Jager, J., & Putnick, D. L. (2013). Sampling in developmental science: Situations, shortcomings, solutions, and standards. *Developmental Review*, *33*(4), 357–370.

Chark, R. (2019). Price fairness in the era of the sharing economy. *Cornell Hospitality Quarterly*, *60*(3), 200–211.

Chehimi, N. (2014). Tourist information search. In N. Chehimi (Ed.), *The social web in the hotel industry: The impact of the social web on the information process of German hotel guests* (pp. 49–70). Springer Fachmedien Wiesbaden.

Cheung, G. W., Cooper-Thomas, H. D., Lau, R. S., & Wang, L. C. (2024). Reporting reliability, convergent and discriminant validity with structural equation modeling: A review and best-practice recommendations. *Asia Pacific Journal of Management*, *41*(2), 745–783.

Cheung, M. F. Y. (2013). The mediating role of perceived organizational support in the effects of interpersonal and informational justice on organizational citizenship behaviors. *Leadership & Organization Development Journal*, *34*(6), 551–572.

Chi, C. G. Q., Pan, L., & Del Chiappa, G. (2018). Examining destination personality: Its antecedents and outcomes. *Journal of Destination Marketing & Management*, *9*, 149–159.

Chi, C. G. Q., Wen, B., & Ouyang, Z. (2020). Developing relationship quality in economy hotels: the role of perceived justice, service quality, and commercial friendship. *Journal of Hospitality Marketing & Management*, *29*(8), 1027–1051.

Chiu, C.-M., Huang, H.-Y., & Yen, C.-H. (2010). Antecedents of trust in online auctions. *Electronic Commerce Research and Applications*, *9*(2), 148–159.

Choi, S., & Mattila, A. S. (2005). Impact of information on customer fairness perceptions of hotel revenue management. *The Cornell Hotel and Restaurant Administration Quarterly*, *46*(4), 444–451.

Chubaka Mushagalusa, N., Balemba Kanyurhi, E., Bugandwa Mungu Akonkwa, D., & Murhula Cubaka, P. (2022). Measuring price fairness and its impact on consumers' trust and switching intentions in microfinance institutions. *Journal of Financial Services Marketing*, *27*, 111–135.

Chung, J. Y., & Petrick, J. F. (2015). Measuring price fairness: Development of a multidimensional scale. *Journal of Travel & Tourism Marketing*, *32*(7), 907–922.

Colquitt, J. A. (2001). On the dimensionality of organizational justice: a construct validation of a measure. *The Journal of Applied Psychology*, *86*(3), 386–400.

Davis, L. L. (1992). Instrument review: Getting the most from a panel of experts. *Applied Nursing Research: ANR*, *5*(4), 194–197.

De Wulf, K., Odekerken-Schröder, G., & Iacobucci, D. (2001). Investments in consumer relationships: A cross-country and cross-industry exploration. *Journal of Marketing*, *65*(4), 33–50.

Denizci Guillet, B. (2020). An evolutionary analysis of revenue management research in hospitality and tourism: Is there a paradigm shift? *International Journal of Contemporary Hospitality Management*, *32*(2), 560–587.

Denizci Guillet, B., & Shi, X. (2019). Can revenue management be integrated with customer relationship management? *International Journal of Contemporary Hospitality Management*, *31*(2), 978–997.

Deveney, B. (2005). An investigation into aspects of Thai culture and its impact on Thai students in an international school in Thailand. *Journal of Research in International Education*, *4*(2), 153–171.

El-Adly, M. I. (2019). Modelling the relationship between hotel perceived value, customer satisfaction, and customer loyalty. *Journal of Retailing and Consumer Services*, *50*, 322–332.

Erdem, M., & Jiang, L. (2016). An overview of hotel revenue management research and emerging key patterns in the third millennium. *Journal of Hospitality and Tourism Technology*, *7*(3), 300–312.

Ferguson, J. L., Ellen, P. S., & Bearden, W. O. (2014). Procedural and distributive fairness: Determinants of overall price fairness. *Journal of Business Ethics*, *121*(2), 217–231.

Ferguson, M., & Smith, S. (2014). The changing landscape of hotel revenue management and the role of the hotel revenue manager. *Journal of Revenue and Pricing Management*, *13*(3), 224–232.

Fernandes, T., & Calamote, A. (2016). Unfairness in consumer services: Outcomes of differential treatment of new and existing clients. *Journal of Retailing and Consumer Services*, *28*, 36–44.

Fisman, R., & Khanna, T. (1999). Is trust a historical residue? Information flows and trust levels. *Journal of Economic Behavior & Organization*, *38*(1), 79–92.

Fullerton, G. (2005). How commitment both enables and undermines marketing relationships. *European Journal of Marketing*, *39*(11/12), 1372–1388.

Garbarino, E., & Johnson, M. S. (1999). The different roles of satisfaction, trust, and commitment in customer relationships. *Journal of Marketing*, *63*(2), 70–87.

Giovanis, A., Athanasopoulou, P., & Tsoukatos, E. (2015). The role of service fairness in the service quality – relationship quality – customer loyalty chain. *Journal of Service Theory and Practice*, *25*(6), 744–776.

Guo, L., Hu, X., Lu, J., & Ma, L. (2021). Effects of customer trust on engagement in live streaming commerce: mediating role of swift guanxi. *Internet Research*, *31*(5), 1718–1744.

Hair, J. F., Babin, B. W., J., B., & Anderson, R. E. (2010). *Multivariate data analysis (7th Edition)* (7th Edition, Ed.). Pearson.

Harrigan, P., Evers, U., Miles, M., & Daly, T. (2017). Customer engagement with tourism social media brands. *Tourism Management*, *59*, 596–607.

Hennig-Thurau, T., Gwinner, K. P., & Gremler, D. D. (2002). Understanding relationship marketing outcomes: An integration of relational benefits and relationship quality. *Journal of Service Research*, *4*(3), 230–247.

Heo, C. Y., & Lee, S. (2011). Influences of consumer characteristics on fairness perceptions of revenue management pricing in the hotel industry. *International Journal of Hospitality Management*, *30*(2), 243–251.

Herrmann, A., Xia, L., Monroe, K. B., & Huber, F. (2007). The influence of price fairness on customer satisfaction: an empirical test in the context of automobile purchases. *Journal of Product & Brand Management*, *16*(1), 49–58.

Hochgraefe, C., Faulk, S., & Vieregge, M. (2012). Links between Swiss hotel guests' product involvement and brand loyalty. *Journal of Hospitality Marketing & Management*, *21*(1), 20–39.

Hollebeek, L. D. (2011). Demystifying customer brand engagement: Exploring the loyalty nexus. *Journal of Marketing Management*, *27*(7–8), 785–807.

Hooper, D., Coughlan, J., & Mullen, M. R. (2008). Structural equation modelling: guidelines for determining model fit. *The Electronic Journal of Business Research Methods*, *6*(1), 53–60.

