THE EFFECT OF SERVQUAL ON WORK ENGAGEMENT AND JOB SATISFACTION FOR AIRBNB ENTREPRENEURIAL ACCOMMODATIONS IN THAILAND

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A dissertation submitted in partial fulfillment of the requirements for the degree of Doctor of Philosophy in Management

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Declaration

I, Xu Ma (Student ID# 6119202004), hereby certify that the work embodied in this dissertation entitled “The Effect of SERVQUAL on Work Engagement and Job Satisfaction for Airbnb Entrepreneurial Accommodations in Thailand” is result of original research and has not been submitted for a higher degree to any other university or institution.

(Mr. Xu Ma)

July 27th, 2024

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Abstract

Title	:	The Effect of SERVQUAL on Work Engagement and Job Satisfaction for Airbnb Entrepreneurial Accommodations in Thailand
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This study aims to investigate the elements that influence the satisfaction of Airbnb owners and their link to the factors that affect owner satisfaction in the Airbnb market in Thailand. This study examines the behavior of Airbnb owners in Thailand in relation to service quality improvement. The focus of the study is to enhance behavioral outcomes through the mediation of variables such as perceived value, owner participation, and satisfaction. Consumers expect to enhance the system by incorporating supplementary behaviors directly linked to their happiness. The study's participants were specifically homeowners who had been using the Airbnb platform for their primary residence for at least one year. By conducting data analysis using samples from 422 informants, the structural equation model revealed that Airbnb service quality significantly impacts owner satisfaction through all mediating factors except for perceived value. The results indicated that the impact on each variable was 95.1 percent for perceived value, 87.6 percent for owner involvement, and 91.9 percent for owner satisfaction. The research findings would be a valuable resource

for owners of industrial properties interested in developing their Airbnb ventures. Companies with similar business models could also adopt the Airbnb business model to prioritize tasks and adjust regulations accordingly.

Keywords: SERVQUAL, Airbnb Entrepreneurial Accommodations, Work Engagement, Job Satisfaction

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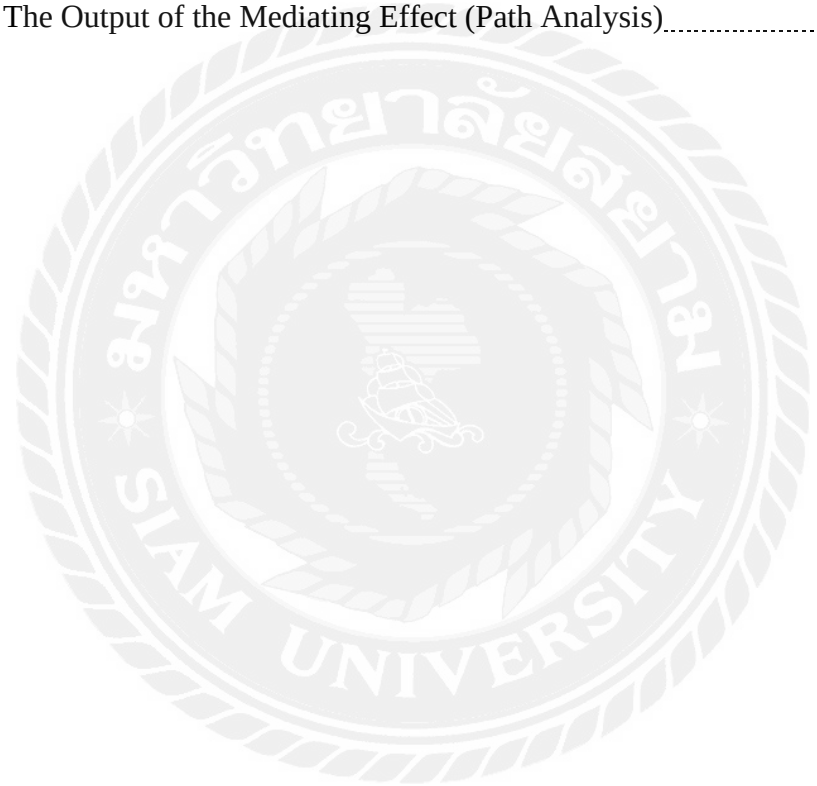


Chapter 1

Introduction

1.1 Background of the Problem

With welcoming over 39.8 million tourists in 2019, Thailand became a world-class destination out of the roughly 1.5 billion total visitors worldwide (UNWTO, 2020). Thailand was ranked 9th for the number of tourist arrivals and 4th for revenue worldwide at 60.5 billion USD, according to the United Nations World Tourism Organization in 2020. The World Travel & Tourism Council (WTTC) 's Economic Impact Reports revealed that tourism contributed 19.7 % of the country's Gross Domestic Product (GDP), bringing in 68.9 billion USD and over 8 million jobs for 21.4% employment (WTTC, 2020).

As a major tourism destination, Thailand offers numerous accommodation options to coincide with budget, purpose, and demand requirements. The Thai government promoted "Thailand 4.0" as a 'smart' model to create a high-income country (Jones & Pimdee, 2017). With the boom of the sharing economy and e-commerce, utilizing idle resources to satisfy increasing demand reshaped Thailand's tourism industry. Under "Thailand 4.0," the country focuses on creativity and innovation to develop a prosperous, secure, and sustainable country (Jones & Pimdee, 2017). Share economy companies like Grab and Airbnb benefited from the new digital economy strategy. The Tourism Authority of Thailand further developed this concept and created a framework by introducing the "Regional Travel Challenge" project. The project embraces the digital impact on the industry, encouraging tourists to travel to more remote areas to experience local culture

and their delicacies (Korže, 2019). Sekorarith (2016) emphasized the traditional hotel, resort, and hostel to the niche accommodations like tree houses or caravans. There has been a significant increase in the accommodation market for condominiums and villas, where the uprise of the realty created a new wave of homestay-style businesses in Thailand.

It is crucial to attract owners to implement the framework for homestay accommodations in their businesses, and owners were encouraged to consider internet marketplaces to display the accommodation images, features, and policies for customers. Traditional online travel agents (OTAs) such as agoda.com or booking.com require various license types and documents before uploading to their websites. If homestay owners fail to provide all government licenses, the listing will not be approved. These present many challenges for owners with fewer guest rooms to be listed and gain customers via traditional OTA channels. To solve the issue while embracing the sharing economy and derived from the traditional OTA, Airbnb was created for homestay accommodation businesses and to attract customers to stay (Jiang & Yin, 2021).

Airbnb is a sharing economy community marketplace that facilitates vacation rentals ranging from shared rooms to entire homes. Compared to traditional hotels that require time-intensive cycles of research, planning, financing, maintenance, and renovations, rooms inside residences such as condominiums, townhouses, or villas are purchased and have owners. These rooms are a residence or an investment and are ready to be reshaped into accommodation for guests. Since many resident owners want to promote their property through these channels, Airbnb gained significant supply from this sector. Each room design is influenced by a wide range of backgrounds and immeasurable

knowledge, where these accommodations offer a unique essence of culture and design with an interpersonal touch. The inflow from the real estate business to the tourism accommodation industry would utilize idle resources, creating extra income for owners to improve their quality of life and support their families (Benítez-Aurioles & Tussyadiah, 2020). Airbnb began a division from the OTA platform that primarily distributed hotel rooms; Airbnb allowed individuals to offer accommodation services to travelers (Ratsamimala, 2016). Their business model challenged the traditional accommodation industry and was considered a disruptive model that prompted Agoda to expand with Agoda Homes & Booking.com to open a home sector to stay modern with this new business model (Permana et al., 2021).

To handle the increased demand for international arrivals, Airbnb showcases accommodations from the homestay segment to their customers. In November 2012, Nathan Blecharczyk, CTO of Airbnb, announced 11 years of operation and 400 listings in Bangkok. On 17th February 2018, Airbnb's head of public policy for Southeast Asia, Mich Goh, announced that there were over 61,400 listings in Thailand, and the average owner earned 2,100 USD annually (Suchat, 2018). In an interview with Airbnb's Strategy and Operation Manager in Thailand, Ardchon shared on 1st January 2019 that there were more than 79,600 active listings in Thailand. Thailand is home to a vibrant community of Airbnb hosts who welcomed 1.88 million guests from 185 countries to their homes and communities in 2018. A shareholder letter for Q4 2020 posted that Airbnb had 46.3 million nights and local tours experienced maximum bookings. The results for the whole year were 193.2 million bookings in 2020. The gross booking value was 23.9 billion USD for the

year, 37% less than the previous year (Airbnb Investor Relations, 2021). Since 1991, worldpopulationreview.com has considered Thailand a dream destination for travelers worldwide and has been a most popular global tourist destination for over 30 years. It positions Thailand's rank as the 8th best country destination for travel. Unfortunately, the COVID-19 pandemic of 2020-21 devastated the travel and tourism industry. According to a report released by the World Travel & Tourism Council, the pandemic damaged the industry by an estimated 4.5 trillion USD in 2020 and a loss of 62 million tourism-dependent jobs in 2020 (UNWTO organization, 2022).

1.2 Significance of the Problem

According to the Tourism Authority of Thailand (TAT) governor, Mr. Yuthasak Supasorn shared that the tourism industry is crucial to the 8 million tourism-related jobs and 68.9 billion USD income it generates for the country. Success relies on the sector to maintain and develop as a top tourism destination, and it is essential to create high customer satisfaction through tourism products and services tourists receive. To attract more customers and earn more revenue, providing a memorable staying experience becomes vital. To fully understand the customers' experience, Airbnb scored six aspects through a customer review process. The review's focus covers accuracy, communication, cleanliness, check-in, location, and value. The basis for the review rates attributes about the owner, the location, and Airbnb's listing information.

Gyodi (2022) proposed determining the needs for Airbnb by considering posts on the pandemic crisis and the economic environment for tourists' budgeting reasons. The

needs found were infrastructure, sustainability, and economics, which represent the challenges of attracting and accommodating travelers while maintaining the quality of life for residents. COVID-19 and the efficacy of the destinations' response have changed the travel industry dynamic and influenced tourism in Thailand as a top destination for travelers. The Top 100 City Destination Index replaced the previous rank system, which compares the attractiveness of 100 cities worldwide using six performance pillars, with the latest report from CNN Travel in 2021. In 2019, the top of the list was dominated by Asian destinations, with Hong Kong and Bangkok leading the charge of travel cities. However, Europe became a new destination for travel. Europe represented eight cities in the top 10 in 2021 (CNN Travel, 2022). The owner's behavior displays awareness of COVID-19, and the multinational hotel groups' impact indirectly affects the hotel industry. The current integration of resident management into the service industry aligns with the modern environment of hospitality technology applications.

Minimal research has been conducted on Airbnb in Thailand and the owners of residences, despite the relatively abundant endeavors to conduct theoretical and empirical research on service quality and other behaviors of entrepreneurs from the booking application perspective in Thailand. The ongoing economic reforms following the post-COVID-19 pandemic have encouraged the tourism industry and the owners who utilized Airbnb for their business to improve their performance. The capacities of Airbnb influenced the importance and helped build up the industry results for residence owners. Therefore, it is necessary to study the aspects affecting owner satisfaction and the behavior

of entrepreneurs using Airbnb in Thailand's hospitality industry. The following details were based on the results of owner satisfaction:

1. The accuracy aspect is based on Airbnb's listing attributes, which include discrepancies between the visual image and content information. It includes if images shown to the customer differ from the actual location or if the content is wrong or inaccurate than the actual accommodation attributes.
2. The communication aspect is related to the owner's language ability, comprehension, and responsiveness. There is a chance the customer may not be satisfied with the owner's language ability because primarily English is used. If the customer has a request, there may be a misunderstanding, and the order and delivery could be wrong.
3. The cleanliness aspect is directly related to the tangible attributes of the room. Compared to hotels, individual rooms operated by owners may lack knowledge, skills, equipment, and materials, proving it has significant importance.

Every owner has a different background from that of their professional tourism counterparts. It creates challenges for customers to receive adequate services based on individual owners understanding of the industry. If owners fail to deliver quality accommodation, the travelers have negative experiences during their stay. These situations can bring legal complaints and cases or even danger to their life, further affecting the country's image. This proves the significance of knowing how to create high customer satisfaction in the Airbnb industry. The results of these efforts directly influence job

creation and income generation for the local communities, attract more visitors to Thailand and utilize idle resources from the real estate industry more effectively.

Another example of change resulting from COVID-19 was during Q4 of 2019 when the virus outbreak began. At the time, all accommodation companies received vast cancellations and changes. Hotel management companies like Marriott and Hilton publicly announced their global policy to permit cancellations or changes without penalties and charges. The Airbnb platform does not have the right to force owners to provide similar services. So, reservations are charged for no-shows or cancellations with an added penalty fee. Overall, customer satisfaction is now affected by the company's lack of empathy and standards. Since the marketplace is not operated by professionals who follow industry guidelines and governance, guests do not receive similar accommodations and standards created by the hotel industry. These standards include room quality, communications, additional and standard services, and accurate online information and images.

During the outbreak, health concerns and the cleanliness of these accommodations became a key concern for customers. Owners were questioned about their cleaning procedures, cleaning frequency, products, materials used, and proper cleaning after each customer checked out. Failure to deliver satisfactory service is emotional and often vital to customer's well-being.

Provided with these details and information, the researcher found that service quality for Airbnb in Thailand is critical to being a quality tourism country that maintains its country image, provides the right services to its consumers, and benefits the community

involved in this industry. Hence, the desire to explore this environment became a top priority.

1.3 Research Question

1. What is the relationship between how service quality affects perceived value, work engagement, and work satisfaction of Airbnb accommodations in Thailand?

2. What factors directly affect the level of Airbnb owner satisfaction?

1.4 Objective

The objectives of this study were:

1. To understand which factors affect the level of Airbnb owner satisfaction.
2. To survey the relationship of the level of work engagement that affects owners' satisfaction with the Airbnb industry in Thailand.

1.5 Limitations of the Study

The limitations of this study are classified as follows:

1) Limitations of Area

The sample areas focus on Bangkok, Chaing Mai, Phuket, Khon Kaen, and Chonburi.

2) Limitations of Population

For quantitative, 500 questionnaires were collected from 247 owners of Airbnb listings in Thailand.

3) Limitations of Content

The theories in the research were based on service quality, perceived value, work engagement, and satisfaction.

4) Limitations of Time

The research was conducted from May 2023 to May 2024.

1.6 Expected Results

1. The research results would provide a reference for service industry performers such as owners, professional management companies, or individuals interested in listing their property on Airbnb and allow them to manage the owners' behavior.
2. Airbnb's business model could be applied to companies with similar business models to prioritize tasks and realign the regulations.
3. Newcomer entrepreneurs could further use the results to shape their regulations and policies and positively influence the accommodation application as a startup.

1.7 Definition

Service Quality refers to the metric of how well a service is delivered to the customer. It is a multidimensional concept focusing on various factors and services that exceed customer expectations based on perceived value.

Airbnb refers to a Vacation Rental marketplace that primarily offers homestay products to customers. It operates its own peer-to-peer (P2P) website, www.airbnb.com,

for owners to list, discover, or book unique accommodations through 191 counties worldwide.

Perceived Value refers to the initial assessment of the value of e-service quality by both owners and consumers. This initial perception acts as a signal that delivers information about the service, to which they will respond during the valuation stage.

Work Engagement is a passionate commitment to succeed in work or projects, manifesting as a persistent and dominant affective-cognitive state. This commitment enhances individuals' psychological presence in the project, motivating them through devotion.

Owner/Customer Satisfaction measures the extent to which entrepreneurs and consumers are satisfied with their experience and interactions with the Airbnb application.

Chapter 2
Literature Review

The research of “The service quality factors affecting owner satisfaction of Airbnb accommodation in Thailand” will be equipped with detail in this chapter as follows:

2.1 Airbnb Business Model

2.2 Airbnb E-commerce Business Model

2.3 Service Quality

2.4 ServQual in Resident Service Businesses

2.5 Work Engagement

2.6 Perceived Value

2.7 Stakeholder Satisfaction

2.8 Conceptual Framework, Hypothesis, and Explanation of Hypothesis

2.1 Airbnb Business Model

Airbnb is an e-commerce company designed based on the sharing economy model. It was initiated by Brian Chesky, Joe Gebbia, and Nathan Blecharczyk in 2007 in San Francisco, California. The vacation rental online marketplace came to life when the city overbooked an industrial design conference. Brian Chesky and Joe Gebbia founded the online booking website airbedandbreakfast.com, providing an air mattress for the first guest to stay in their living room. During the Democratic National Convention in August 2008, accommodation in the city was again in high demand. The

Airbed and Breakfast website officially launched and received 80 bookings during this period (Airbnb, 2018).

In January 2009, the Airbnb founders attended the startup incubator Y Combinator to prepare for their startup company. In March 2009, Airbed and Breakfast rebranded as Airbnb, and the business expanded to include condominiums, villas, and vacation homes rather than just air mattresses in rooms. In August 2009, Airbnb organized its first international meetup for hosts in Paris.

In November 2010, Airbnb launched an app on the Apple Store, and in the same year, it introduced the instant booking function. Hosts could list their properties and receive instant confirmation from guests, reducing waiting times and enhancing the booking experience. In 2011, Airbnb set up an office in Germany, marking the beginning of its global expansion.

In 2012, Airbnb introduced the "One Million Dollar Host Guarantee," an initiative designed to protect homeowners, hosts, and their assets. If a guest caused damage to the property that exceeded the security deposit or if no deposit was required, the One Million Dollar Host Guarantee would cover damages up to one million US dollars. This policy also included coverage for damage caused by a guest's assistance animals (Airbnb Host Guarantee, 2021).

During the FIFA World Cup in Rio de Janeiro, Brazil, in June 2014, Airbnb accommodated over 100,000 tourists. On May 25, 2015, Brian Chesky was honored with the title of Presidential Ambassador for Global Entrepreneurship. At the Airbnb Paris Open the same year, over 6,000 hosts from around the globe gathered for the event. On November 17, 2016, Airbnb introduced the "Trips" function, enabling business firms to use Airbnb for corporate travel. This feature included a free control

panel with clear, accurate reports for human resource officers or managers to monitor business travel. The panel also provided price notifications to help companies reduce travel costs by alerting them when a searched room's price dropped.

On March 21, 2017, Airbnb's co-founder and CEO, Brian Chesky, announced the new Chinese name for Airbnb in Shanghai, China. The name "Ai Bi Ying," which translates to "welcome each other with love," was chosen to attract Chinese hosts and further the company's global expansion. Alongside introducing the name, the company launched a collection of visual images and a short film to reinforce this welcoming concept (Airbnb Design, 2017). On February 22, 2018, Airbnb introduced a new function called "PLUS." This feature highlighted each region's best listings and hosts, offering properties with unique designs, convenient facilities, and fast, friendly service. To qualify for the PLUS designation, hosts needed to maintain a rating of over 4.8 out of 5 points and ensure that reservations were honored without cancellations (Airbnb PLUS, 2018).

On March 7, 2019, Airbnb signed a deal to acquire HotelTonight, further expanding its accommodation options. After 11 years of growth, the company offered 7 million listings in 220 countries and regions worldwide. Out of the 100,000 available cities, more than 30,000 tiny houses, 5,000 castles, and 3,000 treehouses were listed on Airbnb. More than two million people stayed in Airbnb properties each night; by 2019, 750 million guests had experienced Airbnb's accommodations and services.

Due to the outbreak of COVID-19, on June 18, 2020, Airbnb developed an enhanced cleaning protocol that introduced a five-step cleaning process and a room-by-room checklist to provide travelers, hosts, and policymakers with comprehensive

cleaning guidelines. This protocol included a Quick Start Guide, a Cleaning Handbook, and guidance from local governments and health authorities.

On December 9, 2020, Airbnb announced the pricing of its Initial Public Offering (IPO), expecting to raise approximately $3.4 billion at the Nasdaq Global Select Market. Morgan Stanley, Goldman Sachs & Co. LLC, and Allen & Company LLC acted as the lead book-running managers for the offering. Airbnb opened at $146 per share on the first day of trading, finishing with a 112% increase, which brought the market capitalization to $86.5 billion (Burke, 2020).

2.1.1 Airbnb Experience for Owners

Airbnb (2021) stated that its targeted clientele are hosts willing to share their accommodations for profit, providing guests with a diversified staying experience. Hosts have the option to share a room in their current house or condominium or rent out the entire unit of their second home. The user experience is based primarily on internet and mobile application use. The reservation process requires guests to access the internet or a mobile application and pay for their stay via a virtual payment gateway. While Airbnb offers the “instant” confirmation option for some listings, guests still have the option to chat with hosts to get to know them and ask questions related to their stay in advance.

The Airbnb concept encourages guests to stay in local homes, live within local communities, and learn about and understand local culture, creating a positive social impact through the stay experience. For the local community, it generates supplementary income in addition to other occupations. Buathongchan (2016) supported this point, confirming that Airbnb has become a lifestyle choice for young adults. Environmental concerns and creative assumptions are becoming preferred

options over volume consumption. Maichum et al. (2017) found similar results in their research on young Thai respondents aged 18-29. Their findings show that green products positively influence purchasing behavior. Young Thai consumers are increasingly influenced by environmental consciousness, environmental knowledge, and environmental attitudes. In addition to traditional lodging, Airbnb promotes eco-friendly listings. Airbnb's community tourism program organizes community cleanups and shares sustainable travel habits. Unlike luxury travel, which often involves imported luxury products and foods, Airbnb encourages hosts to use local products and food to reduce carbon emissions. Data shows that 88% of Airbnb hosts incorporate green practices, and 66% of guests confirmed that the environmental benefits of home sharing influenced their choice to stay (Airbnb, 2018).

As a global operation, Airbnb does not always comply with local laws at the platform level. Since transactions are made between two parties who are strangers, a high level of trust is required. Strangers can access information such as house location, social instant messenger IDs, and payment information, compelling the development of e-commerce laws to keep pace with industry developments. The company requires hosts to obtain the necessary licenses and permits to comply with local laws. Across Thailand, signs and posters in many condominiums and apartment residences remind owners that these properties are private and cannot be rented as Airbnb units. This creates a negative impact on customers during their stays in Airbnb units. The government faces challenges in collecting taxes, reducing unfair competition with the current hotel industry, and managing increased pressure from hotel investors and owners (Pandey, 2019).

Therefore, hosts and guests must communicate and provide information effectively. Airbnb creates two kinds of experiences. The first is between the host and guests via the system. Airbnb facilitates the reservation process through their online websites or mobile applications, enhancing convenience and efficiency. Guests can enjoy their stay and potentially become repeat customers of the host. The second experience is based on the local community. Airbnb organizes events and activities online and offline, allowing hosts and guests to get to know each other and share their experiences and successes. During these activities, hosts can exchange best practices and new management tools with other hosts, while guests can share their memorable experiences with the local community.

2.2 Airbnb Business Model

The availability of information and global opportunities has provided more firms with equal development chances. The online model of matching scattered business solutions with suitable production companies has become significant in the fast-changing economic environment and wealth distribution (Brynjolfsson & McAfee, 2011). Comparing these findings with other studies confirms that the new economy model, affected by globalization and information technology, has facilitated trade across national borders. Based on studies that view the economy as a change of property ownership in markets, the ability to access services through networks and the availability of products and services are key attributes of international trade (Rifkin, 2001).

