



Research paper

The role of customers' perceived values of integrated resort brands in destination

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ABSTRACT

This study aims to examine the linkages between attributes of integrated resort brands and customers' perceived values behind behavioral loyalty. Especially, this study focuses on emerging integrated resort destinations in South East Asia, Malaysia. Both qualitative and quantitative studies are applied in emerging integrated resort destinations. In Study 1, means-end theory and laddering technique to derive aggregate value chains (e.g. integrated resort brand-related values) from 20 in-depth interviews in Malaysia. In Study 2, the impact of multidimensional customers' perceived value on their responses toward the integrated resort brand is examined using an online data survey. Findings demonstrate that social, hedonic, and altruistic attributes are important elements in evaluating customers' loyalty towards integrated resort brands. Thus, the current study highlights how personal values of economic, social, hedonic, and altruistic attributes are reflected in customers' perceptions of the different attributes of integrated resort brands. This study provides implications for researchers, service providers, and policymakers with regard to successful destination marketing and management in developing countries.

1. Introduction

Integrated resort destinations have recently grown worldwide. Integrated resort brands represent a growing business, which is defined as a facility with both gaming and non-gaming services, such as table games, slot machines, meetings, events, lodging, food and beverage, and shopping (Ahn & Back, 2018a). Policymakers are also interested in understanding the determinants of customers' favorable attitudes and behaviors toward integrated resort brands because of their potential impact on local and regional economies (Incera & Fernández, 2015; Li, Jin, & Shi, 2018; Nikolaeva, Bogoliubova, & Shirin, 2018; Soltani, Pieters, Young, & Sun, 2018). The integrated resort as a mega-tourism activity has a growing importance in Asia, specifically South East Asia and Far East countries. Due to their geographic advantages, several Asian countries have started tapping advantages on these mega-tourism opportunities and mooted new ideas. For instance, in Singapore in 2011, 13.2 million visitors and two integrated resorts (Marina Bay Sands and World Resort Sentosa) offered more than 40,000 job opportunities, particularly in the retail, food and beverage, and transportation industries (Ministry of Trade and Industry SingaporeMTI, 2012). Moreover, according to Global Market AdvisorsGMA (2017), Japan, which is an emerging integrated resort destination, is expecting

\$12.5 billion in revenue from two integrated resorts. Understanding the determinants of customers' choice on integrated resort brands is thus relevant for destination marketing and management academicians and practitioners.

Various studies on consumer behavior have investigated the individual-level determinants of customers' behaviors (McCarty & Shrum, 1994; Shim & Eastlick, 1998; Vinson, Scott, & Lamont, 1977). A number of studies have also focused on individual customers' motivation to brand loyalty, identifying economic, social, hedonic, utilitarian, emotional, and altruistic reasons as the main motives (Arnold & Reynolds, 2003; Babin, Darden, & Griffin, 1994; Holbrook, 2006; Koller, Floh, & Zauner, 2011). To understand the consumption of brands in the tourism and hospitality literature, some researchers have examined the role of perceived values in customers' behavioral intention (Chen & Chen, 2011), satisfaction, and brand loyalty (Sanchez, Callarisa, Rodriguez, & Moliner, 2006). Other studies have shown that distinctive characteristics of tourism and hospitality brands, such as reputation, awareness, image, and quality, affect individual customers' decision-making processes (Chen & Tsai, 2007; Inversini, Marchiori, Dedekind, & Cantoni, 2010; Koh, Lee, & Boo, 2009; Konecnik & Gartner, 2007). For instance, Murphy, Benckendorff, and Moscardo (2007) suggested a multidimensional destination personality, including sincerity, excitement,

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and conviviality, and its impact on customers' perceived image of destinations and recommendation intention. Furthermore, in the integrated resort setting, the impact of customers' perceived reputation on their revisit intention toward integrated resort brands was found (Ahn & Back, 2018b).

Although previous studies have separately suggested the crucial role of understanding customers' brand-related behaviors, this phenomenon is far less researched in the integrated resort context, specifically the perceived value of customers and brand attributes of integrated resorts. Furthermore, there is a lack of studies to examine the integrated resorts in developing countries such as Malaysia. Thus, the two major objectives of this study are: (1) to examine the motivational patterns of loyalty reflected in certain characteristics of integrated resort brands, and (2) to identify the relative impacts of customers' perceived values on brand relationship quality and brand loyalty.

To achieve the purpose of this study, both qualitative and quantitative methods are used, including the laddering technique, which involves in-depth quantitative data collection, inductive interviewing, graphical representation of motivational and cognitive structures (Grunert & Grunert, 1995), and an online survey. The study is based on an investigation in Malaysia with an increasing number of integrated resort brands (e.g. Resort World Genting, Desaru Coast, Khazana Nasional and Legoland). This study thus contributes to tourism and hospitality studies by suggesting the application of means-end theory to study customers' motivations and identifying the major factors that determine customers' post-purchase behavior in the emerging integrated resort destinations.