Hride, F. T., Ferdousi, F., & Jasimuddin, S. M. (2022). Linking perceived price fairness, customer satisfaction, trust, and loyalty: A structural equation modeling of

Facebook-based e-commerce in Bangladesh. *Global Business and Organizational Excellence*, *41*(3), 41–54.

Iacobucci, D. (2009). Everything you always wanted to know about SEM (structural equations modeling) but were afraid to ask. *Journal of Consumer Psychology*, *19*(4), 673–680.

Iacobucci, D. (2010). Structural equations modeling: Fit indices, sample size, and advanced topics. *Journal of Consumer Psychology*, *20*(1), 90–98.

Itani, O. S., El-Kassar, A. N., & Loureiro, S. M. C. (2019). Value get, value give: The relationships among perceived value, relationship quality, customer engagement, and value consciousness. *International Journal of Hospitality Management*, *80*, 78–90.

Jäämaa, S. J. (2015). Cross-culture management for foreign managers at hotel industry in Thailand. *Journal of Advanced Management Science*, *3*(2), 103–108.

Jin, N. (paul), Line, N. D., & Goh, B. (2013). Experiential value, relationship quality, and customer loyalty in full-service restaurants: The moderating role of gender. *Journal of Hospitality Marketing & Management*, *22*(7), 679–700.

Katyal, K., Kanetkar, V., & Patro, S. (2019). What is a fair fare? Exploring the differences between perceived price fairness and perceived price unfairness. *Journal of Revenue and Pricing Management*, *18*(2), 133–146.

Khan, I., Hollebeek, L. D., Fatma, M., Islam, J. U., Rather, R. A., Shahid, S., & Sigurdsson, V. (2023). Mobile app vs. desktop browser platforms: The relationships among customer engagement, experience, relationship quality and loyalty intention. *Journal of Marketing Management*, *39*(3–4), 275–297.

Kim, D., & Kim, B. (2018). An integrative view of emotion and the dedication-constraint model in the case of coffee chain retailers. *Sustainability*, *10*(11), 4284.

Kim, S. B., & Kim, D. Y. (2016). The impacts of corporate social responsibility, service quality, and transparency on relationship quality and customer loyalty in the hotel industry. *Asian Journal of Sustainability and Social Responsibility*, *1*(1), 39–55.

Kim, W. G., Lee, Y.-K., & Yoo, Y.-J. (2006). Predictors of relationship quality and relationship outcomes in luxury restaurants. *Journal of Hospitality & Tourism Research*, *30*(2), 143–169.

Kimes, S. E. (1989). Yield management: A tool for capacity-considered service firms. *Journal of Operations Management*, *8*(4), 348–363.

Kimes, S. E. (2002). Perceived fairness of yield management. *The Cornell Hotel and Restaurant Administration Quarterly*, *43*(1), 21–30.

Kimes, S. E. (2016). The evolution of hotel revenue management. *Journal of Revenue and Pricing Management*, *15*(3), 247–251.

Kimes, S. E., & Wirtz, J. (2003). Has revenue management become acceptable?: Findings from an international study on the perceived fairness of rate fences. *Journal of Service Research*, *6*(2), 125–135.

Konuk, F. A. (2018). Price fairness, satisfaction, and trust as antecedents of purchase intentions towards organic food. *Journal of Consumer Behaviour*, *17*(2), 141–148.

Konuk, F. A. (2019). The influence of perceived food quality, price fairness, perceived value and satisfaction on customers' revisit and word-of-mouth intentions towards organic food restaurants. *Journal of Retailing and Consumer Services*, *50*, 103–110.

Kwiatek, P., Morgan, Z., & Thanasi-Boçe, M. (2020). The role of relationship quality and loyalty programs in building customer loyalty. *Journal of Business & Industrial Marketing*, *35*(11), 1645–1657.

Lam, I. K. V., & Wong, I. A. (2020). The role of relationship quality and loyalty program in tourism shopping: a multilevel investigation. *Journal of Travel & Tourism Marketing*, *37*(1), 92–111.

Lambert, E. G., Tewksbury, R., Otu, S. E., & Elechi, O. O. (2021). The association of organizational justice with job satisfaction and organizational commitment among Nigerian correctional staff. *International Journal of Offender Therapy and Comparative Criminology*, *65*(2–3), 180–204.

Lata, S., & Kumar, A. (2021). What determines tourist adoption of hotel websites for online hotel bookings?: An empirical analysis by taking e-trust as a mediator.

International Journal of Asian Business and Information Management, *12*(3), 1–17.

Latif, K. F., Pérez, A., & Sahibzada, U. F. (2020). Corporate social responsibility (CSR) and customer loyalty in the hotel industry: A cross-country study. *International Journal of Hospitality Management*, *89*, 102565.

Lawkobkit, M., & Speece, M. (2014). Service fairness and IS continuance model in cloud computing. *International Journal of Internet and Enterprise Management*, *8*(3), 263–285.

Le, A. N. H., Khoi, N. H., & Nguyen, D. P. (2021). Unraveling the dynamic and contingency mechanism between service experience and customer engagement with luxury hotel brands. *International Journal of Hospitality Management*, *99*, 103057.

Lee, J. E., & Lee, S. S. (2020). Effects of fairness on relationship quality and re-contract intention in food service franchise system: comparison between global and domestic franchise. *Management Research Review*, *44*(3), 509–532.

Lee, K., Joshi, K., & Kim, Y. K. (2011). Identification of the four-factor structure of customers' perceived fairness. *Journal of Targeting, Measurement and Analysis for Marketing*, *19*(2), 113–126.

Lee, M., Jeong, M., & Shea, L. J. (2021). Length of stay control: Is it a fair inventory management strategy in hotel market? *Tourism Economics*, *27*(2), 307–327.

Lim, W. M., Rasul, T., Kumar, S., & Ala, M. (2022). Past, present, and future of customer engagement. *Journal of Business Research*, *140*, 439–458.

Liu-Thompkins, Y., Khoshghadam, L., Attar Shoushtari, A., & Zal, S. (2022). What drives retailer loyalty? A meta-analysis of the role of cognitive, affective, and social factors across five decades. *Journal of Retailing*, *98*(1), 92–110.

Lo, A. (2020). Effects of customer experience in engaging in hotels' CSR activities on brand relationship quality and behavioural intention. *Journal of Travel & Tourism Marketing*, *37*(2), 185–199.

Lynn, M. R. (1986). Determination and quantification of content validity. *Nursing Research*, *35*(6), 382–385.

Matsuoka, K. (2022). Effects of revenue management on perceived value, customer satisfaction, and customer loyalty. *Journal of Business Research*, *148*, 131–148.

Mattila, A. S., & Choi, S. (2005). The impact of hotel pricing policies on perceived fairness and satisfaction with the reservation process. *Journal of Hospitality & Leisure Marketing*, *13*(1), 25–39.

Matute-Vallejo, J., Bravo, R., & Pina, J. M. (2011). The influence of corporate social responsibility and price fairness on customer behaviour: evidence from the financial sector. *Corporate Social Responsibility and Environmental Management*, *18*(6), 317–331.

