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Proposing a New Measurement Construct for Service Quality in Small Medium Sized Enterprises in the Tourism Sector

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Master in Marketing

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Resumo

O sector da hotelaria, devido às suas especificidades enquanto indústria, tem frequentemente impactos significativos no ambiente e no bem-estar dos locais e das comunidades onde as suas empresas operam. Adicionalmente, enfrenta as mesmas exigências dos clientes que qualquer outro negócio em termos de sustentabilidade, com a agravante de estes interagirem diretamente com muitos dos aspetos do serviço que mais requerem práticas sustentáveis. Neste sentido, surge uma questão relevante, que é a de compreender como é que os clientes percecionam e interagem com estas práticas no contexto dos serviços hoteleiros, nomeadamente quais os impactos que as mesmas poderão produzir nos seus níveis de satisfação.

Atualmente, verificamos que existe muita investigação sobre os construtos de qualidade de serviço no sector da hotelaria. No entanto, estes modelos ainda não estão suficientemente integrados nos avanços da sustentabilidade, que estão cada vez mais ligados à qualidade do serviço no seu todo. Por conseguinte, esta tese tem como objetivo criar uma escala de medição atualizada para a qualidade dos hotéis que coloque uma especial ênfase nos processos relacionados com a sustentabilidade em todas as suas dimensões, uma vez que oferece um modelo preditivo para a satisfação e o bem-estar do cliente. Centra-se na relação entre as práticas de sustentabilidade e a satisfação dos clientes, no caso das pequenas e médias empresas turísticas (PME), enquanto procura estabelecer uma correlação entre a adoção dessas práticas e o *subjective well-being* dos clientes.

O desenvolvimento desta tese foi seccionado em três estudos. O primeiro, correspondente à revisão da literatura e à recuperação de modelos de medição, serviu de base para o desenvolvimento deste trabalho. No segundo estudo, foram realizadas nove entrevistas com profissionais de turismo para discutir os modelos recuperados e obter mais insights. O terceiro estudo consistiu na distribuição de um questionário e consequente análise dos dados relativos aos constructos em estudo, com o objetivo de os validar. O resultado é, então, um novo modelo para medir a qualidade sustentável dos serviços hoteleiros.

Keywords: Qualidade do serviço; Sustentabilidade; Satisfação do cliente; Subjective Well-Being; Hotelaria; PMEs;

JEL Sistema de Classificação: Marketing (M31); Desenvolvimento Sustentável (Q01); Avaliação, validação e seleção de modelos (C52)

Abstract

The hospitality sector, due to its specifications as an industry, often has significant impacts on the environment and well-being of the locations and communities the businesses are operated in. Additionally, it faces the same demands from customers as any other businesses in terms of sustainability, with the aggravating factor of having them directly interact with many of the aspects that require sustainable practices the most. In this sense, a relevant question comes to light, which is how the clients perceive and interact with such practices in the context of hospitality services, namely what impacts it might have in their satisfaction levels.

As of today, we find that there is plenty of research regarding service quality constructs within the hospitality sector. However, this industry has not yet sufficiently integrated itself in the sustainability advancements that are now becoming more and more entwined with the overall quality of the service. Therefore, this thesis aims to create an updated measuring scale for hotels' quality that puts a special emphasis on the processes related to sustainability in all its dimensions, as it offers a predictive model for customer's satisfaction and well-being. It focuses on the relationship between sustainability practices and customer satisfaction, on the case of SMEs[1], at the same time as it seeks to establish a co-relation of the adoption of such practices and the subjective well-being of the consumers, and their consequent happiness.

This thesis' development was sectioned into three studies. The first, correspondent to the literature review and retrieval of measuring models served as base for the development of this work. In the second study nine interviews were conducted with tourism professionals to discuss the retrieved models and gain further insights. The third study consisted in the distribution of a questionnaire and consequent analysis of the data regarding the constructs under study, to validate them. The result is then a new model to measure sustainable quality in hotels' services.

Keywords: Service quality; Sustainability; Customer Satisfaction; Subjective Well-Being; Hospitality; SMEs

JEL Classification System: Marketing (M31); Sustainable Development (Q01); Model Evaluation, Validation, and Selection (C52)

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[1] SMEs – Small and Medium Enterprises

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Introduction

This thesis was developed in collaboration with the European organization Resetting and aims to offer valuable inputs to their upcoming project of promoting the use of data regarding sustainability and tourist satisfaction by tourism stakeholders, by enabling a web-platform in which these agents can find modules to measure their businesses' scale of sustainability and predict levels of customer satisfaction. This platform is planned to provide measures that allow these enterprises to track their performances in terms of sustainability and overall client satisfaction and increasingly adopt better practices that may enhance customer loyalty and offer brand differentiation. The work presented in this document contributed to the WP2 task, as it intended to create management models for SMEs to use to innovate their businesses and take a step towards a more sustainable approach.

The tourism industry, and consequently the hospitality sector, has been growing exponentially over the last decade, registering increasing numbers each year. In 2022, according to data from Statista (2023) (Annex A), travel and tourism accounted for US$7.7 trillion in economic activity and were responsible for 295 million of jobs worldwide. It is forecasted that these numbers will increase to US$9.5 trillion of economic representation and 320 million jobs worldwide at the end of 2023. Even though the Covid Pandemic created a heavy setback for this industry and resulted in a decrease of their numbers comparably to 2019, the current state of the tourism sector positions it as one of the largest industries worldwide. Considering this, it becomes clear how big of an impact this business can have in the environment, economic conditions, and social phenomena of the locations where it operates, and how important it is to address the topic of sustainability within this industry.

One of the most acknowledged definitions of sustainability was provided by the World Commission on Environment and Development (1987) and is still referred to today when considering sustainable innovation. In this report, Sustainable Development is defined as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (p.16), which stresses the importance of these efforts towards maintenance of resources and enhancement of social conditions. However, the concept of sustainability as a conjunction of environmental, social and economic dimensions was only presented in 1992 by the United Nations Conference on Environment and Development (UNCED) in Earth Summit of June 1992 (Sloan, 2009). This new notion of sustainability as something broader than just its environmental component came to raise awareness for the importance of protecting communities and their cultures, when considering the maintenance of

resources and opportunities for upcoming generations. Accordingly, there is high importance in designing and planning the management of the tourism sector considering the preservation of the natural and cultural heritage of the touristic locations, at the same time as host communities should be empowered by increasing opportunities, promoting peace and maintaining intercultural understanding (World Tourism Organization and United Nations Development Programme 2017)

As of today, sustainability is rightfully becoming an increasingly prevalent theme across multiple areas of business, especially hospitality, and not only its importance is being more and more recognized, as customers are now turning into sustainability advocates themselves and are demanding the same levels of accountability from the enterprises that they engage with. Booking's Sustainable Travel Report of 2022 enhances this new tendency, as it brings attention to the fact that concerns with sustainable tourism are reaching a higher number of people and it is no longer a concern of only a section of consumers, but instead of their generality (Booking, 2022, p.2). In their report, Booking points out that, recently, a big shift in consumer's behaviour has been noticed, as there are now many more travellers seeking options that prioritize environmental protection and that provide a more purposeful experience. In the report, it is mentioned that, much due to the undeniable effects of climate change that have been felt across the globe, many consumers are now strongly set on making more sustainable travel choices, with 72% of their sample, which accounts for more than 10% than the previous year, having decided that they will make a bigger effort to travel more sustainably in their next trip. Additionally, 38% of them stated to actively look for information about the sustainability efforts of a property before they book (Booking, 2022, p.4).

In general, it becomes clear that tourism related businesses are now faced with the necessity of adopting sustainable innovation practices to grow their businesses and ensure position and competitiveness within the market. If they fail to meet these upcoming consumer's demands towards sustainability, hospitality businesses are doomed to being left out for more innovative options, that have a better impact on the environment and on the client's consciences. However, it is important to note that sustainability is not only related to environment. Sustainable travel goes far beyond recycling and saving resources, as it also considers the maintenance of destinations' culture and well-being and the contribution to an economy that thrives and provides to present and future communities.

This means that hospitality businesses should seek to operate in a way that boosts economic growth and social well-being, while assuring environmental protection. This is also highly related to respect and responsibility – respect for employees, customers and communities

and a responsible use of resources, whether natural, cultural, or human. (Iniesta-Bonillo et al., 2016 & Lozano-Oyola et al., 2012)

Considering the above, this thesis proposes that there is a causal relationship between the sustainability practices of hospitality businesses, considering all its dimensions (environmental, social, and economic), and the customer's satisfaction. It is intended to explore and validate a framework to measure hotel's quality as a concept that integrates new concepts of sustainability, and predict levels of satisfaction, that put the due importance on sustainability practices as antecedents of customer's happiness and well-being.

For a long time now, the measuring constructs of quality in services have been thoroughly studied and very consensual models have been obtained, as is the case of the SERV_QUAL model created in 1985 by Parasuraman et al (Annex B). From then on, the model has been used by many other researchers and improvements have been suggested to the original framework. However, until this day, scholars have not yet proposed a version of the model that accounts for sustainability dimensions and, as it has become clear by now, sustainability is becoming more and more undetachable from the concept of quality and its consequent satisfaction.

Hence, the current dissertation focuses on the concept of service quality in the scope of SMEs in tourism and explores its new boundaries. The main research questions are to explore whether sustainability may integrate perceived quality and if so, how to measure it. The final contribution of this thesis is the exploration and validation of an extended construct to measure perceived quality in SMEs in tourism accounting for sustainability (SUS_QUAL). In sum, this work aims to answer the following research questions:

- RQ1: How can a framework for measuring the quality of hotels be extended to integrate sustainability dimensions, and how does this extended construct (SUS_QUAL) predict levels of customer satisfaction?
- RQ2: To what extent do sustainability practices in the hospitality sector, encompassing environmental, social, and economic dimensions, influence customer satisfaction captured by means of subjective well-being and self-identification?

The development of the work was sectioned into three different studies. The first study corresponds to the Literature Review section of this work, where a bibliometric analysis of the literature was performed, according to the guidelines provided in Donthu et al., 2021. The output of this study was the identification of main definitions of service quality and sustainability, with a base construct to measure SUS_QUAL, which is the model being

proposed, and respective items being sourced from the literature. (Parasuraman et al., 1985; Knutson et al., 1990; Millar & Baloglu, 2008; Lee & Cheng, 2018; Lozano-Oyola et al, 2012; Iniesta-Bonillo et al., 2016; McCabe & Johnson, 2013; Uysal & Sirgy, 2019; Vento et al., 2020 & Alrawadieh et al., 2019).

In the second study, in-depth interviews with professionals of the tourism sector were carried out, with adaptations to the original measures. In the third and final study the measure SUS_QUAL was validated for its reliability, convergence, and predictive qualities.

In the first study, a comprehensive analysis of the touristic demand regarding sustainability and a deep assessment of what constitutes factors of satisfaction for the tourists was conducted, starting from a literature review of quite well-acknowledged papers on the matters of Hospitality, Service Quality, Sustainability, Self-Identification, and Subjective Well-being, followed by a thorough study of these papers and the consideration of their proposed models into the work. Papers from Scopus and Web of Science that had a classification of 3 or 4 on the Academic Journal Guide were selected, based on a set of criteria that will be furtherly disclosed. The study of these papers enhanced the necessity of including prior works to the research, and so the literature review is also highly reliant on quite dated papers, given that their contents are still valuable for current developments.

The second study took the reviewed models as guidelines for the conduction of interviews with tourism professionals, whose answers were key for the continuum of the work, as they allowed for the validation of quality indicators and a discussion around their sustainability concerns in their businesses.

The third and final study of development relied on the results obtained from a questionnaire that was distributed to respondents of all ages that had stayed in a SME hotel in the last year, seeking to reach conclusions regarding the relationship between the hotel's quality and sustainability and their satisfaction after their stay. This resulted in a sample of 237 total respondents, which allowed for the conduction of statistical tests regarding the accuracy of the model and the required changes to it. A Principal Component Analysis was held to recognize necessary rearrangements in the model, followed by a Cronbach's Alpha assessment to verify the reliability of the given constructs and finally a Linear Regression test was applied to the final model to evaluate the strength of the constructs as predictors of Satisfaction and Well-Being in the context of Hospitality. Past these three studies of research and analysis, a final model, SUS_QUAL will be obtained and presented in this paper, including considerations for future research and own limitations.

1. Literature Review

As a starting point, this project firstly relied on the analysis of well acknowledged papers to gather insights regarding the constructs of service quality, sustainability, and customer satisfaction, also including a framework around the current situation of the hospitality sector and the responsibilities it faces. Previously used scales on service quality were also retrieved. This was primarily obtained through the conduction of a systematic search on academic platforms, which will be described in the Methodology chapter.

1.1. Sustainability in Tourism Services

Taking into consideration the definition established by The World Commission on Environment and Development (1987) that sustainability is the "development that meets the needs of the present without compromising the ability of future generations to meet their own needs", Iniesta-Bonillo et al. (2016) came to define sustainable tourism as the "development that satisfies present tourists' and host regions' demands, while protecting and enhancing opportunities for the future" (p. 2). In their work, the researchers addressed three dimensional approaches to the concept of sustainability, much supported in the insights brought in 1992 by the United Nations Conference on Environment and Development (UNCED). These three approaches included the environmental dimension, related to the use of renewable and non-renewable resources and the impacts created for the nature of destinations; socio-cultural dimension, which focuses on human relations, cultural heritage preservation and authenticity of communities and the economic dimension, in regard to the economic possibilities and necessities of the population, addressing it in a way that don't overpass the constraints of the existing capital and desirably adds value to it. Their results confirmed that these dimensions were representative of the wide concept that is sustainability and strengthened their established hypothesis that, in general, sustainable development creates value for customers. Their study also pointed out that, at least in some respects, sustainability measures positively contribute to customer satisfaction, referring that they could even embody a strong opportunity for strategic promotion. (Iniesta-Bonillo et al., 2016) They concluded this paper by recognizing that it has become clear that touristic enterprises should consider their evaluations in a holistic manner when trying to understand customer's experience and attitude and all three dimensions of sustainability should be navigated to do so.

The first chapter of the book of Sloan (2009) navigates the issues that the hospitality industry may bring to environment and communities and offers a framework for identifying the aspects in a hospitality operation that can critically impact sustainability, considering its three dimensions – environmental, economic, and social, and what measures can be taken to minimize negative impacts and maximize positive effects.

On the environmental aspect, Sloan (2009) defends that an environmental life cycle analysis should be done throughout all studies of the hotel operation, meaning that there should be a continuous evaluation of available resources and assure a balanced use. Regarding the economic dimension, the author points out that, as a hospitality operation, to be committed to follow a sustainable development, it means to support and participate in the local community and contribute for the creation of economic benefits for locals, increasing employability and generating opportunities. Focusing on the social component, Sloan (2009) stresses that it is important for hospitality businesses to access the impact that their services might be having on the well-being of individuals and communities.

Furthermore, Millar, M. & Baloglu, S. (2008) obtained a set of sustainability measures related to environment aspects (Annex C) that was then put into test and the value that customer's attributed to each of those measures was analysed. Upon the discussion of the results of those tests, it became clear that many of the hypothesis had been confirmed, meaning that many respondents of their questionnaire attributed value to the proposed sustainable measures. However, the authors argued, given the realization that respondents of their service hadn't attributed much value to aspects such as low pressure in bathrooms, that a strong sustainability communication plan should accompany sustainable measures in hospitality, making sure that clients perceive such characteristics as something beneficial and sustainable, and not a lack of quality.

Sloan (2009) additionally acknowledges the importance of competitive advantage within the market and concludes that to achieve competitive advantages through sustainability, this constant evaluation of the service and its sustainability measures is essential.

In the Tourism Highlights of 2006, developed by the World Tourism Organization, sustainable measures are described as a conjunction of actions that help tourism agents better understand how much of an impact their tourism business is having on the cultural and natural context in which their service occurs and on which it is strongly reliant.

Moreover, in the paper of Lozano-Oyola et al. (2012), the researchers point out that adopting sustainability within the tourism industry means to focus on resources management that fulfils all requirements associated with this field, while simultaneously assuring that

cultural integrity, essential ecological processes and biological diversity are maintained and protected, aiming for an optimal use of resources. In this sense, it is defended that existing assets of cultural interest in destinations should be actively preserved and improved and local agents should be made accountable to collaborate with that. Their paper also highlighted that customer satisfaction cannot be the only priority for tourism enterprises. In fact, the maintenance of traditional values of destinations not only is essential for tourism prosperity, as it may also represent a factor of increased satisfaction for the customer. Additionally, both public and private agents are expected to promote sustainable tourism activities and that should also work to increase the quality of the service and tourists' satisfaction (Lozano-Oyola et al, 2012).

1.2.   Service Quality

Back in 1985, Parasuraman et al. pointed out that, while research had been done and scales had been obtained to measure tangible goods' quality, the quality of services remained quite unexplored from the marketers' point of view. Therefore, to fulfil this gap in the research, the authors worked towards the creation of a new model of service quality, which they named SERVQUAL, based on an exploratory investigation of quality in four businesses. This model that is still considered in research being carried out today, started by recognizing three core features of services - intangibility, heterogeneity, and inseparability.

First, Parasuraman et al. (1985) argued that services are intangible, meaning that they cannot be measured or evaluated prior to their concretization, contrarily to physical products. Due to that intangibility, businesses providing services are more susceptible to the subjective perceptions of consumers and require different measuring scales from the ones used to measure goods' quality.

Second, the researchers acknowledged the heterogeneous aspect of services. Considering that they are created in the same moment they are presented to consumers, it is easy to understand how services may be influenced by various uncontrollable factors, which makes it impossible to always assure equality. They vary from different providers, different spaces, different days, among other factors. This clarifies the power of the perception and suggests that expectations can present a problem for service providers. Conscious of the discrepancies that derive from this situation and supported on the work of Lewis and Booms (1983), cited in Parasuraman et al. (1985) the authors emphasize that the construct of service quality is essentially to measuring how well the service delivered is matching consumer's expectations. Hence, delivering quality means to address and seek to meet customer's expectations

consistently, given that the quality that is, or not, perceived in the service lies in that aspect (Parasuraman et al., 1985). Later, in 1990, Knutson et al. took this realization and went further with it, noting that the perception of quality in services on the consumers part is founded in the comparison between their expectations prior to experiencing the service and their assessment of the service they receive and, therefore, the more their perception exceeds the expectations they have for the service, the more quality they attribute to it. This would arguably indicate that it could be beneficial for service providers to lower their customer's expectations before their actual experience. However, it is widely known how positive Word-of-Mouth (WOM[2]) can influence purchases in a competitive market and research regarding consumer's choice has been done relying on the analysis of eWOM[3] (Gerdt et al., 2019).

Third, Parasuraman et al. (1985) attributed an inseparable character to services. Once again, contrarily to goods, services are not entirely engineered and controlled at the moment they are created and delivered to consumer. This puts a special emphasis on the influence that the service providers have on the quality of it, given that they are often inseparable from the service itself. In this sense, the authors underline the importance of taking into consideration consumer's input regarding their expectations when seeking to create a service with perceived quality.

Furthermore, it is recognised that the quality attributed to a certain service goes beyond the outcome of that service and the benefits it may produce on its consumers. It is highly dependent on the process of the delivery of that service as well (Parasuraman et al. 1985). In 1982, Grönroos had already tackled this aspect, presented on his model of service quality, which defended that the total quality of a service corresponds to the joint of the corporate image, the technical quality, and the functional quality of a service (Grönroos, 1982, p.33). In his model, Grönroos attributed the more objective qualities of services, meaning their actual capacity to fulfil what was concretely promised, to their technicality. In this sense, the outcome of the service would fall into this category. The importance of the process from which that outcome derived is underlined in the functional component of the service, contemplated in the model as the part that explains how the service is provided and what happens during that provision (Grönroos, 1982, p.33).