2. Literature review

2.1. Application of means-end theory

Given the importance of understanding customers' behaviors, the question of how customers create attitude and behavior has been a subject of interest for tourism and hospitality researchers (Decrop & Snelders, 2005; Sirakaya & Woodside, 2005; Smallman & Moore, 2010). Based on the means-end theory (Gutman, 1982), researchers have proposed a link between means (e.g. brand attributes and personal values) and ends (e.g. consequences or benefits). Means-end theory has also been applied in the tourism and hospitality setting to examine the relationship between service attributes and their future decision-making processes (Klenosky, Gengler, & Mulvey, 1993). For instance, researchers found that personal values motivate the customers' attitudes and behaviors (Ariffin & Maghzi, 2012; Chen & Chen, 2011; George, 2003). Thus, means-end theory provides an understanding of the role of holistic perceived value with tourism and hospitality experiences in customers' future decision-making processes.

In this study, customers' perceived value is examined as the 'means' which leads to the 'ends'. Perceived value refers to customers' overall assessment of the utility of a product or service based on their perceived acquisition (Zeithaml, 1988). The complex reality of the tourism and hospitality industry makes capturing the nature of perceived value. For instance, Al-Sabbahy, Ekinci, and Riley (2004) identified positive (e.g. efficiency, service quality, social value, play, and aesthetic) and negative (e.g. monetary cost, risk, time, and effort) values and found their impacts on customer satisfaction and loyalty. In addition, Petrick (2002) developed a multidimensional scale to measure service customers' perceived values, namely, quality, emotional response, monetary/behavioral price, and reputation. However, the literature has not examined the link between the characteristics of integrated resort brands and customers' perceived values in the creation of brand loyalty. Customers' perceived values will be heterogeneous in their perception toward different characteristics of integrated resort brands. In the following section, means-end theory is presented as a theoretical framework to highlight personal values and brand attributes as antecedents of customers' loyalty.

2.2. Connecting personal values of customers and characteristics of brands

Gutman's (1982) means-end theory is adopted in this study. According to Gutman (1982), four fundamental assumptions about customers' behaviors are made: (1) values play a guiding role in customers' choices; (2) customers deal with a variety of products/services, which potentially satisfy their personal values; (3) customers' actions will have consequences; and (4) customers learn the associated consequences of actions. Means-end theory suggests that the characteristics and attributes of brands (means) are associated with customers' perceived value (ends). This theory is useful in predicting customers' future behaviors, such as what types of value are more likely to increase customers' positive responses and why certain tourism and hospitality brands are perceived as valuable. Customers' perceived value is a high order of cognitive structure and its overall evaluation of brands (e.g. monetary, social, emotional, and altruistic). The attributes, consequences, and values are useful in understanding customers' experiences and their post-experience behavior.

Reynolds and Gutman (1988) argued that the means-end chain approach provides a micro perspective, which is differentiated from a macro perspective, such as surveys. Thus, the approach is useful in reducing the possible limitations of standardized measurement approaches. In the tourism and hospitality literature, the means-ends approach has been used to identify important attributes, consequences, and values in the restaurant (Ha & Jang, 2013) and tourism (Naoui, Airey, Iijima, & Niininen, 2006) settings. In this study, based on the means-end theory, the attributes of integrated resort brands are means through which customers can achieve desirable ends, ultimately corresponding to their personal values. Accordingly, customers will prefer integrated resort brands that possess attributes that will likely fulfill their personal values. In the following section, different attributes of integrated resort brands, their consequences, and how they are relevant to customers' perceived values are examined using laddering methodology. As limited integrated resort studies have utilized the means-end chain approach (Gutman, 1982) and laddering technique to analyze the antecedents of loyalty (Reynolds & Gutman, 1988), this study presents a different approach with previous studies. Furthermore, the data were collected in Malaysia, which represents an emerging integrated resort destination.