Traditional companies and businesses are conducted offline, where buyers and sellers meet face-to-face. E-commerce relies on internet technology and smart mobile

technology to facilitate "purchasing, selling, transferring, or trading products, services, or information via the internet online" (Lin & Wang, 2015). As a product of advancements in Internet technology, the broad definition of e-commerce encompasses all business activities that use the internet as a medium. The term e-commerce has different interpretations among different individuals. A website programmer might consider e-commerce an information technology system that displays a list of goods or services via a website. At the same time, a big data analyst might perceive e-commerce as a collection of data to analyze orders.

Scholars have developed various theories to conceptualize e-commerce. Among these researchers, Zwass's framework includes several levels, with each lower level supporting a more defined function at a higher level. His concept revolves around three meta-levels: infrastructure, services and structures, and goods (Zwass, 2003). Building upon the dynamic nature of websites, Elsie and Paula developed the Electronic Commerce Component Model (ECCM), which combines three major components: legal, services, and infrastructure (Chan & Swatman, 1999). ECCM expands the boundaries of the e-commerce definition, focusing on the dynamic features of the components and their sub-objects. However, a disadvantage of ECCM is the subjectivity of the objects, making it challenging to weigh the importance of each objective and making it less user-friendly for determining e-commerce in terms of numbers. With the significant increase in internet users, traditional issues such as copyright and privacy violations are also rising. As internet development outpaces the establishment of laws and regulations to address these issues, the term "legal" may no longer be accurate and is suggested to be changed to "e-legal matters" (Poong et al., 2006). Together with changes in the Active E-commerce framework, five major aspects

have been identified to form the definition of electronic commerce, including network technology, transaction application solutions, business functions, and parties to the relationship.

Six characteristics are discussed in the research on Thailand SME E-commerce companies (Limthongchai & Speece, 2003). Trialability is highlighted as an aspect of e-commerce that allows consumers to visually or physically try the product and provides return options if the product is unsatisfactory. Another exploratory study analyzes search options and search engines as key characteristics of e-commerce (Choudhury & Choudhury, 2010). With websites containing various information and details, making all information accessible, sorted accordingly, and effectively searchable becomes a focus for e-commerce companies. This enables companies to offer better service quality and enhance owner satisfaction. The researchers listed 13 characteristics, including navigation friendliness, appearance, and hyperlinks to other information, which still require further study (Ezzi, 2016). Ezzi explored the e-commerce marketplace in Saudi Arabia and found common characteristics such as mobile-friendly technologies, content sharing to social media, auto-responders to increase owner engagement, and providing timely feedback.

The influence of e-commerce extends to China, where Du & Tang (2014) studied Chinese e-commerce development and summarized five main characteristics of e-commerce:

(a) Standardization: Standardized procedures streamline activities among producers, consumers, and business agents.

(b) Convenience: In the e-commerce business environment, consumers are no longer restricted by location or region. They can utilize streamlined business procedures to make complex purchase decisions quickly.

(c) Integrity: E-commerce separates the trading process into standard procedures, integrating human operation and electronic data collection into an integrated service. This approach reduces errors by consolidating each activity into one service.

(d) Security: Security is a key factor for success in all businesses. E-commerce requires coded systems, signatures, approval processes, data storage, firewalls, virus screening and removal, and addresses different concerns from traditional business models.

(e) Compatibility: E-commerce involves collaboration within the company across various departments such as content management, visual arts and design, payment gateway, accounting, communication, after-sales services, and technology. It also requires compatibility with business partners like wholesalers, sub-agents, and logistic companies to offer a complete product to consumers.

2.2.1 Airbnb on E-Commerce Embraces Sharing Economy

Various components have been unveiled throughout technological advancements, enabling business models to encompass a wide array of setups and characteristics. In response to the impact of the ongoing COVID-19 pandemic, enhanced e-commerce setups now offer comprehensive online trade and management services. These include functionalities such as content setup and display, online advertisement, Frequently Asked Questions (FAQ) indexes, live chat boxes, online

negotiation, order placement, payment gateways, E-Wallets, feedback gathering, and trade history management (Alfonso et al., 2021). According to Alfonso's study, e-commerce firms have launched new products and services during the pandemic. For instance, medicine shops introduced virtual healthcare services, encouraging patients to contact doctors for medical advice remotely. UBS Group AG, a Swiss investment bank reported that Chinese short video company ByteDance's TikTok mobile application launched the yellow trolley shopping function within the video clips. It collaborated with the Alibaba group to open merchant stores on the platform and facilitate shopping transactions (UBS, 2020). Business models were also being adapted to minimize contact and reduce the risk of virus transmission. Amazon, for example, tested robot technology in its operations, including automated drones and vehicles to deliver products to customers (CNN, 2020).

The sharing economy business model in the e-commerce environment orients toward the concept of an asset-light model. Mary Meeker (2018) defines the asset-light model as cloud-based mobile solutions that enable consumers to access products and services effortlessly. Previous studies consider the asset-light model as a situation where consumers use products without owning them (Sohn et al., 2013). Business providers prioritize choosing services and solutions over repeatedly purchasing products, for example, using digital books instead of printed copies or renting a car instead of purchasing and maintaining one. In the era of the internet and the information economy, maximizing gains through limited resources has become the goal for companies. Many enterprises adopt the asset-light model, focusing only on core segments and outsourcing logistics, production, call center, and after-sales services to other professional outsourcing companies. With reduced investment and increased

efficiency, companies can offer products to consumers at lower costs (Yu, 2018). Since the second industrial revolution, electronic devices have become widely available and utilized globally.

The surge in demand for resources and energy has led to their exhaustive exploitation. Consequently, people have begun studying how to allocate limited resources more effectively while maintaining economic growth. The objective of a sustainable and long-term plan has become more apparent in light of these trends. Following these developments, the asset-light model encourages businesses to invest only in core values. At the same time, the sharing economy complements this by offering a platform to obtain the required resources from society. The production concept is further weakened by providing the right of usage in exchange for financial rewards. The value of the sharing economy lies in reorganizing the ownership and right of usage of products and services to achieve better efficiency (Puschmann & Alt, 2016). Unlike asset-light companies, sharing economy companies focus more on building platforms (Casella & Formenti, 2019). These platforms allow providers to share idle products with those in greater demand, reducing the information gap among trading activities by providing feedback, evaluation scores, and FAQs to increase the ratio of satisfied purchases. Unlike asset-light companies, sharing economy companies do not focus on producing products themselves (Jiang & Li, 2020).

The sharing economy enhances e-commerce companies in several ways. Firstly, it reduces the cost of products, lowering the investment required. Business-to-business (B2B) and business-to-customer (B2C) e-commerce models utilize digital platforms to sell products and services produced within the company, requiring investments in factories, warehouses, raw materials, and manufacturing processes. In contrast, sharing

economy enterprises do not need to create any products themselves. By encouraging individuals to list unused resources they own, others can temporarily access these resources, effectively making them products of sharing economy companies (Ritter & Schanz, 2019). Users who demand these products can pay the owner via the platform to use the resources when needed. Secondly, the sharing economy can maximize economic returns. When a company needs to produce a product, profits are diluted due to material purchase, staffing, and logistics costs. With a sharing economy company, the platform serves as an exchange medium, ensuring procedures do not dilute profits. As society becomes more sophisticated and diversified, the sharing economy model combines with e-commerce companies to provide a greater potential market (Muñoz & Cohen, 2017).

Bosman (2010) introduced the concept of "Collaborative Consumption," a cultural and economic practice influencing consumption and trade. Collaborative consumption allows consumers to obtain and provide products or services temporarily or permanently within a resource circulation environment. Compared to traditional trading methods, collaborative consumption involves more possession of products and their provision to others. Rachel Bosman (2013) further divided the sharing economy into three stages. The first stage involves sharing source code and delivering information to the public via the internet. The second stage entails sharing information and content using instant messenger software, applications, or social media websites. Finally, the third stage involves sharing tangible products and idle resources online and offline.

Several companies like Uber, Lyft, Grab, WeWork, and Airbnb have emerged in the third stage. These companies provide various products and services, allowing

owners to share resources such as cars, office space, empty bedrooms, and houses. Among these, Airbnb stands out as the market leader in the accommodation industry, enabling owners to share their homes with others to generate income.

2.3 Service Quality

2.3.1 Definition of Service Quality

Service quality has been a subject of investigation since 1980, with numerous definitions emerging over the years. Many of these concepts revolve around how well customer needs are met and how closely service delivery aligns with owner expectations. In the context of Airbnb, owners must create an environment conducive to customer satisfaction and comfort.

The study of service quality can broadly be categorized into two schools of thought: the Nordic school, based on Groroos's (1984) two-dimensional model of technical quality (outcome) and functional quality (process), and the North American school, which introduced the five-dimensional SERVQUAL model. The latter model assesses global judgments or attitudes regarding service superiority, as Parasuraman et al. proposed (1985, 1991, and 1994). However, the Nordic school often overlooks consideration of the physical environment in which the product or service is exchanged. In contrast, the North American school identifies gaps between overall perception and service delivery expectations.

In the industry, three primary definitions of service quality are widely accepted and practiced. First, service quality is defined as perceived service quality by Parasuraman, Zeithaml & Berry (1985), where owners' perceptions of service dominate the evaluation of a product's success. Owners' judgments about a business's overall

distinction or dominance are used to assess perceived service quality, which can vary based on factors such as time, location, or environment. Owners receiving the same service may perceive service quality differently (Heinonen, 2004).

The second definition further examines service quality as the extent to which owner expectations are met (Parasuraman, Zeithaml, & Berry, 1988). In the accommodation industry, owners have varied demands, necessitating frequent service improvements to meet increasing expectations. Service that exceeds expectations leads to owner satisfaction, while service below expectations may result in dissatisfaction (Ding et al., 2020).

The third definition suggests that service quality is defined as matching technical specifications (Grönroos, 1988), encompassing tangible and intangible aspects. This definition emphasizes tangible products within the realm of service quality. From the company's perspective, it entails creating standards, procedures, rules, and regulations to control employees, hygiene, and processes. Companies aim to manage human resources and production processes to deliver quality products and achieve service excellence (Grönroos, 1984).

Across these three definitions, service quality is seen as an attribute that owners invest time, financial resources, and energy into acquiring e-services from applications. When the feeling of pleasure and comfort derived from the service outweighs the resources spent, the service is considered high quality; otherwise, it is deemed low quality. Unlike product quality, controlling service quality is more challenging due to the involvement of human resources. Product quality can be closely monitored during manufacturing, whereas service systems are affected by the uncertainties of human behavior, such as attitude, mood, action, and skills (Redman & Mathews, 1998).

Moreover, as human minds are diverse, the quality outcome may vary. Owners' perceptions are influenced by what customers see, know, and experience, leading to different perceived values for the same service (Li et al., 2008).

In summary, service quality is a comprehensive measurement of how well a service meets or exceeds customer expectations based on perceived value. It encompasses multiple tangible and intangible factors that can be tailored to different industries and organizations.

2.3.2 ServQual Model

Seth and Deshmukh (2004) conducted a comparative analysis of 19 service quality models documented in the literature. They discovered that the outcome and assessment of service quality depend on various factors such as the service setting, situation, time, and need factors. Additionally, customers' expectations of specific services change over time, with increasing encounters with a particular service and in response to competitive environments.

Service quality models serve as frameworks to evaluate and enhance the quality of services organizations offer. Seth and Deshmukh (2005) highlighted reliability, responsiveness, assurance, empathy, and tangibles. They emphasized the influence of factors such as service setting, situation, time, and need on the outcome and assessment of service quality. These models aid organizations in understanding customer needs, identifying areas for improvement, and ultimately boosting customer satisfaction and loyalty.

In figure 2.1, word-of-mouth communication, personal needs, and past experiences shape customers' service expectations. From the expected service, consumer would compare the perceived service and the service delivery process. Base

on the feedback, management would translate the perceptions into service quality specifications and management perception. There are five gaps between consumers and marketers in the service delivery process:

1. Gap 1 exists between consumers' expected service and marketers' management perception of those expectations. Marketers may fail to grasp consumer expectations accurately due to inaccurate management perceptions.
2. Gap 2 is between management perceptions of consumer expectations and the translation of those perceptions into service quality specifications. Marketers must accurately translate perceptions into specifications to align with consumer expectations.
3. Gap 3 lies between translating perceptions into service quality specifications and actual service delivery (including pre and post-contacts). Even if marketers accurately translate perceptions into service quality specifications, there is often a risk of inadequate service delivery.
4. Gap 4 occurs between service delivery and external communications to consumers. This gap indicates that the service delivered to consumers may not match the communications made to them, including brand promises.
5. Gap 5 exists between perceived value and the expected service of the consumer. Consumers may perceive that the service delivered does not align with their expected service, leading to a gap in perceived value.

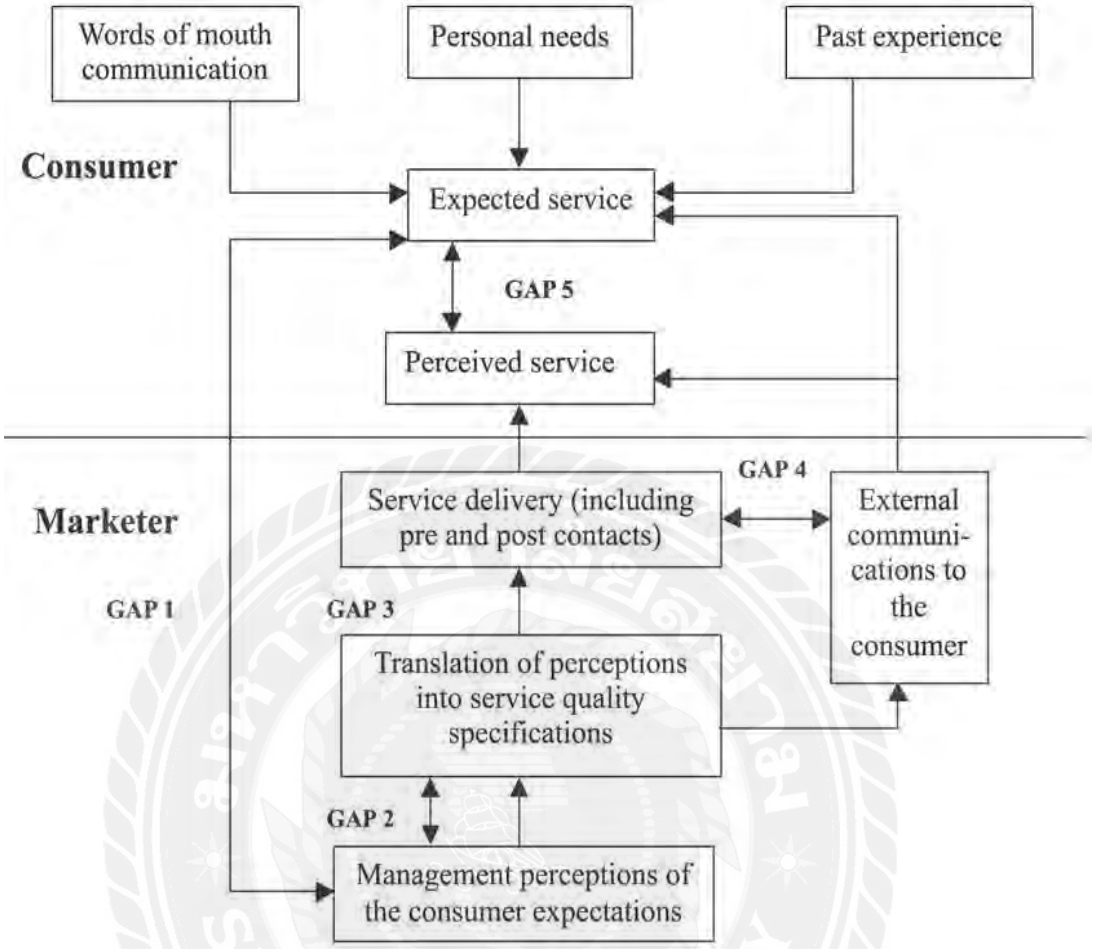


Figure 2.1 Service Quality Model

(Source: Parasuraman et. al., 1985)

Parasuraman et al. (1988) developed the ServQual model to assess the disparities between owner expectations and the perceived service received. Their findings indicate that owners tend to prioritize similar preferences when evaluating service quality across four sets of independent samples, including repair services, banking products, credit card products, and phone products. The ServQual model encompasses five dimensions:

1. Reliability: This dimension assesses the ability to deliver services accurately and in line with the brand promise and advertisement.

2. Assurance: Assurance pertains to employees' knowledge and experience, as well as their courtesy and professionalism, which foster trust and confidence in the service provider.
3. Tangibles: Tangibles encompass the condition and appearance of equipment, facilities, staff, and materials associated with the service.
4. Empathy: Empathy focuses on the attention and care the service provider provides to owners. It involves understanding their needs and preferences and customizing standard services or products into personalized offerings.
5. Responsiveness: Responsiveness refers to the service provider's willingness to serve owners and respond promptly and proactively to their requests and demands.

Building on this theory, Gronroos (1984) refined the ServQual model to include technical quality, functional quality, and corporate image. This expansion provided further insight into the relationships between service providers and customers, as depicted in Figure 2.2.

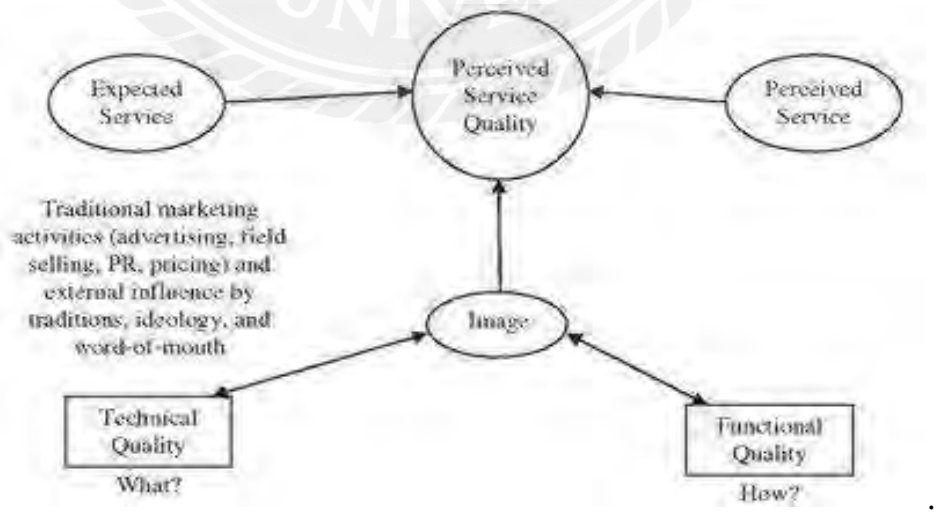


Figure 2.2 Grönroos Model

(Source: Grönroos, C., 1984)

Andreassen (1998) expanded the ServQual theory by investigating service innovation, highlighting how organizations can influence customer satisfaction by modifying their service delivery and designing services.

In addition to service innovation, Edvardsson (2013) introduced the concept of Service-Dominant Logic (S-D Logic), a theoretical framework emphasizing the significance of services in economic and social exchange.

Furthermore, Lovelock (2015) introduced the concept of Service Blueprints, providing a visual representation of the service process. This approach aids organizations in comprehending and improving service delivery.

2.3.2.1 Tangibles

1) Definition of Tangibles

As defined by Panda et al. (2014), Tangibles encompass the aspects of products or services that can be perceived without purchasing the service. These are the visible elements of the service businesses utilize to enhance external owner satisfaction.

According to Ganguli & Roy Technology (2013), tangible service quality facilitates services' meeting user satisfaction, with technology effectiveness driven by personalized service offerings, rectification of service errors, and proactive customer engagement. In evaluating service quality for technology-enabled services, dimensions such as searching requirements, consumer communication, information acquisition, mass customization, and ease of use are considered.

Luk (1997) describes tangibles as information provided by the owner via the application, including meal photos for visitors, travel information, marketing materials, and feedback from previous guests.

Yu Sum & Leung Hui (2009) define tangibles in terms of demographic characteristics of salespersons, including age and gender, as well as physical attractiveness, such as facial features and attire. Whether the service is delivered in person or through a platform where sellers' profiles are displayed, this factor is relevant.

Peng & Zhang (2020) highlight the impact of tangible factors on service quality and customer satisfaction, particularly in the Internet of Things (IoT) context. Tangible products such as mobile check-in/check-out, facial recognition for security, service robots, digital door locks, and various smart devices are examined. Differences in the importance of evaluating tangible attributes between accommodation industry managers and guests are noted, with managers prioritizing aspects such as room décor and beds. In contrast, guests focus more on factors like noise levels and Wi-Fi connectivity.

In summary, tangible elements in service delivery involve physical evidence within the application, underscoring the owner's role in the service process and Airbnb's ability to innovate and incorporate human-to-technology interfaces. Conceptualizing tangibles in service quality should encompass modifications in the application process and service performance to meet owner needs and maintain a competitive advantage.

2) Theory Related to Tangibles

Luk (1997) emphasized that tangibles in the context of generic service characteristics theory significantly influence the formulation and implementation of service marketing plans. This theory raises important considerations regarding the type of marketing culture suitable for service marketing. Employers and employees can better understand and execute the marketing function by focusing on tangibles. Responding to customer or owner requests from a marketing perspective can eventually

lead to behavior changes that more confidently and effectively meet owners' specific needs.

Zhang & Wang (2012) explained that the House of Quality (HOQ) is a fundamental method for Quality Function Deployment (QFD), which utilizes matrix deployment to translate customer values (or owner values) into product or service characteristics. This method integrates customer requirements and perceived value into service design and quality improvement processes. The information needed for this translation is often obtained through market surveys or owner opinions. With advancements in IT, some researchers, like Gansky (2010), categorize these new business activities as ways to provide services and products to consumers through digital technology.

Mei et al. (1999) highlighted that hospitality service quality is influenced by visually presented brochures and directories available on applications. E-commerce platforms enhance tangibles through properties like listing pages for owner information, virtual brochures, fact sheets, and directories for guests.

Hung (2017) found that the information technology and services industry leverages website design aesthetics, content and information visualization, live chat functionalities, and virtual tours to convey a perception of superior service quality. These elements are crucial for creating a tangible sense of quality in the digital environment improving customer satisfaction and engagement.

In summary, tangibles are critical in in-service marketing and quality, influencing customer perceptions and organizational strategies. By effectively incorporating tangible elements into their digital platforms, companies like Airbnb can enhance their service quality and better meet the needs of their owners and guests.

2.3.2.2 Reliability

1) Definition of Reliability

Sum and Hui (2007) define reliability as the result of a customer's perception of the service, specifically the owner's perception of an application in this context. Reliability is viewed as an attitude that emerges from comparing expectations with actual performance, emphasizing the application's ability to provide consistent and dependable service at the right time.

Bell (2004) describes reliability as focusing on the technical and service components of activities in service quality. This approach often limits the understanding of people's perspectives on quality. It includes mechanisms such as employee feedback, customer complaints, and surveys to develop customer systems. Corporate governance has recently highlighted the importance of customer reliability, emphasizing person-based transactions between owners and systems. This suggests the need for empirical and straightforward techniques to assess and improve reliability.

Edvardsson (1998) defines reliability in terms of the dependability of entrepreneurs. It involves the company's ability to fulfill client commitments, adhere to price agreements and other conditions, meet time limits, and perform services correctly from the outset.