Méatchi, S., & Camus, S. (2020). Revenue management pricing in the hotel sector: Reducing perceived unfairness to encourage willingness to pay. *Recherche et Applications En Marketing (English Edition)*, *35*(3), 102–123.

Meng, J. (gloria), & Elliott, K. M. (2008). Predictors of relationship quality for luxury restaurants. *Journal of Retailing and Consumer Services*, *15*(6), 509–515.

Mengstie, M. M. (2020). Perceived organizational justice and turnover intention among hospital healthcare workers. *BMC Psychology*, *8*(1), 19.

Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, *1*(1), 61–89.

Mohammed, F., Hassan, S. B., Ahmad, R. B., & Fazea, Y. (2021). An integrated model for investigating the impact of social crm on performance of smes in developing countries: Instrument development. *Journal of System and Management Sciences*, *11*(3), 140–162.

Morgan, R. M., & Hunt, S. D. (1994). The commitment-trust theory of relationship marketing. *Journal of Marketing*, *58*(3), 20–38.

Nikbin, D., Marimuthu, M., & Hyun, S. S. (2016). Influence of perceived service fairness on relationship quality and switching intention: an empirical study of restaurant experiences. *Current Issues in Tourism*, *19*(10), 1005–1026.

Noone, B. M., Kimes, S. E., & Renaghan, L. M. (2003). Integrating customer relationship management and revenue management: A hotel perspective. *Journal of Revenue and Pricing Management*, *2*(1), 7–21.

Noone, B. M., McGuire, K. A., & Rohlfs, K. V. (2011). Social media meets hotel revenue management: Opportunities, issues and unanswered questions. *Journal of Revenue and Pricing Management*, *10*(4), 293–305.

Nunkoo, R., Teeroovengadum, V., Ringle, C. M., & Sunnassee, V. (2020). Service quality and customer satisfaction: The moderating effects of hotel star rating. *International Journal of Hospitality Management*, *91*, 102414.

Nyadzayo, M. W., & Khajehzadeh, S. (2016). The antecedents of customer loyalty: A moderated mediation model of customer relationship management quality and brand image. *Journal of Retailing and Consumer Services*, *30*, 262–270.

Oh, S., Ji, H., Kim, J., Park, E., & del Pobil, A. P. (2022). Deep learning model based on expectation-confirmation theory to predict customer satisfaction in hospitality service. *Information Technology & Tourism*, *24*(1), 109–126.

Osborne, J., & Overbay, A. (2004). The power of outliers (and why researchers should ALWAYS check for them). *Practical Assessment, Research and Evaluation*, *9*, 6.

Palácios, H., de Almeida, M. H., & Sousa, M. J. (2021). A bibliometric analysis of trust in the field of hospitality and tourism. *International Journal of Hospitality Management*, *95*, 102944.

Palmatier, R. W., Dant, R. P., Grewal, D., & Evans, K. R. (2006). Factors influencing the effectiveness of relationship marketing: A meta-analysis. *Journal of Marketing*, *70*(4), 136–153.

Pansari, A., & Kumar, V. (2017). Customer engagement: the construct, antecedents, and consequences. *Journal of the Academy of Marketing Science*, *45*(3), 294–311.

Peco-Torres, F., Polo-Peña, A. I., & Frías-Jamilena, D. M. (2021). Revenue management and CRM via online media: The effect of their simultaneous implementation on hospitality firm performance. *Journal of International Hospitality, Leisure & Tourism Management*, *47*, 46–57.

Perez Benegas, J. Y., & Zanfardini, M. (2023). Customer engagement and loyalty: The moderating role of involvement. *European Journal of Management and Business Economics*, *ahead-of-print*(ahead-of-print).

Petzer, D. J., & van Tonder, E. (2019). Loyalty intentions and selected relationship quality constructs: The mediating effect of customer engagement. *International Journal of Quality & Reliability Management*, *36*(4), 601–619.

Polit, D. F., & Beck, C. T. (2006). The content validity index: are you sure you know what's being reported? Critique and recommendations. *Research in Nursing & Health*, *29*(5), 489–497.

Prayag, G., Hassibi, S., & Nunkoo, R. (2019). A systematic review of consumer satisfaction studies in hospitality journals: conceptual development, research approaches and future prospects. *Journal of Hospitality Marketing & Management*, *28*(1), 51–80.

Rahimi, R., Köseoglu, M. A., Ersoy, A. B., & Okumus, F. (2017). Customer relationship management research in tourism and hospitality: a state-of-the-art. *Tourism Review*, *72*(2), 209–220.

Reza, K. M., Aali, S., Reza, B. Z. A., & Iranzadeh, S. (2019). The antecedents and consequences of online relationship quality in internet purchases. *Journal of Islamic Marketing*, *11*(1), 161–178.

Romero, J. (2018). Exploring customer engagement in tourism: Construct proposal and antecedents. *Journal of Vacation Marketing*, *24*(4), 293–306.

Rönkkö, M., & Cho, E. (2022). An updated guideline for assessing discriminant validity. *Organizational Research Methods*, *25*(1), 6–14.

Rotchanakitumnuai, S., & Speece, M. (2023). How relationship quality drives knowledge sharing on facebook brand pages. *Journal of International Consumer Marketing*, *35*(3), 276–295.

Rubio, D. M., Berg-Weger, M., Tebb, S. S., Lee, E. S., & Rauch, S. (2003). Objectifying content validity: Conducting a content validity study in social work research. *Social Work Research*, *27*(2), 94–104.

Rungsithong, R., & Meyer, K. E. (2020). Trust and knowledge sharing in context: A study of international buyer-supplier relationships in Thailand. *Industrial Marketing Management*, *88*, 112–124.

Sarstedt, M., Ringle, C. M., & Hair, J. F. (2022). Partial least squares structural equation modeling. In *Handbook of Market Research* (pp. 587–632). Springer International Publishing.

Shafiee, M. M., Tabaeeian, R. A., & Khoshfetrat, A. (2020). Tourist engagement and citizenship behavior: The mediating role of relationship quality in the hotel industry. *Tourism and Hospitality Research*, *20*(4), 481–492.

Shrotryia, V. K., & Dhanda, U. (2019). Content validity of assessment instrument for employee engagement. *SAGE Open*, *9*(1), 215824401882175.

Shukla, P., Banerjee, M., & Singh, J. (2016). Customer commitment to luxury brands: Antecedents and consequences. *Journal of Business Research*, *69*(1), 323–331.

Silayoi, P., & Speece, M. (2004). Packaging and purchase decisions: An exploratory study on the impact of involvement level and time pressure. *British Food Journal*, *106*(8), 607–628.

Sindhav, B., Holland, J., Rodie, A. R., Adidam, P. T., & Pol, L. G. (2006). The impact of perceived fairness on satisfaction: Are airport security measures fair? Does it matter? *Journal of Marketing Theory and Practice*, *14*(4), 323–335.