The model obtained from the assessment of the four businesses, SERVQUAL, developed by Parasuraman et al. (1985), recognized the existence of five gaps between the

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[2] WOM – Word-of-Mouth

[3] eWOM– Electronic Word-of-Mouth

service intended to be provided by the businesses and the actual delivery of that service to consumers. Under SERVQUAL, these gaps were the core explanation of why the delivered service might not reach consumers the same way it was desired to and put a special effort into understanding the forces that interfered with that. On the consumers part, the authors considered that their received WOM, along with their personal needs and expectations created a dimension of Expected Service, which the marketers could interpret in a completely different way and manage their business in a direction that did not meet customer's expectations, creating Gap1. Gap2 emerged from the discrepancy between that interpretation and its translation into specificities of the service, which then could differ from the actual delivery, due to the already mentioned characteristics of services, constituting Gap3. The external communications to consumers could also not correspond to the delivered service and that would create Gap4. Finally, Gap5 was in the divergence that has been highlighted in the previous paragraphs and that is between their expectations prior to the service and their perception of it after.

Taking these gaps into consideration, Parasuraman et al. (1985) focused on understanding, through the conduction of various focus groups, the aspects that had a higher impact on the perception of quality in services, regardless of the sector. This resulted in a set of ten dimensions that were the authors entitled as Determinants of Service Quality and that constitutes the SERVQUAL model (Study 1 - Table 1) (Parasuraman et al., 1985, p.47).

Having set these ten criteria, the authors underlined the fact that their work had been purely explorative and future research should evaluate if there were overlaps between each dimension or if combinations were due. Knutson et al. (1990) took the ten dimensions previously set and, relying on their own conducted research, created a new set of dimensions and respective scales, LODGSERV (Annex D), specifically tailored to measure consumer's expectations of service quality in the hospitality context (Study 2 - Table 1).

Regarding the topic of the relationship between customer's expectations prior to experiencing the service and their reaction to the service that is provided, which both Parasuraman et al. (1985) and Knutson et al. (1990) took into consideration, Wang et al. (2018) brought a valuable input. The authors defended that the research on this matter lacked the functional aspect of the service, and rather gave much more attention to self-congruity, meaning that it was too keen on understanding perceptions and image of self to provide successful experiences. Accordingly, in their paper, Wang et al. (2018) highlighted the concept of functional congruity, a concept that was firstly considered in Sirgy & Su (2000), referring to the relation of the utilitarian value of specific attributes of the service and the utility that customers expect to find in such attributes. Hence, the authors developed a functional congruity

scale for guest houses that they expected to serve as a base line for future research on the topic, and that could be taken by tourism professionals as a guide for providing positive experiences for the consumers of guest houses (Wang et al., 2018, p.24). This model addressed quality measurements in small hotels that were intrinsically related to physical aspects and their functionality (Study 3: Table 1).

However, it soon became clear that, given the current context, the use of these models solely would be insufficient to properly assess the context of hospitality in its current situation, much due to its lack of consideration for sustainability. Given that, a few other papers, more recent ones, were analysed and the service quality measures used in their studies were also considered (Millar & Baloglu, 2008 and Lee & Cheng, 2018).

In the paper of Lee & Cheng (2018) the service quality of green hotels specifically were studied, and the construct of environmental sustainability were thoroughly considered throughout their research. They took the model created by Knutson et al. (1990) as their base and focused their efforts into making it more environmentally driven. The authors recognized that the previously set service quality scales did not match the sustainability requirements integrated in the green hotels category and therefore proposed a new scale to measure the Green Lodging Service Quality, GLSERV (Annex E).

This new scale development was quite supported on the research of Millar & Baloglu (2008), which concluded that some of the sustainability features that customers value the most in hotels were: Sheets Changed Upon Request Only; Key Cards to Turn Power to the Room On and Off; Energy Saving Bulbs in the Sleeping Area; Energy Saving Bulbs in the Guest Bathroom; Towel Re-Use Programs; Recycling Bins; Low Flow Toilets; Low Flow Faucets; Low Flow Showerheads (Millar & Baloglu, 2008, p.7).

It is notable that all these aspects are quite transparent to customers, as opposed to other measures that are not so easily recognized in the hosts perspective of the service.

Accordingly, the new GLSERV scale, included two new dimensions, Green Energy Reduction and Green Communication, for which Millar and Baloglu's (2018) insights were key, as well as a different approach to the indicators presented in the LODGSERV model of Knutson et al. (1990). This refers to Study 4, in Table 1.

Service Quality Models in Literature

	Author (year)	Model	Constructs	Definition/Items
Study 1	Parasuraman, A., A.Zeithaml, V., & L.Berry, L. (1985)	SERVQUAL Determinants of Service Quality	Access	Approachability and ease of contact with guest.
			Communication	Keeping customers informed in a language they can understand and listening to them.
			Competence	Possession of the required skills and knowledge to perform the service well.
			Courtesy	Politeness, respect, consideration, and friendliness of contact personnel.
			Credibility	Trustworthiness, believability, honesty. It involves having the customer's best interests at heart.
			Reliability	Consistency of performance and dependability.
			Responsiveness	Willingness or readiness of employees to provide service.
			Security	Freedom from danger, risk, or doubt.
			Tangibles	Physical evidence of the service.
			Understanding the customer	Making the effort to understand the customer's needs.

Table 1 - Service Quality models used in Literature Review, numbered by studies.

Table developed by the author.

Study 2	Knutson, B., Stevens, P., Wullaert, C., Patton, M. & Yokoyama, F. (1990)	LODGSERV	Reliability	The equipment works well. The service is dependable and consistent. Staff is able to quickly correct problems. Service is provided on-time.
			Assurance	Trained & Experienced Employees You Feel Comfortable Company Supports Employees Knowledgeable Staff Reservationists are knowledgeable
			Responsiveness	Possession of the required skills and knowledge to perform the service well.
			Courtesy	Politeness, respect, consideration, and friendliness of contact personnel.
			Tangibles	Trustworthiness, believability, honesty. It involves having the customer's best interests at heart.
			Empathy	Consistency of performance and dependability.
Study 3	Wang, S., Hung, K., & Li, M. (2018).	Functional Congruity in Guest Houses	Sanitary	Clean and tidy in public areas Clean and tidy in guest rooms Clean and tidy in bathrooms Clean towel No peculiar smell Clean beddings No mosquitoes/ants/roaches/mice
			Service and Climate	User-friendly service Good service attitude Quiet environment Sufficient sunlight Enthusiastic host Home atmosphere Good communication and interaction with host/staff
			Room Facilities	Spacious room Exquisite decoration Effective sound isolation Safe door Good quality toilet facilities
			Shower	Sufficient hot-water with quick outlet Appropriate water temperature Appropriate water pressure
			Bed	Comfortable bed Appropriate mattress Comfortable beddings
Study 4	Lee, W. H., & Cheng, C. C. (2018).	GLSERV Green Lodging Service Quality	Reliability	The green hotel staff is able to provide prompt and quick services. The green hotel staff provides reliable and proper services. The green hotel staff is able to quickly correct their mistakes when faced with customer.
			Empathy	The green hotel staff is able to make guests feel comfortable and right at home.
			Green Energy Reduction	The green hotel equipment includes renewable energy designs. The green hotel toilets are furnished with water saving devices. The green hotel refers to the guest's requirements to provide sheets or towel changing services every day or every several days. The green hotel uses energy saving or LED light bulbs.
			Green Communication	The green hotel is willing to provide information on the principles of hotel management and concepts environmental protection. The green hotel is furnished with materials and advertising that promote the concept of green consumerism. The green hotel staff advocates relevant environmental protection services such as garbage sorting and energy saving.

Table 1 (continuation) - Service Quality models used in Literature Review, numbered by studies.

Table developed by the author.

1.3.   Customer Satisfaction

The concept of customer satisfaction has already been intensively regarded to throughout this paper so far, however no concise definition has yet been attributed to it. The concept of satisfaction can be defined as experiencing feelings of pleasure that result directly from the interaction with the hotel service, alongside re-purchase intention and generation of positive word-of-mouth. (Oyla et al., 2021)

Given that it is a quite broad dimension with an intrinsically dependent quality to it, meaning that it occurs as a result of something within the service, (Cadotte & Turgeon, 1988), every time customer satisfaction has been addressed in this thesis it has been positioned as a consequent of service quality and functionality and sustainability measures within the hospitality context and that is the framework for the development of this project and the creation of the new model SUS_QUAL.

Many scholars have tackled this dimension and have incorporated it in their studies regarding hospitality service so far, but the first paper to have navigated the dimension of satisfaction in the services sector was the one developed by Cadotte & Turgeon (1988). In this paper, the authors highlight that, within the context of services, there are factors that represent reasons for compliments and factors that are most likely to earn complaints and it is important for the business to recognize which are which when thriving to provide a service that produces happiness in customers.

In this context, Cadotte & Turgeon (1988) defend that these factors can be placed as satisfiers and dissatisfiers, and criticals and neutrals. Satisfiers are measures whose absence does not cause dissatisfaction for the customers but whose presence has a significative impact on their agreeance with the enterprise. On the other hand, dissatisfiers are the aspects that, when absent, are perceived by the client as a lack and therefore cause dissatisfaction. Criticals are the aspects that may cause satisfaction or dissatisfaction depending on the situation. Neutrals are about measures that have no impact on the customer satisfaction, whether they are present or not, possibly because they correspond to aspects of which the client has no perception of. Furthermore, they consider that dissatisfiers are the aspects that require management control the most, given that any lack related to them immediately represents a motive for unsatisfied customers, and satisfiers, on the other hand, also require further attention, but in this case, to identify competitive advantages and opportunities for differentiation (Cadotte & Turgeon, 1988, p.51). (Annex F)

In this sense, taking the concepts previously presented in the literature review, it could make sense to consider service quality items as dissatisfiers and sustainability policies would be satisfiers, given that, although consumers are increasingly demanding them, their existence still represents a sign of differentiative innovation and is considered to contribute for competitive advantages within the market.

However, this approach to the satisfaction construct remains too broad and no concrete items are provided, which makes it impossible to evaluate its value as a consequent of the previously selected constructs and respective items on service quality and sustainability.

Therefore, in order to more concretely tackle the idea of creating happiness and well-being to the customer the constructs of subjective well-being (McCabe & Johnson, 2013; Uysal & Sirgy, 2019 & Vento et al., 2020) and Self-Identification (Alrawadieh et al., 2019) are brought into the discussion and their items were retrieved and furtherly adapted based on own research when creating scales to evaluate satisfaction, as a consequent of sustainable quality.

The concept of subjective well-being refers to the level of meaning that one attributes to his own life, the extent to which they feel happy and satisfied with it. This concept was included in the work of McCabe & Johnson (2012) due to the recognition that objective factors (i.e., wealth) did not demonstrate a correlation to happiness strong enough for it to be considered that there was a strong causal relationship there, which highlighted the necessity to address the subjective, and rather personal factors that generate satisfaction, happiness, and well-being in individuals.

In the work of Vento et al. (2020), the concept of SWB[4] is also addressed and defined as a multi-dimensional notion, evolving all aspects of life. Hence, overall life satisfaction, physical and psychological health, social and financial well-being, meaningfulness and purposefulness of life, environmental mastery, family and friend relationships and work and leisure were all considered to be constitutor factors of subjective well-being.

Additionally, subjective well-being (SWB) is also linked to the concept of eudaemonia, which expresses the extent to which individuals perceive an ability in their life for personal growth and recognize psychological strengths in themselves, creating a sense that all conditions are reunited for their goals and wishes to be met. SWB incorporates various aspects and may be divided into a more emotional component and another one more cognitive. As such, it can be considered that feeling of happiness contribute to SWB in a more emotional/affective way, whereas the cognitive side can be measured through assessments of satisfaction with life and positive functioning (McCabe & Johnson, 2012).

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[4] SWB – Subjective Well-Being

Summarily, SWB is an integrative concept that considers more narrowed dimensions such as satisfaction with life overall, as well as satisfaction within the many aspects of life separately, paired with emotional and social well-being and consideration of the psychological affects that enable an individual to be content with his or her life (McCabe & Johnson, 2012).

Regarding Self-Identification, Bosnjak et al. (2016) cited in Alrawadieh et al. (2019) attributes it to the extent of which a tourist considers a destination or a lodging service to be representative of his or her personality, and therefore Alrawadieh et al. (2019) proposes the concept as a factor of customer engagement. The authors hypothesize that "Self-identification with a heritage tourism site has a positive relationship with overall satisfaction." and "Self-identification with a heritage tourism site has a positive relationship with visitor engagement." (Alrawadieh et al., 2019, p.4) The results of their work came to confirm these hypotheses, as it became clear that self-identification does serve as a predictor of both overall satisfaction, as well as visitor engagement.

Followingly these constructs and respective items are summarized in a table, as they were retrieved from the models developed by the authors referenced above and furtherly used to develop the studies 2 and 3 of this thesis.

Author (year)	Construct	Definition/Items
Alrawadieh, Z., Prayag, G., Alrawadieh, Z., & Alsalameen, M. (2019)	Self-Identification	This tourism site reflects who I am.
		I can identify with this tourism site.
		I feel a personal connection to this tourism site.
		I think this hotel (could) help(s) me become the type of person I want to be.
		This hotel suits me well.
		I use this tourism site to communicate who I am to other people.
Vento, E., Tammi, T., McCabe, S., & Komppula, R. (2020)	Satisfaction with Life	In most ways my life is close to my ideal.
		The conditions of my life are excellent.
		I am satisfied with my life.
		So far I have gotten the important things I want in life.
		If I could live my life over, I would change almost nothing.
	Emotional Affect	During the past four weeks my mood has been good.
		During the past four weeks I have experienced positive emotions.
		During the past four weeks I have experienced pleasant emotions.
		During the past four weeks I have been feeling happiness.
		During the past four weeks I have been feeling joy.
		During the past four weeks I have been feeling contentedness.
Uysal, M., & Sirgy, M. J. (2019)	Satisfaction with Travel	In general, I was pleased with the quality of the travel and tourism services related to this trip.
		All in all, I feel that this trip has enriched my life. I'm really glad I went on this trip.

Table 2 - Satisfaction and Well-Being Constructs
Table developed by the author.

2. Methodology

As described before, the development of this project was divided in three core studies of research, which together allowed for the development and validation of the final model.

2.1. Study 1

In this first study of the thesis, systematic research was conducted to find the most eligible papers to measure satisfaction within the context of tourism and taking into consideration sustainability constructs. This provided a starting point to the research, as it brought to light the existent studies carried out in this matter and allowed for the recognition of gaps that justify the development of an updated model.

2.1.1. Search Results

The initial set of papers was obtained through a systematic selection of articles on the academic platforms Scopus and Web of Science which resulted from the combination of the previously mentioned keywords into different queries, as follows:

➔ Query 1: (Sustainability OR Environment OR "customer satisfaction") AND tourism

➔ Query 2: (Sustainability OR Environment) AND "subjective well-being" AND tourism

➔ Query 3: (Sustainability OR Environment) AND "sentiment analysis" AND tourism

The obtained results on the platforms for each query were then narrowed by the application of filters that are followingly presented. Additionally, the repetitions of articles in between queries and platforms were managed with Excel Tools and the final number of papers obtained was 661, which were then personally selected by the analysis of their titles and abstracts, resulting on a final number of 173 papers for consideration.

2.1.2. Scopus Search Results

In Scopus, the search of the queries resulted, without any filtration and no consideration to repetitions among queries, in a total of 25 326 results – 25 269 from Query 1; 22 from Query 2; and 35 from Query 3. To these results was then applied a set of filters to narrow the number of options for it to be manageable for analysis. The following criteria was applied in this platform, by the "limit to" option:

- Last 5 years for query 1, starting in 2019, and last 7 years for queries 2 and 3, starting in 2017, given the low number of results for these queries when only papers from 2019 and so on were considered.

- Application to Business, Management and Accounting.

- Only articles, and only the ones finalized.

- Only articles written in English.

- For selecting the sources – the journals – the Scimago Journal & Country Ranking was primarily respected, by only selecting papers from journals within Qualtrics 1 and 2. However, these criteria were revealed to still be too broad for the scope of the study, as thousands of options remained. Therefore, a more restrictive approach was conducted by only considering journals with a punctuation of 3 or 4 on the Academic Journal Guide.

These criteria then resulted on a total of 406 results for Query 1, 3 for Query 2 and 4 for Query 3, which, after the removal of duplicates among the queries, ended up in a total of 411 papers from Scopus. The following scheme summarizes this process:

Queries Scopus

Q1 → n = 25 269

Q2 → n = 22

Queries Scopus

Selection Criteria (last 5 years; application to Business; articles; english; $\geq$ 3 in AJG)

Q1 → n = 406

Q2 → n = 3

Q3 → n = 4

N Scopus = 411 (without duplicates)
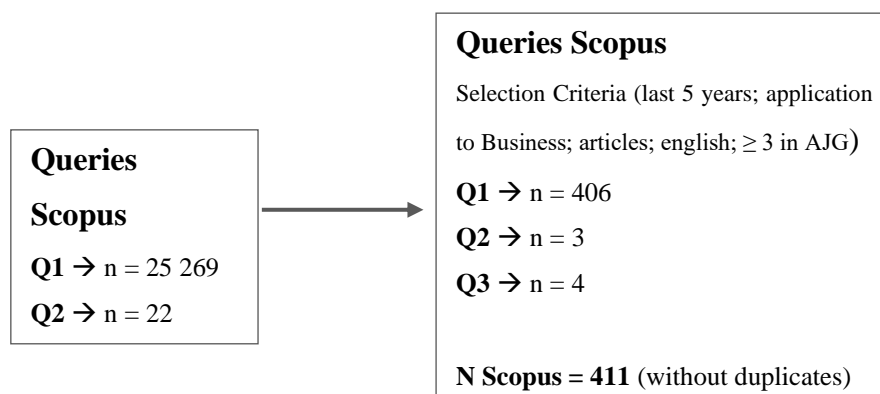
Figure 1 - Process for finding and selecting papers on the Scopus research. (Developed by the author)

2.1.3. Web of Science Search Results

In Web of Science, the search of the queries resulted, without any filtration and no consideration to repetitions among queries, in a total of 19 015 results – 25 269 from Query 1; 18 from Query 2; and 22 from Query 3. Similarly, to the process for the research in Scopus, a set of criteria was applied to the results, to narrow them down. The results were limited to the following:

- Last 5 years for query 1, starting in 2019, and last 7 years for queries 2 and 3, starting in y2017, given the low number of results for these queries when only papers from 2019 and so on were considered.

- Application to the categories Hospitality, Leisure, Sport & Tourism, Management and Business.

- Only articles, and only the ones finalized.

- Only articles written in English.

- Once again, the sources of the articles were selected following the scores in the Academic Journal Guide, only considering the ones with 3 or 4 points.

These resulted, for the case of the Web of Science research, in a total of 575 results for Query 1, 5 for Query 2 and 2 for Query 3, which, after the removal of duplicates among the queries, ended up in a total of 580 papers. The following image now presents the process for WOS:
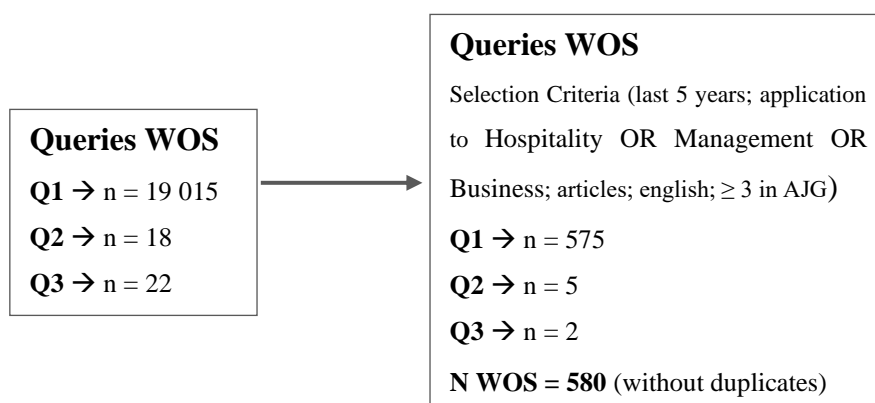
Figure 3 - Process for finding and selecting papers on the Web of Science research.
(Developed by the author)

2.1.3. Overall Search Results

Considering the total amount of results obtained in the two research platforms, a final number of relevant papers obtained through criteria assortment and duplicates removal in Excel was obtained, coming down to **661 results**. This number, although clearly much more manageable than the initial data bases obtained, still requires further selection, which may only be done by personal revision of the abstracts of each paper, for identification of the final set of papers to be analysed for the thesis.