In conclusion, reliability is a central factor in the quality concept from the owner's perspective using an application. It involves delivering service as agreed, meeting owner expectations, and inspiring confidence and trustworthiness. Applications must demonstrate the ability and competence to provide reliable and trustworthy services, ensuring owners feel secure in the company's capacity to deliver the promised service.

2) Theory Related to Reliability

Edvardsson (1998) highlights the connection between customer loyalty and reliability in service quality, particularly for owners using Airbnb applications. He emphasizes that favorable owner experiences linked to emotional reactions distinguish excellent companies from average ones. These experiences are not solely based on value-for-money outcomes and cognitive assessments but also involve affective reactions elicited during consumption. Satisfaction is thus tied to both cognitive judgments and emotional responses.

Parasuraman (1985) defines reliability as the ability to solve problems sincerely, measuring whether a firm performs services correctly the first time. Reliability also involves honoring brand promises, which include billing accuracy, keeping accurate and traceable records, and performing services within the agreed timeframe.

Mei et al. (1999), in their HOLSERV study, define reliability as performing services accurately, reinforcing the belief that a company should deliver on its promises. They emphasize that dependability in handling service problems and timely service are critical reliability aspects. The LODGSERV theory, used to analyze service gaps among travelers, hospitality workers, and superiors, also considers reliability as the most critical part of quality evaluations. Although SERVQUAL theories are widely accepted and used across the industry, some researchers argue that these theories need to be adapted to specific sectors, particularly concerning personal data protection and confidentiality, which have an increasing impact on a firm's perceived reliability (Humnekar & Phadtare, 2011).

In summary, most theories on reliability focus on three main aspects:

1. Accuracy: Ensuring services are performed correctly and accurately.

2. Maintaining Records: Keeping precise and traceable records.
3. Honoring Promises: Meeting brand promises, including timely and dependable service delivery.

2.3.2.3 Responsiveness

1) Definition of Responsiveness

Chen, Lin, & Chen (2015) define Responsiveness as the interaction between service providers and consumers, which enhances service quality, attracts and retains customers, and improves competitiveness. Methods for enhancing responsiveness focus on creating a positive consumer experience and ensuring a thorough evaluation of the consumption process.

Bruhn & Georgi (2000) highlight that Responsiveness involves employees being well-informed about external communications to meet owner expectations. When employees lack knowledge of these communications, they may fail to meet the standards set by management, leading to unmet expectations.

Gadalla, Keeling, & Abosag (2013) describe Responsiveness as effectively resolving problems or complaints with empathy and simplification, supported by customer interactions with employees. While knowledge and experience are essential for responsiveness, aspects like security and discretion are also crucial for meeting consumer needs.

In summary, Responsiveness is a key element of service quality that leads to customer satisfaction or dissatisfaction. It involves promptly supporting and designing services to meet customer needs. The responsiveness process reflects how well a firm’s policies and services address customer expectations as perceived during service interactions.

2) Theory Related to Responsiveness

Koornneef (2006) mentions that online services indicate that transforming service quality relates to the responsiveness of the service. This may appear to be relatively high, and the company is involved because personnel loyalty passes through experience from company service. In other words, each person indicates that the service's ability to perform dependably and accurately was of a lower-than-expected quality. Still, the staff's knowledge, courtesy, and ability to convey trust and confidence almost met their expectations. Responsiveness is one of the most widely examined factors in SERVQUAL theory and the easiest to compare in terms of quantity. The availability to respond to guests' requests regarding time waited is widely accepted across the industry when using SERVQUAL theory.

Tefera & Govender (2016) argued that the response time showed the importance of responsiveness, such as fast treatment of guarantees, direct assistance from professionals in case of urgency and emergencies, making spare parts and replacements available, and providing quick feedback to guests' complaints while dealing with professionalism. Regarding personnel, availability, willingness, and prompt action form the key elements of responsiveness.

Dandörfer (2019) mentioned that Airbnb has both online and in-person services. Owners are increasingly choosing chatbot technology to apply to online services and provide information during guests' stays. Compared to human services, chatbots have their strengths and limitations. Researchers generally agree that chatbots positively impact responsiveness and information provision. However, regarding the quality of responses and the lack of personality during service delivery, caution is advised. A major problem is that chatbots may not recognize the native language of the speaker,

leading to misunderstandings and dissatisfaction. Natural language processing is a developing area, and self-AI learning is being planned to enable software to collect questions and learn answers to provide better, faster, and higher-quality responses.

De Haan et al. (2018) mentioned that technology is not limited to text form but has also developed voice control and interpretation over recent years. Smart speakers like Google Home allow guests to reach virtual assistants like Alexa for more responsive answers regarding the location, surroundings, and internal facilities. While chatbots perform customer service, website navigation, and even sales functions, ensuring they comply with standard operating procedures (SOP) and brand essence is debated among researchers. Companies require chatbots to be set up with expectations similar to employees, including language, tone of voice, and accent. The importance of chatbots in positively impacting service quality in the Airbnb industry is still unclear and requires further study.

Pucciani & Murphy (2011) said several attempts had been made to increase hotels' responsiveness to guests by sharing information. With the help of IT applications, hotel and accommodation providers use extensive systems for data sharing. The central reservation system (CRS), property management system (PMS) in the front office, point of sales (POS) terminals in restaurants, and housekeeping and engineering systems can all be linked and communicated to share information and provide the fastest response to guests. Information is widely used in departments such as sales and marketing, finance and accounting, maintenance, public relations, security, housekeeping, restaurants, and spas.

Bosma (2021) noted that Capterra collected data on more than 500 PMS companies worldwide, offering management solutions to accommodate companies.

Unlike hotels where each room type has multiple units, Airbnb accommodations often face the issue of each room being a unique listing. Specific software catering to Airbnb operators' needs, such as Guesty and Ownersyapp, has been created to help increase efficiency and responsiveness from owners to guests.

In summary, numerous studies have focused on reacting faster, minimizing waiting times, and reducing queues in the past three decades. These studies are primarily centered around two key factors: response time and personnel.

2.3.2.4 Definition of Assurance

1) Definition of Assurance

Zhang, He, Fang Qin, Fu, and He (2019) defined assurance in the context of e-service quality, emphasizing its importance for customers interacting with various touchpoints when they search, buy, and receive support. These customers can easily switch among channels, seeking secure and positive experiences.

Haw (2018) related assurance to empathy, including courtesy, politeness, friendliness, and actions that inspire trust and confidence during business interactions with consumers. While the level of these skills among management may be unclear, explicitly organizing in this area can improve service receivers' experiences. Businesses could also explicitly address receivers' service perceptions and consumer interaction expectations.

Willborn (1985) explained that assurance in quality assurance extends beyond mere compliance with customer requirements. It involves ensuring that product design, production, and performance are based on modern technology, leading to rationalized production, minimized costs, and maximized customer satisfaction. The relationship

between quality assurance and advancing technology can result in the creation of competitive products and services.

In conclusion, assurance refers to the communicative value attributed to assurance statements by stakeholders. Assurance in service quality can stimulate market growth. The communicative value of assurance is a complex activity, contributing significantly to the initial service provided by the assurance provider. Assurance is an essential feature of the assurance market, impacting the value assigned by stakeholders to assurance statements.

2) Theory Related to Assurance

Lin, Chen, Liu, and Li (2022) stated that social interaction refers to interpersonal relationships where individuals share values, beliefs, and interests. Assurance in these relationships may be self-established without conscious awareness of the connection between people and businesses. From a social capital perspective, interactions between service providers and receivers are inevitable, highlighting the need to understand how these social interactions occur and how they create a secure and cooperative climate between business systems and personal expectations.

Petkova (2017) explained that courteous and polite staff are widely recognized attributes in the service industry, initially identified in SERVQUAL in 1988 and later confirmed by HOLSERV in 1999. In the hotel industry, staff undergo training, testing, and monitoring to ensure these behaviors are consistently delivered to guests. Agencies monitor performance to provide data for further adjustments. These behaviors are codified in Standard Operating Procedures (SOPs), which serve as guidelines for maintaining consistency. SOPs include procedures, rules, regulations, standards, and policies to ensure effectiveness and suitability for targeted guests. They provide a

hierarchical approach to addressing guest issues, escalating to higher management if necessary.

Despite the clear standards and their importance, organizations face difficulties applying SOPs to daily operations. Staff may resist changing their behavior to match new standards. Studies show that once staff become accustomed to certain practices, it is challenging to adopt new approaches. Petkova (2017) noted that staff resistance often stems from a lack of understanding of the benefits and importance of SOPs for guests, management, and the organization. This issue frequently arises when hotel chains take over new properties and implement new procedures.

Giacomel and Dumoulin (2020) observed that staff mindsets and communication gaps between management and department heads can lead to inconsistent directions, complicating hierarchical reporting and causing service failures. During busy hours, the pressure from guests can lead to compromised procedures, particularly in departments like food and beverage during meal times or the front office during check-in periods.

Wood and Brotherton (2008) highlighted several problems with SOPs in organizations. SOPs require a hierarchical structure for secondary decision-making when issues arise, which can increase organizational size and reduce profitability. If higher management cannot provide acceptable solutions, the troubleshooting process lengthens, worsening the customer experience. Additionally, policymakers may create ineffective procedures that prolong service periods if they lack experience and knowledge of team strengths and weaknesses. This paradox in experience and policy-making underscores the difficulty of integrating SOPs across teams and departments, even with extensive industry experience.

Prasanna (2013) highlighted that luxury hotels offer clear guidelines for training and monitoring staff and management to adhere to brand standards. This ensures consistent services across properties and maintains a regional or global experience. In contrast, stand-alone properties have fewer tools and designed company SOPs. During transitions, hotels may lack the equipment and facilities to meet higher brand SOP standards, requiring further investment with delayed returns. Consequently, procedures may prioritize convenience over guest-oriented perspectives.

Bao et al. (2021) noted the expanding literature on assurance, extending its reach beyond hotel premises. In the Lodging Quality Index (LQI), assurance encompasses providing guests with information about surrounding facilities, local attractions, and business buildings. Airbnb hosts, often residing in the same city, offer unique experiences by sharing local knowledge. However, limited manpower compared to hotels leads hosts to use Airbnb chat functions or smart devices to instantly provide guest instructions and information.

LQI recommends accommodation providers adopt various approaches to ensure guest safety and security, including fire exits, security, health measures, and processes. Security concerns prompt guests to assess crime rates, preferring accommodations in secure areas. The availability of security staff and key card access, along with digital door locks and security cameras, address safety concerns. However, using cameras in Airbnb units raises privacy issues and undermines guest trust. Additionally, on-site and nearby parking availability is crucial for guest convenience.

Foreign law enforcement agencies enforce fire safety regulations, with mandatory equipment such as smoke detectors crucial for accommodation providers. Researchers have noted that guests prioritize smoke detectors and clearly marked

emergency exits, especially as hotel buildings have grown larger in recent years. In-room sprinkler systems are essential for fire and smoke prevention, while routine fire drills and testing of fire alarms are organized to ensure guest safety, including those with special needs. Front office staff are required to guide guests through safety materials during check-in, with some luxury hotels and Airbnb hosts opting to display safety instruction videos on TVs.

Additionally, first aid facilities are vital for hotels and Airbnb providers, although Airbnb hosts may lack training in CPR and first aid techniques, posing challenges for improvement. The COVID-19 pandemic has significantly impacted the global tourism industry, leading to increased focus on health and safety measures. Owners have ramped up cleaning protocols and invested in hygiene standards, with amenities like hand sanitizers and fog machines becoming common in guest rooms to ensure deep cleaning upon departure.

2.3.2.5 Definition of Empathy

1) Definition of Empathy

Empathy is defined by Babbar (1992) as the provision of caring, individualized attention to stakeholders, particularly in facilities-based services where stakeholders must visit the service facility. Similarly, Abili, Thani, and Afarinandehbin (2012) characterize empathy as an effort to comprehend the user's perspective through individual attention, highlighting its role in bridging the gaps between stakeholder perceptions and expectations for enhanced satisfaction. Svensson (2004) emphasizes empathy as a "personal interaction" between service providers and receivers across various service encounters, suggesting that high empathy in one encounter can positively influence subsequent interactions.

Empathy plays a crucial role in managing performance thresholds over time and across contexts in service encounter chains. Existing empathy constructs in service quality share standard features to address stakeholders' needs, allowing for their adaptation to sequential service quality in encounter chains.

2) Theory Related to Empathy

Abili, Thani, & Afarinandehbin (2012) emphasize the significance of empathy in fostering ethicality within service providers and organizational systems. They highlight the role of workplace role models in facilitating the adoption of moral behaviors. Empathy, conceptualized within service quality modeling, is viewed as an individual phenomenon manifested through daily conduct and interactions. Ethical leadership requires honesty, integrity, trustworthiness, caring for others, openness to input, respect, and moral decision-making.

Parasuraman et al. (1988) note the longstanding focus in service industry research on meeting guests' needs and providing individual attention. Accommodation providers employ various technologies and methods to understand and fulfill guest preferences. Property Management Programs (PMS) in front office settings collect guest information during check-in, including check-in time, flight information, country of origin, and company emails, enabling more effective responsiveness.

Pucciani & Murphy (2011) illustrate how restaurant software linked to PMS information swiftly accommodates specific guest requests, such as language preferences and dietary restrictions. Guest preferences and allergy information are shared across hotel departments or via cloud technology within global hotel management groups. This data sharing facilitates using artificial intelligence to analyze guest preferences and suggest accommodations. Additionally, smartphone applications

collect guest keyword searches, linking them with resource databases to tailor advertisement recommendations for optimal guest satisfaction.

Patterson (2012) discusses the impact of generational differences on empathy. The differentiation among generations significantly influences the attributes that are prioritized. In the accommodation industry, key decision-makers represent Baby Boomers, Generation X, and Generation Y. These groups are financially supported and possess the physical ability to travel. The Baby Boomer generation, born between 1946 and 1964, constitutes a sizeable demographic cohort spanning the post-World War II era to the early 1960s. Due to their sizable numbers, Baby Boomers are economically affluent. Many are either retired or nearing retirement age, boasting substantial savings and retirement funds. Consequently, this generation has high expectations regarding product quality and individualized services and is less price-sensitive than other age groups. Having come of age before the advent of computers and the internet, Baby Boomers prioritize human interactions and often exhibit resistance to IoT and technological advancements.

With financial freedom and ample personal time, Baby Boomers tend to embark on longer trips, spending more days away from home. Their increased spending power allows for discretionary expenses during travel. Regarding destinations, Baby Boomers gravitate towards historically and culturally rich locales, often seeking opportunities to learn something new during their journeys.

Generation X, born roughly between 1965 and 1980, represents a cohort approaching the midpoint of their careers, often enjoying the highest earning potential of their professional trajectories. This generation has been significantly influenced by the introduction of computers and the internet while still valuing human interaction and

attention. As a result of their unique experiences, Generation X individuals possess distinct values, tastes, habits, and behaviors. Positioned between Baby Boomers and Millennials, they often feel financial pressures from supporting both older and younger family members, leading them to prioritize saving and value for money. When seeking accommodation, Generation X typically seeks a balance of affordability, personalized services, and comfort.

Generation Y, also known as Millennials, encompasses those born roughly between 1980 and 2000, though some researchers narrow this range to 1980 to 1994. Raised in the era of computers and the internet, Millennials are generally comfortable with technology and embrace new software innovations. Studies indicate that Millennials are often creative and ambitious, presenting challenges in management. They prefer online shopping and hotel reservations over traditional methods, leveraging their superior education and global exposure to international brands. Often financially supported by preceding generations, Millennials opt for shorter trips to exotic destinations to satisfy their curiosity. During travel, they heavily utilize smart devices for social media engagement. Accommodation providers cater to Millennials' specific needs by offering high-speed WIFI, borrowing opportunities for IoT devices like GoPro cameras, and diverse design options, making platforms like Airbnb popular among this demographic. Satisfaction for Millennials lies in tailored attention, addressing socioeconomic, technological, and environmental preferences.

2.4 ServQual in Resident Service Businesses

2.4.1 ServQual in Accommodation Industry

Since the 1980s, research on service quality in the accommodation industry has evolved, focusing on identifying factors influencing service quality and developing methods for its measurement. Early theories centered around customer service quality, which compares perceived service quality with pre-service expectations. The differentiation model gained widespread acceptance, leading to further studies based on this concept. Another approach to quantifying service quality involves quality certification systems, with the ServQual and ServPerf models being the most popular.

The ServQual model, coined by Berry, A. Parasuraman, and Zeithaml (1988), proposes that customer-perceived service quality is defined across five dimensions: tangibles, reliability, responsiveness, assurance, and empathy, measured through 22 items. Gronroos (1988) introduced the customer-perceived service quality theory, emphasizing its importance in service management.

Cronin and Taylor (1994) developed the ServPerf model, which shares similarities with ServQual but omits the measurement of customer expectations. Scholars like Gronroos argue that service quality is paramount in perceived customer value. Mai (2011) utilized both qualitative and quantitative approaches to establish accommodation service quality theory, employing methods like AHP and GIOWA to study its levels.

Ho et al. (2013) explored Kanorsquo's customer satisfaction model to enhance ServQual's quantitative measurement of customer expectations and perceived value, finding their combination effective. Ryglova, Vajcnerova, and Sacha (2013, 2015) investigated the applicability of the ServQual model in hotel and tourist destination service quality management.

Markovi and Raspor (2010) measured perceived service quality based on hotel attributes, proposed factors, and their relationships. Madar (2017) underscores the importance of focusing on quality to achieve customer satisfaction, echoing sentiments from Kandampully (1998), who views service quality as crucial for customer loyalty and economic growth.

Knutson et al. (1990) developed LodgServ based on the ServQual theory, assessing 36 items related to hotel experiences and emphasizing personalized factors. Mei, Dean, and White (1999) further modified ServQual, introducing the HolServ theory, which discusses modern design, facilities, attractive amenities, and diverse dining options as key factors influencing service quality.

2.4.2 From ServQual to E-ServQual

ServQual was initially developed for the traditional purchasing environment, where buyers and sellers interacted face-to-face. However, with the advent and widespread adoption of the internet, smartphones, and online payment gateways, reserving accommodation through online travel agencies (OTAs) has become commonplace. This shift has highlighted the importance of electronic service quality (e-service quality) in enhancing customer satisfaction. The rise of OTAs has introduced new factors that can impact customer satisfaction, including slow internet response speeds, price wars, and concerns about data security.

In the era of information technology, companies and operators are increasingly focusing on the quality of electronic products and services to differentiate themselves in a competitive market. E-services, encompassing various aspects of Information and Communication Technologies (ICTs), present unique challenges and opportunities compared to traditional face-to-face service experiences. As a result, new measurement items have become relevant to evaluate e-service quality.

Zeithaml et al. (2002) view e-service quality as encompassing website facility efficiency, including aspects such as shopping displays, purchasing procedures, and delivery efficiency. Santos (2003) defines e-service quality as consumers' overall evaluation of service excellence and the quality e-commerce operators provide. Parasuraman (2005) introduced the E-S-QUAL model, which consists of 22 items organized into four dimensions:

1. Efficiency: Refers to the convenience and speed of using the website.
2. Fulfillment: Measures the extent to which the website delivers on its product promises in terms of order delivery compared to item availability.
3. System Availability: Assesses the correct technical functioning of the website.
4. Privacy: Evaluates the level of protection provided for customers' personal and financial information.

Zeithaml et al. (2002) expanded the concept of e-service quality by acknowledging that online customers often have questions or encounter problems while interacting with online retailers. They introduced three additional dimensions to the E-S-QUAL model:

1. Responsiveness: This dimension measures how online retailers provide appropriate information to customers and offer mechanisms to address questions or issues. This includes answering frequently asked questions (FAQs), offering product guarantees, and facilitating returns.
2. Compensation: Refers to the processes involved in providing monetary refunds, covering return shipping costs, and managing logistics related to returns.
3. Contact: Evaluates the retailer's ability to provide channels for direct communication, such as live chat functions, enabling customers to reach out to the retailer online or via phone.

Subsequent research has further refined the understanding of e-service quality. Adapa and Ray (2013) highlighted the importance of website personalization, which involves providing individualized attention and offering opportunities for customers to ask questions and chat with shop owners. Chang et al. (2009) categorized e-service quality into three main categories: purchasing process quality, service quality, and service compensation quality. Zahara et al. (2021) defined e-service quality as "the extent to which a website facilitates shopping, purchasing, and shipping products and services effectively and efficiently."

2.4.3 Importance of E-ServQual

Kalia (2013) outlined seven key aspects of E-ServQual in the context of online purchasing of tangible products or services:

1. Differentiation: E-ServQual allows companies to objectively differentiate themselves from competitors by measuring service quality scores, which are difficult to assess in offline purchasing.

2. Marketing Strategies: Online marketing objectives and strategies are informed by the feedback received through the E-ServQual instrument.
3. Gauging Owner Perceptions: E-ServQual scores and monitors owners' perceptions and preferences.
4. Predicting Owner Satisfaction: E-ServQual can predict owner satisfaction based on personalization efficiency, site algorithms, and user behavior arrangements.
5. Personalization: E-ServQual facilitates interactive experiences between customers and companies to fulfill owners' demands in the virtual environment.
6. Profitability: Superior electronic service quality serves as the foundation for long-term benefits to companies.
7. Identifying Service Quality Gaps: E-ServQual reveals gaps between owner satisfaction from the purchasing experience and owner expectations.

Nemati, Gazor, et al. (2002) focused on e-SERVQUAL in service-based websites, particularly examining online service quality in service efficiency-centric platforms. Their research explored the relationship between e-SERVQUAL dimensions, customer satisfaction, and loyalty in the e-commerce sector, indicating that efficiency and online service quality were desirable.

Yousafzai et al. (2003) investigated e-SERVQUAL and its application in online shopping contexts. Their studies delved into measuring online service quality in e-commerce websites and the impact of e-SERVQUAL dimensions on consumer behavior and purchase intentions in online shopping environments. They concluded that trust in e-banking transactions is defined as a function of the degree of risk

involved, and trust outcomes result in reduced perceived risk, leading to positive intentions toward e-commerce adoption.

2.4.4 Limitations of ServQual & E-ServQual model

Despite its widespread acceptance and application in academia and industries globally, the ServQual model has faced criticism regarding its conceptual and practical utility. Several studies have highlighted uncertainties and limitations associated with its usage, particularly in specific business environments and industries.

Carman (1990) demonstrated that ServQual's survey questions may need modification to suit the unique characteristics of different industries. Similarly, Babakus and Boller (1992) found that the wording of survey questions could potentially lead to misunderstandings or misinterpretations among respondents, affecting the stability of the results.

These limitations stem from two main factors. Firstly, ServQual was initially developed by Parasuraman (1988) based on research conducted in five companies within the finance and communication industries. As a result, the identified service quality dimensions may not fully capture the complexities of other service industries. Therefore, modifications to the survey instrument are necessary to ensure its relevance and effectiveness across different sectors and samples.

Secondly, the E-ServQual model lacks prioritization of its dimensions despite the varying importance of each dimension across different industries. Each industry has unique characteristics, and the importance of each dimension may differ accordingly. This lack of prioritization can hinder the practical application of E-ServQual in business contexts. Therefore, when using the E-ServQual model, it is essential to reorganize the

dimensions based on their relative importance and adjust the results accordingly to reflect industry-specific needs and requirements better.