So, K. K. F., King, C., & Sparks, B. (2014). Customer engagement with tourism brands: Scale development and validation. *Journal of Hospitality & Tourism Research*, *38*(3), 304–329.

So, K. K. F., Li, X. (robert), & Kim, H. (2020). A decade of customer engagement research in hospitality and tourism: A systematic review and research agenda. *Journal of Hospitality & Tourism Research*, *44*(2), 178–200.

Soper, D. S. (2024). *A-priori sample size calculator for structural equation models*. https://www.danielsoper.com/statcalc

Srivastava, A., & Kumar, V. (2021). Hotel attributes and overall customer satisfaction: What did COVID-19 change? *Tourism Management Perspectives*, *40*, 100867.

Subying, C., & Yoopetch, C. (2023). A bibliometric review of revenue management in the tourism and hospitality industry, 1989–2021. *Sustainability*, *15*(20), 15089.

Sun, Y., Liu, Z., & Yang, H. (2018). How does suppliers' fairness affect the relationship quality of agricultural product supply chains? *Journal of Food Quality*, *2018*, 1–15.

Surawattananon, N., Reancharoen, T., Prajongkarn, W., Chunanantatham, S., Simakorn, T., & Gultawatvichai, P. (2021). *Revitalising Thailand's tourism sector: In search of enablers for future sustainability [White Paper]. Retrieved February 13, 2024, from https://www.bot.or.th/content/dam/bot/documents/th/research-and-publications/research/discussion-paper-and-policy-paper/250624_WhitepaperVISA.pdf*. Bank of Thailand & VISA.

Tetteh, S. D., Osafo, J., Ansah-Nyarko, M., & Amponsah-Tawiah, K. (2019). Interpersonal fairness, willingness-to-stay and organisation-based self-esteem: The mediating role of affective commitment. *Frontiers in Psychology*, *10*, 1315.

The Jamovi Project. (2023). *Jamovi* (Version 2.4) [Computer software]. https://www.jamovi.org.

Torres, I. M., & Briggs, E. (2005). Does Hispanic-targeted advertising work for services? *Journal of Professional Services Marketing*, *19*(3), 150–156.

Ţuclea, C. E., Vrânceanu, D. M., & Năstase, C. E. (2018). The fairness of pricing tactics for hotels: Perceptions of Romanian customers. *Amfiteatru Economic*, *20*(SI 12), 905–919.

UNWTO. (2023, November 28). *Tourism Statistics*. World Tourism Organization. https://www.e-unwto.org/action/doSearch?ConceptID=2438&target=topic

van Doorn, J., Lemon, K. N., Mittal, V., Nass, S., Pick, D., Pirner, P., & Verhoef, P. C. (2010). Customer engagement behavior: Theoretical foundations and research directions. *Journal of Service Research*, *13*(3), 253–266.

van Tonder, E., & Petzer, D. J. (2018). The interrelationships between relationship marketing constructs and customer engagement dimensions. *The Service Industries Journal*, *38*(13–14), 948–973.

Viglia, G., Mauri, A., & Carricano, M. (2016). The exploration of hotel reference prices under dynamic pricing scenarios and different forms of competition. *International Journal of Hospitality Management*, *52*, 46–55.

Vivek, S. D., Beatty, S. E., & Morgan, R. M. (2012). Customer engagement: exploring customer relationships beyond purchase. *Journal of Marketing Theory and Practice*, *20*(2), 122–146.

Vives, A., Jacob, M., & Payeras, M. (2018). Revenue management and price optimization techniques in the hotel sector: A critical literature review. *Tourism Economics*, *24*(6), 720–752.

Wai Lai, I. K. (2019). Hotel image and reputation on building customer loyalty: An empirical study in Macau. *Journal of Hospitality and Tourism Management*, *38*, 111–121.

Wang, X. L. (2012). Relationship or revenue: Potential management conflicts between customer relationship management and hotel revenue management. *International Journal of Hospitality Management*, *31*(3), 864–874.

Wang, X. L., Heo, Y. C., Schwartz, Z., Legohérel, P., & Specklin, F. (2015). Revenue management: progress, challenges, and research prospects. *Journal of Travel & Tourism Marketing*, *32*(7), 797–811.

Winton, B. G., & Sabol, M. A. (2022). A multi-group analysis of convenience samples: free, cheap, friendly, and fancy sources. *International Journal of Social Research Methodology*, *25*(6), 861–876.

Xia, L., Monroe, K. B., & Cox, J. L. (2004). The price is unfair! A conceptual framework of price fairness perceptions. *Journal of Marketing*, *68*(4), 1–15.

APPENDICIES
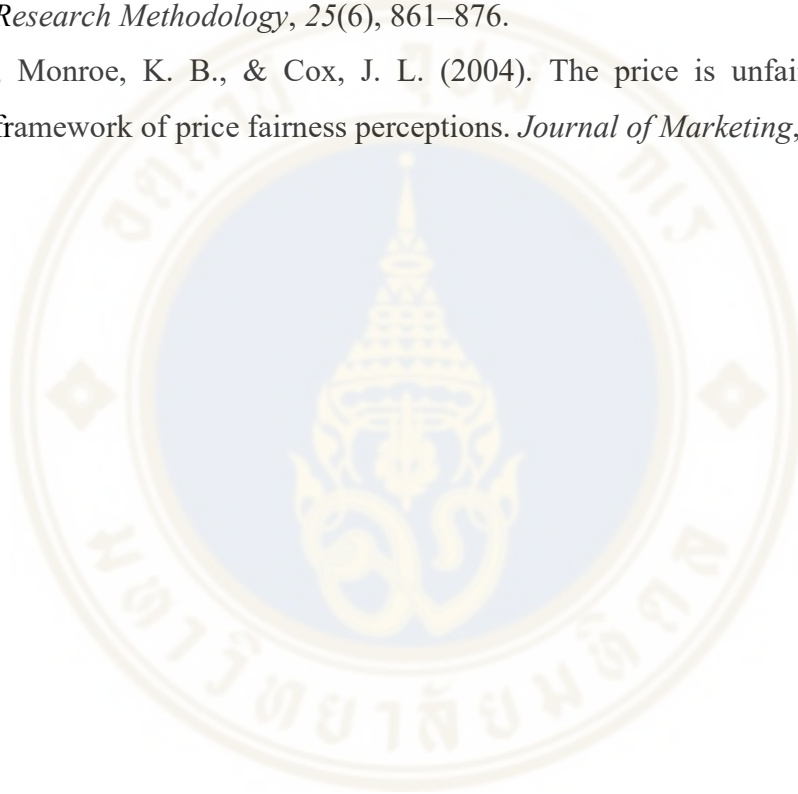
Appendix A: Final Questionnaire Survey (English)

Part 1: Screening Questions
(In the case that the qualification did not meet the criteria, you will not have to proceed to the next section.)
Please choose the most suitable response for each statement
  I.   I hold Thai citizenship.
                [ ] Yes   [ ] No