3. Study 1: Qualitative study

3.1. Methodology

This study used means-end theory and the laddering technique (Gutman, 1982; Reynolds & Gutman, 1988) to examine the motivational factors of customers' loyalty toward integrated resort brands. The means-end chain model was used to explain how the integrated resort brand experience lead customers' perceived values. In-depth interviews with the laddering technique were utilized (Bagozzi, Bergami, & Leone, 2003; Bolzani, 2018; Reynolds & Gutman, 1988). This methodology provides a cognitive structure, which explains brand-related attributes and their link with consequences (e.g. decision making) and ends (e.g. perceived value). This technique is "an in-depth, probing interview technique, so-called because it forces the respondent up a ladder of abstraction" (Baker, 2002, p. 226). The laddering technique has been widely used in tourism and hospitality literature to examine customers' behaviors (Park & Petrick, 2009; Yamada & Fu, 2012). In this study, two researchers conducted face-to-face interviews with integrated resort customers using a semi-structured questionnaire, and a laddering protocol was used to extract the attributes of integrated resort brands, consequences, and personal values of customers. The laddering technique allows the researchers to uncover the link among the attributes that characterize decision-making mechanisms, consequences of these attributes, and personal values that the consequences emphasize (Reynolds & Gutman, 1988). Table 1 summarizes the laddering

Table 1

Laddering interviews protocol structure.

Source: Adapted from [Bolzani \(2018\)](#).

Attributes of your preferred integrated resort brand	Why 1 (consequence) Why is this attribute of integrated resort brand important to you?	Why 2 (value) Why is this consequence important to you?
1)		
2)		
3)		
4)		
5)		

protocol.

3.2. Data analysis and interpretation

Qualitative data were collected from local customers of integrated resorts in Malaysia. Malaysia was chosen because it is an emerging integrated resort destination for domestic and international travelers. The choice of this location expands previous understanding of integrated resort customers because most studies have been conducted in developed countries such as United States, South Korea, and Macau ([Ahn & Back, 2018a](#); [Ahn, Back, & Lee, 2019](#)). Semi-structured interviews were conducted with 20 customers who experienced integrated resorts. Participants were randomly selected in shopping centers. The researchers approached customers who previous experience integrated resorts. Several screening questions (e.g. When is your last visit to integrated resort? How many times did you visit integrated resort? What was the purpose of visiting integrated resorts?) were used to rule out customers who did not visit the integrated resort before. They were then informed about the purpose of this study and participated in the interview after they agreed on consent. Each interview was conducted in less than 30 min and interview data were recorded and transcribed via notetaking. This qualitative data was then analyzed to identify keywords, important phrases, and emerging themes. This study did not specify the integrated resort brand or their nationality. As [Marshall, Cardon, Poddar, and Fontenot \(2013\)](#) suggested, this study contains 15 to 30 interviews, which is the recommended number for the single case study. The detailed characteristics of the sample are summarized as follows: 14 participants were males, 15 subjects were married, and most respondents were aged 25 to 34. Incomes are similar to the latest Salaries and Wages Survey Report (2017) released by the [Department of Statistics Malaysia](#), which suggested the average of Malaysian monthly salary is over 2500 RM.

3.3. Findings

One of the common methods to understand customers' opinion is that extraction and summarization of customers' comments ([Hu & Liu, 2004](#)). As suggested by [Hu and Liu \(2004\)](#), frequently used words represent important aspects or features. In this study, the laddering technique was used to identify explicit and implicit integrated resort-related factors from respondents' answers. Also, the laddering technique identified how these attribute categories (i.e. tangible and intangible) were related. The consequences and values were examined by asking to the respondents "why and how this thing is important to you" questions. The 20 respondents produced important attributes, consequences, and perceived values in the integrated resort setting. As shown in [Table 2](#), two hospitality professors independently read the responses and identified 10 attributes of integrated resort brands, five consequences, and five values. Tangible factors, such as interiors, rooms, carpets, theme parks, and bathrooms, are important attributes of their favorite integrated resort. Intangible attributes, such as service quality, brand image, brand reputation, and interaction with staff, are

also critical factors in evaluating an ideal integrated resort. A total of five categories were related to consequences, which were determined by integrated resort brand-related attributes. Customers identified feeling satisfaction, relieving stress, maintaining a relationship, reliable brand quality, revisit intention, and sharing intention with others as consequences of attributes. These consequences indicate that when integrated resorts deliver tangible and intangible attributes, companies can gain customers' positive attitudes and behaviors. A total of four categories were related to customers' perceived values of integrated resort brand, namely, economic, hedonic, social, and altruistic values.

Gambling-related characteristics of integrated resort brands are important for customers' evaluation (e.g. gambling, gaming, and casino). Other tangible attributes (e.g. interior, rooms, facility, and price) and intangible factors (e.g. service and quality) of integrated resorts were extracted. Along with attributes, consequences and value were related words that were also displayed (e.g. fun, like, love, enjoy, and revisit). This indicates that important attributes result in positive consequences by satisfying customers' perceived values.

