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EFFECTS OF BRAND RELATIONSHIP QULAITY ON RESPONSES TO SERVICE FAILURE OF HOTEL CONSUMERS

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Effects of Brand Relationship Quality on Responses to Service Failure of Hotel Consumers

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A thesis submitted in partial fulfillment of the requirements for the degree of

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Xie Danhong

Abstract

Relationship marketing, inspired by the metaphor of human relationship, is regarded as a new paradigm that can be traced back to the roots of the marketing phenomenon (Sheth & Parvatiyar, 1995). In the past decade, relationship marketing has been expended in the consumer setting with Fournier's (1998) conceptualization of the brand relationship quality (BRQ) framework. However, the suitability of metaphoric transfer of the human metaphor to the consumer brand context for all brands remains unclear. Empirical research on the influence of brand relationship quality on intentions and behaviors of consumers remains limited.

To gain new insights in this important area, this study aims to examine the applicability of BRQ in hospitality context, and to investigate the effects of BRQ on the behavior of hotel consumers under the circumstance of service failures in high-class hotels. Specifically, it compares the differences of post-failure responses between high-BRQ and low-BRQ consumers, and examines the moderating or mitigating effect of BRQ on service failure.

Based on a review of extant literature, a comprehensive conceptual model is proposed to present the relationships between brand relationship and post-service reactions of hotel consumers. Seven hypotheses derived from the conceptual framework are developed. This study adopts a quantitative approach. A questionnaire survey is the major source of data. Four hundred and twenty international and domestic hotel guests in six cities in China participated in the survey. The data analysis process is directed towards testing the hypotheses, and follows the principles and procedures of structural equation modeling (SEM).

Results show that the concept of BRQ is applicable in the hospitality industry. All the BRQ dimensions are unique and distinct from one another; *love/passion* may play a special dominating effect among these dimensions. BRQ was found to be helpful in shielding a hotel organization from the negative effects of service failures. First, BRQ has direct influences on emotional responses of the hotel consumer. Nevertheless, hotel consumers' controllability attribution has dominating influences in this process. In this case, the buffering effect of BRQ may not be obvious. Second, notably, BRQ has a dominating effect on consumer' future behavioral intentions. This finding highlights that high-BRQ consumers are very likely to have true relationships based on commitment, trust, and perceived relationship benefits. However, this finding may not be applicable when service failures are severe. The results of multivariate analysis of variance (MANOVA) show that high- and low-BRQ hotel consumers have different responses on emotions and behavioral intentions; however, the actual difference is not very large.

This study contributes to our knowledge of BRQ applicability in the hospitality industry and the role of BRQ in hotel consumer marketing research. It is an attempt to examine whether the BRQ model has advantages of conceptual richness over extant loyalty notions compared with the traditional brand loyalty perspective. Moreover, this study aids in further understanding complex hotel consumer purchase behavior and in improving the measurement and tracking of brand loyalties in the marketplace. This study further aims to serve as reference for hotel organizations in deciding whether the quality of the consumer-brand relationship should be one of the hotel's priority lines of action.

Keywords: Brand Relationship Quality, Service Failure, China hotel, Relationship Marketing

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Table of Contents

List of Tables

List of Figures

CHAPTER 1 INTRODUCTION

CHAPTER 1 INTRODUCTION

1.1 Introduction

This chapter provides an overview of the study. First, it briefly introduces the background. It then identifies the research gap and specifies the research questions. Furthermore, it discusses the significance of the study. After presenting the operational definitions of terms and technical words used in the thesis, finally, it outlines the chapters of the thesis.

1.2 Background

1.2.1 Relationship Marketing in the Hotel Industry

Today's marketplace has changed significantly; however, many of the basic principles remain the same. The changing environment forces us to rethink what we have to do internally to advance with the times. Compared with product leadership and operational excellence, customer focus and relationship management have become fundamental marketing and business philosophies for many industries seeking competitive advantage, especially the hospitality industry.

Relationship marketing is believed to be especially well suited for service industry (Liljander & Roos, 2002). The nature of service business enables service providers to obtain and organize important customer data in a database system, and manipulate these data to identify and target customers directly (Gilbert & Powell-Perry, 2002). Restaurants, hotels, and retailers visited daily by regular customers can learn the names, habits, and expectations of customers from direct interaction (Gummesson, 1994). For example, some international hotel chains treat guests in a customized mode even on their first visit to a particular hotel location. Such "intimacy" is created between hotels and customers through daily interaction; they may even become friends (Gummesson, 1994). Therefore, hotels are in an ideal position to start a relationship with customers (Gilbert & Powell-Perry, 2002).

Meanwhile, the hotel industry is experiencing globalization, competition, higher customer turnover, growing customer acquisition costs, and rising customer expectations. Such situations imply that hotel performance and competitiveness are significantly dependent on their ability to satisfy customers efficiently and effectively (Olsen & Connolly, 2000; Sin, Tse, Chan, Heung, & Yim, 2006). One of the suggested ways to retain committed customers is through relationship marketing. Committed clients are less likely to switch to a competitor simply because of a minor price increase, and they tend to spend more compared to non-committed clients (Reichheld & Sasser, 1990)

1.2.2 Emergence of Brand Relationship

Early relationship marketing and branding studies suggest that branding and relationship marketing are interdependent, and may be seen as two stages of the same process. However, with Fournier's (1998) conceptualization of brand relationship quality (BRQ) framework, relationship marketing has reached its logical conclusion as being expended in the consumer setting (Bengtsson, 2003). To date, brand relationship has reached a new phase, becoming one of the principal foci of research on consumers and brands (J. Aaker, Fournier, & Brasel, 2004; Breivik & Thorbjornsen, 2008; Chang & Chieng, 2006; Govers & Schoormans, 2005; Haas, 2007; Harmen, Yoon, & Sul, 2004; He, 2006; He & Lu, 2007; Huber, Vollhardt, Matthes, & Vogel, 2009; M.F. Ji, 2002; M. F. Ji, 2002; Kaltcheva & Weitz, 1999; Kates, 2000; Neale, Baazeem, & Bougoure, 2009; Siguaw, Mattila, & Austin, 1999; Smit, Bronner, & Tolboom, 2007).

Since the 1990s, researchers have recognized the ability of consumers to create bonds, not only with firms, but also with specific brands. Brand can be likened to a person and can be transformed to a legitimate relationship partner (J. Aaker & Fournier, 1995; Blackston, 1992b; Fournier, 1994). Blackston (1992) first took the brand personality concept forward and proposed a new notion called "brand relationship" or "customer brand relationship." According to Blackston (1992), brand relationship is an interactive process involving both the brand and the consumer. The emergence of brand relationship has several bases:

1) Experience Economy. Retailers increasingly redefine themselves as a source of memories, rather than goods, and as an “experience stager,” rather than a service provider (Pine & Gilmore, 1999). The experiences that the brand provides strengthen the relationship between brand and customers.

2) Brand Equity. One of old definitions of brand equity is "a brand is the consumer's idea of a product." In other words, a brand is different from a product, and this the difference is something that is invested in by the consumer (Blackston, 1992a). This is the connection between brand and consumers.

3) Relationship Marketing. Marketing is facing a new paradigm: relationship marketing. Contrary with transactional exchange, the superiority of relationship marketing is explained in its ability to create sustainable competitive advantage and to build and maintain relationships with customers, leading to long-term customer retention (Schneider, White, & Paul, 1998).

4) Brand Personality. The idea of brand personality is accepted by most advertisers and marketing researchers. Brand personality is conceptualized based on the way observers attribute personality characteristics to people in everyday interaction (J. Aaker, 1997). Brand relationship is the extension of this concept. Brands therefore also have attitudes and behaviors toward the consumer.

In addition, Fournier (1994) also proposes a novel construct, BRQ, for conceptualizing brand relationship. Brand relationship, which encompasses the dimensions of passionate attachment, intimacy, self-connection, partnership, personal commitment, and trust, presents relationship stability and durability that customers foster with a brand (Fournier, 1998).

1.3 Problem Statement

Whereas brand relationship thinking offers increased insight into the ties between brands and consumers compared with traditional loyalty perspective, currently, the suitability of metaphoric transfer of the human metaphor to the consumer-brand context for all the brands remains unclear. Fournier claims that the BRQ model has advantages of conceptual richness over extant loyalty notions and domain of process specification compared with the traditional brand loyalty perspective. However, empirical research that examines whether brand relationship quality is able to influence intentions and behaviors of consumers is limited, particularly in the hospitality and tourism areas. To gain new insights in this important area, there is a strong need to examine the feasibility of brand relationship in the context of hospitality industry and to address the lack of research on the effects of brand relationship quality on consumer.

Relationships are changeable and fragile. Nearly all the service failures could

diminish and destroy brand value. In addition, the hospitality industry cannot control all components of service delivery because it depends on a number of human variables (Magnini & Ford, 2004). Service failures inevitably happen, even in the best-run service organizations. Therefore, there is a need to understand whether brand relationship quality could mitigate or magnify the negative influences of hotel service failures on brand relationship. That is to say, through comparison of the difference of post-failure responses between high-BRQ and low-BRQ consumers, we may understand whether BRQ has certain influence on the consumers who form relationships with a particular brand. This study focuses on the service brands of hotels. Service brands can be compared to a holistic process that begins with the relationship between the hotel and its staff, and comes alive during the interactions between staff and customers (Dall'Olmo Riley & De-Chernatony, 2000). They are more applicable for establishing relationship with brands. Hospitality and tourism services are also typical examples of highly intangible and complex service offerings.

More specifically, this study aims to answer the following questions:

- Would the construct of BRQ be applicable in the hospitality industry when assessing the strength and depth of hotel brand relationship formed with customers?
- Could BRQ mitigate or magnify the negative impacts of service failures on hotel consumers?
- What are the differences between high BRQ hotel consumers and low BRQ hotel consumers in responding to a service failure?

1.4 Research Gap

Most relationship marketing-related research has been conducted in industrial organizations. Such a situation calls for more studies with emphasis on service setting, particularly within the context of hotel industry. The hospitality and tourism industry is a unique and typical service industry. Brands play an important role for consumers. This attempt to examine the applicability of brand relationship quality in the hospitality and tourism context is its first in the field. Since the suitability of metaphoric transfer of the human metaphor to the consumer-brand context for all the brands remains unclear, this study would be an interesting attempt to discover if hotel brands could form relationships with consumers.

Second, work in relationship marketing field has determined that some relationship quality factors could have specific effects on future behaviors of consumers, such as quality of past service performance, affective commitment, and relationship quality (Hess Jr, Ganesan, & Klein, 2003; Mattila, 2001, 2004; Vázquez-Casielles, Del-Río-Lanza, & Díaz-Martín, 2007). Little work has been done in the field of BRQ. Therefore, this study would be helpful to understand the role of BRQ to hotel consumers.

Finally, there exists a large bifurcation on the research of the role of relationships within the context of service failure. Whether relationship can mitigate or

magnify the effects of service failure on customers remains unclear (Grégoire & Fisher, 2006; Hess Jr et al., 2003; Mattila, 2004; Priluck, 2003), particularly in the hospitality and tourism industries. Most research centers on customer loyalty, which could be described as true relationships based on customer commitment, trust, and perceived relationship benefits. Trust is believed to have a positive influence on the zone of tolerance (Berry, 1995). Customers with higher expectations of relationship continuity would have lower service recovery expectations after a service failure, and attribute that failure to a less stable cause (Hess Jr et al., 2003). However, service failure may also represent a sharp contrast with the expectations of strong relationship customers, who may then see a service failure as an act of betrayal, and engage more intensely in retaliation (S. L. Robinson & Pointon, 1996). Loyal consumers have placed their confidence in a brand. They may harbor feelings of broken trust. In some instances, loyal customers even take extreme actions to hurt the firm, thereby becoming its worst enemies (Grégoire & Fisher, 2008). Therefore, identifying why relationship has two opposite impacts on customers' responses to service failure is crucial.

1.5 Study Objectives

The main purpose of this research is to investigate whether brand relationship quality is applicable in the hospitality industry, and to discover how brand relationship quality affects the responses of consumers to service failures. More specifically, the main objectives of this study are presented as follows:

a) To investigate the applicability of brand relationship quality in the hospitality industry.

b) To examine the effects of brand relationship quality on hotel consumers' causal attributions, emotional responses, and behavioral intentions.

c) To investigate whether brand relationship quality could mitigate or magnify the negative effects of service failures on hotel consumers.

d) To identify the differences between high- and low-BRQ customers in making casual attributions, emotional responses, and behavioral intentions.

1.6 Significance of Study

1.6.1 Theoretical Contribution

This study has mainly exploited three theoretical contributions.

First, this study would be a contribution to enrich our knowledge on consumer-brand relationship and especially, to gain new insights on the effects of consumer-brand relationship on consumer behaviors. The brand relationship thinking offers increased insight into the ties between brands and consumers compared with traditional loyalty perspective. However, empirical research examines whether brand relationship quality could influence consumers' intentions and behaviours is limited， partially in the hospitality and tourism areas. Therefore, this study addresses the lack of research on the effects of brand relationship quality on consumer behaviours.

Second, this study is an examination on the suitability of metaphoric transfer of the human metaphor to the consumer-brand context for hospitality brands. The relationship metaphor to the person-brand domain advances a new theory of brand personality. However, whether consumers could establish relationships with any brands or particular brands are still unclear. This study would contribute to the applicability of brand relationship quality for hospitality brands, which are as typical examples of highly intangible and complex service-offerings.

Last but not least, this study would help us to understand the effects of BRQ on hotel consumers. It is interesting to understand whether BRQ could mitigate or magnify the negative influences of service failures on brand relationship. That is to say, through comparing the difference of post-failure responses between high BRQ consumers and low BRQ consumers, we could understand whether BRQ has certain influences on the consumers who formed relationships with particular brand.

1.6.2 Practical Contribution

This study provides several important implications for how organizations should manage their brand relationships with customers, especially after a service failure has occurred.

First, this study could be a reference for the hotel organizations in deciding whether BRQ should be one of the firm's priority lines of action. For the consumers who are heavy brand users, it is worth the effort for organizations to invest in a good brand relationship, but more importantly, is how to maintain a good relationship. Good relationships can result in active consumers who love to be in contact with their brands and who are willing to invest in the relationship (Smit, Bronner, & Tolboom, 2006). However, loyal customers still have the chance to become a brand's enemy. The potential costs of customer retaliation are significant, and they are above and beyond the loss of a customer's lifetime patronage (Grégoire & Fisher, 2008). Through

empirically examining the effects of BRQ on responses to service failures of hotel consumers, the hotel organizations could make better strategies.

Second, it would be helpful to understand further complex consumer purchase behaviour and to improve the measurement and tracking of brand loyalties in the marketplace. It is important to understand how high BRQ consumers and low BRQ consumers behave under service failures, because service failures have the potential to transform valuable customers into "enemies," a result that could have serious consequences for a firm's reputation and long-term profitability. This study applies the brand relationship theory to investigate whether customers' with different levels of BRQ have different responses in terms of causal attribution, negative emotion and post-failure behavioural intentions. It helps to identify how loyal customers behave attitudinally and behaviourally, and what consumers have retaliation intentions. Great service recovery does not happen by luck. Effective recovery needs to be carefully planned and managed (Mattila, 2001). With the findings, managers may consider relationship marketing and the use of the service recovery strategies again.

1.7 Terminology and Definitions

Perry (1998) noted that terms used by researchers often have different meanings. Accordingly, general terms, which have an explicit meaning within the context of this thesis, have been defined in Table 1.1.

Table 1.1 Definitions of Useful Terms

Term	Definition
Relationship Marketing	Attracting, maintaining and enhancing customer relationships
Brand relationship	An interactive process involving both the brand and the consumers' attitudes and behaviors (Blackston, 1992)
Brand Relationship Quality	Encompasses the dimensions of passionate attachment, intimacy, self-connection, partner, personal commitment and trust assessing the relationship stability and durability (Fournier, 1998)
High Brand Relationship Quality	Strong "stability and durability" of the bonds between consumers and brands based on the interpersonal relationship theory
Low Brand Relationship Quality	Weak "stability and durability" of the bonds between consumers and brands based on the interpersonal relationship theory
Service Failure	Service failure occurs when customers' expectations are not met (Bell & Zemke, 1987)

Service Recovery	The actions a service provider takes in response to a service failure
Attributions of Controllability	Degree to which the cause is subject to volitional alteration and the outcome "could have been otherwise" (Weiner, 1980, 2000)
Attributions of Stability	Degree to which customers believe that the cause(s) of failures are temporary or enduring (Weiner, 1980; Folkes, 1984)
Emotional Responses	Mental state(s) of readiness that arise from cognitive appraisals of events or one's own thoughts (Bagozzi, Gopinath, & Nyer, 1999)
Repurchase Intentions	Consumers' stated belief that they will repurchase a particular type of service, or a particular brand (Boulding et al., 1993).
Word-of-mouth Intentions	Consumers' stated belief that they would tell about the service experience to others, especially the members of their social set who are not directly involved in the service encounter (Richins, 1983).

1.8 Structure of the Thesis

The thesis is composed of six chapters.

Chapter 1 introduces the background of the study, identifies the research problem and gap, outlines the research objectives, and discusses the significance of the study. The outline of the chapter is also provided.

Chapter 2 reviews the work that has been done relevant to the BRQ, causal attributions, emotional responses, and behavioral intentions. It covers the different perspectives on the effects of relationship quality on hotel consumers.

Chapter 3 presents a conceptual framework of how consumers with different levels of BRQ respond to service failures, followed by the hypotheses derived from the conceptual framework.

Chapter 4 explains research approach, design, methods of data collection, and data analysis to achieve the research objectives.

Chapter 5 presents the main findings objectively with the support of tables and diagrams. It first reports the demographic characteristics of the respondents, followed by a two-step approach of confirmatory factor analysis (CFA) and hypothesis testing.

Then, the results of multivariate analysis of variance (MANOVA) test are reported. Finally, it interprets the findings.

Chapter 6 It summarizes the main findings of the research and shows how the research questions have been answered. Finally, it addresses the theoretical and practical contributions of the study, followed by a discussion of limitation of the study and recommendations for future studies.

CHAPTER 2 LITERATURE REVIEW

CHAPTER 2 LITERATURE REVIEW

2.1 Introduction

This chapter reviews the work that has been done in the field, and situates this study in context. It covers views from different, even contrasting, perspectives and shows gaps in existing literature, and how this study can begin to fill the gap. The organizational structure of the chapter simply follows the order of research constructs in the proposed conceptual framework. It first introduces the main concept of this study, brand relationship. Then it reviews works related to consumer responses to service failures. Finally, divergent literature related to relationship and service failure responses are reviewed.

2.2 Brand Relationship in the Service Settings

2.2.1 Brand Relationship

2.2.1.1 Definition of Service Brand

"Service" has specific features different form goods. Because of their intangibility, heterogeneity, and simultaneous production and consumption, consumers may not understand the detailed technicalities of complex services brands, and may be unable to differentiate between alternatives (De-Chernatony & Dall'Olmo Riley, 1997,

1999). Furthermore, services brands are often enacted by the company's staff. They could be regarded as being much more about the people in the organization. To consumers, the company is the brand and the brand is the company.

Therefore, service brands are more like a holistic process. This process begins with the relationship between the firm and its staff, and comes alive during the interactions between staff and customers (Dall'Olmo Riley & De-Chernatony, 2000). Hospitality and tourism industry is exactly one of the typical service industries.

2.2.1.2 The Service Brand as Relationship Partner

As a cluster of functional and symbolic values, the brand is believed as a relationship creator and dialogue communicator with customers (Dall'Olmo Riley & De-Chernatony, 2000). Fournier (1998) argued that one way to legitimize the "brand-as-partner" was to highlight ways in which brands were animated, humanized or somehow personalized. Then at last surpass the personification qualification and behave as an active, contributing member of the dyad. Apart from this, Fournier (1998) also summarizes three ways to realize the vitality of the brand in the relationship.

As for the service brand, several scholars argue for the legitimacy of service brand as an active relationship partner (Aggarwal, 2002; Blackston, 1995; Dall'Olmo Riley & De-Chernatony, 2000; Ekinci & Hosany, 2006; Riley & De Chernatony, 2000). For example, Blackston (1995) first propounded the concept of brand relationship based

upon the categories of oral hygiene, financial institutions, retailers, and electric utilities, however he does not particularly indicate whether brands are goods or service-based. In fact, Dall'Olmo Riley & De-Chernatony's (2000) qualitative research findings highlighted that brands fulfil the same basic functions. These included findings representing 'a distinctive value system, relevant to consumers, indicating the origin of the offering and enabling the building of relationships based on trust'. Furthermore, Aggarwal (2002) pointed out that in some cases, consumers do not distinguish between brands and manufacturers of brands. To them, the company is the brand and the brand is the company. However, this perception is more likely for three kinds of brands.

- First, the service brands, such as hotel, airline and bank brands.
- Second, brands those have a combination of products and services as their core offering, such as many online store brands.
- Third, brands in which consumers have a direct interaction with people whom wok for the company.

This study focuses on the service brands which in the setting of the hospitality and tourism industry. It is recognized that hospitality and tourism services are excellent examples of highly intangible and complex service-offerings. Furthermore, it is vary enormously according to context, consumption, delivery, duration and significance to the customer. In this study, hospitality and tourism brands are be treated as "an active, contributing partner in the dyadic relationship that exists between the person and the brand" (J. Aaker & Fournier, 1995).

2.2.1.3 The Concept of Brand Relationship

The concept of a "Brand Relationship" or "Consumer-brand Relationship" was first raised by Blackston (1992, 1993) based on the relationship marketing and interpersonal theory of social psychology. Blackston (1993) suggested that, similar to human relationships, brand relationship could be understood as "an analogue between-brand and consumer-of that complex of cognitive, affective, and behavioural processes which constitute a relationship between brand and consumer". According to Blackston, brand relationship is an interactive process involving both these brands and the consumers. Blackston (1993) further remarked that understanding the relationship between brands and consumers not only requires observation and analysis of "consumers" attitudes and behaviours towards the brand, but also "the brand's attitudes and behaviours towards the consumer". For example, consumers may see a brand as a person and would choose to have a relationship if they trust it to deliver specific promises. Meanwhile, the perceived "attitude" of a brand towards its audience may affect consumers' perceptions of that brand and their willingness to use it (Blackston, 1993; Dall'Olmo Riley & De-Chernatony, 2000; Riley & De Chernatony, 2000). This is exactly how a brand communicates with its consumers via attitudes and behaviours.

Fournier (1994) defines consumer-brand relationships as "a voluntary or imposed interdependence between a person and a brand characterized by a unique history of interactions and an anticipation of future occurrences, that is intended to facilitate socio-emotional or instrumental goals of the participants, and that involves

some type of consolidating bond". Fournier simply implied the definition of the consumer-brand relationship that the interdependence established between the consumer and a brand is a key indicator of establishing relationships with brands (M.F. Ji, 2002). The relationships with brands serve important functions and help consumers accomplish social-emotional and instrumental goals. In this innovative viewpoint, brand is not like a positive objective of marketing transactions but as an active, contributing member of a relationship (Fournier, 1998).

2.2.1.4 Conceptualization Construct of Brand Relationship

A consideration of the existing literature, several conceptualization constructs of brand relationship have been suggested (Blackston, 1992a; Duncan & Moriarty, 1998; Dwyer, Schurr, & Oh, 1987; Fournier, 1994, 1998) (See Table 2.1).

Table 2.1 The Brand Relationship Conceptualization Construct

Author	***Year***	***Construct***	***Indicators***
Blackston	1992	Two-dimensions	Trust in the brand, customer satisfaction with the brand.
Markinor	1992	Brand Relationship Score (BRS)	Awareness, trust, and loyalty.
Fournier	1994, 1998	Brand Relationship Quality (BRQ)	Intimacy, commitment, behavioural interdependence, attachment, love/passion, partner quality components.
The Gallup Organization	1994-2000	Emotional Attachment	Confidence in a brand, belief in its integrity, pride in the brand and passion for it.

Blackston (1992) identified two components in a successful, positive relationship between consumers and brand: “trust in the brand and customer satisfaction with the brand”. “Trust in the brand” is the major components of successful, positive relationships between consumers and corporate brands (Dall'Olmo Riley & De-Chernatony, 2000). This major component is regarded to be dependent on something can be termed “intimacy”, which is the brand's attitude. Intimacy means that the brand is known by the particular individual consumer. Furthermore, this perceived “attitude” of a brand towards consumers directly differentiates a brand from a product. Particularly the difference is something that invested by the consumer (Blackston, 1992a). Another recurrent relationship component is “customer satisfaction with the brand” which drives brands to be “customer centred and proactive”. The brand attitude becomes crucial to securing real “customer satisfaction” (Blackston, 1992a).

Although it is the first time to consider the brand’s attitudes into a relationship, this two-dimension construct still lacks support and empirical evidence for conceptualizing the strength of customer-brand relationship.

The Markinor Market Research Co. drew the indicator of brand relationship from the perspective of practical operation. They have also launched "Markinor Top Brands Survey" in South Africa since 1992. The survey used the Brand Relationship Score (BRS), which has three indicators, namely awareness, trust, and loyalty. However,

this construct lacks any structural relationship between indicators. Further, every indicator is measured by only one item (Zhou, 2007).

The Gallup Organization developed customer engagement (CE) measuring customers' rational loyalty and emotional attachment to a brand. The rational formulations of loyalty are measured according to three key factors: "overall satisfaction, intent to repurchase, and intent to recommend". Besides, Gallup developed eight questions as paired indicators of four emotional states: 'confidence in a brand, belief in its integrity, pride in the brand and passion for it', which is termed emotional attachment. The total score, which equals to rational loyalty and emotional attachment, reflecting overall customer engagement (CE) could be a powerful predictor of customer loyalty as we known, according to Gallup senior consultant John Fleming.

The construct of "Brand relationship quality" innovatively developed by Fournier (1994, 1998) reflects the "stability and durability" of the bonds between consumers and brands based on the interpersonal relationship theory. More specifically, the BRQ construct is a diagnostic tool for conceptualizing and evaluating relationship "strength", which uses six dimensions of emotional, behavioural and cognitive connection: love/passion, self-concept connection, attachment/ commitment, behavioural interdependence, intimacy, and brand partner quality (See Table 2.2).

Table 2.2 Six Facet of Brand Relationship Quality

Affective and Socio-Emotive Attachments	**Behavioral Ties**	**Supportive Cognitive Beliefs**
Love/passion	Interdependence	Intimacy
Self-connection	Commitment	Brand Partner quality

The definition of each dimension is summarized by Thorbjørnsen et al (2002) based upon Fournier's (1998) research (See Table 2.3).

Table 2.3 Definitions of Brand Relationship Quality Construct's Six Dimensions

Dimensions	**Definitions**
Love/passion	Referring to the intensity and depth of the emotional ties between the consumer and the brand. This dimension of BRQ is denoted by a strong attraction and affection toward the brand, and a feeling of fascination, exclusivity, and dependency in the relationship.
Self-connection	Reflecting the degree to which the brand delivers on important identity concerns, tasks, or themes, thereby expressing a significant aspect of the consumer's self.
Personal commitment	Capturing the strength of attitudinal stability toward a relationship. Commitment is a well-developed concept in marketing and can be seen as the intention of - and dedication to - future continuity of the relationship.
Intimacy	Referring to the degree of closeness, mutual understanding, and openness between relationship partners. According to social psychology, self-disclosure, listening, and caring are salient

	aspects of intimate relationships.
Partner quality	Representing consumer evaluation of the brand's performance in the relationship. Essential aspects of partner quality are trust, reliability, and expectation fulfillment.
Behavioral interdependence	Referring to the degree to which the actions and reactions of relationship partners are intertwined. The pattern of interaction between the partners, the strength of the impact of each occurrence, and the scope of activities are important determinants of this BRQ dimension.

Source: Thorbjørnsen, Supphellen, Nysveen, & Pedersen (2002)

However, Fournier's BRQ model still has some potential limitations (Thorbjørnsen, Breivik, & Supphellen, 2002). Since this construct was inducted from some in-depth case studies, the BRQ model does not specify any structural relationship between the relationship dimensions. Furthermore, the construct lacks empirical evidence to demonstrate its feasibility in practice. Finally it has not quantified the indicators. In response to this problem, Aaker, Fournier & Brasel (2001) conducted an empirical study to test the six facets of BRQ respectively. They found that some measurement is likely to be repeatedly tested. Monga (2002) later pointed out that Fournier's BRQ scale neglected the partner role of brands. It is necessary to make some changes of the BRQ scale's description language.

To sum up, compared with other brand relationship conceptualization constructs, the BRQ model is still regarded as the most influential framework and significant

construct for understanding the strength of brand relationship (Smit et al., 2007). Algesheimer, Dholakia & Herrmann (2005) and Thorbjørnsen, Breivik, & Supphellen (2002) first researched on the brand relationship model and applied it to some studies. In the next section, this study will introduce more details about this BRQ construct, which is the foundation of this whole study.

2.2.2 Brand Relationship Quality

2.2.2.1 The Concept of Brand Relationship Quality

The literature on brand loyalty is considered to be most capable of informing theory concerning relationships between consumer and brand (Fournier, 1998). Nevertheless, Fournier (1997) argued that brand loyalty research had recently stagnated and that the majority of insights and contributions fail to address the fundamental questions of why and in what sense consumer brand loyalties exist. In Fournier's (1997) research, the results indicate that

- First, not all brand relationships are alike, in strength or in character;
- Second, many brand relationships not identified as 'loyal' according to dominant theoretical conceptions are especially meaningful from the consumer's point of view;
- And third, current approaches to classification accept some brand relationships that do not possess assumed characteristics of 'loyalty' or

'strength' at all."

Furthermore, brand relationship quality is similar in spirit to brand loyalty: both constructs attempt to capture the strength of the connection between the consumer and the brand, which predicts the relationship stable over time. However, compared with brand loyalty theory, brand relationship quality has advantages in terms of conceptual richness over extant loyalty notions and domain of process specification (Fournier, 1998).

Accordingly, Fournier suggests expanding conceptualization of the loyalty notion within the framework of consumer-brand relationship. This innovative proposition represents a refreshing act of "clearing the ground" in loyalty research (Thorbjørnsen, Supphellen, Nysveen, & Pedersen, 2002). According to Fournier's research in 1994 and 1998, the BRQ construct is a multi-faceted framework for characterizing and better understanding of the types of relationships consumers form with brands (See Figure 2.1 below).

Several fundamental principles apply to the BRQ construct (M.F. Ji, 2002). First, BRQ is a property of the relationship between a person and a brand. Second, BRQ is dynamic: it changes as a function of time in line with the evolution in relationship partners and in response to specific behaviours enacted by them in the context of the relationship. Finally, BRQ is defined as the perception of the individual in the relationship but not as an objective characteristic of the brand relationship.

In this framework, in order to characterize and better understand the types of relationship that consumers formed with brands, Fournier (1998) also concluded fifteen meaningful brand relationship forms (See Table 2.4). These different forms can be categorized under the rubrics of friendship, marriage, "dark-side" relationship, and temporally oriented relationships.