  II.   I am younger than 18 years.
                [ ] Yes   [ ] No

  III.   I have booked (by myself) and stayed in a 3-5 star hotel in Thailand for leisure
          in the past six months.
                [ ] Yes   [ ] No

Part 2: Hotel Booking Behaviour
Please choose the most suitable response for each question or statement <u>based on your most recent visit.</u>

  1.   What is the hotel's star rating?
        [ ] 3 Star (3-star hotel focus on comfort and convenience. Tourists may
        expect an on-site restaurant, swimming pool, meeting rooms, and business
        centre. Some 3-star hotels may offer fitness room and souvenir shops.)
        [ ] 4 Star (For a 4-star hotel, tourists can expect a luxurious restaurant, bar,
        lounge, and services with modern technology, facilities that are beautifully
        decorated and comfortable atmosphere.)
        [ ] 5 Star (5-star hotels offer the most luxurious services. The service must
        be the best. Architectures, decoration and design are equally important
        with furniture and atmospheres. 5-star hotel may have tennis courts,
        swimming pools and fancy restaurant, etc.)

  2.   The hotel that you stay at is …
        [ ] an international chain hotel (ex. Hotels in Accor/ Hilton/ IHG/
  Marriott)
        [ ] a local chain hotel (ex. Centara/ Dusit/ Minor / ONYX)
        [ ] an independent hotel

  3.   Which channel did you book the hotel room?
        [ ] Hotel Direct (ex. Email/Phone/Walk-in/Hotel Website)

[ ] Online Travel Agency
(ex.Agoda/Booking.com/Expedia/Traveloka/Trip.com)
[ ] Traditional Travel Agency
[ ] Others *(Please specify)*_____

4. How long did you stay at the hotel?
　　[ ] 1-2 Nights　　　　[ ] 3-5 Nights　　　　　[ ] More than 5 Nights

5. How long did you make the reservation prior to your check-in date?
　　[ ] Less than 3 day　　[ ] 4-7 days　　　　[ ] 8-30 days
　　[ ] 31-60 days　　　　[ ] 61 - 90 days　　　[ ] More than 90 days

6. Who did you travel with? (can choose multiple items)
　　[ ] Family members　　[ ] Friends　　　　[ ] Colleague
　　[ ] Girlfriend/Boyfriend　　　　　　　　[ ] Spouse
　　[ ] I Travel Alone

Part 3: Variables

7. Customer Perception of Price Fairness

Based on your most recent visit, to what extent do you agree or disagree with the statements below?

(1 = Strongly Disagree, 7 = Strongly Agree)

7.1 Distributive Fairness

(1 = Strongly Disagree, 7 = Strongly Agree)

7.1.1	The price I paid for the hotel is the price I deserved to pay	1	2	3	4	5	6	7
7.1.2	The price I paid for the hotel is acceptable when compared to other similar hotels	1	2	3	4	5	6	7
7.1.3	The price I paid for the hotel is reasonable for the service and facilities I received	1	2	3	4	5	6	7
7.1.4	The price I paid for the hotel is justified for the service and facilities I received	1	2	3	4	5	6	7

7.2 Procedural Fairness

(1 = Strongly Disagree, 7 = Strongly Agree)

7.2.1	I understand the hotel pricing policy (such as the terms & conditions of the price)	1	2	3	4	5	6	7

7.2.2	The hotel pricing policy (such as the terms & conditions of the price) is acceptable when compared to other similar hotels	1	2	3	4	5	6	7
7.2.3	Terms and conditions with respect to the pricing policies of the hotel are fair	1	2	3	4	5	6	7
7.2.4	The hotel pricing policies upheld ethical and moral standards	1	2	3	4	5	6	7

7.3 Interpersonal Fairness

(1 = Strongly Disagree, 7 = Strongly Agree)

7.3.1	The hotel representatives treated you in a polite manner	1	2	3	4	5	6	7
7.3.2	The hotel representatives treated you with dignity	1	2	3	4	5	6	7
7.3.3	The hotel representatives treated you with respect	1	2	3	4	5	6	7
7.3.4	The hotel representatives were aware of my rights as a customer	1	2	3	4	5	6	7

7.4 Informational Fairness

(1 = Strongly Disagree, 7 = Strongly Agree)

7.4.1	The hotel has been candid in the communications with me	1	2	3	4	5	6	7
7.4.2	The hotel explained the terms & conditions of the price thoroughly	1	2	3	4	5	6	7
7.4.3	The explanations regarding the terms & conditions are reasonable	1	2	3	4	5	6	7
7.4.4	The hotel was truthful in all communicating information about price with me	1	2	3	4	5	6	7

8. Relationship Quality

Based on your most recent visit, to what extent do you agree or disagree with the statements below?

(1 = Strongly Disagree, 7 = Strongly Agree)

8.1 Trust

(1 = Strongly Disagree, 7 = Strongly Agree)

8.1.1	I can trust the hotel on to keep its promises	1	2	3	4	5	6	7
8.1.2	I trust that the hotel is able to provide services that customers need	1	2	3	4	5	6	7
8.1.3	I can trust the hotel to provide good services	1	2	3	4	5	6	7
8.1.4	I can trust that the hotel puts customers' interests first	1	2	3	4	5	6	7
8.1.5	The hotel is very honest and trustful	1	2	3	4	5	6	7
8.1.6	The hotel has high integrity	1	2	3	4	5	6	7

8.2 Commitment

(1 = Strongly Disagree, 7 = Strongly Agree)

8.2.1	I am very committed to my relationship with the hotel	1	2	3	4	5	6	7
8.2.2	My relationship with the hotel is very important to me	1	2	3	4	5	6	7
8.2.3	My relationship with the hotel is something I really care about	1	2	3	4	5	6	7
8.2.4	My relationship with the hotel deserves my maximum effort to maintain	1	2	3	4	5	6	7
8.2.5	I believe I am willing "to go extra mile" to remain a customer of this hotel	1	2	3	4	5	6	7

8.3 Satisfaction

(1 = Strongly Disagree, 7 = Strongly Agree)

8.3.1	I am satisfied with the service and facilities provided by the hotel	1	2	3	4	5	6	7
8.3.2	My choice to stay at this hotel is a wise one	1	2	3	4	5	6	7
8.3.3	I did the right thing when I decided to stay at this hotel	1	2	3	4	5	6	7
8.3.4	I am satisfied with this consumption experience	1	2	3	4	5	6	7
8.3.5	I think it is good to come to this hotel for the services that I am looking for	1	2	3	4	5	6	7

| 8.3.6 | I am satisfied that this hotel produces the best results that can be achieved for me | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

9. Customer Loyalty

Based on your most recent visit, to what extent do you agree or disagree with the statements below?