3.4. Hypothesis development

Based on the literature review and findings from Study 1, the role of a multidimensional perceived values on their favorable attitude and future decision-making processes was found. In previous studies, researchers have identified perceived values and relationship quality as antecedents of brand loyalty ([Hennig-Thurau, Gwinner, & Gremler, 2002](#); [Moliner, Sánchez, Rodríguez, & Callarisa, 2007](#)). [Gummesson \(1987\)](#) also suggested the association of relationship quality and customers' perceived accumulated values. The strength of the relationship between customers and brands has been called 'brand relationship quality' ([Aaker, 1996](#); [Fournier, 1998](#)). According to [Fournier \(1998\)](#), brand relationship quality is composed of love and passion, connection with a brand, interdependence between brands and customers, customers' commitment to the brand, willingness to maintain the relationship, intimacy, and partner quality. Thus, in addition to studying customers' perceived value dimensions, scholars need to understand the impacts of the characteristics of tourism and hospitality brands on their loyalty ([Tepeci, 1999](#)). Four perceived values (economic, social, hedonic, and altruistic) have been highlighted as important antecedents of customers' loyalty ([Sweeney & Soutar, 2001](#)). Integrated resort customers create and maintain relationships with brands when they perceive a high level of value from them. Thus, the following hypotheses were formulated.

H1a. Economic value is positively related to customers' relationship quality.

H1b. Hedonic value is positively related to customers' relationship quality.

H1c. Social value is positively related to customers' relationship quality.

H1d. Altruistic value is positively related to customers' relationship quality.

According to [Sweeney and Soutar \(2001\)](#), perceived values positively lead to customers' behavioral intention. Previous studies have suggested that value has an impact on satisfaction and purchase intention ([Har Lee, Cyril Eze, & Oly Ndubisi, 2011](#); [Hu, 2011](#)). Thus, the level and type of perceived value serve as customers tend to have a positive purchase intention. The value of experiences can enhance customers' purchase intention ([Chen, Tsai, & Hsieh, 2017](#)). Furthermore, the level of brand relationship quality, including love/passion, interdependence, intimacy, and partner quality, tends to increase customers' loyalty toward a brand ([Kressmann et al., 2006](#)). As [Baumeister and Leary \(1995\)](#) suggested, when customers are personally attached to a brand, they are likely to build and maintain emotional attachment with it. Attributes, consequences, and values are important elements of the means-ends theory. In the integrated resort setting, attributes are categorized into tangible (e.g. interior, design, logo, textile, artwork,

Table 2
Categories of attributes, consequences, and personal values.

No.	Examples
Attributes	1. Tangible Interior, rooms, carpet, wall, free internet, price, view, a variety of gaming, location, free internet, free parking, exterior, show, theme park, meeting facilities, bed, bathroom
Consequences	2. Intangible Service quality, brand image, staff behavior, brand reputation, experience, atmosphere 1. Positive emotion "I feel emotional satisfaction", "Facility is awesome and very impressive", "Enjoying spa relieves my stress" 2. Relationship "I won't forget this resort", "I love everything of this resort", "This resort is for are the more exciting attraction" 3. Trust "I paid for what I got and they offer amazing service with great facilities", "Employees are reliable, caring, and trustworthy" 4. Revisit intention "I will come back this resort", "I would go back with my family", "I will revisit resort"
Perceived value	5. Word of mouth intention "I share experience with others", "I love to tell people I went this resort", "I tell my friends and family" 1. Economic "Resort always offers good quality", "It offers a great value", "Quality and price are important" 2. Hedonic "Overall view is wonderful and it is enjoyable", "Staying at this resort is entertaining, fun, challenging" 3. Social "The main thing that drives me performing team-based experience", "I like playing game with families and friends" 4. Altruistic "Good brand image makes me a better person", "Donation makes me feel good"

and background music) or intangible (e.g. positive interaction with employees, brand reputation, and brand image) features. Consequences refer to customers' positive or negative behavior toward a brand (e.g. repeated purchase, switching to other brands, and positive or negative word of mouth via social media). Thus, the authors posit the following hypothesis.

H2a. Economic value is positively related to brand loyalty toward an integrated resort brand.

H2b. Hedonic value is positively related to brand loyalty toward an integrated resort brand.

H2c. Social value is positively related to brand loyalty toward an integrated resort brand.

H2d. Altruistic value is positively related to brand loyalty toward an integrated resort brand.