2.5 Work Engagement

2.5.1 Definition of Work Engagement

Salanova et al. (2005) found that work engagement among front-line service workers predicted service climate, which in turn influenced employee performance and, ultimately, customer loyalty. Sawang (2012) defines work engagement as a state of a positive and fulfilling mindset at work, characterized by high levels of absorption, vigor, and dedication. Absorption involves being fully immersed and happily engaged in work, vigor relates to having high energy and mental resilience, and dedication is marked by a sense of significance, enthusiasm, inspiration, pride, and challenge in one's work. Agarwal (2014) describes work engagement as the degree to which employees are connected with their work physically, cognitively, and emotionally, emphasizing the harnessing of individuals to their work roles.

In summary, work engagement is a psychological indicator focusing on the positive aspects of work quality and experience. It provides a comprehensive understanding of the dynamic relationship between employees and their work, highlighting the importance of employees' emotional and cognitive connections to their tasks.

2.5.2 Theory Related to Work Engagement

Work engagement, as conceptualized by Kahn (1990), is a positive and work-related state of mind characterized by vigor, dedication, and absorption. Vigor entails high levels of energy and mental resilience, along with a willingness to invest effort in

one's work and persist despite challenges. Dedication involves a sense of significance, enthusiasm, and challenge in one's work, as well as pride and inspiration derived from it. Absorption refers to being entirely concentrated and immersed in one's work, with time passing quickly due to deep engagement.

Schneider, White, and Paul (1998) assert that employees can deliver quality service only when organizations support them through resources, training, management practices, and assistance. Talent practices such as skills training, competence development, career planning, and robust performance appraisal systems are crucial for enhancing service quality.

Hidi and Renninger (2006) suggested that the many phases of interest development contribute to the necessity of sustaining long-term involvement. This may be nurtured and is in harmony with other advantageous results, such as mental health and operational efficiency. In order to promote work engagement, a company should provide challenging, innovative, autonomous, and varied duties. Additionally, it should develop a supportive and reliable social environment to secure job security, and provide sufficient resources.

Bakker, Schaufeli, Leiter, and Taris (2008) support the notion of work engagement by categorizing engaged entrepreneurs as individuals who are active and enthusiastic about their work and cannot separate themselves from it. These individuals view work as a source of energy (vigor), something they want to invest effort in (dedication), and something they are fully absorbed in (absorption). Engaged individuals perceive work as challenging but enjoyable, leading to positive outcomes such as organizational commitment, stakeholder satisfaction, employee performance, and desirable outcomes.

Bakker's (2011) research delves into the understanding of work engagement, exploring its antecedents, outcomes, and implications for individuals and organizations. The work underscores the positive aspects of work, such as job resources, job demands, job crafting, and job performance. It emphasizes the significance of fostering employee engagement to enhance organizational performance and well-being. By cultivating employee engagement, organizations can leverage their potential for improved outcomes and create a more positive work environment conducive to growth and success, as shown in figure 2.2.

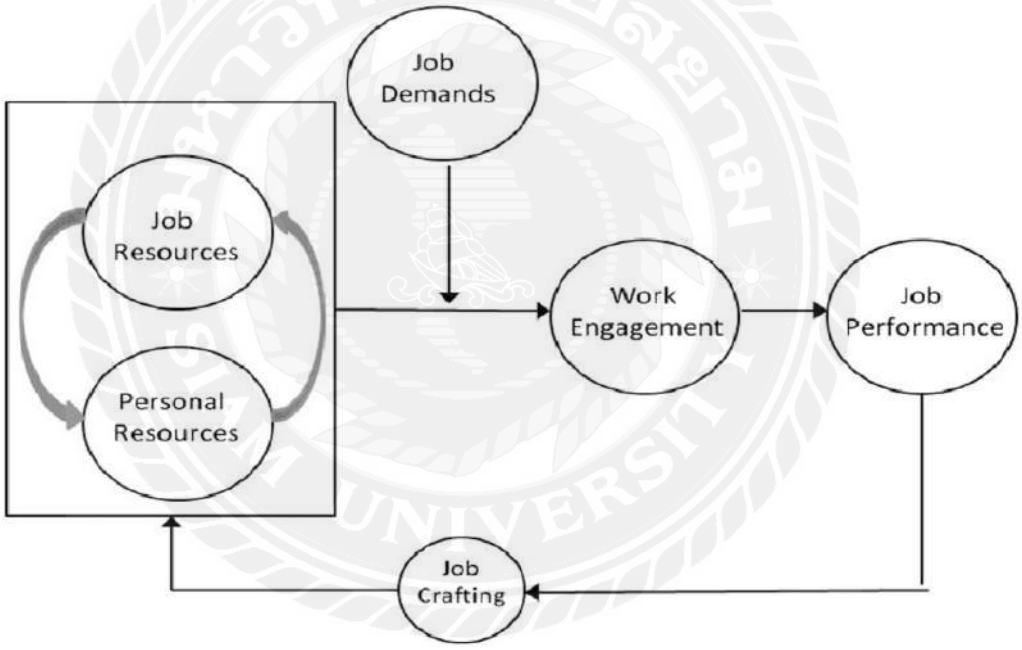


Figure 2.3 Work Engagement Model

(Source: Bakker, 2011)

Schaufeli, Bakker, and Salanova (2006) describe work engagement as involving persistent and prevalent affective-cognitive states. It centers on individuals' psychological presence in their work, characterized by intrinsic motivation, enthusiasm, determination, and task performance.

Moreover, work engagement is linked to experiencing significant work, defined as the "subjective experience of existential significance resulting from the fit between the individual and work" (Both-Nwabuwe, Dijkstra, & Beersma, 2017, p. 12). While some studies suggest an overlap between work engagement and the organizational commitment construct (Downey, 2009), others focus on work engagement specifically in educational settings. In these contexts, supervisory support, appreciation, and a supportive organizational environment are crucial resources for fostering stakeholder work engagement (Bakker, Hakanen, Demerouti, & Xanthopoulou, 2007).

Margolis and Molinsky (2008) argue that the benefit of engagement lies in recognizing that people's fundamental humanity is involved in their work when they are highly engaged. Understanding human behavior, including nonconscious thoughts and feelings, as primary drivers of behavior in organizations is crucial. Work engagement, often described as a "passion for work" akin to a passionate love for one's work (Locke, 2000), is characterized by a sense of energy and affective connection to work activities. Developing work engagement involves offering challenging, creative, self-directed work, creating supportive social environments, and providing sufficient resources. Work engagement includes a sense of return on investment in role performance, providing a feeling of safety, and possessing the necessary resources for investing oneself in role performances (Kahn, 1990). The owner analyzed the user's cognitive and behavioral interaction with an application once they began using it, in order to measure application engagement. However, achieving and maintaining high levels of user engagement in a dynamic and competitive application market is challenging due to the ever-changing user preferences, quick technological improvements, and simple accessibility to applications (Liu, Tang, Li, and Wang, 2023).

As a moderator variable, work engagement is influenced by supportive organizational factors, confidence in management, effective communication, and work relevance and change adaptation (Leiter and Harvie, 1998). Individuals with high levels of engagement are committed to the organization's mission and can make choices about their roles and responsibilities (Thomas, 2009). Work engagement supports individuals in being passionate, having high energy, and progressing in their ability to perform tasks. Engaged employees possess positive energy and emotion, enabling them to approach work with self-efficacy and resilience, persist in their efforts, and achieve their work targets. Work engagement benefits individual and organizational outcomes, including in-role performance, extra-role behavior, and organizational performance (Delle et al., 2022).

2.6 Perceived Value

2.6.1 Definition of Perceived Value

Fattahi, Farzin, Sadeghi, and Makvandi (2022) underscored that perceived value encompasses the benefits of good service quality, where costs extend beyond monetary outlays to include time, physical efforts, and processes. Consumers or owners are more likely to perceive higher service quality from companies offering superior services relative to their competitors, increasing the likelihood of selection.

Boksberger and Melsen (2011) highlighted perceived value as a fundamental concept in service marketing literature, serving as the basis for all marketing activities.

Hsiao (2022) argued that value is comparative, personal, situational, and context-based, suggesting that new environments can alter the value construct.

Perceived value can fulfill needs and reflect the realization of beliefs or self-image cultivation resulting from conformity with social norms.

Al-Ansi and Han (2019) defined perceived value as customers' comparison between what they have received and what they have given. They emphasize that high perceived value arises when benefits outweigh costs. In essence, perceived value reflects the perceived advantages or disadvantages experienced by customers.

Groth and Dye (1999) focuses on the perceived value of a service by a customer, the perceived quality and value of a service, and the role of expectations, disadvantages, and incentives in the valuation process. The scholar considered on the implications of key relationships in the marketing and delivery of services. Characterizes customer perception of the perceived value of a service and quality of service in multivariate space. This model yields a value vector that summarizes the perceived value of a service and service quality to a customer. The perceived value vector summarizes the aggregate effects of variables of influence on perceived value.

Zeithaml (1988) explain perceived value that is the overall evaluation of the usefulness of a service, based on how respondents perceive what they receive and what they give in return.

In conclusion, perceived value theory underscores the importance of understanding and managing customers' perceptions of value for success in the market. Customers base their purchasing decisions on perceived value, influenced by product quality, brand reputation, customer service, and pricing.

2.6.2 Theory Related to Perceived Value

Wang, Yeh, Yen, & Nugroho (2016) suggest that perceived value in the context of owners' satisfaction involves a trade-off consideration of a service or product,

reflecting the quality-value link in the e-commerce domain. They assert that perceived e-service quality directly and positively influences perceived value, leading to a positive perspective toward e-service activities. This positive relationship between quality and value is observed mainly online, where service quality impacts owners' perceptions of service value in the physical environment. High service quality leads to positive emotional responses, contributing to perceptions of service value and ultimately leading to higher levels of owner satisfaction.

Ganji, Johnson, & Sadeghian (2021) discuss the perceived value for travel residents or hotels, emphasizing individuals' attachment to places managed by entrepreneurs. They highlight the impact of perceived value on place attachment and suggest that the relationship between perceived value and resident service application has not been extensively analyzed. They suggest that the complexity of the connection between resident administration and e-service is expressed through conceptual, behavioral, and emotional feedback, such as engagement, loyalty, and supportive behavior. The more positively owners view hotel or resident development, the more they tend to be attached to the applications associated with their interests.

Furthermore, Al-Ansi and Han (2019) argue that perceived value directly relates to behavior, particularly in the context of owners' perceived value of destination residents. They find a positive link between perceived value and personnel’s trust, suggesting that when owners perceive good value in a product or service, they are more likely to trust the providers. The perceived value of services and the perceived quality

of services collectively influence perceptions of service delivery, expectations about service characteristics, and perceptions of need or desire for service.

2.7 Stakeholder Satisfaction

Stakeholder satisfaction, as defined by Oliver (1989), encompasses individuals' responses to the tasks they are assigned, resulting in a positive emotional state stemming from the appraisal of one's job. This satisfaction is evaluated based on one's experiences compared to expected benefits, thereby influencing how customers judge their relationship with the entrepreneur. Boer, Deinert, Hortman, & Voelpel (2016) further elaborate that stakeholder satisfaction arises from evaluating tasks, jobs, and projects, encompassing attitudes, emotions, and feelings. It extends beyond products and services to include an organization's physical facilities and employee interactions. Muterera, Hemsworth, Baregheh, and Garcia-Rivera (2016) note it serves as the foundation for trust.

Cogaltay, Yalcin, & Karadag (2016) emphasize that emotions in the workplace are closely tied to job descriptions and the work environment. Employees seek rewards to fulfill their emotional satisfaction, with satisfaction as a positive emotional expression resulting from evaluation. Successful organizations prioritize employee satisfaction, as it influences their behaviors and performance. Factors such as tangible rewards (e.g., compensation) and intangible factors like job conditions and authority granted in the workplace contribute to employee satisfaction.

For entrepreneurs, stakeholder satisfaction is closely linked to their ability to efficiently control and lead their firms. Their satisfaction is influenced by factors such as the authority granted to them by directors and their ability to pioneer organizational

efficiency. Consequently, the satisfaction of entrepreneurs directly impacts their performance and, by extension, the satisfaction of other stakeholders.

Locke (1976) highlighted that if the working conditions in a familiar environment were unfavorable, introducing change might not lead to positive outcomes. Process theories, conversely, delve into variables related to stakeholder satisfaction, focusing on the needs, values, and expectations individuals associate with their jobs. The working environment serves as the unit of analysis in assessing workplace presentations and individual expectations, with theories such as Expectancy and Equity Theory, Reference Group Theory, and Need/Value Fulfillment Theory shedding light on these aspects.

Expectancy and Equity Theory, the first theory discussed, examines employees' satisfaction with aspects such as compensation and rewards relative to the effort they invest in their work. If employees perceive that their rewards are insufficient, given their efforts, it can negatively impact their performance. Reference Group Theory builds upon Expectancy and Equity Theory by exploring how individuals' perceptions of relationships influence satisfaction, with personal expectations and values playing crucial roles in this dynamic.

Lastly, the Need/Value Fulfillment Theory emphasizes how job valuation varies based on personal differences, which in turn affects stakeholder satisfaction. These theories collectively aim to comprehend the factors underlying individuals' satisfaction or dissatisfaction with their roles, considering psychological needs, motivational factors, job characteristics, social interactions, and perceptions of fairness.

2.7.1 Owner Satisfaction

Cardozo (1965) conducted the first study on satisfaction and its related theory, positing that a high level of satisfaction encourages owners to repeatedly purchase a product or service and engage in other related activities. Owners' satisfaction reflects stakeholders' attitudes towards the product or service, comparing owner expectations with post-purchase experiences. If the post-purchase experience matches the stakeholder's expectations, the owner is satisfied; if it falls short, the owner is unsatisfied. Owners' satisfaction is generally defined as an individual's evaluation of a specific purchase.

Anderson, Fornell, and Lehmann (1994) argue that satisfaction should be divided into transaction-specific and cumulative types. In the transaction-specific model, owners' expectations are based on a specific company and are compared with the post-purchase experience.

Olsen and Johnson (2003) define the owner's evaluation based on individual products or services. In the cumulative model, stakeholder expectations are based on previous experiences and information about the company, forecasting future services of the company.

Philip Kotler (2002) concluded previous studies by pointing out that owner satisfaction is based on perceived pleasure or disappointment, sourced from the expectations of a product's features and its perceived performance. Therefore, owner satisfaction depends on the differences between perceived performance and expectations.

Wilson et al. (2012) explained that owners' satisfaction is crucial to the modern service industry. Achieving owner satisfaction becomes a strategic measure for

companies, allowing them to remain competitive. Consequently, owners' satisfaction is closely linked to business success, making it a focal point for management in the service industry. Owner satisfaction is influenced by perceived value, which compares the value before and after the transaction. It is an overall emotional attitude towards a product or service.

Based on previous studies, owner satisfaction can be concluded as the emotional response of owners to their experience with a product or service, reflecting immediate feelings of pleasure or disappointment. In other words, owner satisfaction is evaluated through the number of purchase activities and post-purchase assessments. Additionally, it can be used to assess a company's overall satisfaction level.

2.7.2 Owner Satisfaction Measurement

Various theories and models have been developed to measure owner satisfaction. Some research focuses on overall, broader theories, while others use multiple components to assess owner satisfaction. The three typical owner satisfaction models include four variables: owner expectation, perceived value, owner satisfaction, and owner loyalty. Among these models, the American Customer Satisfaction Index (ACSI) provides a general model that can be compared across different industries and is widely accepted. The ACSI reflects the customer spending journey and objectively measures owner satisfaction.

The European and Chinese models include the perceived quality variable and add the brand awareness variable, which affects and reduces the owner complaint variable.

Additionally, tourists’ demographic characteristics and personalized requirements are proven factors affecting owner satisfaction. As revealed by Pearce and

Moscardo (1985), for cross-cultural tourists, if the tourist and destination share similar value perceptions, the result will be satisfaction; if not, tourists may feel depressed or anxious. Owner satisfaction is related to the owner's or destination's value standards.

From the structure itself, owner satisfaction is not a simple concept. Although there are differences in owner satisfaction models in terms of establishment, analysis of factors and variables, the impact of each factor on the others, and interpretation, some similarities exist. The main development of owner satisfaction models is based on owner perception. With the main framework of owner perception, studies on owners' evaluation of service quality and value perception become the independent variables.

Many investigators have recently focused on travelers' personal demands, value standards, emotions, and motives to understand their impact on owner satisfaction. In contrast, the concept based on product characteristics, product and service quality, and perceived value is more advanced and reliable. Further studies by Zeithaml and Bitner (1996) identified the key factors for measuring owner satisfaction as product quality, service quality, situational factors, personal factors, and price. Continuing studies show owner satisfaction factors include both push and pull factors (Dean & Suhartanto, 2019; Lu et al., 2009).

Therefore, proactive after-sales service in the tourism industry can enhance destination competitiveness and increase owner satisfaction. Mariani et al. (2018) assert that a tourist's country of origin, cultural background, personal experience, travel motive, and travel method are highly related to owner satisfaction. Satisfaction encompasses a range of emotions, from extreme contentment to extreme discontentment, and bears different levels of importance for different individuals. In addition to having attitudes towards the application, respondents may also have

attitudes towards various aspects of the service, such as the characteristics of the rivals, other users, service providers, and income distribution (Macey and Schneider, 2008).

Yuksel (2001) highlighted that variables such as perceived value during and after the trip and unique features of the destination encourage tourists to revisit, which is a sign of owner satisfaction.

Caro (2007) studied sports tournaments and found that emotional and social factors individually affect satisfaction. The outcome of the tournament influences the level of satisfaction. Satisfaction is determined by "arousal" rather than "pleasure." Neal and Gursoy (2008) believe that tourists' feelings during different stages of the journey impact the overall satisfaction level of the trip and the travel products. Any failure to meet their demands will lower tourist satisfaction.

Mechinda et al. (2009), who observed tourists in Chiangmai, Thailand, found that tourists' demand for new experiences affects owner satisfaction. Male tourists are more likely to have higher satisfaction with behavior and attitude, while tourists with children are less likely to be satisfied with the product. Ly et al. (2021) reported that the relationship model of owner satisfaction and repeat stays demonstrates that service quality affects perceived value, perceived value affects owner satisfaction, and owner satisfaction directly impacts the likelihood of revisiting the destination. Tussyadiah (2016) added social benefits as measurements and argued that they are essential for peer-to-peer accommodation guests. Therefore, a high level of owner satisfaction increases owners' work engagement by promoting a feeling of pleasure with their work in relation to their housing rental on the Airbnb platform. This, in turn, motivates them to completely dedicate themselves to providing their services on Airbnb. Work

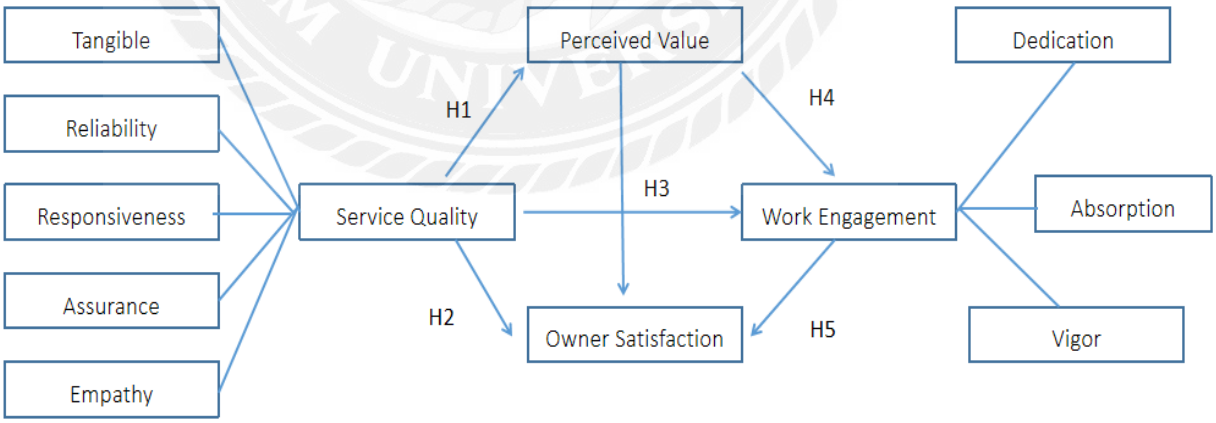
engagement refers to a positive work attitude characterized by high levels of energy, commitment, and immersion in one's work (Schaufeli et al., 2002).

These models show that service quality, perceived value, personal factors, unique personal preferences, and social impacts are the main factors of owner satisfaction for Airbnb guests.

The satisfaction derived from service e-commerce applications provides more potential owners/consumers. A large number of accommodation applications, especially in international service industries such as rental hotels or residences, provide services to overseas consumers through e-commerce platforms. The competitive advantage can be measured through owner satisfaction, reflecting the organization's value and enhancing the reputation of companies.

2.8 Conceptual Framework, Hypothesis, and Explanation of Hypothesis

2.8.1 Conceptual Framework



The conceptual model from the literature review was applied. The hypotheses and questions were derived from the model mentioned above.

2.8.2 Hypothesis

Hypothesis 1: The impact of Airbnb service quality on perceived value.

- Hypothesis 1a: The tangibles of Airbnb service impact perceived value.
- Hypothesis 1b: The reliability of Airbnb service impacts perceived value.
- Hypothesis 1c: The responsiveness of Airbnb service impacts perceived value.
- Hypothesis 1d: The assurance of Airbnb service impacts perceived value.
- Hypothesis 1e: The empathy of Airbnb service impacts perceived value.

Hypothesis 2: The impact of Airbnb service quality on owners' satisfaction.

- Hypothesis 2a: The tangibles of Airbnb service impact owners' satisfaction.
- Hypothesis 2b: The reliability of Airbnb service impacts owners' satisfaction.
- Hypothesis 2c: The responsiveness of Airbnb service impacts owners' satisfaction.
- Hypothesis 2d: The assurance of Airbnb service impacts owners' satisfaction.
- Hypothesis 2e: The empathy of Airbnb service impacts owners' satisfaction.

Hypothesis 3: The impact of Airbnb service quality on work engagement.

- Hypothesis 3a: The tangibles of Airbnb service impact work engagement.
- Hypothesis 3b: The reliability of Airbnb service impacts work engagement.
- Hypothesis 3c: The responsiveness of Airbnb service impacts work engagement.
- Hypothesis 3d: The assurance of Airbnb service impacts work engagement.
- Hypothesis 3e: The empathy of Airbnb service impacts work engagement.

Hypothesis 4: The impact of Airbnb's perceived value on work engagement.

Hypothesis 5: The impact of Airbnb work engagement on owners' satisfaction.

2.8.3 Explanation of Hypothesis

Hypothesis 1: The impact of Airbnb service quality on perceived value.

Meaning:

Service quality influences perceived value so that better tangibles, reliability, responsiveness, assurance, and empathy increase the perceived value for owners operating Airbnb units.

Reason:

Airbnb unit owners are often more proactive in seeking high service quality provided through the Airbnb application. Tangibles, reliability, responsiveness, assurance, and empathy contribute to an improved perceived service value.