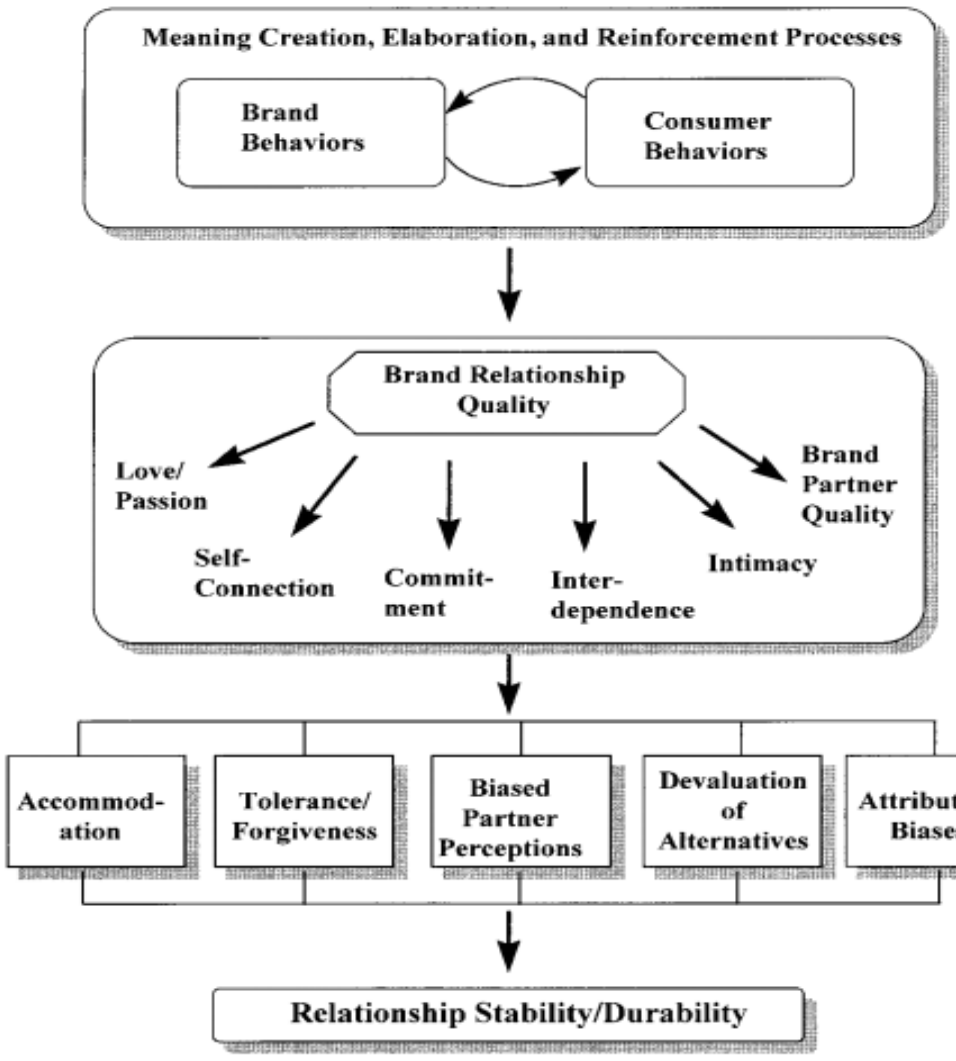


Figure 2.1

A Preliminary Model of Brand Relationship Quality and Its Effects on Relationship Stability

Source: Fournier (1998)

Table 2.4 A Typology of Consumer-brand Relationship Forms

Relationship form	***Definition***
Arranged marriages	Non-voluntary union imposed by preferences of third party. Intended for long-term, exclusive commitment, although at low levels of affective attachment.
Casual friends/buddies	Friendship low in affect and intimacy, characterized by infrequent or sporadic engagement, and few expectations for reciprocity or reward.
Marriages of convenience	Long-term, committed relationship precipitated by environmental influence versus deliberate choice, and governed by satisficing rules.
Committed partnerships	Long-term, voluntarily imposed, socially supported union high in love, intimacy, trust, and a commitment to stay together despite adverse circumstances. Adherence to exclusivity rules expected.
Best friendships	Voluntary union based on reciprocity principle, the endurance of which is ensured through continued provision of positive rewards. Characterized by revelation of true self, honesty, and intimacy. Congruity in partner images and personal interests common.
Compartmentalized friendships	Highly specialized, situational confined, enduring friendships characterized by lower intimacy than other friendship forms but higher socio-emotional rewards and interdependence. Easy entry and exit attained.
Kinships	Non-voluntary union with lineage ties.
Rebounds/avoidance-	Union precipitated by desire to move away from prior or

driven relationships	available partner, as opposed to attraction to chosen partner per se.
Childhood friendships	Infrequently engaged, affectively laden relation reminiscent of earlier times. Yields comfort and security of past self.
Courtships	Interim relationship state on the road to committed partnership contract.
Dependencies	Obsessive, highly emotional, selfish attractions cemented by feeling that the other is irreplaceable. Separation from other yields anxiety. High tolerance of other's transgressions results.
Flings	Short-term, time-bounded engagements of high emotional reward, but devoid of commitment and reciprocity demands.
Enmities	Intensely involving relationship characterized by negative affect and desire to avoid or inflict pain on the other.
Secret affairs	Highly emotive, privately held relationship considered risky if exposed to others.
Enslavements	Non-voluntary union governed entirely by desires of the relationship partner. Involves negative feelings but persists because of circumstances.

Source: Fournier (1998)

Based upon these interpersonal relationship forms, some marketing researchers investigated the effects of relationship types on consumer attitudes, behaviours and brand evaluation. Typically, in the research of Aggarwal (2002), he promised that relationships carry with behaviour norms that guide the actions of people in the relationships and that affect their evaluation of the relationship partner. The research findings are consistent with the premise and indicate that relationship types can mediate the consumers' appraisal of specific brand actions.

To sum up, brand relationship quality has become a new research focus in the marketing study (Monga, 2002; Park, Kim, & Kim, 2002; Thorbjørnsen, Supphellen et al., 2002). And the BRQ construct also turned into the most ideal and influential framework for evaluating consumer-brand relationship based on the interpersonal relationship theory. Despite the interesting and rich conceptual content of the BRQ framework, few empirical applications of the framework are found in the literature. The studies of brand relationship quality still need further attention.

2.2.2.2 Brand Relationship Quality in China Context

Moreover, relationship is defined differently from culture to culture. The validation of BRQ construct in other culture context is another stream of brand relationship research. In particular, relationships tend to be more stressed in Asian society than in the Western society. Several scholars in China investigated whether the

metaphor of "brand as relationship partner" (Fournier, 1998) was acceptable and appropriate for the Chinese consumers in the immature Chinese marketing context.

It is notable that, He (2006) applied "emic approach" which differed from "imposed-etic" approach to understand the brand relationship quality in Chinese indigenous social psychology. By adopting both qualitative and quantitative research methods, He (2006) first applied in-depth interviews in Shanghai and integrates in the Chinese context to generate a six-faceted BRQ construct that was developed based upon Fournier's (1994, 1998) framework. Then He validated the Chinese brand relationship quality (CBRQ) construct in Chinese context. The research result showed that this conceptual construct was supported by the data.

The CBRQ construct is defined and revised as a six-faceted syndrome, in which two dimensions (social value expression, and real & assumed emotions) are quite different form the BRQ construct developed by Fournier (1994, 1998) (See Table 2.5). "Social value expression and real & assumed emotions are considered to be the unique dimension in China context.

The results indicated that brand relationship quality indeed had its regional differences. And brand relationship, as a key psychological variable of consumer's decision-making behaviour of service brand, can influence customers' decision-making behaviour in service setting Consumer-brand relationship. The brand relationship has its

uniqueness in Chinese cultural value context, and is affected by the special Chinese interpersonal relationship, which is usually called "Guanxi" in China. Meanwhile, He's (2006, 2007) findings of two different dimensions of BRQ are also consistent with Tse (1996), who holds the viewpoint that Chinese consumers have high regard for the social value of brands.

Table 2.5 Comparison of Brand Relationship Quality Construct

	Six-faceted BRQ	**Six-faceted CBRQ**
Author	Fournier	He
Year	1994, 1998	2006, 2007
Context	Western	Eastern (Chinese)
Methodology	Qualitative and quantitative research	"Emic approach", qualitative and quantitative research
Facet	Love/Passion	Trust
	Self-connection	Self-concept Connection,
	Interdependence	Interdependence
	Commitment	Commitment
	Intimacy	Real & Assumed Emotions
	Partner Quality	Social Value Expression

2.3 Consumer Responses to Service Failures

2.3.1 Introduction

There is a significant increase in the number of studies that focus on service failure and recovery within the past two decades. Many researchers have attempted to identify and explain the different ways in which consumers respond to failure. Most of the research topics focused on customer attributions of failures (Folkes, 1984; Folkes, Koletsky, & Graham, 1987; Weiner, 1985, 1995, 2000), customer complaining behaviour (Heung & Lam, 2003; Hunt, 1991; M. L. Robinson, 1978), customer expectations for service recovery (Kelley & Davis, 1994; Spreng, Harrell, & Mackoy, 1995) and types of recovery strategies in specific industries (Carbonell & Hayes, 1983).

Generally, consumers respond to a service failure in a number of ways. The existing literature provides plenty of insights into the emotional and behavioral intentions of transaction-based customers experiencing a service failure, including attribution theory, justice theory, emotional response, recovery expectations and post-failure behavioral intentions (Bonifield & Cole, 2007; Hess Jr et al., 2003; Hetts, Boninger, & Armor, 2000; Simonson, 1992; Tsiros & Mittal, 2000; Weiner, 2000).

2.3.2 Service Failure

2.3.2.1 Concept of Service failure

The service encounter frequently is the service from the customer's point of view (Bitner, Booms, & Tetreault, 1990). A service failure occurs when the customers' expectation are not met through the experience of service, it could either be service process or outcome (Bell & Zwmke, 1987; Parasuraman, Zeithaml, & Berry, 2005). In this viewpoint, service failures arise from consumers' perceptions of a service experience and not from what the organization believes it has provided (Bejou & Palmer, 1998). Compared to tangible products, hospitality and tourism services have a greater propensity to fail because of its intangible and experiential nature, and also high level of human interaction (Lewis & Chambers, 1996).

2.3.2.2 Types of Service failure

In order to understand customers' perceptions of service experience and to identify a service failure classification model, Bitner, Booms & Tetreault (1990) categorized 700 incidents from hotel and tourism industry (airline, hotel & restaurant) by "critical incident" method, which was originally developed for industry by Flanagan (1954). The results of the study indicated that service failures could be categorized into three types:

a. Service delivery system failures: core service failures and inevitable system failures

b. Failure responses to customer needs and requests: customers' perceptions on special needs and requests

c. Unprompted and unsolicited employee actions: occurrence of unpleasant events and employee behaviours that are not expected by customers

The "critical incident" method has been widely adopted by other researchers to classify the service failure in service context (Hoffman, Kelley, & Rotalsky, 1995; Kelley, Hoffman, & Mark, 1993). Similarly, Ennew & Schoefer's (2003) research created a typology of failures in a tourism and hospitality (see Table 2.6):

Table 2.6 Types of Service Failure in Hospitality and Tourism Setting

Types of Service Failure	***Composing***	***Example/Explanation***
Service delivery failures	Unavailable service	A cancelled flight or a hotel that is overbooked
	Unreasonably slow service	Delays in serving a meal in a restaurant or lengthy queues at a visitor attraction
	Other core service failure	Food service, cleanliness of the aircraft, and baggage handling
Failure to respond to customer needs and requests	Implicit need	A flight schedule is changed and the airline fails to notify its customers
	Explicit requests: Special needs, customer preferences, customer errors and disruptive others	Preparing a meal for a vegetarian, modify the service delivery system, customer lost tickets or a lost hotel key

Unprompted & unsolicited employee actions	Level of attention	Employees who have poor attitudes or ignore a customer
	Unusual actions	Employee actions such as rudeness, abusiveness, and inappropriate touching
	Cultural norms	Equality, fairness, and honesty
	Gestalt	customer evaluate holistically

Source: Ennew & Schoefer (2003)

2.3.3 Casual Attribution

2.3.3.1 Measurement of Casual Attribution

It is common practice of customers to search for explanations for the causes of failures (Bitner et al., 1990; Folkes, 1984). Causal attributions represent cognitive explanations for why particular events occur (Heider, 1958). It views people as rational information processors whose actions are influenced by their causal inferences (Folkes, 1984). Now casual attributions have been the predominant psychological accounts of people's behavior explanations, focusing on the various causes that people assign to behavior (Malle, 1999).

The most successful categorization system is the one developed by Weiner (1980), who identified three primary attributions including locus, controllability, and stability.

a. *Attributions of locus* are customers' determination of whether the cause(s) of failures are located within the customer or the organization. However, this attribution was excluded in many studies because researchers regard that most causes of failures are perceived by customers to originate with service organizations (rather than within customers) making the locus attribution unambiguous, and thus less relevant for most situations (Bitner et al., 1990; Folkes et al., 1987; Hess Jr et al., 2003; Weiner, 2000).

b. *Attributions of controllability* are defined as the degree to which the cause is subject to volitional alteration and the outcome "could have been otherwise" (Weiner, 1985, 2000). That is, the degree to which customers believes that the cause(s) of failures could have been prevented by the organization.

c. Finally, *attributions of stability* are the degree to which customers believe that the cause(s) of failures are temporary or enduring (Folkes, 1984; Weiner, 1985).

The service failures studied in this study focus are in the context of service organizations. This study eliminates the locus attribution and focus exclusively on attributions of controllability and stability, which are most salient for understanding post-consumption reactions (Weiner, 2000).

2.3.3.2 Consequences of Causal Attribution

Previous marketing research has clearly demonstrated that attributions of controllability and stability affect several important affective and behavioral outcomes (Folkes, 1984; Hess Jr et al., 2003). Typically, casual attributions usually accompany with negative events, such as service or product failures. A number of researchers have examined the direct effects of casual attribution on post-failure (dis)satisfaction and behavior intentions (Bechwati & Morrin, 2003; Bitner et al., 1990; Folkes, 1984; Hess Jr, Ganesan, & Klein, 2007; Machleit & Mantel, 2001; Tsiros, Mittal, & Ross Jr, 2004). Increasingly, the literature began to recognize the role of emotion in consumers' post-failure behaviors. Lerner and Keltner (2001) pointed out that not just cognition had a mediating effect on customers' response to service failure.

Researchers have suggested that individuals' emotional responses to a service failure are influenced by their causal explanation for the failure and that causal attributions about the problem imply negative affective reactions (Folkes, 1984; Folkes et al., 1987; Godwin, Patterson, & Johnson, 1995). Specifically, customers' negative feelings are based on their attributions about who is to blame for the problem (Godwin et al., 1995; C. A. Smith & Ellsworth, 1988). Furthermore, the attribution-relationship was also consistent with some empirical studies. Vázquez-Casielles et al. (2007) found that stability attributions and control attributions significantly affected both satisfaction and emotions, confirming that the greater the casual attributions and the stronger the negative emotions. That is, consumers express more negative emotions (e.g. anger)

after a service failure when the firm has control over the problem or when the incident is attributed to stable causes

A general process developed by Weiner (2000) gave us a clear picture about the consequences of casual attribution (See Figure 2.2). In this figure, Anger plays a more evident role than attribution in affecting consumer behavior.

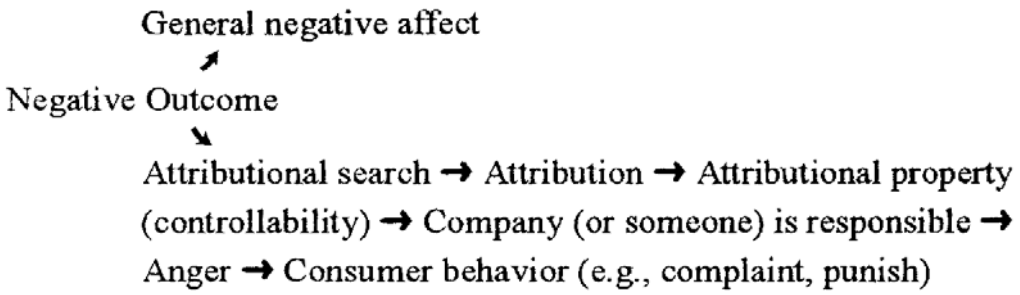


Figure 2.2

The Attribution Process Linking Responsibility to Consumer Behavior

Source: Weiner (2000)

Different form figure 2.2, when consider hopes and fears into the process, the hope attributional process can be depicted as Figure 2.3. More specifically, as shown in Figure 2.3, these sequences start with thinking (attribution → causal stability → expectancy; or attribution → causal controllability → personal responsibility) and progress to feelings (hope and fear; anger) and then to acting (Weiner, 2000). In this process, emotions bridge the gap between the past and future.

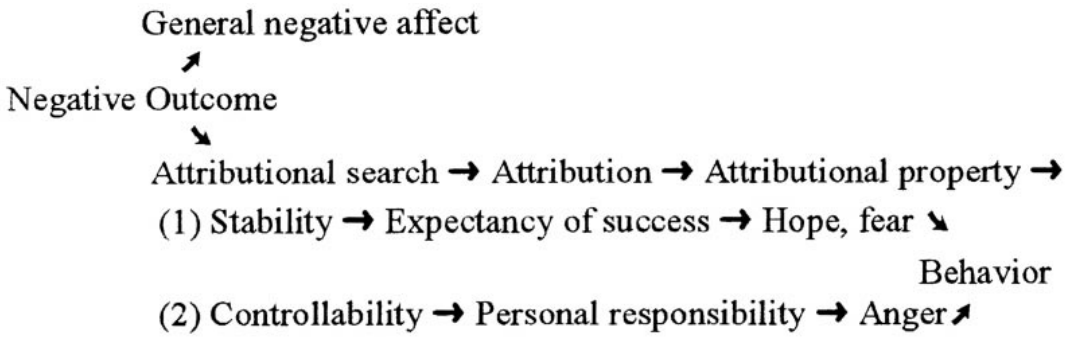


Figure 2.3
The Attribution Process Linking Thinking, Feeling and Action
Source: Weiner (2000)

2.3.4 Emotional Response

2.3.4.1 Concept of Emotional Response

Bagozzi et al., (1999) suggested that affect could be categorized into three mental feeling processes including emotions, moods, and (possibly) attitudes. Oliver (1997) further stated that emotion tends to be more cognitively involved than affect and emotion is central to understanding customers' consumption experiences. This viewpoint was recognized by the recent literature, which holding that affect, not just cognition, influences judgment, decision making and even post-purchase behaviors (Lerner & Keltner, 2001).

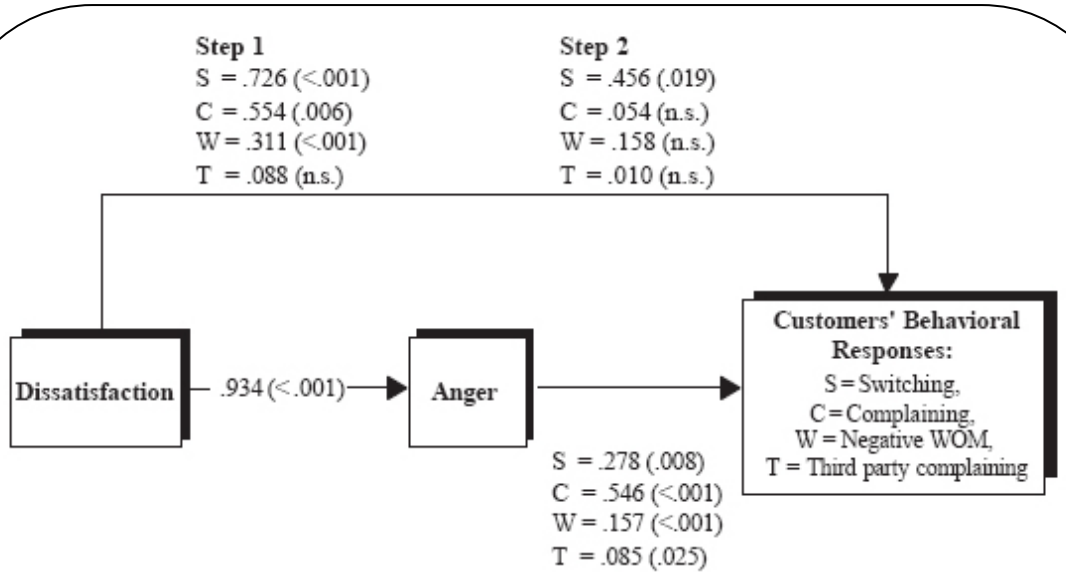
Emotions are defined as "mental state(s) of readiness that arise from cognitive appraisals of events or one's own thoughts" by Bagozzi, Gopinath, and Nyer (1999). In the context of service failure, consumers may generate different types of negative emotions when they are dissatisfied with the service. Generally, anger, disgust, and regret are the ones most used as the consequence of service failure and casual attributions (Bonifield & Cole, 2007; Folkes et al., 1987; Lerner & Keltner, 2000; Tsiros & Mittal, 2000; Westbrook & Oliver, 1991).

In order to identify the antecedents of emotions, Lerner and Keltner (2000) proposed a framework that explained how different emotions arise from different appraisal patterns. These six patterns include pleasantness, responsibility, certainty, attentional activity, situational control, and anticipated effort. For example, anger may arise as a consequence of individuals' attribution of high other-responsibility for service failure and high other-control over these service failure but regret, another negative affect, may occurs as a result of individuals' appraisals of high self-responsibility for and high self-control over negative events (Bonifield & Cole, 2007).

Moreover study of Bagozzi et al. (1999) suggested that emotions often function in broad categories or amalgamated groupings of positive and negative affect. This study applies amalgamated groupings of negative emotion, which is caused by service failures, and focuses on anger and regrets these two negative emotions.

2.3.4.2 Impacts of Emotional Response

A number of studies on the impacts of customers' satisfaction and dissatisfaction on their behavioral intentions to service failure has been conducted. The findings indicate that dissatisfaction is a significant predicator on customers' negative behavior intentions, such as negative word-of-mouth, complaint behavior and brand switching (Maute & Forrester Jr, 1993). However, these findings are gotten without controlling customers' emotional responses, such as anger (Bougie, Pieters, & Zeelenberg, 2003; McColl-Kennedy & Smith, 2006). Since consumers' negative emotion is related to satisfaction, Bougie, et al. (2003) found that anger fully mediates the relationship between service encounter dissatisfaction and customers' behavioral responses, including negative word-of-mouth and complaint behavior and partially mediates the effect of service encounter dissatisfaction on switching (See Figure 2.4). Compared with (dis)satisfaction, the objective of satisfaction is more general than the object of affective responses like anger (Averill, 1983; Bougie et al., 2003).



NOTE: Parameters are unstandardized regression weights, with *p*-values in parentheses. Step 1 = effect of dissatisfaction on customers' behavioral responses; Step 2 = effect of dissatisfaction on customers' behavioral responses while controlling for anger.

Figure 2.4

Mediational Effects of Anger on Customers' Behavioral Responses

Source: Bougie, Pieters, & Zeelenberg (2003)

Recent empirical research takes emotions into account as the direct consequences of consumers' causal appraisals on post-purchase behaviors (Bonifield & Cole, 2007; Creyer & Ross, 1999; Desteno, Petty, Wegener, & Rucker, 2000). In the emotion and behavioral intention literature, researchers have examined how negative emotional responses to a service failure influence consumers' evaluation an organization's recovery efforts and satisfaction judgment (A. K. Smith & Bolton, 2002), purchase intentions, purchase timing, and choices between brand name and price (Hetts

et al., 2000; Simonson, 1992; Tsiros & Mittal, 2000) and retaliatory behaviors (Bonifield & Cole, 2007). Lerner and Keltner (2001) further pointed out that different emotions could trigger different appraisal tendencies including different changes in cognition, physiology, and action. Consistent with this suggestion, Bonifield and Cole (2007) investigate the role of emotion (anger, regret) in consumers' retaliatory and conciliatory behaviors. The results indicate that anger has a powerful role in explaining retaliatory behaviors while both angry and regret account for the conciliatory behaviors.

2.3.5 Behavioral Intentions

2.3.5.1 Concept of Behavioral Intentions

Behavioral intentions are viewed as one of the most crucial constructs in consumer behavior research. Behavioral intention can be as indicators of whether the customer will remain with or defect from a firm (Zeithaml, Berry, & Parasuraman, 1996). They reflected consumers' planned actions to be taken at some future point in time (Malhotra, 1993).

Considering the consumer behaviors, the attitude-behavior consistency has been studied by many researchers in marketing (Ajzen & Fishbein, 1977). One basic theory is that attitudes both affect and are affected by behavior. Behavior can be predicted from attitudes through a one-way association (Foxall & Goldsmith, 1994): Attitudes → Behavior. However, when attitudes are themselves influenced by past behavior, the

relationship between attitudes and behavior are more complicated. Attitudes usually affect behavior through a two-way process (Foxall & Goldsmith, 1994):

Information
Reason
Experience
} Beliefs→ Affect → Intentions → Behavior

One of the most widely used approached based on the theory of reasoned action is developed by Fishbein and Ajzen (1975). The model links the attitudes with other cognitive constructs: beliefs, intentions, and behavior (see Figure 2.5). This model assumes that under the right conditions, including the respondent's attitude toward behaving in a prescribed manner and his or her subjective norm (such as beliefs about other people's evaluations of his or her acting in this way; or motivation to comply with what they think), intentions will approximate behavior itself (Fishbein & Ajzen, 1975). Fishbein et al. (1975) further use this model to empirically present that high correlations (of the order of 0.8 or 0.9) are existed between behavioral intentions and that of subsequent, corresponding behavior.

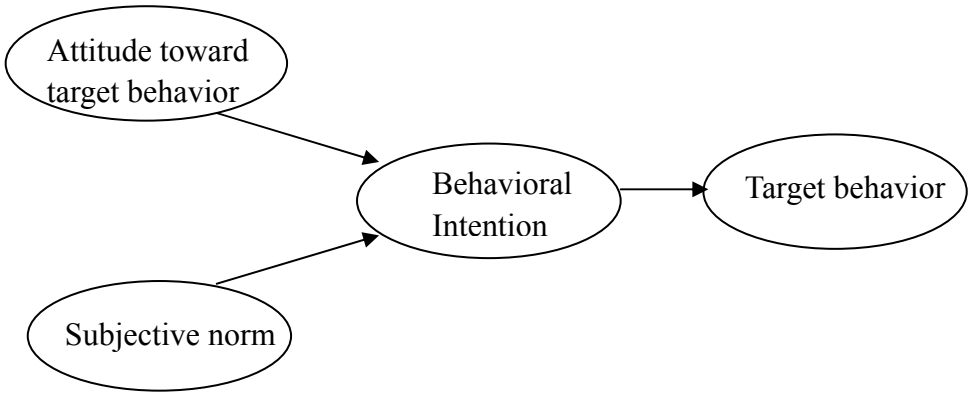


Figure 2.5 The Theory of Reasoned Action

Source: Fishbein, & Ajzen (1975)

2.3.5.2 Measurement of Behavioral Intentions

Generally, behavioral intentions can be split into unfavorable and favorable behavioral intentions broadly (Zeithaml et al., 1996).

Unfavorable behavioral intentions refer to the consumer intentions that they are poising to leave the firm or spend less with the firm. These unfavorable behaviors include complaining, patronage reduction and negative word-of-mouth (A. K. Smith & Bolton, 2002; Zeithaml et al., 1996). These unfavorable behavioral intentions are viewed as indicators that relationship between customer and a firm are likely to be weakened. Zeithaml et al., (1996) further argued that complaining behavior is conceptualize as multifaceted and viewed by many researchers as a combination of negative responses that stem from dissatisfaction and predict or accompany defection.

Favorable behavioral intentions are consumer intentions signal that they are forging bonds with a firm. The corresponding favorable consumer behaviors could be praising the firm, expressing preference for the company over others, increasing the volume of their purchases or agreeably paying a price premium (Zeithaml et al., 1996). Most research finds that stated repurchase intentions or positive word-of-mouth are strongly related to stated satisfaction across service experience or overall satisfaction with a firm (E. W. Anderson & Sullivan, 1993; Cronin, Brady, & Hult, 2000).

Considering the value of investigating positive behavioral intentions to a hotel

and the increasing attention on customer retention for many firms, two types of favorable behavioral intentions are utilized for this study: repurchase intentions and favorable word-of-mouth intentions.

Repurchase intentions are the consumers' stated belief that they will repurchase a particular type of service, or a particular brand (Boulding, Kalra, Staelin, & Zeithaml, 1993). A customer's repeat purchase is the most important concern and desirable outcome to every business(Choi & Chu, 2001). Anderson and Sullivan (1993) investigated the antecedents and consequences of customer satisfaction and found that repurchase intention is a function of customer satisfaction. This is consistent with Sirgy and Tyagi (1986), who argued that a customer's repeat purchase intention and brand loyalty are closely associated with his or her satisfaction with an initial purchase.

The concept of word-of-mouth has long been a key element in a customers' post-purchase behavior. Favorable word-of-mouth intentions are consumers' stated belief that they would tell about the service experience others, especially the members of their social set who are not directly involved in the service encounter (Richins, 1983). Favorable word-of-mouth plays an important role in building a firm's reputation (Reichheld & Sasser, 1990). Bayus (1985) argued that word-of-mouth is often more influential than other promotional activities. In service industry, word-of-mouth becomes more relevant because its intangibility of services (Levitt, 1981). In particular, previous indicates that service failure and service recovery have a direct or indirect

impact on consumers' word-of-mouth behavior in service setting (Mattila, 2004; A. K. Smith & Bolton, 2002).

2.3.6 Summary

The existing literature captures some aspects of consumer responses to service failure through studies on consumer complaint behavior, service recovery, and subsequent consumer evaluations of the service provider. Some Researchers have warned about the strong negative impact of a service mistake on customers' post-failure reactions, such as aggressive complaining, negative word-of-mouth, patronage reduction, and third-party complaining (Mattila, 2004; A. K. Smith & Bolton, 2002). However, considering the value of investigating the positive behavioral intentions to a hotel and the increasing attention on customer retention for many firms, this study examines the effects of brand relationship quality on customers' post-failure purchase intentions and positive word-of-mouth.

The impact of service recovery on post-failure attitudes and behavior intentions remains unclear. Some research highlights that a customer's post-failure purchase and brand loyalty are closely associated with consumers' satisfaction with his or her initial purchase. Firms can maintain customer retention by responding to service failures in fair, effective service recovery (Sirgy & Tyagi, 1986; Taylor & Cronin, 1994). These findings argue that purchase intentions will remain stable, and possibly increase, when

service recovery is effective (Maxham, 2001). However, some other scholars suggest that consumers update their prior attitudes towards the firm based on their most recent satisfaction levels (Oliver, 1980).

Moreover, according to the discussion of relationship's effect on customers' responses to service failure, two converse arguments exist in the existing literature. Therefore, to further understand this bifurcation, in the next section, we will briefly explore the persuasion literature and investigate the impacts of brand relationship on customers' post-failure attitudes and behaviors.

2.4 Relationship & Responses to Service Failures

2.4.1 Introduction

Researchers have found that number of past encounters with the organization, quality of past service performance, customers' expectations of relationship continuity, customer-organizational relationships will shape those attributions (Hess Jr et al., 2003; Vázquez-Casielles et al., 2007; Weiner, 2000), which in turn influence the impact of a service failure on emotion, customer satisfaction, and behavioral intentions (Grégoire & Fisher, 2006; Harris, Mohr, & Bernhardt, 2006; Hess Jr et al., 2003).

2.4.2 Mitigating Effect Research

Research on the role of consumer-brand relationships within the context of service failure still exist a large gap. However, previous literature on the relationship marketing indicates that the customer-firm relationship can positively or negatively affect the customers' responses to service failures (Chunq & Beverland, 2006; Goodman, Fichman, Lerch, & Snyder, 1995; Hess Jr et al., 2003). It has been suggested that positive prior service experience can mitigate the negative effects of poor complaint handling on customer commitment and trust resulting in less customer dissatisfaction (Hess Jr et al., 2003; Tax, Brown, & Chandrashekaran, 1998). In the context of service failure, relationships can make up for increasingly strong negative

encounters (Priluck, 2003) and consumers in close relationships with marketers are more willing to forgive even a failed recovery attempt (Mattila, 2001)

Table 2.7 Mitigating Effect Research of Customer Relationship

Author	Year	Findings
Berry	1995	▪ Suggested that customers may exhibit greater tolerance for failures when service personalization and customization lead to social relationships with the service provider (e.g., regular communications, continuity with the same employee, name recognition, and service augmentation).
Hess Jr, Ganesan, & Klein	2003	▪ Customers with higher expectations of relationship continuity had lower service recovery expectations after a service failure and attributed that failure to a less stable cause. ▪ Both the lower recovery expectations and the lower stability attributions were associated with greater satisfaction with the service performance after the recovery. ▪ These effects appeared to be key processes by which relationships buffer service organizations when service failures occur.
N'Goala	2007	▪ The paper demonstrates that perceived equity, perceived reliability, perceived benevolence, affective commitment, and calculative commitment do not influence CSR the same

		way. CSR mainly depends on the type of critical incident, which occurs. ▪ This research highlights the need to better take into account the different types of critical incident discussed in the relationship marketing literature and to better consider the complementary roles of perceived equity, trust and relationship commitment in the service switching literature. ▪ This research implies that service companies have to anticipate the critical incidents and to develop specific "shock absorbers" to continue doing business with their current customers.
Priluck	2003	▪ Relationships also provide an opportunity for marketing additional products and services to a more receptive customer base. Relationships may be particularly useful to firms because the advantages may be sustainable. Relationships are often unique to a particular organization and it would take time for a competitor to build trust and commitment in an attempt to steal away customers.
Tax , Brown Chandrashekaran	1998	▪ Positive prior service experience mitigated (buffered) the negative effects of poor complaint handling on customer commitment and trust.

2.4.3 Magnifying Effect Research

Nevertheless, research on the impacts of relationships on consumers' responses to service failure also remains inconclusive. In contrast to the majority of findings in the service literature, some other researchers found that relationship unfavorable effects on a customer's responses to a service recovery (Grégoire & Fisher, 2008). When a service failure occurs, emotionally-bonded customers might feel "betrayed", thus resulting in sharp decrease in post-recovery attitudes (Mattila, 2004), and leading to more dissatisfaction (Vázquez-Casielles et al., 2007). As they proposed, customers with strong relationship expectation see a service failure as an act of betrayal (Grégoire & Fisher, 2006) and betrayal is exactly suggested as a key motivational force that leads customers to engage more intensely in retaliation (Grégoire & Fisher, 2008).