Previous studies have suggested the relationship between relationship quality and customers' loyalty toward a brand. Brunner, Stöcklin, and Opwis (2008) found a positive impact of satisfaction on customer loyalty in a shopping environment. Moreover, in the cruise setting, Han and Hyun (2018) suggested that customers' satisfaction is important in building travelers' loyalty. For instance, Barra, Pressgrove, and Torres (2018) examined the link among trust, commitment, cognitive loyalty, and affective loyalty. They found that in Latin America, the impact of trust and commitment is bigger on affective loyalty, whereas in the United States, the impact of cognitive loyalty is bigger. Previous studies found the link between perceived value and relationship quality (McDougall & Levesque, 2000). Customers with a high level of economic, social, hedonic, and altruistic values may be favorable toward integrated resort brands. Similarly, the levels of relationship quality, including satisfaction, trust, and commitment, relate to their loyalty toward a brand (Barra et al., 2018). Customers' evaluation of relationship quality, such as trust, is continuously revised based on experiences, and it influences behavior (Wirtz & Lihotzky, 2003). Relationship quality is important in post-purchase behaviors in tourism and hospitality contexts. Thus, the authors posit the following hypothesis. Fig. 1 describes the proposed model in Study 2.

H3. Relationship quality is positively related to customers' loyalty toward an integrated resort brand.

4. Study 2: Quantitative study

4.1. Methodology

In Study 2, a survey-based design was used to examine the relative effects of multidimensional perceived integrated resort value on brand-related behavior. The survey was constructed using Qualtrics.com and participants were recruited using the online survey platform, Amazon Mechanical Turk, in August 2018. Amazon Mechanical Turk was chosen for collecting the data because this survey platform is useful when researchers need a large and geographically diverse sample (Buhrmester, Kwang, & Gosling, 2011). Several screening questions were used to

reach the relevant sample (e.g. Have you ever been the integrated resort before? How many times you visited integrated resorts? What is the name of an integrated resort where you most recently visited?). Furthermore, each integrated resort brand name was embedded to brand-related questions (e.g. Genting Highland has consistent quality). Participants were asked to recall their experiences with integrated resort brands. Responses to a seven-point Likert scale ranged from "strongly disagree = 1" to "strongly agree = 7". A total of 330 Malaysian customers participated in the survey, and 23 responses were removed from the analysis due to incomplete data and low quality. As a result, 317 useable responses were collected. This met the minimum sample size for PLS-SEM which is at least 10 times the largest number of structural paths the inner path model (Hallak & Assaker, 2016). In terms of ethnicity, 52.5% of participants were Indian Malaysian and 32.6% were Chinese Malaysian. In terms of gender, 56.3% were male and 43.6% female. Based on Bentler and Chou's (1987) suggestion, a ratio as low as five cases per variable is sufficient when latent variables have multiple indicators. The majority of respondents were aged 25–34 years old, and 67% of participants were married. Table 3 shows the descriptive data of the collected sample.

Economic, hedonic, and social value were measured using items of Sweeney and Soutar's (2001) study. To assess economic value of integrated resort brand, participants responded to the questions, such as "This integrated resort brand has consistent quality." Respondents were asked to rate their level of hedonic value, "I like the products and services of this integrated resort brand." Social value was measured using three items including "This integrated resort brand improves the way I am perceived by other people." To examine the level of altruistic value, "Buying this integrated resort brand has an ethical interest for me." Items of altruistic value were adopted from Sánchez-Fernández and Iniesta-Bonillo's (2009) study and findings from Study 1. Brand relationship quality was measured using Papista et al., (2018) items, "I have feelings for this integrated resort brand that I do not have for a lot of other brands." Brand loyalty was measured using a three-item of Chaudhuri and Holbrook (2001), "I intend to keep purchasing this integrated resort brand."

The data from Malaysia were analyzed using partial least squares-structural equation modeling (PLS-SEM) using SmartPLS 2.0 (PLS) (Ringle, Wende, & Will, 2005). PLS-SEM has been widely used in tourism and hospitality studies because it needs minimal requirements on measurement levels and appropriate for complex models (Chin, 1998). Based on Hair, Black, Babin, Anderson, Tatham, 2010 criteria, the authors examined the internal consistency using composite reliability. As shown in Table 4, each of the composite reliabilities is greater than the cut-off point of 0.70 (Nunnally, 1978). Convergent validity was ensured because all factor loadings are over 0.70 (Hair et al., 2010). Also, average variance extracted (AVE) were ranged from 0.72 to 0.86 as Fornell and Larcker (1981) suggested. Table 4 describes the correlation among constructs and square root of AVEs. The square root of the AVE was greater the standardized correlation of constructs