To do so, the results' abstracts for each query of each of the platforms were analysed, and their adequacy to the scope of the dissertation was evaluated, prioritizing the papers that offered contextual frameworks for the concepts of customer satisfaction corelated to any sustainable practice, the ones that enhanced the attainment of scales for the concepts and the ones which had resorted to investigation methods regarding the pointed constructs that may be repercussed in this study, which created the following outcomes:

Scopus (Number of articles after the final selection of the results)	Web of Science (Number of articles after the final selection of the results)
Query 1 → N = 73 Query 2 → N = 1 Query 3 → N = 1	Query 1 → N = 138 Query 2 → N = 2 Query 3 → N = 0
Final number of results/articles to be included in the literature review, from both research platforms. (Duplicates removed): Q1 → 170 Q2 → 2 Q3 → 1 **N = 173 papers for complete analysis**	

Table 3 - Process for selecting the final papers.
Table developed by the author.

The process developed for this study corresponds to a bibliometric analysis, which is a method for exploring and analysing large sets of data, according to the guidelines provided in Donthu et al. (2021).

While analysing the obtained papers, the necessity of including the considerations of previous studies that were being frequently referenced was recognized and so the data retrieval for this project was also highly reliant on those cases.

2.2. Study 2

The conduction of Study 1 allowed for the selection of well-acknowledged models to measure service quality and sustainability in hotels, which are presented in Tables 4 and 5. This set of models served as the framework for the development of the interview's script (Annex G).

A total of 9 interviews were conducted online, with a duration of one hour, sectioned into two main studies, corresponding to the two dimensions under study, service quality and sustainability. All the interviews either owned or managed small and medium businesses of the tourism sector spread around four European countries: Portugal, Greece, Albania, and Catalonia. Those businesses corresponded to the following:

- Interview 1: A Stone-built Villa in Feistos, Greece.
- Interview 2: BIGLe – Blue Geo Lighthouse, in Portugal.
- Interview 3: A Travel Agency in Costa Dorada, Catalonia
- Interview 4: Boutique-Suites and Villas in Archanes, Greece
- Interview 5: A Family Small Lodge in Greece
- Interview 6: A 4-star and 3-star medium hotels, in Leiria, Portugal.
- Interview 7: A Tour Operator business in Albania.
- Interview 8: A Rural Tourism Farmhouse in Sobradelo da Goma, Portugal
- Interview 9: A medium hotel of the MICE[5] Market in Fátima, Portugal.

These interviewees were all connected in some way to the Resetting Project and for that reason they agreed to participate in the study and highly collaborated for the result of this thesis. Although not all of them are hotels, at this section of the study, it made sense to include other businesses of the tourism sector, given that this part of the research was purely qualitative and the main concept under scrutiny was sustainability, still in the context of touristic businesses, and not only hotels.

The first part of the interview focused on service quality. The interviewees were firstly personally questioned about the factors that they considered key for the quality of their businesses and after the models were shared and further discussion was held regarding their accuracy and practicality from an empirical point of view.

The second part thoroughly navigated the sustainability aspect, considering it under the dimensions that resulted from the literature review. The interviewees were asked to share the policies they had adopted, as well as the ones that they did not expect to apply soon and the reasons for both situations. Their personal experiences with clients that could offer some inputs to the matter and help to understand how customer satisfaction could be impacted were also shared. The interviews were recorded and transcribed.

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[5] MICE: Meetings, Incentives, Conferences & Exhibitions

2.3. Study 3

The third and final study of the development of the model derived from the distribution of a questionnaire with the Qualtrics platform (Annex H). This questionnaire followed the framework from the preliminary model obtained by study 1 and 2 of the research and intended to gather data that would allow to test the reliability of the constructs and their respective models.

This questionnaire was distributed to people from all ages across different countries of the globe, although personal limitations resulted in a much vaster number of Portuguese respondents. The only restrictions that were put to the sample were that the respondents had to had stayed in a small or medium hotel during the past 12 months, to assure that the data obtained would be updated and reliable. This was done with the "skip to" option in Qualtrics that would take any survey taker that denied having stayed in a hotel during the past year.

Furthermore, after the sample reached a considerable number of respondents that would allow for statistical analysis and the database was properly inserted in SPSS, a Principal Component Analysis was conducted, using the rotation Varimax and considering a 7 Factor Analysis, that corresponded to the seven constructs of the model presented in Table 7.

After the rearrangement of the measures that were identified throughout the PCA[6], the new constructs and respective items' reliability was tested through a Cronbach's Alpha analysis, proceeding to the elimination of any construct that did not reach a Cronbach's Alpha of at least 0,7, since a lower score would be too low for it to be considered reliable (Zeller, R. A., 2005).

Finally, a Linear Regression Analysis was conducted to test the strength of each construct as predictors of satisfaction, considering the dimensions related to Subjective Well-Being and Self-Identification presented in Table 2 as indicators of satisfaction.

In study 3, a set of hypotheses is considered, and evaluate through the statistical tests described above, regarding the correlation between sustainability and service quality in hotels and the result in customer's satisfaction:

- H1: There is a significant positive relationship between sustainability practices in the hospitality sector and customer satisfaction.

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[6] PCA – Principal Component Analysis

- H2: Sustainability practices in the hospitality sector, when measured across environmental, social, and economic dimensions, are positively associated with customer satisfaction.

- H3: Sustainability practices that contribute to cultural preservation and the well-being of host communities positively influence customer satisfaction in the context of the hospitality sector.

- H4: Sustainability practices in the hospitality sector, as perceived by customers, lead to higher levels of customer loyalty and brand differentiation.

3. Results and Discussion

3.1. Study 1 Results

Followingly, a VOS scheme is presented regarding the results in total, from both research platforms – Scopus and Web of Science. Given the very low number of results of queries 2 and 3 and the fact that their results' topics are also quite related to the topics of query 1, it was considered that there was no need to evaluate the topics of the queries separately in the VOS viewer tool. Hence, it is presented:
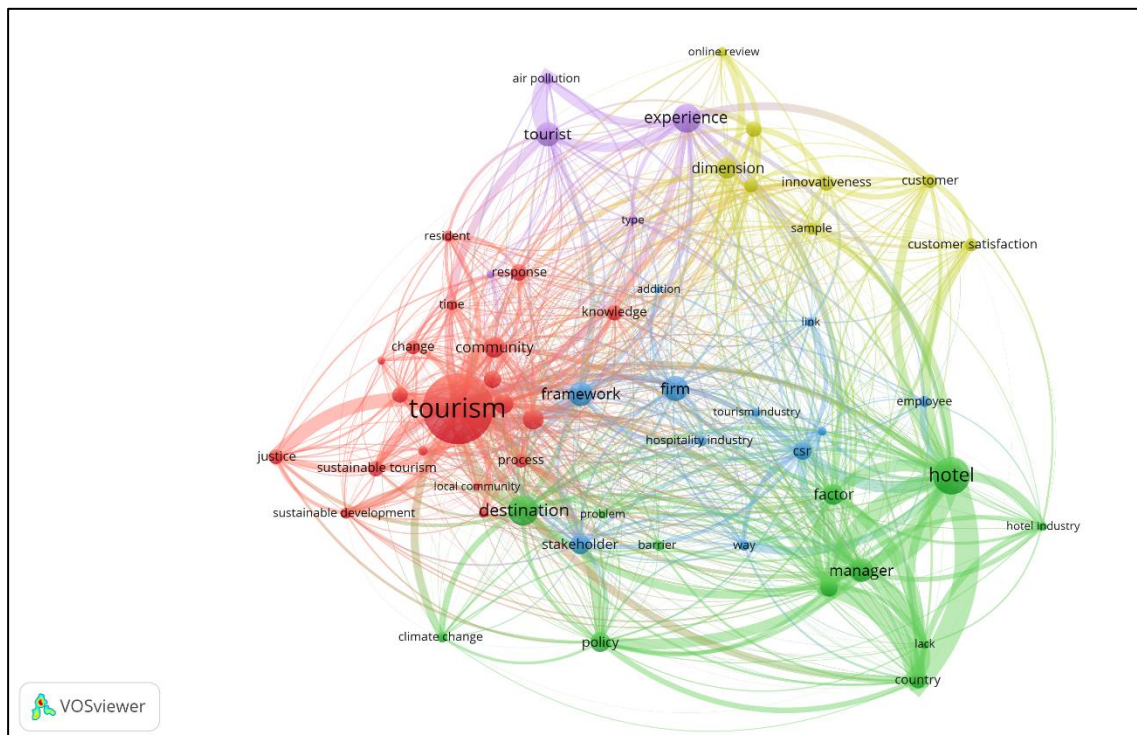
Figure 4 - Representation of the final papers on the VOS viewer tool.

As expected, the keyword with the most highlight is tourism, which is congruent with the fact that it was included in all the queries, as the entire scope of the study is applied to this sector. The concepts that surround this keyword are mainly the ones related to sustainability, which is being considered under all the dimensions that it involves and therefore there is a noticeable feature of words like sustainable development, community, justice, change, and climate change, also indicating that these constructs are very frequently mentioned through the selected articles.

Moreover, quite a significant representation of the word hotel can be noted, given that most of the selected papers navigates the concepts under study for the hospitality sector, even though that SME's of the tourism industry might also include travel agencies, transportation firms and

governments. This is the case given that most of the research found regarding sustainability practices and customer satisfaction are applied to hotels.

Furthermore, the keyword customer satisfaction receives some attention, although clearly less than the previous concepts, which is justified by the fact that only a parcel of the articles is directly related to this construct, as many of them focus on sustainability indicators, independently of the influences they might have on customers and focusing more on the benefits in can generate for destinations on more broader terms, like economically, socially, and environmentally.

Interestingly, the word experience receives a bigger focus here and is positioned close to concepts of innovativeness and online reviews. First, because for the hospitality sector, the idea of innovation is very frequently linked to an improvement of the experience provided to customers and the second association is because a few of the papers selected relied on analysis of eWOM to navigate customer's opinions and levels of satisfaction.

As the main result of this Study 1 of research, a framework was obtained, relying in the models retrieved from literature to define and measure service quality and sustainability, that was used to guide the interviews conducted in study two, and which was then reevaluated and adapted after gathering the tourism professional's insights.

That framework is presented in Table 4 regarding service quality and on Table 5, regarding the sustainability constructs. The interviews were held with interviewees from the business perspective, given that they were tourism professionals, and, for that reason, this framework does not include SWB or Self-Identification constructs, as those may only be assessed with consumer's insights.

Construct	Definition	Items	Author(s)
Reliability of the Service	Ability to perform the promised service dependability and accurately	The staff is able to provide prompt and quick	Lee, W. H., & Cheng, C. C. (2018)
		User-friendly service	Wang, S., Hung, K., & Li, M. (2018)
		The staff provides reliable and proper services	Lee, W. H., & Cheng, C. C. (2018)
		The staff shows good attitude	Wang, S., Hung, K., & Li, M. (2018)
		The staff is able to quickly correct their mistakes when receiving guest complaints or errors	Lee, W. H., & Cheng, C. C. (2018)
Empathy of the Host	Caring, individualized attention the firm provides its customers	The place is able to make me fell comfortable	Lee, W. H., & Cheng, C. C. (2018)
		The place provides the guests' schedule based upon their requirements	Lee, W. H., & Cheng, C. C. (2018)
		There is flexibility in managing guests' requirements	Lee, W. H., & Cheng, C. C. (2018)
		Good communication and interaction with host/manager	Wang, S., Hung, K., & Li, M. (2018)
		The host/manager is enthusiastic	Wang, S., Hung, K., & Li, M. (2018)
		I feel valued here	Knutson, B., Stevens, P., Wullaert, C., Patton, M., & Yokoyama, F. (1990)
		My needs are antecipated	Knutson, B., Stevens, P., Wullaert, C., Patton, M., & Yokoyama, F. (1990)
		Strong relationship between guest and host. (Familiarity/Availability/Support)	Knutson, B., Stevens, P., Wullaert, C., Patton, M., & Yokoyama, F. (1990)
		The Host/manager is Sympathetic and Sensitive	Knutson, B., Stevens, P., Wullaert, C., Patton, M., & Yokoyama, F. (1990)
Adaptability of Staff	Knowledge and courtesy of employees and their ability to convey trust and confidence.	The staff is well trained	Knutson, B., Stevens, P., Wullaert, C., Patton, M., & Yokoyama, F. (1990)
		The staff is experienced	Knutson, B., Stevens, P., Wullaert, C., Patton, M., & Yokoyama, F. (1990)
Tangibles of the Place	Physical facilities, equipment, appearance of personnel.	The equipment available in the place is of good quality	Knutson, B., Stevens, P., Wullaert, C., Patton, M., & Yokoyama, F. (1990)
		The products offered in the place are of good quality	Knutson, B., Stevens, P., Wullaert, C., Patton, M., & Yokoyama, F. (1990)
		The place is attractive and pleasant	Knutson, B., Stevens, P., Wullaert, C., Patton, M., & Yokoyama, F. (1990)
		The décor reflects well the concept	Knutson, B., Stevens, P., Wullaert, C., Patton, M., & Yokoyama, F. (1990)
		Has distinctive characteristics and atmosphere	Xu, X., & Gursoy, D. (2021)
		The Interior décor is attractive	Xu, X., & Gursoy, D. (2021)
		Up-To-Date Equipment	Knutson, B., Stevens, P., Wullaert, C., Patton, M., & Yokoyama, F. (1990)
		Clean and tidy	Wang, S., Hung, K., & Li, M. (2018)
		The environment that surrounds the place is pleasant	Wang, S., Hung, K., & Li, M. (2018)

Table 4 - Service Quality Constructs used for Interviews.

Table developed by the author.

Author (year)	Constructs	Definition/Items
Olya, H., Altinay, L., Farmaki, A., Kenebayeva, A., & Gursoy, D. (2021)	Environmental Sustainability	Existence of an energy saving program. Use solar power instead of fuel. Use water-saving flush in bathrooms. Communicate the environmental policy to customers.
	Social Sustainability	Safe and healthy work environment. Existence of measures that ensure safe and healthy working conditions for all employees. Complying with labour legislation and employee contracts. Supporting employees' further education. Listen to employees' suggestions. Provide all employees with proper and fair wages. Improve product quality and enhance added value. Be customer-oriented. Provide all customers with high quality services and products. Provide all customers with accurate and adequate information in making purchasing decisions. Treat all customers fairly.
	Economic Sustainability	High return on their assets High net sales growth High overall performance and success level High competitive position High occupation rate growth
Lozano-Oyola, M., Blancas, F. J., González, M., & Caballero, R. (2012)	Environmental Sustainability	Maintenance and expansion of natural areas in the destinations. Reduction of energy and water consumption attributable to tourism. Urban solid waste management and the reduction of pollutant emissions. Less visual pollution of facilities and infrastructures of the environment of the destination. Existence of local administrative units to channel all actions related to environmental and sustainability management.
	Social Sustainability	Good capacity of social services available to tourists. Manage the intensity of visitor use of region's cultural heritage, avoiding congestion. Avoid excessive exploration of destinations, in cultural terms. Effective security services at destinations that enhance visitor's feelings of safety. Complementary management measures to control tourist activity effects on destinations.
	Economic Sustainability	Projects that improve economic benefits from tourist activities for the local community. Improvement of the quality of the tourist offer available at the destination by tourism managers. Policies to reduce sasonality of tourism activities. Investment in projects that generate new permanent and high quality employment in the touristic region. Improvement of accessibility for tourists, namely transport infrastructure.
Uysal, M., & Sirgy, M. J. (2019)	Environmental Sustainability	Land pollution in the area. Air pollution in the area. Water pollution in the area. Crowdedness in the area. Traffic congestion in the area.
	Social Sustainability	Educational attainment in the area. Crime rate in the area. Quality of the public transportation system in the area. Number of recreational parks and programs in the area. Housing quality (e.g., number of persons per room, number of units lacking plumbing) in the area.
	Economic Sustainability	Median wage in the area. Median household income in the area. Unemployment in the area Consumer well-being Cost of living in the area Prices of goods and services in the area Cost of land and housing in the area Property taxes in the area Number of retail stores in the area % of unskilled workers in the area Literacy rate in the area
	Planning and Management	Using local material in construction. Hotel architecture harmonized with the environment. An exploration plan that does not harm the natural and historical environment. Environmental education to guests. Participating in environmental meetings. Brochures with information on environmental protection. Soliciting guest opinions on environmental activities of hotel.

Table 5 - Sustainability Constructs considered for Interviews.

Table developed by the author.

3.2. Study 2 Results

The interviews allowed for deeper insights into the tourism sector and the businesses that operate in it. The constructs of quality were very thoroughly navigated, and all the interviewees had some input to add to it that influenced the outcome of the model. Following a structured set of summaries of the topics of conversation in the interviews and their respective conclusions is presented.

3.2.1. Interview 1: Stone-built Villa in Feistos, Greece

The company of the interviewee is a complex of premium luxury villas quality in South Greece. Their main target group are families from central Europe that seek a place to spend vacations where privacy is a priority.
One concern that the villas had upon their construction was for the designed to be consistent with the local architectural style.

One important aspect mentioned was that one of their main concerns in the service is to build good personal relationships with the families and address any issues promptly to ensure high customer satisfaction.

Sustainability was discussed in terms of economic, environmental, and social-cultural dimensions. The interviewee emphasized the use of photovoltaic energy, environmental protection, cooperation with the local community, and participation in local events for social and cultural sustainability.

3.2.2. Interview 2: BIGLe – Blue Geo Lighthouse, in Portugal.

This is a micro company focused on touristic trips taken in a small boat dedicated to coastal monitoring and scientific tourism. Their approach to tourism is very heavily reliant on an authentic and educational experience for clients, by engaging them in various activities that have environmental sustainability value for the sea.

In terms of service quality indicators, BIGLE acknowledges the importance of reliability of staff and emphasizes having a knowledgeable crew with research and diving experience. They also place a significant emphasis on empathy and building relationships with customers, given the informal and experiential nature of their product.

3.2.3. Interview 3: A Travel Agency in Costa Dorada, Catalonia

The primary target group of the agency are families traveling with tour operators, mainly from European countries. Although not much direct contact occurs with the guests in this type of business, the interviewee highlighted the importance of quick responses to customer inquiries when they happen. Providing information and solutions promptly was identified as a key aspect of quality. Additionally, the importance of reliability was also addressed, mentioning safety and health measures, tangibles (high-quality facilities), and responsiveness to customer requests.

The interviewee also mentioned to engage with local communities by offering partnerships with local businesses, beach partners, and promoting social activities every time that is possible. This engagement helps enrich the overall experience for customers.

3.2.4. Interview 4: Boutique-Suites and Villas in Archanes, Greece

The interviewee mentions that this quite a relatively new accommodation, operating for nearly two years. It is situated in a traditional, historic, and agricultural tourism area, attracting a mix of couples, families, groups of friends, and some solo travellers.