Table 2.8 Magnifying Effect Research of Customer Relationship

Author	Year	Findings
Goodman et al.	1995	▪ Dissatisfaction with the service led to greater dissatisfaction with the organization for highly involved customers compared with less involved customers.
Grégoire & Fisher	2008	▪ The "love becomes hate" effect: relationship quality has unfavorable effects on a customer's response to a service recovery. ▪ As a relationship gains in strength, a violation of the fairness norm is found to have a stronger effect on the sense of betrayal experienced by

		customer.
Kelley & Davis	1994	▪ Customers who are committed to a health club possess higher recovery expectations than less committed customers following service failures.
Robinson & Pointon	1996	▪ A service failure represents a sharper contrast with the expectations of strong relationship customers, and as result they see a service failure as an act of betrayal and engage more intensely in retaliation

2.4.4 Mitigating/Magnifying Effect Research

In order to integrate with above two opposite viewpoints, researchers began to investigate whether different "relationship types or rational bonds lead to different consumers responses" in a context of service failure. The results are in the expecting direction, rational customers with different customer-brand relationships (satisfaction-as-love, satisfaction-as-trust, and satisfaction-as-control) result in different post-failure reactions and expectations of service recovery (Hedrick, Beverland, & Minahan, 2007). Customers with low levels of emotional bonding with the service provider are more "forgiving" when the service recovery is effectively handled (Mattila, 2004), that means low affective commitment result in minimal attitude change under a successful service recovery.

Contrast with this finding, Grégoire and Fisher (2006) hold that when low controllability is inferred, high relationship quality (RQ) customers experience a very low for retaliation compared to low RQ customers. In light of these results, Mattila's (2004) not taking attribution into consideration resulted in this difference. However, in the competing aspects, both of them regarded that consumers with high affective commitment or high RQ toward a service provider might feel "betrayed" under a service failure (Mattila, 2004; Grégoire & Fisher, 2006). In particular, Grégoire and Fisher (2006) find that customers seem to experience a similar desire for retaliation when they infer high controllability regardless of the quality of their relationship. There into, betrayal is a key motivational force that leads customers to restore fairness by all means possible, including retaliation (Grégoire & Fisher, 2008).

Table 2.9 Mitigating/Magnifying Effect Research of Customer Relationship

Author	Year	Research Objective	Independent Variable	Effect	Findings
Grégoire, & Fisher	2006	Examining the effects of relationship quality (RQ) on customers' desires to retaliate after service failures.	Relationship quality (RQ)	Mitigate & Magnify	▪ The "love is blind" hypothesis posits that when low controllability is inferred, high RQ customers experience a lesser desire for retaliation than low RQ customers. ▪ The "love becomes hate" hypothesis specifies that when high controllability is inferred, high RQ customers experience a greater desire for retaliation than low RQ customers.
Hedrick, Beverland, & Minahan	2007	Examining how customers with different relational bonds respond to the same service failure. In particular, the framework to service failure and recovery devised by Fournier and Mick is applied.	Brand relationships types	Mitigate	▪ Satisfaction-as-love customers had emotional bonds with the product category and thus reaffirmed their loyalty following the failure. ▪ Satisfaction-as-trust customers saw the service failure and inadequate recovery as a breach of the brand's implied promise and thus excited the relationship. ▪ Satisfaction-as-control customers took charge of the situation, using their status to improve their situation and then defended the brand.
Mattila	2004	Examining the moderating role of affective commitment	Affective commitment	Mitigate	▪ Emotionally bonded customers might feel "betrayed" when a service failure occurs, thus resulting in sharp

	on post-failure attitudes and loyalty intentions under two service failure conditions: a successful and poor service recovery		decrease in post-recovery attitudes. ▪ Conversely, customers with lower levels of emotional bonding with the service provider were more "forgiving" when the service recovery was effectively handled. ▪ Poor service recovery led to more ambivalent post-failure attitudes irrespective of the degree of affective commitment between the customer and the service provider. ▪ Finally, the results suggest that affective commitment might reduce the spillover effects of service failures to future loyalty behaviors.
Vázquez-Casielles, del Río-Lanza, & Díaz-Martín	2007 Examining the relationship between quality of past service performance and consumers' responses to service failures (causal attributions, emotions and satisfaction)	Quality of past service performance	Mitigate ▪ Consumers with higher perceptions of quality the causes underlying service failures are seen as less stable and less controllable by the firm than the causes identified by consumers with lower perceptions of quality. ▪ Attributions about the failure not only influence satisfaction directly but also moderate the effect of quality on satisfaction.

CHAPTER 3 CONCEPTUAL FRAMEWORK & HYPOTHESES

CHAPTER 3: CONCEPTUAL FRAMEWORK & HYPOTHESES

3.1 Introduction

The focus of Chapter 3 is twofold. First, based on the literature review of Chapter 2, this chapter provides a conceptual framework of how consumers with different levels of BRQ respond to service failures. Second, hypotheses derived from the conceptual framework are developed.

3.2 Conceptual Framework

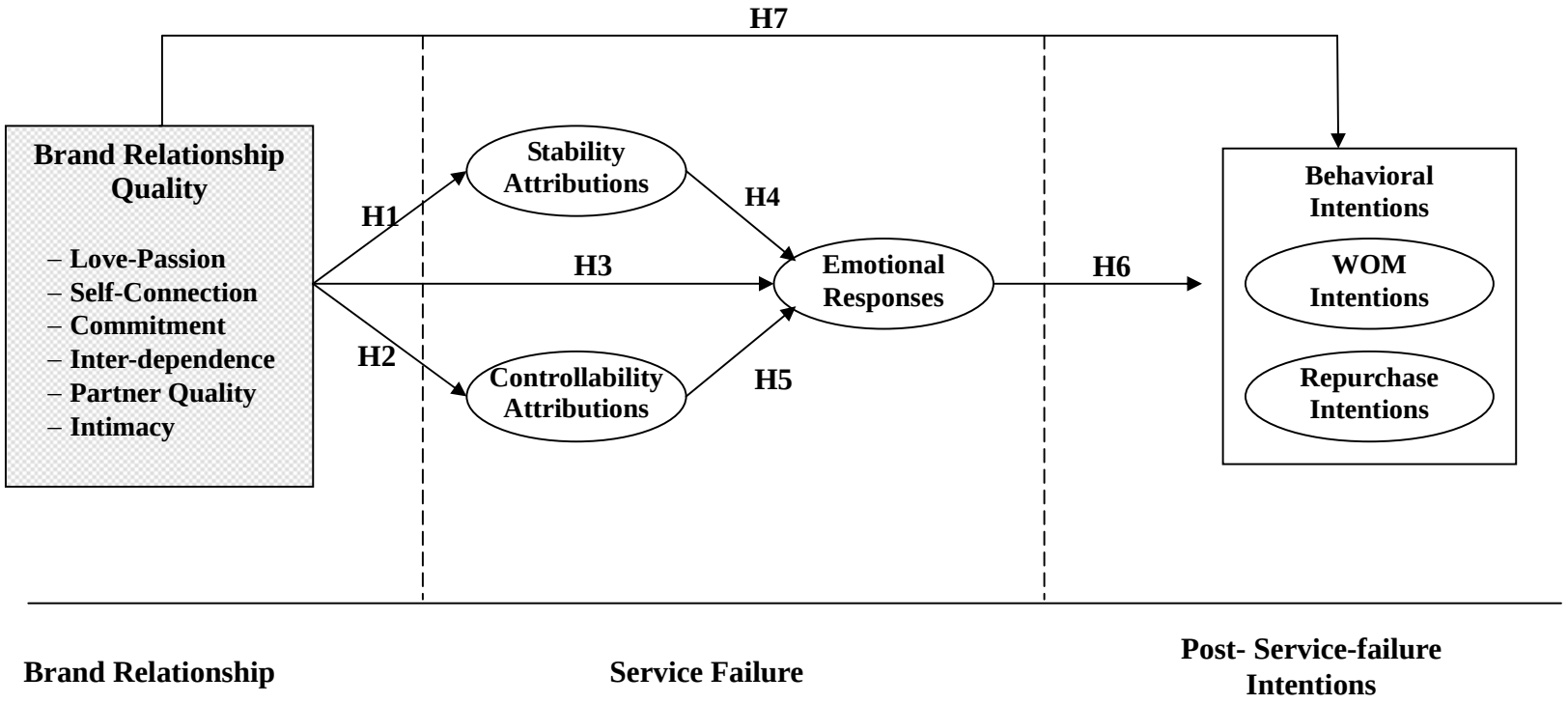
The conceptual model tested in this study is presented in Figure 3.1. BRQ represents the strength and depth of the relationship that consumers form with brands. Six sub-dimensions are presented to conceptualize the brand relationship quality: love/passion, self-connection, commitment, inter-dependence, partner quality, and intimacy. The construct of causal attributions has two dimensions: controllability and stability. The construct of behavioral intentions has two dimensions: positive word-of-mouth intentions and repurchases intentions.

First, when service failure occurs, consumers make causal attributions (controllability and stability) regarding the characteristics of this failure. The process of

casual attributions might be affected directly by the BRQ. That means consumers with different levels of BRQ might have different casual attributions in the service failure setting.

Next, when the consumers find the attribution property, they are very likely to generate negative emotions. The casual attributions of service failures, which are controllability and stability, could separately lead to negative emotional responses of consumers. Meanwhile, the negative emotional responses of consumers might also be influenced by BRQ.

Finally, emotional responses of consumers are supposed to directly relate to their future behavioral intentions, such as positive word-of-mouth and repurchase intentions. In addition, future behavioral intentions of consumers might be affected by their BRQ with a particular hotel brand.


H7
Brand Relationship Quality
– Love-Passion
– Self-Connection
– Commitment
– Inter-dependence
– Partner Quality
– Intimacy
H1
H2
H3
Stability Attributions
Controllability Attributions
H4
H5
Emotional Responses
H6
Behavioral Intentions
WOM Intentions
Repurchase Intentions
Brand Relationship
Service Failure
Post- Service-failure Intentions

3.3 Hypotheses

3.3.1 Effects of Brand Relationship Quality on Casual Attributions

Consumers often search for explanations for the causes of failures (Bitner, Booms, & Mohr, 1994; Folkes, 1984), and make inferences about the causes of failures in the delivery of services (Heider, 1958). Previous research has shown that consumer relationship factor, quality of past service performance, and firm reputation affect consumers' attributions following service failures (Hess Jr, 2008; Hess Jr et al., 2003; Vázquez-Casielles et al., 2007). In this study, we examine the effects of brand relationship quality, and differentiated the consumers into different levels of brand relationship quality. This study proposes that consumers with different levels of brand relationship quality would have different causal attributions regarding the same service failures. The following two sections discuss the relationship between attribution of stability and attribution of controllability separately. Two hypotheses are then offered.

Attribution of Stability

Stability attribution is the extent to which a cause is viewed as temporary (expected to vary over time) or permanent (expected to persist over time) (Weiner, 1979). This study expects BRQ to affect hotel consumers' causal attributions of service failures. High-BRQ consumers are expected to regard underlying service failures by the hotel as less stable compared to low-BRQ consumers.

People often use consistency principles to form attribution (Heider, 1958). For example, impressions of product quality by consumers are often influenced by previous experiences with the product or service. Thus, this impression can become "frozen" or not easily altered by current product performance (Weiner, 2000). This logic is consistent with Vázquez-Casielles et al. (2007), who found that consumers with higher perceptions of relationship make more favorable attributions regarding stability.

In contrast, relationship has the power of predicting a range of important dyadic consequences, including attribution biases (Fournier, 1998). Hess Jr. et al. (2003) showed that customers' relationships with a service organization positively affect consumers' casual attributions. More specifically, customers with higher expectations of relationship continuity attribute failures to a less stable cause. Based on the preceding discussion, the following hypothesis is posited:

H1 Brand relationship quality is negatively related to stability attributions regarding the causes of failure.

Attribution of Controllability

Controllability involves beliefs of customers on the subject of whether the service organization could influence or prevent a failure from occurring (Weiner, 1985, 2000). This study predicts that BRQ would influence hotel consumers' causal attributions regarding the controllability of stability towards service failures.

One study found that the higher the perception of service quality from the past, the more likely consumers will attribute to the service organization high levels of competence and effort to avoid service failures (Narayandas, 1998). Hess Jr et al. (2003) tested the effect of the relationships on consumers' casual attributions of service failures. However, the regression model for attributions of controllability was not significant because respondents may have judged the case of failures to be highly controllable in general. Hess Jr et al. (2003) further pointed out that relationship may have a greater influence on attributions of controllability when the causes of failures are more ambiguous. In that study, respondents are very likely to judge the failures that are highly controllable in general. Vázquez-Casielles et al. (2007) also found that the quality of past performance has a significant negative effect on the attributions of controllability following the service failures. Based on the preceding discussion, the following hypothesis is posited:

H2 Brand relationship quality is negatively related to controllability attributions about the causes of the failure.

3.3.2 Effects of Brand Relationship Quality on Emotional Responses

In the context of service failures, relationships can make up for increasingly strong negative encounters (Priluck, 2003), and consumers in close relationships with marketers are more willing to forgive a failed recovery attempt (Mattila, 2001). For instance, satisfaction-as-love consumers have emotional bonds with the product category; thus, they are able to reaffirm their loyalty following the failure (Hedrick et al., 2007).

However, other researchers hold the viewpoints that a service failure represents a sharp contrast with the expectations of strong relationship customers, and as a result consumers might see a service failure as an act of betrayal, which might lead to retaliation (S. L. Robinson & Pointon, 1996). Mattila (2004) also found that consumers with high affective commitment are more likely to see a service failure as a "betrayal action," and hence has a larger attitude change. Grégoire and Fisher (2006) found that different relationship qualities have different effects on customers' desire for retaliation. However, strong relationship quality only prevents consumers from retaliating when they infer that the firm has little control or responsibility for the service failure. Consistent with these viewpoints, this study proposes the following hypothesis:

H3 High-BRQ customers generate less negative emotions than do low-BRQ customers.

3.3.3 Effects of Casual Attributions on Emotional Responses

Consumers who experience a service failure are likely to be in negative emotional state (i.e., angry, disappointed, and discontent) and even have a strong desire for retaliation against a service firm (Grégoire & Fisher, 2006; Bonifield & Cole, 2007). Emotional responses by individuals to a service failure could be influenced by their causal explanation for the failure, and that causal attributions regarding the problem could imply negative affective reactions. Choi and Mattila (2006) also pointed that consumers react quite negatively when they believe the service firm could have easily prevented the failure. Based on these findings, this study also proposes that customer perceptions of a service firm's controllability over a service failure could result their emotional reaction, such as anger, regret, and remorse. Based on the preceding discussion, the following hypotheses are posited:

H4 Stability attributions are positively related to consumers' negative emotional responses to the service failure.

H5 Controllability attributions are positively related to consumers' negative emotional responses to the service failure.

3.3.4 Effects of Emotional Responses on Behavioral Intentions

Recent studies consider emotion as a direct consequence of consumers' causal appraisals on post-purchase behaviors (Bonifield & Cole, 2007; Desteno et al., 2000). Previous studies have examined how negative emotional responses to a service failure influence consumers' evaluation of an organization's recovery efforts and satisfaction judgment, purchase intentions, purchase timing, choices between brand name and price, and retaliatory behaviors (Bonifield & Cole, 2007; Hetts et al., 2000; Simonson, 1992; A. K. Smith & Bolton, 2002; Tsiros & Mittal, 2000). For example, Bonifield and Cole (2007) investigated the role of emotion (anger, regret) in consumers' retaliatory and conciliatory behaviors. Their results indicate that anger has a powerful role in explaining retaliatory behaviors, whereas both angry and regret account for the conciliatory behaviors. These findings suggest that consumers' negative emotions would influence their future behavioral intentions. The following hypothesis is thus posited:

H6 Emotional response is positively related to consumers' behavioral intentions.

3.3.5 Effects of Brand Relationship Quality on Behavioral Intentions

In the relationship-marketing era, when a service failure occurs, transactional satisfaction of consumers is likely to decrease; however, their overall satisfaction with the service firm does not necessarily decline (Vázquez-Casielles et al., 2007). Consumers with different levels of affective commitment are likely to make future decisions based on different components, including affective and cognitive components (Mattila, 2004). The study of Mattila (2004) found that high-affective commitment consumers have a tendency to be guided by past affective experience, rather than negative post-failure attitudes. Conversely, low-affective commitment consumers are more likely to be driven by cognitive beliefs towards the service failures (Mattila, 2004). In addition, high-relationship quality consumers would feel psychologically connected with the service provider or a particular brand; therefore, they may feel reluctant to hurt this valued exchange partner (Grégoire & Fisher, 2006).

Researchers have also warned of the strong negative impacts of a service mistake on post-failure reactions of customers (Mattila, 2004; Smith & Bolton, 2002). Emotionally bonded consumers might have a limited zone of tolerance once service failures occur (Zeithaml, Berry, & Parasuraman, 1993). For example, a service failure may cause high-relationship quality consumers who place their confidence in a firm to feel that their trust have been broken (Greogore & Fisher, 2006) and they might generate a feeling of being "betrayed" by a service failure (Bitner et al., 1990)

Based on the preceding discussion, we posit a forgiveness hypothesis, which suggests that when high-BRQ consumers confront service failures, they tend to believe that failures will be equalized during the future consumption, and that they can tolerate the failures to keep promises and commitment with the brand.

H7 BRQ is positively related to consumers' behavioral intentions.

CHAPTER 4 RESEARCH METHODOLOGY

CHAPTER 4 RESEARCH METHODOLOGY

4.1 Introduction

Following the development of the research model and hypotheses in Chapter 3, the purpose of this chapter is to describe the research method utilized in this study. This chapter begins with research design, followed by the development of measurement used in this study. Then questionnaire design, data collection, and pilot study conducted to test initial questionnaire feasibility and confirm the instruments are also described. Finally, methods of data analysis, procedures, and criteria employed in the study are explained.

4.2 Research Design

The selection of a particular research approach requires consideration of the research question and the issues of generalizability, precision and realism (Pedhazur & Schmelkin, 1991). This study is descriptive in nature. Its aim is to develop an objective description of facts and characteristics of a given population. It attempts to discover the relationships between 5 constructs: brand relationship quality, controllability attribution, stability attribution, emotional responses and behavioural intentions (Baron & Kenny, 1986). Thus, this study adopts a quantitative method and questionnaire survey is the major source of data. The process is directed towards testing hypotheses, and emphasizes generalizability.

4.3 Development of Measures

4.3.1 Brand Relationship Quality

Brand relationship quality is an indicator of overall brand-customer relationship quality, depth, and strength (Fournier, 1994). It is a reflective second-order construct that based on love/passion, self-concept connection, commitment, interdependence, intimacy, and brand partner quality. The items of BRQ used in this study were taken from Thorbjørnsen's (2002, 2008) work. These BRQ measures were developed based on the original scale presented by Fournier (1994) and some new items were added that Thorbjørnsen et al. introduced to improve convergent and discriminant validity of the BRQ dimensions (Breivik & Thorbjornsen, 2008; Thorbjørnsen, Breivik et al., 2002)

Thorbjørnsen et al. (2002) studied the application of personalized Web sites and customer communities on the BRQ framework of Fournier (1998). Thirty-three indicators of BRQ were initially designed based on Fournier's (1994) original scale. However, they found that only 29 items were finally effective. The final measurement model contained 4 BRQ dimensions: intimacy, self-concept connection, partner quality and love/passion. These measures achieved satisfactory fit (RMSEA = .070, CFI = .97). All constructs had average variance extracted values above .5.

Breivik and Thorbjørnsen (2008) compared two models of consumer-brand relationships: the BRQ model and the relationship investment (RI) model on the basis of

empirical fit and model interpretation. The final measurement model reduced the BRQ indicators from 30 to 20 because of low factor loading or high cross-loading modification indices. The 20 items were grouped into six BRQ dimensions: passion, self-concept connection, behavioral interdependence, intimacy, partner quality/satisfaction, and personal commitment. All items were measured by a five-point Likert scale, with scale points from 1= "strongly disagree" to 5 = "strongly agree" (Netemeyer, Bearden, & Sharma, 2003). All items had a reliability coefficient around .61 and .88.

Adopted from three BRQ measurements developed separately by Thorbjørnsen et al. (2002) and, Breivik and Thorbjørnsen (2008), the final measurement of BRQ with 25 items was developed (See Table 1), using five-point Likert scales of 1-5 from 1 = "strongly disagree" to 5 = "strongly agree". The items were subjected to further modification following the pilot study.

Table 4.1 BRQ Measurement Used in the Current Study

Factor	Item
Passion	
	I feel my relationship with this brand is exclusive and special
	I have feelings for this brand that I don't have for many other brands
	I feel that this brand and I were really 'meant for each other'
	I have a powerful attraction toward this brand
Self-connection	
	This brand says a lot about the kind of person I am
	This brand's image is consistent with how I'd like to see myself

	This brand helps me make a statement about what is important to me in life
	This brand and I have a lot in common
	I feel related to the type of people who are the customers of this brand
Behavioral Interdependence	
	It would be a shame if I had to start over from scratch with another brand from this category
	Every time I use this brand, I am reminded of how much I like it
	I have really gotten used to having this brand around
Intimacy	
	I feel like this brand actually cares about me
	This brand really listens to what I have to say
	I feel as though this brand really understands me
	I feel as though I really understand this brand
	It feels like I have known this brand for a long time
Partner Quality	
	This brand is dependable and reliable
	This brand has always been good to me
	If this brand makes a claim or promise about its products, it is probably true
	I know what to expect from this brand
Personal Commitment	
	I will stay with this brand through good times and bad times
	I am willing to make small sacrifices in order to keep using this brand
	I have made a pledge of sorts to stick with this brand
	This brand can always count on me

4.3.2 Causal Attribution

In this study, stability attribution was measured with a scale that reflected the extent to which the service failure was viewed as permanent or expected. Control attribution was assessed through a set of items related to the degree to which the cause of the failure was perceived as controllable by the firm.

The scale for causal attribution developed by Hess Jr et al. (2003) was adopted. The instrument consisted of two sub-scales to measure casual stability and controllability, based on a five-point Likert scale. Attribution of stability with 4 items (α=0.795; CR=0.805; AVE=0.509) was adopted from Russell (1982), Hess Jr et al. (2003) and Poon et al. (2004). Attribution of control with 3 items (α=0.772; CR=0.794; AVE=0.566) was adopted from Russell (1982), Hess Jr et al. (2003) and Poon et al. (2004). The final measurement of causal attribution contained 7 items as follows (See Table 4.2) based on a 5-point Likert scale from 1 = “strongly disagree” to 5 = “strongly agree”.

Table 4.2 Causal Attribution Measurement Used in the Current Study

Factor	Item
Attributions of Stability	
	The same problem is very likely to occur again in the near future
	The cause of the problem is very likely to be permanent (it cannot be eliminated)
	The cause of the problem is very likely to be solvable only temporarily (so it will re-occur)

	The cause of the problem is very likely to appear very frequently
Attribution of Control	
	The cause of the problem is controllable by this hotel
	The cause of the problem can be predicted by this hotel
	The hotel could have done something to avoid the problem

4.3.3 Emotional Responses

As defined, emotional responses are people's mental state(s) of readiness that arise from cognitive appraisals of events or their own thoughts (Bagozzi, Gopinath, & Nyer, 1999). The scale for the emotional responses used was the one developed by Vázquez-Casielles (2007) which was adopted from Izard (1977), Priluck (2003), Plutchick (1980), Machleit & Mantel (2001), and Smith & Bolton (2002). The measurement of emotional responses had 3 items, they are 'angry', 'regretful', 'sorry' (α=0.827; CR=0.901; AVE=0.752). Respondents were asked to indicate to what extent they had experienced negative emotions when the service failure occurred. Again a 5-point Likert scale was used, with scale points from 1 = "very unlikely" to 5= "very likely".

4.3.4 Behavioral Intentions

As defined earlier, intentions can be thought of as currently planned actions to be taken at some future point (Malhotra, 1993). In this study, behavioural intentions were considered as a latent construct and measured based on two indicators: repurchase

intentions and word-of-mouth intentions. Repurchase intentions are the consumers' stated belief that they will repurchase a particular type of service, or a particular brand (Boulding et al., 1993). Word-of-mouth intentions are consumers' stated belief that they would tell others of the service experience, especially members of their social set who were note directly involved in the service encounter (Richins, 1983).

In this study, purchase intentions and word-of-mouth intentions were measured using a behavioural intentions scale adopted from Zeithaml et al. (1996) (See Table 4.3). All the items are measured on a 5-point Likert scale, with responses ranging from 1 = "very unlikely" to 5 = "very likely".

Table 4.3 Behavioral Intentions Measurement Used in the Current Study

Item
Return to this hotel if you visit the same destination again
Switch to another hotel brand in the future
Choose this hotel brand again if you have a choice
Say positive things about this hotel brand to other people
Encourage your friends and relatives to choose this hotel brand

Although all the scales employed in this study were adopted from other research, items for the measures were still modified following Churchill's (1984)suggestions. Next, an expert panel in the hospitality field was consulted to judge the items for face validity and clarity. Then, an appropriate pilot test was conducted to create a more effective research instrument. In the next section, the pilot study plan is described.

4.4 Questionnaire Design

Based on the literature review, a structured-undisguised and self-administered preliminary questionnaire adapted to China and its hotel industry context was developed. The questionnaire consisted of four sections. The first section had two screening questions to ensure whether respondents had stayed in any 4-star or 5-star hotel in the past twelve months, and also to assess the level of their loyalty to that hotel. For some cooperating hotels, the first screen question was not included. The second section was to understand the relationship between that hotel and consumers, which was to assess the levels of brand relationship quality. The third section described a service failure situation and asked the respondents to indicate their corresponding reactions. The last section collects respondent demographic information, such as gender, education and income. The scenario used in this study was the most common case that might happen in most high-end hotels and was designed through a focus group interview with hotel managers. The advantages of using scenarios is that they eliminate difficulties associated with observation or enactment of service failure/recovery incidents in the field and avoided response bias due to memory lapses and rationalization tendencies associated with retrospective self-reports (Mattila, 2004; A. K. Smith, Bolton, & Wagner, 1999).

Rating scales are widely used in social science research to measure latent constructs. In this study, all measurement scale used five-point Likert scales. They were treated as interval, while demographic information was considered nominal. Two versions of the questionnaire: English and Chinese were prepared. The questionnaire was translated following a blind translation-back-translation method (Brislin, 1976).

4.5 Data Collection

4.5.1 Target Population

In this study, the target population is defined as "all hotel consumers who have stayed in any 4-star or 5-star international or local hotel in China". There were two reasons for defining the target population. First, China nowadays offers a wide range of luxury hotels with all the major international chains represented, and receives a large number of hotel customers for different cultured contexts annually. Second, 4-star and 5-star hotel are very likely to devote considerable time and effort to build relationships with hotel customers. These types of hotel brands are more likely to act as relationship partners.

For the target hotel brands, three kinds of 4-star and 5-star hotel brands were pursuit in this study. They were international hotel brands, government-owned hotel brands and local private owned hotel brands. Therefore, hotels in the Yangzi River Delta and Hong Kong become the first choice. The Yangzi River Delta is one of the leading districts in the developing economy in China. Hong Kong is an important international metropolis in China. Both of them have leading hotel industries and attract a large market of high-end international and domestic hotel guests.

4.5.2 Sampling Size

There are two popular methods for determining a sample size. For populations that are large, Cochran and Israel (1963) developed the Equation 1 to yield a representative sample for proportions (Israel, 1992, 2009).

Equation 1: $$n_0 = \frac{Z^2pq}{e^2}$$

Where, n_0 is the sample size.

Z^2 is the abscissa of the normal curve that cuts off an area at the tails (equals the desired confidence level, e.g. 95%); the value for Z is found in statistical tables which contain the area under the normal curve.

e is the desired level of precision, p is the estimated proportion of an attribute that is present in the population.

q is 1-p.

The population of interest in this study is defined as 4-star and 5-star hotel consumers in China. There is a large population but that we do not know the variability in the proportion that will be adopted for main study; therefore, assume p= .5 (maximum variability). Furthermore, suppose we desire a 95% confidence level and ± 5% precision. The resulting sample size for this study is demonstrated in the following equation.

$$n_0 = \frac{Z^2pq}{e^2} = \frac{(1.96)^2(.5)(.5)}{(.05)^2} = 385$$

To ensure stable results for subsequent data analysis, a minimum sample size of 385 was deemed appropriate for this study.

Therefore, to make the study more reliable, the sample size used for this study was rounded up to 400 respondents. This sample size also meets the criteria of SEM sample size ratio: the sample size should be large enough to include 5 observations for each estimated parameter.

4.5.3 Sampling Plan

In the phase of data collection, we first sent the cooperation letters to the hotels asking for their assistance with the study. When we gained the hotels' permission, the questionnaires were distributed to the guests at these hotels. Hotel guests were asked to complete a self-administered questionnaire upon check-in or check out of their own accord after briefly introducing the survey. For the main study, the data were collected in three months. Researchers were allowed to stay in the hotel to administer questionnaires for a few hours on the day of data collection, rather than giving this task to hotel staff. This gave the impression to respondents that a third a third party and not the hotel itself was conducting the survey.

4.6 Pilot Study

Churchill Jr. (1979) indicates that researchers should concentrate more on developing sound measures before considering the significance of their findings or their use of definitive statistical technique. In keeping with this, the pilot study was conducted to create stable measurements and confirm the final questionnaire. The initial instrument was pilot-tested with 96 respondents who had lodged in hotels in the past twelve months. The results of pilot test are reported in the following sections.

4.6.1 Pre-test

Before the pilot study, a pre-test was conducted, which focused primarily on content validity, questionnaire formats (appropriateness of item statements, questionnaire length and point scales) and instructions (Devellis, 2003; Netemeyer et al., 2003). Ten university professionals in hospitality and tourism industry, five academic colleagues from School of Hotel and Tourism Management, The Hong Kong Polytechnic University and eight hotel consumers were asked to review the questionnaire to ensure adequate understanding of the questions, comprehensibility of the language and face validity. The pre-test indicated that respondents were comfortable with the five-point Likert scale format. The length of the questionnaire (10 minutes) was acceptable. Based on the feedback, several modifications were incorporated into the questionnaire. The format of questions was adjusted, the wording of certain scale items was modified, the description of the scenario was clarified, and the instructions were simplified.

4.6.2 Participation Rate and Respondent Profile

More than 30 hotel and hotel groups in China were contacted for the pilot study and main survey. Eleven hotel/hotel groups located in Hong Kong, Hangzhou, Nanjing, Ningbo and Shanghai participated in the survey. The responding hotels in the pilot survey are presented in Tables 4.4

Table 4.4 Profile of Responding Hotels

Hotel Name	Star Classification	No. of Room	Ownership
Fang Yuan Jinling	5-star	198	State-owned
The Purple Palace	5-star	350	State-owned
Jinling Resort	5-star	325	State-owned
Jinling Hotel	5-star	585	State-owned
Nanyuan Hotel	5-star	438	Private-owned
Metropark Hotel Kowloon	Tariff A	487	Private-owned
Jin Jiang Hotel	5-star	434	State-owned
New Century Grand Hotel Ningbo	5-star	392	Private-owned
Langham Place Hotel	Tariff A	665	Private-owned
Zhejiang Narada Grand Hotel	5-star	393	State-owned
Regal Kowloon Hotel	Tariff A	600	Private-owned

Ninety-six hotel consumers participated in the pilot survey. The respondent profiles are presented in Table 4.5. About three out of five respondents were male. The majority of them were aged between 21 and 50 years of age. Hotel guests aged 21-30 and 31-40 accounted for the largest percentages, which were 33.3% and 37.9% individual respondents. Not surprisingly, more than two thirds had a university degree or above. Only a very small proportion less than 4% had secondary/high school level or primary level. About 70% of respondents were from Mainland China. Most of them (70%) had a monthly income of below 2000 US$.

Table 4.5 Profile of the Respondents for the Pilot Study (n=96)

Characteristics		**Frequency**	**Valid Percentage (%)**
Gender			
	Male	56	58.3
	Female	40	41.7
Age			
	18-20	0	0
	21-30	29	30.2
	31-40	33	34.4
	41-50	29	30.2
	51-60	4	4.2
	>61	1	1.0
Education			
	Primary	0	0
	Secondary/high school	4	4.2
	Diploma	26	27.4
	University or above	65	68.4

Country of Origin			
	Mainland China	72	75.8
	HK, Macau & Taiwan	17	17.9
	South-east Asia	4	4.2
	Europe	0	0
	North America	2	2.1
	Australia	0	0
	Japan & Korea	0	0
Monthly-income (US$)			
	<1000	25	31.2
	1001-2000	22	27.5
	2001-3000	11	13.8
	3001-4000	9	11.2
	4001-5000	6	7.5
	5001-6000	4	5.0
	>6000	3	3.8

4.6.3 Validity and Reliability

Validity

Validity is the extent to which an instrument truly measures the constructs it is intended to measure (Churchill Jr, 1979, 1991). Content validity refers to the degree to which the measurements' substance is representative of the literature surrounding the construct (Churchill, 1991). The content validity of the survey instrument was established through the adoption of validated instruments by other researchers in the literature (Straub, 1989). Items for the measures were modified following Churchill's (1979) suggestions. In

addition, definitions and items concerning brand relationship quality, causal attributions, emotional responses, and behavioral intentions were all widely accepted in the previous studies. With satisfactory content validity established, the measurement items were further tested with an expert panel in the hospitality field for consistency, ease of understanding, and clarity.