(1 = Strongly Disagree, 7 = Strongly Agree)

9.1	I would encourage friends and relatives to stay at the hotel	1	2	3	4	5	6	7
9.2	I would recommend this hotel brand to others	1	2	3	4	5	6	7
9.3	Whenever I got the chance, I would continue to stay at the hotel	1	2	3	4	5	6	7
9.4	I would stay at the hotel in future	1	2	3	4	5	6	7
9.5	When staying in this city, I would consider this hotel to be my first choice	1	2	3	4	5	6	7
9.6	I prefer to choose this hotel as my first choice compared with other hotel brands	1	2	3	4	5	6	7

10. Customer Engagement

Based on your most recent visit, to what extent do you agree or disagree with the statements below?

(1 = Strongly Disagree, 7 = Strongly Agree)

10.1	I feel excited about this hotel brand	1	2	3	4	5	6	7
10.2	I am enthusiastic about this hotel brand	1	2	3	4	5	6	7
10.3	I am someone who likes actively participating in this hotel brand community discussions	1	2	3	4	5	6	7
10.4	In general, I thoroughly enjoy exchanging ideas with other people in the hotel brand community	1	2	3	4	5	6	7
10.5	Time flies when I am interacting with the hotel brand	1	2	3	4	5	6	7
10.6	When I am interacting with the hotel brand, I get carried away	1	2	3	4	5	6	7

10.7	I pay a lot of attention to anything about this hotel brand	1	2	3	4	5	6	7
10.8	Anything related to this hotel brand grabs my attention	1	2	3	4	5	6	7
10.9	This hotel brand's successes are my successes	1	2	3	4	5	6	7
10.10	When I talk about this hotel brand, I usually say we rather than they	1	2	3	4	5	6	7

Part 4: Demographic
Please choose the most suitable response for each question or statement

11. Gender:

[ ] Male [ ] Female [ ] prefer not to answer

12. Age:

[ ] 18-25 [ ] 26-30 [ ] 31-40
[ ] 41-50 [ ] 51-60 [ ] 61-70
[ ] 71+

13. Marital Status:

[ ] Single [ ] Married
[ ] Divorced [ ] prefer not to answer

14. Level of Education:

[ ] Primary School [ ] High School
[ ] Vocational or Technical [ ] University Degree
[ ] Post-graduate Degree
[ ] Others *(Please specify)*_____

15. Monthly Income:

[ ] Less than 9,000 THB [ ] 9,001 - 15,000 THB
[ ] 15,001 - 25,000 THB [ ] 25,001 - 50,000 THB
[ ] 50,001 - 100,000 THB [ ] More than 100,000 THB

16. Occupation:

[ ] Government employee [ ] Private employee
[ ] Business owner [ ] Student
[ ] Retired
[ ] Others *(Please specify)*_____

Appendix B: Final Questionnaire Survey (Thai)

ส่วนที่ 1: คำถามคัดกรอง (กรณีที่คุณสมบัติไม่ตรงในข้อใดข้อหนึ่งท่านจะไม่ต้องเข้าสู่การถามคำถามในส่วนถัดไป)
โปรดเลือกคำตอบที่เหมาะสมที่สุดสำหรับทุกข้อความ

    A. ฉันถือสัญชาติไทย

        [ ] ใช่   [ ] ไม่ใช่

    B. ฉันมีอายุน้อยกว่า 18 ปี

        [ ] ใช่   [ ] ไม่ใช่

    C. ฉันจอง (ด้วยตัวเอง) และพักในโรงแรมระดับ 3-5 ดาวในประเทศไทยเพื่อการพักผ่อนในช่วง 6 เดือนที่ผ่าน
        มา

        [ ] ใช่   [ ] ไม่ใช่

ส่วนที่ 2: พฤติกรรมการจองโรงแรม
**โปรดเลือกคำตอบที่เหมาะสมที่สุดสำหรับแต่ละคำถามหรือข้อความ โดยพิจารณาจากการท่องเที่ยวครั้งล่าสุด
ของคุณ**

1. คุณพักอาศัยในโรงแรมระดับใด

    [ ] 3 ดาว (โรงแรมสามดาวจะเน้นที่รูปแบบความสะดวกสบาย นักท่องเที่ยวอาจคาดหวังให้มีบริการห้องอาหาร
ในโรงแรม สระว่ายน้ำ ห้องประชุม และศูนย์บริการธุรกิจ โรงแรมสามดาวบางแห่งอาจให้บริการฟิตเนสและร้านค้า
จำหน่ายสินค้าที่ระลึก)

    [ ] 4 ดาว (โรงแรมสี่ดาวนักท่องเที่ยวสามารถคาดหวังได้ถึงห้องอาหารที่หรูหรา บาร์ เลาจน์ การบริการด้วย
เทคโนโลยีที่ทันสมัยสิ่งอำนวยความสะดวกครบครันบรรยากาศตกแต่งสวยงามและสะดวกสบาย)

    [ ] 5 ดาว (โรงแรมระดับห้าดาวคือการเสนอความหรูหราที่ดีที่สุด การบริการต้องยอดเยี่ยมที่สุด สถาปัตยกรรม
และการออกแบบตกแต่งมีความสำคัญเท่าๆ กับเฟอร์เจอร์และบรรยากาศ โรงแรมห้าดาวอาจมีบริการสนาม เทนนิส
สระว่ายน้ำ ภัตตาคารแบบหรูหรา หรืออื่นๆ)

2. โรงแรมที่คุณเข้าพักเป็น

    [ ] โรงแรมในเครือบริษัทนานาชาติ (เช่นโรงแรมในเครือ Accor/ Hilton/ IHG/ Marriott)

    [ ] โรงแรมในเครือบริษัทในประเทศ (เช่นโรงแรมในเครือ Centara/ Dusit/ Minor/ ONYX)

    [ ] โรงแรมที่ไม่มีเครือบริษัทสังกัด

3. คุณจองห้องพักในโรงแรมผ่านช่องทางใด

    [ ] ติดต่อกับโรงแรมโดยตรง (เช่น อีเมล โทรศัพท์ บูทในงานท่องเที่ยว walk-in หรือผ่านเว็บไซต์ของโรงแรม)

    [ ] บริษัทตัวแทนด้านการท่องเที่ยวผ่านช่องทางออนไลน์ (เช่น Agoda/ Booking.com/ Expedia/
Traveloka/ Trip.com)

[ ] บริษัทตัวแทนด้านการท่องเที่ยวแบบดั้งเดิม (เช่น Tour Desk/ Sales Office)

[ ] อื่น ๆ *(โปรดระบุ)*_____

4. คุณเข้าพักที่โรงแรมเป็นระยะเวลาเท่าใด

    [ ] 1-2 คืน   [ ] 3-5 คืน   [ ] มากกว่า 5 คืน

5. คุณจองโรงแรมก่อนวันเช็คอินนานแค่ไหน

    [ ] น้อยกว่า 3 วัน   [ ] 4-7 วัน   [ ] 8-30 วัน

    [ ] 31 - 60 วัน   [ ] 61 - 90 วัน   [ ] มากกว่า 90 วัน

6. คุณเดินทางท่องเที่ยวกับใคร (สามารถเลือกได้มากกว่า 1 ข้อ)