Theory or Supporting Research:

Theories and research supporting the relationship between service quality and perceived value as it applies to Airbnb owner satisfaction include:

- Wang, Yeh, Yen, and Nugroho (2016) found that a high level of awareness regarding service quality evokes positive emotional responses that represent the service value aspect. Positive service value contributes to a high level of business satisfaction.
- Al-Ansi and Han (2019) stated that perceived value is directly related to behavior. When owners perceive good value in the product or service, they are assumed to trust the product or service providers.

- Groth and Dye (1999) observed that various variables collectively influence the perceived quality of service delivery, expectations about service characteristics, and perceptions of the need or desire for service.
- Ganji, Johnson, and Sadeghian (2021) similarly noted that numerous variables collectively influence the perceived quality of service delivery, expectations about service characteristics, and perceptions of the need or desire for service.

Hypothesis 2 The impact of Airbnb service quality on owners' satisfaction

Meaning:

Service quality influences owner satisfaction in such a way that better tangibles, reliability, responsiveness, assurance, and empathy increase owners' satisfaction.

Reason:

Airbnb unit owners are often more proactive in seeking high service quality provided through the Airbnb application. Tangibles, reliability, responsiveness, assurance, and empathy contribute to enhanced owner satisfaction.

Theory or Supporting Research:

Theories and research supporting the relationship between service quality and owner satisfaction as it applies to Airbnb include:

- Anderson, Fornell, and Lehmann (1994) believe that satisfaction should be divided into transaction-specific and cumulative types.
- Olsen and Johnson (2003) define the owner's evaluation based on individual products or services.

- Philip Kotler (2002) pointed out that owner satisfaction is based on perceived pleasure or disappointment and the differences between perceived performance and expectations.
- Yuksel (2001) highlighted that variables such as perceived value during and after the trip and unique features of the destination encourage tourists to revisit, which is a sign of owner satisfaction.

Hypothesis 3 The impact of Airbnb service quality on work engagement

Meaning:

Service quality influences work engagement in such a way that better tangibles, reliability, responsiveness, assurance, and empathy increase the work engagement of owners operating Airbnb units.

Reason:

Airbnb unit owners are often more proactive in seeking high service quality provided through the Airbnb application. Tangibles, reliability, responsiveness, assurance, and empathy contribute to enhanced work engagement.

Theory or Supporting Research:

Theories and research supporting the relationship between service quality and work engagement as it applies to Airbnb include:

- Kahn (1990) initially conceptualized engagement as employees being physically, cognitively, and emotionally involved in their work roles. Work engagement is an optimistic, pleasing, and work-related state of mind characterized by vigor, dedication, and absorption.

- Schneider, White, and Paul (1998) maintain that employees can only deliver quality service if the organization supports them through resources, training, management practices, and assistance. Talent practices such as skills training, competence development, career development plans, and sound performance appraisal systems are crucial to enhancing service quality.
- Burke et al. (2013) assert that work engagement is crucial for organizations to consider when unleashing the talents of their employees. Work engagement is consistently related to positive work-related outcomes such as organizational commitment, job satisfaction, motivation, increased well-being, and performance.
- Bakker, Demerouti, and Verbeke (cited by Bakker et al., 2008) showed that engaged employees "perform well and are willing to go the extra mile."
- Brodie, Hollebeek, Juric, and Ilic (2011) highlighted the importance of owner engagement in improving loyalty, noting that a significant level of owner engagement leads to cognitive complacency with the platform.

Hypothesis 4 The impact of Airbnb's perceived value on work engagement

Meaning:

Perceived value influences work engagement in such a way that a better-perceived value of the owner will increase the work engagement of owners operating Airbnb units.

Reason:

Airbnb unit owners are often proactive in seeking high perceived value to enhance their work engagement with the Airbnb application.

Theory or Supporting Research:

Theories and research supporting the relationship between perceived value and work engagement as it applies to Airbnb include:

- Herzberg's Two Factor Theory by Frederick Herzberg (1959) suggests two types of factors affecting employee satisfaction, motivation, and engagement: hygiene factors and motivators. When employees have high levels of both hygiene factors and motivators, they are more likely to be highly engaged and motivated in their work.
- Johnson and Sadeghian (2021) observed that perceived value for travel residents or hotels reflects the attachment feelings of people towards the places managed by entrepreneurs. The complex connection between resident administration and e-service is likely expressed through conceptual, behavioral actions, and emotional feedback such as engagement, loyalty, and perceived value from owner development and supportive behavior.
- Hidi and Renninger (2006) studied the process of maintaining long-term engagement and suggested that companies provide specific tasks to establish a trustworthy environment for employees to perform their roles.
- Liu et al. (2023) focused on the nature of competitiveness in applications and emphasized constantly updating technology and preferences to maintain engagement.

Hypothesis 5 The impact of Airbnb work engagement on owners' satisfaction

Meaning:

Work engagement influences owner satisfaction, such that better work engagement of the owner will increase satisfaction with the Airbnb application.

Reason:

Airbnb owners are often proactive in seeking high work engagement to enhance their satisfaction with the Airbnb application.

Theory or Supporting Research:

Theories and research supporting the relationship between work engagement and owner satisfaction as it applies to Airbnb include:

- Bakker, Schaufeli, Leiter, & Taris (2008) supported the idea that an increase in the work engagement of company owners is related to positive outcomes such as organizational commitment, stakeholder satisfaction, employee performance, or desirable outcomes.
- Macey and Schneider (2008) concluded that employee engagement is an active and effective psychological state that indicates employee behavior and performance outcomes.
- Schaufeli et al. (2002, 2006) identified three visible characteristics of employee engagement: vigor, dedication, and absorption, which influence job performance and satisfaction.
- Spector (1997) described job satisfaction as a key factor for service industry employees' motivation, which, when satisfied, leads to better customer satisfaction.

- Perceived value in tourism relates to the link between attributes and consequences, such as benefits. The complexity of the connection between resident administration and e-service is expressed through conceptual, behavioral actions, and emotional feedback such as work engagement, satisfaction, and perceived value from owner development and supportive behavior.
- Work engagement encourages work experiences such as support, reward and recognition, and workload, which are positively associated with engagement. Engagement is positively associated with work outcomes such as job and career satisfaction and indicators of psychological well-being.
- Owner satisfaction is an important measurement of individuals' well-being and performance, focusing on non-economic goals rather than economic ones. The main development of owner satisfaction models is based on owner perception, focusing on their evaluation of service quality and value perception as independent variables.

Hypothesis 6 The impact of the perceived value of Airbnb on owners' satisfaction

Meaning:

Perceived value influences owners' satisfaction, such that a better-perceived value of the owner will increase satisfaction with the Airbnb application.

Reason:

Airbnb owners often proactively seek high perceived value to enhance their satisfaction with the application.

Theory or Supporting Research:

Theories and research supporting the relationship between perceived value and owner satisfaction as it applies to Airbnb include:

- Wang, Yang, and He (2022) distinguished between two facets of perceived value: monetary value and functional value. Monetary value comprises elements such as price, value for money, and decent deal, while functional value concerns the fulfillment of travel-related needs.
- Moral-Cuadra, Aguilar-Rivero, and Solano-Sanchez (2022) delineated three facets of perceived worth: practical, monetary, and emotional. Emotional value, unique among all others, is associated with the acquisition of knowledge and architectural design.
- Zhang et al. (2022) investigated the perceived value of social value, which pertains to its facilitation of users' social status enhancement, in addition to commonly observed elements. Owner satisfaction is substantially influenced by the quality of the visiting experience (practical value) and the sentiments experienced (emotional value).
- Jani and Han (2014) regard satisfaction as an initial determinant that impacts post-consumption intentions or behaviors with regard to a particular brand, product, or service. Customer satisfaction is essential for a tourism-related business to ensure its continued existence.

This study significantly advances our comprehension of the impact of perceived value within the Airbnb platform. It offers valuable insights into effectively managing customer relationship quality by addressing the needs of both users and tourists.

Specifically, our research builds upon social exchange theory and existing literature to explore how perceived value moderates satisfaction among users and tourists.

The findings challenge the adequacy of social exchange theory in explaining the commitment and voluntary behaviors within mutually beneficial relationships. Notably, application users within the tourism context can evoke specific psychological states that subsequently affect the quality of customer relationships. Even if users recognize the benefits of the Airbnb application, negative psychological states may deter their willingness to use or recommend it.

In light of consistent perceived values, tourism properties may face challenges in satisfying domestic resident owners. Perceived values are crucial in enhancing owners' dedication to their properties and influencing those who derive overall pleasure from their experiences. However, limited research has explored how perceived values mediate the relationship between satisfaction and reported experiences.

This study is particularly innovative due to its unique research setting—the residential application site primarily catering to visitors seeking trip objectives. By focusing on this distinct context, the aim is to provide novel insights into the intricate dynamics of perceived value, satisfaction, and user experiences within the Airbnb platform.

Chapter 3

Methodology

The research methodology of this study is defined in this chapter. It encompasses the research design, operationalization of variables, measurement design, and pretesting procedures. The proposed methodology employs a quantitative approach, utilizing questionnaires to gather data. The detailed components of this chapter are as follows:

3.1 Introduction

The objectives of this research are:

1. To understand which factors affect the level of Airbnb owner satisfaction.
2. To survey the relationship of the level of work engagement that affects owners' satisfaction with the Airbnb industry in Thailand.

3.2 Research Methodology

This research applied a quantitative methodology, distributing more than 500 questionnaires to owners of Airbnb to collect sufficient data. The appropriate parameter estimation in this study is adequate for developing models for entrepreneurs. This cross-sectional study collected data over three months (May - July 2023).

3.3 Population and Sample

3.3.1 Population

The target population comprises the resident owners of Airbnb in Thailand. The samples include international and Thai owners registered on the Airbnb application. Since the overall number of owners registered on Airbnb residents in Thailand cannot be determined, this research utilized W.G. Cochran's (1963) formula with a 95% confidence level, percentage picking a choice or response at 20% (0.2) and a confidence interval of 0.05 (±5%). Overall, a total of 246 responses were expected.

where $n = \frac{P(1-P)Z^2}{e^2}$

n = number of the sample size

P = Proportion of population (0.2)

Z = confidence level in statistic, Z provides the area value at $\frac{a}{2}$ the confidence interval value equals 1.96 (95% confidence level)

e = Allowable error (0.05)

$$n = \frac{0.20(1-0.2)(1.96)^2}{(0.05)^2}$$

$$n = \frac{0.16(3.8416)}{0.0025}$$

$$n = \frac{0.6147}{0.0025}$$

$$n = 245.88 \sim \text{n} = 246$$

If a population is finite, the sample size of error decreases. In this case, Cochran (1963) considered a population proportion of 0.2 to determine the maximum sample size. Therefore, the proportional sampling method was set at 246 samples.

3.3.2 Sample

Quantitative Research

The sample consists of entrepreneurs who are registered Airbnb users. The survey form was distributed via mails and emails.

3.3.3 Sampling Techniques

This research employed purposive sampling to collect data from more than 422 informants, including Airbnb owners. Purposive sampling targets resident entrepreneurs who use the Airbnb application service. This method is generally less costly and time-consuming than other sampling techniques (Sedgwick, 2013). Therefore, it is particularly suitable for this research given its resource limitations. Data was collected from popular provinces for Airbnb tourist residents in each region, namely Bangkok, Chiang Mai, Phuket, Khon Kaen, and Chonburi.

3.4 Item Analysis for the quality of the measurement tools

3.4.1 Validity Testing

(1) Content Validity: The researcher examined the items or indicators at the empirical level to ensure they possess the correct and complete content defined in the operational and conceptual definitions of the sub-concepts and concepts. Additionally, the researcher revised the items after the pretest by deleting those that lacked content validity.

(2) Logical Validity (Face Validity): Five experts evaluated the logical validity of each item. Based on their feedback, the researcher revised the items by removing unsuitable words and adding appropriate ones, as suggested by the experts indicated in section of 3.7 data collection. This process involved using the Item Objective Congruence Index (IOC) or Content Validity Ratio (CVR).

3.4.2 Reliability Testing

The reliability assessment aimed to evaluate the consistency of the questionnaires based on the literature study. An item in the questionnaire was considered valid when the item coefficient correlation was more than 0.6-0.7. Each variable will be measured and explained in the section on the evaluation of reliability. The Cronbach's Alpha coefficient is expected to indicate proper internal consistency reliability, with correlation coefficients equal to or greater than 0.6-0.7. A pretest was conducted with 30 questionnaires as part of a pilot study to assess the initial stages of the survey.

The reliability assessment aimed to evaluate the consistency of the questionnaires from the literature study. An item in the questionnaire was valid when the coefficient correlation was more than 0.7-0.6 is calculated. Each variable will be measured and explained in the section on the evaluation of reliability. Cronbach's Alpha Coefficient expects that the measurement of the questionnaires should have the proper aim of internal consistency reliability. The correlation coefficients are equal to or more than 0.7-0.6. The pretest for the initial stages will be surveyed with 30 copied questionnaires as a pilot-test study, launched at Nakorn Ratchasima.

3.5 Operationalization of Variables

3.5.1 Independent Variable:

This section focuses on the service quality scale (SERVQUAL), the independent variable in this study. The SERVQUAL scale is based on various sources, originating from the 5-item scale developed by Parasuraman, Zeithaml, & Berry (1988) and revised by Akdere, Top, and Tekingündüz (2020); Kuo, Chen, and Cheng (2018); Pai, Yeh, and Tang (2018); Richard and Allaway (1993); Taner and Antony (2006); and Yu Sum and Leung Hui (2009). The 5-item scale form was selected for this study based on a literature review. The instrument uses a 5-point scale ranging from (5) strongly agree to (1) strongly disagree. The questionnaire was provided to the respondents to complete. Since the SERVQUAL scale is applied to measure Airbnb services, it is divided into five dimensions, with twenty-nine question items. The five dimensions are tangibles, reliability, responsiveness, assurance, and empathy.

1. Tangibles: The exterior form of physical components such as application interfaces or online bills.
2. Reliability: Service providers' trustworthy and precise competence to achieve the promised service.
3. Responsiveness: The willingness of companies in service sections to support users in the service, answer their requests, be spontaneous with a customer when there are problems and prompt service users.
4. Assurance: The behavior of companies that makes users feel secure and trust them. Companies must be able to interact with users in every dimension.
5. Empathy is the ability to give attention to users individually. Companies or employees must understand customers' problems and explain situations that happen to customers.

3.5.2 Dependent Variable

Perceived Value

The measurement for evaluating perceived value from users' perspectives was derived from reviews of related literature and theories. These were translated and designed specifically for Airbnb entrepreneurs and consumers in Thailand. Perceived value assesses the owners' perceptions formed after service consumption. Five items, adapted from Caruana & Ewing (2010), were used for analysis.

Work Engagement

This measures managerial models that support better service performance in e-commerce and foster employees' self-efficacy, which nurtures positive

emotional adjustment, maximizes firm progress, and enhances employee satisfaction. Five items, adapted from Vallières, McAuliffe, Hyland, Galligan, and Ghee (2017), were used for analysis.

Satisfaction

The measurement for owner/customer satisfaction was derived from reviews of related literature and theories, translated, and designed for Airbnb entrepreneurs in Thailand. This measurement involved assessing owner/customer satisfaction as the dependent variable, revised from the Owner Satisfaction Scale (Sheng & Liu, 2010). The revised version included four items. The questionnaire was the main research instrument used to collect data for this study. The operational variables, derived from the questionnaire data, will be tested for their validity and reliability in the future.

Table 3.1 The measurement of the research variable

Variable	Description	Indicators	Question number
Independent Variable			
Service quality	Service quality is a perceived assessment resulting from an evaluation process in which customers compare their expectations with the service they perceive to have received.		1-29 Totally 29 items
1) Tangible	Application attributes of the Airbnb application include features or	Kuo, Chen & Cheng (2018); Richard & Allaway (1993);	1-6

Variable	Description	Indicators	Question number
	qualifications, as well as physical attractiveness (user interface), for both accommodation owners and customers seeking rentals through the application.	Sum & Hui (2007); Taner & Antony (2006)	
2) Reliability	The ability of the application to perform services precisely and dependably reflects the behavior exchange experience between owners and customers as received from the firm.	Akdere, Top & Tekingündüz (2020); Richard & Allaway (1993); Sum & Hui (2007)	7-13
3) Responsiveness	The readiness of applications to promptly deliver services significantly impacts e-commerce. This improvement stems from interactions between owners and consumers.	Richard & Allaway (1993); Sum & Hui (2007); Taner & Antony (2006)	14-18
4) Assurance	The capability and courtesy of the Airbnb system inspire trust and confidence in customers. This fosters a relationship throughout the owner and customer journey when receiving services from Airbnb.	Richard & Allaway (1993), Sum & Hui (2007), Akdere, Top & Tekingündüz (2020);	19-23
5) Empathy	The service center's attentive approach and individualized attention provided to both owners and customers	Richard & Allaway (1993); Sum & Hui (2007); Taner & Antony (2006)	24-29

Variable	Description	Indicators	Question number
	can have a profound impact on their perception. The attention received from the application or service officer can instill a sense of passion for service, thereby fulfilling the willingness of owne rs and customers alike.		
Dependent Variables			
Perceived Value	The e-service quality perceived by owners initially acts as a signal conveying information about the service, which influences their response to the value stage.	Caruana & Ewing, (2010)	26-30 (5 item)
Work Engagement	Work engagement refers to the willingness to fulfill service targets within the application, with a focus on engaging owners or members to actively participate in the system.	Vallières, McAuliffe, Hyland, Galligan, and Ghee (2017)	31-39 (9 items)
Owner satisfaction	Resident owner satisfaction entails the entrepreneur's overall assessment of how well the application or service aligns with their expectations and enhances the user experience.	Sheng & Liu (2010)	40-43 (4 items)

3.6 Research Tools

3.6.1 Quantitative Research

The questionnaires were used to collect data from owners who listed Airbnb rooms in Thailand.

Part 1: General information of the respondents.

Part 2: The rating scale of owner experience from Airbnb service with 5 levels as follows:

Level	Score
Strongly Agree	5
Agree	4
Undecided	3
Disagree	2
Strongly Disagree	1

The meaning of each score would be:

Score 5 means respondents strongly agree with the statement.

Score 4 means respondents agree with the statement.

Score 3 means respondents are undecided with the statement.

Score 2 means respondents disagree with the statement.

Score 1 means respondents strongly disagree with the statement.

The interpretation of the score would be Best (1981, p. 182)

Mean	Significance level
1.00 - 1.80	Strongly Disagree
1.81 - 2.60	Disagree
2.61 - 3.40	Undecided
3.41 - 4.20	Agree
4.21 - 5.00	Strongly Agree

Part 3: The rating scale of owner satisfaction with 5 levels is described in Part 2.

Part 4: Open-ended Question for additional comment.

3.7 Data Collection

Data was collected through self-administered surveys of Airbnb owners who own units in Thailand. The survey instrument was based on the literature review.

3.7.1 Questionnaire

1) Review literature to define the conceptual framework.
2) Create a questionnaire to serve all research objectives.
3) Using IOC (Item Objective Congruence Index) to check Content Validity and seek comments from the following 5 specialists:
    (1) Dr. Tanakorn Limsarun
    (2) Dr. Zhang Li
    (3) Dr. Qiu Chao
    (4) Dr. Titanun Sun
    (5) Dr. Jidapa Chollathanratanapong

The formula to calculate for IOC:

$$IOC = \frac{\Sigma R}{n}$$

where IOC = Index of item-objective congruence value

R = Score from experts

ΣR = Total score from all experts

n = Number of experts

Criteria to verify score:

+1 means "the measurement item is congruent with the study's objective."

0 means "the measurement item is undecided with the study's objective."

-1 means "the measurement item is inconsistent with the study's objective."

IOC range must be between 0.5 - 1.00 for every question.

4) find the mean of IOC and use the following judgment

Means between 0.5 - 1.00 "pass the experts' criteria."

Means below 0.5 means "changes or corrections need to be made."

Less than 0 means "fails quality control by experts."

5) The questionnaire was tested at 30 and checked for reliability. The formula of Cronbach's alpha coefficient is:

$$\alpha = \left[\frac{n}{(n-1)}\right]\left[1 - \frac{\sum_{i=0}^{n} \square / S_i^2}{S_t^2}\right]$$

where α = a coefficient of reliability

n = the number of informants

$\sum_{i=0}^{n} \square$ = the variance of the sum of informants

S_i^2 = the ratio of the variance of each informant

S_t^2 = the ratio of inter-informants' variance

6) An updated questionnaire version will be distributed for the live survey.

3.7.2 Data Collection

To obtain data from the questionnaire, the following steps will be undertaken:

1) Request a letter from the Management department seeking permission to distribute the questionnaire.
2) Send the questionnaire and the letter to the target groups via mails and emails.
3) Follow up to ensure that the recipients complete the questionnaire.
4) Analyze the collected data using SPSS and AMOS.

3.8 The Hypotheses

The conceptual model applied in Chapter 2 was derived from the literature review. The hypotheses and questions were formulated based on this model.

Hypothesis 1 : The impact of Airbnb service quality on work engagement.

Hypothesis 1a : The reliability of Airbnb service affects perceived value.

Hypothesis 1b : The assurance provided by Airbnb service affects perceived value.

Hypothesis 1c : The tangible offered by Airbnb service affects perceived value.

Hypothesis 1d : The empathy demonstrated by Airbnb service affects perceived value.

Hypothesis 1e: The responsiveness of Airbnb service affects perceived value.

Hypothesis 2 : The impact of Airbnb service quality on owner/customer satisfaction.

Hypothesis 2a : The reliability of Airbnb service affects owner/customer satisfaction.

Hypothesis 2b : The assurance provided by Airbnb service affects owner/customer satisfaction.

Hypothesis 2c : The tangibles offered by Airbnb service affect owner/customer satisfaction.

Hypothesis 2d : The empathy demonstrated by Airbnb service affects owner/customer satisfaction.

Hypothesis 2e : The responsiveness of Airbnb service affects owner/customer satisfaction.

Hypothesis 3 : The impact of Airbnb's perceived value on work engagement.

Hypothesis 3a: The reliability of Airbnb service affects work engagement.

Hypothesis 3b: The assurance provided by Airbnb service affects work engagement.

Hypothesis 3c: The tangibles offered by Airbnb service affect work engagement.

Hypothesis 3d: The empathy demonstrated by Airbnb service affects work engagement.

Hypothesis 3e: The responsiveness of Airbnb service affects work engagement.

Hypothesis 4 : The impact of Airbnb's perceived value on owner/customer satisfaction.

Hypothesis 5 : The impact of Airbnb work engagement on owner/customer satisfaction.

3.9 Data Analysis

More than 1,000 Airbnb owners were sampled for further analysis. A formal sheet was designed and utilized to systematically code all questions. Data was entered into the Statistical Package for Social Sciences Mac Version 28.0 (SPSS) program and AMOS for Mac for analysis.

Various statistical techniques were employed to achieve the stated objectives and test the hypotheses. Firstly, descriptive statistical methods were used to analyze the demographic profile, expectations, and perceptions toward the service quality and customer satisfaction of Airbnb listings in Thailand.

Secondly, the data was analyzed for measurement construct correlation validity using factor loading values. Confirmatory factor analysis (CFA) conducted in AMOS was used to ensure that factor loading values met the criterion of 0.5 for questionnaire quality.

Finally, correlation and regression analyses were employed to identify the relationship between service quality gaps and customer satisfaction using structural equation modeling (SEM) to analyze the data.