They focus on providing high-quality service and luxury in a traditional setting. In this sense, the interviewee highlights attention to detail and a blend of modern amenities with traditional architecture as key factors to attract guests. They have a concern for hiring locals into the business staff, prioritizing language skills, experience in the tourism sector, and the ability to make customers feel comfortable and happy are essential for service quality.

The property employs several sustainability measures, such as solar panels, efficient lighting, local and organic food sourcing, waste reduction strategies, and efficient water use. Rainwater is used for operational activities and implements thermal energy for pool heating. Guests are encouraged to opt-out of daily cleaning services to reduce waste and water usage.

Additionally, the interviewee suggests that research should encompass a broader range of tourism types, such as business hotels and mass tourism accommodations, to account for variations in sustainability implementation.

3.2.5. Interview 5: A Family Small Lodge in Greece

This interview was carried out with the owner and manager of a small hotel business in Greece, operated within one family. Possibly for this, the interviewee emphasizes a

commitment to authenticity as a key point of quality, making a point to offer traditional breakfasts and maintaining the property's original charm.

Furthermore, the interviewee underscores the importance of staff reliability and cleanliness, with the satisfaction of guests being a priority. The staff ensures guests' needs are met, particularly in helping them navigate the narrow village streets. The interviewee also valued honesty when providing recommendations for local businesses and restaurants.

Regarding sustainability, it became clear that the property's characteristics presented a challenge when seeking to pursue more sustainable measures. However, they make efforts to reduce waste by encouraging guests to limit towel and linen changes and have implemented solar panels for hot water. The interviewee acknowledges the growing importance of sustainability in the industry and intends to make improvements in this area.

3.2.6. Interview 6: A 4-star and 3-star medium hotels, in Leiria, Portugal

In this interview, the Sales Manager of two medium hotels in Portugal provided her insights on service quality, underlying that the reliability of staff is crucial, ensuring they can promptly address guest needs, especially in cases of special requirements, is mandatory for the quality of the service. It was also mentioned that empathy and care from the staff play a significant role in guest satisfaction, with the hotels striving to make guests feel at home. It was also stressed how the comfort of the rooms were essential for creating a positive guest experience.

Regarding the sustainability topic, one noticeable aspect was that the interviewee pointed out how the hotels had a sustainability stamp on the online booking platforms they were present, and how it was perceived to be positively influence customer's purchase choices.

Additionally, it was discussed that accessibility in tourism extends beyond mobility issues, including considerations for pet-friendliness, religious customs, and cultural differences, all of which contribute to overall guest satisfaction.

3.2.7. Interview 7: A Tour Operator business in Albania

The interviewee described their business as an incoming and outgoing tourism service provider located in Albania, a country with diverse tourism attractions, including seaside, mountains, lakes, and rivers. They offer range of services to incoming tourists, including ticketing, car rental, airport transfers, and information about Albania as a touristic destiny.

It was mentioned that the empathy of the host or manager and the staff's knowledge of the local culture play a significant role in enhancing the tourist experience.

While the interviewee noted that environmental protection in Albania is a policy issue, they mentioned providing tourists with manuals and an app containing information about environmental protection and responsible tourism practices.

The interview highlights the importance of service quality, cultural empathy, and environmental sustainability in promoting tourism in Albania and the potential for knowledge sharing to enhance the industry.

3.2.8. Interview 8: A Rural Tourism Farmhouse in Sobradelo da Goma, Portugal

In this interview with a representative of a boutique hotel in Batalha, various aspects of their business, service quality, sustainability efforts, and customer satisfaction were discussed. The hotel's decor is unique and sustainable, as it incorporates recycled and repurposed materials. It provides a personalized service, with an emphasis on creating a homely atmosphere for guests.

The hotel has a strong commitment to sustainability and obtained certification in the past. Some of the initiatives that have been values were sourcing local products and supporting small businesses, recycling, repurposing leftovers, and promoting sustainability messages to guests. Additionally, the hotel actively engages with the local community, including hosting visits by disabled children and local preschools.

3.2.9. Interview 9: A medium hotel of the MICE Market in Fátima, Portugal

In this interview, the respondent provides insights into their business, a four-star hotel dedicated to corporate clients located in Fatima, Portugal.

The sustainability aspect is covered, with the hotel having implemented several initiatives. These include the use of solar energy, the installation of photovoltaic panels, and encouraging guests to participate in eco-friendly practices like reusing towels and sheets. They have also minimized single-use plastics, such as using glass bottles instead of plastic in meeting rooms.

The respondent notes that while these sustainability measures are appreciated by guests, they may not be the primary factor in choosing the hotel. However, they express hope that future generations will prioritize sustainability more in their choices.

3.2.10. Overall Insights from Interview's

One interesting realization retrieved from the interviews was that the items that mostly related to staff behaviour were highly valued, given that most business operators pointed the sympathy of the hosts, the availability to help and professionalism as key factors of customer satisfaction. In this sense, it was recognized the necessity of including two new items regarding the abilities of the staff:

- The staff can respond to the special needs of the clients (e.g: religious, pet-friendly, accessibility, cultural, etc)
- Knowledgeable Staff (Staff know-how, not only regarding the location)

Another realization was that all quality services had a very strong base, which was the comfort of the room, and so the following items were included to the framework:

- The food and beverage are of good quality.
- The bed of the room provides great comfort.
- The shower of the room provides great comfort.

The technological innovation that may facilitate the tourism industry, such as online booking platforms, was also a topic often mentioned and that brought light to the possibility of including a digital component to the service quality framework. In that sense, the following items were added:

- It was efficient to do the reservation in the digital platform.
- The hotel has good WiFi.
- The hotel provides useful QR codes.
- The hotel has automatic check-out.
- The hotel has contactless payment.
- The rooms have automatic controls for lightning.
- The rooms allow good access to streaming platforms for video and music.

This conclusion also brought light to the process that occurs prior to the customer arriving to the hotel and yet, may have a significant impact in their satisfaction after all. Therefore, a Construct of Pre-Purchase was included to the framework, including the following items:

- The reservation process was simple.
- The information provided about the hotel was clear.
- The hotel's photos were attractive.
- The reviews of the hotel seemed reliable.
- The hotel was well located.
- The Hotel had a sustainability certification.

Regarding the sustainability part, it became clear that, to include it in the framework for Service Quality, the items would have to be more specific and had to correspond to measures that were noticeable from the customer's point of view, otherwise their assessment wouldn't be possible in a questionnaire. This resulted in a much more environmentally driven approach to the sustainability construct since most sustainable characteristics that the customer is aware correspond to policies or appliances of the hotel that protect the environment and prevent waste. However, for the integrity of the study, social and economic items were maintained to some extent and their input in the study remained quite present, as the final model will show. Furtherly is presented the Service Quality constructs after their adaptations based on interviews.

SERVICE QUALITY	Items
Pre-Purchase	The reservation process was simple.
	The information provided about the hotel was clear.
	The hotel's photos were attractive.
	The reviews of the hotel seemed reliable.
	The hotel was well located.
Reliability	The staff was able to provide prompt and quick services.
	The staff provided reliable and proper services.
	The staff was able to quickly correct mistakes.
	The staff showed good attitude.
Adaptability	The staff was well trained.
	The staff was experienced.
	The staff was able to respond to the special needs of the clients (e.g: religious, pet-friendly, accessibility, cultural, etc).
	The staff was knowledgeable.
Empathy	The hotel was able to make me feel comfortable.
	I felt valued at the hotel.
	The staff was sympathetic and sensitive.
	The staff antecipated my needs.
	There was a good relationship between me and the staff.
Tangibles	The products offered in the hotel were of good quality.
	The hotel was attractive and pleasant.
	The décor of the hotel reflected the concept well.
	The public area that surrounded the hotel was attractive.
	The equipment of the hotel was up-to-date.
	The equipment of the hotel was of good quality.
	The food and beverages at the hotel were of good quality.
	The bed of the hotel provided great comfort.
	The shower of the hotel provided great comfort.
	The hotel had distinctive characteristics and atmosphere.
	The Interior décor of the hotel was attractive.
	The hotel was clean.
	The environment of the hotel was pleasant.
	The hotel provided a good experience.
	There was a good quality/price ratio at the hotel.
Digital Innovation	The hotel has good WiFi.
	The hotel provides usefull QR codes.
	The hotel has automatic check-out.
	The hotel has contactless payment.
	The rooms have automatic controls for lightning.
	The rooms allow good access to streaming platforms for video and music.
Sustainability	The hotel made use of solar pannels.
	The hotel used energy saving lights.
	The hotel had a solid waste separation process.
	The hotel had water saving flush in bathrooms.
	The hotel gave guests the option to not have towels and sheets washed everyday.
	The hotel had low pressure showers.
	The hotel used recycled water for the irrigation of green areas.
	The hotel had recycling bins.
	The hotel delivered informational documents regarding practices to save resources.
	The hotel promots sustainability awareness.
	The hotel makes a responsible use of local resources.
	The hotel uses recycled materials.
	The hotel uses local foods.
	The hotel used bio/organic foods.
	The hotel had a private garden to support its restaurant.
	The hotel promotes local businesses.
	The hotel was respectful towards the local culture and traditions.
	The hotel hired local employees.
	The hotel was inclusive.
	The hotel's facilities were prepared to receive guests with special needs.

Table 6 - Service Quality Constructs Adapted based on Interview.
Table developed by the author.

3.3. Study 3 Results

In this section of the paper the results of the questionnaire and the following statistical analysis are presented and discussed.

3.3.1. Sample Characterization

The sample obtained included the answers of 237 respondents, of which 43% identified as female and were aged between 18 to 24 years old, from a total of 146 females. Concordantly, about 40% of the sample fell into that same age category, that counted with 32 male respondents in a total of 95 individuals of this age. Apart from that, there was also a considerable response rate from people aged between 25 and 34 years old, corresponding to 24% of the sample.

Of the 237 total answers, 200 of them were based on a leisure stay, and only 31 of them were regarded to a work stay. This may present a benefit to the study, given that this type of travelling could allow for more attention to detail and a bigger engagement with the hotel's services.

Most of the sample, counting for a total of 202 individuals, were Portuguese and currently living in Portugal, and about 45% had higher education and were currently employed. Additionally, considering that much of the sample preferred not to answer the question "What is your household's average annual net income?", data from the Economic Bulletin from March 2023, developed by Banco de Portugal, is considered. Given the average monthly income of 2073€, for people up to 34 years old with higher education, in Portugal (Annex I) it can be assumed that a big expression of the sample has an average annual income among 10 000€ to 29 999€, which is in accordance with the fact that, among the 67% that responded to the question, 38% of them indicated that same range of annual income, which accounts to 61 respondents.

Regarding the country of destiny, the most frequently mentioned ones, apart from Portugal that is distinctively indicated in 110 responses, were Spain, United Kingdom, France, USA, Netherlands, and Italy. Austria, Germany, and Greece also had some expression (Annex J). Additionally, a few South American countries were also pointed out. This suggests that there was a broad coverage of different hotels, operating under different locations, which may enrichen the obtained results in the sense that they are not subject to biases caused by systematic local conditions, even though the strong influence that the operation of hotels in Portugal may have in the results.

3.3.2. Data Exploratory Analysis

After closing the questionnaire in Qualtrics, the data base with the answers of the 237 respondents was imported to IBM SPSS Statistics. The due changes were done to the data base to be possible to conduct the necessary analysis and followingly the Principal Component Analysis was conducted. Seven factors were extracted in the analysis, corresponding to the 7 constructs present in Table 7. A rotation varimax was conducted and the results were analysed in the resulting table that referred to the Rotative Component Matrix (Annex T). Table 8, followingly presented, only shows the items that scored a PCA superior to 0,5, for being considered that this would be the minimal level for the correlation to the component to be significant, was well as the constructs that were obtained through that process of selection and the names that were given to each one.

It is interesting to notice how the PCA output results in a separation of constructs that are quite like the division previously done in preliminary versions of the model and how, even though the items of sustainability hadn't been separately considered in the preliminary model, the PCA forced the recognition that environmental sustainability items and social and economic sustainability items are too far apart to be considered under the same construct. Additionally, the emergence of this new construct that was called Environmental Concern suggested that sustainability practices and sustainability intentions should be considered separately.

Curiously, all the items that somehow related to Staff's behaviour fell into the same component in the PCA and all of them scored higher than 0.5, which resulted in them being integrally maintained and considered under the new Staff construct.

As for the Reservation construct, it derived from the initial Pre-Purchase concept that was added to the model after the interview's updates, however it didn't represent much strength in its component and only two items were maintained.

Principal Component Analysis

Rotating Component Matrix

Dimension	Item	
Service Characteristics	Q8_4 The hotel was able to make me feel confortable.	0,631
	Q10_1 The hotel was attractive and pleasant.	0,701
	Q10_2 The decor of the hotel reflected the concept well.	0,666
	Q10_3 The hotel had distinctive characteristics and atmosphere.	0,556
	Q10_5 The environment of the hotel was pleasant.	0,575
	Q10_6 The hotel provided a good experience.	0,687
	Q11_1 The products offered in the hotel were of good quality.	0,616
	Q11_2 The equipment of the hotel was up-to-date.	0,675
	Q11_3 The equipment of the hotel was of good quality.	0,754
	Q11_4 The food and beverages at the hotel were of good quality.	0,531
	Q11_5 The bed of the hotel provided great confort.	0,721
	Q11_6 The shower of the hotel provided great confort.	0,656
	Q11_7 The interior decor of the hotel was attractive.	0,801
	Q11_8 The hotel was clean.	0,731
Environmental Sustainability	Q14_1 The hotel made use of solar pannels.	0,502
	Q14_2 The hotel used energy saving lights.	0,729
	Q14_3 The hotel has a solid waste separation process.	0,646
	Q14_4 The hotel had water saving flush in bathrooms.	0,614
	Q14_7 The hotel used recycled water for irrigation of green areas.	0,735
	Q14_8 The hotel had recycling bins.	0,518
	Q14_9 The hotel delivered informational documents regarding practices to save resources.	0,684
	Q14_10 The hotel promoted sustainability awareness.	0,768
	Q14_11 The hotel made a responsible use of local resources.	0,732
	Q14_12 The hotel made use of recycled materials.	0,712
Staff	Q12_1 The staff was able to provide prompt and quick services.	0,696
	Q12_2 The staff provided reliable and proper services.	0,724
	Q12_3 The staff was able to quickly correct mistakes.	0,752
	Q12_4 The staff showed good attitude.	0,692
	Q12_5 The staff was well-trained.	0,785
	Q12_6 The staff was experienced.	0,657
	Q12_7 The staff was able to respond to the special needs of the clients.	0,743
	Q12_8 The staff was sympathetic and sensitive.	0,737
	Q12_9 The staff anticipated my needs.	0,523
	Q12_10 There was a good relationship between me and the staff.	0,656
Social and Economic Sustainability	Q14_13 The hotel used local foods.	0,583
	Q14_16 The hotel promoted local businesses.	0,66
	Q14_17 The hotel was respectful towards the local culture and traditions.	0,686
	Q14_18 The hotel hired local employees.	0,589
	Q14_19 The hotel was inclusive.	0,571
Environmental Concern	Q7_1 The hotel's environmental activities added very good value.	0,62
	Q7_2 The information provided about the hotel was clear.	0,648
	Q7_3 The hotel has more environmental concerns than other hotels.	0,6
	Q7_4 The hotel is environmentally friendly.	0,702
Reservation	Q6_1 The reservation process was simple.	0,639
	Q6_2 The information provided about the hotel was clear.	0,512
Technological Innovation	Q13_1 It was efficient to do the reservation in the digital platform.	0,625
	Q13_4 The hotel had automatic check-out.	0,751
	Q13_6 The rooms had automatic controls for lighting.	0,533
	Q13_7 The rooms allowed good access to streaming platforms for video and music.	0,596

Table 7 - Principal Component Analysis of the Service Quality Constructs

Table developed by the author.

Followingly, taking this new framework obtained in the PCA, a Cronbach's Alpha reliability analysis was conducted, in which each time of each construct was introduced. The results are shown in Table 8.

Service Characteristics		Environmental Sustainability		Staff			
Cronbach's Alpha	N itens	Cronbach's Alpha	N itens	Cronbach's Alpha	N itens		
0,939	16	0,902	10	0,934	10		
Social and Economic Sustainability		Environmental Concern		Reservation		Technological Innovation	
Cronbach's Alpha	N itens	Cronbach's Alpha	N itens	Cronbach's Alpha	N itens	Cronbach's Alpha	N itens
0,802	5	0,892	3	0,703	2	0,689	4

Table 8 - Cronbach's Alpha of the Constructs obtained with PCA.

Table developed by the author.

The Cronbach's Alpha is conducted to test the extent to which the different items are measuring the same underlying construct. The first five constructs' items clearly belong under that same construct, as their Cronbach's Alpha accounts to values superior to 0.8, referring to the constructs Service Characteristics, Environmental Sustainability, Staff, Social and Economic Sustainability, and Environmental Concern.

As for the last two constructs, Reservation and Technological Innovation, their items are not portrayed as being so reliable. In this case, the limit of 0,7 for the minimal value of Cronbach's Alpha was applied and so the Reservation construct was maintained in the model, but Technological Innovation is disregarded for having a value to far from 1. This is also considering that the construct of Reservation, since it only has two items, would make sense to display a lower Cronbach's Alpha, given that with a smaller set of items the chances of achieving a hight level are reduced because there are fewer items to correlate with one another. Noting this, a Cronbach's Alpha of 0,703 for Reservation represents an acceptable reliability for this construct. (Zeller, R. A., 2005).

Moving to the Linear Regression Analysis (Annex U), which was computed with the intention of evaluating if the obtained constructs had a strong predictive value of the items correspondent to the satisfaction constructs, it became clear that all items were predictors of at least one construct of satisfaction, except for Reservation. Then again, the reduced size of this

construct might have influenced this, and further investigation should address this aspect and furtherly evaluate if this construct is to be maintained in the model. The results of the Linear Regression Analysis are displayed in Table 9.

Linear Regression Model

Dimension	Item	t	Sig.
Self - Identification	Service Characteristics	4,739	<,001
	Environmental Sustainability	-0,236	0,813
	Staff	1,589	0,113
	Social and Economic Sustainability	0,918	0,36
	Environmental Concern	6,021	<,001
	Reservation	0,139	0,89
Emotional Affect	Service Characteristics	8,167	<,001
	Environmental Sustainability	-0,6	0,549
	Staff	0,23	0,818
	Social and Economic Sustainability	4,067	<,001
	Environmental Concern	1,762	0,079
	Reservation	0,41	0,682
Life Satisfaction	Service Characteristics	4,15	<,001
	Environmental Sustainability	1,997	0,047
	Staff	2,22	0,027
	Social and Economic Sustainability	1,168	0,244
	Environmental Concern	3,851	<,001
	Reservation	0,181	0,857
Satisfaction with Travel	Service Characteristics	9,254	<,001
	Environmental Sustainability	0,203	0,839
	Staff	2,569	0,011
	Social and Economic Sustainability	1,01	0,313
	Environmental Concern	3,69	<,001
	Reservation	-0,577	0,565

Table 9 - Linear Regression Model

Table developed by the author.

The constructs of satisfaction Self-Identification, Emotional Affect, Life Satisfaction and Satisfaction with Travel, previously explained in Table 2 were separately took as the dependent variable. To do so, given that SPSS only accepts one dependent variable in the Linear Regression Analysis, their items were computed into one single variable. The same was done to each item of the constructs of service quality that were inserted as the independent variables.

The obtained results show us that Service Characteristics are quite correlated to Self-Identification, Emotional Affect and Satisfaction with travel, especially to this last one. The broadness of this construct allows for a much higher correlation, as it tackles many different aspects that might represent satisfiers (Cadotte & Turgeon, 1988) to different consumers.