Construct validity refers to the correspondence between an unobservable construct and an operationalized version of the construct (Churchill Jr, 1979). This validity entails comparing a measurement to the general theoretical framework used in its development, in order to assess whether it is adequately tied to concepts and theoretical assumptions used for the study (Churchill, 1991). Confirmatory factor analysis was used to assess the construct validity for each of the multi-item scales used in this study (Churchill, 1979). The results are presented in Chapter 5.

Reliability

Reliability is an assessment of the degree of consistency between multiple measurements of a variable (Hair, Black, Babin, & Anderson, 2010). Without evidence of reliability, interpretation of results is highly suspecting (Churchill, 1979; Churchill & Peter, 1984). Internal consistency represents one approach to estimating reliability. This approach estimates reliability by considering each of two or more parts of a measurement instrument as separate scales. For this study, Cronbach's alpha was calculated for each multi-item measurement scale (Cronbach, 1951). The criteria decides whether to delete an item based

on its corrected item-total correlation, and whether the elimination improves the corresponding alpha values (Parasuraman, Zeithaml, & Berry, 1985). According to the recommendation of Bernstein and Putnam (1986), the acceptable Cronbach coefficient alpha of variables is .70.

The results of coefficient alpha are presented in Table 4.6. The majority of the measurements for these constructs have a reliability coefficient above or near to .80, indicating that the scale scores are reasonably reliable for respondents such as those in this study. When examining the individual items, Item BI37r under construct *behavioral intentions* has the lowest corrected item-total correlation (.212), which is under the threshold value of 0.3 (Ho, 2006). The Cronbach's alpha for the overall scale is .829. If this item is removed from the scale, the overall reliability would increase slightly to .870. Thus, this item was deleted for the main study. Another item, SA30, under construct *stability attribution,* also has a very low corrected item-total correlation (.267), which is again under the threshold value of 0.3 (Ho, 2006). Cronbach's alpha for the overall scale is equal to .683, and the overall reliability would increase slightly to .728 if this item is removed from the scale. Thus, this item was also deleted for the main study.

Table 4.6 Reliability of Constructs

		Item-Total Correlation	Alpha if Item Deleted	Reliability Coefficient
Love/Passion				.892
brq1	I feel my relationship with this brand is exclusive and special	.749	.866	
brq8	I have a powerful attraction toward this brand	.729	.873	
brq14	I feel that this brand and I were really 'meant for each other'	.761	.862	
brq20	I have feelings for this brand that I don't have for many other brands	..818	.841	
Self-connection				.751
brq2	This brand and I have a lot in common	.567	.688	
brq7	This hotel brand says a lot about the kind of person I am	.547	.696	
brq12	This brand states about what is important to me in life	.461	.729	
brq17	This brand's image is consistent with how I'd like to see myself	.595	.678	
brq22	I feel related to the type of people who are the customers of this brand	.424	.738	
Behavioral interdependence				.811
brq4	I have really gotten used to having this brand around	.699	.705	
brq15	It would be a shame if I had to start over from scratch with another brand from this category	.591	.820	
brq23	Every time I use this brand, I am reminded of how much I like it	.739	.700	
Intimacy				.876
brq3	I feel like this brand actually cares about me	.707	.850	
brq9	I feel I really understand this brand	.656	.861	

brq13	It feels like I know this brand for a long time	.720	.847	
brq19	This brand really listens to what I have to say	.778	.833	
brq24	I feel this brand really understands me	.678	.857	
Partner quality				.771
brq6	If this brand makes a claim or promise about its products, it is probably true	.540	.737	
brq11	I know what to expect from this brand	.569	.720	
brq16	This brand has always been good to me	.591	.705	
brq21	This brand is dependable and reliable	.605	.698	
Personal commitment				.862
brq5	This brand can always count on me	.696	.832	
brq10	I will stay with this brand through good times and bad times	.731	.816	
brq18	I have made a pledge of sorts to stick with this brand	.734	.815	
brq25	I am willing to make small sacrifices in order to keep using this brand	.689	.835	
Attributions of stability				.683
as26	The same problem is very likely to occur again in the near future	.267	.728	
as27	The cause is very likely to be permanent (it cannot be eliminated)	.658	.479	
sa28	The cause is very likely to be solvable only temporarily (so it will re-occur)	.411	.651	
sa29	The cause is very likely to appear very frequently	.548	.559	
Attributions of controllability				.759
ca30	The cause is controllable by this hotel	.569	.707	
ca31	The cause can be predicted by this hotel	.663	.590	
ca32	This hotel could have done something to avoid the problem	.561	.720	

Emotional responses				.800
er33	Angry	.674	.695	
er34	Regretful	.693	.680	
er35	Sorry	.573	.802	
Behavioral intentions				.829
bi36	Return to this hotel if you visit the same detonation again	.593	.802	
bi38	Choose this hotel brand again if you have a choice	.555	.810	
bi39	Say positive things about this hotel brand to other people	.704	.778	
bi40	Recommend this hotel brand to someone who seeks your advice	.775	.761	
bi41	Encourage your friends and relatives to choose this hotel brand	.774	.762	
bi37r	Switch to another hotel brand in the future	.212	.870	

4.7 Method of Data Analysis

For the main study, collected data were analyzed following the principles and procedures of structural equation modeling (SEM). SEM is a technique for simultaneously estimating the relationships between observed and latent variables. It integrates new developments of two standard statistical methodologies: CFA and path analysis. For CFA, the researcher begins with a hypothesis prior to the analysis. The model, or hypothesis, specifies which variable will be correlated with which factors, and which factors are correlated. In addition, CFA offers the research a more viable method for evaluating

construct validity. The following are the data analysis procedures. The collected data were analyzed using AMOS (Analysis of Moment Structure).

First, the data is screened prior to formal data analysis. The purpose of data screening is to ensure the data are appropriate for further data analysis and to not violate the assumptions of SEM significantly. Missing values and outliers are examined in this phase.

Second, the goodness-of-fit is assessed for overall model fit. However, there is no single recommended measure of model fit. Several common indices of fit are used for this study. They are chi-square (χ^2), the goodness-of-fit index (GFI), the root mean square residual (RMR), the root mean square error of approximation (RMSEA), and the comparative fit index (CFI). The chi-square becomes more sensitive as the number of indicators rises. Therefore, we examine a number of other measures. The GFI values range from 0 to 1, with values greater than 0.9 indicating a good fit to the data. The RMR values should be less than 0.1. RMSEA is similar to RMR based on the analysis of residuals. Values below 0.10 indicate a good fit to the data. CFI values larger than 0.9 indicate a good fit to the data.

Third, model modification is used to obtain a better-fitting model when the model does not fit the data well. In order to specify what level of chi-square change is required for a path to be included in the modification index output, the critical value of a chi-square distribution with one degree of freedom is 3.84. In AMOS, the default value is 4.00. With

the modification index results, corresponding modifications are made to obtain a good model.

Fourth, when the overall model is accepted, the estimated path coefficient could be assumed to represent the effect from the starting-point variable to the ending-point variable. The proposed model hypothesizes that there are significant causal relationships among five constructs of ’brand relationship quality,” ”controllability attribution,” ”stability attribution,” "emotional responses,” and” behavioral intention.” The essence of applying SEM is handling causal relationships among these constructs. Then, each of the constructs is evaluated separately by examining the indicator loadings for statistical significance and assessing the construct’s reliability and variance extracted.

CHAPTER 5 DATA ANALYSIS & RESULTS

CHAPTER 5 DATA ANALYSIS & RESULTS

5.1 Introduction

This chapter presents the results of main study and interprets the findings. It starts with data screening. Several issues are examined carefully. Then, the profiles of the respondents for the main survey are presented. This chapter also reports the results of reliability for all the measurement scales of five constructs. Next, a two-step approach CFA test is chosen to ensure both the measurement and the structural models are adequate, followed by hypothesis testing. MANOVA test is conducted to compare the differences between male and female, as well as high-BRQ and low-BRQ consumers, in responding to service failures. The last section interprets the findings.

5.2 Data Screening

Data screening was first conducted. The purpose of data screening is to ensure that data are appropriate for further analysis and do not violate the assumptions of SEM significantly. Several issues were examined carefully. The treatment of missing observations was discussed first. Then, the distribution issues, mainly univariate and multivariate normality, were examined, followed by outliers.

5.2.1 Missing Data

Missing data were treated using a four-step process, which addresses the types and extent of missing data, identification of missing data processes, and available remedies for accommodating data into multivariate analysis (Hair et al., 2010).

First, we determine the type of missing data. The main study collected 423 valid samples. All the missing data in this study were unknown and could not be ignored because these unknown missing data were related directly to non-response by the respondent. Some certain questions, such as “income” and “education,” were left unanswered by respondents. Therefore, there is a need to further identify the extent of the missing data.

Next, we determine the extent of the missing data. The objective in this step is to identify whether the percentage of missing data is sufficiently low to merit remedy. For an individual case or observation, missing data under 10% are remedied in the following step. As can be seen from Table 5.1, among the 423 cases, the highest amount of missing data is 47 cases for “income” (11.1% of the sample), followed by “education” (4.3% of the sample) and “country” (3.1% of the sample). All the others have a percentage of missing value lower than 10% or no missing value at all. Therefore, no cases need to be deleted.

Table 5.1 Summary Statistics of Missing Data for Main Study

Variable	Number of Cases	Mean	Missing	
			Count	Percent
brq1	423	3.58	0	.0
brq2	423	3.37	0	.0
brq3	421	3.66	2	.5
brq4	422	3.71	1	.2
brq5	422	3.61	1	.2
brq6	423	3.92	0	.0
brq7	423	3.77	0	.0
brq8	417	3.65	6	1.4
brq9	422	3.48	1	.2
brq10	422	3.41	1	.2
brq11	422	3.83	1	.2
brq12	420	3.30	3	.7
brq13	418	3.63	5	1.2
brq14	421	3.56	2	.5
brq15	423	2.99	0	.0
brq16	423	3.89	0	.0
brq17	423	3.70	0	.0
brq18	423	3.18	0	.0
brq19	422	3.68	1	.2
brq20	422	3.56	1	.2
brq21	423	3.85	0	.0
brq22	421	3.32	2	.5
brq23	423	3.65	0	.0
brq24	422	3.55	1	.2
brq25	423	3.25	0	.0
attribution27	422	2.87	1	.2
attribution28	423	3.16	0	.0
attribution29	421	2.93	2	.5
attribution30	423	3.57	0	.0
attribution31	422	3.69	1	.2

attribution32	423	3.87	0	.0
emotion33	423	3.41	0	.0
emotion34	423	2.89	0	.0
emotion35	423	2.98	0	.0
intention37	423	3.03	0	.0
intention38	423	3.71	0	.0
intention39	423	3.57	0	.0
intention40	423	3.66	0	.0
intention41	422	3.55	1	.2
Q2loyalty	423	NA	0	.0
gender	423	NA	0	.0
age	421	NA	2	.5
education	405	NA	18	4.3
country	410	NA	13	3.1
income	376	NA	47	11.1

NA= Not applicable to non-metric variables

Next, we diagnose the randomness of the missing data process. This step ascertains that the degrees of randomness present are distributed randomly across the cases and the variables. Therefore, missing data process was considered missing completely at random (MCAR).

Finally, we select an imputation method. Imputation means to replace or substitute the missing observations with estimated score based on valid values of other variables and/or cases in the sample (Hair et al., 2010). There are several ways to calculate estimated scores. The missing data in this study is MCAR; thus, the cases with missing data are indistinguishable from cases with complete data (Hair et al., 2010). Therefore, this study employed expectation and maximization (EM) method. As shown in table 5.2, no significant differences between these values are recorded.

Table 5.2 Comparing the Estimates of Mean and Standard Deviation by EM methods

		brq1	**brq2**	**brq3**	**brq4**	**brq5**	**brq6**	**brq7**	**brq8**
Estimated Means	All values	3.58	3.37	3.66	3.71	3.61	3.92	3.77	3.65
	EM	3.58	3.35	3.64	3.71	3.61	3.89	3.74	3.64
Estimated Standard Deviations	All values	.759	.847	.769	.850	.897	.656	.769	.752
	EM	.741	.855	.777	.867	.921	.670	.786	.767
		brq9	**brq10**	**brq11**	**brq12**	**brq13**	**brq14**	**brq15**	**brq16**
Estimated Standard Deviations	All values	3.48	3.41	3.83	3.30	3.63	3.56	2.29	3.89
	EM	3.46	3.39	3.84	3.30	3.63	3.56	3.02	3.88
Estimated Means	All values	.803	.838	.670	.818	.839	.780	.971	.696
	EM	.804	.839	.657	.825	.840	.777	.962	.695
		brq17	**brq18**	**brq19**	**brq2**	**brq21**	**brq18**	**brq22**	**brq23**
Estimated Means	All values	3.70	3.18	3.68	3.56	3.85	3.18	3.32	3.65
	EM	3.67	3.18	3.65	3.57	3.83	3.18	3.32	3.64
Estimated Standard Deviations	All values	.760	.926	.754	.798	.726	.926	.700	.734
	EM	.741	.902	.766	.794	.728	.902	.691	.739
		brq24	**brq25**	**sa27**	**sa28**	**sa29**	**ca30**	**ca31**	**ca32**
Estimated Standard Deviations	All values	3.55	3.25	2.87	3.16	2.93	3.57	3.69	3.87
	EM	3.56	3.26	2.91	3.15	3.01	3.56	3.69	3.88
Estimated Means	All values	.784	.880	.930	.905	.938	.871	.800	.740
	EM	.777	.865	.925	.903	.934	.866	.808	.736
		emo33	**emo34**	**emo35**	**int38**	**int39**	**int40**	**int41**	
Estimated Means	All values	3.41	2.89	2.98	3.71	3.57	3.66	3.55	
	EM	3.46	2.95	3.02	3.70	3.55	3.66	3.54	
Estimated Standard Deviations	All values	.877	.846	.910	.699	.788	.783	.836	
	EM	.831	.808	.895	.681	.777	.796	.858	

5.2.2 Data Normality

One of the important assumptions of applying SEM is that the observed variables follow normal distributions. According to Tabachnick, Fidell, and Osterlind (2001), a sample size of at least 20 in each cell should ensure robustness (i.e., to check both univariate and multivariate normality).

Univariate normality is a necessary but insufficient condition of multivariate normality. To examine univariate normality, SPSS descriptive statistics analysis was employed in this study. The results show that all the indicators are distributed normally. To test for multivariate normality, Mahalanobis distances using SPSS regression were used. Mahalanobis distance is the distance of a particular case from the centroid of the remaining cases, where the centroid is the point created by the means of all the remaining cases and variables (Tabachnick et al., 2001). The results show that Mahalanobis distance has a maximum value of 118.05. This number was compared to a critical value. Critical value is determined by using a critical value of chi-square table, with the number of dependent variables as degrees of freedom. According to the table of critical values for evaluating Mahalanobis distance values ($\alpha = .001$, see appendix), the critical values at the degree of freedom of 40 is 73.40. The maximum value of Mahalanobis distance is large than 73.40, which suggests the presence of multivariate outliers. Therefore, further investigation is needed to determine how many cases are involved, and just how different they are from the remaining cases.

5.2.3 Outliers

Outliers are extreme scores that are very different from the other scores. Hair et al. (2010) suggested that outliers should be checked from univariate, bivariate, and multivariate perspectives. Univariate outliers are mostly irrelevant in the present study as most of the scales were of five-point Likert-type or semantic differential scales. To test for multivariate outliers, we used SPSS to general extreme values for the Mahalanobis distance. The extreme values box presents the highest and lowest for Mahalanobis distance variable and the ID numbers. One person with ID 420 has a score of 118.05, whereas three other people have scores larger than 85.00, which are a little bit higher than 73.40. Therefore, the four cases were deleted (ID 420, 215, 53, 148); however, the fifth case was left in the data file.

Table 5.3 Extreme Values

		Case No.	ID	Value
Mahalanobis Distance	Highest 1	420	420	1.18052E2
	2	215	215	8.99278E1
	3	53	53	8.93900E1
	4	148	148	8.62173E1
	5	7	7	8.15357E1
	Lowest 1	108	108	9.39746
	2	111	111	9.56723
	3	226	226	1.03329E1
	4	224	224	1.04797E1
	5	255	255	1.07621E1

5.3 Profile of the Respondents for the Main Survey

After deleting 4 outlying cases, 419 cases were left. Table 5.4 shows the demographic profile of the respondents based on 419 completed questionnaires. First, respondents are not equally divided by gender and approximately three out of five respondents are male. This is reasonable because, according to the interviews with the hotels managers, most of the hotels in this study are business hotels and have more male customers in general. Second, the majority of the respondents are between 21 and 50 years of age. Therefore, hotel guests aged 21–30 and 31–40 account for the largest percentages, 33.3% and 37.9%, respectively. People aged 41–50 also account for a moderate proportion (20%.) Third, among these respondents, not surprisingly, more than two thirds have a university degree or higher. A very small proportion (4%) holds secondary/high school level or primary level or less, which indicates that, in general, high-end hotel guests are well educated. Fourth, in this study, approximately 70% hotel guests are from Mainland China. The others, comprising approximately 8%, mostly come from Europe, North America, and Hong Kong, Macau, and Taiwan. Finally, this study also investigated the monthly income of high-end hotel guests. Most respondents (approximately 70%) have a monthly income of less than 3,000 USD. Notably, approximately 20% of the respondents have an income less than 1,000 USD; however, another 15% make more than 6,000 USD. The reason could be that since this study collected most data in Yangtze River Delta (YRD) (including Hangzhou, Nanjing, Ningbo and Shanghai), which is more developed than other regions in China, and there is a large income gap. Another reason is probably due to the constitution of the market around the hotels. For instance, Fang Yuan International Hotel in

Nanjing has a stable market from the surrounding international corporations, and this hotel market has an average income of 2,000 USD. Therefore, having business guests at these two levels is unsurprising.

Table 5.4 Profile of the Respondents for the Main Study (n=423)

Characteristics		**Frequency**	**Valid Percentage (%)**
Gender			
	Male	247	58.9
	Female	172	41.1
Age			
	18-20	6	1.4
	21-30	139	33.3
	31-40	158	37.9
	41-50	91	21.8
	51-60	20	4.8
	>61	3	.7
Education			
	Primary	1	.2
	Secondary/high school	13	3.2
	Diploma	112	27.7
	University or above	276	68.7
Country of Original			
	Mainland China	279	68.9
	HK, Macau & Taiwan	32	7.8
	South-east Asia	16	3.9
	Europe	34	8.2
	North America	30	7.3
	Australia	6	1.5
	Japan & Korea	10	2.5
Monthly-income (US$)			
	<1000	71	19.1
	1001-2000	86	23.1
	2001-3000	73	19.6
	3001-4000	38	10.2
	4001-5000	19	5.1

5001-6000	28	7.5
>6000	57	15.3

5.4 Scale Reliability

After data screening, the next step was to test scale reliability. The purpose of this step is to measure the internal consistency of measurement of *BRQ, attribution, emotional responses, and behavior intentions*. Since a scale should consistently reflect the construct and the manifest variables, it should produce results consistent with the overall questionnaire (Field, 2005). Coefficient alpha (Cronbach's alpha = α) is designed as a measure of internal consistency. A Cronbach's alpha value of no lower than .70 is applied (Hair et al., 2010).

The results of coefficient alpha are presented in Table 5.5. The majority of the measurement for these constructs has a reliability coefficient above or near.80, indicating that the scale scores are reasonably reliable for respondents like those in this study. When examining the individual items, Item CA30 under construct *controllability attribution* has the lowest corrected item-total correlations. The Cronbach's alpha for the overall scale is.779. If this item is removed from the scale, the overall reliability would increase slightly to .812. However, this item was not deleted because the correlation for CA30 is .523, which is above the threshold value of 0.3 (Ho, 2006). This means this item may still correlate with total and perhaps still be acceptable for further analysis.

Table 5.5 Reliability of Constructs

		Item-Total Correlation	Alpha if Item Deleted	Reliability Coefficient
Love/Passion				.874
brq1	I feel my relationship with this brand is exclusive and special	.744	.833	
brq8	I have a powerful attraction toward this brand	.700	.850	
brq14	I feel that this brand and I were really 'meant for each other'	.705	.849	
brq20	I have feelings for this brand that I don't have for many other brands	.771	.822	
Self-connection				.797
brq2	This brand and I have a lot in common	.626	.743	
brq7	This hotel brand says a lot about the kind of person I am	.581	.758	
brq12	This brand states about what is important to me in life	.609	.749	
brq17	This brand's image is consistent with how I'd like to see myself	.625	.745	
brq22	I feel related to the type of people who are the customers of this brand	.457	.793	
Behavioral interdependence				.767
brq4	I have really gotten used to having this brand	.616	.667	
brq15	It would be a shame if I had to start over from scratch with another brand from this category	.588	.717	
brq23	Every time I use this brand, I am reminded of how much I like it	.620	.680	
Intimacy				.867

brq3	I feel like this brand actually cares about me	.684	.841	
brq9	I feel I really understand this brand	.645	.851	
brq13	It feels like I know this brand for a long time	.652	.850	
brq19	This brand really listens to what I have to say	.720	.832	
brq24	I feel this brand really understands me	.756	.823	
Partner quality				.808
brq6	If this brand makes a claim or promise about its products and service, it is probably true	.624	.761	
brq11	I know what to expect from this brand	.590	.776	
brq16	This brand has always been good to me	.656	.745	
brq21	This brand is dependable and reliable	.632	.757	
Personal commitment				.850
brq5	This brand can always count on me	.665	.819	
brq10	I will stay with this brand through good times and bad times	.666	.819	
brq18	I have made a pledge of sorts to stick with this brand	.697	.805	
brq25	I am willing to make small sacrifices in order to keep using this brand	.727	.792	
Attributions of stability				.810
as27	The cause is very likely to be permanent (it cannot be eliminated)	.685	.713	
sa28	The cause is very likely to be solvable only temporarily (so it will re-occur)	.627	.773	
sa29	The cause is very likely to appear very frequently	.667	.732	
Attributions of controllability				.779
ca30	The cause of the problem is controllable by this hotel	.523	.812	

ca31	The cause of the problem can be predicted by this hotel	.689	.620	
ca32	The hotel could have done something to avoid the problem	.652	.669	
Emotional responses				.812
er33	Angry	.620	.784	
er34	Regretful	.703	.701	
er35	Sorry	.665	.739	
Behavioral intentions				.904
bi36	Return to this hotel if you visit the same detonation again	.727	.889	
bi38	Choose this hotel brand again if you have a choice	.717	.892	
bi39	Say positive things about this hotel brand to other people	.774	.879	
bi40	Recommend this hotel brand to someone who seeks your advice	.793	.875	
bi41	Encourage your friends and relatives to choose this hotel brand	.789	.876	

5.5 Measurement Model Testing

In this study, a two-step approach was chosen to ensure that both the measurement model and the structural model were adequate (J. C. Anderson & Gerbing, 1988). Before the examination of the relationships among the constructs of the structural model, CFA using AMOS was employed to identify whether the factors of the measurement scales were related to the underlying items developed in this study. We examined convergent validity,

discriminant validity, and construct reliability of the scales, as suggested by Hair et al. (2010).

According to Hair et al. (2010), unacceptable model specification is used to achieve fit, including assessing measurement model fit through a separate analysis for each construct instead of one analysis for the entire model because goodness-of-fit (GOF) indices are designed for testing the entire model, not a single construct at a time. Therefore, in this study, we only examined the BRQ model, but not all other individual models. In the following section, we present the results of CFA for overall measurement model.

5.5.1 BRQ Model Testing

BRQ model was verified by a CFA with 6 dimensions and 25 items, using the validation sample (n=419) by AMOS 17.0. The 25 items were specified as reflective indicators of their respective latent factors, and the factors were allowed to freely correlate with each other.

Overall Model Fit

The first run of CFA shows some support that the BRQ model is acceptable (chi-square = 811.725, degree of freedom = 260. GFI = .860, CFI = .913, RMR = .026, RMSEA = .071). However, two loading estimates were noted because they fell below the ideal factor loading cutoff of .70 (Hair et al, 2010): *brq7* (.603) and *brq22* (.544). This appears to be causing problems because, when examining average variance extracted (AVE) of BRQ

construct, it is below the recommend level of .5. This indicates that, on average, more errors remain in the items than variance explained by the latent factor structure imposed on the measure. Therefore, the item b*rq 22* was deleted because it had the lowest factor loading.

The results also report modification indices offering suggestion for improving the model. A modification index is calculated for every possible relationship that is not estimated in a model (Hair et al., 2010). However, making model changes should also refer to conceptual support. An examination of modification indices reveal that one pair of residual covariance has the largest modification index values: *brq7* and *brq17* (e7↔e17, MI = 54.305). The covariance of *e7* with *e17* was expected to be .124 if the model was modified with this covariance. The model's chi-square test of overall fit should be approximately 54.305 units lower than the present model's value of 811.725. In the previous stage, *brq7* was noticeable. The factor loading (.603) of this item is below the ideal standard of .70, but above the threshold level of .50. The values b*rq 7 (This brand says a lot about the kind of person I am)* and *brq17 (This brand's image is consistent with how I would like to see myself)* also have a high covariance with each other. To consider the conceptual implications of model modification, *brq 7* was deleted, and the test was run again. The second run, without these two items, was more successful with a significant chi-square of 655.557 with 215 degrees of freedom, GFI value of .874, CFI value of .926, RMR value of .025, and RMSEA value of .070. According to Hair et al. (2010), for a model with less than 30 observed variables and a sample size of over 250, when the chi-square is expected to be significant, evidence of good fit would be a RMSEA less than .07

with CFI of .92 or higher (Hair et al., 2010). Therefore, we can accept the BRQ model with 23 items.

Table 5.6 Results of CFA for BRQ (n=423)

Factor/Item		Factor Loading	SMC	Variance Extracted	Construct Reliability
BRQ Dimensions					
Love/Passion				.748	.922
brq1	I feel my relationship with this brand is exclusive and special	.810	.656		
brq8	I have a powerful attraction toward this brand	.762	.581		
brq14	I feel that this brand and I were really 'meant for each other'	.768	.590		
brq20	I have feelings for this brand that I don't have for many other brands	.848	.720		
Self-connection				.612	.831
brq2	This brand and I have a lot in common	.741	.549		
brq12	This brand states about what is important to me in life	.713	.508		
brq17	This brand's image is consistent with how I'd like to see myself	.663	.439		
Behavioral interdependence				.614	.826
brq4	I have really gotten used to having this brand around	.749	.561		
brq15	It would be a shame if I had to start over from scratch with another brand from this category	.731	.535		

brq23	Every time I use this brand, I am reminded of how much I like it	.712	.507		
Intimacy				.684	.915
brq3	I feel like this brand actually cares about me	.755	.577		
brq9	I feel I really understand this brand	.720	.518		
brq13	It feels like I know this brand for a long time	.732	.536		
brq19	This brand really listens to what I have to say	.775	.601		
brq24	I feel this brand really understands me	.799	.638		
Partner quality				.694	.900
brq6	If this brand makes a claim or promise about its products and service, it is probably true	.691	.478		
brq11	I know what to expect from this brand	.674	.454		
brq16	This brand has always been good to me	.744	.554		
brq21	This brand is dependable and reliable	.756	.571		
Personal commitment				.646	.880
brq5	This brand can always count on me	.760	.577		
brq10	I will stay with this brand through good times and bad times	.740	.548		
brq18	I have made a pledge of sorts to stick with this brand	.758	.574		
brq25	I am willing to make small sacrifices in order to keep using this brand	.806	.650		

x^2 = 655.557, d.f. = 215, p =0.000,
GFI = .874**
CFI = .926**
RMR = .025**
RMSEA = .070**

Acceptability: ** (acceptable), * (marginal)

Measurement Model Fit

With the overall model fit established, the next step is to verify the construct validity by examining the convergent and discriminant validity. Convergent validity requires the indicators of a construct to converge or share a high proportion of common variance. AVE is one indicator of convergent validity. With CFA, AVE is calculated as the mean variance extracted for the items loading on a construct and is a summary indicator of convergence (Hair et al., 2010). An AVE of .5 or higher is a good rule of thumb, suggesting adequate convergence. We calculated the AVE estimates and present the results in Table 5.6. The AVE estimates range from .612 for *self-connection* to .748 for *love/passion*. All exceed the .5 rule of thumb substantially, indicating good convergent validity for the factors of BRQ. Construct reliability (CR) is another indicator of convergent validity. It is similar to Cronbach's alpha; a value of .70 or higher suggests good reliability. Reliability between .60 and .70 may be acceptable, provided that other indicator of a model's construct validity is good. We computed from the squared sum of factor ladings for each construct and the sum for the error variance term for a construct. As shown in Table 5.6, construct reliabilities range from .826 for *behavioral interdependence* to .922 for *love/passion*. Once again, these exceed the recommended level of .70, suggesting adequate reliability for the factors of BRQ.

Discriminant validity is the extent to which a construct is truly distinct from other constructs. According to Hair et al. (2010), high discriminant validity provides evidence that a construct is unique and captures some phenomena other measures do not. There are several ways to assess discriminant validity. One of them is to compare the AVE values to square inter-construct correlations for any two constructs. First, we examined the inter-construct covariance. As reported in Table 5.7, clearly, all the AVE values from Table 5.6 are greater than the corresponding inter-construct squared correlation estimates (above the diagonal). Therefore, this test indicates that there are no problems with discriminant validity for the BRQ CFA model.

Nomological validity is tested by examining whether the correlations among the constructs in a measurement theory make sense through the matrix of construct correlations (Hair et al., 2010). As Table 5.7 shows, all the constructs positively relate to others at .001 significance levels. Therefore, nomological validity can be supported by these significant correlations.

Table 5.7 BRQ Inter-construct Correlation Matrix (Standardized)

	Love/ passion	**Self-connection**	**Inter-dependence**	**Intimacy**	**Partner quality**	**Commit-ment**
Love/ passion	1.00	.08	.10	.13	.07	.16
Self-connection	.29***	1.00	.05	.08	.04	.10
Inter-dependence	.31***	.22***	1.00	.07	.04	.13

Intimacy	.37***	.28***	.27***	1.00	.07	.14
Partner quality	.27***	.20***	.20***	.27***	1.00	.07
Commit-ment	.41***	.31***	.36***	.37***	.26***	1.00

Significance Level: *** = .001

Note: Values below the diagonal are correlation estimates among constructs, diagonal elements are construct variances, and values above the diagonal are squared correlations.

5.5.2 Overall Measurement Model Testing

An overall CFA model represents a baseline to assess the fit of the structural model (Hair et al., 2010). Therefore testing an overall measurement model first and then assessing the structural model, which specifies a set of theoretical relations between the constructs, would be inappropriate. In the overall measurement model, all constructs under study (namely, BRQ, stability attribution, controllability attribution, emotional responses, and behavioral intentions) were included in an overall CFA model that allowed correlation between all latent constructs. Table 5.8 reveals the results of the overall measurement model with a valid sample size of 419. All factor loadings have values close to or larger than .70, as suggested by Hair et al. (2010). Chi-square has a value of 1,501.574 with 613 degrees of freedom, which has a statistical significance level of .000. This shows that the differences of the predicted and actual matrices are significant because the chi-square becomes more sensitive as the number of indicators rises. Thus, additional measures of fit must be employed. The other goodness-of-fit indices did not indicate a very good fit within accepted exhortation levels: GFI = .829, CFI = .903, RMR = .034, RMSEA = .059.

According to Hair et al. (2010), for a model with more than 30 observed variables and a sample size of over 250, when a significant $\chi 2$ value is expected, a good fitting model should have a RMSEA value less than .07, with CFI of .90 or higher, and RMR should be less than .08. Therefore, the results support a satisfactory fit for the overall measurement model. In summary, the various measures of BRQ goodness-of-fit model lend sufficient support to deeming the results and acceptable representation of the hypothesized constructed.