Chapter 4

Research Findings

This chapter presents the study's findings based on the data collected. It focuses on the relationship between service quality (SERVQUAL), perceived value, work engagement, and owner satisfaction with the Airbnb service application. The data analysis was conducted using descriptive analysis with SPSS and structural equation modeling (SEM) with the AMOS program.

The statistical operation process in this chapter begins with descriptive analysis to provide basic statistics from demographic data and variables, such as percentiles. The validity of items was then tested through estimated values (factor loading), a primary analysis for confirmatory factor analysis (CFA). This analysis assessed discriminatory power and reliability. Once the factors met the criteria, they were used in the subsequent analysis steps with the AMOS program to construct an appropriate model.

4.1 Demographic and Latent Variables Analysis: Univariate Description

This section aims to fulfill the study's primary objective, which is to assess the existing level of service quality among owners utilizing the Airbnb service. Descriptive statistics were used for analysis, including percentages, means ($\bar{x}$), standard deviations (SD), and minimum and maximum values. The study encompassed nine variables, of which four were demographic (gender, age, education background, province of owner, and usage time). Additionally, the latent variables for structural equation model analysis—service quality, perceived value, work engagement, and owner satisfaction—were examined using frequencies, percentages, standard deviations, and means.

4.1.1 Personal Characteristics of the Sample

Table 4.1 Percentage of all demographic variables (n=422)

Variables	Total of respondents	Percentage
Gender		
Male	201	47.6
Female	221	52.4
Age		
21-30	77	18.2
31-40	239	56.6
41-50	75	17.8
Above 51	31	7.3
Education		
Under bachelor's degree	33	7.8
Bachelor's degree or equal	242	57.3
Higher than a bachelor's degree	147	34.8
Resident Category		
Apartment	76	18.0
Condominium	336	79.6
Hotel	10	2.4
Province		
Chiang Mai	69	16.4
Khon Kaen	13	3.1
Bangkok	292	69.2
Chon Buri	24	5.7
Phuket	24	5.7
Application Usage Time (years)		
1-2	263	62.3
3-4	137	32.5
Above 5	22	5.2

The survey results indicate that most respondents are female, comprising 221 individuals or 52.4 percent, while males represent 201 individuals or 47.6 percent. Regarding age distribution, the largest group falls within the 31-40 age range, accounting for 239 individuals or 56.6 percent. The second-largest group comprises individuals aged

21-30, with 77 respondents or 18.2 percent, followed by those aged 41-50, totaling 75 respondents or 17.8 percent. Regarding educational attainment, the majority hold a bachelor's degree, with 242 respondents or 57.3 percent, followed by those with a master's degree, comprising 147 respondents or 34.8 percent. Additionally, a small percentage of respondents, 33 individuals or 7.8 percent, have education levels below a bachelor's degree. Regarding residency classification, condominium residents comprise the highest proportion at 336 respondents, or 79.6 percent. Most respondents reside in Bangkok and have been using the service as owners for 1-2 years, accounting for 263 respondents or 62.3 percent.

4.2 Percentage Distribution of Constructs

4.2.1 Service Quality (SERVQUAL)

This section presents the informants' perceptions of their Airbnb service quality system, which comprises five dimensions and twenty questions.

The results for the tangible dimension are displayed in Table 4.2.

Table 4.2 Analysis of the Tangible Aspect

	Statement	$\overline{X}$	SD.	Level	Rank No
1	Airbnb has up-to-date information services.	4.17	0.92	Agree	2
2	The appearance of the Airbnb interface application is comfortable for an owner when setting up the requirements.	4.08	0.93	Agree	4
3	The Airbnb application is well organized in the process of information.	4.33	0.87	Strongly Agree	1
4	The Airbnb application is easy to use.	4.05	0.93	Agree	5
5	The Airbnb application to complete information.	4.13	0.92	Agree	3
Total		**4.15**	**0.92**	**Agree**	

From Table 4.2, it is evident that the average score related to the Tangible dimension is 4.15. The average score ranges from 4.05 to 4.33, indicating agreement and

strong agreement levels. The average standard deviation (SD) is 0.92. The highest mean score, 4.33, suggests that the Airbnb application is well-organized regarding information processing. Conversely, the lowest mean score, 4.05, indicates that the Airbnb application is perceived as easy to use.

The results for the reliability dimension are presented in Table 4.3.

Table 4.3 Analysis of the Reliability Aspect

Statement		$\overline{X}$	SD.	Level	Rank No
1	Airbnb can promptly provide support at any time.	4.07	0.93	Agree	4
2	Airbnb is providing the service at the time it promises.	4.03	1.02	Agree	6
3	Airbnb service should provide accurate information to me.	4.07	0.94	Agree	3
4	Customer service staff provide immediate service.	4.10	0.93	Agree	2
5	Airbnb quickly corrects the mistake.	4.04	0.91	Agree	5
6	Airbnb has shown accurate transaction payments.	4.14	0.92	Agree	1
Total		**4.08**	**0.94**	**Agree**	

From Table 4.3, the average score related to reliability is 4.08, with scores ranging from 4.03 to 4.14, indicating agree levels. The average standard deviation (SD) is 0.94. The highest mean score, 4.14, suggests that Airbnb owners agree that accurate transaction payments are displayed. Conversely, the lowest mean score, 4.03, indicates that there is agreement that Airbnb provides service at the promised time.

The results for the responsiveness dimension are shown in Table 4.4

Table 4.4 Analysis of the Responsiveness Aspect

Statement		$\overline{X}$	SD.	Level	Rank No
1	The Airbnb application shows users exactly when customers make a booking.	4.13	0.94	Agree	4
2	Airbnb service center can handle your situation immediately.	4.10	0.90	Agree	5
3	Airbnb presents user experiences on the application.	4.17	0.88	Agree	1
4	There is no charge when you change any conditions.	4.17	0.90	Agree	2
5	Airbnb’s service puts extra effort into your circumstances.	4.14	0.90	Agree	3
Total		**4.14**	**0.90**	**Agree**	

From Table 4.4, it is evident that the average score related to responsiveness is 4.14, with scores ranging from 4.10 to 4.17, indicating agree levels. The average standard deviation (SD) is 0.90. The highest mean score, 4.17, suggests agreement that Airbnb presents a user-friendly experience on the application and does not charge for any changes in conditions. Conversely, the lowest mean score, 4.10, indicates that there is agreement that Airbnb's service center should be able to handle situations immediately.

The results for the assurance dimension are presented in Table 4.5.

Table 4.5 Analysis of the Assurance Aspect

Statement		$\overline{X}$	SD.	Level	Rank No
1	You can trust Airbnb's service.	4.17	0.88	Agree	4
2	You felt secure in your transaction with an in-app purchase of Airbnb.	4.15	0.92	Agree	5
3	Airbnb provides knowledge or information to answer your questions.	4.21	0.90	Strongly Agree	3
4	You feel secure in the interaction with the Airbnb application.	4.34	0.83	Strongly Agree	2

Statement		$\overline{X}$	SD.	Level	Rank No
5	Airbnb's' service gets adequate support from the application to organize your requests well.	4.41	0.88	Strongly Agree	1
Total		**4.26**	**0.89**	**Strongly Agree**	

From Table 4.5, the average score related to assurance is 4.26, with scores ranging from 4.15 to 4.41, indicating strongly agree levels. The average standard deviation (SD) is 0.89. The highest mean score, 4.41, suggests agreement that Airbnb service receives adequate support from the application to organize owners' requests effectively. Conversely, the lowest mean score, 4.15, indicates that Airbnb owners feel secure in transactions within the app.

The results for the empathy dimension are presented in Table 4.6.

Table 4.6 Analysis of the Empathy Aspect

Statement		$\overline{X}$	SD.	Level	Rank No
1	Airbnb gives you individual attention (call center or customer supporter for residents).	4.15	0.91	Agree	6
2	Airbnb has the best service for accommodation rentals.	4.22	0.92	Strongly Agree	4
3	Airbnb could always be willing to issue a refund when the service is incomplete.	4.21	0.89	Strongly Agree	5
4	Airbnb's ease of reaching your renting requirement.	4.33	0.85	Strongly Agree	2
5	Airbnb provides service according to your requirements.	4.29	0.88	Strongly Agree	3
6	Airbnb charges at reasonable costs.	4.34	0.84	Strongly Agree	1
Total		**4.24**	**0.88**	**Strongly Agree**	

From Table 4.6, the average score related to Empathy is 4.24, with scores ranging from 4.15 to 4.34, indicating strongly agree level. The average standard deviation (SD) is 0.88. The highest mean score, 4.34, suggests agreement that Airbnb charges reasonable costs. Conversely, the lowest mean score, 4.15, indicates that Airbnb provides individual attention.

4.2.2 Perceive Value

This section describes the informants' perception of their e-service quality, which owners initially perceive as a signal that delivers information on the service, prompting their response to the value stage. This section consists of five questions.

The results for perceived value are presented in Table 4.7.

Table 4.7 Analysis of Perceived Value

Statement		$\overline{X}$	SD.	Level	Rank No
1	You receive what you expect from Airbnb.	4.20	0.91	Strongly Agree	3
2	Services purchased (transaction cost) from the application are worth it.	4.22	0.89	Strongly Agree	2
3	Compared to an alternative application, Airbnb charges me reasonably for extra services.	4.28	0.87	Strongly Agree	1
4	Airbnb has a high value in the application of accommodation services.	4.13	0.88	Agree	4
5	Airbnb has the ability in the resident application to satisfy requests.	3.98	0.91	Agree	5
Total		**4.16**	**0.90**	**Agree**	

From Table 4.7, the average score related to perceived value is 4.16, with scores ranging from 3.98 to 4.28, indicating agree level. The average standard deviation (SD) is 0.90. The findings demonstrate that respondents agreed or strongly agreed about the value of Airbnb service. The highest mean score, 4.28, suggests agreement that Airbnb charges owners fairly for extra conditions compared to alternative applications. Conversely, the

lowest mean score, 3.98, indicates that Airbnb can satisfy requests in the resident application.

4.2.3 Work Engagement

This section aims to determine the level of work engagement among respondents, focusing on their willingness to complete the application's targets while emphasizing ownership or membership to encourage participation in the system. It defines respondents' attitudes about work engagement for Airbnb, which comprises nine questions across three dimensions. The results for vigor are presented in Table 4.8.

Table 4.8 Analysis on Vigor

Statement		$\overline{X}$	SD.	Level	Rank No
1	When you use Airbnb, you feel connected.	3.90	0.99	Agree	2
2	You feel more vigorous when you use Airbnb than others.	3.97	0.92	Agree	1
3	You opened the application as your priority.	3.89	0.94	Agree	3
Total		**3.92**	**0.95**	**Agree**	

From Table 4.8, the average score related to vigor is 3.92, with scores ranging from 3.89 to 3.97, indicating agreement levels. The average standard deviation (SD) is 0.95. The findings suggest that respondents agree with vigor. The highest mean score, 3.97, indicates agreement that owners feel more vigorous when using Airbnb than others. Conversely, the lowest mean score, 3.89, suggests agreement that owners prioritize opening the application as their priority.

The results for dedication are presented in Table 4.9.

Table 4.9 Analysis on Dedication

Statement		$\overline{X}$	SD.	Level	Rank No
1	You are enthusiastic about my work on the Airbnb application.	4.08	0.89	Agree	1
2	You admire Airbnb's service operation.	4.06	0.88	Agree	2
3	You are proud to use the Airbnb application.	3.98	0.92	Agree	3
Total		**4.04**	**0.89**	**Agree**	

From Table 4.9, the average score related to dedication is 4.04, with scores ranging from 3.98 to 4.08, indicating agree level. The average standard deviation (SD) is 0.89. The findings suggest that respondents agree with dedication, with the highest mean score of 4.08 indicating agreement that owners are enthusiastic about working on the Airbnb application. Conversely, the lowest mean score of 3.98 suggests agreement that owners are proud to use the Airbnb application.

The results for absorption are presented in Table 4.10.

Table 4.10 Analysis on Absorption

Statement		$\overline{X}$	SD.	Level	Rank No
1	You feel happy when you have fully applied for Airbnb service.	3.98	0.90	Agree	2
2	You are immersed in your business with Airbnb.	3.96	0.93	Agree	3
3	You get excited when you are using the Airbnb application.	4.21	0.87	Strongly Agree	1
Total		**4.05**	**0.91**	**Agree**	

From Table 4.10, it shows that the average score related to absorption is 4.05, indicating agree level average ranges from 3.96 to 4.21. The average standard deviation (SD) is 0.91. The findings reveal that respondents generally agreed or strongly agreed with their absorption levels. The highest mean score is 4.21, indicating agreement that owners

are excited about using the Airbnb application. The lowest mean score is 3.96, indicating that owners are immersed in their business with Airbnb.

4.2.4 Owner Satisfaction

This section aims to determine the level of owner satisfaction that leads to resident owner satisfaction. Entrepreneurs' overall judgment regarding the application or service must align with their expectations and create a good user experience. This section defines the respondents' attitudes about owner satisfaction with Airbnb service.

The results for owner satisfaction are shown in Table 4.11.

Table 4.11 Analysis on Owner Satisfaction

Statement		$\overline{X}$	SD.	Level	Rank No
1	You feel satisfied with all your experiences with Airbnb's application.	4.12	0.93	Agree	3
2	You feel wise to use Airbnb's' application.	4.31	0.85	Strongly Agree	1
3	You think it is an accurate decision to apply through Airbnb's application.	3.77	1.13	Agree	4
4	You feel satisfied because this application can satisfy your needs.	4.16	0.91	Agree	2
Total		**4.09**	**0.98**	**Agree**	

Table 4.11 shows that the average score related to owner satisfaction is 4.09, indicating level of agree average ranges from 3.77 to 4.31. The average standard deviation (SD) is 0.98. These findings show that respondents generally agreed or strongly agreed with owner satisfaction. The highest mean score is 4.31, indicating agreement that owners feel wise to use Airbnb's application. The lowest mean score is 3.77, suggesting that owners think it is an accurate decision to apply through Airbnb's application.

4.3 Discriminatory Power, Reliability, and Primary Confirmatory Factor Analysis (CFA)

This section used confirmatory factor analysis (CFA) to analyze and modify the model's validity based on data from 422 total samples. The CFA used the AMOS program to evaluate observable variables: service quality, perceived value, work engagement, and owner satisfaction. For the analysis, the researcher calculated the fitness for CFA, standard regression weight (λ), and construct reliability for each factor load.

4.3.1 Measurement Model

Experts used the fundamental tool employed in this research to test validity and reliability. After data was collected, it was analyzed using the elements of CFA. The sample of 422 people is illustrated in four latent variables as follows.

4.3.1.1 Service quality presents five factors loading in the questionnaire as follows: (1) Ser1 (Tangible), (2) Ser2 (Reliability), (3) Ser3 (Responsibility), (4) Ser4 (Assurance), and (5) Ser5 (Empathy). The items with factor loading values (standard estimated regression weights) less than 0.5 are not included, although the value in the service quality model meets the criteria in Table 4.12.

Table 4.12 Factor Loading of Service Quality in A Measurement Model

Variable	Item			Estimate
Tangible	Tan 1.1	<---	Ser1	0.847
	Tan 1.2	<---	Ser1	0.844
	Tan 1.3	<---	Ser1	0.84
	Tan 1.4	<---	Ser1	0.84
	Tan 1.5	<---	Ser1	0.909
Reliability	Rel 2.1	<---	Ser2	0.866
	Rel 2.2	<---	Ser2	0.772
	Rel 2.3	<---	Ser2	0.874
	Rel 2.4	<---	Ser2	0.891
	Rel 2.5	<---	Ser2	0.866
	Rel 2.6	<---	Ser2	0.861

Variable	Item			Estimate
Responsibility	Res3.1	<---	Ser3	0.851
	Res3.2	<---	Ser3	0.859
	Res3.3	<---	Ser3	0.87
	Res3.4	<---	Ser3	0.879
	Res3.5	<---	Ser3	0.88
Assurance	Ass4.1	<---	Ser4	0.852
	Ass4.2	<---	Ser4	0.867
	Ass4.3	<---	Ser4	0.842
	Ass4.4	<---	Ser4	0.887
	Ass4.5	<---	Ser4	0.859
Individual Consideration (TFL4)	Emp5.1	<---	Ser5	0.91
	Emp5.2	<---	Ser5	0.92
	Emp5.3	<---	Ser5	0.922
	Emp5.4	<---	Ser5	0.83
	Emp5.5	<---	Ser5	0.83
	Emp5.6	<---	Ser5	0.778

4.3.1.2 Perceived value presents five items in the questionnaires. The items in this dimension must have a factor loading value (standard estimated regression weight) over or equal to 0.5. Items with a factor loading value less than 0.5 are not included (the underlined items). The items are Value1, Value2, Value3, Value4, and Value5. The perceived value component shows estimated values as follows (Table 4.13).

Table 4.13 Factor Loading of Perceived Value in A Measurement Model.

Variable	Item			Estimate
Perceived Value (Value)	Value1	<---	Value	0.864
	Value2	<---	Value	0.849
	Value3	<---	Value	0.904
	Value4	<---	Value	0.849
	Value5	<---	Value	0.803

4.3.1.3 Work engagement presents three variables in factor loading value: (1) Vi (vigor), (2) De (dedication), and (3) Ab (absorption). All constructs with a factor loading value (standard estimated regression weight) under 0.5 are not included. The work engagement model reached the estimated value (Table 4.14).

Table 4.14 Factor Loading of Work Engagement in A Measurement Model.

Variable	ITEM			Estimate
Vigor (Vi)	Vi1	<---	Vi	0.861
	Vi2	<---	Vi	0.919
	Vi3	<---	Vi	0.896
Dedication (De)	De1	<---	De	0.854
	De2	<---	De	0.904
	De3	<---	De	0.854
Absorption (Ab)	Ab1	<---	Ab	0.921
	Ab2	<---	Ab	0.865
	Ab3	<---	Ab	0.776

4.3.1.4 Owner satisfaction presents four items in the questionnaires. The items in this dimension must have a factor loading value (standard estimated regression weight) of 0.5 or higher. Items with a factor loading value less than 0.5 were not included. The owner satisfaction component shows estimated values as follows (Table 4.15).

Table 4.15 Factor Loading of Owner Satisfaction in A Measurement Model.

Variable	Item			Estimate
Owner Satisfaction (Sa)	Sa1	<---	Sa	.805
	Sa2	<---	Sa	.857
	Sa3	<---	Sa	.623
	Sa4	<---	Sa	.846

The primary measurement model is the first step to modifying factors in the structural model. This method eliminates all the factor loadings below 0.5 until the model completes the standardization of values. The researcher would like to validate the model

by using discriminatory power. This research selected the filtered data to calculate the Structural Equation Model. The primary screening is to determine the suitable information that generates multiple variables in the service quality model.

4.3.2 Discriminatory Power

The data was calculated to determine the convergent validity, which was associated with value weighting factors derived from standardized regression weight obtained through the confirmatory factor analysis. The weight of each variable should be at least 0.5. The reliability was tested by a Cronbach's alpha coefficient of greater than 0.70 (0.60 is sometimes allowed) (Nunnally, 1967). The average variance extracted (AVE) had to be greater than 0.5 (significant at ≥0.5) (Hair, Black, Babin, & Anderson, 2010) or less than 0.5 if the composite reliability (CR) was higher than 0.6. (Fornell & Larcker, 1981). The CR value should be greater than 0.7 (significant at ≥0.7) or meet an acceptable level 0.6.

4.3.2.1 Service Quality (SERVQUAL)

The discriminatory power and reliability of the measurement of service quality.

Table 4.16 Assessment Results for The Measurement Model and The Reliability for Convergent Validity

Variable	Component	Corrected Item Total Correlation	Cronbach's Alpha	Construct Reliability (CR)	Average Variance Extracted (AVE)
Tangible	1	0.829	0.935	0.932	0.733
	2	0.854			
	3	0.791			
	4	0.800			
	5	0.859			
Reliability	1	0.785	0.942	0.982	0.732
	2	0.777			

Variable	Component	Corrected Item Total Correlation	Cronbach's Alpha	Construct Reliability (CR)	Average Variance Extracted (AVE)
	3	0.847			
	4	0.868			
	5	0.867			
	6	0.818			
Responsibility	1	0.778	0.938	0.986	0.753
	2	0.843			
	3	0.855			
	4	0.847			
	5	0.844			
Assurance	1	0.800	0.933	0.935	0.732
	2	0.808			
	3	0.805			
	4	0.867			
	5	0.832			
Empathy	1	0.788	0.948	0.948	0.751
	2	0.822			
	3	0.835			
	4	0.883			
	5	0.860			
	6	0.866			

The result from Table 4.19 shows the discriminate power through the value of the corrected item-total correlation in the SERVQUAL, which shows that the criterion in each equation has Cronbach's Alpha over 0.7. **Tangible** values from 0.791-0.859, with the reliability score at 0.935, average variance extracted (AVE) score at 0.733, and construct

reliability (CR) score at 0.932. **Reliability** ranges from 0.777-0.868, with the reliability score at 0.942, average variance extracted (AVE) score at 0.732, and construct reliability (CR) score at 0.982. **Responsibility** ranges between 0.778-0.855, with the reliability score at 0.938, the average variance extracted (AVE) score at 0.753, and the construct reliability (CR) score at 0.986. **Assurance** ranges between 0.800-0.867, with a reliability score of 0.933, average variance extracted (AVE) score of 0.732, and construct reliability (CR) score of 0.935. **Empathy** ranges between 0.788-0.883, with a reliability score of 0.948, average variance extracted (AVE) score of 0.751, and a construct reliability (CR) score of 0.948. This means that there are no influential biases among factors. Those items in the service quality questionnaire pass the criteria. Therefore, the service quality measurement can be used in structural equation model analysis.

4.3.2.2 Perceived Value (Value)

The discriminatory power and reliability of the measurement of the perceived value are presented in Table 4.17.

Table 4.17 Assessment Results for The Measurement Model and Perceived Value for Convergent Validity

Variable	Component	Corrected Item Total Correlation	Cronbach's Alpha	Average Variance Extracted (AVE)	Construct Reliability (CR)
Value	Value1	0.821	0.927	0.730	0.931
	Value2	0.815			
	Value3	0.843			
	Value4	0.809			
	Value5	0.752			

The result from Table 4.17 shows the discriminate power through the value of the corrected item-total correlation in the perceived value that the criterion in each equation has Cronbach's Alpha over 0.7. The perceived values (Value) were between 0.752-0.843,

with the reliability score at 0.927, average variance extracted (AVE) score at 0.730, and construct reliability (CR) score at 0.931. The result met the criteria for testing in the structural equation model. Therefore, the finding could improve the relationship among the variables.

4.3.2.3 Work Engagement (TEAM)

The discriminatory power and reliability of the measurement of the work engagement are shown in Table 4.18.