Nevertheless, it makes sense that the construct of Life Satisfaction would be the one that correlated the least with this construct, as it refers to items that, due to their broad character, referring to satisfaction in life and not only with the travel, they should have more to do with the accomplishment of aspects within the hotel that represent more importance to them on the continuum of the respondent's lives, and not only at the point they are in direct contact with the service. This is congruent with the fact that the constructs that were demonstrated to have more correlation to Life Satisfaction are the ones that represent environment sustainability value – Environmental Concern and Environmental Sustainability.

The same logic applies to explaining why the construct of Environmental Concern has such a heavy positive correlation to Self-Identification. Considering the Environmental Concern construct as the one that refers more to a visible preoccupation with adopting sustainable policies in the hotel and its overall environment-friendly character, it makes sense that it would have a bigger impact on customer's relatability to the hotel's service and the extent to which they identified to it.

Expectedly, Staff didn't score a much high correlation to any of the satisfaction constructs, having only been noticed a correlation to the Satisfaction with Travel and Life Satisfaction, although quite obfuscated by the strong influence of the Service Characteristics and the Environmental Concern, on both. Despite this, Staff displayed high reliability in the previous analysis and is considered as a very important aspect to service quality, much due to the interviewee's inputs in study 2. However, among the overall service characteristics of the hotel and the quality that is attributed to each one, it is easy to understand how the component of staff alone would not have much expression in these cases. More concretely, Staff is a quite specific construct that may present very important features for some customers and some models of business, but when considered among the other constructs that have a broader character, it might lose strength as a predictor. This is even though the fact that Staff is considered a necessary construct for the model.

Interestingly, Social and Economic Sustainability has a rather strong effect on Emotional Affect, even though Service Characteristics remains as the top correlator. The reason for this might be that the culture and well-being of the community where the hotel is located on has a strong influence on the customer's happiness and sense of contentedness. Furthermore, the emphasis on local products in this construct could aid in making customers feel welcomed, which could result in quite positive emotions.

It is also noticeable how Environmental Concern represents a much higher t correlation to the constructs that it correlates to then Environmental Sustainability. This may be since many of the items present in Environmental Sustainability may not be noticed by customers if they are not specifically looking for them. This might have influenced the strength of this variable in the questionnaire's database.

Hence, the final model SUS_QUAL is presented in Table 10. The model was developed with a predictive characterization, in the sense that it intends to provide concrete items to be accounted and evaluated in hospitality businesses and by that predict levels of customer satisfaction. It includes 7 constructs – Service Characteristics; Environmental Sustainability; Staff; Social and Economic Sustainability; Environmental Concern; and Reservation; and their respective items.

Dimensions and items of the finalized SUS_QUAL

Dimensions	Items
Service Characteristics	1. Ability to make the guests feel confortable.
	2. Attractive and pleasant.
	3. The decor reflects the concept well.
	4. Distinctive characteristics and atmosphere.
	5. Pleasant environment.
	6. Ability to provide a good experience.
	7. Good quality products.
	8. Up-to-date equipment.
	9. Good quality equipment.
	10. Food and beverages of good quality.
	11. Confortable bed.
	12. Confortable shower.
	13. Attractive interior decor.
	14. Cleanliness of the space.
Environmental Sustainability	1. The hotel made use of solar pannels.
	2. The hotel used energy saving lights.
	3. The hotel has a solid waste separation process.
	4. The hotel had water saving flush in bathrooms.
	5. The hotel used recycled water for irrigation of green areas.
	6. The hotel had recycling bins.
	7. The hotel delivered informational documents regarding practices to save resources.
	8. The hotel promoted sustainability awareness.
	9. The hotel made a responsible use of local resources.
	10. The hotel made use of recycled materials.
Staff	1. The staff was able to provide prompt and quick services.
	2. The staff provided reliable and proper services.
	3. The staff was able to quickly correct mistakes.
	4. The staff showed good attitude.
	5. The staff was well-trained.
	6. The staff was experienced.
	7. The staff was able to respond to the special needs of the clients.
	8. The staff was sympathetic and sensitive.
	9. The staff anticipated my needs.
	10. There was a good relationship between me and the staff.
Social and Economic Sustainability	1. The hotel used local foods.
	2. The hotel promoted local businesses.
	3. The hotel was respectful towards the local culture and traditions.
	4. The hotel hired local employees.
	5. The hotel was inclusive.
Environmental Concern	1. The hotel's environmental activities added very good value.
	3. The hotel has more environmental concerns than other hotels.
	4. The hotel is environmentally friendly.
Reservation	1. The reservation process was simple.
	2. The information provided about the hotel was clear.

Table 10 - SUS_QUAL Model.
Table developed by the author.

Considering the importance of sustainability in hotels for customer's satisfaction, which has already been extensively explained in this paper and validated in the statistical analysis conducted, the model SUS_QUAL is quite strong in including the different dimensions that are due to predict satisfaction. Contrarily to prior works in the matter of customer satisfaction and service quality, this model, as intended, incorporates many sustainability constructs that are sure to help hospitality businesses reach competitive advantages provided by a higher concern with sustainability and the according measures to promote it.

Applying the rationale of Cadotte & Turgeon (1988) of satisfiers and dissatisfiers to this model, the following framework, presented in Table 11, could be considered, although this only represents a conceptual approach and further studies should be done to assure its viability as a guideline for hospitality enterprises. In this case, the conceptualization of criticals and neutrals is not applied, given that the purpose of the study was to only consider the aspects that would be critical for customer satisfaction and, therefore, the status of neutrals would not apply to any of the items.

The logic behind these attributions lies on the idea that some of the items are core for the quality of the service, which makes them dissatisfiers, and the remaining ones represent aspects of satisfaction that are not obligatory for the well-functioning of the service but do represent beneficial factors from the point of view of consumers.

The reason why this system is suggested into the discussion of results is because it can help identify factors of differentiation for the service and help professionals effectively allocate resources into assuring the presence of core features of quality (dissatisfiers) and opportunities for differentiation (satisfiers), within the context of an industry that requires more and more the adoption of sustainability practices and whose clients give preference to hotels that accomplish that.

Dimensions and items of the finalized SUS_QUAL, characterized as satisfiers and dissatisfiers (Caddote & Turgeon, 1988)		
Dimensions	Items	Caddote & Turgeon, 1988 characterization
Service Characteristics	1. Ability to make the guests feel confortable.	Dissatisfier
	2. Attractive and pleasant.	Dissatisfier
	3. The decor reflects the concept well.	Dissatisfier
	4. Distinctive characteristics and atmosphere.	Satisfier
	5. Pleasant environment.	Dissatisfier
	6. Ability to provide a good experience.	Dissatisfier
	7. Good quality products.	Dissatisfier
	8. Up-to-date equipment.	Dissatisfier
	9. Good quality equipment.	Dissatisfier
	10. Food and beverages of good quality.	Dissatisfier
	11. Confortable bed.	Dissatisfier
	12. Confortable shower.	Dissatisfier
	13. Attractive interior decor.	Dissatisfier
	14. Cleanliness of the space.	Dissatisfier
Environmental Sustainability	1. The hotel made use of solar pannels.	Satisfier
	2. The hotel used energy saving lights.	Satisfier
	3. The hotel has a solid waste separation process.	Satisfier
	4. The hotel had water saving flush in bathrooms.	Satisfier
	5. The hotel used recycled water for irrigation of green areas.	Satisfier
	6. The hotel had recycling bins.	Satisfier
	7. The hotel delivered informational documents regarding practices to save resources.	Satisfier
	8. The hotel promoted sustainability awareness.	Satisfier
	9. The hotel made a responsible use of local resources.	Satisfier
	10. The hotel made use of recycled materials.	Satisfier
Staff	1. The staff was able to provide prompt and quick services.	Dissatisfier
	2. The staff provided reliable and proper services.	Dissatisfier
	3. The staff was able to quickly correct mistakes.	Dissatisfier
	4. The staff showed good attitude.	Dissatisfier
	5. The staff was well-trained.	Dissatisfier
	6. The staff was experienced.	Dissatisfier
	7. The staff was able to respond to the special needs of the clients.	Satisfier
	8. The staff was sympathetic and sensitive.	Satisfier
	9. The staff anticipated my needs.	Satisfier
	10. There was a good relationship between me and the staff.	Satisfier
Social and Economic Sustainability	1. The hotel used local foods.	Satisfier
	2. The hotel promoted local businesses.	Satisfier
	3. The hotel was respectful towards the local culture and traditions.	Dissatisfier
	4. The hotel hired local employees.	Satisfier
	5. The hotel was inclusive.	Satisfier
Environmental Concern	1. The hotel's environmental activities added very good value.	Satisfier
	3. The hotel has more environmental concerns than other hotels.	Satisfier
	4. The hotel is environmentally friendly.	Satisfier
Reservation	1. The reservation process was simple.	Dissatisfier
	2. The information provided about the hotel was clear.	Dissatisfier

Table 11 - Dimensions and items of the finalized SUS_QUAL, characterized as satisfiers and dissatisfiers (Caddote & Turgeon, 1988)

Table developed by the author.

4. Conclusion

The extensive research and analysis conducted in this thesis have provided substantial evidence to confirm the formulated hypotheses. The primary focus of this study was to explore the intricate relationship between sustainability practices in the hospitality sector, encompassing environmental, social, and economic dimensions, and customer satisfaction. Additionally, the research aimed to extend the existing framework for measuring the quality of hotels to integrate sustainability dimensions, resulting in the development of the SUS_QUAL model.

Hypothesis 1 (H1) posited that there is a significant positive relationship between sustainability practices in the hospitality sector and customer satisfaction. The findings from the comprehensive analysis of the literature, in-depth interviews with tourism professionals, and the validation study using a sample of 237 respondents strongly support the assertion that sustainability practices indeed have a positive impact on customer satisfaction. This outcome aligns with the growing global awareness of the importance of sustainable practices and their influence on consumer choices.

Hypothesis 2 (H2) proposed that sustainability practices in the hospitality sector, when measured across environmental, social, and economic dimensions, are positively associated with customer satisfaction. The research findings substantiate this hypothesis, emphasizing the holistic nature of sustainability and its significant influence on enhancing overall customer satisfaction.

Hypothesis 3 (H3) suggested that sustainability practices contributing to cultural preservation and the well-being of host communities positively influence customer satisfaction. The data collected through interviews and questionnaires underscore the importance of such sustainability practices in the context of hospitality. These practices not only contribute to customer satisfaction but also promote the preservation of cultural heritage and the well-being of local communities.

Hypothesis 4 (H4) posited that sustainability practices in the hospitality sector, as perceived by customers, lead to higher levels of customer loyalty and brand differentiation. The results of the study support this hypothesis, emphasizing that businesses adopting sustainable practices are more likely to secure customer loyalty and distinguish themselves in a highly competitive market.

The development and validation of the SUS_QUAL model provide a valuable contribution to the field of hospitality and tourism. It underscores the evolving expectations of consumers, who increasingly prioritize sustainability when making travel choices. This research reinforces the importance of adopting sustainable innovation practices within the hospitality industry to remain competitive, enhance customer satisfaction, and ensure the long-term well-being of host communities and the environment.

As the tourism industry continues to grow and evolve, the insights and findings presented in this thesis offer a practical framework for small and medium-sized enterprises (SMEs) in the tourism sector to measure and enhance their sustainability efforts, ultimately leading to improved customer satisfaction. Moreover, this study underscores the interconnectedness of sustainability and service quality, emphasizing the need for businesses to consider sustainability as an integral part of their quality management strategies.

In conclusion, this research confirms that sustainability practices in the hospitality sector have a positive impact on customer satisfaction and that the development of the SUS_QUAL model provides a reliable and comprehensive framework to measure and predict quality with a strong focus on sustainability. It is hoped that this thesis will inspire further research and practical implementation in the field, ultimately contributing to the growth of sustainable and customer-centric practices within the tourism and hospitality industry.

4.1. Limitations and Further Research

The tremendous list of eligible papers that resulted from the systematic research of study 1, even after all the exclusions applied, made it impossible to analyse each paper integrally and, therefore, it is possible that important studies and updates on the concepts under study were left out of the research.

Another limitation was the fact that, even though the dimension of customer satisfaction has been extensively researched for multiple areas of study and been considered for decades now, no models were found in the available papers to measure this construct, which represented a difficulty for the obtainment of the satisfaction items. Due to this, more broad constructs were applied to the case to measure customer's satisfaction and happiness with the service, but the model would benefit from an analysis that took more concrete and priorly tested to this purpose constructs of customer satisfaction to serve as the dependent variables for the study.

Furthermore, even though a high amount of the respondents were from different countries, the vast majority is either Portuguese or living in Portugal, who, when considering the aspects

of quality in hospitality services, might not be sufficiently detached from the context of Portugal, resulting in biases to the results. However, the scope of countries of destiny is quite broad, which can help contradict this. Nevertheless, it could be useful to the study if further research considered the answers of respondents with more disparity of nationalities.

Additionally, a broader sample would assure much more reliability to the results and help to further develop the model. One big limitation to this study was the difficulty of gathering enough answers to compose the dataset, as the obligation of having stayed in a hotel during the previous 12 months rejected a quite significant number of potential respondents.

Finally, it could be interesting to gather insights of more people and to potentialize discussion on the matter of sustainability in hospitality, to reach deeper insights and maintain the updatability of the model. This could be done through the insertion of Focus Groups within the information retrieval study, or with concrete meetings with professionals from the sector of hospitality directly. The number of interviews held was a difficulty in study 2. Given the fact that the interviews were dependent on the cooperation of professionals of the tourism sector and on their schedules, it revealed itself to be quite hard to gather a notable number of interviews. Apart from this aspect, it would also be important for the study if, in future work, the inputs for the model SUS_QUAL came from hospitality professionals only, avoiding possible deviances caused by different characteristics from different businesses.

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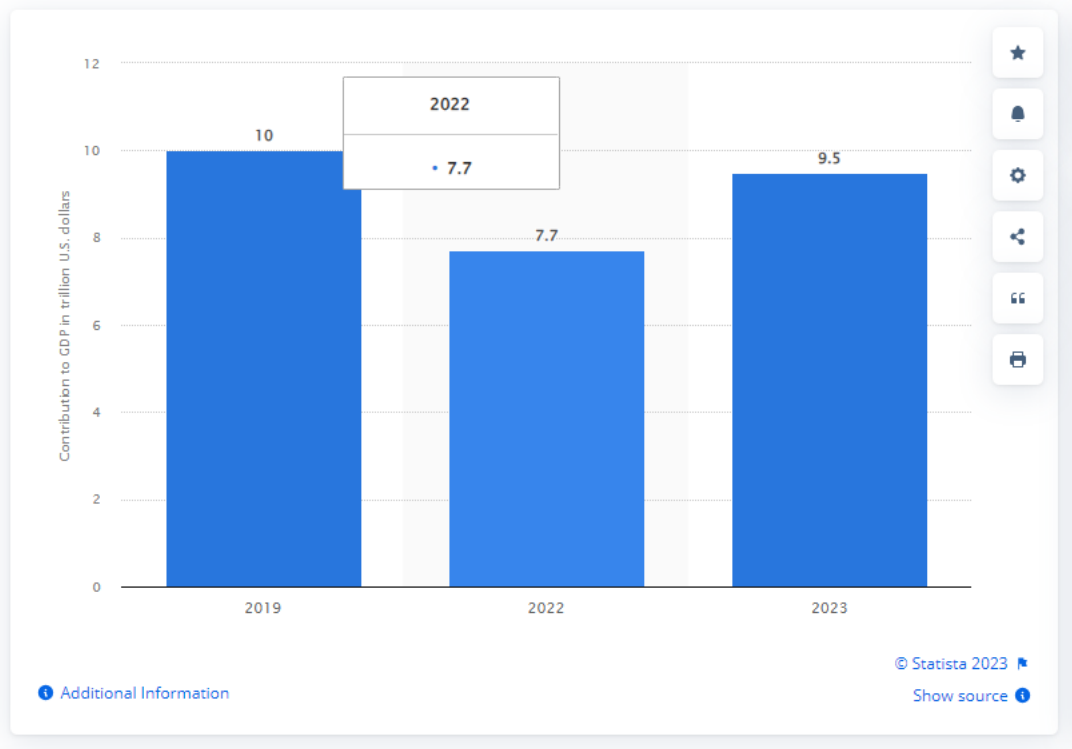
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6. Annexes

Annex A

"Total contribution of travel and tourism to gross domestic product (GDP) worldwide in 2019 and 2022, with a forecast for 2023"

Annex B

SERVQUAL MODEL

TABLE 1
Determinants of Service Quality

RELIABILITY involves consistency of performance and dependability.
It means that the firm performs the service right the first time.
It also means that the firm honors its promises. Specifically, it involves:
— accuracy in billing;
— keeping records correctly;
— performing the service at the designated time.

RESPONSIVENESS concerns the willingness or readiness of employees to provide service. It involves timeliness of service:
— mailing a transaction slip immediately;
— calling the customer back quickly;
— giving prompt service (e.g., setting up appointments quickly).

COMPETENCE means possession of the required skills and knowledge to perform the service. It involves:
— knowledge and skill of the contact personnel;
— knowledge and skill of operational support personnel;
— research capability of the organization, e.g., securities brokerage firm.

ACCESS involves approachability and ease of contact. It means:
— the service is easily accessible by telephone (lines are not busy and they don't put you on hold);
— waiting time to receive service (e.g., at a bank) is not extensive;
— convenient hours of operation;
— convenient location of service facility.

COURTESY involves politeness, respect, consideration, and friendliness of contact personnel (including receptionists, telephone operators, etc.). It includes:
— consideration for the consumer's property (e.g., no muddy shoes on the carpet);
— clean and neat appearance of public contact personnel.

COMMUNICATION means keeping customers informed in language they can understand and listening to them. It may mean that the company has to adjust its language for different consumers—increasing the level of sophistication with a well-educated customer and speaking simply and plainly with a novice. It involves:
— explaining the service itself;
— explaining how much the service will cost;
— explaining the trade-offs between service and cost;
— assuring the consumer that a problem will be handled.

CREDIBILITY involves trustworthiness, believability, honesty. It involves having the customer's best interests at heart. Contributing to credibility are:
— company name;
— company reputation;
— personal characteristics of the contact personnel;
— the degree of hard sell involved in interactions with the customer.

SECURITY is the freedom from danger, risk, or doubt. It involves:
— physical safety (Will I get mugged at the automatic teller machine?);
— financial security (Does the company know where my stock certificate is?);
— confidentiality (Are my dealings with the company private?).

UNDERSTANDING/KNOWING THE CUSTOMER involves making the effort to understand the customer's needs. It involves:
— learning the customer's specific requirements;
— providing individualized attention;
— recognizing the regular customer.

TANGIBLES include the physical evidence of the service:
— physical facilities;
— appearance of personnel;
— tools or equipment used to provide the service;
— physical representations of the service, such as a plastic credit card or a bank statement;
— other customers in the service facility.