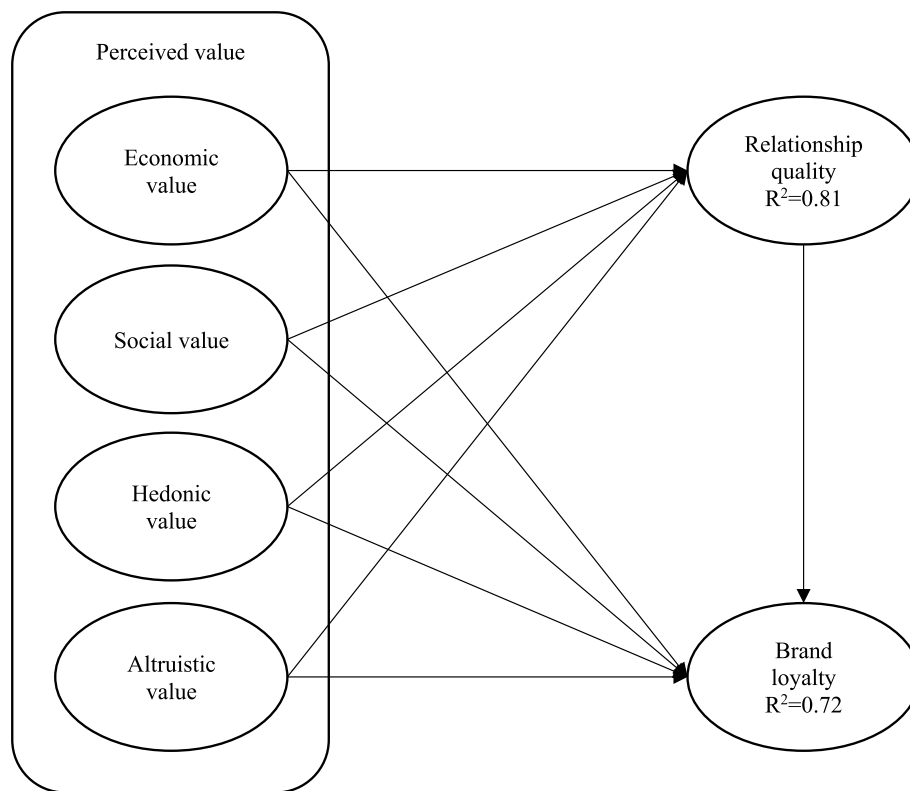


Fig. 1. Proposed conceptual model.

Table 3
Demographic characteristic of integrated resort customers.

Demographics	Number of respondents (n = 316)	%
<i>Gender</i>		
Male	178	54
Female	138	44
<i>Age</i>		
18–24	49	16
25–34	158	50
35–50	77	24
Above 50	32	10
<i>Marital status</i>		
Married	212	67
Widowed	5	2
Divorced	5	2
Separated	9	3
Never married	85	27
<i>Educational background</i>		
Finished high school	18	6
At least some college	106	34
Some post-graduate education	183	58
Doctorate	5	2
<i>Income</i>		
Below 20,000 RM	36	11
25,000 RM – 39,999 RM	73	23
40,000 RM – 54,999 RM	85	27
55,000 RM – 69,999 RM	63	20
70, 000 RM – 84,999 RM	30	9
85,000 RM – 99,999 RM	15	5
Over 100,000 RM	14	4

(Table 5). Thus, discriminant validity was ensured. The adequacy of the structural model was examined using R^2 which was above 0.66 (Chin, 1998).

5. Results

Partial least square structural equation modeling was conducted to examine the hypotheses. Social value has a significant and positive effect on customers' relationship quality toward the integrated resort brands ($\beta = 0.23, p < 0.05$). The coefficient value suggests that hedonic value is an important driver of customers' perceived relationship quality ($\beta = 0.36, p < 0.05$). In addition, customers' perceived altruistic value of integrated resort experiences triggers their relationship quality with the integrated resort brands ($\beta = 0.23, p < 0.05$). Therefore, hypothesis 1b, 1c, and 1d were supported. Behavioral loyalty is triggered by customers' perceived value of their integrated resort brand experience ($\beta = 0.21, p < 0.001$). However, in this study, customers' perceived economic value has no significant effect on their relationship quality ($\beta = 0.11, p > 0.05$). Thus, H1a was not supported. Then, the authors assessed the effects of multidimensional perceived value on brand loyalty. The results show that the four dimensions of perceived value, namely, economic, social, hedonic, and altruistic values, do not directly influence customers' loyalty toward the integrated resort brands. The level of relationship quality has a significant effect on customers' loyalty toward the integrated resort brands ($\beta = 0.76, p < 0.05$). Therefore, the proposed relationship in H3 is significant. Finally, a mediation analysis with bootstrapping was performed (Hair, Hult, Ringle, & Sarstedt, 2016). The present study found the mediating roles of relationship quality in the relationship between social, hedonic, and altruistic values and customers' loyalty behavior (Table 6).

6. Discussion

On the basis of the means-end theory (Bolzani, 2018; Gutman, 1982, 1997), this study aimed to examine the link among the attributes of integrated resort brands, personal value of customers, and their loyalty in the emerging integrated resort destination. By using the laddering methodology, the potential impacts of multidimensional personal

Table 4
Validity and reliability for constructs.