    [ ] สมาชิกในครอบครัว   [ ] เพื่อน   [ ] เพื่อนร่วมงาน

    [ ] คนรัก   [ ] คู่สมรส   [ ] เดินทางคนเดียว

<u>ส่วนที่ 3: ตัวแปร</u>

7. **การรับรู้ของลูกค้าเกี่ยวกับความเป็นธรรมด้านราคา**

    จากการมาเที่ยวครั้งล่าสุดของคุณ คุณเห็นด้วยหรือไม่เห็นด้วยกับข้อความด้านล่างมากน้อยเพียงใด

    (1 = ไม่เห็นด้วยอย่างยิ่ง, 7 = เห็นด้วยอย่างยิ่ง)

7.1 ความเป็นธรรมเกี่ยวกับราคา

(1 = ไม่เห็นด้วยอย่างยิ่ง, 7 = เห็นด้วยอย่างยิ่ง)

7.1.1	ราคาที่จ่ายให้แก่โรงแรมแห่งนี้เป็นราคาที่ฉันสมควรจ่าย	1	2	3	4	5	6	7
7.1.2	ราคาที่จ่ายให้แก่โรงแรมแห่งนี้เป็นราคาที่ยอมรับได้เมื่อเทียบกับโรงแรมในระดับเดียวกัน	1	2	3	4	5	6	7
7.1.3	ราคาที่จ่ายให้แก่โรงแรมแห่งนี้สมเหตุสมผลกับบริการและสิ่งอำนวยความสะดวกที่ฉันได้รับ	1	2	3	4	5	6	7
7.1.4	ราคาที่จ่ายให้แก่โรงแรมแห่งนี้อธิบายได้ด้วยบริการและสิ่งอำนวยความสะดวกที่ฉันได้รับ	1	2	3	4	5	6	7

7.2 ความเป็นธรรมด้านกระบวนการ

(1 = ไม่เห็นด้วยอย่างยิ่ง, 7 = เห็นด้วยอย่างยิ่ง)

7.2.1	ฉันเข้าใจนโยบายด้านราคา (เช่นข้อกำหนดและเงื่อนไขเกี่ยวกับราคา) ของโรงแรมแห่งนี้	1	2	3	4	5	6	7
7.2.2	นโยบายด้านราคา (เช่นข้อกำหนดและเงื่อนไขเกี่ยวกับราคา) ของโรงแรมแห่งนี้ยอมรับได้เมื่อเทียบกับโรงแรมในระดับเดียวกัน	1	2	3	4	5	6	7
7.2.3	ข้อกำหนดและเงื่อนไขเกี่ยวกับนโยบายด้านราคาสำหรับโรงแรมแห่งนี้มีความเป็นธรรม	1	2	3	4	5	6	7
7.2.4	นโยบายด้านราคาของโรงแรมเป็นไปตามมาตรฐานด้านจริยธรรมและศีลธรรมที่เหมาะสม	1	2	3	4	5	6	7

7.3 ความยุติธรรมระหว่างบุคคล

(1 = ไม่เห็นด้วยอย่างยิ่ง, 7 = เห็นด้วยอย่างยิ่ง)

7.3.1	ตัวแทนของโรงแรมปฏิบัติต่อฉันอย่างสุภาพ	1	2	3	4	5	6	7
7.3.2	ตัวแทนของโรงแรมปฏิบัติต่อฉันอย่างมีเกียรติ	1	2	3	4	5	6	7
7.3.3	ตัวแทนของโรงแรมปฏิบัติต่อฉันด้วยความเคารพ	1	2	3	4	5	6	7
7.3.4	ตัวแทนของโรงแรมตระหนักถึงสิทธิของฉันในฐานะลูกค้า	1	2	3	4	5	6	7

7.4 ความยุติธรรมด้านข้อมูล

(1 = ไม่เห็นด้วยอย่างยิ่ง, 7 = เห็นด้วยอย่างยิ่ง)

7.4.1	โรงแรมสื่อสารข้อมูลเกี่ยวกับราคากับฉันอย่างตรงไปตรงมา	1	2	3	4	5	6	7
7.4.2	โรงแรมอธิบายข้อกำหนดและเงื่อนไขราคาอย่างละเอียด	1	2	3	4	5	6	7
7.4.3	คำอธิบายเกี่ยวกับข้อกำหนดและเงื่อนไขราคามีความสมเหตุสมผล	1	2	3	4	5	6	7

7.4.4	โรงแรมมีความจริงใจในทุกการสื่อสารข้อมูลเกี่ยวกับราคาต่อฉัน	1	2	3	4	5	6	7

8. คุณภาพด้านความสัมพันธ์

จากการมาเที่ยวครั้งล่าสุดของคุณ คุณเห็นด้วยหรือไม่เห็นด้วยกับข้อความด้านล่างมากน้อยเพียงใด

(1 = ไม่เห็นด้วยอย่างยิ่ง, 7 = เห็นด้วยอย่างยิ่ง)

8.1 ความไว้วางใจ

(1 = ไม่เห็นด้วยอย่างยิ่ง, 7 = เห็นด้วยอย่างยิ่ง)

8.1.1	ฉันสามารถเชื่อมั่นได้ว่าโรงแรมจะรักษาสัญญา	1	2	3	4	5	6	7
8.1.2	ฉันสามารถเชื่อมั่นได้ว่าโรงแรมสามารถให้บริการตามที่ลูกค้าต้องการได้	1	2	3	4	5	6	7
8.1.3	ฉันสามารถเชื่อมั่นได้ว่าโรงแรมจะให้บริการที่ดีได้	1	2	3	4	5	6	7
8.1.4	ฉันสามารถเชื่อมั่นได้ว่าโรงแรมจะให้ความสำคัญกับผลประโยชน์ของลูกค้าเป็นอันดับแรก	1	2	3	4	5	6	7
8.1.5	โรงแรมมีความซื่อสัตย์และไว้วางใจได้มาก	1	2	3	4	5	6	7
8.1.6	โรงแรมยึดถือหลักคุณธรรมอย่างสูง	1	2	3	4	5	6	7

8.2 ความผูกพัน

(1 = ไม่เห็นด้วยอย่างยิ่ง, 7 = เห็นด้วยอย่างยิ่ง)

8.2.1	ฉันรู้สึกผูกพันกับความสัมพันธ์ของฉันกับโรงแรมอย่างยิ่ง	1	2	3	4	5	6	7
8.2.2	ความสัมพันธ์ของฉันกับโรงแรมเป็นสิ่งสำคัญมากสำหรับฉัน	1	2	3	4	5	6	7
8.2.3	ความสัมพันธ์ของฉันกับโรงแรมเป็นสิ่งที่ฉันใส่ใจอย่างยิ่ง	1	2	3	4	5	6	7