Table 5.8 Results of CFA for Overall Measurement Model (n = 423)

Items		**Factor Loading**	**SMC**	**Construct Reliability**	**AVE**
Love/Passion				.922	.748
brq1	I feel my relationship with this brand is exclusive and special	.812	.659		
brq8	I have a powerful attraction toward this brand	.761	.579		
brq14	I feel that this brand and I were really 'meant for each other'	.767	.589		
brq20	I have feelings for this brand that I don't have for many other brands	.848	.719		
Self-connection				.865	.694
brq2	This brand and I have a lot in common	.745	.554		
brq12	This brand states about what is important to me in life	.709	.502		
brq17	This brand's image is consistent with how I'd like to see myself	.663	.439		
Behavioral Interdependence				.823	.611

brq4	I have really gotten used to having this brand around	.762	.580		
brq15	It would be a shame if I had to start over from scratch with another brand from this category	.703	.494		
brq23	Every time I use this brand, I am reminded of how much I like it	.730	.533		
Intimacy				.915	.684
brq3	I feel like this brand actually cares about me	.758	.575		
brq9	I feel I really understand this brand	.720	.519		
brq13	It feels like I know this brand for a long time	.734	.539		
brq19	This brand really listens to what I have to say	.772	.595		
brq24	I feel this brand really understands me	.801	.641		
Partner Quality				.900	.693
brq6	If this brand makes a claim or promise about its products and service, it is probably true	.693	.481		
brq11	I know what to expect from this brand	.676	.457		
brq16	This brand has always been good to me	.743	.552		
brq21	This brand is dependable and reliable	.753	.568		
Personal Commitment				.880	.647
brq5	This brand can always count on me	.759	.576		
brq10	I will stay with this brand through good times and bad times	.743	.552		
brq18	I have made a pledge of sorts to stick with this brand	.759	.576		
brq25	I am willing to make small sacrifices in order to keep using this brand	.803	.646		

Attributions of Stability				.875	.631
as27	The cause is very likely to be permanent (it cannot be eliminated)	.793	.629		
sa28	The cause is very likely to be solvable only temporarily (so it will re-occur)	.719	.517		
sa29	The cause is very likely to appear very frequently	.789	.623		
Attributions of Controllability				.819	.668
ca30	The cause is controllable by this hotel	.578	.334		
ca31	The cause can be predicted by this hotel	.877	.769		
ca32	This hotel could have done something to avoid the problem	.782	.611		
Emotional Responses				.863	.677
er33	Angry	.691	.478		
er34	Regretful	.828	.686		
er35	Sorry	.789	.622		
Behavioral Intentions				.822	.760
bi36	Return to this hotel if you visit the same detonation again	.766	.586		
bi38	Choose this hotel brand again if you have a choice	.753	.568		
bi 39	Say positive things about this hotel brand to other people	.827	.684		
bi 40	Recommend this hotel brand to someone who seeks your advice	.838	.702		
bi 41	Encourage your friends and relatives to choose this hotel brand	.857	.734		

x^2 =1501.574, d.f.=613, p = .000
GFI=.826**
CFI=.903**
RMSEA= .059**
RMR=.034**

Acceptability: ** (acceptable), * (marginal)

Measurement Model Fit

With the overall fit model established, next step is to verify the construct validity, as well as to examine convergent and discriminant validity. For convergent validity, we first calculated the AVE estimates; results are presented in Table 5.8. The AVE estimates range from .611 for *behavioral interdependence* to .760 for *behavioral intentions*. All exceed the .5 rule of thumb, which again indicates good convergent validity for the factors of BRQ. Construct reliability was then computed from the squared sum of factor ladings for each construct and the sum for the error variance term for a construct. Table 5.8 shows a model fit exceeding the recommended level of .70, suggesting adequate reliability for the factors of BRQ.

Discriminant validity was examined by comparing AVE estimates and squared inter-construct correlations for each factor. As reported in Table 5.9, clearly, all AVE values from Table 5.8 are greater than the corresponding inter-construct squared correlation estimates (above the diagonal). Therefore, this test indicates that there are no problems with discriminant validity for the BRQ CFA model.

Table 5.9 BRQ Inter-construct Correlation Matrix (Standardized)

	BRQ	**Stability Attribution**	**Controllability Attribution**	**Emotional Responses**	**Behavioral Intentions**
BRQ	1.00	.00	.00	.01	.06
Stability Attribution	-.01	1.00	.01	.10	.00
Controllability Attribution	.00*	.12***	1.00	.10	.00
Emotional Responses	-.12***	.16***	.16***	1.00	.07
Behavioral Intentions	.25***	-.04	.02	.27***	1.00

Significance Level: *** = .001, ** =.01, * = .05

Note: Values below the diagonal are correlation estimates among constructs, diagonal elements are construct variances, and values above the diagonal are squared correlations

Nomological validity was tested through the matrix of construct correlations. As Table 5.9 shows, several constructs do not positively relate to others at .001 significant levels. Specifically, the correlation estimate between *stability attribution* and *behavioral intentions* is negative and not significant (p = .162) and the correlation estimate between *stability attribution* and *BRQ* is negative and not significant (p = .675). Similarly, *controllability attribution* also has one insignificant correlation with *behavioral intentions*. Therefore, nomological validity may not be supported. The relationship for *controllability attribution* and *stability attribution* should be a major concern.

5.6 Structural Model Testing

In the previous section, we tested the measurement model to ensure the models are reliable and valid. With an acceptable model fit for the overall measurement model, a structural model was specified based on the hypotheses proposed. A structural model describes the structural relationships between constructs. Figure 5.1 shows a five-construct structural model. This model aims to test five relationships: a) from BRQ to attribution; b) from BRQ to emotional responses; c) from BRQ to behavioral intentions; d) from attribution to emotional responses; and e) from emotional responses to behavioral intention.

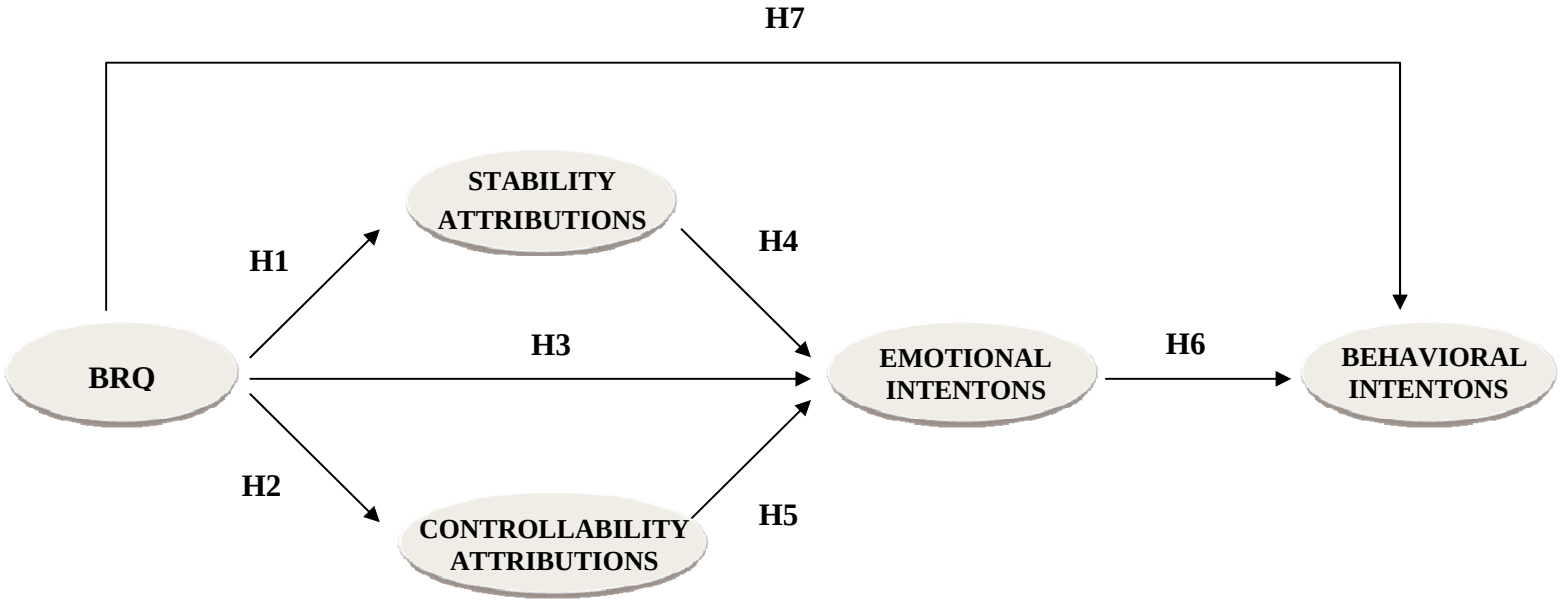


Figure 5.1 Structural Model

Assessment of the Structural Model

Table 5.10 reveals the results of the overall measurement model with a valid sample size of 419. Chi-square has a value of 1,617.338 with 617 degrees of freedom, with a statistical significance level of .000. This shows that the differences of the predicted and actual matrices are significant because the chi-square becomes more sensitive as the number of indicators rises. Thus, additional measures of fit must be employed. GFI value is .818. RMR indicates that the average residual correlation is .043, which shows a good fit to the data. CFI has a value of .891 and RMSEA has an acceptable value of .062.

Table 5.10 Results of CFA for Structural Model

Items		**Factor Loading**	**SMC**	**Construct Reliability**	**AVE**
Love/Passion				.922	.748
brq1	I feel my relationship with this brand is exclusive and special	.811	.658		
brq8	I have a powerful attraction toward this brand	.761	.579		
brq14	I feel that this brand and I were really 'meant for each other'	.767	.589		
brq20	I have feelings for this brand that I don't have for many other brands	.848	.720		
Self-connection				.865	.694
brq2	This brand and I have a lot in common	.744	.554		
brq12	This brand states about what is important to me in life	.709	.502		
brq17	This brand's image is consistent with how I'd like to see myself	.663	.440		

Items		Factor Loading	SMC	Construct Reliability	AVE
Love/Passion				.922	.748
brq1	I feel my relationship with this brand is exclusive and special	.811	.658		
brq8	I have a powerful attraction toward this brand	.761	.579		
Behavioral Interdependence				.823	.611
brq4	I have really gotten used to having this brand around	.762	.581		
brq15	It would be a shame if I had to start over from scratch with another brand from this category	.702	.493		
brq23	Every time I use this brand, I am reminded of how much I like it	.730	.533		
Intimacy				.915	.684
brq3	I feel like this brand actually cares about me	.758	.575		
brq9	I feel I really understand this brand	.720	.519		
brq13	It feels like I know this brand for a long time	.735	.540		
brq19	This brand really listens to what I have to say	.772	.596		
brq24	I feel this brand really understands me	.800	.640		
Partner Quality				.900	.693
brq6	If this brand makes a claim or promise about its products and service, it is probably true	.693	.480		
brq11	I know what to expect from this brand	.676	.457		
brq16	This brand has always been good to me	.743	.552		
brq21	This brand is dependable and reliable	.754	.568		

Items		Factor Loading	SMC	Construct Reliability	AVE
Love/Passion				.922	.748
brq1	I feel my relationship with this brand is exclusive and special	.811	.658		
brq8	I have a powerful attraction toward this brand	.761	.579		
Personal Commitment				.880	.647
brq5	This brand can always count on me	.759	.576		
brq10	I will stay with this brand through good times and bad times	.743	.552		
brq18	I have made a pledge of sorts to stick with this brand	.759	.577		
brq25	I am willing to make small sacrifices in order to keep using this brand	.803	.645		
Attributions of Stability				.875	.631
as27	The cause is very likely to be permanent (it cannot be eliminated)	.812	.660		
sa28	The cause is very likely to be solvable only temporarily (so it will re-occur)	.705	.497		
sa29	The cause is very likely to appear very frequently	.782	.611		
Attributions of Controllability				.819	.668
ca30	The cause is controllable by this hotel	.589	.337		
ca31	The cause can be predicted by this hotel	.687	.471		
ca32	This hotel could have done something to avoid the problem	.824	.680		
Emotional Responses				.863	.677

Items		Factor Loading	SMC	Construct Reliability	AVE
Love/Passion				.922	.748
brq1	I feel my relationship with this brand is exclusive and special	.811	.658		
brq8	I have a powerful attraction toward this brand	.761	.579		
er33	Angry	.742	.551		
er34	Regretful	.884	.781		
er35	Sorry	.808	.654		
Behavioral Intentions				.822	.760
bi36	Return to this hotel if you visit the same detonation again	.766	.587		
bi38	Choose this hotel brand again if you have a choice	.752	.565		
bi 39	Say positive things about this hotel brand to other people	.827	.689		
bi 40	Recommend this hotel brand to someone who seeks your advice	.842	.709		
bi 41	Encourage your friends and relatives to choose this hotel brand	.830	.740		

x^2=1617.338, d.f.=617, p = .000
GFI=.818**
CFI=.891**
RMSEA= .062**

Table 5.11 shows the model fit changes from structural model to CFA model. The overall model fit changed very little from the CFA model, except for an obvious chi-square increase of 115.76 and a decrease of CFI from .903 to .891. Other incremental fit measures show goodness-of-fit. Therefore, the structural model is still within a range that would be considered a good fit.

Table 5.11 Comparison of GOF Measures between Structural Model and CFA Model

GOF Index	Structural Model	CFA Model
Absolute Measures		
Chi-square	1617.338	1501.574
Degrees of freedom	617	613
Probability	.000	.000
GFI	.818	.829
RMSEA	.062	.059
RMR	.043	.034
Normed chi-square	2.62	2.45
Incremental Fit Measures		
NFI	.836	.848
CFI	.891	.903
RFI	.823	.834
Parsimony Measures		
AGFI	.792	.803
PNFI	.774	.780

5.7 Hypothesis Testing

With the proposed good fit structural model, the hypothesis are examined is this section and the path coefficients are subsequently reported. Five out of seven standardized path coefficients of the hypothesized model have acceptable statistical significance levels ($p < .001$). Path coefficient from BRQ to stability is negative, but not significant (-.034). The path coefficient from BRQ to controllability is positive, but also not significant (.016). Thus Hypothesis 1 (BRQ is negatively related to stability attribution) and Path hypothesis 2 (BRQ is negatively related to controllability attribution) are not supported by the data at a significant level of 0.5 in this study. BRQ has little effect on consumer's post-service attribution. Other five path coefficients are all significant. Table 5.12 reveals the standardized coefficients and their significance levels for each path. Overall, the results support the theoretical model.

Table 5.12 Path coefficients and strengths of individual paths (n = 423)

Path			Standardized Coefficient
Path coefficient			
BRQ	→	Stability attribution	-.020
BRQ	→	Controllability attribution	.019
BRQ	→	Emotion	-.232***
BRQ	→	Behavior intention	.589***
Stability attribution	→	Emotion	.153***
Controllability attribution	→	Emotion	.571***
Emotion	→	Behavior intention	-.267***

Direct effect			
BRQ	→	Emotion	-.267***
BRQ	→	Behavior intention	.571***
Stability attribution	→	Emotion	.153***
Controllability attribution	→	Emotion	.571***
Emotion	→	Behavior intention	-.267***
Indirect effect			
BRQ	→	Behavior intention	.064
Stability attribution	→	Behavior intention	-.041
Controllability attribution	→	Behavior intention	-.154
Total effect			
BRQ	→	Emotion	-.267
BRQ	→	Behavior intention	.635

***p < 0.001, **p<0.05, *p<0.1

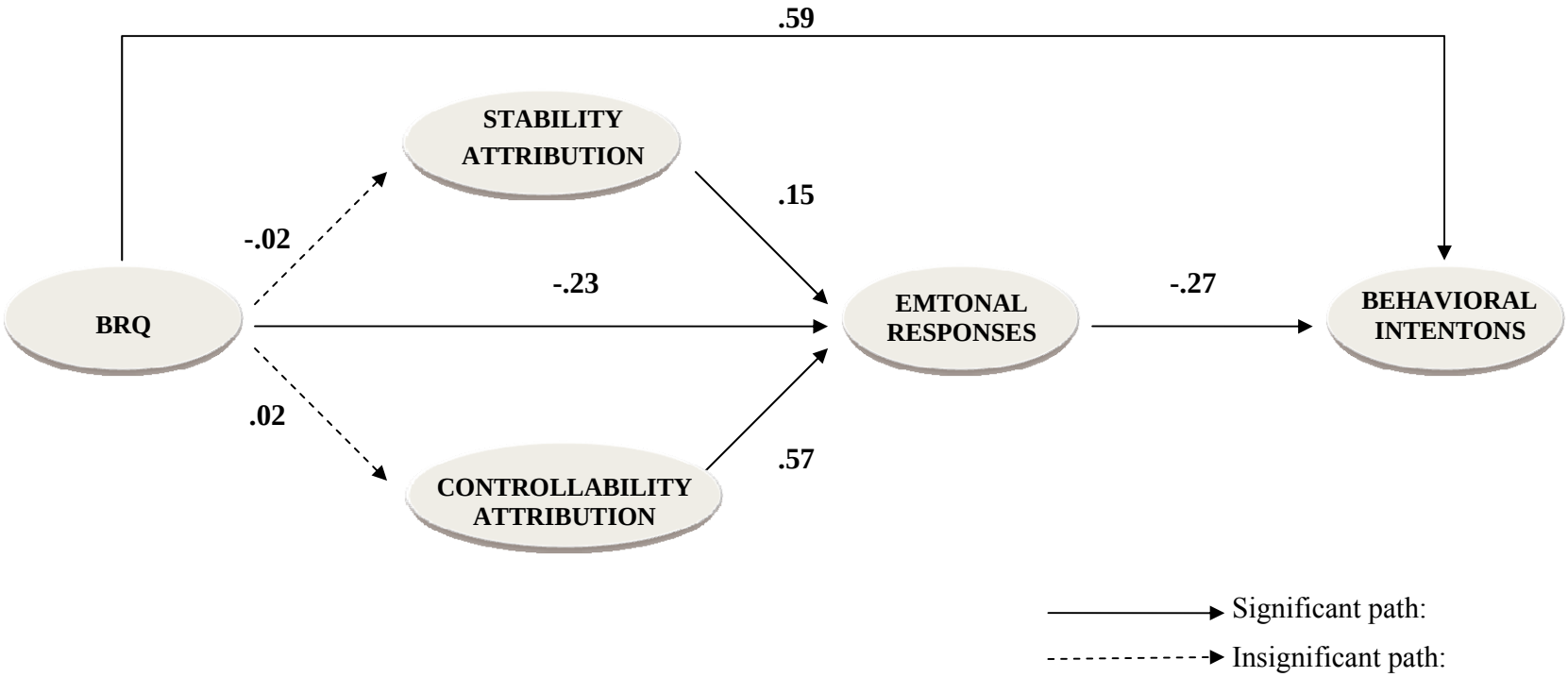


Figure 5.2 Standardized estimated hypothetical model (P < 0.001). Dashed lines indicate paths that are not significant at 0.05 or better

Figure 5.2 shows the standardized path coefficients for the causal relationships between the constructs. The supported hypotheses are described as follows:

Hypothesis 3 (BRQ is negatively related to consumers' emotional responses) was tested by examining the path coefficient between *BRQ* and *emotional responses*. The path coefficient is negative and significant at the level of .001; thus, the hypothesis is supported.

Hypothesis 4 (Stability attributions are positively related to consumers' emotional responses) was tested by studying the path coefficients between *stability attribution* and *emotional responses*. The path coefficient is positive and significant at the level of .01; thus, the hypothesis is supported

Hypothesis 5 (Controllability attributions are positively related to consumers' emotional responses) was examined by studying the path coefficient between *controllability attribution* and *emotional responses*. The path coefficient is positive and significant at the level of .01; thus, the hypothesis is supported.

Path hypothesis 6 (Consumers' emotional responses are positively related to behavioral intentions) was tested by examining the path coefficient between *emotional responses* and *behavioral intentions*. The path coefficient is negative and significant at the level of .001; thus, the hypothesis is supported.

Hypothesis 7 (BRQ is positively related to behavioral intentions) was tested by

examining the path coefficient between BRQ and Behavioral intentions. The path coefficient is positive and significant at the level of .001; thus, the hypothesis is supported.

Table 5.13 concludes the results of hypothesis testing in this study.

Table 5.13 Results of Hypothesis Testing

Hypothesis	Path	Standardized Coefficient	Results
H1: Effect of BRQ on Stability Attribution	BRQ → Stability Attribution	-.02	Not supported
H2: Effect of BRQ on Controllability Attribution	BRQ → Controllability Attribution	.02	Not supported
H3: Effect of BRQ on Emotional Responses	BRQ → Emotional Responses	-.23	Supported
H4: Effect of Stability Attribution on Emotional Responses	Attribution → Emotional Responses	.15	Supported
H5: Effect of Controllability Attribution on Emotional Responses	Controllability Attribution → Emotional Responses	.57	Supported
H6: Effect of Emotional Responses on Behavioral Intentions	Emotional Responses → Behavioral Intentions	-.27	Supported
H7: Effect of BRQ on Behavioral Intentions	BRQ → Behavioral Intentions	.59	Supported

5.8 MANOVA Testing

MANOVA is an extension ANOVA for more than one dependent variable. These dependent variables should be a conceptual reason for considering them together (Ngai, 2008). In this study, we want to compare the differences between high-BRQ and low-BRQ consumers on their post-service failures intentions, including attributions, emotional responses, and behavior intentions. Instead of using ANOVA, we prefer MANOVA because it is able to detect combined differences not found in the univariate tests.

Before proceeding with the main MANOVA, we first examined the sample size and other issues to ensure that they meet the basic principles of MANOVA.

- Sample size. The minimum required number of cases in each cell is the number of dependent variables. In this study, the number is four. We have a total of eight cells, two levels of independent variables (high-BRQ and low-BRQ consumers) and four dependent variables for each. Thus, the required sample size in this study is 32.
- Normality and outliers. MANOVA is based on multivariate normal distribution; therefore, it is quite sensitive to outliers. As checked in the section of data screening, Mahalanobis distances were calculated and outliers were deleted after comparison to chi-square critical values.
- Linearity. MANOVA requires a straight-line relationship between each pair of dependent variables. One of the most straightforward ways to achieve this goal is to generate scatter-plots between each pair of dependent variables. The output of

two groups (high-BRQ and low-BRQ consumers) is shown in Figure 5.3. The plots do not show any evidence of non-linearity; thus, the assumption of linearity is satisfied.

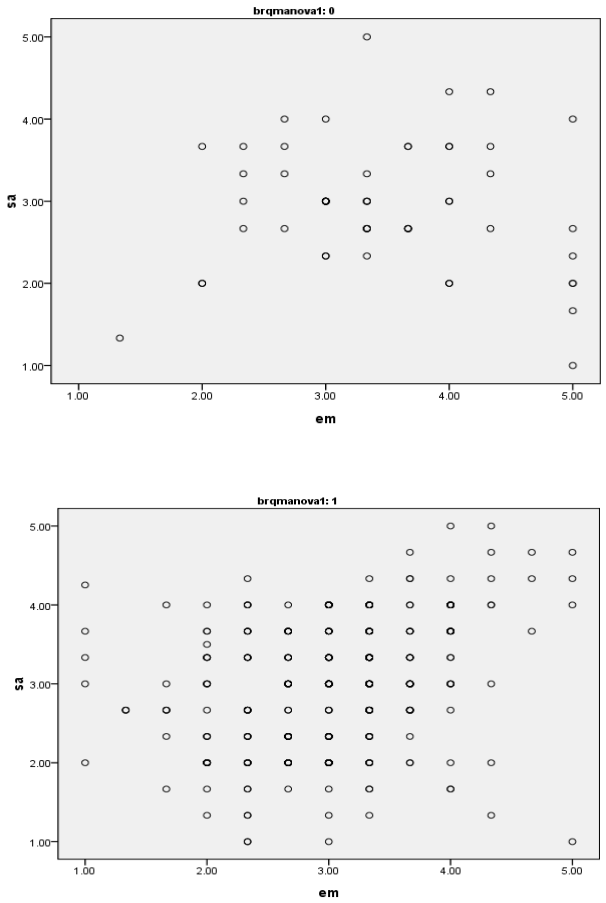


Figure 5.3 Results of Scatter-plots: High BRQ consumers and Low BRQ consumers

Difference between High & Low BRQ Consumers

In this study, we divided consumers into two groups based on the average BRQ scores (BRQ is a five-point Likert scale): high-BRQ and low-BRQ consumers. High-BRQ consumers are those who have BRQ scores larger than 3.0, whereas low-BRQ consumers are those who have BRQ scores less than 3.0. After dividing the groups, we conducted MANOVA and examined the sample size. There are 57 low-BRQ and 360 high-BRQ consumers. This meets the minimum required sample size. We then tested the equality of covariance matrices. The significance value is .008, which is larger than .001 ($\alpha = .001$); thus, it did not violate the assumption. The next step was to examine whether there are statistically significant differences among the groups. In this case, Wilk's Lambda value has a value of .763, with a significance value of .000, which is less than .01. Thus, there is a statistically significant difference between high-BRQ and low-BRQ consumers in terms of their post-service failure reactions. Levene's test of equality of error variance was used to examine whether these variables violated the assumption of equality of variance. The results show that none of the variables are significant at .01; thus, the error variance of the dependent variable is equal across groups.

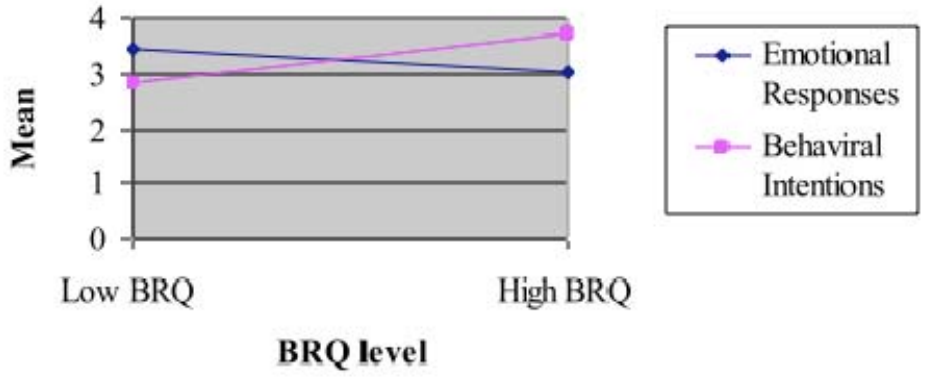
The next step was to examine whether there is any statistically significant difference between these two groups. We applied a Bonferroni adjustment, which divided the original alpha level of 0.01 by four dependent variables. Therefore, we divided .01 by 4, giving a new alpha level of .0025. As evident from Table 5.14, high-BRQ and low-BRQ consumers are only different on two dependent variables: emotional responses ($p = .000$) and behavioral intentions ($p = .000$).

Table 5.14 Test of Between-Subject Effects

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared	Observed Power
BRQ	Stability Attributions	.144	1	.144	.234	.629	.001	.077
	Controllability Attributions	2.698	1	2.698	6.124	.014	.015	.695
	Emotional Responses	7.825	1	7.825	14.440	.000	.034	.966
	Behavioral Intentions	40.485	1	40.485	117.576	.000	.221	1.000

Although statistically significant, Figure 5.4 indicates that the actual difference between high-BRQ and low-BRQ consumers is very small, less than .5 scale points for emotional responses and one scale point for behavioral intentions.

Figure 5.4 Difference between High & Low BRQ Consumers



5.9 Discussion of the Findings

5.9.1 BRQ Model

Fournier's (1998) definition of BRQ suggests sub-dimensions as indicators of overall relationship quality. Empirically, the BRQ model can be specified as a second-order factor model, which is a reflective approach in specifying the measurement model (Breivik & Thorbjornsen, 2008). This study also uses a reflective approach, which implies that the sub-dimensions are correlated with one another, and that higher BRQ could lead to higher levels for all the sub-dimensions.

The results of CFA with six BRQ dimensions show an acceptable overall fit after deleting two items. The BRQ construct explains a high proportion of variance of the sub-dimensions. In addition, the discriminate validity examination shows that all the BRQ dimensions are unique and distinct from one another. The correlations between sub-dimensions are low, with the highest correlation between *love/passion* and *commitment* (.41). In fact, *commitment* has highest correlations with five remaining BRQ dimensions (with *love/passion* in particular). This empirical result is consistent with the findings of Breivik and Thorbjornsen (2002), wherein *commitment* has poor discriminate validity, particularly with *love/passion.* However, the items under *love/passion* have higher factor loadings than other five dimensions. This implies that *love/passion* may play a dominating effect among these dimensions to hotel consumers. Due to the lack of the research on internal relationships among the BRQ different dimensions, the structural paths between the sub-dimensions are still an important concern.

5.9.2 Structural Relationship

In this study, we have proposed a model that strives for a better understanding of BRQ's effects on hotel consumer's responses to service failure. The results largely support the relationships proposed in the integrated model. The results clearly show that 1) brand-consumer relationships have significant effects on negative emotional responses and future behavioral intentions in the hospitality context; 2) BRQ has little effect on hotel consumers' causal attributions; 3) causal attributions have significant effects on negative hotel consumers' emotional responses; and 4) emotional responses can predict hotel consumers' behavioral intentions.

Buffering Effects of BRQ

BRQ is conceptualized as "stability and durability" of the bonds between hotel consumers and brands based on the interpersonal relationship theory. The results clearly show that brand-consumer relationships are helpful in shielding a hotel organization from the negative effects of failures. There is a direct effect from BRQ to hotel consumer's emotional responses, and another direct strong effect from BRQ to hotel consumers' behavioral intentions. Hotel consumers who have high relationship quality with a hotel brand generate less negative emotions. In other words, they would be more tolerant of such experiences. This finding is consistent with most studies on customer loyalty that recognize that relationship could be described as true relationships based on customer commitment, trust, and perceived relationship benefits (Amine, 1998; Delgado-Ballester & Munuera-

Aleman, 2000; Ingram, Skinner, & Taylor, 2005; N'Goala, 2007). Moreover, *trust* is believed to have a positive influence on the zone of tolerance (Berry, 1995). In this study, *love/passion,* contrary to *trust,* is found to play a dominating effect among the sub-dimensions of BRQ model. Due to the lack of the research on internal relationships among the BRQ different dimensions, the structural paths between the sub-dimensions are still an important concern.

The buffering effect of brand relationship quality has greater influence on hotel consumers' future behavioral intentions compared to present emotional responses. Hence, if the cause of the problem in hotel is very uncontrollable or can only be solved temporarily, hotel consumers would likely be very angry or regretful; however, their future behavioral intentions might still be positive. This also indicates that strong brand relationship quality prevents hotel customers from retaliating when they infer that the firm has little control or responsibility for the service failure (Grégoire & Fisher, 2006). This consumer behavior can be attributed to the following reasons:

1) The severity of service failure in hotel context is a key factor that influences the emotions of hotel consumers. The magnifying effects of BRQ argue that loyal consumers have placed their confidence in a brand. A service failure may represent a sharp contrast with the expectations of the strong relationship customers; as a result, they might generate feelings of broken trust, they might even see a service failure as an act of betrayal, and thereby engage more intensely in retaliation (Grégoire & Fisher, 2006, 2008, Kelley & Davis, 1994; Mattila, 2004; Robinson & Pointon, 1996). This kind of service failure seems

very severe. Grégoire and Fisher (2008) defined perceived betrayal as "a customer's belief that a firm has intentionally violated what is normative in the context of their relationship." They also listed several acts of betrayal, such as "customers believe that firms have lied to them, taken advantage of them, tried to exploit them, violated their trust, cheated, broke promises, or disclosed confidential information." Hence, brand relationship quality might have magnifying effects when the service failure in hotel is severe and make hotel consumers perceived they are betrayed.

2) This study agrees with Heider's (1958) conclusion that people often use consistency principles to form attributions (Heider, 1958). For example, hotel consumers' impressions of product/service quality are often influenced by previous experiences with the product or service in a hotel. Therefore, this impression can become "frozen" or not easily altered by current product/service performance (Weiner, 2000). This logic is consistent with Vázquez-Casielles et al. (2007), who found that consumers with higher perceptions of relationship would make more favorable attributions regarding stability.

3) Hotel consumers are rational; high-BRQ consumers may feel reluctant to hurt a valued exchange partner with whom they feel psychologically connected (Grégoire & Fisher, 2006). Furthermore, high-BRQ hotel consumers could create true relationships with hotel brands based on commitment, trust, and perceived relationship benefits. Commitment, trust, and perceived relationship benefits might positively influence their tolerance zone. Therefore, they may reduce the weight and the spillover effects of the inconvenience associated with misadventures (Grégoire & Fisher, 2006).

The other effect of BRQ is through attributions of causality. High level of BRQ has slight buffering effect by lowering hotel customers' attributions of controllability and stability. This result is inconsistent with the result of Hess Jr (2003), who found that customers perceived causes of failures would be less stable (i.e., less likely to recur in the future) and less controllable by the organization (i.e. less preventable) if they have high relationship quality with organizations. Moreover, the findings revealed that relationship quality could lead not only to lower stability attributions (i.e. buffering effect), but also to higher controllability attributions (i.e. magnifying effect).