Source: Parasuraman et al., 1985, p.47

Annex C

Environmentally Sustainable Measures by Millar, M. & Baloglu, S. (2008)

Table 5

Means Scores and Standard Deviations for Environmental Attributes Based on Gender

Environmental Attribute	Females		Males	
	Mean	Standard Deviation	Mean	Standard Deviation
Energy Efficient Bulbs In Sleeping Area	6.31	1.49	6.44	1.25
Energy Efficient Bulbs In Guest Bathroom	6.29	1.45	6.40	1.29
Low Flow Toilets	6.08	1.55	6.21	1.47
Low Flow Sinks	6.06	1.59	6.08	1.49
Low Flow Showerheads	5.14	2.24	4.99	2.09
Refillable Soap Dispensers	5.63	1.76	5.02	2.06
Refillable Shampoo Dispensers	5.16	2.05	5.11	2.00
Towel Re-Use Program	6.53	1.43	6.31	1.37
Sheets Changed Upon Request Only	6.63	1.11	6.12	1.54
Recycling Bins	6.53	1.30	6.15	1.50
Occupancy Sensors	6.53	1.32	6.08	1.51
Key Card to Turn Power to the Room On and Off	6.41	1.37	6.08	1.47

Annex D

LODGESRV MODEL

Table 2
Summary of LODGESRV and Its Five Dimensions (N = 201)

Dimensions and Items	Mean	Standard Deviation	Strongly Agree*
Reliability	*6.63*	*.48*	*91.5%*
Equipment Works	6.76	.44	98.0
Dependable/Consistent	6.68	.65	95.0
Quickly Correct Problems	6.59	.75	92.0
Services On-Time	6.48	.90	88.6
Assurance	*6.39*	*.54*	*80.6%*
Trained/Experienced Employees	6.58	.63	94.5
You Feel Comfortable	6.53	.68	90.5
Company Supports Employees	6.28	.82	83.1
Knowledgeable Staff	6.21	.90	82.1
Reservationists Are Knowledgeable	6.33	.85	81.6
Responsiveness	*6.08*	*.74*	*64.2%*
Prompt Service	6.48	.70	89.7
Staff Shift Where Needed	5.85	1.08	66.2
Do Special Requests	5.90	1.00	62.7
Tangibles	*5.96*	*.75*	*61.7%*
Neat Personnel	6.61	.82	93.0
Quality Food/Beverage	6.14	1.31	80.6
Attractive Room	5.95	1.71	68.7
Decor Reflects Concept	5.88	1.02	66.7
Attractive Public Areas	5.77	1.25	53.7
Up-To-Date Equipment	5.41	1.43	53.2
Empathy	*5.84*	*.74*	*48.8%*
You Feel Special/Valued	6.18	.97	80.6
No Red Tape	6.18	.95	77.6
Sympathetic Employees	6.01	1.11	75.6
Sensitive Employees	6.07	.95	73.1
Convenient Hours	5.95	1.25	67.7
Anticipates Your Needs	5.66	1.07	56.7
Complimentary Services	5.41	1.35	49.3
Has Healthful Menus	5.32	1.45	44.3
LODGSERV	**6.12**	**.53**	**65.2%**

*Strongly Agree represents the response values of 6 and 7.

Source: Knutson et al., 1990, p.261

Annex E

GLSERV MODEL

**Table 8**
Dimensions and items of the finalized GLSERV scale.

Dimensions	Items
Reliability	1. The green hotel staff is able to provide prompt and quick services
	2. The green hotel is committed to providing for the guest's special requirements
	3. The green hotel actively informs the guests of their requirements after the services
	4. The green hotel staff is happy to handle the guest's special requests
	5. The green hotel ensures that energy saving and carbon reduction facilities are working properly
	6. The green hotel staff provides reliable and proper services
	7. The green hotel staff is able to quickly correct their mistakes when receiving guest complaints or errors
Empathy	8. The green hotel staff is able to make guests feel comfortable and right at home
	9. The green hotel staff provides passionate and meticulous services
	10. The green hotel staff is able to satisfy the guests and properly anticipates the guests' requirements
	11. The green hotel accommodates the guests' schedule based upon their requirements
	12. The green hotel staff does not rigidly adhere to the hotel regulations nor neglect the guests' requirements
	13. The green hotel staff is able to empathize and identify with the environment-friendly concepts and requirements of the guests
Green communication	14. The green hotel is willing to provide information on the principles of hotel management and concepts environmental protection
	15. The green hotel is furnished with materials and advertising that promote the concept of green consumerism
	16. The green hotel staff advocates relevant environmental protection services such as garbage sorting and energy saving
Green energy reduction	17. The green hotel equipment includes renewable energy designs
	18. The green hotel toilets is furnished with water saving devices
	19. The green hotel refers to the guest's requirements to provide sheets or towel changing services every day or every several days
	20. The green hotel uses energy saving or LED light bulbs
Assurance	21. The green hotel staff has underwent training or specialized knowledge in environmental protection
	22. The green hotel staff is able to make the guests feel and appreciate the environmental protection efforts of the hotel management
Tangibles	23. The green hotel has planted vegetation to beautify the environment
	24. The green hotel provides utensils and equipment that do not pollute the environment
	25. Uniforms of the green hotel service staff are simple and consistent with the environment-friendly image

Source: Lee & Cheng, 2018, p.39

Annex F

Satisfiers, Dissatisfiers, Neutrals and Criticals

EXHIBIT 6
Typical performance levels for various attribute types
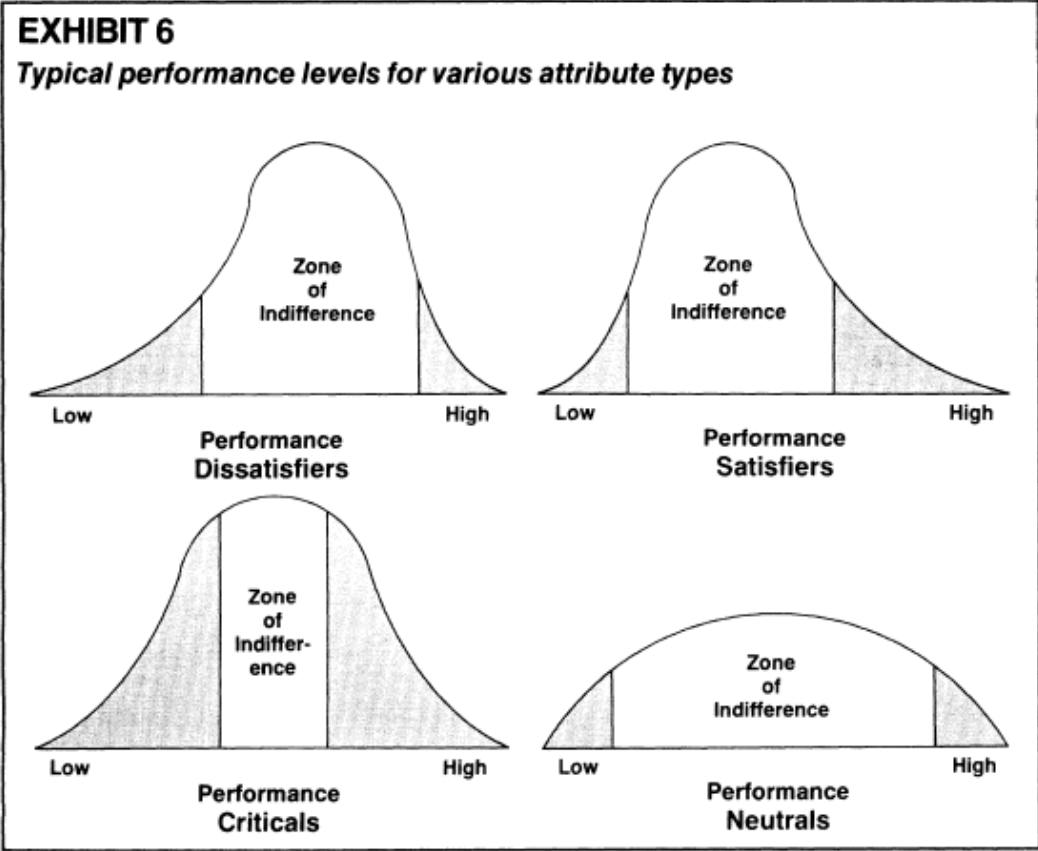
Source: Cadotte & Turgeon, 1988, p.51

Annex G

Interview's Script

➔ Hello. Today we would like to talk to you about some topics related to the operation of small and medium enterprises of the tourism sector. We are master students in marketing and are working with a project that is addressing the relationship between **Service Quality**, **Sustainability** and **Customer Satisfaction**, and given your connection with this sector, we would like to ask you some questions about your experience.

The interview will last 1 hour, and it will be recorded for the analysis. The respondents will not be identified in the analysis, what matters is what is said and not who says what. Shall we proceed?

First, we would like to know more about your business and your role in it.

1) How would you characterize it in terms of service?

(What is their main target? – describe the clients)
(Where do their clients most come from?)
(How long have they been opened)
(How many employees?)

2) What is your role in this business?

(For how long?)

3) Regarding your customers, what would you say that captivates them most, in your experience?

(Which aspects are most decisive for them to choosing your business?)
(What characteristics do they point out more often? – good and bad.)

➔ Do you agree that satisfaction is an important indicator of success?

➔ How do you assure your clients are satisfied?

(What aspects do you take into consideration to satisfy your customers?)
(What aspects would you name as "satisfiers". And "dissatisfiers"?)

4) Going into service quality, what would you say are the key factors for your customers to perceive quality in your service?

(Does location play a role in it?)
(What about the environment of the business? – as a whole)

5) In this sense, what do you have to say regarding the importance of these aspects:

(Use the indicators in excel as support for this part)
→ Reliability of the STAFF (ability to perform the promised service dependability and accurately)

→ Empathy OF THE HOST/ MANAGER (caring, individualized attention the firm provides its customers)

→ Assurance of STAFF (knowledge and courtesy of employees and their ability to convey trust and confidence)

→ Tangibles of the PLACE where the service is provided (physical facilities, equipment, appearance of personnel)

➔ Is there anything you think is important to add regarding service quality?

6) What about sustainability – do you think it is an important indicator of quality?

➔ Do you think it influences satisfaction? (In what ways?)

This topic is especially relevant for our study so we would like to further navigate it with you. During our literature review, we analyzed various articles that developed indicators to measure Sustainability. According to that we gathered some indicators that are most divided in the following dimensions: Environmental Factors, Economic Factors and Socio-Cultural Factors.

7) First, does it make sense to you, considering your own experience managing a touristic enterprise, for the sustainability construct to be measured under these three dimensions?

➔ What main aspects would you point out for each of them?

(Followingly, we conduct the interview by focusing on the dimension that the interviewee most mentioned and we make use of the "model questions" as they seem fit)

POSSIBLE QUESTIONS:

ENVIRONMENTAL FACTORS

General Questions
- What are the main sustainability measures adopted in your establishment?
- How do you communicate them to guests?
- How do you train your employees to follow them?
- Does your establishment strive to raise awareness for the importance of such sustainability practices? How?
- Are you working with any local administrative units or organizations towards a more sustainable exploration of tourism?

Energy Saving
- Do you have an established energy saving programme?
- What measures have you adopted to save energy?
  - → Key-card control system?
  - → Solar energy?
  - → Photocell lighting?
  - → Energy saving light bulbs?
  - → "Earth Hour"
  - → Electric vehicles
- Do you communicate it to the guests? How? Where?
- What is the energy consumption per tourist night at your establishment?

- What percentage of your annual energy spending comes from renewable sources?

Water Conservation
- What measures do you take in your establishment to save water?
  → Water saving flush?
  → Using treated water in garden irrigation (recycled water)?
  → Wastewater treatments?
  → Photocell water armatures?
  → Rainwater collection?
  → Use low water temperature.
- What is the water consumption per tourist night at your establishment?
- Does your accommodation have a wastewater management plan?
- Does your accommodation have a wastewater disposal system?
- Does your accommodation have a plan to reduce water usage per available room?

Pollution
- Would you say that there is a lot of pollution where your business operates?
  → Land pollution?
  → Air pollution?
  → Water pollution?
  → Traffic?
  → Crowdedness?
- Do your clients express unsatisfaction towards that?
- Do you have any policies to minimize it?

Transport Impact
- What is the average distance travelled by tourists to and from home or from their previous destination to your accommodation?
- How many tourists arrive at your accommodation by car?

Solid waste management
- Does your accommodation have a food waste management plan?
- What is the volume of waste produced per capita?
- What is the percentage of waste recycled?
- Does your accommodation have a waste management plan?
- Do you separate degradable and non-degradable waste?
- Does your accommodation have a plan to reduce solid waste per available room?

DESTINATION MANAGEMENT

(This one can be inserted in the interview if the interviewee mentions any of these policies and it may be entwined with a broader approach of the concept of sustainability, considering the destination in a whole and not just the specific enterprise in question)

- Do you follow any policies to maintain and preserve the natural landscape of your location?

- When building the hotel, did the architectures have a concern with harmonizing it with the previous landscape and culture of the location?

$\rightarrow$ Do you think that those characteristics show up to guests and work as a competitive advantage for your business?

- Does your destination have a sustainable tourism policy? If yes, what do you do to comply with it?

- Does your accommodation have an environmental-related certification?

ECONOMIC FACTORS

Benefits
- Would you say that the tourism activity brings economic benefits to your location? In what sense?

    $\rightarrow$ Increased employability?
    $\rightarrow$ Boosting region development and public construction?
    $\rightarrow$ Created better accessibility – more transport infrastructure?
    $\rightarrow$ Boosts the quality of life and the purchasing power of locals.

Problems
- Or, on the contrary, would you say that the tourism activity is creating limitations for locals?

    $\rightarrow$ Increased prices.
    $\rightarrow$ Gentrification.
    $\rightarrow$ Lack of housing options.

- Do you feel that these aspects are creating difficulties for your management style? What do you do to collaborate to solve these issues? Do you feel that your guest's satisfaction is affected by it?

The Business
- Is your business doing sustainably in terms of economic aspects?

- What measures do you take to ensure that you maintain profit while complying with other sustainability aspects? (Which might carry increased costs or take a tool on customer's satisfaction)

- Do you think that it has anything to do with the external economic factors that we have been discussing? In what way?

- How much does the costumer spend in your accommodation per day? How has it changed compared to previous periods?

- What are the tourists' average length of stay in your accommodation?

Quantity and Quality of Employment
- What is the percentage of residents employed in your accommodation?

- Do you change your number of employers between low and high season?

- What benefits do your employers have?

- What is the average duration of employees stay at your accommodation?

Tourism Supply Chain

- Do you use local products at your accommodation?

- How much do you spend in local products?

SOCIO-CULTURAL FACTORS

Culture

- What are the biggest cultural attractions of your destination? What measures do you take to promote and protect them?

- Do you engage with the community while managing your business? In what ways?

  → Make use of local products?
  → Have partnerships with local businesses?
  → Contribute with programmes that aim to preserve the natural and cultural heritage of the location?

- What efforts do you take within your business to promote and protect the cultural heritage of the region?

- Do you seek to educate your guests on the history and cultural of the region?

- How do you ensure respectful and productive (educational) interactions between your guests and the local community?

- What is the percentage of men and women employed in your accommodation?

- There has been any complain regarding discrimination in the workplace.

- How many rooms adapted for disabled visitors does your accommodation have?

Guests' well-being

- Do you often involve your guests in the process of creating new products and services?

- If yes, do you feel that this contributes to their loyalty towards your brand?

- Would you say that your guests feel safe and welcomed in your destination?

- Is there a close interaction between guests and locals in your destination?

Employee's well-being

- What measures do you take to provide a safe and healthy work-environment? Do your employees respond well to them?

- Do you strive to make your employee's feel valued? How?

- Do you support your employee's further education?

- Do you offer growth opportunities to your employees?

- Do you involve your employees in the decision-making processes? And in the creation of new products and services?

- Would you say that this actions you take (regarding last questions) have a noticeable effect on your employee's performance and how they interact with guests?

- Do you believe that happy employees have a higher chance of satisfying guests? In what ways do you observe this in your business?

••

Apart from this, we are also interested in knowing your experience with marketing intelligence tools and online reviewing platforms.

8) Regarding marketing intelligence tools – <u>Are you familiar with these tools: *Meta Business, Google Analytics, Google Ads Performance and Booking.com?*</u>

(Do you make use of any of them to help manage your business?)

(How much does it interfere with your policies and management?)

➔ What metrics do you usually take into consideration?

(Mention the metrics gathered from research, apart from the one already mentioned)

- Reach of Publications (vs previous period e.g. Last 28 days)

- Visualizations of your Profile (vs previous period e.g. Last 28 days)

- Followers (vs previous period e.g. Last 28 days)

- Interactions with your Publications (vs previous period e.g. Last 28 days)

- Comparative Evaluation

- Origin of the first user

- First User Resource

- First user default channel grouping

- Target Audience

- Session per Channel Group/Origin/Mean/Campaign

- Average interaction time (per session)

- Sessions with interaction per user

- Number of Events

- Visualizations per screen

- Conversions

- Click through rate.

- Cost per action/click.

- Return on ad spend.

- Number of impressions per ad

- Sessions Per Campaign

- Bounce rate

- Evaluation of your Propriety/Comments/Answers (vs mean of the area)

- Conversion of searches (Last 30 days)

- Performance vs Peer Group

- Classification (vs similar properties)

- Disponibility (vs similar properties)

- Daily fare average (vs similar properties)

- Cancellation tax (vs similar properties)

- Average length of stay (vs similar properties)

- Page Visualizations (vs similar properties)

- Number of comments per evaluation

➔ What do you think about these other metrics?
(Do you think they provide relevant information?)
(What main conclusions would you be able to draw from them?)

9) About the online reviews, <u>how do you manage them?</u>

   ➔ Which platforms are usually evaluated?

   (*Booking, TripAdvisor, Hotels.com*)

   ➔ Do you usually respond to reviews? How?

We are very much appreciative of your participation so far. To finalize, we would just like to share with you that there is an idea of developing a platform, something like a forum, where tourism managers may share knowledge and experience regarding sustainable practices and their impact on the client's satisfaction, to promote better management practices.

10) <u>How does this seem to you</u>?

   (Would you say that it would be a useful thing?)
   (What aspects would you consider crucial for it to work?)

11) Finally, we would like your opinion on whether the way we are navigating these concepts makes sense for the tourism industry.
   ➔ <u>What would you suggest for us to focus more?</u>

12) <u>Is there anything you would like to add regarding our conversation overall?</u>

It is all from us. We thank you very much for your time and attention to our research.

Quality and Satisfaction Assessment - Tourism SME's

Start of Block: Introduction

Introduction   Dear   Participant,
Thank you for taking the time to participate in this survey. My name is Inês Silva, and this survey is part of a European project, called Resetting, and also part of my master's Thesis Project.

The purpose of this questionnaire is to gather information about service quality in SMEs (Small and Medium Enterprises) of the tourism sector, which is an important area of research that has not yet been extensively studied. The information you provide will be kept strictly confidential and will be used only for research purposes. There are no right or wrong answers, and we encourage   you   to   be   as   honest   and   thoughtful   as   possible. The data collected will be treated together and anonymously. We follow the Declaration of Helsinki's ethical principles in research. If you want, it will be possible to share a report of our study   with   you.
For any question you may wish, please contact me: irbsa@iscte-iul.pt (institutional email) or inesraq@gmail.com (personal email).

End of Block: Introduction

Start of Block: Purchase History

Q1 In the last 12 months, have you stayed at any hotel (hostels included)?

◯ Yes (1)

◯ No (2)

Q2 Please select the option(s) which better describe the hotel(s) you stayed at.

☐ It was a small hotel. (5)

☐ It was a medium hotel with up to 200 rooms and around 250 employees. (1)

☐ None of the hotel(s) I stayed in apply to the categories above. (3)

Page Break

Scoping In case you stayed in more than one, we ask you to consider the most recent one.   All questions below will refer to that one.

Q3   In   which   country/city   was   the   hotel?

_____

Q4 What was the purpose of the trip?