Table 4.18 Assessment Results for The Measurement Model and The Reliability for Convergent Validity

Variable	Component	Corrected Item Total Correlation	Cronbach's Alpha	Average Variance Extracted (AVE)	Construct Reliability (CR)
Vigor	Vi1	0.820	0.920	0.796	0.921
	Vi2	0.859			
	VI3	0.839			
Dedication	De1	0.804	0.915	0.784	0.916
	De2	0.853			
	De3	0.832			
Absorption	Ab1	0.847	0.885	0.733	0.891
	Ab2	0.776			
	Ab3	0.710			

Results from Table 4.18 show the discriminate power through the value of the corrected item-total correlation in the work engagement that the criterion in each equation has Cronbach's Alpha over 0.7. **Vigor** values from 0.820-0.859, with the reliability score at 0.920, average variance extracted (AVE) score at 0.796, and construct reliability (CR) score at 0.921. **Dedication** values from 0.804-0.853, with the reliability score at 0.915, average variance extracted (AVE) score at 0.784, and construct reliability (CR) score at 0.916. **Absorption** values from 0.710-0.847, with the reliability score at 0.885, average

variance extracted (AVE) score at 0.733, and construct reliability (CR) score at 0.891. Work engagement calculation for factor loading was adopted, and all met the criteria.

4.3.2.4 Owner Satisfaction (Sa)

The discriminatory power and reliability of the measurement on the owner satisfaction.

Table 4.19 Assessment Results for The Measurement Model and The Reliability for Convergent Validity

Variable	Component	Corrected Item Total Correlation	Cronbach's Alpha	Average Variance Extracted (AVE)	Construct Reliability (CR)
Sa	Sa1	0.763	0.854	0.622	0.866
	Sa2	0.704			
	Sa3	0.591			
	Sa6	0.773			

Results from Table 4.19 show the discriminate power through the value of the corrected item-total correlation in the owner satisfaction that the criterion in each equation has Cronbach's Alpha over 0.7. The owner satisfaction values are from 0.591-0.773, with the reliability score at 0.854, the average variance extracted (AVE) score at 0.622, and the construct reliability (CR) score at 0.866.

This study is intended to confirm the constructs for the model (reliability and validity), which followed the framework. The appropriate value is based on the construct validity of the measurement model by using the standardized factor loading of each questionnaire item. The testing of the measurement model is achieved. Therefore, findings could be concluded to qualify for appropriate model fitness.

4.4 The Structural Equation Models and Hypothesis Testing

This research has formulated hypotheses elucidating the relationships between the structural constructs of Airbnb service quality and their impact on owner satisfaction. The analysis is structured into three categories: structural, path analysis, and the segregation of independent variables (service quality). The equations within the model elucidate all these relationships, with numbers assigned to indicate their respective analytical roles in Structural Equation Modelling (SEM). Results presented in the tables furnish information on path coefficients (standardized regression weights), p-values (significance testing), and R2 values (squared multiple correlations). Notably, paths demonstrating statistical significance within each model are highlighted.

The criteria for evaluating results in structural equation analysis are as follows: CMIN/DF should not exceed 5.00; IFI and CFI should be equal to or greater than 0.90; GFI should be equal to or greater than 0.70; PNFI and PCFI should approximate 1, and RMSEA must not surpass 0.08. All results adhere to these criteria, indicating a well-fitting structural model. Consequently, it suggests that the structural equations function as independent variables (service quality), and mediating variables, such as perceived value, owner satisfaction, and work engagement, significantly impact owner satisfaction in the context of Airbnb service. This model aligns closely with empirical data.

The models in this chapter are categorized into two terms. The first model organizes each variable in service quality as the primary order of the latent variable, while the second model structures service quality with a combination of its five dimensions, forming a secondary order.

First model: primary order of service quality

The measurement model fits the theoretical model at an acceptable level. All values meet the criteria, indicating that the structural equations of the generated models had a very good fit (Table 4.20). This meets the fit measurement criteria as required.

Table 4.20 Model Fit Intercept (N=422)

	Model fit Indices	**Threshold Range**	**Observed Values**
Tested Model	CMIN/DF (χ2/df)	below 5.00	3.417
	IFI	above 0.80	0.908
	GFI	above 0.70	0.730
	CFI	above 0.90	0.907
	RMSEA	below 0.08	0.076
	PNFI	almost 1	0.797
	PCFI	almost 1	0.828

The path coefficient method was used in the model, and the p-value and R^2 appear as indicated in Table 4.20. This can clarify the path of the impact of variables in the model as follows.

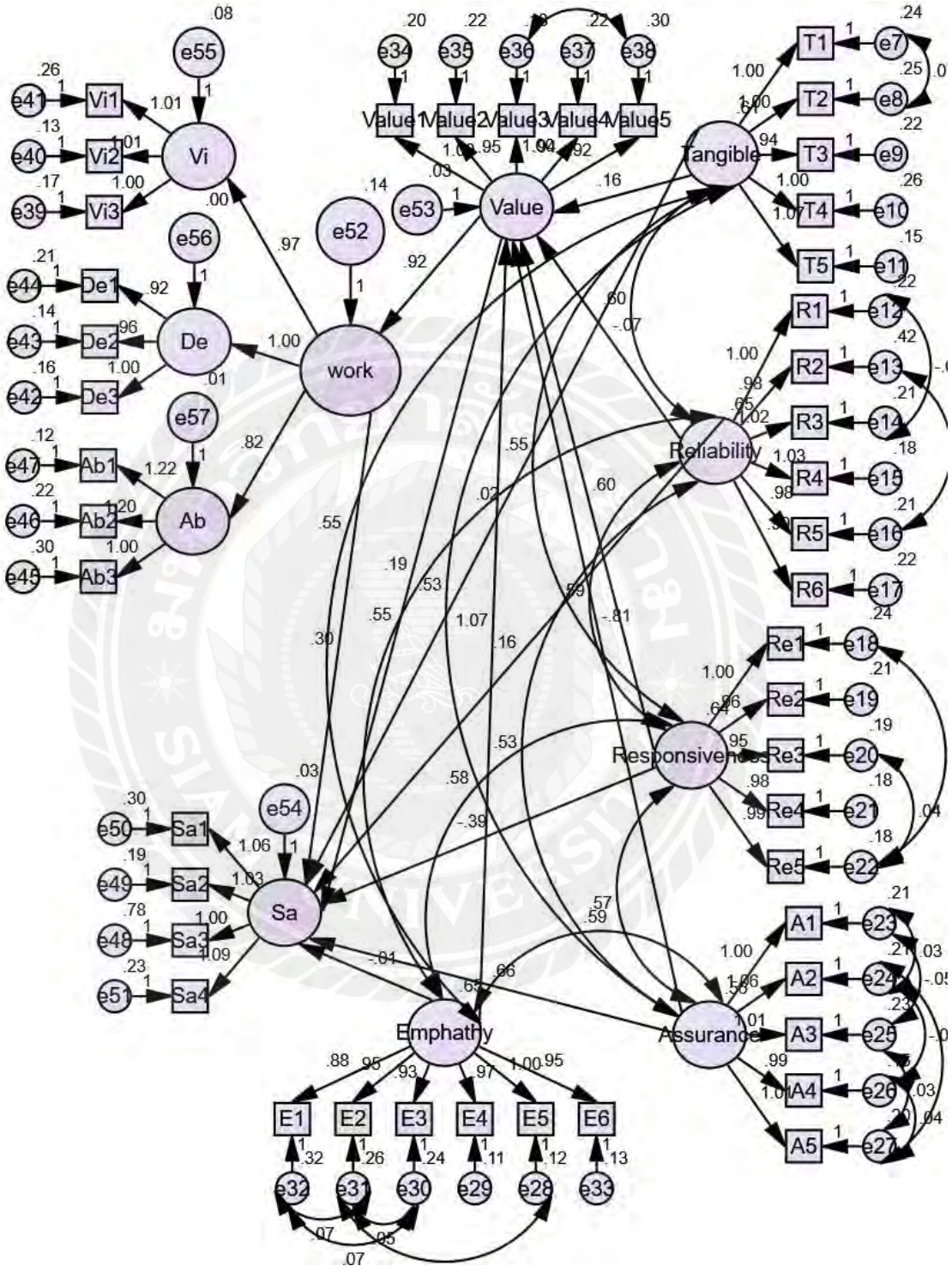


Figure 4.1 The Modified Structural Equation Model

(Source: Researcher, 2024)

The measurement model competes with the theoretical model, meeting all criteria outlined in Table 4.20. These values indicate a highly suitable fit for the structural equations within the generated models, aligning well with the required fit measurement criteria.

The path coefficient of Airbnb's service quality represents the estimated value (β) derived from standard regression within the model. Analysis of the data concerning Airbnb's service quality model elucidates the path analysis, illustrating the relationships between constructs. The findings corroborate hypotheses H1d, H2a, H2b, H2d, H4, and H5, with p-values ranging from .047 to .000. These values, falling below the significance thresholds of .001, .01, and .05, underscore the significance of correlations between variables. Notably, there exists a discernible influence among SERVQUAL components, such as empathy on perceived value (H1), reliability on owner satisfaction (H2a), and assurance on owner satisfaction (H2d). Furthermore, additional path effects encompass perceived value on work engagement (H4) and work engagement on owner satisfaction (H5).

Table 4.21 Hypothesis Testing

Hypotheses	Estimate (β)	SE.	t-value	p-value	Result
H1a: Reliability -> Perceived value	-.068	.379	-.181	.857	Not supported
H1b: Assurance -> Perceived value	-.811	.863	-.939	.348	Not supported
H1c: Tangibles -> Perceived value	.156	.331	.470	.639	Not supported
H1d: Empathy -> Perceived value	1.072*	.416	2.580	.010	Supported
H1e: Responsiveness -> Perceived value	.565	.473	1.193	.233	Not supported
H2a: Reliability -> owner satisfaction	.159***	.344	.462	.000	Supported
H2b: Assurance -> owner satisfaction	.655*	.857	.765	.047	Supported

Hypotheses	Estimate (β)	SE.	t-value	p-value	Result
H2c: Tangibles -> owner satisfaction	.019	.315	.059	.953	Not supported
H2d: Empathy -> owner satisfaction	-.009***	.531	-.017	.000	Supported
H2e: Responsiveness -> owner satisfaction	-.393	.509	-.772	.034	Not supported
H3: Perceived value -> owner Satisfaction	.190	.228	.832	.405	Not supported
H4: Perceived value -> work engagement	.920***	.042	21.948	.000	Supported
H5: Work engagement -> owner Satisfaction	.295***	.053	5.539	.000	Supported

*$p < 0.05$, **$p < 0.01$, ***$p < 0.001$

The Airbnb's owner behavior has the R^2 value (squared multiple correlations) in each construct. The variance observed in each construct is attributed to the influencing variable of SERVQUAL, with calculations depicted in Figure 4.1 and outcomes summarized in Table 4.23.

Table 4.22 The Squared Multiple Correlations Value

	Variable	Estimate
1	Perceive value	0.948
2	Owner satisfaction	0.930
3	Owner engagement	0.788
3.1	Dedication	0.999
3.2	Absorption	0.988
3.3	Vigor	0.891

The findings delineate the relationships among variables within the service quality framework individually. The squared multiple correlations (R^2) manifest as follows: Perceived value at 94.8%, Owner satisfaction at 93.0%, and Owner engagement at 78.8%.

Notably, the internal variables exhibit direct effects from latent variables at exceptionally high percentages, with Dedication at 99.9%, Absorption at 98.8%, and Vigor at 89.1%.

Second model: Second order of service quality

The measurement model exhibits a satisfactory fit with the theoretical model, meeting all criteria outlined in Table 4.21. These values collectively indicate a highly suitable fit for the structural equations within the generated models, thereby satisfying the required fit measurement criteria.

Table 4.23 Model Fit Intercept (N=422)

	Model fit Indices	**Threshold Range**	**Observed Values**
Tested Model	CMIN/DF (χ2/df)	below 5.00	3.644
	IFI	above 0.80	0.897
	GFI	above 0.70	0.711
	CFI	above 0.90	0.901
	RMSEA	below 0.08	0.079
	PNFI	almost 1	0.802
	PCFI	almost 1	0.833

The path coefficient method was used in the model, and the p-value and R^2 appear as indicated in Table 4.20. This can clarify the path of the impact of variables in the model as follows:

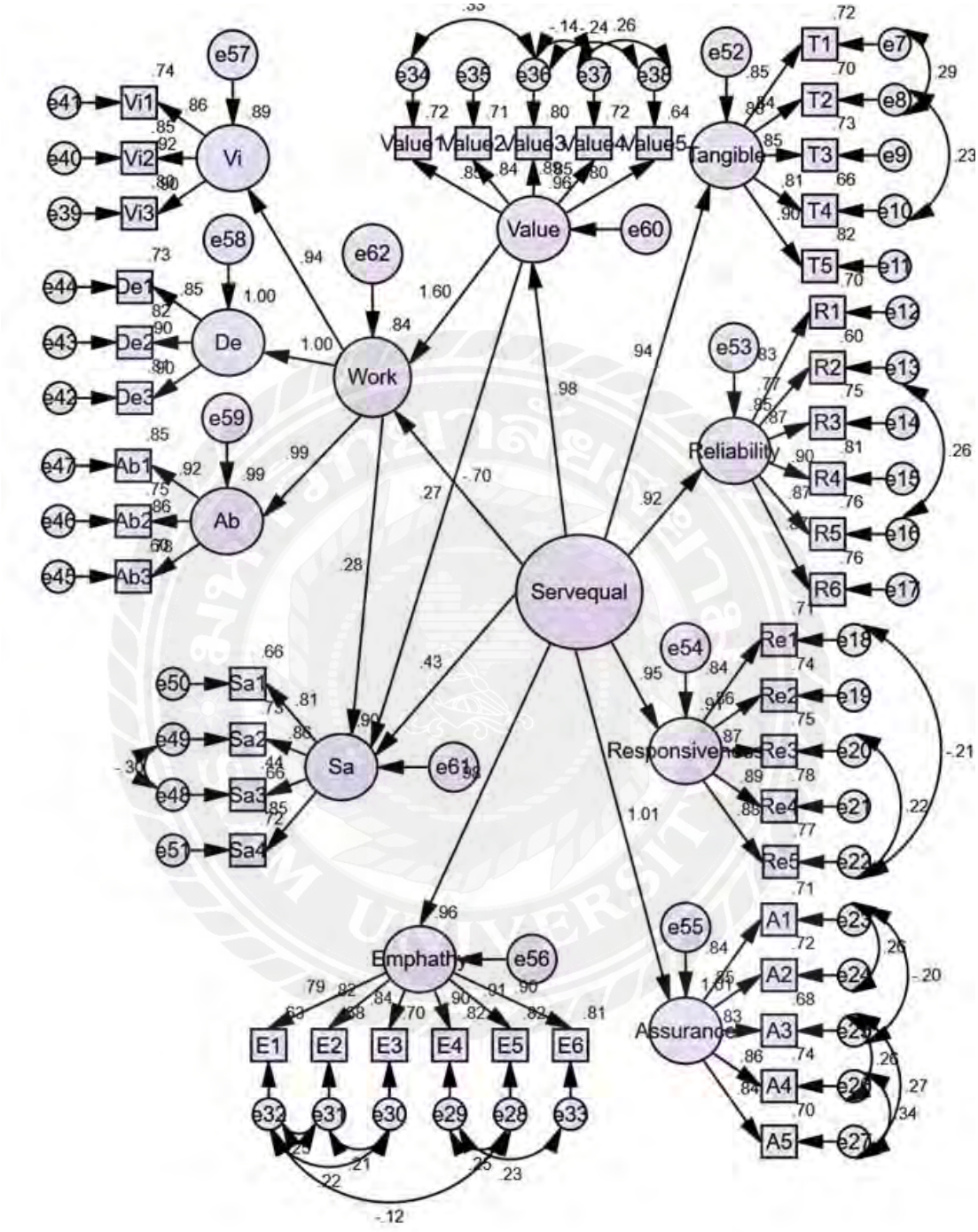


Figure 4.2 The Modified Structural Equation Model

(Source: Researcher, 2024)

The path coefficient of Airbnb's service quality represents the estimated value (β) derived from standard regression within the model. The data analysis for Airbnb's service quality model presents the path analysis, elucidating the relationships between constructs. Findings affirm hypotheses H1 through H5, with p-values ranging from .047 to .000, indicating significant correlations between variables. SERVQUAL influences perceived value (H1), owner satisfaction (H2), and work engagement (H3). Additionally, path effects include perceived value on work engagement (H4) and work engagement on owner satisfaction (H5). However, it's worth noting that the relationship between perceived value and owner satisfaction does not support hypothesis H6. The most substantial effect observed is from perceived value to work engagement, with the highest standard regression weight recorded at 1.763.

Table 4.24 Hypothesis Testing

Hypotheses	Estimate (β)	SE.	t-value	p-value	Result
H1: SERVQUAL-> Perceived value	1.048***	.055	1.108	.000	Supported
H2: SERVQUAL-> Owner Satisfaction	.501*	.252	1.985	.047	Supported
H3: SERVQUAL -> Owner Engagement	.854*	.370	2.310	.021	Supported
H4: Perceived value -> Owner Engagement	1.763***	.353	4.994	.000	Supported
H5: Owner Engagement -> Owner Satisfaction	.219*	.103	2.120	.034	Supported
H6: Perceived value -> Owner Satisfaction	.220	.320	.686	.492	Not supported

*$p < 0.05$, **$p < 0.01$, ***$p < 0.001$

The Airbnb's owner behavior has the R^2 value (squared multiple correlations) in each construct. The variation observed in each construct is attributed to the influencing variable of SERVQUAL, with calculations depicted in Figure 4.2 and outcomes summarized in Table 4.25.

Table 4.25 The Squared Multiple Correlations Value

	Variable	Estimate
1	Servqual	
1.1	Reliability	0.843
1.2	Assurance	0.978
1.3	Tangibles	0.881
1.4	Empathy	0.951
1.5	Responsiveness	0.888
2	Perceive value	0.951
3	Owner satisfaction	0.919
4	Owner engagement	0.876
4.1	Dedication	0.998
4.2	Absorption	0.987
4.3	Vigor	0.894

The results demonstrate the direct variation among variables in the service quality framework towards its sub-dimensions, with calculated percentages as follows: Reliability at 84.3%, Assurance at 97.8%, Tangibles at 88.1%, Empathy at 95.1%, and Responsiveness at 88.8%. Additionally, the squared multiple correlations (R2) towards perceived value are noted at 95.1%, owner satisfaction at 91.9%, and owner engagement at 87.6%. Furthermore, the internal variables exhibit direct effects from latent variables, with Dedication at 99.8%, Absorption at 98.7%, and Vigor at 89.4%.

4.5 Discussion

The study compared two models, revealing that Model 1 categorizes service quality variables. Only reliability and empathy of service quality significantly impact Owner satisfaction and perceived value. Interestingly, focusing on specific points for improvement led to lower values in the resulting model, particularly in the relationships between variables. Conversely, the second model concentrates on collectively utilizing the internal dimensions of service quality, resulting in improved model values. If the second model is implemented in business practice, organizations must enhance all internal processes to

augment owner satisfaction, as indicated by the R-square value. Consequently, the researcher opts for the second model to elucidate the relationship within the model.

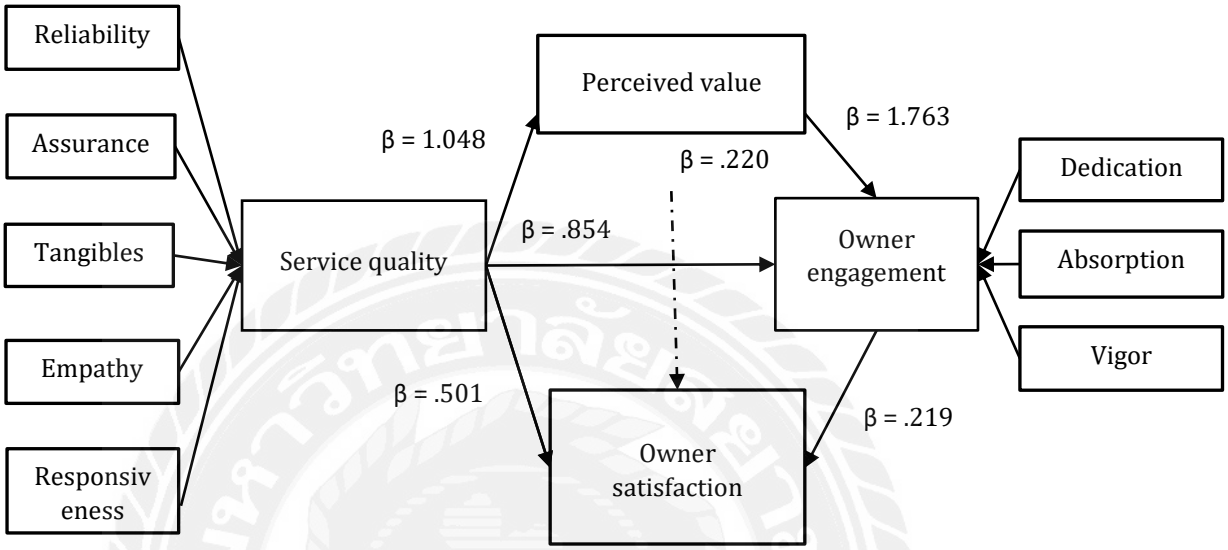


Figure 4.3 The Output of the Mediating Effect (Path Analysis)
(Source: Researcher, 2024)

The findings depicted in the model explain the relationships among service quality, perceived value, owner engagement, and owner satisfaction within the Airbnb application. The causal relations among each variable are evident, as illustrated in Figure 4.3, where the path coefficients signify direct impacts between the variables as outlined in the research framework. However, certain variables exhibit no relation with others; for instance, perceived value does not affect owner satisfaction. The remaining variables demonstrate relationships as presented in Figure 4.3.

The discussion of the hypotheses testing in the service quality models is detailed in Table 4.26.

Table 4.26 Hypotheses Testing

Hypotheses		
H1	The impact of the Airbnb service quality on perceived value	✓
H2	The impact of the Airbnb service quality on owner satisfaction	✓
H3	The impact of the Airbnb service quality on owner engagement.	✓
H4	The impact of Airbnb's perceived value on owner engagement.	✓
H5	The impact of the Airbnb owner engagement on owner satisfaction	✓
H6	The impact of Airbnb's perceived value on owner satisfaction	×

(✓) accepted hypothesis (×) rejected hypothesis

The conclusion of hypothesis testing on Transformational Leadership (TFL) is as follows:

H1: Airbnb service quality has a significant direct effect on perceived value ***(accepted hypothesis).***

This hypothesis suggests that Airbnb service quality positively influences perceived value. The significance of Airbnb service quality on perceived value is confirmed with a path coefficient of 1.048, a t-value of 19.108, and $P \leq 0.000$, as indicated in Table 4.24. This model analyzes the relationship between significant factors influencing Airbnb service quality and forecasts the perceived value of Airbnb service management.

H2: Airbnb service quality has a significant direct effect on owner satisfaction behavior ***(accepted hypothesis).***

This hypothesis theorizes that Airbnb service quality positively influences owner satisfaction behavior. The significance of service quality on owner satisfaction behavior is affirmed with a path coefficient of 0.501, a t-value of 1.985, and $P \leq 0.047$, as indicated in Table 4.24. This model is utilized to examine the relationship between significant factors influencing service quality and to predict the outcome of owner satisfaction in Airbnb service management.

H3: Airbnb service quality has a significant direct effect on work engagement ***(accepted hypothesis).***

This hypothesis suggests that Airbnb service quality support positively influences work engagement. The significance of service quality on work engagement is confirmed with a path coefficient of 0.854, a t-value of 2.310, and $P \leq 0.021$, as indicated in Table 4.24. This model is employed to explore the relationship between significant factors impacting Airbnb service quality and to predict the outcome of work engagement in Airbnb service management.