Construct (source)	Item loading	C.R.	AVE
Economic value (adapted from Sweeney & Soutar, 2001)	0.88	0.95	0.80
This integrated resort brand has consistent quality.	0.91		
This integrated resort brand is well made.	0.90		
This integrated resort brand has an acceptable standard of quality.	0.88		
This integrated resort brand performs consistently.			
Social value (adapted from Sweeney & Soutar, 2001)	0.92	0.94	0.84
This integrated resort brand improves the way I am perceived by other people.	0.93		
This integrated resort brand makes a good impression to other people.	0.90		
This integrated resort brand gives those who buy it social approval.			
Hedonic value (adapted from Sweeney & Soutar, 2001)	0.92	0.94	0.85
I like the products and services of this integrated resort brand.	0.92		
I feel relaxed about using the products and service of this integrated resort brand.	0.93		
The products and services of this integrated resort brand make me feel good.			
Altruistic value (adapted from Sánchez-Fernández & Iniesta-Bonillo, 2009)		0.95	0.86
Buying this integrated resort brand has an ethical interest for me.	0.92		
The environmental preservation of this integrated resort brand is coherent with my ethical values.	0.93		
Purchasing this integrated resort brand has an ethical value for me.	0.94		
Brand relationship quality (adapted from Papista, Chrysochou, Krystallis, & Dimitriadis, 2018)	0.85	0.95	0.72
This integrated resort brand is my most favorite brand.	0.85		
This integrated resort brand has always been good to me.	0.85		
This integrated resort brand treats me as an important and valuable customer.	0.85		
This integrated resort brand can always count on me.	0.84		
I will continue using this integrated resort brand in the near future.	0.85		
I trust this integrated resort brand.	0.87		
This integrated resort brand is an honest brand.			
Brand loyalty (adapted from Chaudhuri & Holbrook, 2001)		0.93	0.81
I intend to keep purchasing this integrated resort brand.	0.90		
I will buy this integrated resort brand the next time.	0.91		
I will use this integrated resort brand in spite of competitors' offerings.	0.89		

Table 5
Discriminant validity.

Construct	EV	SV	HV	AV	BR	LOY
Economic value (EV)	0.89					
Social value (SV)	0.79	0.92				
Hedonic value (HV)	0.86	0.75	0.92			
Altruistic value (AV)	0.67	0.86	0.70	0.93		
Brand relationship quality (BR)	0.76	0.78	0.75	0.75	0.85	
Brand loyalty (LOY)	0.72	0.75	0.73	0.73	0.89	0.90

Table 6
Structural estimates (hypotheses testing).

Hypotheses	Direct effect		Indirect effect	
	Coefficient	t-value	Coefficient	t-value
Economic value → Relationship quality	0.11	1.46		
Economic value → Brand loyalty	0.07	0.75	0.09	1.47
Social value → Relationship quality	0.23	2.56		
Social value → Brand loyalty	0.02	0.29	0.18	2.61
Hedonic value → Relationship quality	0.36	4.01		
Hedonic value → Brand loyalty	−0.02	0.16	0.27	3.65
Altruistic value → Relationship quality	0.23	3.46		
Altruistic value → Brand loyalty	0.10	1.32	0.17	3.28
Relationship quality → Brand loyalty	0.76	12.75		

values, including economic, social, hedonic, and altruistic values, on customers' post-purchase experience was suggested. In addition, this study found the relative impact of customers' perceived value dimensions on relationship quality and loyalty behavior. By examining the mediating role of relationship quality on the relationship between perceived value and loyalty, this study also supports the importance of relationship quality to embrace brand-related outcomes.

6.1. Theoretical implications

This study contributes to the existing tourism and hospitality literature in three ways. First, this study represents the application of the means-end theory in the field of tourism and hospitality customers' behaviors. The means-end theory provides useful insights to understand customers' behaviors by examining the linkage among attributes, consequences, and values (Bolzani, 2018; Brunsø, Scholderer, & Grunert, 2004; Pieters, Baumgartner, & Allen, 1995). The laddering approach with interview data allows researchers to elicit important attributes behind certain customer behaviors. Destination marketing and management researchers can use this approach to analyze qualitative data and understand customers' decision-making processes. For instance, the laddering technique can be used to uncover links between perceived value and destination choice by identifying customers-held perceptions of specific attributes of accommodation, F&B, shopping, transportation, and convention.