☐   Leisure (1)

☐   Work (6)

☐   Other (please specify) (4)

_____

5 - Personal Please rate the following statements from 1 to 7, 1 being "strongly disagree" and 7 being "strongly agree":

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
I think of myself as someone who is concerned about environmental issues. (1)	○	○	○	○	○	○	○
I think of myself as a "green" tourist. (2)	○	○	○	○	○	○	○

Page Break

6 - Reservation Please rate the following statements from 1 to 7, 1 being "strongly disagree" and 7 being "strongly agree", regarding the reservation process.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (10)
The reservation process was simple. (1)	○	○	○	○	○	○	○
The information provided about the hotel was clear. (2)	○	○	○	○	○	○	○
The hotel's photos were attractive. (3)	○	○	○	○	○	○	○
The reviews of the hotel seemed reliable. (4)	○	○	○	○	○	○	○
The hotel was well located. (5)	○	○	○	○	○	○	○
The hotel had a sustainability certification. (9)	○	○	○	○	○	○	○

7 - Environmental Please rate the following statements from 1 to 7, 1 being "strongly disagree" and 7 being "strongly agree", regarding the hotel's environmental concerns:

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
The hotel's environmental activities added very good value. (1)	○	○	○	○	○	○	○
The hotel has more environmental concerns than other hotels. (2)	○	○	○	○	○	○	○
The hotel is environmentally friendly. (3)	○	○	○	○	○	○	○
The hotel brings more environmental benefits than other hotels. (4)	○	○	○	○	○	○	○

8 - Feelings Please rate the following statements from 1 to 7, 1 being "strongly disagree" and 7 being "strongly agree", regarding how the hotel made you feel:

	Strongly Disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor agree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
Staying at the hotel made me feel like a green tourist. (1)	○	○	○	○	○	○	○
Staying in this hotel made me feel totally satisfied. (2)	○	○	○	○	○	○	○
I felt valued at the hotel. (4)	○	○	○	○	○	○	○
The hotel was able to make me feel confortable. (5)	○	○	○	○	○	○	○

9 - Identification Please rate the following statements from 1 to 7, 1 being "strongly disagree" and 7 being "strongly agree", regarding how you identified with the hotel:

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
The hotel reflects who I am. (1)	○	○	○	○	○	○	○
I identify with hotel. (2)	○	○	○	○	○	○	○
I feel a personal connection to the hotel. (3)	○	○	○	○	○	○	○
The hotel suits me well. (5)	○	○	○	○	○	○	○
I used my stay at the hotel to communicate who I am to other people. (7)	○	○	○	○	○	○	○

10 - Characteristics Please rate the following statements from 1 to 7, 1 being "strongly disagree" and 7 being "strongly agree", regarding the hotel's characteristics:

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
The hotel was attractive and pleasant. (1)	○	○	○	○	○	○	○
The decor of the hotel reflected the concept well. (2)	○	○	○	○	○	○	○
The hotel had distinctive characteristics and atmosphere. (3)	○	○	○	○	○	○	○
The public area that surrounded the hotel was attractive. (4)	○	○	○	○	○	○	○
The environment of the hotel was pleasant. (5)	○	○	○	○	○	○	○

The hotel provided a good experience. (6)	○	○	○	○	○	○	○
There was a good quality/price ratio at the hotel. (7)	○	○	○	○	○	○	○

Page Break

11 - Quality Please rate the following statements from 1 to 7, 1 being "strongly disagree" and 7 being "strongly agree", regarding the quality of the hotel.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
The products offered in the hotel were of good quality. (1)	○	○	○	○	○	○	○
The equipment of the hotel was up to date. (2)	○	○	○	○	○	○	○
The equipment of the hotel was of good quality. (3)	○	○	○	○	○	○	○

The food and beverages at the hotel were of good quality. (6)	○	○	○	○	○	○	○
The bed of the hotel provided great confort. (4)	○	○	○	○	○	○	○
The shower of the hotel provided great confort. (5)	○	○	○	○	○	○	○
The interior decor of the hotel was attractive. (7)	○	○	○	○	○	○	○
The hotel was clean. (8)	○	○	○	○	○	○	○

12 - Staff Please rate the following statements from 1 to 7, 1 being "strongly disagree" and 7 being "strongly agree", regarding the staff of the hotel.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
The staff was able to provide prompt and quick services. (1)	○	○	○	○	○	○	○
The staff provided reliable and proper services. (2)	○	○	○	○	○	○	○
The staff was able to quickly correct mistakes. (3)	○	○	○	○	○	○	○
The staff showed good attitude. (4)	○	○	○	○	○	○	○
The staff was well-trained. (5)	○	○	○	○	○	○	○

The staff was experienced. (6)	○	○	○	○	○	○	○
The staff was able to respond to the special needs of the clients. (7)	○	○	○	○	○	○	○
The staff was sympathetic and sensitive. (8)	○	○	○	○	○	○	○
The staff anticipated my needs. (9)	○	○	○	○	○	○	○
There was a good relationship between me and the staff. (10)	○	○	○	○	○	○	○

13 - Digital Please rate the following statements from 1 to 7, 1 being "strongly disagree" and 7 being "strongly agree", regarding the digital tools of the hotel:

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor agree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
It was efficient to do the reservation in the digital platform. (1)	○	○	○	○	○	○	○
The hotel had good WiFi. (2)	○	○	○	○	○	○	○
The hotel provided usefull QR codes. (3)	○	○	○	○	○	○	○
The hotel had automatic check-out. (4)	○	○	○	○	○	○	○
The hotel had contactless payment. (5)	○	○	○	○	○	○	○

| The rooms had automatic controls for lighting. (6) | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| The rooms allowed good access to streaming platforms for video and music. (7) | ○ | ○ | ○ | ○ | ○ | ○ | ○ |

Page Break

14 - Sustainability Please rate the following statements from 1 to 7, 1 being "strongly disagree" and 7 being "strongly agree", regarding the sustainability policies of the hotel.

	Strongly Disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
The hotel made use of solar pannels. (1)	○	○	○	○	○	○	○
The hotel used energy saving lights. (2)	○	○	○	○	○	○	○
The hotel has a solid waste separation process. (3)	○	○	○	○	○	○	○
The hotel had water saving flush in bathrooms. (4)	○	○	○	○	○	○	○
The hotel gave guests the option to not have towels and sheets washed every day. (5)	○	○	○	○	○	○	○

The hotel had low pressure showers. (6)	○	○	○	○	○	○	○
The hotel used recycled water for irrigation of green areas. (7)	○	○	○	○	○	○	○
The hotel had recycling bins. (8)	○	○	○	○	○	○	○
The hotel delivered informational documents regarding practices to save resources. (9)	○	○	○	○	○	○	○
The hotel promoted sustainability awareness. (10)	○	○	○	○	○	○	○
The hotel made a responsible use of local resources. (11)	○	○	○	○	○	○	○

The hotel made use of recycled materials. (12)	○	○	○	○	○	○	○
The hotel used local foods. (13)	○	○	○	○	○	○	○
The hotel used biological foods. (14)	○	○	○	○	○	○	○
The hotel had a personal garden to support its restaurant(s). (15)	○	○	○	○	○	○	○
The hotel promoted local businesses. (16)	○	○	○	○	○	○	○
The hotel was respectful towards the local culture and traditions. (17)	○	○	○	○	○	○	○

The hotel hired local employees. (18)	○	○	○	○	○	○	○
The hotel was inclusive. (19)	○	○	○	○	○	○	○
The hotel's facilities were prepared to receive guests with special needs. (20)	○	○	○	○	○	○	○
The hotel engaged in solidary iniciatives. (21)	○	○	○	○	○	○	○

15 - Post pos mood Please rate the following statements on a scale of 1 to 7, with 1 being "strongly disagree" and 7 being "strongly agree", regarding your mood after you stayed at the hotel.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
The hotel was good for my mood. (1)	○	○	○	○	○	○	○
The hotel made me experience positive emotions. (14)	○	○	○	○	○	○	○
The hotel made me experience pleasant emotions. (4)	○	○	○	○	○	○	○
The hotel helped me feel happiness. (5)	○	○	○	○	○	○	○
The hotel helped me feel joy. (17)	○	○	○	○	○	○	○
The hotel helped me feel contentedness. (7)	○	○	○	○	○	○	○

17 - Post experience Please rate the following statements on a scale of 1 to 7, with 1 being "strongly disagree" and 7 being "strongly agree", regarding your experience after you stayed at the hotel.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
Staying at the hotel helped me to be closer to my ideals. (1)	○	○	○	○	○	○	○
Staying at the hotel reinforced the idea that my conditions are excellent (2)	○	○	○	○	○	○	○
Staying at the hotel helped me to be satisfied with my life (14)	○	○	○	○	○	○	○

| Staying at the hotel, made me feel that I got some of the important things I want for my life. (3) | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| If I could live my life over, I would change almost nothing regarding my stay at the hotel (4) | ○ | ○ | ○ | ○ | ○ | ○ | ○ |

Page Break

18 - Overall, Please rate the following statements on a scale of 1 to 7, with 1 being "strongly disagree" and 7 being "strongly agree".

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
In general, I was pleased with the quality of the hotel. (1)	○	○	○	○	○	○	○
All in all, I feel that staying at the hotel has enriched my life. (2)	○	○	○	○	○	○	○

19 Would you return to this hotel?

○ Yes (1)

○ No (2)

○ Other (3) _____

20 If you were in a review platform what review would you leave about the hotel? Please consider the most relevant aspects in your experience.

_____

23 How old are you?

○ Under 18 (1)

○ 18 - 24 (2)

○ 25 - 34 (3)

○ 35 - 44 (4)

○ 45 - 54 (5)

○ 55 - 64 (6)

○ 65 - 74 (7)

○ 75 - 84 (8)

○ 85 or older (9)

---

24 What genders do you identify with?

○ Male (1)

○ Female (2)

○ Non-binary / third gender (3)

○ Prefer not to say (4)

---

25 In which country where you born?

○ Portugal (4)

○ Other (Please specify) (5)

_____

---

26 In which country do you currently reside?

○ Portugal (4)

○ Other (please specify) (5)

_____

---

27   What   is   your   household's   average   anual   net   income?

○ Under 10 000€ (1)

○ 10 000€ - 29 999€ (2)

○ 30 000€ - 49 999€ (3)

○ 50 000€ - 69 999€ (4)

○ 70 000€ - 89 999€ (5)

○ 90 000€ - 119 000€ (6)

○ 120 000€ - 139 000€ (7)

○ 140 000€ - 159 000€ (8)

○ Over 160 000€ (9)

○ Prefer not to say. (10)

----

28 What is your highest level of education?

○ Lesser than High School (1)

○ High School Degree (2)

○ Trade / Technical / Vocational training (3)

○ Bachelor's Degree (4)

○ Master's Degree (5)

○ Doctorate's Degree (6)

○ I prefer not to say. (7)

----

29 What is your current work situation?

◯ High School Student (1)

◯ University Student (2)

◯ Working Student (3)

◯ Employed (4)

◯ Unemployed (5)

◯ Retired (6)

◯ Other (please specify) (7)

_____

◯ I prefer not to say. (8)

Annex I

Average monthly income in Portugal, by level of education.

Gráfico 16 • Salário médio real de entrada por nível de escolaridade | Valor em euros, a preços de 2006
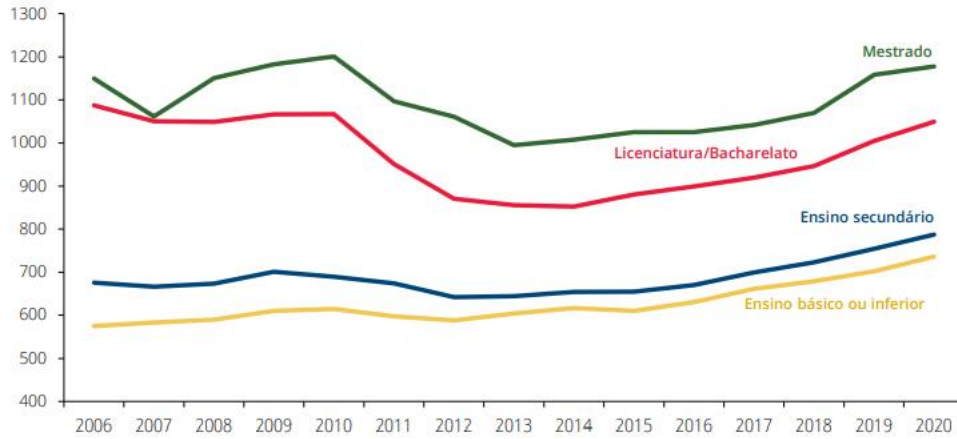
Fonte: Quadros de Pessoal — INE (cálculos do Banco de Portugal). | Nota: Por ter um caráter residual, não é apresentado o salário médio de entrada dos doutorados.

Source: Economic Bulletin from March 2023, developed by Banco de Portugal

Annex J

Country of destiny of the respondents of the questionnaire.

		Frequency	Percentage	Valid Percentage
Valid	Austria	6	2,5	2,5
	Belgium	2	,8	,8
	Brazil	2	,8	,8
	Bulgaria	1	,4	,4
	Cape Verde	1	,4	,4
	Colombia	1	,4	,4
	Croacia	1	,4	,4
	Cuba	1	,4	,4
	Czech Republic	1	,4	,4
	Denmark	3	1,3	1,3
	France	10	4,2	4,2
	Germany	4	1,7	1,7
	Greece	4	1,7	1,7
	Indonesia	1	,4	,4
	Italy	9	3,8	3,8
	Japan	1	,4	,4
	Mexico	1	,4	,4
	Morocco	2	,8	,8
	Netherlands	9	3,8	3,8
	Poland	2	,8	,8
	Portugal	110	46,4	46,4
	Spain	38	16,0	16,0
	Switzerland	1	,4	,4
	Thailand	1	,4	,4
	Turkey	2	,8	,8
	United Kingdom	13	5,5	5,5
	USA	9	3,8	3,8
	Vietnam	1	,4	,4
	Total	237	100,0	100,0

Retrieved from: IBM SPSS Statistics

Annex L

Age distribution of the respondents of the questionnaire, by groups.
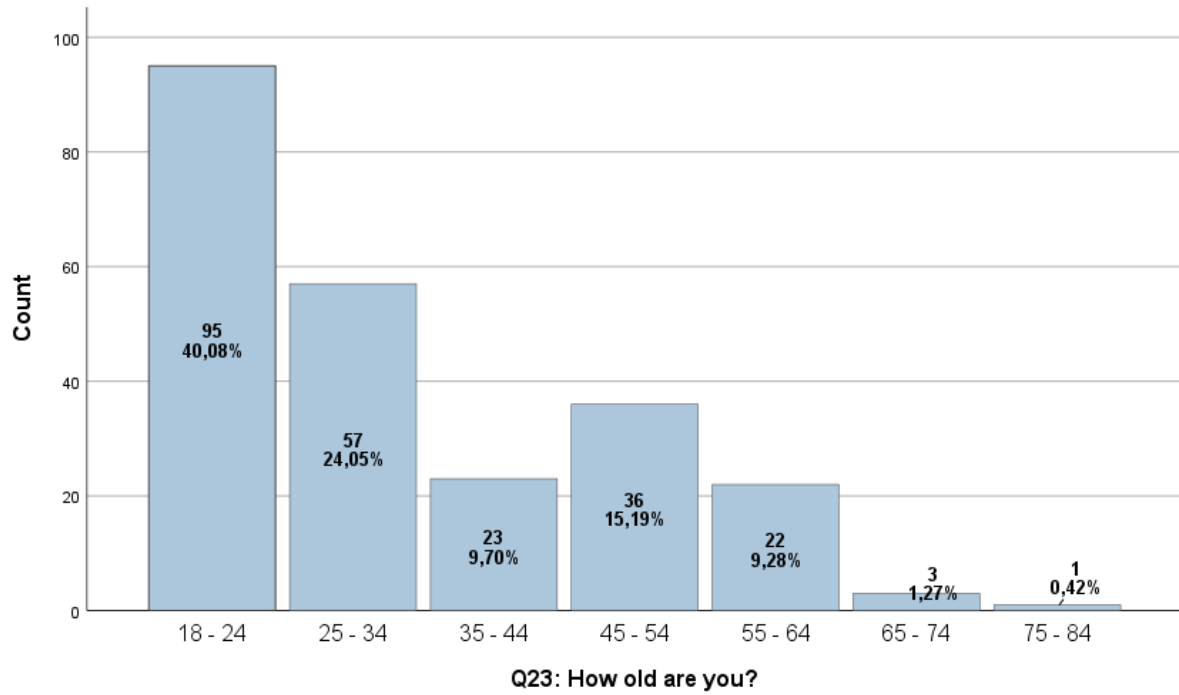
Retrieved from: IBM SPSS Statistic

Annex M

Gender distribution of the respondents of the questionnaire.
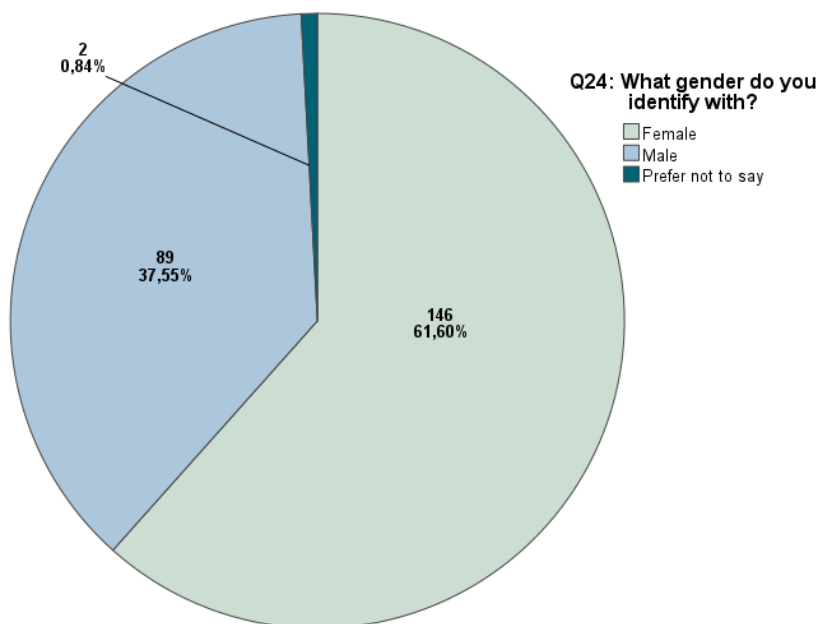
Retrieved from: IBM SPSS Statistic

Annex N

The purpose of the trip.
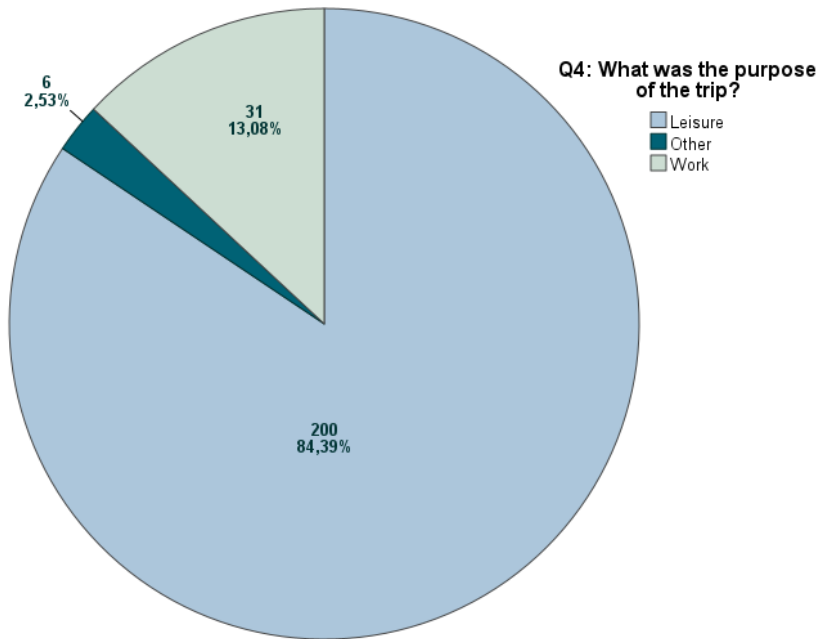
Retrieved from: IBM SPSS Statistic

Annex O

Average households' annual income.
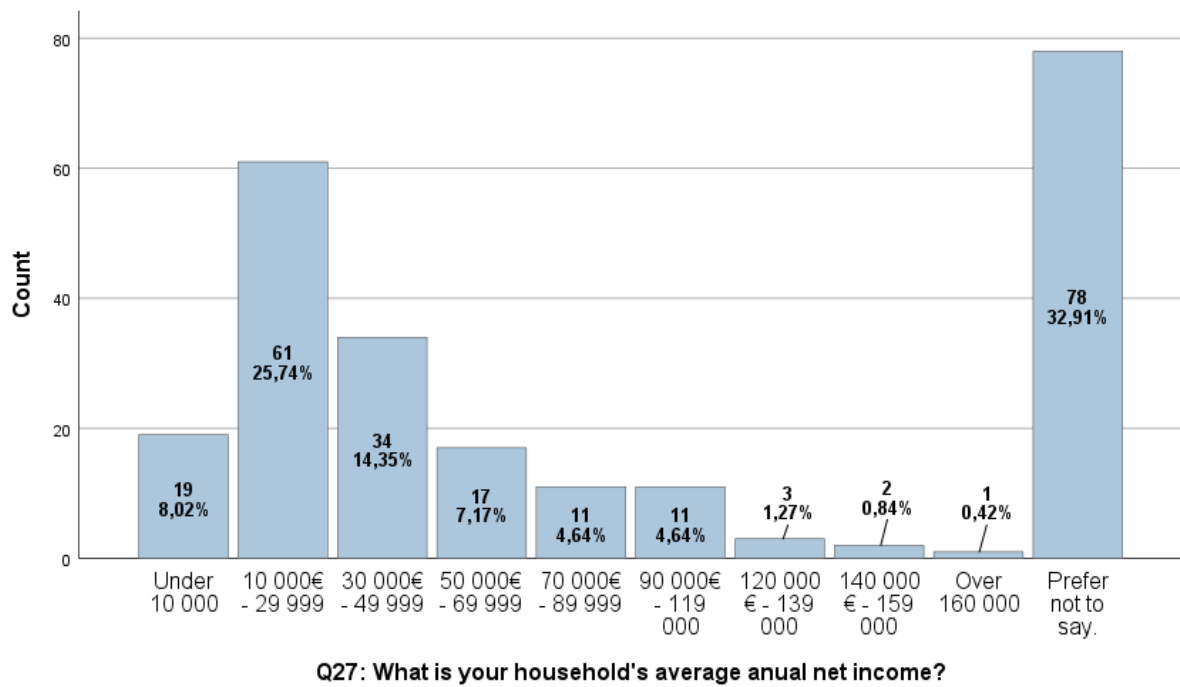
Retrieved from: IBM SPSS Statistic

Annex P

Type of hotel.

