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HOTELIERS' BEHAVIOURAL INTENTIONS TOWARDS CUSTOMERS SATISFACTION: AN APPLICATION OF THE THEORY OF PLANNED BEHAVIOUR

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ABSTRACT

Business culture is related to behaviour, ethics and etiquette in the arena. A business culture comprehends an organization's values, aims, missions, visions, feelings and substance abuses. We have postulated manners, thoughtfulness, and recognition as the predictors of business culture which are able to sustain the firm competitive advantages. Hence, prolong customer retention and relationship.

A self-generated survey questionnaire data collection approach was applied. This empirical study investigated the predictors of business cultures of hoteliers' service intention. The subjects were 404 randomly selected tourists visiting Kuala Lumpur in January 2016. This research covers the theory of planned behaviour by examining the correlation and regression relationship between hoteliers and tourists (customers) in an actual hotel retailing setting. Hypotheses are tested using an SPSS SEM path diagram.

We think that such explicit or implicit fundamental shared beliefs, concepts, and principles enliven the culture of an establishment and monitor the decisions and behaviour of its employees, management, and stakeholders. Findings suggest that a positive correlation between the predictors of business etiquette, and cultural characteristics can amplify positive outcomes.

Keywords: The theory of Planned Behaviour, Business etiquette, business culture, manners, thoughtfulness, recognition, hoteliers and tourists

I. Introduction

Business Etiquette (ETQ) is a basic and necessary skill for working people at every level. ETQ demonstrates professionalism, promotes confidence and shows you care about yourself, your company, your clients and your workplace. "Etiquette" is originally from an old French word meaning "a ticket". This codification of conduct soon spreads to other European courts and

eventually was embraced by the upper course of instruction of matters throughout the Western world (DuPont 1998).

II. Statement of the Problems

It notes that people have become more arrogant and mischievous than before. There are misleading and condemning articles distributed through social media networks. These negative cultural behaviours will eventually widespread in micro and macro marketing environments. This will hinder and torsion the economic growth of Malaysia. Poor etiquette has appreciated and demoralized the harmony in the workplace and marketplace. The new economic era is full of challenges; conflicting personalities and ethnic differences (Pang, 2015). Thence, the Malaysia Bureau of Information is promoting etiquette quality through the mass media persistently. The re-reinforcement and revision of Seditious Acts are to guarantee that we possess to be etiquette in our communication. Moreover, people presume that ETQ applies only to big corporate organisations but indeed, it is equally important to Small and Medium Enterprises (SMEs) if not more (Sarimah and Soon 2013; Yusniza and NorKhalidah 2012; Zainalabidin Ho and Wong, 2010).

III. Objective of the Study

The shared culture of ETQ; manners, thoughtfulness, and recognition, are an effective communication element (Pang, 2013 and Pang 2015a). Therefore, the above research questions address by fulfilling the following research objectives to resume the cognitive operation of building a kinship:

a. Whether the three predictors of a firm's ETQ have a mutual relationship or connection?

b. What are the degrees of these three predictors' interdependence of variable quantities?

c. What is the correlation (r) and regression (r^2) of these three predictors?

d. The concurrence quantity measuring the extent of the interdependence of varying quantities.

IV. Research Questions

Below are the research questions:

1. Do the manners, thoughtfulness and recognition attitude intentions play a role in the formation of business etiquette?

2. Does managing the Business Etiquette cause effective influence upon a high level of client satisfaction?
3. Does the conceptual model of Business Etiquette – Customer Satisfaction achieve goodness-of-fit to the Theory of Planned behaviour?

V. Literature Review

The etiquette uses in interpersonal interaction is conventional procedures. It is for the carrying out of personalities, attitudes and relationships that include dress attire, collaboration and emotional intelligence (Nga and Shamuganathan, 2009). ETQ is divided into several fields, including government, business, service, and social. ETQ looks from the academic stage of view; it is an artistic creation, style, intellectual coaching and civilized culture (Kotler, Armstrong, Wong, and Saunders, 2008). From the industrial point of sight, it is a marketing, loyalty, satisfaction, image, and wealth creation (Ooi, Arumugam, Teh, and Chong, 2008; Sureschchandar, Rajendran and Anantharman 2002).

Since the 1960s, ETQ has become a lot more shared cultural value. Today, ETQ is founded on treating everyone with the same level of manners, thoughtfulness, recognition and courtesy (Pang and Shamuganathan, 2015). Moreover, McCormick (2010) has shown that it is worth knowing some rules about how to behave in certain situations. This mostly of common sense factors make life more prosperous and self-confident in social functions (Pang, Vadiraj, Suhaimi and Shamuganathan, 2016).

VI. The research hypotheses

Thus, the following hypotheses to be tested are derived.