Second, this study investigates the concept of the integrated resort, which is new in the tourism and hospitality industry. Although many studies have examined integrated resorts (Ahn, 2019; Ahn & Back, 2018a), studies that apply a theoretical approach to explore the link among attributes, consequences, and values are limited. More particularly, the findings revealed the varying impact of perceived value dimensions on customers' post-experience behavior using an empirical data from the developing country. This study highlights that Malaysian customers place importance on hedonic and social values. The economic value does not seem to translate into significant and positive customers' responses toward the integrated resort brand. Although economic perspective focused on value activities and can be an indicator of post-purchase behavior, in this study, customers value hedonic, social, and altruistic perspective than profitability or transactional benefits. As the study also conducted in Malaysia with the prominence of Asian tourists, socio-economic aspects of tourism spending have been taken into consideration, which influences the hedonic and specifically social values of Asian travelers. Because most of the previous integrated resort studies focused on customers' behavior

in developed countries (e.g. the United States and Europe), the findings of this study expand the existing body of knowledge by conducting an empirical study in a developed country.

Third, the study explored the relationship between perceived value and behavioral loyalty. In line with Keller's (1993) suggestion, customers' perceived value of the integrated resort experiences influences customers' post-consumption behaviors. Consistent with findings from integrated resort studies (Ahn & Back, 2018b), the characteristics of an integrated resort brand is effective in shaping customers' perceived values, which lead to customer loyalty. The findings support the varying effects of multidimensional experiential value and indicate the power of brand relationship in influencing customers' brand loyalty. The findings also support the success of an integrated resort brand is influenced by the strength of customer-brand relationship quality. Thus, creating a strong and positive relationship is an important factor in brand marketing and management. As researchers have suggested, managing the relationship strength is important because it is associated with customers' future behavioral intention in the tourism and hospitality setting (Ahn & Back, 2018b; Lee & Hiemstra, 2001).

6.2. Practical implications

This study also provides useful guidelines for service providers in developing effective brand management strategies. For service providers and marketers, allocating limited resources (e.g. human resource and financial resource) is important to achieve sustained growth. This study highlights the different role of customers' perceived value of various attributes of integrated resort brands, especially the impact of social, hedonic, and altruistic value on relationship quality. Thus, service providers should avoid focusing only on one attribute, such as low price, when they design products or services. Using new technologies, integrated resort service providers can increase customers' perceived social values. For instance, offering a live-chat service via the company website and mobile application is used to interact with customers. The online brand community can also encourage customers' communication with others. Developing fun corporate social responsibility activities (e.g. educational animation and simultaneous games) can also enhance a long-term relationship with customers by combining their hedonic and altruistic values. Given the importance of experience economy, adding economic value may not be enough to translate customers' experience into long-term success. Although economic value influences customers' satisfaction, company's economic value is not the sum of the values of its tangible and intangible assets. Thus, marketers can maximize experiential value by understanding customers' personal values and customizing products or services to attract specific segments of customers.

The findings also indicate customers' motivation for purchasing integrated resort brands. More customers seek for multi-experience value, compared with traditional customers who want trade-off value. Thus, integrated resort brands need to understand and meet their customers' needs. Designing integrated resort experiences with a high level of economic, social, hedonic, and altruistic values is effective in creating customers' loyalty attitude, which results in loyalty behavior. In this study, the level and type of perceived value were not enough to create brand loyalty. When customers perceive relationship quality, they tend to have a high level of loyal behavior toward the integrated resort brands. In other words, when customers choose between integrated resort brands, they will also be affected by satisfaction, trust, and commitment, as well as economic, hedonic, social, and altruistic values. The findings provide insights for destination marketing and management practitioners in handling customers' consumption experiences to foster a positive post-consumption behavior. Thus, practitioners must understand cognition and emotion perspectives of integrated resort brands to establish long-term preference and loyalty from customers.

6.3. Limitations and future studies

While the findings of this study contribute to the academia and industry, it has some limitations. First, the ability of the findings to be generalized is limited because this study is exploratory. Thus, researchers can replicate the current study and extend the findings in other integrated resort destinations. For instance, depends on the focus of integrated resort destinations (e.g. family-oriented brands, gaming-focused brands), the impact of multidimensional value on customers' responses toward the integrated resort brand might be different. Second, this study only examined Malaysian customers' behaviors. Culture may influence the linkage between attributes, consequences, and personal values. Thus, future studies can conduct cross-cultural studies to examine underlying mechanisms of how culture influences customers' perceived values. Third, this study examined customers' loyalty behaviors as consequences. Future studies should explore attributes, consequences, and values with other brand-related factors, such as individual customers' motivation and passion. Lastly, the study measured the impact of customers' perceived value on brand loyalty toward integrated resort experiences. However, customers' characteristics might moderate this relationship. The magnitude of brand involvement and congruence between customers and brands could be included in future studies.

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