Effects of Attribution

in the study, attributions are conceptualized as hotel consumers represent cognitive explanations for why a service failure occurs and whether the cause(s) of failures are temporary or enduring (Folkes, 1984; Weiner, 1985). Individuals' emotional responses to a service failure are very likely to be influenced by their causal explanation for the failure, and causal attributions about the problem imply negative affective reactions (Folkes, 1984; Folkes et al., 1987; Godwin et al., 1995). Similarly, the results also show that both stability attribution and controllability attribution positively and significantly affect negative emotional responses, especially controllability attribution, which has dominating influences in this process. Seemingly, hotel consumers generate more intense negative emotions when they find that the cause of the problem is not controlled by the hotel very well. However, whether the causes of the problem are temporary or enduring is not an important factor to hotel consumers. This study agrees with Lerner and Keltner's (2000) framework that

explains how different emotions arise from different appraisal patterns. Anger may arise as a consequence of individuals' attribution of high other-responsibility for service failure and high other-control over these service failure; however, regret may occur as a result of individuals' appraisals of high self-responsibility and high self-control over negative events (Bonifield & Cole, 2007). Hence, in contrast with stability attribution, controllability attributions may still have much more influences on hotel consumers' emotional responses. Even when compared with consumers' brand relationship quality with hotel brands, casual attributions seem to be the predominant psychological accounts of people's behavior explanations, focusing on the various causes that people assign to behaviors (Malle, 1999).

Effects of Emotions

This study conceptualizes emotion as hotel consumers' mental state(s) of readiness that arise from cognitive appraisals of service failure or their own thoughts (Bagozzi, Gopinath, & Nyer, 1999. The results show that hotel consumers' negative emotional responses have a negative and significant effect on their re-visiting and word-of-mouth intentions. This seems to indicate that hotel consumers who have a negative emotion after service failure have a tendency not to re-visit the hotel and to spread negative word-of-mouth. Bougie et al. (2003) found that anger could fully mediate the relationship between service encounter dissatisfaction and customers' future behavioral responses, including negative word-of-mouth and complaint behavior, and partially mediates the effect of service encounter dissatisfaction on switching. The findings of this study appear to verify their claim. Negative emotional responses could be significant in predicting customers' negative behavior intentions (Maute & Forrester Jr, 1993). This study agrees with Lerner

and Keltner's (2001) explanation that different emotions can trigger different appraisal tendencies, including different changes in cognition, physiology, and action. Consistent with this explanation, in an empirical study, Bonifield and Cole (2007) indicated that anger has a powerful role in explaining retaliatory behaviors, whereas both anger and regret account for the conciliatory behaviors. Hence, negative emotions appear to be one of the predicator of re-visiting/purchasing intentions.

Nevertheless, negative emotions do not play a dominating effect on behavioral intentions in this study. Hotel consumers' future behavioral intentions tend to be influenced by their relationship quality with the hotel brand.

CHAPTER 6 CONCLUSIONS AND IMPLICATIONS

CHAPTER 6 CONCLUSIONS & IMPLICATIONS

6.1 Introduction

This chapter summarizes the main findings of the research and shows how research has answered the research questions. It addresses the theoretical and practical contributions of the study. Finally, a discussion of limitation of the study and recommendations for future studies were presented.

6.2 Conclusions

While brand relationship perspective offers increased insight into the ties between brands and consumers, the applicability of BRQ in different context remains unclear. Empirical research examining its impact on consumers' intentions and behaviors remains limited，particularly in the hospitality and tourism areas. This thesis has attempted to fill this knowledge gap by investigating the feasibility of brand relationship in the context of hospitality industry, and thereby address the lack of research on the effects of brand relationship quality on hotel consumer.

The present study has been successful in terms of accomplishing the research objectives outlined in Chapter 1. The first objective was to investigate the applicability of brand relationship quality in hospitality industry. This objective was achieved by examining the feasibility of BRQ through a reflective approach, which implies that the

sub-dimensions are correlated with one another and that higher BRQ could lead to higher levels for all the sub-dimensions. The results indicate that the concept of brand relationship quality is applicable in the hospitality industry. CFA results show that 23 items of the BRQ measurement are effective. The BRQ construct explains a high proportion of variance of the sub-dimensions. The discriminate validity examination shows that the six sub-dimensions, namely, *love/passion*, *commitment*, *self-concept connection*, *behavioral independence*, *intimacy*, and *partner quality*, were found to be distinct from one another. Items under *love/passion* have higher factor loadings than other five dimensions. This implies that *love/passion* may play a dominating effect among these dimensions. Due to the lack of research on internal relationships among the BRQ different dimensions, the structural paths between the sub-dimensions are still an important concern.

The second and third objectives were to examine the effects of BRQ on hotel consumers' causal attributions, emotional responses and behavioral intentions, and to investigate whether brand relationship quality could mitigate or magnify the negative effects of service failures on hotel consumers. The results show that brand-consumer relationships have significant effects on hotel consumers' negative emotional responses and future behavioral intentions; however, they have little effect on causal attributions. BRQ is helpful in shielding a hotel organization from the negative effects of common failures. It has greater positive influences on hotel consumers' future behavioral intentions rather than present emotional responses. Hence, if the cause of the problem is uncontrollable or can only be solved temporarily, hotel consumers would likely be very

angry or regretful; however, their future behavioral intentions might still be positive. In this case, the buffering effect of BRQ may not be obvious. Thus, the severity of service failure is a key factor that influences hotel consumer's emotions. The second buffering effect is another direct strong effect from BRQ to hotel consumers' behavioral intentions. Notably, BRQ has a dominating effect on behavioral intentions. This finding highlights that high-BRQ hotel consumers may feel reluctant to hurt a valued exchange partner to whom they feel psychologically connected (Grégoire & Fisher, 2006), and these are more likely to be true relationships based on commitment, trust, and perceived relationship benefits. Trust positively influences their tolerance zone; as a result, they may reduce the weight and the spillover effects of the inconvenience associated with the misadventure (Grégoire & Fisher, 2006). However, this finding may not also be applicable when the service failures are severe.

The forth objective was to identify the differences between high-BRQ and low-BRQ hotel customers in making casual attributions, emotional responses, and behavioral intentions. This objective was examined by conducting a MANOVA test. The results of MANOVA show that high-BRQ and low-BRQ hotel consumers are different on two dependent variables: emotional responses and behavioral intentions. Although statistically significant, the actual difference between high-BRQ and low-BRQ consumers is very small, less than .5 scale points for emotional responses and one scale point for behavioral intentions

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6.3 Implications

6.3.1 Theoretical Implications

The relationship metaphor to the person-brand domain advances a new theory of brand personality. Following the thinking of consumer-brand relationship, this study has mainly exploited two theoretical implications.

First, the empirical evidence shows that the model of BRQ could be applied in the hospitality context. Specified as a second-order factor model, the model explains a high proportion of variance of the sub-dimensions. Six sub-dimensions have been found to be unique and distinct from each other. The BRQ model in reflective approach could be a diagnostic tool examining the depth and strength of brand relationship, in addition to being a prediction tool. Since the concept of brand relationship quality is similar in spirit to brand loyalty concept, it could be a better alternative than loyalty in terms of conceptual richness over extant loyalty notions and domain of process specification.

Second, there are two premises in establishing the brand relationship in the hospitality industry. One is to personalize the hotel brand. In our investigation, successful hotel organizations were found exploit any inherent opportunities of personalize their brands. These hotels have a strong corporate values basis, thus, influencing the corporate culture (center core) of a hotel. With these broad fundaments, a hotel could develop its unique identity (sprit) and hotel design (symbol), and also influence the internal communication and external behaviors (Sung & Campbell, 2007).

Second, according to Blackston (1992), brand relationship could be understood as "an analogue between-brand and consumer-of that complex of cognitive, affective, and behavioral processes which constitute a relationship between brand and consumer." From the definition, the other premise has been determined to be involvement. Both parties, the hotel and hotel consumers, must see the benefits from engaging in a relationship (Dall'Olmo Riley & De-Chernatony, 2000). This is consistent with our findings that all the hotel brands in this study have a Customer Loyalty Program. As the major strategy of relationship marketing management, this provides a positive channel for the interaction of hotels and hotel consumers. Hotel brand is a holistic process. This process begins with the relationship between the firm and its staff, and comes alive during the interactions between staff and customers (Dall'Olmo Riley & De-Chernatony, 2000).

Third, this study would be helpful in understanding the role of BRQ to hotel consumers. The empirical results indicate that relationship could be described as true relationships based on customer *commitment, love/passion, inter-dependence, self-connection,* and *partner quality.* Therefore, *love/passion* plays a dominating role among these dimensions, whereas *commitment* has poor discriminate validity, particularly with *love/passion*. This finding is similar to loyalty research, which posits that *trust* has a positive influence on the zone of tolerance and loyal consumers have placed their confidence in a brand (Berry, 1995).

6.3.2 Managerial Implications

Several implications for management are apparent from the findings of this study. First, these findings provide compelling evidence that a hotel organizations' relationship with hotel consumers for service excellence can be an extremely important asset. Carefully building and maintaining this brand-consumer relationship is paramount for continued success. We have shown that high hotel brand relationship quality affects how customers respond to failures through their future behavioral intentions, such as word-of-mouth and repurchase intentions. For hotel consumers who are heavy brand users, the effort for hotel organizations to invest in a good brand relationship should be noted. Studies on the consumer-brand relationship have provided support for the use of marketing communications to generate or promote various relationship metaphors regarding brands, and for bringing forth corporate brand-conceptions in strategic management and marketing (Aaker, 2004; Applegate, 2008; Fournier, 1998; Sung & Campbell, 2007). For example, a hotel brand could be made unique by developing a distinctive hotel brand image, products with hotel unique identity, communications, and hotel organization behaviors. Brand personality could be effectively achieved if evaluated on these bases.

Second, although BRQ was found to have buffering effects on hotel consumers' future behavior intentions in this study, hotel organizations are not encouraged to stay in the safety cushion of tolerance that is assumed though strong, trusting bonds (Aaker, Fournier, & Brasel, 2004). Relationships are changeable and fragile. Service failures

remain the main factor that could diminish and destroy the brand value, especially in hospitality industry, which cannot control all components of service delivery because this depends on a number of human variables (Magnini & Ford, 2004).

Third, in fact, hotel organizations are encouraged to improve the measurement and tracking of brand loyalties in the marketplace. One of the important issues is how to form and maintain a good relationship. Good relationships can result in active consumers who love to be in contact with their brands and who are willing to invest in the relationship (Smit et al., 2007). For the strategies of brand personality management, a strong hotel organization culture and hotel organization design, and interaction communication strategies, hotel organizations could stimulate the formation of relationships with their consumers by incorporating hotel organization identity. These, in turn, jointly create the hotel organization brand's personality and its brand relationship with hotel consumers (Gallen & Vienna, 2002).

However, hotel organizations with strong brand relationships with consumers are not granted a "free pass" to fail. In some cases, severe service failures would lead to particularly steep declines in hotel consumer satisfaction and positive behavioral intentions. Hotel organizations must be vigilant in identifying and correcting performance failures (Brady, et al., 2008). On the basis of good relationship, good strategies of service recovery are necessary. Great service recovery does not happen by luck. Effective recovery needs to be carefully planned and managed (Mattila, 2001). The premise of good recovery is to fully understand the complex purchase behaviors of hotel

consumers. Management is often guilty of growing revenues too quickly, which places considerable pressure on service processes, increases the incidence of failures, and can cause serious damage to the reputation of the firm. Service providers should be especially cautious with such a strategy with high-contact services, especially restaurants, airlines, and hotels, where failures are most prevalent (Bitner et al., 1990; Johnson, 1995). These findings may help hotel managers to understand the complex post-service failure behaviors and future intentions of hotel consumers.

6.4 Limitations and Directions for Future Studies

Although this study successfully answered its research questions, the project has several limitations. First, as with any research methodology, the scenario method design presents limitations. It elicits far less involvement from participants than a real service encounter. Participant's responses to our scenarios may be substantially weaker than their reactions to failures and recoveries they actually experience. However, we believe these limitations are balanced by the careful design of the scenario. The scenario used in this study is the most common case that might happen in most high-end hotels, and was designed through a focus group interview with hotel managers. The advantages of using scenarios is that they eliminate difficulties associated with observation or enactment of service failure/recovery incidents in the field and avoided response bias due to memory lapses and rationalization tendencies associated with retrospective self-reports (Mattila, 2004; A. K. Smith et al., 1999). Consequently, future research employing longitudinal measures in a real-life setting is needed to fully understand the extent of negative effect

on behaviors intentions. This study only focused on a single service failure context (i.e., check-in). Future research should explore different service failures in terms of the importance of brand relationship quality and customers' responses to service failures.

Second, the study was limited by collecting data from four-star and five-star hotels in the Yangzi River Delta (Nanjing, Shanghai, Hangzhou, and Ningbo) and Hong Kong; therefore, the findings, implications, and conclusions of the study may not be generalizable to three-star or two-star hotels. Despite these restrictions, the rich store of data that was obtained helped offset these limitations. This study covers state-owned hotel brands and private-owned hotel brands, international hotel brands, and domestic hotel brands. Hence, it is able to reflect the high-end hotel market in China as closely as possible. The selection of respondents is purposeful to present the high-BRQ and low-BRQ consumers. However, a large number of questionnaires were distributed in the cooperating hotel; and approximately two-thirds hotel consumers perceived themselves as loyal and very loyal customers.

Additional research should also examine other customer responses that could also have important implications for organizations following failures. This study included several cognitive and affective responses of service failure, such as attributions, emotions, and repurchase and word-of-mouth intentions. Limited research has focused on emotional responses when failures occur; only a few have examined the factors that affect emotional responses. Customers' emotional responses should receive more attention in future studies.

The focus of the study is on empirical assessment. Given that a substantial part of the consumer-brand relationship literature is based on qualitative assessments, our conclusion might not be similar to what would be expected in a comparison based on a qualitative approach.

Additional research is called for the structural paths between the sub-dimensions of BRQ model and its effects on consumer behaviors. Previous studies have found a positive relationship between BRQ dimensions, such as intimacy and commitment (Morgan & Hunt, 1994; Garbarino & Johnson, 1999). A better understanding of how relationship dimensions are related would improve managers' ability to influence various aspects consumer-brand relationships. The original BRQ model borrows constructs from several theoretical perspectives. Studies on the integration of the BRQ dimensions should be encouraged. Moreover, this study treated the BRQ model as a second-order reflective model. Future studies should make it clear whether the BRQ model is the reflective or formative model that is most applicable.

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APPENDICES

APPENDIX A: QUESTIONNAIRES

Appendix A1: Pilot Study Questionnaire (Eng)

THE HONG KONG POLYTECHNIC UNIVERSITY 香港理工大學 School of Hotel & Tourism Management

HOTEL BRAND RALTIONSHIP SURVEY
CONFIDENTAIL

Dear Madam/Sir:

This survey is to understand the effects of brand relationships on consumer behaviors. It will take about **5-8 minutes** to complete. All data collected will be kept **strictly confidential**.

Thank you for your cooperation.

Q1. Did you stay in any 4-stars or 5-stars hotel in the last twelve months?

□ **No** (Thank you, this is the end of the survey)

□ **Yes** (Please continue), think one 4 or 5-stars hotel brand you visit most_____

Q2. Please rank your level of loyalty to that hotel brand

□ Very low □ Low □Average □ High □ Very High

SECTION 1: For the Hotel Brand mentioned in Q2, do you agree with the following statements? Please circle your responses.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I feel my relationship with this hotel brand is exclusive and special	1	2	3	4	5
2. This hotel brand and I have a lot in common	1	2	3	4	5
3. I feel like this hotel brand actually cares about me	1	2	3	4	5
4. I have really got used to having this hotel brand	1	2	3	4	5

5. This hotel brand can always count on me	1	2	3	4	5
6. If this hotel brand makes a claim or promise about its products and service, it is probably true	1	2	3	4	5
7. This hotel brand says a lot about the kind of person I am	1	2	3	4	5
8. I have a powerful attraction toward this hotel brand	1	2	3	4	5
9. I feel I really understand this hotel brand	1	2	3	4	5
10.I will stay with this hotel brand through good times and bad times	1	2	3	4	5
11.I know what to expect from this hotel brand	1	2	3	4	5
12.This hotel brand states about what is important to me in life	1	2	3	4	5
13.It feels like I know this hotel brand for a long time	1	2	3	4	5
14.I feel that this hotel brand and I were really 'meant for each other'	1	2	3	4	5
15.It would be a shame if I had to start over from scratch with another hotel brand from this category	1	2	3	4	5
16.This hotel brand has always been good to me	1	2	3	4	5
17.The hotel brand's image is consistent with how I'd l to see myself	1	2	3	4	5
18.I have made a pledge to stick this hotel brand	1	2	3	4	5
19.This hotel brand really listens to what I have to say	1	2	3	4	5
20.I have feelings for this hotel brand that I don't have for many other brands	1	2	3	4	5
21.This hotel brand is dependable and reliable	1	2	3	4	5
22.I feel related to the type of people who are the customers of this hotel brand	1	2	3	4	5
23.Every time I visit this hotel, I am reminded of how much I like it	1	2	3	4	5
24.I feel this hotel brand really understands me	1	2	3	4	5
25.I am willing to make small sacrifices in order to keep using this hotel brand	1	2	3	4	5

SECTION 2: Please read the following scenario and imagine yourself in the situation described. Then I would like to know your responses to this situation.

"You booked a non-smoking room at one of the hotel you mentioned in Q2. When you checked in at 3:00 p.m., you were wrongly assigned by the hotel to a smoking room. You asked to be reassigned to another room. However, the hotel was full at that time. The hotel asked you to wait until other guests in non-smoking room checked out. The waiting time was estimated to be 2 hours."

For the problem in this situation, do you agree with following? Please circle your responses.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
26. The same problem is very likely to occur again in the near future	1	2	3	4	5
27. The cause is very likely to be permanent (it cannot be eliminated)	1	2	3	4	5
28. The cause is very likely to be solvable only temporarily	1	2	3	4	5
29. The cause is very likely to appear very frequently	1	2	3	4	5
30. The cause of the problem is controllable by this hotel	1	2	3	4	5
31. The cause of the problem can be predicted by this hotel	1	2	3	4	5
32. The hotel could have done something to avoid the problem	1	2	3	4	5

At this point, would you…?

	Very unlikely	Unlikely	Neutral	Likely	Very likely
33. Feel angry about your experience at this hotel	1	2	3	4	5
34. Feel regretful for choosing this hotel brand	1	2	3	4	5
35. Feel sorry about this hotel brand	1	2	3	4	5

If you had experienced the above situation, would you…?

	Very unlikely	Unlikely	Neutral	Likely	Very likely
36. Return to this hotel if you visit the same destination again	1	2	3	4	5
37. Switch to another hotel brand in the future	1	2	3	4	5
38. Choose this hotel brand again if you have a choice	1	2	3	4	5

39. Say positive things about this hotel brand to other people	1	2	3	4	5
40. Recommend this hotel brand to someone who seeks your advice	1	2	3	4	5
41. Encourage your friends and relatives to choose this hotel brand	1	2	3	4	5

SECTION 3: Personal Profile. Please tick the appropriate boxes for your responses.

1.**Your gender:** □ Male □ Female

2.**Your age:** □ 18-20 □ 21-30 □ 31-40 □ 41-50
□ 51-60 □ 61 or above

3.**Your education level:**

□ Primary □ Secondary/high school

□ Diploma □ University

4.**Your country of origin:** _____

5.**Your monthly income (US$):**

□ <1000 □ 1,001 – 2,000 □ 2,001 – 3, 000 □ 3,001 – 4,000
□ 4,001 – 5,000 □ 5,001 – 6,000 □ > 6, 000

-End of Questionnaire-

Thank you very much for your kind cooperation!

If you have any difficulties in understanding any of the questions, please mark them with an * and provide comments (if any) beside the question or below.

Appendix A2: Pilot Study Questionnaire (Chin)

THE HONG KONG POLYTECHNIC UNIVERSITY 香港理工大學

School of HTM Hotel & Tourism Management

酒店品牌关系调查研究

您好，此次调查是为了研究品牌关系对消费者行为的影响。它将占用您大概**5-8 分钟**时间。本次调查所收集的资料将**严格保密**，仅用于学术研究。感谢您与香港理工大学的合作。

Q1. 在过去 12 个月，您是否入住过 4 星或 5 星级酒店？

□ **不是**（感谢您的参与，此次调查结束）

□ **是**（请继续），请列出一个您最常入住的 4 星或 5 星酒店品牌_____

Q2. 您对这个酒店品牌的忠诚度如何？

□ 非常高 □ 高 □ 一般 □ 低 □ 非常低

第一部分：描述您和这个酒店品牌的关系，每项选择一个答案来表示您所赞同的程度。

非常不同意 不同意 中立 同意 非常同意					
1. 我觉得我与这个酒店品牌的关系很特别	1	2	3	4	5
2. 这个酒店品牌和我有很多相似之处	1	2	3	4	5
3. 我觉得这个酒店品牌真的关心我	1	2	3	4	5

4. 我确实习惯入住这个品牌的酒店了	1	2	3	4	5
5. 我是这个酒店品牌可以长期信赖的客户	1	2	3	4	5
6. 如果这个酒店品牌为其产品和服务品质作保证,通常都是可信任的	1	2	3	4	5
7. 选择这个酒店品牌能显示我的身份	1	2	3	4	5
8. 这个酒店品牌对我有很强的吸引力	1	2	3	4	5
9. 我觉得我很了解这个酒店品牌	1	2	3	4	5
10. 顺或逆时，我都会选择这个酒店品牌	1	2	3	4	5
11. 我清楚能从这个酒店品牌得到什么样的产品和服务	1	2	3	4	5
12. 这个酒店品牌能诠释我生活的重点	1	2	3	4	5
13. 感觉起来,我好像认识这个酒店品牌很久了	1	2	3	4	5
14. 我觉得我和这个酒店品牌很投缘	1	2	3	4	5
15. 如果要重新与其他同类型酒店品牌建立关系，我会觉得愧疚	1	2	3	4	5
16. 这个酒店品牌一直对我服务得很好	1	2	3	4	5
17. 这个酒店品牌形象同我的形象相符	1	2	3	4	5
18. 我发誓要一直选择这个酒店品牌	1	2	3	4	5
19. 这个酒店品牌确实能倾听我的想法	1	2	3	4	5
20. 我对这个酒店品牌情有独钟	1	2	3	4	5
21. 这个酒店品牌值得我信赖	1	2	3	4	5
22. 我觉得自己和这个酒店品牌的其他客人是同一类人	1	2	3	4	5
23. 每次下榻这个酒店时，我都觉得自己很喜欢它	1	2	3	4	5
24. 我觉得这个酒店品牌好像很了解我	1	2	3	4	5
25. 我会为了一直选择这个酒店品牌而作出一些小牺牲	1	2	3	4	5

第二部分：请阅读以下情景假设，并想象自己身在其中

“您预订了这个酒店品牌旗下某个酒店的无烟房。当您下午 3 点入住时，您被酒店错误地安排到了吸烟房。您要求换房，很不幸酒店已经全部预订满。酒店对此表示抱歉，并希望您能等大概 2 个小时，等无烟房客人退房后再安排您入住。”

对于出现这种问题,您是否同意以下说法? 非常不同意　不同意　中立　同意　非常同意					
26. 不久后，同样问题发生的可能性很大	1	2	3	4	5
27. 出现这种问题的原因很可能永远存在(很难被根除)	1	2	3	4	5
28. 出现这种问题的原因很可能只是被临时解决	1	2	3	4	5
29. 出现这种问题的原因很可能经常发生	1	2	3	4	5
30. 出现这种问题的原因是可以被这个酒店所控制的	1	2	3	4	5
31. 酒店本该预知出现这种问题的原因	1	2	3	4	5
32. 酒店本该做些工作以避免这种问题发生	1	2	3	4	5
这时,您会不会……? 非常不可能　不可能　中立　可能　非常可能					
33. 对这次住店经历感到生气	1	2	3	4	5
34. 后悔选择了这个酒店品牌	1	2	3	4	5
35. 对这个酒店品牌很失望的	1	2	3	4	5
经历这样的服务失败后,您有多大可能…? 非常不可能　不可能　中立　可能　非常可能					
36. 以后到该地时再入住这个酒店	1	2	3	4	5
37. 以后选择其他酒店品牌	1	2	3	4	5
38. 如果有机会,再选择这个酒店品牌	1	2	3	4	5
39. 对其他人提及这个酒店品牌的好的方面	1	2	3	4	5

40. 如果别人征求你意见,你会推荐他选择这个酒店品牌	1	2	3	4	5
41. 鼓励我的亲朋好友入住这个酒店品牌旗下酒店	1	2	3	4	5

第三部分:个人信息

1. 您的性别 □ 男性 □ 女性

2. 您的年龄 □ 18-20 □ 21-30 □ 31-40 □ 41-50

□ 51-60 □ > 60

3. 您的教育水平 □ 小学 □ 中学（包括高中） □ 大专 □本科/研究生

4. 您的国籍 _____

5. 最后，我想知道您的月收入是多少(US$)

□ <1000 □ 1,001 – 2,000 □ 2,001 – 3, 000 □ 3,001 – 4,000□ 4,001 – 5,000 □ 5,001 – 6,000 □ > 6, 000

感谢您的合作！祝您愉快!

您在理解以上问题时,是否有困难？如果有,请在问题前面标记。如果您有更好的建议提供，请在原问题处或以下空白处填写。

Appendix A3: Final Questionnaire (Eng)

THE HONG KONG POLYTECHNIC UNIVERSITY 香港理工大學

School of HTM Hotel & Tourism Management

HOTEL BRAND RALTIONSHIP SURVEY
CONFIDENTAIL

Dear Sir or Madam:

This survey is to understand the effects of brand relationships on consumer behaviors. It will take about **5-8 minutes** to complete. All data collected will be kept **strictly confidential**.

Thank you for your cooperation.

Q1. Did you stay in any 4-stars or 5-stars hotel in the last twelve months?

□ **No** (Thank you, this is the end of the survey)

□ **Yes** (Please continue) , think one 4 or 5-stars hotel brand you visit most_____

Q2. Please rank your level of loyalty to that hotel brand

□ Very low □ Low □Average □ High □ Very High

SECTION 1: For the Hotel Brand mentioned in Q1, do you agree with the following statements? Please circle your responses.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I feel my relationship with this hotel brand is exclusive and special	1	2	3	4	5
2. This hotel brand and I have a lot in common	1	2	3	4	5
3. I feel like this hotel brand actually cares about me	1	2	3	4	5
4. I have really got used to having this hotel brand	1	2	3	4	5
5. This hotel brand can always count on me	1	2	3	4	5
6. If this hotel brand makes a claim or promise about its products and service, it is probably true	1	2	3	4	5

7. This hotel brand says a lot about the kind of person I am	1	2	3	4	5
8. I have a powerful attraction toward this hotel brand	1	2	3	4	5
9. I feel I really understand this hotel brand	1	2	3	4	5
10. I will stay with this hotel brand through good times and bad times	1	2	3	4	5
11. I know what to expect from this hotel brand	1	2	3	4	5
12. This hotel brand states about what is important to me in life	1	2	3	4	5
13. It feels like I know this hotel brand for a long time	1	2	3	4	5
14. I feel that this hotel brand and I were really 'meant for each other'	1	2	3	4	5
15. It would be a shame if I had to start over from scratch with another hotel brand from this category	1	2	3	4	5
16. This hotel brand has always been good to me	1	2	3	4	5
17. The hotel brand's image is consistent with how like to see myself	1	2	3	4	5
18. I have made a pledge to stick this hotel brand	1	2	3	4	5
19. This hotel brand really listens to what I have to say	1	2	3	4	5
20. I have feelings for this hotel brand that I don't have for many other brands	1	2	3	4	5
21. This hotel brand is dependable and reliable	1	2	3	4	5
22. I feel related to the type of people who are the customers of this hotel brand	1	2	3	4	5
23. Every time I visit this hotel, I am reminded of how much I like it	1	2	3	4	5
24. I feel this hotel brand really understands me	1	2	3	4	5
25. I am willing to make small sacrifices in order to keep using this hotel brand	1	2	3	4	5

SECTION 2: Please read the following scenario and imagine yourself in the situation described. Then I would like to know your responses to this situation.

"You booked a non-smoking room at one of the hotel you mentioned in Q1. When you checked in at 3:00 p.m., you were wrongly assigned by the hotel to a smoking room. You asked to be reassigned to another room. However, the hotel was full at that time. The hotel asked you to wait until other guests in non-smoking room checked out. The waiting time was estimated to be 2 hours."

For the problem in this situation, do you agree with following? Please circle your responses.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
26. The same problem is very likely to occur again in the near future	1	2	3	4	5
27. The cause is very likely to be permanent (it cannot be eliminated)	1	2	3	4	5
28. The cause is very likely to be solvable only temporarily	1	2	3	4	5
29. The cause is very likely to appear very frequently	1	2	3	4	5
30. The cause of the problem is controllable by this hotel	1	2	3	4	5
31. The cause of the problem can be predicted by this hotel	1	2	3	4	5
32. The hotel could have done something to avoid the problem	1	2	3	4	5
At this point, would you…? Very unlikely	Unlikely	Neutral	Likely	Very likely
33. Feel angry about your experience at this hotel	1	2	3	4	5
34. Feel regretful for choosing this hotel brand	1	2	3	4	5
35. Feel sorry about this hotel brand	1	2	3	4	5
If you had experienced the above situation, would you…? Very unlikely	Unlikely	Neutral	Likely	Very likely

36. Return to this hotel if you visit the same destination again	1	2	3	4	5
37. Switch to another hotel brand in the future	1	2	3	4	5
38. Choose this hotel brand again if you have a choice	1	2	3	4	5
39. Say positive things about this hotel brand to other people	1	2	3	4	5
40. Recommend this hotel brand to someone who seeks your advice	1	2	3	4	5
41. Encourage your friends and relatives to choose this hotel brand	1	2	3	4	5

SECTION 3: Personal Profile. Please tick the appropriate boxes for your responses.

42. **Your gender:** □ Male □ Female

43. **Your age:**

□ 18-20 □ 21-30 □ 31-40 □ 41-50
□ 51-60 □ 61 or above

44. **Your education level:**

□ Primary □ Secondary/high school

□ Diploma □ University

45. **Your country of origin:** _____

46. **Your monthly income (US$):**

□ <1,000 □ 1,001 – 2,000 □ 2,001 – 3, 000
□ 3,001 – 4,000 □ 4,001 – 5,000 □ 5,001 – 6,000
□ > 6, 000

Thank you very much for your kind cooperation!