Null hypothesis

H_o : The predictors of manners attitude, thoughtful norm and perceived behavioural control of recognition have no significant relationship with business etiquette.

Alternative hypotheses to be tested are;

H_1 : Business etiquette culture is a 3-predictors structure comprising manners, thoughtfulness and recognition.

H_2 : There is a significant relationship between the 3-predictors and business etiquette.

H_3 : Business Etiquette is effective causing a high level of Customer Satisfaction.

VII. The Underlying Theory

Initially, the theory of reasoned action (TRA) (Ajzen & Fishbein, 1988), forecasts the intention to carry a particular behaviour from the attitude toward the behaviour and subjective norms was proposed (Figure 1). Thereafter, Ajzen noticed that TRA did not take into account conditions in which the behaviour is not completely under the individual's control. Thus, the improved concept under the theory of planned behaviour (TPB) was developed by Ajzen (1991) as a modification to TRA (figure 1). The TPB suggests that a person's intention to exercise behaviour is affected not solely by personal attitude towards the behavioural intentions, but also by a subjective norm and perceived behavioural control. Based on earlier studies by Ajzen (1985), intention predicts behaviour, and represents the immediate antecedent of the behaviour. The study has shown that the stronger the intention, most likely the individual would have the behaviour. In the latter state, Ajzan found that the performance of the behaviour is determined by the act of an intention (Ajzen, 2002).

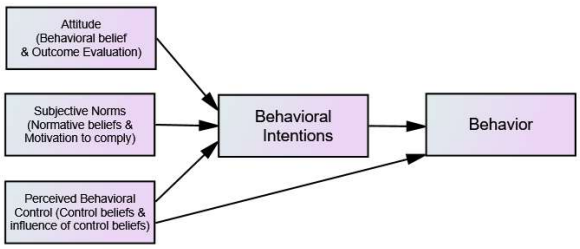

Figure 1: Theoretical Framework of the Theory of Planned Behaviour

VIII. Methodology

The objective of confirmatory factor analysis (CFA) is to test whether the data fit a hypothesized measurement model (Chua, 2013; Soon, 2014). In social science statistics, CFA is a particular sort of gene analysis, most commonly used. As such, it is employed to test whether measures of a construct are consistent with a researcher's understanding of the nature of that predictors. This hypothesized model is based on the theory of planned behaviour. CFA was first developed by Jöreskog (1969) and Jöreskog and Long, (1993) and has built upon and replaced older methods of analysing construct validity, such as the MTMM Matrix as described in Campbell & Fiske (1959).

According to Zainudin, (2012), Structural Equations Modelling (SEM) is defined as the subgroup of statistical models that pursue to explain the relationships between multiple

variables. It examines the "arrangement" of interrelationships expressed in a succession of equations, like in a series of multiple regression equations. These equations portray all of the relationships among predictors' construct (the dependent and independent variables) involved in the analysis. Predictors' constructs are unobservable or latent factors that are denoted by multiple variables (Sekaran and Bougie 2009; Zainudin, 2012a, Chua 2012; Mukesh, Salim, and Ramayah, 2013).

The distinguishing features of SEM are (a) evaluation of Multiple and Interrelated Relationships, (b) defining a model to explain a whole circle of relationships, and (c) depicting latent constructs and abbreviations, and (d) representing unobserved (latent) concepts and sets for measurement error.

Exogenous constructs are the latent, multi-item corresponding of independent variables. They use a variate (linear combination) of measures to signify the construct, which performances as an independent variable in the model. These constructs are theoretically determined by factors within the model. Multiple measured variables (y) represent the endogenous constructs. Multiple measured variables (x) represent the exogenous constructs. Endogenous constructs are the latent, multi-item equivalent to the dependent variables.

The model could not be finalized for use with SEM without some underlying theory. We have structured the model using the Theory of Planned Behaviour. The theory is needed to develop both the measurement model specification. Models can be represented visually by a path diagram. Dependence relationships are represented by single-headed directional arrows. Correlations (covariance) relationships are represented with two-headed arrows. Dependence relationships are sometimes, but not always, hypothesized to be causal in nature. Causal relationships are the strongest type of inference made in applying multivariate statistics. Therefore, they can be supported only when precise conditions for causality exist. Covariance between the cause and effect. The cause must occur before the effect. A nonporous association must exist between the cause and effect. Theoretical support exists in the relationship between the cause and effect. Models developed with a model development strategy should be cross-validated with an independent sample.