8.2.4	ความสัมพันธ์ของฉันกับโรงแรมสมควรได้รับความพยายามสูงสุดที่จะรักษาเอาไว้	1	2	3	4	5	6	7
8.2.5	ฉันเชื่อว่าฉันยินดีที่จะ "ทุ่มสุดตัว" เพื่อเป็นลูกค้าของโรงแรมแห่งนี้	1	2	3	4	5	6	7

8.3 ความพึงพอใจ

(1 = ไม่เห็นด้วยอย่างยิ่ง, 7 = เห็นด้วยอย่างยิ่ง)

8.3.1	ฉันพอใจกับการบริการและสิ่งอำนวยความสะดวกที่โรงแรมมอบให้	1	2	3	4	5	6	7
8.3.2	การที่ฉันเลือกพักที่โรงแรมแห่งนี้เป็นสิ่งที่ฉลาดหลักแหลม	1	2	3	4	5	6	7
8.3.3	การที่ฉันตัดสินใจพักที่โรงแรมนี้เป็นสิ่งที่ถูกต้อง	1	2	3	4	5	6	7
8.3.4	ฉันพอใจกับประสบการณ์เข้าพักในโรงแรมนี้	1	2	3	4	5	6	7
8.3.5	ฉันคิดว่าเป็นการดีที่จะมาที่โรงแรมนี้เพื่อรับบริการที่ฉันคาดหวังไว้	1	2	3	4	5	6	7
8.3.6	ฉันพอใจที่โรงแรมแห่งนี้ให้ผลลัพธ์ที่ดีที่สุดสำหรับฉัน	1	2	3	4	5	6	7

9. ความภักดีของลูกค้า

จากการมาเที่ยวครั้งล่าสุดของคุณ คุณเห็นด้วยหรือไม่เห็นด้วยกับข้อความด้านล่างมากน้อยเพียงใด

(1 = ไม่เห็นด้วยอย่างยิ่ง, 7 = เห็นด้วยอย่างยิ่ง)

(1 = ไม่เห็นด้วยอย่างยิ่ง, 7 = เห็นด้วยอย่างยิ่ง)

9.1	ฉันจะส่งเสริมให้เพื่อนและญาติมาพักที่โรงแรมนี้	1	2	3	4	5	6	7
9.2	ฉันอยากจะแนะนำแบรนด์โรงแรมนี้ให้กับผู้อื่น	1	2	3	4	5	6	7
9.3	ทุกครั้งที่มีโอกาสฉันก็จะพักที่โรงแรมนี้ต่อไป	1	2	3	4	5	6	7

9.4	ฉันจะพักที่โรงแรมนี้ในอนาคต	1	2	3	4	5	6	7
9.5	เมื่อเข้าพักในเมืองนี้โรงแรมแห่งนี้เป็นตัวเลือกแรกของฉัน	1	2	3	4	5	6	7
9.6	ฉันชอบเลือกโรงแรมนี้เป็นตัวเลือกแรกเมื่อเทียบกับโรงแรมแบรนด์อื่นๆ	1	2	3	4	5	6	7

10. การมีส่วนร่วมของลูกค้า

จากการมาเที่ยวครั้งล่าสุดของคุณ คุณเห็นด้วยหรือไม่เห็นด้วยกับข้อความด้านล่างมากน้อยเพียงใด

(1 = ไม่เห็นด้วยอย่างยิ่ง, 7 = เห็นด้วยอย่างยิ่ง)

(1 = ไม่เห็นด้วยอย่างยิ่ง, 7 = เห็นด้วยอย่างยิ่ง)

10.1	ฉันรู้สึกตื่นเต้นกับแบรนด์โรงแรมนี้	1	2	3	4	5	6	7
10.2	ฉันมีความกระตือรือร้นเกี่ยวกับแบรนด์โรงแรมนี้	1	2	3	4	5	6	7
10.3	ฉันเป็นคนที่ชอบมีส่วนร่วมในการสนทนาในชุมชนของลูกค้าโรงแรมแห่งนี้	1	2	3	4	5	6	7
10.4	โดยทั่วไปแล้ว ฉันสนุกกับการแลกเปลี่ยนความคิดเห็นกับคนอื่นๆ ในชุมชนของลูกค้าโรงแรมเป็นอย่างมาก	1	2	3	4	5	6	7
10.5	เวลาผ่านไปอย่างรวดเร็วเมื่อฉันมีปฏิสัมพันธ์กับแบรนด์โรงแรม	1	2	3	4	5	6	7
10.6	เมื่อฉันมีปฏิสัมพันธ์กับแบรนด์โรงแรม ฉันจะรู้สึกเพลิดเพลิน	1	2	3	4	5	6	7
10.7	ฉันให้ความสนใจเป็นอย่างมากกับทุกสิ่งเกี่ยวกับแบรนด์โรงแรมนี้	1	2	3	4	5	6	7
10.8	สิ่งที่เกี่ยวข้องกับแบรนด์โรงแรมนี้ดึงดูดความสนใจของฉัน	1	2	3	4	5	6	7

10.9	ความสำเร็จของแบรนด์โรงแรมนี้คือความสำเร็จของฉัน	1	2	3	4	5	6	7
10.10	เมื่อฉันพูดถึงแบรนด์โรงแรมนี้ ฉันมักจะใช้สรรพนาม "เรา" มากกว่า "เขา"	1	2	3	4	5	6	7

ส่วนที่ 4 : ข้อมูลด้านประชากรศาสตร์

โปรดเลือกคำตอบที่เหมาะสมที่สุดสำหรับคำถามหรือข้อความแต่ละข้อ

11. เพศ:

    [ ] ชาย   [ ] หญิง   [ ] ไม่ประสงค์ที่จะระบุคำตอบ

12. อายุ:

    [ ] 18-25   [ ] 26-30   [ ] 31-40

    [ ] 41-50   [ ] 51-60   [ ] 61-70

    [ ] 71+

13. สภานภาพการสมรส:

    [ ] โสด   [ ] แต่งงานแล้ว   [ ] หย่าร้าง

    [ ] ไม่ประสงค์ที่จะระบุคำตอบ

14. ระดับการศึกษา:

    [ ] ชั้นประถมศึกษา   [ ] ชั้นมัธยมศึกษา   [ ] อาชีวศึกษาหรือเทคนิค

    [ ] ปริญญาตรี   [ ] บัณฑิตศึกษา (ปริญญาโท/เอก)

    [ ] อื่น ๆ *(โปรดระบุ)*_____

15. รายได้ต่อเดือน:

    [ ] น้อยกว่า 9,000 บาท   [ ] 9,001 - 15,000 บาท   [ ] 15,001 - 25,000 บาท

    [ ] 25,001 - 50,000 บาท   [ ] 50,001 - 100,000 บาท

    [ ] มากกว่า 100,000 บาท

16. อาชีพ:

    [ ] ข้าราชการ/พนักงานราชการ   [ ] พนักงานบริษัทเอกชน

    [ ] เจ้าของธุรกิจ   [ ] กำลังศึกษา

    [ ] อาชีพอิสระ   [ ] เกษียณอายุ

    [ ] อื่น ๆ *(โปรดระบุ)*_____