Appendix A4: Final Questionnaire (Chin)

THE HONG KONG POLYTECHNIC UNIVERSITY 香港理工大學

School of Hotel & Tourism Management

酒店品牌关系调查研究

您好，此次调查是为了研究品牌关系对消费者行为的影响。它将占用您大概**5-8 分钟**时间。本次调查所收集的资料将**严格保密**，仅用于学术研究。感谢您与香港理工大学的合作。

Q1. 在过去 12 个月，您是否入住过 4 星或 5 星级酒店？

□ **不是**（感谢您的参与，此次调查结束）

□ **是**（请继续），请列出一个您最常入住的 4 星或 5 星酒店品牌_____

Q2. 您对这个酒店品牌的忠诚度如何？

□ 非常高 □ 高 □ 一般 □ 低 □ 非常低

第一部分：描述您和这个酒店品牌的关系，每项选择一个答案来表示您所赞同的程度。

非常不同意 不同意 中立 同意 非常同意					
1. 我觉得我与这个酒店品牌的关系很特别	1	2	3	4	5
2. 这个酒店品牌和我有很多相似之处	1	2	3	4	5
3. 我觉得这个酒店品牌真的关心我	1	2	3	4	5
4. 我确实习惯入住这个品牌的酒店了	1	2	3	4	5

5. 我是这个酒店品牌可以长期信赖的客户	1	2	3	4	5
6. 如果这个酒店品牌为其产品和服务品质作保证,通常都是可信任的	1	2	3	4	5
7. 选择这个酒店品牌能显示我的身份	1	2	3	4	5
8. 这个酒店品牌对我有很强的吸引力	1	2	3	4	5
9. 我觉得我很了解这个酒店品牌	1	2	3	4	5
10. 顺或逆时，我都会选择这个酒店品牌	1	2	3	4	5
11. 我清楚能从这个酒店品牌得到什么样的产品和服务	1	2	3	4	5
12. 这个酒店品牌能诠释我生活的重点	1	2	3	4	5
13. 感觉起来,我好像认识这个酒店品牌很久了	1	2	3	4	5
14. 我觉得我和这个酒店品牌很投缘	1	2	3	4	5
15. 如果要重新与其他同类型酒店品牌建立关系，我会觉得愧疚	1	2	3	4	5
16. 这个酒店品牌一直对我服务得很好	1	2	3	4	5
17. 这个酒店品牌形象同我的形象相符	1	2	3	4	5
18. 我发誓要一直选择这个酒店品牌	1	2	3	4	5
19. 这个酒店品牌确实能倾听我的想法	1	2	3	4	5
20. 我对这个酒店品牌情有独钟	1	2	3	4	5
21. 这个酒店品牌值得我信赖	1	2	3	4	5
22. 我觉得自己和这个酒店品牌的其他客人是同一类人	1	2	3	4	5
23. 每次下榻这个酒店时，我都觉得自己很喜欢它	1	2	3	4	5
24. 我觉得这个酒店品牌好像很了解我	1	2	3	4	5

25. 我会为了一直选择这个酒店品牌而作出一些小牺牲	1	2	3	4	5

第二部分：请阅读以下情景假设，并想象自己身在其中

“您预订了这个酒店品牌旗下某个酒店的无烟房。当您下午 3 点入住时，您被酒店错误地安排到了吸烟房。您要求换房，很不幸酒店已经全部预订满。酒店对此表示抱歉，并希望您能等大概 2 个小时，等无烟房客人退房后再安排您入住。”

对于出现这种问题,您是否同意以下说法?					
非常不同意　不同意　中立　同意　非常同意					
26. 不久后，同样问题发生的可能性很大	1	2	3	4	5
27. 出现这种问题的原因很可能永远存在(很难被根除)	1	2	3	4	5
28. 出现这种问题的原因很可能只是被临时解决	1	2	3	4	5
29. 出现这种问题的原因很有可能经常发生	1	2	3	4	5
30. 出现这种问题的原因是可以被酒店所控制的	1	2	3	4	5
31. 酒店本该预知出现这种问题的原因	1	2	3	4	5
32. 酒店本该做些工作以避免这种问题发生	1	2	3	4	5
这时,您会不会……?					
非常不可能　不可能　中立　可能　非常可能					
33. 对这次住店经历感到生气	1	2	3	4	5
34. 后悔选择了这个酒店品牌	1	2	3	4	5
35. 对这个酒店品牌很失望的	1	2	3	4	5
经历这样的服务失败后,您有多大可能…?					
非常不可能　不可能　中立　可能　非常可能					
36. 以后到该地时再入住这个酒店	1	2	3	4	5
37. 以后选择其他酒店品牌	1	2	3	4	5
38. 如果有机会,再选择这个酒店品牌	1	2	3	4	5

39. 对其他人提及这个酒店品牌的好的方面	1	2	3	4	5
40. 如果别人征求你意见,你会推荐他选择这个酒店品牌	1	2	3	4	5
41. 鼓励我的亲朋好友入住这个酒店品牌旗下酒店	1	2	3	4	5

第三部分:个人信息

42. 您的性别 □ 男性 □ 女性

43. 您的年龄 □ 18-20 □ 21-30 □ 31-40 □ 41-50

□ 51-60 □ > 60

44. 您的教育水平 □ 小学 □ 中学（包括高中） □ 大专 □本科/研究生

45. 您的国籍 _____

46. 最后，我想知道您的月收入是多少(US$)

□ <1,000 □ 1,001 – 2,000 □ 2,001 – 3, 000 □ 3,001 – 4,000

□ 4,001 – 5,000 □ 5,001 – 6,000 □ > 6, 000

感谢您的合作！祝您愉快!

Appendix A5: Final Questionnaire - Jinling Hotel Brand (Eng)

金陵飯店
Jinling Hotel
Nanjing China

THE HONG KONG POLYTECHNIC UNIVERSITY
香港理工大學

HOTEL BRAND RALTIONSHIP SURVEY
CONFIDENTAIL

Dear Madam/Sir:

This survey is to understand the effects of brand relationships on consumer behaviors. It will take about **5-8 minutes** to complete. All data collected will be kept **strictly confidential**.

Thank you for your cooperation.

Q1. Please rank your level of loyalty to the Jinlin hotel brand

□ Very high □ High □Average □ Low □ Very low

SECTION 1: For the relationship between Jinlin and you, do you agree with the following statements? Please circle your responses.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I feel my relationship with Jinlin is exclusive and special	1	2	3	4	5
2. Jinlin and I have a lot in common	1	2	3	4	5
3. I feel like Jinlin actually cares about me	1	2	3	4	5
4. I have really got used to having Jinlin	1	2	3	4	5
5. Jinlin can always count on me	1	2	3	4	5
6. If Jinlin makes a claim or promise about its products and service, it is probably true	1	2	3	4	5
7. Jinlin says a lot about the kind of person I am	1	2	3	4	5
8. I have a powerful attraction toward Jinlin	1	2	3	4	5
9. I feel I really understand Jinlin	1	2	3	4	5

10. I will stay with Jinlin through good times and bad times	1	2	3	4	5
11. I know what to expect from Jinlin	1	2	3	4	5
12. Jinlin states about what is important to me in life	1	2	3	4	5
13. It feels like I know Jinlin for a long time	1	2	3	4	5
14. I feel that Jinlin and I were really 'meant for each other'	1	2	3	4	5
15. It would be a shame if I had to start over from scratch with another hotel brand from this category	1	2	3	4	5
16. Jinlin has always been good to me	1	2	3	4	5
17. Jinlin's image is consistent with how I'd like to s myself	1	2	3	4	5
18. I have made a pledge to stick Jinlin	1	2	3	4	5
19. Jinlin really listens to what I have to say	1	2	3	4	5
20. I have feelings for Jinlin that I don't have for many other brands	1	2	3	4	5
21. Jinlin is dependable and reliable	1	2	3	4	5
22. I feel related to the type of people who are the customers of Jinlin	1	2	3	4	5
23. Every time I visit Jinlin's Hotel, I am reminded of how much I like it	1	2	3	4	5
24. I feel Jinlin really understands me	1	2	3	4	5
25. I am willing to make small sacrifices in order to keep choosing Jinlin	1	2	3	4	5

SECTION 2: Please read the following scenario and imagine yourself in the situation described. Then I would like to know your responses to this situation.

"You booked a non-smoking room at one of the hotel you mentioned in Q1. When you checked in at 3:00 p.m., you were wrongly assigned by the hotel to a smoking room. You asked to be reassigned to another room. However, the hotel was full at that time. The hotel asked you to wait until other guests in non-smoking room checked out. The waiting time was estimated to be 2 hours."

For the problem in this situation, do you agree with following? Please circle your responses.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
26. The same problem is very likely to occur again in the near future	1	2	3	4	5
27. The cause is very likely to be permanent (it cannot be eliminated)	1	2	3	4	5
28. The cause is very likely to be solvable only temporarily	1	2	3	4	5
29. The cause is very likely to appear very frequently	1	2	3	4	5
30. The cause of the problem is controllable by Jinlin	1	2	3	4	5
31. The cause of the problem can be predicted by Jinlin	1	2	3	4	5
32. Jinlin could have done something to avoid the problem	1	2	3	4	5

At this point, would you…?

	Very unlikely	Unlikely	Neutral	Likely	Very likely
33. Feel angry about your experience at this hotel	1	2	3	4	5
34. Feel regretful for choosing Jinlin	1	2	3	4	5
35. Feel sorry about Jinlin hotel brand	1	2	3	4	5

If you had experienced the above situation, would you…?

	Very unlikely	Unlikely	Neutral	Likely	Very likely
36. Return to this hotel if you visit the same destination again	1	2	3	4	5

37. Switch to another hotel brand in the future	1	2	3	4	5
38. Choose Jinlin hotel brand again if you have a choice	1	2	3	4	5
39. Say positive things about Jinlin to other people	1	2	3	4	5
40. Recommend Jinlin to someone who seeks your advice	1	2	3	4	5
41. Encourage your friends and relatives to choose Jinlin	1	2	3	4	5

SECTION 3: Personal Profile. Please tick the appropriate boxes for your responses.

47. **Your gender:** □ Male □ Female

48. **Your age:**

□ 18-20 □ 21-30 □ 31-40 □ 41-50
□ 51-60 □ 61 or above

49. **Your education level:**

□ Primary □ Secondary/high school
□ Diploma □ University

50. **Your country of origin:** _____

51. **Your monthly income (US$):**

□ <1,000 □ 1,001 – 2,000 □ 2,001 – 3, 000
□ 3,001 – 4,000 □ 4,001 – 5,000 □ 5,001 – 6, 000
□ >6,001

Thank you very much for your kind cooperation!

Appendix A6: Final Questionnaire – Jinling Hotel Brand (Chin)

酒店品牌关系调查研究

尊敬的金陵饭店顾客：

您好，此次调查是为了研究品牌关系对消费者行为的影响。它将占用您大概 5-8 分钟时间。本次调查所收集的资料将严格保密，仅用于学术研究。感谢您与香港理工大学的合作。

Q1. 首先，我想了解您对金陵饭店品牌的忠诚程度

□ 非常高　□ 高　□ 一般　□ 低　□ 非常低

第一部分：描述您和金陵饭店品牌的关系，每项选择一个答案来表示您所赞同的程度。

	非常不同意	不同意	中立	同意	非常同意
1. 我觉得我与金陵的关系很特别	1	2	3	4	5
2. 金陵和我有很多相似之处	1	2	3	4	5
3. 我觉得金陵真的关心我	1	2	3	4	5
4. 我确实习惯入住金陵旗下饭店了	1	2	3	4	5
5. 我是金陵可以长期信赖的客户	1	2	3	4	5

6. 如果金陵为其产品和服务品质作保证，通常都是可信任的	1	2	3	4	5
7. 选择金陵品牌能显示我的身份	1	2	3	4	5
8. 金陵对我有很强的吸引力	1	2	3	4	5
9. 我觉得我很了解金陵	1	2	3	4	5
10. 顺或逆时，我都会选择金陵	1	2	3	4	5
11. 我清楚能从金陵得到什么样的产品和服务	1	2	3	4	5
12. 金陵品牌能诠释我生活的重点	1	2	3	4	5
13. 感觉起来，我好像认识金陵很久了	1	2	3	4	5
14. 我觉得我和金陵很投缘	1	2	3	4	5
15. 如果要重新与其他同类型酒店品牌建立关系，我会觉得愧疚	1	2	3	4	5
16. 金陵一直对我服务得很好	1	2	3	4	5
17. 金陵品牌形象同我的形象相符	1	2	3	4	5
18. 我发誓要一直选择金陵品牌	1	2	3	4	5
19. 金陵确实能倾听我的想法	1	2	3	4	5
20. 我对金陵品牌情有独钟	1	2	3	4	5
21. 金陵值得我信赖	1	2	3	4	5
22. 我觉得自己和金陵的其他客人是同一类(阶层)人	1	2	3	4	5
23. 每次下榻金陵旗下饭店时，我都觉得自己很喜欢它	1	2	3	4	5
24. 我觉得金陵好像很了解我	1	2	3	4	5
25. 我会为了一直选择金陵而作出一些小牺牲	1	2	3	4	5

第二部分：请阅读以下情景假设，并想象自己身在其中

“您预订了金陵旗下某个酒店的无烟房。当您下午 3 点入住时，您被酒店错误地安排到了吸烟房。您要求换房，很不幸酒店已经全部预订满。酒店对此表示抱歉，并希望您能等大概 2 个小时，等无烟房客人退房后再安排您入住。”

对于出现这种问题,您是否同意以下说法?					
非常不同意　不同意　中立　同意　非常同意					
26. 不久后，同样问题发生的可能性很大	1	2	3	4	5
27. 出现这种问题的原因很可能永远存在(很难被根除)	1	2	3	4	5
28. 出现这种问题的原因很可能只是被临时解决	1	2	3	4	5
29. 出现这种问题的原因很可能经常发生	1	2	3	4	5
30. 出现这种问题的原因是可以被金陵所控制的	1	2	3	4	5
31. 金陵本该预知出现这种问题的原因	1	2	3	4	5
32. 金陵本该做些工作以避免这种问题发生	1	2	3	4	5
这时,您会不会……?					
非常不可能　不可能　中立　可能　非常可能					
33. 对这次住店经历感到生气	1	2	3	4	5
34. 后悔选择了金陵品牌	1	2	3	4	5
35. 对金陵品牌很失望	1	2	3	4	5
经历这样的服务失败后,您有多大可能…?					
非常不可能　不可能　中立　可能　非常可能					
36. 以后到该地时再入住这个金陵饭店	1	2	3	4	5
37. 以后选择其他酒店品牌	1	2	3	4	5
38. 如果有机会,再选择金陵品牌	1	2	3	4	5
39. 对其他人提及金陵品牌的好的方面	1	2	3	4	5

40. 如果别人征求你意见,你会推荐他入住金陵	1	2	3	4	5
41. 鼓励我的亲朋好友入住金陵	1	2	3	4	5

第三部分:个人信息

42. 您的性别 □ 男性 □ 女性

43. 您的年龄 □ 18-20 □ 21-30 □ 31-40 □ 41-50

□ 51-60 □ > 60

44. 您的教育水平 □ 小学 □ 中学（包括高中） □ 大专 □本科/研究生

45. 您的国籍 _____

46. 最后，我想知道您的月收入是多少(US$)

□ <1,000 □ 1,001 – 2,000 □ 2,001 – 3, 000 □ 3,001 – 4,000

□ 4,001 – 5,000 □ 5,001 – 6,000 □ > 6, 000

感谢您的合作！祝您愉快!

APPENDIX B: INVITATION LETTER

Appendix B1: Invitation Letter

THE HONG KONG POLYTECHNIC UNIVERSITY 香港理工大學

School of HTM Hotel & Tourism Management

尊敬的金陵饭店集团领导：

香港理工大学酒店与旅游业管理学院硕士研究生谢丹红（XIE, Danhong） 正在进行“酒店品牌关系”的研究，主要关注酒店品牌关系质量对酒店客人的影响。

随着中国酒店业的迅速发展，酒店品牌对消费者的影响力越来越大，品牌和消费者之间开始存在一定的关系联接。但是，目前很多酒店的客户管理仍停留在忠诚客户和非忠诚客户的层面上，且忠诚度高低的判定缺乏一定的科学严谨性。而该研究生的此项研究将打破传统的忠诚概念，从酒店品牌视角出发，用“酒店品牌关系质量”来衡量酒店品牌和客户所建立的关系深度和强度。该研究可以帮助酒店全面了解及应用新概念“品牌关系质量”，并在实践中发现忠诚客户群体中真正具有高品牌关系质量的客户。

金陵品牌在国际国内享有盛誉，作为中国现代酒店的先行者，贵酒店的大力支持将有助于此项研究的顺利进展。希望贵酒店能够协助该研究的调研。

此致
敬礼！

香港理工大学酒店与旅游业管理学院

香志城 博士
学院副教授

联系人：谢丹红 （XIE, Danhong）
香港理工大学酒店与旅游业管理学院硕士研究生
电话：+852 5136
传真：+852 2362 9362
邮件：0890
Dana. xdh

Appendix B2: Invitation Letter

THE HONG KONG POLYTECHNIC UNIVERSITY 香港理工大學

School of HTM Hotel & Tourism Management

尊敬的开元旅业集团领导：

香港理工大学酒店与旅游业管理学院硕士研究生谢丹红（XIE, Danhong） 正在进行“酒店品牌关系”的研究，主要关注酒店品牌关系质量对酒店客人的影响。

随着中国酒店业的迅速发展，酒店品牌对消费者的影响力越来越大，品牌和消费者之间开始存在一定的关系联接。但是，目前很多酒店的客户管理仍停留在忠诚客户和非忠诚客户的层面上，且忠诚度高低的判定缺乏一定的科学严谨性。而该研究生的此项研究将打破传统的忠诚概念，从酒店品牌视角出发，用“酒店品牌关系质量”来衡量酒店品牌和客户所建立的关系深度和强度。该研究可以帮助酒店全面了解及应用新概念“品牌关系质量”，并在实践中发现忠诚客户群体中真正具有高品牌关系质量的客户。

开元品牌在国际国内享有盛誉，作为中国现代酒店的先行者，贵酒店的大力支持将有助于此项研究的顺利进展。希望贵酒店能够协助该研究的调研。

此致
敬礼！

香港理工大学酒店与旅游业管理学院

香志城 博士
学院副教授

联系人：谢丹红 （XIE, Danhong）
香港理工大学酒店与旅游业管理学院硕士研究生
电话：+852 5106
传真：+852 2362 9362
邮件：0890
Dana. xdh

Appendix B3: Invitation Letter

Dear Director of Human Resources,

I am a research student of School of Hotel and Tourism Management at The Hong Kong Polytechnic University. We are currently conducting a research titled "The effects of brand relationship quality on responses to service failures of hotel consumers". This research is funded by the Hong Kong Government.

Brand-consumer relationship has been gaining more attention by researchers and marketplace. In our study, the concept of brand relationship will be studied comprehensively, and especially, examine the applicability of brand relationship quality (BRQ) in the hospitality industry and identify the effects of brand relationship quality on hotel consumers in the setting context (i.e. Service failures in the Hotel). This study will not only help to deciding whether BRQ should be one of the firm's priority lines of action, but also provides information about the hotel consumers' post service failure intentions and behaviours after the service failures, particular, the difference between high BRQ hotel consumers and low BRQ hotel consumers.

We would be highly appreciated if the Hotel could support this research. A summary of the finding will be forwarded to you when the research is completed.

Ms. Dana Xie can be contacted at
Tel: (852)5136
Email: 0890
Address: Dana Xie
Research Student
School of Hotel & Tourism Management
The Hong Kong Polytechnic University
Hung Hom, Kowloon, Hong Kong

Thank you for your time and support in advance,

Sincerely,

_____ _____

Dr. Vincent Heung Dana Xie

APPENDIX C: AMOS OUTPUT

Appendix C1: Measurement Model – Confirmatory Factor Analysis

Sample size = 419
Chi-square = 1501.574
Degrees of freedom = 613
Probability level = .000

Maximum Likelihood Estimates

Regression Weights

			Estimate	S.E.	C.R.	P	Label
love	<---	BRQ	1.000				
inde	<---	BRQ	.802	.052	15.376	***	par_27
SC	<---	BRQ	.959	.060	15.979	***	par_28
IN	<---	BRQ	.916	.054	17.072	***	par_29
trust	<---	BRQ	.679	.051	13.230	***	par_30
Com	<---	BRQ	1.053	.061	17.268	***	par_31
ca31	<---	conA	1.000				
ca30	<---	conA	.712	.065	10.926	***	par_1
ca32	<---	conA	.827	.062	13.321	***	par_2
bi39	<---	BI	1.068	.060	17.747	***	par_3
em34	<---	EM	1.000				
em35	<---	EM	1.019	.068	14.973	***	par_4
em33	<---	EM	.861	.064	13.560	***	par_5
sa29	<---	staA	1.004	.073	13.763	***	par_6
sa28	<---	staA	.887	.067	13.235	***	par_7
sa27	<---	staA	1.000				
bi41	<---	BI	1.166	.063	18.494	***	par_8
bi40	<---	BI	1.081	.060	18.026	***	par_9
bi36	<---	BI	1.000				
bi38	<---	BI	.862	.054	15.925	***	par_10
brq25	<---	Com	1.000				
brq18	<---	Com	.990	.059	16.909	***	par_11
brq10	<---	Com	.881	.054	16.442	***	par_12

	Estimate	S.E.	C.R.	P	Label
brq5 <--- Com	.962	.057	16.895	***	par_13
brq21 <--- trust	1.000				
brq16 <--- trust	.944	.067	14.182	***	par_14
brq11 <--- trust	.826	.064	12.942	***	par_15
brq6 <--- trust	.830	.063	13.266	***	par_16
brq20 <--- love	1.000				
brq14 <--- love	.886	.048	18.461	***	par_17
brq8 <--- love	.845	.046	18.226	***	par_18
brq1 <--- love	.911	.045	20.108	***	par_19
brq24 <--- IN	1.000				
brq19 <--- IN	.937	.054	17.281	***	par_20
brq3 <--- IN	.942	.056	16.897	***	par_21
brq12 <--- SC	.909	.064	14.257	***	par_22
brq2 <--- SC	1.000				
brq23 <--- inde	1.000				
brq15 <--- inde	1.272	.092	13.808	***	par_23
brq4 <--- inde	1.208	.081	14.978	***	par_24
brq9 <--- IN	.927	.059	15.830	***	par_25
brq13 <--- IN	.980	.060	16.219	***	par_26
brq17 <--- SC	.771	.058	13.273	***	par_39

Standardized Regression Weights

			Estimate
love	<---	BRQ	.938
inde	<---	BRQ	.947
SC	<---	BRQ	.960
IN	<---	BRQ	.932
trust	<---	BRQ	.783
Com	<---	BRQ	.941
ca31	<---	conA	.877
ca30	<---	conA	.578
ca32	<---	conA	.782
bi39	<---	BI	.827
em34	<---	EM	.828
em35	<---	EM	.789
em33	<---	EM	.691
sa29	<---	staA	.789
sa28	<---	staA	.719
sa27	<---	staA	.793
bi41	<---	BI	.857
bi40	<---	BI	.838
bi36	<---	BI	.766
bi38	<---	BI	.753
brq25	<---	Com	.803
brq18	<---	Com	.759

			Estimate
brq10	<---	Com	.743
brq5	<---	Com	.759
brq21	<---	trust	.753
brq16	<---	trust	.743
brq11	<---	trust	.676
brq6	<---	trust	.693
brq20	<---	love	.848
brq14	<---	love	.767
brq8	<---	love	.761
brq1	<---	love	.812
brq24	<---	IN	.801
brq19	<---	IN	.772
brq3	<---	IN	.758
brq12	<---	SC	.709
brq2	<---	SC	.745
brq23	<---	inde	.730
brq15	<---	inde	.703
brq4	<---	inde	.762
brq9	<---	IN	.720
brq13	<---	IN	.734
brq17	<---	SC	.663

Covariances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
staA <--> BRQ	-.011	.026	-.419	.675	par_32
conA <--> BRQ	.000	.024	.018	.985	par_33
EM <--> staA	.160	.033	4.909	***	par_34
EM <--> BRQ	-.120	.026	-4.648	***	par_35
BI <--> EM	-.175	.027	-6.468	***	par_36
conA <--> EM	.160	.030	5.251	***	par_37
BI <--> BRQ	.251	.027	9.179	***	par_38
conA <--> BI	.019	.024	.796	.426	par_40
conA <--> staA	.118	.031	3.786	***	par_41
BI <--> staA	-.036	.025	-1.399	.162	par_42

Correlations

	Estimate
staA <--> BRQ	-.023
conA <--> BRQ	.001
EM <--> staA	.312
EM <--> BRQ	-.273
BI <--> EM	-.411
conA <--> EM	.327
BI <--> BRQ	.654
conA <--> BI	.044
conA <--> staA	.231
BI <--> staA	-.080

Variances

	Estimate	S.E.	C.R.	P	Label
conA	.488	.052	9.333	***	par_43
BI	.370	.041	9.007	***	par_44
EM	.491	.053	9.261	***	par_45
staA	.534	.062	8.553	***	par_46
BRQ	.398	.041	9.713	***	par_47
e51	.054	.011	4.882	***	par_48
e52	.031	.015	2.087	.037	par_49
e53	.029	.010	2.885	.004	par_50
e54	.051	.010	5.032	***	par_51
e55	.116	.017	6.829	***	par_52
e56	.058	.013	4.273	***	par_53
e27	.315	.037	8.414	***	par_54
e31	.147	.032	4.617	***	par_55
e30	.494	.038	12.984	***	par_56
e28	.393	.037	10.774	***	par_57
e29	.326	.038	8.562	***	par_58
e32	.212	.025	8.340	***	par_59
e36	.262	.021	12.542	***	par_60
e38	.210	.017	12.685	***	par_61
e39	.196	.017	11.512	***	par_62
e40	.184	.016	11.239	***	par_63
e41	.182	.017	10.683	***	par_64
e34	.225	.029	7.753	***	par_65
e35	.310	.034	9.233	***	par_66
e33	.399	.034	11.727	***	par_67
e1	.194	.016	11.975	***	par_68
e8	.235	.018	12.712	***	par_69
e14	.247	.020	12.635	***	par_70
e20	.176	.016	11.116	***	par_71
e2	.319	.027	11.801	***	par_72
e12	.325	.026	12.414	***	par_73
e4	.301	.026	11.639	***	par_74
e15	.472	.038	12.577	***	par_75

	Estimate	S.E.	C.R.	P	Label
e23	.249	.020	12.208	***	par_76
e9	.307	.024	13.007	***	par_77
e3	.252	.020	12.626	***	par_78
e13	.316	.025	12.880	***	par_79
e19	.229	.018	12.460	***	par_80
e24	.216	.018	12.017	***	par_81
e6	.223	.018	12.039	***	par_82
e11	.242	.020	12.260	***	par_83
e16	.217	.019	11.218	***	par_84
e21	.228	.021	11.000	***	par_85
e5	.340	.027	12.467	***	par_86
e10	.314	.025	12.661	***	par_87
e18	.359	.029	12.461	***	par_88
e25	.274	.023	11.736	***	par_89
e17	.302	.023	12.953	***	par_90

Squared Multiple Correlations

	Estimate
inde	.897
SC	.922
IN	.868
love	.881
trust	.614
Com	.885
brq17	.439
brq13	.539
brq9	.519
brq4	.580
brq15	.494
brq23	.533
brq2	.554
brq12	.502
brq3	.575
brq19	.595
brq24	.641
brq1	.659
brq8	.579
brq14	.589
brq20	.719
brq6	.481

	Estimate
brq11	.457
brq16	.552
brq21	.568
brq5	.576
brq10	.552
brq18	.576
brq25	.646
em33	.478
em35	.622
em34	.686
bi41	.734
bi40	.702
bi39	.684
bi38	.568
bi36	.586
ca32	.611
sa29	.623
sa28	.517
ca30	.334
ca31	.769
sa27	.629

Modification Indices

Covariances

	M.I.	Par Change
e53 <--> BI	4.948	.019
e52 <--> EM	4.695	.031
e52 <--> e53	5.219	-.017
e54 <--> conA	4.248	.026
e54 <--> e53	9.299	-.019
e54 <--> e52	7.799	.021
e55 <--> staA	17.862	-.071
e55 <--> conA	6.767	.040
e55 <--> e54	14.548	.030
e56 <--> staA	15.880	.063
e56 <--> conA	22.419	-.070
e56 <--> e53	28.227	.038
e56 <--> e54	4.375	-.015
e56 <--> e55	10.306	-.029
e17 <--> staA	5.377	-.050
e17 <--> e53	7.771	-.028
e17 <--> e54	4.330	.021
e17 <--> e55	5.899	.030
e13 <--> BI	4.756	.031
e13 <--> e54	9.947	-.032
e13 <--> e51	16.568	.045
e13 <--> e56	4.752	-.026
e9 <--> BRQ	4.871	.032
e9 <--> BI	7.263	-.037
e9 <--> e54	5.091	-.022
e9 <--> e13	6.561	.043
e4 <--> EM	4.094	.039
e4 <--> e17	12.253	-.058
e15 <--> staA	9.843	.086
e15 <--> e54	18.753	-.055
e15 <--> e55	7.544	-.043
e15 <--> e56	42.792	.097

	M.I.	Par Change
e23 <--> BI	4.848	.028
e23 <--> e51	5.688	-.024
e2 <--> e9	5.935	.042
e2 <--> e4	7.412	.048
e12 <--> BRQ	4.767	.033
e12 <--> EM	4.228	.041
e12 <--> BI	6.951	-.038
e12 <--> e4	4.882	-.038
e3 <--> e51	11.035	-.033
e3 <--> e13	10.958	-.051
e3 <--> e9	14.710	-.058
e19 <--> staA	4.013	-.039
e19 <--> e53	8.811	-.027
e19 <--> e55	7.942	.031
e19 <--> e56	14.211	-.039
e19 <--> e17	4.248	.029
e19 <--> e9	11.219	-.048
e19 <--> e15	9.783	-.057
e19 <--> e3	11.890	.046
e24 <--> e54	6.440	.021
e24 <--> e51	7.199	-.025
e24 <--> e13	8.499	-.042
e24 <--> e4	7.271	-.039
e24 <--> e15	7.008	-.047
e24 <--> e23	7.504	.036
e24 <--> e3	7.605	.036
e24 <--> e19	9.038	.037
e1 <--> e23	4.353	-.026
e1 <--> e2	4.972	.031
e14 <--> e13	28.115	.081
e14 <--> e12	5.973	.038
e14 <--> e3	9.936	-.043

	M.I.	Par Change
e14<-->e24	11.499	-.044
e20<-->e3	4.103	-.025
e20<-->e19	8.391	.034
e6 <-->BI	6.324	-.030
e6 <-->e8	20.265	.057
e6 <-->e20	17.684	-.049
e11<-->e4	4.835	-.034
e11<-->e2	4.950	-.035
e11<-->e12	5.699	.037
e11<-->e19	6.694	-.034
e11<-->e24	7.441	.035
e11<-->e8	7.460	-.036
e16<-->staA	4.540	-.042
e16<-->e54	4.133	.019
e16<-->e9	9.733	-.046
e16<-->e12	5.092	-.034
e16<-->e3	8.308	.039
e16<-->e19	17.238	.054
e16<-->e11	4.935	.029
e21<-->conA	7.088	.050
e21<-->e56	4.066	-.022
e21<-->e17	6.203	.037
e21<-->e12	5.550	-.037
e21<-->e11	6.601	-.035
e5 <-->e53	13.022	.039
e5 <-->e54	4.592	-.024
e5 <-->e4	39.304	.113
e5 <-->e23	4.165	-.033
e5 <-->e2	4.005	.037
e5 <-->e12	8.123	-.052
e5 <-->e3	5.663	.039
e5 <-->e24	4.893	-.034
e5 <-->e1	7.104	.039
e5 <-->e6	9.401	.047
e10<-->e54	4.352	-.022
e10<-->e9	13.708	.062

	M.I.	Par Change
e10<-->e15	5.053	.047
e10<-->e12	4.301	.036
e10<-->e19	6.652	-.038
e10<-->e24	11.822	-.050
e18<-->staA	9.578	.075
e18<-->EM	8.986	.063
e18<-->conA	9.679	-.070
e18<-->e55	7.871	-.039
e18<-->e4	5.248	-.042
e18<-->e15	12.581	.080
e18<-->e12	4.699	.041
e18<-->e6	6.310	-.040
e18<-->e21	5.164	-.038
e18<-->e5	6.731	-.050
e25<-->staA	10.954	.072
e25<-->conA	5.683	-.048
e25<-->e53	10.649	.033
e25<-->e51	4.224	-.022
e25<-->e13	10.973	-.055
e25<-->e4	8.493	-.048
e25<-->e15	10.924	.067
e25<-->e23	24.354	.073
e25<-->e2	5.038	-.038
e25<-->e19	9.560	-.044
e25<-->e24	26.299	.072
e25<-->e11	5.770	.035
e25<-->e10	6.282	-.041
e25<-->e18	14.280	.067
e33<-->staA	9.543	-.080
e33<-->BI	6.691	.042
e33<-->conA	11.986	.083
e33<-->e56	5.332	-.032
e33<-->e17	4.028	-.038
e33<-->e9	5.816	-.047
e33<-->e3	5.182	.041
e33<-->e14	4.623	-.038

	M.I.	Par Change
e33<-->e11	6.134	-.044
e35<-->BRQ	4.833	-.036
e35<-->staA	6.271	.062
e35<-->e54	8.310	-.033
e35<-->e17	4.001	.036
e35<-->e3	11.918	-.059
e35<-->e18	5.076	.046
e34<-->BRQ	7.759	.042
e34<-->BI	6.940	-.037
e34<-->conA	4.558	-.044
e34<-->e52	4.976	.028
e34<-->e8	6.066	-.037
e34<-->e11	5.896	.037
e34<-->e5	5.301	-.041
e41<-->BRQ	7.274	.033
e41<-->EM	4.334	.033
e41<-->e56	6.548	.026
e41<-->e18	4.149	.031
e41<-->e33	4.449	-.034
e41<-->e35	5.431	.036
e40<-->BRQ	10.253	-.039
e40<-->EM	4.887	.035
e40<-->BI	7.813	.031
e40<-->e52	4.584	-.022
e40<-->e9	14.870	-.052
e40<-->e19	6.977	.032
e40<-->e11	7.676	-.034
e40<-->e33	11.977	.055
e40<-->e41	12.259	.039
e39<-->e54	10.817	-.028
e39<-->e3	9.225	-.039
e39<-->e19	4.727	-.027
e39<-->e5	4.006	.030
e39<-->e33	4.542	-.035
e38<-->staA	5.927	-.045
e38<-->EM	5.193	-.036