The CFA model to be tested in this study hypothesized a priori that (a) responses to the business etiquette-based cultural equity scale can be explained by three first-order predictors (manners, thoughtfulness, and recognition); (b) each indicator has a non-zero loading on the first-order factor it was designed to measure while having zero loadings on the other two first-order factors; (c) error terms associated with each item are uncorrelated, and (d) covariation among the three first-order factors is explained fully by their regression ratio. A diagrammatic representation of this first-order model is presented in figure 2. As suggested in the literature, in an initial check of the hypothesized model, it is recommended to determine a

priori the number of degrees of freedom associated with the model under test to ascertain its model identification status. In relation to the model shown in figure 3, there are 15 parameters to be estimated, thereby leaving 435 degrees of freedom. These include the following: Three exogenous predictor variables with 15 unobserved items and an endogenous variable with 5 items.

IX. Sample and procedure

To examine whether the implementation of a Second-order CFA model for the factorial validity of business etiquette is feasible, data was collected using a standardized online survey. A link to the questionnaire was available online for two weeks, from 01 January 2016 to 15 January 2016. In total, 400 questionnaires were completed. As recommended in the literature, data screening and detecting univariate outliers were performed (Krejcie, and Morgan, 1970; Carter et al., 2009), and non-valid questionnaires were excluded from the analysis, resulting in a total of 376 valid questionnaires. The survey was administered in Kuala Lumpur, Malaysia. All questions in the survey were identical to those in the original version, except for the context of income, US Dollar values is added. The items in this study were adapted from Yoo and Donthu's research (2001) and measured using a seven-point Likert scale, ranging from "strongly disagree"(1) to "strongly agree" (7). Business etiquette was measured using five items; all other predictors were measured by five items.

X. Result

The selection was based on considerations regarding relevance and variance criteria. Measurement procedures and results Reflective measurements were used to evaluate the conceptual model. Cronbach's α coefficients were calculated and confirmatory factor analysis was performed to ensure the reliability and validity of the scales (Bagozzi, Yi and Phillips, 1991). Cronbach's alpha coefficients ranged from 0.851 to 0.931 for the constructs used in the analysis. All of the items in each scale loaded on a single factor, suggesting that business etiquette (MNR, TFN and RCN) constructs are unidimensional. All factor loadings exceed the 0.70 level, as suggested in the literature (Byrne, 2010). All independent and dependent latent variables were included in one single multifactorial CFA model in AMOS 21.0 software.

The KMO Cronbach's alpha coefficient value shown in table 1, 0.942 indicates a highly reliable test was achieved. The p-value 0.000 ($p > 0.05$) indicated the test is significant. Byrne (2010) stated that there are two elementary types of factor analysis: exploratory factor analysis (EFA) and confirmatory factor analysis (CFA).

Table 1: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.942
Bartlett's Test of Sphericity	Approx. Chi-Square	13106.537
	df	435
	Sig.	.000

For the drives of this study, only CFA was measured. The researcher hypothesizes relations between the observed measures and the underlying factors and then tests the hypothesized structure statistically. CFA is used when the researcher has theoretical data on the underlying latent variable structure. A description of the CFA model permits the specific items measures to load on their own hypothesized elements but limits their loadings on the residual constructs to zero. The model is estimated by statistical means to determine the goodness-of-fit from its sample data.

In SEM, there are three model fit categories, namely absolute fit, incremental fit and parsimonious fit. There is no promise among researchers on which fitness indexes are best to apply. However, Hair et al. (1995, 2010) strongly suggested the use of at least one fitness index from the respective category.

Figure 2 shows the new factor loading model after two items were deleted and "Free Estimate" was set. The outputs are drawn in table 2, showing index categories and the level of acceptance for every index. The REMSEA, NFI, CFI, TFI and chisq/df were achieved the required level. GFI did not achieve the 0.95 level, with 0.904 being considered at an acceptable level (Jöreskog and Long 1993; Gerbing and Anderson, 1984). The output showing the factor loading and squared multiple correlations for every item in a measurement is presented in figure 2. The factor loading for a particular item is shown near the arrow pointing to the respective item, while the value shown above each response item is the squared multiple correlations or R^2 for that particular item. Take, for example, item CSN4 its factor loading is 0.47 and R^2 is 3.71. The literature suggested that any item having factor loading less than 0.6 and an R^2 less than 0.4 should be deleted from the measurement model (Zainudin, 2012a). However, we may not drop them if the fitness for the model achieved the required level.