Q2: Please select the option which better describes the hotel you stayed at.

☐ It was a medium hotel with up to 200 rooms and around 250 employees.
☐ It was a small hotel.
■ None of the hotel(s) I stayed in apply to the categories above.

5
2,11%

117
49,37%

115
48,52%
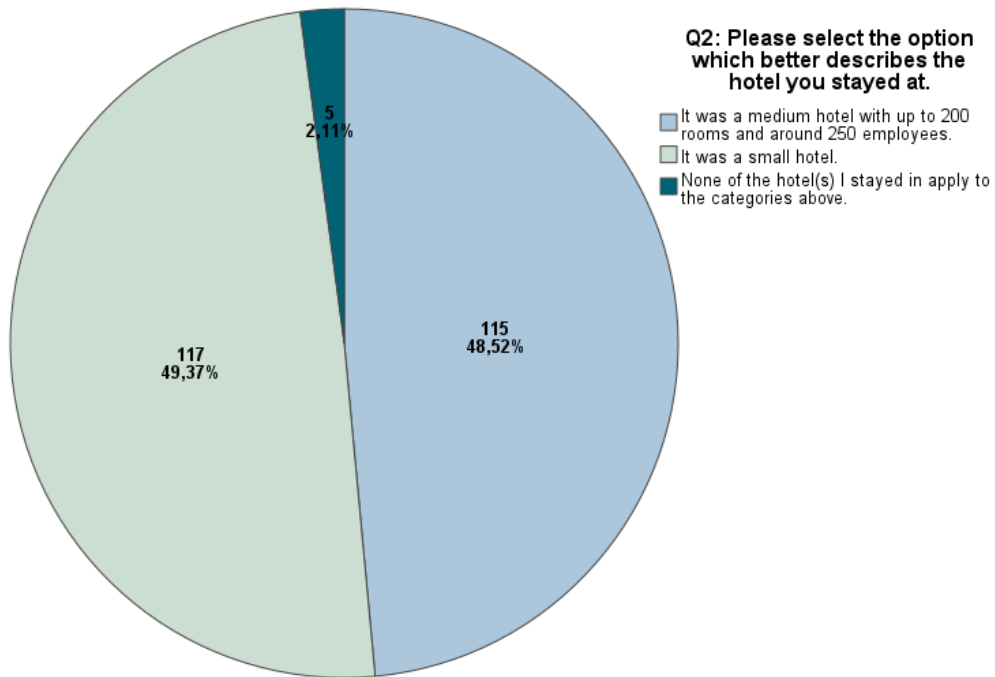
Retrieved from: IBM SPSS Statistic

Annex Q

Level of education.

Q28: What is your highest level of education?
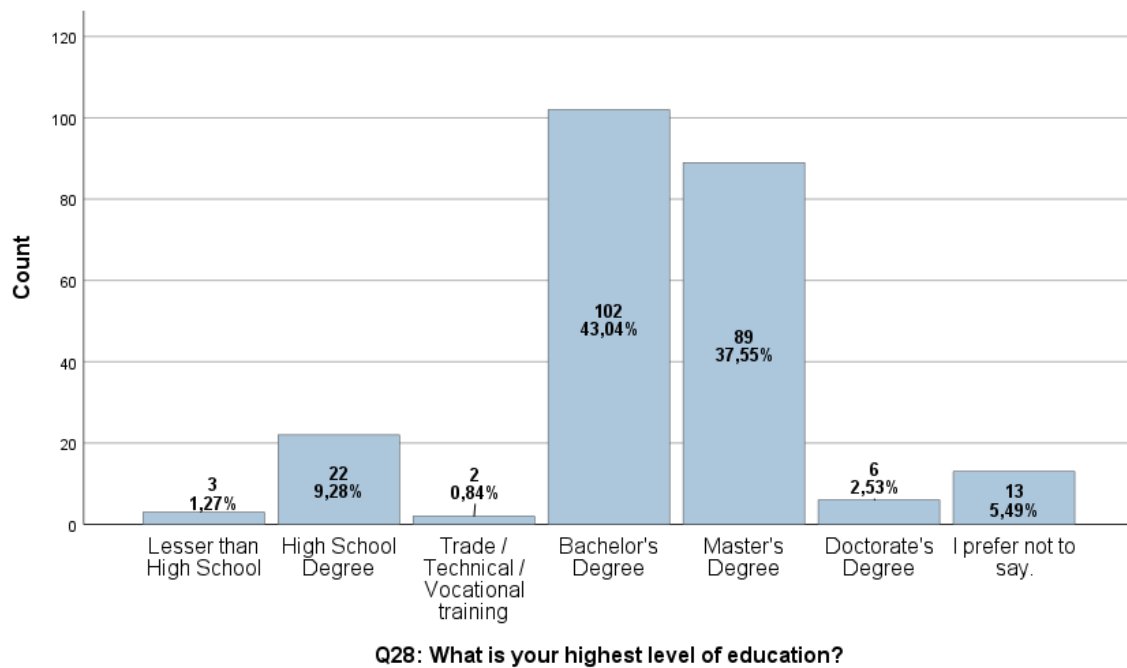
Retrieved from: IBM SPSS Statistic

Annex R

Current work situation.
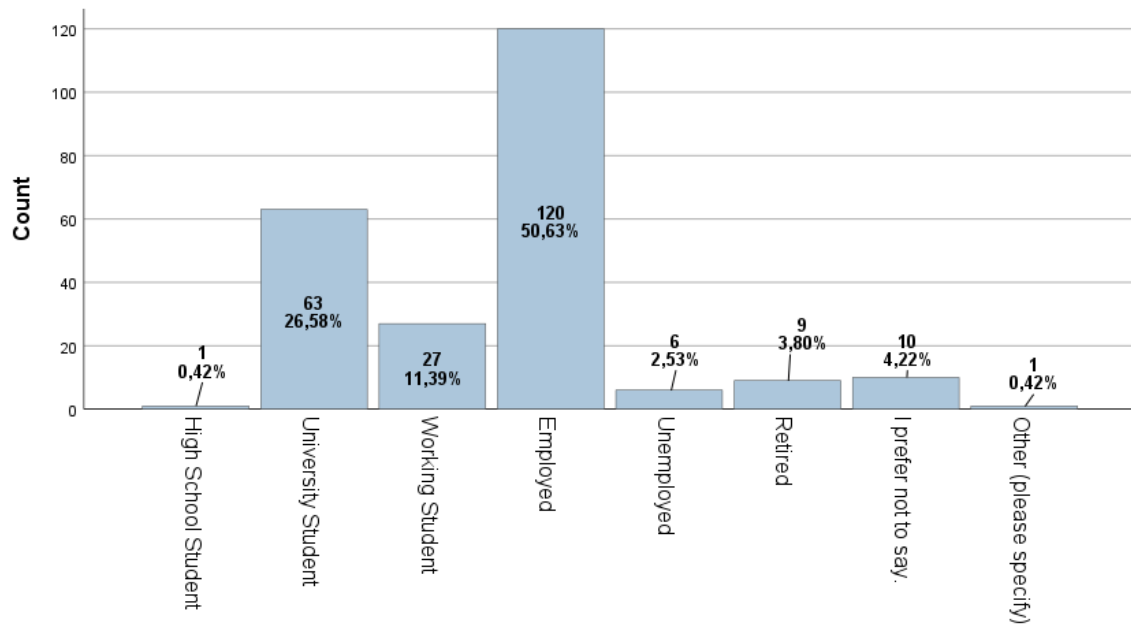
Q29: What is your current work situation?

Retrieved from: IBM SPSS Statistic

Annex S

Country of Residence

		Frequency	Percentage	Valid Percentage
Valid		1	,4	,4
	Belgium	2	,8	,8
	Brazil	1	,4	,4
	Bulgaria	1	,4	,4
	England	1	,4	,4
	Finland	1	,4	,4
	France	2	,8	,8
	Germany	1	,4	,4
	Greece	2	,8	,8
	Hungary	1	,4	,4
	Ireland	1	,4	,4
	Italy	1	,4	,4
	Netherlands	2	,8	,8
	Portugal	213	89,9	89,9
	Spain	5	2,1	2,1
	United Kingdom	2	,8	,8
	Total	237	100,0	100,0

Retrieved from: IBM SPSS Statistic

Annex T

PCA – Rotative Component Matrix

Rotative Component Matrix							
	Component						
	1	2	3	4	5	6	7
Q6 - Reservation _1	0,179	0,055	0,166	0,074	0,039	0,639	-0,141
Q6 - Reservation _2	0,266	0,211	0,254	0,063	0,109	0,512	-0,011
Q6 - Reservation _3	0,543	0,207	0,154	0,04	0,079	0,293	-0,119
Q6 - Reservation _4	0,35	0,194	0,213	0,15	0,127	0,497	-0,046
Q6 - Reservation _5	0,335	-0,024	-0,008	0,277	0,158	0,349	0,117
Q6 - Reservation _6	0,193	0,494	0,04	-0,035	0,444	0,087	0,065
Q7 - Environmental _1	0,126	0,343	0,28	-0,004	0,62	0,125	0,047
Q7 - Environmental _2	0,171	0,561	0,095	-0,03	0,648	0,015	0,094
Q7 - Environmental _3	0,255	0,489	0,114	0,142	0,6	0,007	0,083
Q7 - Environmental _4	0,193	0,409	0,048	0,046	0,702	0,09	0,16
Q8 - Feelings_3	0,349	0,028	0,464	0,197	0,305	0,141	-0,005
Q8 - Feelings_4	0,631	0,008	0,254	0,155	0,208	0,297	-0,011
Q10 - Characteristics_1	0,701	0,142	0,186	0,268	0,213	0,127	0,066
Q10 - Characteristics_2	0,666	0,224	0,131	0,197	0,098	0,148	0,188
Q10 - Characteristics_3	0,556	0,089	0,173	0,222	0,319	-0,141	0,226
Q10 - Characteristics_4	0,348	-0,048	0,178	0,292	0,437	0,008	0,201
Q10 - Characteristics_5	0,575	-0,024	0,224	0,369	0,305	0,152	0,122
Q10 - Characteristics_6	0,687	0,073	0,287	0,236	0,249	0,199	0,11
Q10 - Characteristics_7	0,236	-0,037	0,309	0,224	0,18	0,419	0,055
Q11 - Quality_1	0,616	0,121	0,324	0,23	0,202	0,083	0,061
Q11 - Quality_2	0,675	0,058	0,204	0,077	0,041	0,115	0,173
Q11 - Quality_3	0,754	0,129	0,251	-0,018	0,169	0,129	0,184
Q11 - Quality_4	0,531	0,189	0,414	0,152	0,065	-0,035	-0,032
Q11 - Quality_5	0,721	0,145	0,221	-0,001	-0,141	0,179	0,056
Q11 - Quality_6	0,656	0,133	0,347	-0,081	0,032	0,083	0,1
Q11 - Quality_7	0,801	0,167	0,163	0,114	0,05	0,076	0,154
Q11 - Quality_8	0,731	0,189	0,37	-0,062	-0,053	0,111	-0,017
Q12 - Staff_1	0,386	0,135	0,696	0,082	0,11	0,205	-0,021
Q12 - Staff_2	0,369	0,18	0,724	0,107	0,068	0,189	-0,052
Q12 - Staff_3	0,128	0,147	0,752	0,133	0,036	0,115	0,197
Q12 - Staff_4	0,334	0,101	0,692	0,061	0,002	0,164	-0,115
Q12 - Staff_5	0,296	0,104	0,785	0,051	0,032	0,123	0,012
Q12 - Staff_6	0,336	0,211	0,657	-0,008	-0,007	0,072	0,083
Q12 - Staff_7	0,127	0,145	0,743	0,095	0,119	0,066	0,124
Q12 - Staff_8	0,258	0,13	0,737	0,247	0,124	0,112	0,057
Q12 - Staff_9	0,242	0,208	0,523	0,199	0,218	0,115	0,217
Q12 - Staff_10	0,244	0,167	0,656	0,279	0,101	0,116	0,09
Q13 - Digital_1	0,127	-0,01	0,149	0,044	-0,041	0,726	0,118

Q13 - Digital_2	0,371	0,128	0,081	0,162	-0,063	0,285	0,38
Q13 - Digital_3	0,2	0,134	0,152	0,219	0,095	0,023	0,625
Q13 - Digital_4	-0,034	0,099	0,066	-0,088	0,116	0,021	0,751
Q13 - Digital_5	0,14	0,082	0,145	0,001	-0,006	0,496	0,349
Q13 - Digital_6	0,184	0,244	0,014	-0,081	0,044	0,142	0,533
Q13 - Digital_7	0,323	0,257	-0,026	0,083	0,156	-0,105	0,596
Q14 - Sustainability_1	0,12	0,502	0,189	0,041	0,203	-0,107	0,236
Q14 - Sustainability_2	0,159	0,729	0,11	-0,008	-0,012	0,092	0,047
Q14 - Sustainability_3	0,025	0,646	0,047	0,181	0,273	0,068	0,071
Q14 - Sustainability_4	0,17	0,614	0,057	0,181	0,173	0,229	0,052
Q14 - Sustainability_5	0,07	0,395	0,007	0,159	-0,223	0,419	0,026
Q14 - Sustainability_6	0,087	0,411	0,012	0,258	-0,039	0,188	0,021
Q14 - Sustainability_7	0,109	0,735	0,192	0,084	-0,002	-0,007	0,106
Q14 - Sustainability_8	-0,056	0,518	0,178	0,279	0,099	0,14	0,039
Q14 - Sustainability_9	0,094	0,684	0,08	0,085	0,037	0,094	0,126
Q14 - Sustainability_10	0,135	0,768	0,139	0,059	0,192	0,006	0,096
Q14 - Sustainability_11	0,145	0,732	0,141	0,327	0,09	0,062	0,017
Q14 - Sustainability_12	0,125	0,712	0,191	0,216	0,166	-0,011	0,093
Q14 - Sustainability_13	0,173	0,371	0,121	0,583	0,004	-0,084	0,032
Q14 - Sustainability_14	0,095	0,492	0,182	0,433	0,14	-0,209	0,203
Q14 - Sustainability_15	0,11	0,302	0,237	0,154	0,317	-0,159	0,151
Q14 - Sustainability_16	0,241	0,332	0,042	0,66	0,049	-0,055	-0,023
Q14 - Sustainability_17	0,234	0,287	0,206	0,686	-0,08	0,113	-0,091
Q14 - Sustainability_18	0,103	0,182	0,195	0,589	-0,026	0,142	-0,142
Q14 - Sustainability_19	0,046	0,144	0,143	0,571	0,108	0,289	0,136
Q14 - Sustainability_20	0,086	0,113	0,132	0,429	0,124	0,251	0,118
Q14 - Sustainability_21	-0,016	0,388	0,185	0,391	0,264	0,097	0,218

Extraction method: Principal Component Analysis.

 Rotation method: Varimax with Kaiser Normalization.

a Rotation converged in 9 iterations.

Retrieved from: IBM SPSS Statistics and adapted in Excel.

Annex U

Linear Regression Analysis

Self Identification					
	Non-standardized coe		Standardiz	t	Sig.
	B	Erro Erro	Beta		
(Constant)	-8,756	2,521		-3,473	<,001
ServiceCharacteristics	0,15	0,032	0,332	4,739	<,001
EnvironmentalSustainability	-0,009	0,04	-0,016	-0,236	0,813
Staff	0,077	0,049	0,108	1,589	0,113
SocialEconSustainability	0,069	0,075	0,053	0,918	0,36
EnvironmentalConcern	0,577	0,096	0,38	6,021	<,001
Reservation	0,029	0,206	0,007	0,139	0,89

Emotional Affect					
	Non-standardized coe		Standardiz	t	Sig.
	B	Erro Erro	Beta		
(Constant)	0,509	2,394		0,213	0,832
ServiceCharacteristics	0,246	0,03	0,546	8,167	<,001
EnvironmentalSustainabil	-0,023	0,038	-0,038	-0,6	0,549
Staff	0,011	0,046	0,015	0,23	0,818
SocialEconSustainability	0,29	0,071	0,225	4,067	<,001
EnvironmentalConcern	0,16	0,091	0,106	1,762	0,079
Reservation	0,08	0,196	0,021	0,41	0,682

Life Satisfaction					
	Non-standardized coe		Standardiz	t	Sig.
	B	Erro Erro	Beta		
(Constant)	-2,79	2,233		-1,25	0,213
ServiceCharacteristics	0,117	0,028	0,292	4,15	<,001
EnvironmentalSustainability	0,07	0,035	0,132	1,997	0,047
Staff	0,096	0,043	0,152	2,22	0,027
SocialEconSustainability	0,078	0,066	0,068	1,168	0,244
EnvironmentalConcern	0,327	0,085	0,244	3,851	<,001
Reservation	0,033	0,183	0,01	0,181	0,857

Satisfaction with Travel					
	Non-standardized coe		Standardiz	t	Sig.
	B	Erro Erro	Beta		
(Constant)	-1,14	0,741		-1,538	0,125
ServiceCharacteristics	0,086	0,009	0,55	9,254	<,001
EnvironmentalSustainabili	0,002	0,012	0,011	0,203	0,839
Staff	0,037	0,014	0,149	2,569	0,011
SocialEconSustainability	0,022	0,022	0,05	1,01	0,313
EnvironmentalConcern	0,104	0,028	0,197	3,69	<,001
Reservation	-0,035	0,061	-0,026	-0,577	0,565

Retrieved from: IBM SPSS Statistics and adapted in Excel.