	M.I.	Par Change
e38<-->conA	17.887	.072
e38<-->e52	4.580	.022
e38<-->e55	5.608	.025
e38<-->e56	12.874	-.036
e38<-->e18	5.665	-.036
e38<-->e34	6.584	-.036
e38<-->e41	7.046	-.030
e38<-->e40	4.368	-.023
e36<-->e56	4.128	-.023
e36<-->e33	8.228	.052
e36<-->e34	10.589	-.051
e36<-->e41	8.013	-.036
e36<-->e38	15.511	.051
e32<-->e56	7.631	-.030
e32<-->e13	4.523	.032
e32<-->e24	10.255	-.042
e32<-->e16	5.119	.030
e32<-->e18	4.035	-.033
e32<-->e25	12.911	-.053
e29<-->e53	6.654	.031
e29<-->e55	9.032	-.044
e29<-->e17	4.594	-.041
e29<-->e15	12.874	.087
e29<-->e6	7.894	-.048
e29<-->e5	5.615	-.049
e28<-->EM	7.466	-.063
e28<-->conA	21.875	.114
e28<-->e53	5.201	-.028
e28<-->e52	9.081	.044
e28<-->e17	5.098	.044
e28<-->e34	9.996	-.064
e28<-->e41	6.792	-.043
e28<-->e32	12.200	.063
e30<-->BRQ	8.440	.054
e30<-->BI	4.130	-.035
e30<-->e13	8.444	-.061

	M.I.	Par Change
e30<-->e24	4.439	.038
e30<-->e35	4.292	-.048
e30<-->e34	8.986	.063
e30<-->e40	4.607	-.037
e31<-->e16	5.347	-.032
e31<-->e21	10.711	.047
e31<-->e38	4.587	.028
e27<-->BI	4.314	.033
e27<-->conA	11.689	-.081

	M.I.	Par Change
e27<-->e52	9.432	-.044
e27<-->e54	4.192	-.024
e27<-->e56	16.447	.056
e27<-->e12	4.077	-.040
e27<-->e19	5.199	-.038
e27<-->e5	6.783	.053
e27<-->e39	8.673	.047
e27<-->e38	6.068	-.039
e27<-->e32	8.214	-.050

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	90	1501.574	613	.000	2.450
Saturated model	703	.000	0		
Independence model	37	9847.025	666	.000	14.785

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.034	.829	.803	.722
Saturated model	.000	1.000		
Independence model	.228	.174	.128	.165

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.848	.834	.904	.895	.903
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.920	.780	.831
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	888.574	778.649	1006.168
Saturated model	.000	.000	.000
Independence model	9181.025	8863.370	9505.108

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	3.592	2.126	1.863	2.407
Saturated model	.000	.000	.000	.000
Independence model	23.557	21.964	21.204	22.739

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.059	.055	.063	.000
Independence model	.182	.178	.185	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	1681.574	1699.574	2044.982	2134.982
Saturated model	1406.000	1546.600	4244.623	4947.623
Independence model	9921.025	9928.425	10070.426	10107.426

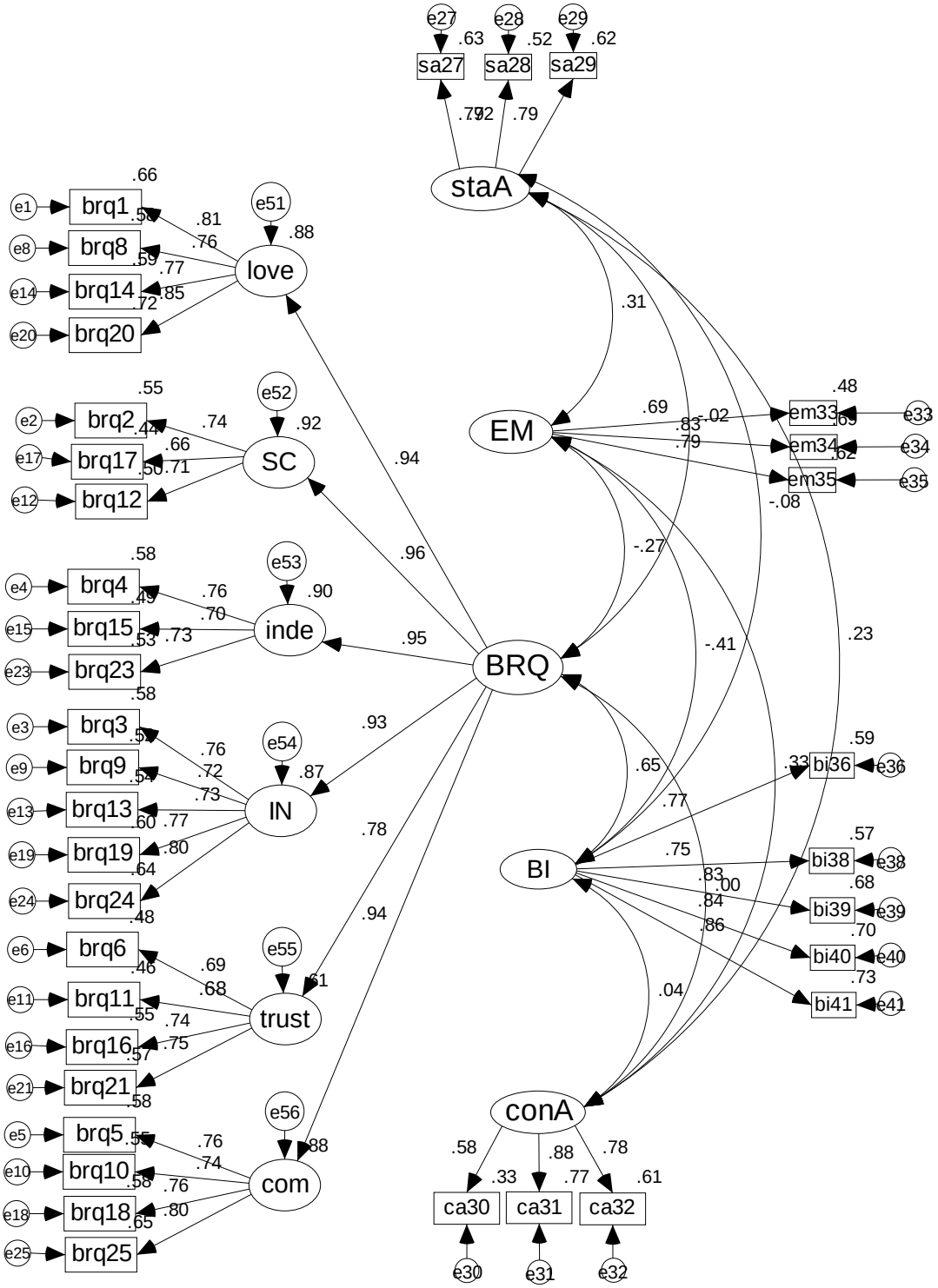
ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	4.023	3.760	4.304	4.066
Saturated model	3.364	3.364	3.364	3.700
Independence model	23.735	22.975	24.510	23.752

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	187	195
Independence model	31	32

Measurement Model



Appendix C2: Structural Model – Confirmatory Factor Analysis

Sample size = 419
Chi-square = 1617.338
Degrees of freedom = 617
Probability level = .000

Maximum Likelihood Estimates

Regression Weights

			Estimate	S.E.	C.R.	P	Label
staA	<---	BRQ	-.021	.056	-.365	.715	par_36
conA	<---	BRQ	.015	.045	.339	.734	par_37
EM	<---	staA	.210	.068	3.064	.002	par_6
EM	<---	conA	1.000				
EM	<---	BRQ	-.320	.065	-4.890	***	par_35
BI	<---	EM	-.188	.032	-5.932	***	par_7
love	<---	BRQ	1.000				
inde	<---	BRQ	.799	.052	15.378	***	par_29
SC	<---	BRQ	.957	.060	15.996	***	par_30
IN	<---	BRQ	.915	.054	17.110	***	par_31
trust	<---	BRQ	.680	.051	13.283	***	par_32
Com	<---	BRQ	1.048	.061	17.232	***	par_33
BI	<---	BRQ	.571	.051	11.226	***	par_38
ca31	<---	conA	1.000				
ca30	<---	conA	1.021	.095	10.746	***	par_1
ca32	<---	conA	1.226	.096	12.748	***	par_2
bi39	<---	BI	1.072	.060	17.866	***	par_3
em34	<---	EM	1.000				
em35	<---	EM	.910	.049	18.643	***	par_4
em33	<---	EM	.796	.047	16.868	***	par_5
sa29	<---	staA	1.143	.088	12.968	***	par_8
sa28	<---	staA	1.000				
sa27	<---	staA	1.177	.091	12.981	***	par_9
bi41	<---	BI	1.172	.063	18.622	***	par_10

	Estimate	S.E.	C.R.	P	Label
bi40 <--- BI	1.086	.060	18.163	***	par_11
bi36 <--- BI	1.000				
bi38 <--- BI	.860	.054	15.914	***	par_12
brq25 <--- Com	1.000				
brq18 <--- Com	.991	.059	16.886	***	par_13
brq10 <--- Com	.881	.054	16.413	***	par_14
brq5 <--- Com	.962	.057	16.876	***	par_15
brq21 <--- trust	1.000				
brq16 <--- trust	.944	.066	14.197	***	par_16
brq11 <--- trust	.825	.064	12.949	***	par_17
brq6 <--- trust	.829	.062	13.274	***	par_18
brq20 <--- love	1.000				
brq14 <--- love	.885	.048	18.472	***	par_19
brq8 <--- love	.845	.046	18.245	***	par_20
brq1 <--- love	.910	.045	20.118	***	par_21
brq24 <--- IN	1.000				
brq19 <--- IN	.938	.054	17.281	***	par_22
brq3 <--- IN	.942	.056	16.881	***	par_23
brq12 <--- SC	.909	.064	14.251	***	par_24
brq2 <--- SC	1.000				
brq23 <--- inde	1.000				
brq15 <--- inde	1.270	.092	13.778	***	par_25
brq4 <--- inde	1.209	.081	14.984	***	par_26
brq9 <--- IN	.928	.059	15.825	***	par_27
brq13 <--- IN	.981	.060	16.224	***	par_28
brq17 <--- SC	.772	.058	13.279	***	par_34

Standardized Regression Weights

	Estimate
staA <--- BRQ	-.020
conA <--- BRQ	.019
EM <--- staA	.153
EM <--- conA	.571
EM <--- BRQ	-.232
BI <--- EM	-.267

	Estimate
love <--- BRQ	.940
inde <--- BRQ	.946
SC <--- BRQ	.960
IN <--- BRQ	.933
trust <--- BRQ	.785
Com <--- BRQ	.938

			Estimate
BI	<---	BRQ	.589
ca31	<---	conA	.687
ca30	<---	conA	.589
ca32	<---	conA	.824
bi39	<---	BI	.830
em34	<---	EM	.884
em35	<---	EM	.808
em33	<---	EM	.742
sa29	<---	staA	.782
sa28	<---	staA	.705
sa27	<---	staA	.812
bi41	<---	BI	.860
bi40	<---	BI	.842
bi36	<---	BI	.766
bi38	<---	BI	.752
brq25	<---	Com	.803
brq18	<---	Com	.759
brq10	<---	Com	.743
brq5	<---	Com	.759

			Estimate
brq21	<---	trust	.754
brq16	<---	trust	.743
brq11	<---	trust	.676
brq6	<---	trust	.693
brq20	<---	love	.848
brq14	<---	love	.767
brq8	<---	love	.761
brq1	<---	love	.811
brq24	<---	IN	.800
brq19	<---	IN	.772
brq3	<---	IN	.758
brq12	<---	SC	.709
brq2	<---	SC	.744
brq23	<---	inde	.730
brq15	<---	inde	.702
brq4	<---	inde	.762
brq9	<---	IN	.720
brq13	<---	IN	.735
brq17	<---	SC	.663

Variances

	Estimate	S.E.	C.R.	P	Label
BRQ	.399	.041	9.735	***	par_39
e47	.404	.054	7.453	***	par_40
448	.247	.031	8.042	***	par_41
e49	.453	.051	8.894	***	par_42
e51	.053	.011	4.823	***	par_43
e52	.031	.015	2.073	.038	par_44
e53	.030	.010	2.940	.003	par_45
e54	.050	.010	4.976	***	par_46
e55	.115	.017	6.815	***	par_47
e56	.060	.014	4.416	***	par_48
e59	.191	.023	8.421	***	par_49
e27	.289	.039	7.478	***	par_50

	Estimate	S.E.	C.R.	P	Label
e31	.277	.026	10.839	***	par_51
e30	.484	.039	12.329	***	par_52
e28	.409	.037	11.023	***	par_53
e29	.336	.039	8.634	***	par_54
e32	.175	.028	6.221	***	par_55
e36	.264	.021	12.567	***	par_56
e38	.213	.017	12.730	***	par_57
e39	.194	.017	11.486	***	par_58
e40	.182	.016	11.188	***	par_59
e41	.181	.017	10.629	***	par_60
e34	.212	.031	6.848	***	par_61
e35	.332	.033	10.105	***	par_62
e33	.389	.033	11.794	***	par_63
e1	.194	.016	11.992	***	par_64
e8	.235	.018	12.719	***	par_65
e14	.248	.020	12.646	***	par_66
e20	.176	.016	11.117	***	par_67
e2	.320	.027	11.814	***	par_68
e12	.325	.026	12.416	***	par_69
e4	.300	.026	11.607	***	par_70
e15	.473	.038	12.578	***	par_71
e23	.249	.020	12.192	***	par_72
e9	.307	.024	13.012	***	par_73
e3	.253	.020	12.636	***	par_74
e13	.315	.024	12.882	***	par_75
e19	.229	.018	12.464	***	par_76
e24	.216	.018	12.037	***	par_77
e6	.223	.018	12.049	***	par_78
e11	.242	.020	12.269	***	par_79
e16	.217	.019	11.229	***	par_80
e21	.228	.021	11.000	***	par_81
e5	.340	.027	12.439	***	par_82
e10	.314	.025	12.639	***	par_83
e18	.359	.029	12.434	***	par_84
e25	.274	.023	11.706	***	par_85
e17	.301	.023	12.950	***	par_86

Squared Multiple Correlations

	Estimate
staA	.000
conA	.000
EM	.400
inde	.895
SC	.922
IN	.870
love	.883
trust	.617
Com	.879
BI	.490
brq17	.440
brq13	.540
brq9	.519
brq4	.581
brq15	.493
brq23	.533
brq2	.554
brq12	.502
brq3	.575
brq19	.596
brq24	.640
brq1	.658
brq8	.579
brq14	.589

	Estimate
brq20	.720
brq6	.480
brq11	.457
brq16	.552
brq21	.568
brq5	.576
brq10	.552
brq18	.577
brq25	.645
em33	.551
em35	.654
em34	.781
bi41	.740
bi40	.709
bi39	.689
bi38	.565
bi36	.587
ca32	.680
sa29	.611
sa28	.497
ca30	.347
ca31	.471
sa27	.660

Modification Indices

Covariances

	M.I.	Par Change
448 <--> e47	11.496	.065
e49 <--> 448	52.907	-.154
e52 <--> e49	7.651	.046
e52 <--> e53	4.962	-.017
e54 <--> e53	9.256	-.019
e54 <--> e52	7.382	.020
e55 <--> e47	18.100	-.065
e55 <--> e54	13.628	.029
e56 <--> e47	10.326	.047
e56 <--> 448	23.622	-.056
e56 <--> e53	30.263	.040
e56 <--> e55	9.917	-.029
e59 <--> 448	7.247	.036
e59 <--> e49	4.422	-.040
e59 <--> e53	4.210	.018
e17 <--> e47	4.308	-.041
e17 <--> e53	7.765	-.028
e17 <--> e54	4.085	.020
e17 <--> e55	5.666	.029
e13 <--> e54	10.042	-.032
e13 <--> e51	16.139	.044
e13 <--> e56	4.490	-.026
e13 <--> e59	4.780	.031
e9 <--> e54	5.068	-.022
e9 <--> e59	6.902	-.036
e9 <--> e13	6.476	.042
e4 <--> e17	12.399	-.058
e15 <--> e47	7.404	.068
e15 <--> e54	18.217	-.055
e15 <--> e55	7.455	-.043
e15 <--> e56	44.030	.099
e23 <--> e51	5.776	-.024

	M.I.	Par Change
e23 <--> e59	4.801	.028
e2 <--> e9	5.936	.042
e2 <--> e4	7.438	.048
e12 <--> e49	7.764	.065
e12 <--> e59	7.133	-.038
e12 <--> e4	4.925	-.039
e3 <--> e51	11.429	-.033
e3 <--> e13	11.004	-.051
e3 <--> e9	14.633	-.058
e19 <--> e47	4.557	-.037
e19 <--> e53	9.034	-.027
e19 <--> e55	7.629	.031
e19 <--> e56	13.927	-.039
e19 <--> e17	4.102	.029
e19 <--> e9	11.323	-.048
e19 <--> e15	9.776	-.057
e19 <--> e3	11.874	.046
e24 <--> e54	6.591	.021
e24 <--> e51	7.445	-.025
e24 <--> e13	8.458	-.042
e24 <--> e4	7.299	-.039
e24 <--> e15	6.820	-.047
e24 <--> e23	7.595	.036
e24 <--> e3	7.779	.036
e24 <--> e19	9.088	.037
e1 <--> e23	4.316	-.026
e1 <--> e2	4.979	.031
e14 <--> e13	28.026	.081
e14 <--> e12	5.931	.038
e14 <--> e3	10.019	-.044
e14 <--> e24	11.551	-.044
e20 <--> 448	5.134	.029

	M.I.	Par Change
e20 <--> e3	4.272	-.025
e20 <--> e19	8.066	.033
e6 <--> e59	6.276	-.030
e6 <--> e8	20.193	.057
e6 <--> e20	17.830	-.049
e11 <--> e4	4.842	-.034
e11 <--> e2	4.939	-.035
e11 <--> e12	5.671	.037
e11 <--> e19	6.722	-.034
e11 <--> e24	7.438	.035
e11 <--> e8	7.475	-.036
e16 <--> e47	5.205	-.040
e16 <--> e9	9.784	-.046
e16 <--> e12	5.181	-.034
e16 <--> e3	8.262	.039
e16 <--> e19	17.086	.053
e16 <--> e11	4.978	.029
e21 <--> e56	4.046	-.022
e21 <--> e17	6.065	.037
e21 <--> e12	5.713	-.037
e21 <--> e11	6.636	-.035
e5 <--> e49	4.005	-.048
e5 <--> e53	13.220	.040
e5 <--> e54	4.565	-.023
e5 <--> e4	39.521	.113
e5 <--> e23	4.146	-.033
e5 <--> e2	4.112	.037
e5 <--> e12	8.124	-.052
e5 <--> e3	5.620	.038
e5 <--> e24	4.868	-.034
e5 <--> e1	7.164	.039
e5 <--> e6	9.491	.048
e10 <--> 448	5.009	-.036
e10 <--> e54	4.126	-.021
e10 <--> e9	13.793	.063
e10 <--> e15	5.140	.048

	M.I.	Par Change
e10 <--> e12	4.401	.037
e10 <--> e19	6.586	-.038
e10 <--> e24	11.660	-.050
e18 <--> e47	13.193	.080
e18 <--> e49	15.476	.097
e18 <--> e55	7.684	-.038
e18 <--> e4	5.099	-.042
e18 <--> e15	12.818	.081
e18 <--> e12	4.863	.041
e18 <--> e6	6.222	-.040
e18 <--> e21	5.140	-.038
e18 <--> e5	6.830	-.050
e25 <--> e47	8.669	.058
e25 <--> 448	7.009	-.041
e25 <--> e53	11.178	.033
e25 <--> e13	10.700	-.054
e25 <--> e4	8.333	-.048
e25 <--> e15	11.137	.068
e25 <--> e23	24.975	.074
e25 <--> e2	4.723	-.037
e25 <--> e19	9.323	-.044
e25 <--> e24	26.757	.073
e25 <--> e11	5.834	.036
e25 <--> e10	6.222	-.041
e25 <--> e18	14.340	.067
e33 <--> e47	5.453	-.054
e33 <--> 448	5.425	.043
e33 <--> e56	4.286	-.029
e33 <--> e59	7.968	.046
e33 <--> e17	4.465	-.040
e33 <--> e9	6.115	-.047
e33 <--> e3	4.686	.038
e33 <--> e14	4.913	-.039
e33 <--> e11	6.754	-.045
e35 <--> BRQ	5.834	-.050
e35 <--> e47	7.072	.060

	M.I.	Par Change
e35 <--> e54	8.334	-.033
e35 <--> e3	11.466	-.058
e35 <--> e18	6.111	.051
e34 <--> 448	31.951	-.094
e34 <--> e52	4.257	.027
e34 <--> e59	13.692	-.054
e34 <--> e8	6.498	-.039
e34 <--> e11	5.828	.038
e34 <--> e5	4.134	-.038
e34 <--> e25	4.657	.037
e41 <--> e49	4.945	.042
e41 <--> e56	5.618	.024
e41 <--> e33	4.174	-.033
e41 <--> e35	4.868	.034
e40 <--> BRQ	5.545	-.036
e40 <--> e52	4.558	-.022
e40 <--> e59	6.499	.028
e40 <--> e9	14.667	-.052
e40 <--> e19	7.291	.032
e40 <--> e11	7.766	-.034
e40 <--> e33	12.660	.056
e40 <--> e41	10.801	.036
e39 <--> e54	10.212	-.028
e39 <--> e3	8.997	-.038
e39 <--> e19	4.616	-.026
e39 <--> e5	4.051	.030
e39 <--> e33	4.366	-.034
e38 <--> e47	5.797	-.040
e38 <--> 448	10.060	.042
e38 <--> e49	11.643	-.064
e38 <--> e52	4.078	.021
e38 <--> e55	5.592	.025
e38 <--> e56	13.976	-.038
e38 <--> e18	6.122	-.038
e38 <--> e34	8.935	-.044
e38 <--> e41	6.136	-.028

	M.I.	Par Change
e36 <--> e49	5.819	-.051
e36 <--> e56	4.686	-.024
e36 <--> e33	8.613	.053
e36 <--> e34	12.266	-.057
e36 <--> e41	7.819	-.036
e36 <--> e38	17.149	.054
e32 <--> e49	13.995	-.077
e32 <--> e56	7.694	-.032
e32 <--> e59	5.703	.032
e32 <--> e13	6.597	.041
e32 <--> e24	10.913	-.045
e32 <--> e18	8.133	-.049
e32 <--> e25	11.245	-.052
e32 <--> e34	16.193	-.066
e32 <--> e38	4.625	.028
e32 <--> e36	6.345	.037
e29 <--> e53	5.671	.029
e29 <--> e55	7.980	-.042
e29 <--> e15	11.347	.082
e29 <--> e6	7.979	-.048
e29 <--> e5	6.435	-.053
e28 <--> 448	25.181	.096
e28 <--> e49	12.991	-.098
e28 <--> e53	5.696	-.030
e28 <--> e52	9.024	.045
e28 <--> e17	4.929	.044
e28 <--> e34	13.740	-.078
e28 <--> e41	5.464	-.039
e28 <--> e32	20.851	.087
e30 <--> e13	9.117	-.064
e30 <--> e24	6.119	.045
e30 <--> e35	5.033	-.053
e30 <--> e34	6.228	.055
e30 <--> e40	4.635	-.037
e31 <--> e47	8.945	.060
e31 <--> 448	27.720	.081

	M.I.	Par Change
e31 <--> e49	7.279	-.060
e31 <--> e59	6.013	.034
e31 <--> e21	10.832	.050
e31 <--> e33	5.542	.045
e31 <--> e34	10.107	-.055
e31 <--> e38	8.771	.041
e31 <--> e32	16.798	.060
e31 <--> e28	8.911	.060

	M.I.	Par Change
e31 <--> e30	5.749	.049
e27 <--> e52	8.707	-.042
e27 <--> e56	13.837	.051
e27 <--> e19	4.700	-.036
e27 <--> e5	6.952	.053
e27 <--> e39	7.297	.043
e27 <--> e38	5.055	-.036
e27 <--> e32	6.075	-.044

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	86	1617.338	617	.000	2.621
Saturated model	703	.000	0		
Independence model	37	9847.025	666	.000	14.785

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.043	.818	.792	.718
Saturated model	.000	1.000		
Independence model	.228	.174	.128	.165

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.836	.823	.892	.882	.891
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.926	.774	.825
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	1000.338	885.107	1123.209
Saturated model	.000	.000	.000
Independence model	9181.025	8863.370	9505.108

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	3.869	2.393	2.117	2.687
Saturated model	.000	.000	.000	.000
Independence model	23.557	21.964	21.204	22.739

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.062	.059	.066	.000
Independence model	.182	.178	.185	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	1789.338	1806.538	2136.595	2222.595
Saturated model	1406.000	1546.600	4244.623	4947.623
Independence model	9921.025	9928.425	10070.426	10107.426

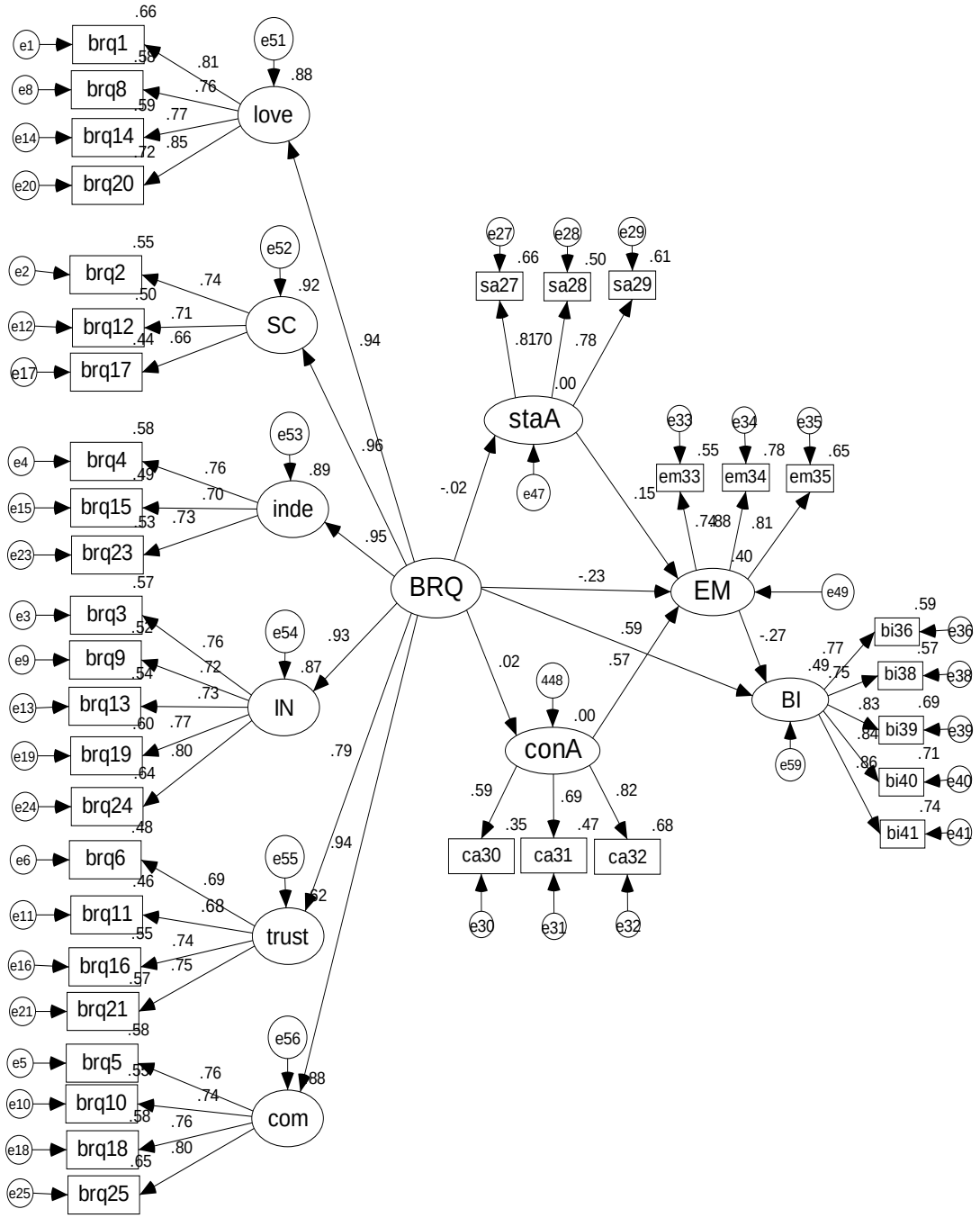
ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	4.281	4.005	4.575	4.322
Saturated model	3.364	3.364	3.364	3.700
Independence model	23.735	22.975	24.510	23.752

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	175	182
Independence model	31	32

Structural Model



APPENDIX D: MANOVA OUTPUT

Appendix D1: MANOVA Test

Descriptive Statistics

	brq_manova	Mean	Std. Deviation	N
sa	0	2.9415	.75625	57
	1	2.9956	.78918	360
	Total	2.9882	.78410	417
ca	0	3.5088	.71577	57
	1	3.7429	.65532	360
	Total	3.7109	.66787	417
em	0	3.4386	.87550	57
	1	3.0398	.71198	360
	Total	3.0943	.74797	417
bi	0	2.8175	.70638	57
	1	3.7246	.56587	360
	Total	3.6006	.66394	417

Box's Test of Equality of Covariance Matrices[a]

Box's M	24.331
F	2.369
df1	10
df2	4.293E4
Sig.	.008

Levene's Test of Equality of Error Variances[a]

	F	df1	df2	Sig.
sa	.996	1	415	.319
ca	.449	1	415	.503
em	5.253	1	415	.022
bi	5.815	1	415	.016

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.

a. Design: + brq_manova

Multivariate Tests[c]

Effect		Value	F	Hypothesis df	Error df	Sig.	Partial Eta Squared	Noncent. Parameter	Observed Power[b]
	Pillai's Trace	.977	4.459E3[a]	4.000	412.000	.000	.977	17836.865	1.000
	Wilks' Lambda	.023	4.459E3[a]	4.000	412.000	.000	.977	17836.865	1.000
	Hotelling's Trace	43.293	4.459E3[a]	4.000	412.000	.000	.977	17836.865	1.000
	Roy's Largest Root	43.293	4.459E3[a]	4.000	412.000	.000	.977	17836.865	1.000
brq_manova	Pillai's Trace	.237	32.050[a]	4.000	412.000	.000	.237	128.200	1.000
	Wilks' Lambda	.763	32.050[a]	4.000	412.000	.000	.237	128.200	1.000
	Hotelling's Trace	.311	32.050[a]	4.000	412.000	.000	.237	128.200	1.000
	Roy's Largest Root	.311	32.050[a]	4.000	412.000	.000	.237	128.200	1.000

a. Exact statistic

b. Computed using alpha = .05

c. Design: + brq_manova

Tests of Between-Subjects Effects

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared	Noncent. Parameter	Observed Power[b]
Corrected Model	sa	.144[a]	1	.144	.234	.629	.001	.234	.077
	ca	2.698[c]	1	2.698	6.124	.014	.015	6.124	.695
	em	7.825[d]	1	7.825	14.440	.000	.034	14.440	.966
	bi	40.485[e]	1	40.485	117.576	.000	.221	117.576	1.000
	sa	1734.579	1	1734.579	2.816E3	.000	.872	2816.134	1.000
	ca	2587.748	1	2587.748	5.873E3	.000	.934	5872.929	1.000
	em	2065.277	1	2065.277	3.811E3	.000	.902	3810.833	1.000
	bi	2106.100	1	2106.100	6.117E3	.000	.936	6116.540	1.000
brq_manova	sa	.144	1	.144	.234	.629	.001	.234	.077
	ca	2.698	1	2.698	6.124	.014	.015	6.124	.695
	em	7.825	1	7.825	14.440	.000	.034	14.440	.966
	bi	40.485	1	40.485	117.576	.000	.221	117.576	1.000
Error	sa	255.616	415	.616					
	ca	182.859	415	.441					
	em	224.909	415	.542					
	bi	142.896	415	.344					
Total	sa	3979.329	417						
	ca	5928.058	417						

	em	4225.444	417						
	bi	5589.494	417						
Corrected Total	sa	255.760	416						
	ca	185.557	416						
	em	232.734	416						
	bi	183.381	416						

a. R Squared = .001 (Adjusted R Squared = -.002)

b. Computed using alpha = .05

c. R Squared = .015 (Adjusted R Squared = .012)

d. R Squared = .034 (Adjusted R Squared = .031)

e. R Squared = .221 (Adjusted R Squared = .219)

Estimated Marginal Means

brq_manova

Dependent Variable	brq_manova	Mean	Std. Error	95% Confidence Interval	
				Lower Bound	Upper Bound
sa	0	2.942	.104	2.737	3.146
	1	2.996	.041	2.914	3.077
ca	0	3.509	.088	3.336	3.682
	1	3.743	.035	3.674	3.812
em	0	3.439	.098	3.247	3.630
	1	3.040	.039	2.964	3.116
bi	0	2.818	.078	2.665	2.970
	1	3.725	.031	3.664	3.785