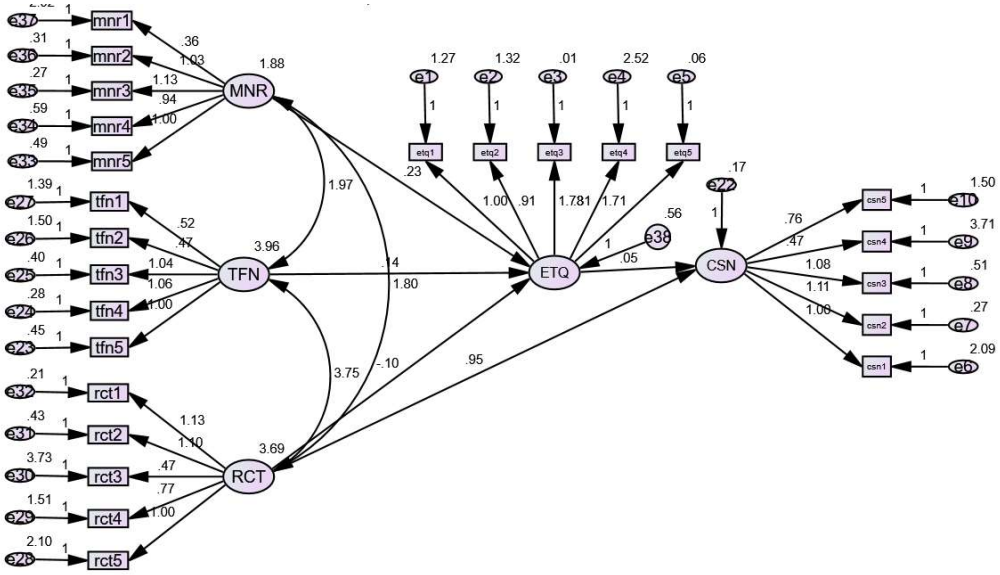

Figure 2: The Factor Loading model in AMOS Consists of Reflective Construct, First-Order Construct and Second-Order Construct.

Table 2: Index Category and the Level of Acceptance for Business Etiquette-Customer satisfaction Index

Name of Category	Name of Index	Index of Value	Comments (Threshold)
Absolute fit	REMSEA	0.088	Required level Achieved (0.05-0.1)
Absolute fit	GFI	0.904	Required level Achieved (>0.90)
Incremental	CFI	0.966	Required level Achieved (=0.95)
Incremental	NFI	0.955	Required level Achieved (=0.95)
Incremental	TLI	0.956	Required level Achieved (=0.95)
Parsimonious fit	Chisq/df	3.896	Required level Achieved (<5.0)

XI. Discussion

The hypothesized model is tested statistically in a concurrent analysis of the whole system of variables to govern the extent to which it fits with the collected data. The model backings the plausibility of hypothesized relations among variables if goodness-of-fit is satisfactory. Thus,

the test has achieved its validity, reliability, goodness-of fit and unidimensionality with the outputs depicted in Tables 1 and 2, respectively.

The null hypothesis is thus rejected.

> H_o: The predictors of manners attitude, thoughtful norm and perceived behavioural control of recognition have no significant relationship with business etiquette.

Therefore, we have failed to reject the alternative hypotheses as follows;

> H_1 : Business etiquette culture is a 3-predictors structure comprising of manners, thoughtfulness and recognition.

> H_2 :There is a significant relationship between the 3-predictors and business etiquette.

> H_3 : Business Etiquette is effective causing a high level of Customer Satisfaction.

In case of poor fit, the tenability of such relations is excluded (Byrne, 2010). First-order factorial validity Structural equation modelling (SEM) is a statistical practice that applies a confirmatory approach to the structural analysis of a theory. The theory represents causal processes that create observations on multiple variables (Bentler, 2006). The best-known statistical method for exploring the relations amongst sets of observed and latent variables is factor analysis. Covariation among a set of observed variables is used to recognize fundamental latent constructs. It is suggested that the continuation of the second-order model will be able to investigate the business culture in depth and broaden its dimensions. Moreover, a courtesy predictor could use as moderating effect (Pang, Vadiraj, Suhaimi, and Shamuganathan 2016). The insertion of mediation factor analysis could be an added advantage (Pang, Pang and Shamuganathan 2016). Structural equation modelling software is typically used for performing confirmatory factor analysis. CFA is also frequently used as a first step to assess the proposed measurement model in a structural equation model. Many of the rules of interpretation regarding the assessment of model fit and model modification in structural equation modelling are applied equally to CFA. CFA is distinguished from structural equation modelling by the fact that in CFA, there are no directed arrows between latent factors. In other words, while in CFA factors are not presumed to directly cause one another, SEM often does specify particular factors and variables to be causal in nature. In the context of SEM, the CFA is often called 'the measurement model', while the relations between the latent variables (with direct arrows) are called 'the structural model'.

XII. Conclusion

Following the bahavioural intention framework introduced by Azjan (Figure 1), this study used three predictors (manners, thoughtfulness and recognition) which functioned as independent variables; each could be measured to be one level, or one unidirectional arrow, away from the observed variables. Such factors are termed first-order factors. In this case, the theory argues for a higher-level factor that is considered accountable for the second-order factors. As such, predictors (Figure 2) are termed the second-order factor. To determine whether a second-order factor represents the most appropriate factorial structure of business etiquette-based culture characteristics equity it was necessary to specify the model and empirically confirm its goodness-of-fit. The outputs have verified the test.

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