H4: The perceived value of Airbnb service has a significant direct effect on work engagement ***(accepted hypothesis).***

This hypothesis suggests that the perceived value of Airbnb does not influence work engagement behavior. However, it's noteworthy that Airbnb service significantly affects owner satisfaction, with a path coefficient of 1.763, a t-value of 4.994, and $P \leq 0.00$, as indicated in Table 4.24. This model examines the relationship between significant factors impacting perceived value in Airbnb and work engagement.

H5: Work engagement in Airbnb has a significant direct effect on owner satisfaction ***(accepted hypothesis).***

This hypothesis suggests that work engagement in Airbnb positively influences owner satisfaction. The significance of work engagement on owner satisfaction is affirmed with a path coefficient of 0.219, a t-value of 2.120, and $P \leq 0.034$, as indicated in Table 4.24. This model is employed to explore the relationship between significant factors impacting work engagement in Airbnb and to predict the outcome of owner satisfaction.

H6: Airbnb's perceived value in private universities has a significant direct effect on owner satisfaction ***(rejected hypothesis).***

This hypothesis suggests that the perceived value of Airbnb does not contribute to arranging owner satisfaction. Indeed, the perceived value of Airbnb does not significantly impact owner satisfaction, with a path coefficient of 0.220, a t-value of 0.686, and P ≤

0.492, as indicated in Table 4.24. This model examines the relationship between components where no significant connection is observed between perceived value and owner satisfaction.

Chapter 5
Research Conclusion, Discussion & Recommendation

This chapter provides a concise summary of the study, drawing conclusions from the data that has been given, evaluated, and interpreted. The study's findings will be presented first, followed by an analysis and summary of the structural equation modeling (SEM) and path analysis. The concluding section will encompass the study's findings, a discussion of the research results, policy recommendations, and suggestions for future research. The topics will be as follows.

5.1 Research Conclusion

5.1.1 Conclusion of Respondents Information

A selective sampling is conducted specifically on residents who are entrepreneurs and have utilized the Airbnb application service. This section presents a concise overview of the demographic characteristics of 422 respondents. The result showed that regarding gender, 201 respondents of Airbnb users were male or 47.6 percent while 221 respondents were female or 52.4 percent. The result showed that regarding age, 77 respondents or 18.2 percent is from 21-30 years old, 239 respondents or 56.6 percent are from 31-40 years old, 75 respondents or 17.8 percent are from 41-50 years old and 31 respondents or 7.3 percent are from above 51 years old. The result showed that regarding education background, 242 respondents or 57.3 percent have obtained a bachelor's degree, 147 respondents or 34.8

percent have education beyond a bachelor's degree, and 33 respondents or 7.8 percent have education below a bachelor's degree. The result showed that regarding resident type, respondent's condominium is owned by 336 respondents or 79.6 percent of the respondents, while 76 respondents or 18.0 percent possess apartments and 10 respondents or 2.4 percent hold hotel rooms. The result showed that regarding province of owner, 296 respondents or 69.2 percent of the respondents reside in Bangkok, while 69 respondents or 16.4 percent are from Chiang Mai. Additionally, 24 respondents or 5.4 percent come from Chon Buri, 24 respondents or 5.4 percent come from Phuket, and 13 respondents or 3.1 percent originate from Khon Khan. The result showed that regarding users experience on Airbnb, 263 respondents or 62.3 percent, had been owners for 1-2 years. The second group comprised 137 respondents or 32.5 percent of the total population. The last group of respondents above 5 years old has a total of 22 respondents, or 5.2 percent of the population.

5.1.2 Conclusion of Service Quality (SERVQUAL)

This section outlines the respondents' perception of the Airbnb service quality system, which has five categories and twenty questions. Among five categories, Assurance got the highest average mean and S.D at the level of Strongly agree (x = 4.26, S.D. = 0.89) followed by Empathy, Tangible, Responsiveness and Reliability, consecutively.

5.1.2.1 Tangible

For Airbnb owner attitude towards Tangible, the average level of opinion is Agree (x = 4.15, S.D. = 0.92). The highest opinion is the statement of “Airbnb application is well organized on process of information” and the lowest is “Airbnb application is easy to use.” Most of respondents agree or strongly agree with the statements related to the tangible component. Therefore, Airbnb has a tangible system that is considered a best practice. The proprietor of Airbnb has a favorable disposition towards utilizing the application with service providers.

5.1.2.2 Reliability

Most of respondents agree with the statements related to the reliability component (x = 4.08, S.D. = 0.94). The highest opinion is the statement of “Airbnb’s shown

accurate transaction payment" and the lowest is "Airbnb is providing to service at the time it promises."

5.1.2.3 Responsiveness

Most of respondents agree with the statements related to the responsiveness component (x = 4.14, S.D. = 0.90). The highest opinion is the statement of "Airbnb presents an user' experience on application and there is no charging when change any condition." and the lowest is " Airbnb's service center should be able to handle the situation immediately. "

5.1.2.4 Assurance

Most of respondents agree with the statements related to the Assurance component (x = 4.26, S.D. = 0.89). The highest opinion is the statement of "Airbnb service gets adequate support from application to organize owner's requests well" and the lowest is "Airbnb owners felt secure in transactions with in-app".

5.1.2.5 Empathy

Most of respondents agree with the statements related to the Empathy component (x = 4.24, S.D. = 0.88). The highest opinion is the statement of "Airbnb charges with reasonable cost." and the lowest is "Airbnb gives you individual attention".

5.1.3 Conclusion of Perceive Value

This part discusses the respondents' perception of the quality of e-services. The owners initially interpret this quality as a signal that provides information about the service. They will then respond to the value stage, which includes five questions. There are five questions used to assess the perception of value, as indicated in table 4.7. Most of respondents agree with the statements related to the perceived value component (x = 4.16, S.D. = 0.90). The highest opinion is the statement of "Compared to alternative application, Airbnb charges the owner fairly for extra condition" and the lowest is Airbnb has ability in resident application to satisfy for requests".

5.1.4 Conclusion of Work Engagement

This section aims to assess the level of work engagement by examining the respondents' attitudes towards their willingness to achieve service targets in the application. The focus is on the owner or membership to motivate them to actively participate in the system. This section outlines the respondents' perception of work engagement for Airbnb, which is assessed by nine questions across three categories.

1. Vigor has three questions that assess vigor in work engagement. Out of all these inquiries, the item specifically refers to table 4.8. You feel vigorous when you use Airbnb more than others at an average of 3.97 (S.D. = 0.92), surpassing the level of vigor When you used Airbnb, you feel reaching with passion, which stands at 3.90 (S.D. = 0.99). Ultimately, the owners launched an application that You opened an application as your first priority, accounting for average at 3.89 (S.D. = 0.94). These statistics indicate that the respondents expressed agreement with vigor.
2. Dedication has three questions that assess skill variety, as indicated in table 4.9. One of the concerns is to the level of dedication respondents have when using applications for their intended purposes. Subsequently, you are enthusiastic about my work on Airbnb application, averaging it at an impressive 4.08 (S.D. = 0.89). The respondents reported that mean of 4.06 (S.D. = 0.88) of owners hold a favorable view of Airbnb's service operation. They are currently utilizing the Airbnb program with a sense of pride, which accounts for average at 3.98 (S.D. = 0.92). The data indicate that the respondents expressed agreement over their commitment to the Airbnb application.
3. Three questions assessing absorption can be found in table 4.10. Within this set of inquiries, the item elucidates the manner in which absorption satisfies their emotional state. The owners experience satisfaction when I utilize the Airbnb service to its fullest extent, reaching a utilization rate of 3.98 (S.D. = 0.90). An average of 3.96 (S.D. = 0.90) of the respondents are familiar with my involvement in the Airbnb business. Ultimately, their enthusiasm peaks when I

utilize an Airbnb application at a rate of 4.21 (S.D. = 0.87) These findings indicate that the respondents expressed agreement and high agreement with their absorption.

5.1.5 Conclusion of Owner Satisfaction

The goal of this part is to determine the amount of owner satisfaction, which is the overall assessment made by entrepreneurs regarding how well an application or service meets their expectations and provides a positive user experience. This section outlines the respondents' perspective on owner satisfaction in the Airbnb service. Owner satisfaction has four questions that assess owner satisfaction. Out of all the questions, mean at 4.12 (S.D. = 0.93) of respondents reported feeling satisfied with their experiences on Airbnb's application. Additionally, average at 4.31 (S.D. = 0.85) felt that using Airbnb's application was a wise decision, while 3.77 (S.D. = 1.13) believed it was an accurate decision. Furthermore, mean at 4.16 (S.D. = 0.91) felt satisfied because the application met their demanding needs. The data indicate that the respondents expressed agreement and strong agreement regarding owner satisfaction.

5.1.6 Structural Equation Model on Relationship Results

The multiple regression analysis of the four independent variables (Service quality, Perceived value, and Work engagement) and the dependent variable (Owner satisfaction) reveals that most of them are significantly related, except for the direct influence of owner engagement on owner satisfaction. The fit index was determined based on the validity of item measurement assessed by experts in statistics, hotel management, and marketing management. The goodness of fit was determined using data from questionnaires, with validity assessed by specialists in statistics and business administration. Furthermore, the testing program assessed the level of confidence. The examination of the results involved the use of structural equation modeling (SEM) to validate the hypothesis in this study. The statistical software utilized in this investigation were SPSS and AMOS. The research technique employed a descriptive explanation. Subsequently, a confirmatory factor

analysis (CFA) was performed on the questionnaires to examine the factor loading and errors in the questions. This was done to establish the consistency of the questions within each variable. The ultimate goal was to conduct a path analysis to assess the goodness of fit of the model. Path analysis is a primary method for examining the relationship between independent and dependent variables in a structural equation model, specifically for the purpose of hypothesis testing. The path analysis approach allows for causal inference of each correlated variable in order to address the hypothesis derived from the four sub-variables obtained from the main variables. Its purpose is to answer the research questions in this study.

The primary instrument utilized in this study, applied by specialists to assess the reliability and validity. Following collection, the data was examined using the Confirmatory factor analysis components. Four latent variables are used to illustrate the 422- respondents sample. Five factors related to service quality are listed in the questionnaire as follows: (1) Ser1 (Tangible), Ser2 (Reliability), Ser3 (Responsibility), Ser4 (Assurance), and Ser5 (Empathy). Items with standard estimated regression weights (factor loading values) less than 0.5 are excluded. Five elements are presented in questionnaires under perceived value. The factor loading value, or standard estimated regression weight, of the items on this dimension must be greater than or equal to 0.5. The elements with a 0.5 or less were excluded (the underlined items). Values 1, 2, 3, 4, and 5 are those values. The three factors that comprise the factor loading value of work engagement are as follows: (1) vigor; (2) dedication; and (3) absorption. Every construct whose standard estimated regression weight (factor loading value) is less than 0.5 is excluded. The estimated value of the work engagement model was attained. Four items are presented in surveys related to owner satisfaction. The factor loading value, or standard estimated regression weight, of the items on this dimension reach and greater than or equal to 0.5. The first step in changing the components in the structural model is to create the principal measurement model. Using this procedure, all factor loadings less than 0.5 were removed until the model's values were fully standardized. Prior to applying discriminating power to validate the model, the researcher would like to validate the model. The filtered

data was chosen for this study's structural equation model calculations. Finding the appropriate data that generates on several factors in the service quality model is the main screening process.

Convergent validity was assessed using the data, and it was related to value weighting factors that came from standardized regression weights that were discovered via confirmatory factor analysis. Every variable needs to have a weight of at least 0.5. A Cronbach's alpha coefficient of greater than 0.70 was used to test the dependability. If the composite reliability (CR) was higher than 0.6, the average variance extracted (AVE) had to be less than 0.5 or greater than 0.5 (significant at ≥0.5).

The SERVQUAL results demonstrated the discriminating power by demonstrating that each equation's criterion has a Cronbach's Alpha value greater than 0.7. The tangible values ranged from 0.791 to 0.859. The construct reliability (CR) score is at 0.982, the average variance extracted (AVE) score is at 0.732, and the reliability score ranges from 0.777 to 0.868. With a construct reliability (CR) score of 0.986, an average variance extracted (AVE) score of 0.753, a reliability score of 0.938, and a responsibility range of 0.778-0.855. With a construct reliability (CR) score of 0.935, an average variance extracted (AVE) score of 0.732, and a reliability score of 0.933, assurance ranges between 0.800 to 0.867. With a construct reliability (CR) score of 0.948, an average variance extracted (AVE) score of 0.751, and a reliability score of 0.948, empathy ranges from 0.788 to 0.883. The reliability score was 0.935, the average variance extracted (AVE) score was 0.733, and the construct reliability (CR) score was 0.932. This indicates that the study's findings support the notion that the items in the service quality questionnaire meet the requirements. The structural equation model analysis can make use of the service quality measurement.

The results from perceived value of Airbnb demonstrate the discriminant power by indicating the value of the corrected item total correlation in the perceived value. Each equation in the criterion has a Cronbach's Alpha greater than 0.7. The perceived value (Value) ranges from 0.752 to 0.843. The reliability score is 0.927, the average variance extracted (AVE) score is 0.730, and the construct reliability (CR) score is 0.931. The outcome satisfied the requirements for examination in a structural equation model.

Subsequently, the discovery has the potential to enhance the correlation between the variables.

The results from work engagement of Airbnb demonstrate the discriminant power by indicating the value of the corrected item total correlation in work engagement. The criterion in each equation has a Cronbach's Alpha greater than 0.7. The vigor values range from 0.820 to 0.859, with a reliability score of 0.920. The average variance extracted (AVE) score is 0.796, and the construct reliability (CR) score is 0.921. The dedication values range from 0.804 to 0.853, with a reliability score of 0.915. The average variance extracted (AVE) score is 0.784, and the construct reliability (CR) score is 0.916. The absorption values range from 0.710 to 0.847, with a reliability score of 0.885. The average variance extracted (AVE) score is 0.733, and the construct reliability (CR) score is 0.891. The computation of work engagement for factor loading was implemented, and all of the factor loadings satisfied the established standards.

The results from table owner satisfaction demonstrate the discriminant power by examining the corrected item total correlation values in the innovation culture. Each equation in the criterion has a Cronbach's Alpha greater than 0.7. The innovation culture is measured on a scale ranging from 0.591 to 0.763. The reliability score is 0.854, the average variance extracted (AVE) score is 0.622, and the construct reliability (CR) score is 0.866.

This study aims to validate the constructs of the model (reliability and validity) based on the framework. The optimal value is determined by assessing the construct validity of the measurement model through the use of standardized factor loadings for each item in the questionnaire. The validation of the measurement model is accomplished. Therefore, it can be inferred that the discovery qualifies as a suitable measure of model fitness.

5.2 Discussion

Results were developed to serve as a foundation for future investigations by scholars. This study presents a thorough methodology for evaluating the service quality of application services in Airbnb. It serves as a guideline for scholars and practitioners, providing a greater knowledge of the topic. Given the entrepreneur and academic advancements in service technology, particularly in user behavior, it is crucial to take into account the dimensions that arise inside the framework while developing and accessing Airbnb services. This study presents many possibilities for owner behavior in the development of Airbnb services and offers guidance on designing in accommodation services that are effectively utilized by users. However, the outcome investigations are necessary to evaluate as quantitative studies. It is particularly beneficial to incorporate diverse perspectives from stakeholders of Airbnb services for each significant hypothesizes as follows

5.2.1 The Significance Effect Between Service Quality and Perceived Value of Airbnb

This relationship posits that the quality of service provided by Airbnb can enhance the perceived value experienced by users. The level of service provided by Airbnb has a significant impact on the perceived value. This is evidenced by a path coefficient of 1.048, a t-value of 19.108, and a p-value of less than or equal to 0.000. Table 4.25 displays this information. This model is utilized to examine the correlation between the components that have an impact on the quality of service provided by Airbnb and to predict the outcome of perceived value in the management of Airbnb services.

The relationship between service quality and value is highly related, as stated by Wang, Yeh, Yen, & Nugroho (2016). The higher level of service quality is positive to the perceived value. This implies that quality and value are fundamentally interconnected. The correlation between display service quality and distinct perceived value is supported by the research conducted by Al-Ansi and Han (2019). The service product from Airbnb is crucial in generating various forms of owner value during application using. A service product

refers to an intangible activity that typically occurs between the customer and service employees, physical resources, goods, or systems of the service provider. These activities are offered as solutions to owner problems, although they may not always be necessary for the interaction to occur. The specialized knowledge and expertise possessed by academic and service professionals is highly advantageous for anyone attending their service who are seeking accommodation service. Throughout the procedure of evaluating new products and services with specialists, general attendees can get significant monetary, emotional, and social benefit by absorbing their knowledge and engaging in the transmission of their resources. Consequently, the more abundant the opportunities for expert expertise and advanced specialized experiences, the higher the economic, emotional, and societal value of the participant Groth, & Dye (1999). Therefore, the presence of comprehensive knowledge-based products and engaging dependent on experience services contributes to the enhancement of economic, emotional, and social value on Airbnb service.

Owner perceived value is the subjective evaluation made by owners regarding the overall worth or advantage they derive from the Airbnb service. The evaluation encompasses application service quality, customer center service quality, and the corresponding price paid for the service. Functional service quality includes the subjective elements of the Airbnb service, such as the visual appeal of the application facilities, the efficiency of communication, the courtesy of the staff, and the effectiveness of resolving complaints. Multiple authors employed SERVQUAL dimensions to assess the functional service quality in technology consist with the intricacy of the relationship between resident administration and e-service is likely manifested through conceptual, behavioral, and emotional factors. These factors include engagement, loyalty, perceived value from owner development, and supporting conduct. The application is influenced by both physical factors and the knowledge and dedication associated with a certain application. Consequently, as more applications are associated with the owner's interest, their perception of hotel or residential development becomes more favorable (Ganji, Johnson, & Sadeghian, 2021). According to these researchers, the tangibles component encompasses the physical infrastructure of Airbnb providers, including application networks and

communication systems. Reliability pertains to the continuous and uninterrupted delivery of order in application. Responsiveness entails promptly addressing customers' grievances. Empathy refers to the ability to understand and effectively address the problems faced by the consumer. Assurance refers to the organization's and its workers' capacity to inspire trust among consumers and the community. This dimension of the service provider encompasses the benevolence of its respondents and the mitigation of any potential risks or uncertainties related to service quality.

5.2.2 The Significance Effect Between Service Quality and Owner Satisfaction Behavior of Airbnb

This hypothesis posits that the quality of service provided by Airbnb can influence the satisfaction behavior of the property owners. The quality of service has a significant impact on the behavior of owner satisfaction, as demonstrated by a path coefficient of 0.501, a t-value of 1.985, and a P-value of ≤ 0.047. Table 4.25 displays this information. The model is utilized to examine the correlation between the components that impact service quality and predict the level of owner satisfaction in Airbnb service management.

The concepts of service quality and customer satisfaction are separate, although they are closely interconnected. Parasuraman et al. (1988) distinguished between customer satisfaction, which pertains to a particular transaction, and perceived service quality, which is a broader evaluation or attitude on the excellence of service. There is a strong correlation between service quality and customer satisfaction, such that an improvement in one is likely to result in an improvement in the other scholars such as Anderson, Fornell and Lehmann (1994). The study discovered a strong correlation between service quality and owner satisfaction in Airbnb users in Thailand. The initial factor that influences respondents' evaluation of a service is their impression of its quality. Subsequently, they form a sense of either contentment or dissatisfaction based on this quality. The five elements of service quality, namely tangibles, reliability, responsiveness, assurance, and empathy, serve as the independent variables. Owner satisfaction, on the other hand, is the dependent variable. The five dimensions framework serves as the fundamental basis for

the entire study, aiming to examine the correlation between service quality and owner happiness for Airbnb services. If client's express satisfaction and attribute it to the five aspects of service quality, it inferred that there is a significant correlation between owner satisfaction and the service quality.

The role of service satisfaction shows that reliability has a crucial role in shaping consumer perceptions of service quality and overall satisfaction. The tangible indicators present in the service environment can impact how users perceive the service. Owners or consumers are more likely to experience satisfaction when they have the opportunity to visually, physically, and tactilely interact with the tangible elements of a service, such as the actual surroundings, equipment, and materials employed Olsen and Johnson (2003), Empathy has a favorable impact on consumer views towards a firm. Owners are more inclined to have favorable opinions about a business, if they think that the business demonstrates empathy towards their wants and problems. Philip Kolter (2002) discovered that service empathy has a noteworthy influence on client happiness and loyalty. Owners' satisfaction with the services is positively influenced by their perception of the staff's responsiveness to their demands and concerns. The responsiveness has a noteworthy influence on owner satisfaction. Businesses should prioritize exhibiting responsiveness towards their customers in order to boost customer satisfaction. Owners are more likely to be happy with a service if they believe that the service provider prioritizes safety and security. This perception is influenced by the SERVQUAL model with additional factors. Owners are more likely to experience satisfaction with their Airbnb provider if they actively participate in application instruction, such as navigate the option for price promotion, utilizing alliance application appliances, and decreasing process time for using.

5.2.3 The Significance Effect Between Service Quality and Work Engagement of Airbnb

This hypothesis posits that the provision of high-quality support by Airbnb can contribute to the facilitation of work engagement. The quality of service has a significant impact on work engagement, as demonstrated by a path coefficient of 0.854, a t-value of

2.310, and a P-value of ≤ 0.021. Table 4.25 displays this information. This model is utilized to examine the correlation between the components that have an impact on the quality of Airbnb service and to predict the outcome of labor involvement in Airbnb service management.

Service quality is determined by a process of evaluating the owner engagement against the intended service. Service quality can be defined as an overall evaluation of the excellence of the service offered by a business, and it is often considered as a type of attitude (Parasuraman et al., 1988). Many studies have examined service quality since its inception, as providing high levels of service quality gives a business a competitive edge. Brodie, Hollebeek, Juric´, and Ilic´ (2011) contend that owner engagement improves loyalty, as a significant level of owner engagement leads to Airbnb owner who possess cognitive complacency with a brand. Furthermore, customers' genuine involvement can be regarded as a behavior stemming from both intellectual and emotional perceptions, which might strengthen. In addition, Kahn (1990) state that service provider involvement has a considerable impact on service provider's' intents to suggest the business to others and continue using the service. The study has examined and tested the connections between service quality and factors including work engagement, perceived value, and owner satisfaction. The findings of these research indicate that when the quality of service provided to clients surpasses their expectations, it has a significant impact on their work engagement that contribute to Airbnb Business. Previous research has sought to establish a connection between service quality and work engagement. Work engagement is the establishment of an emotional connection with a brand or medium, resulting in more interaction with the entity (Schneider, White and Paul, 1998). The notable impact of service quality on work engagement. According to the overall quality of service will strongly impact the behavior of owners in terms of their participation.

Studies have found that work engagement plays a mediating role in the relationship between independent variable (service quality) and dependent variable (perceived value and owner satisfaction. Therefore, these results validate the significance of Airbnb service quality interaction in regards to work engagement. Online application system gathers

information about owner engagement in these communities, as well as the factors that influence it and the resulting effects. Owner engagement is a perceptual outcome that is influenced by human resources and has an impact on business performance, strategies for fostering a strong sense of responsibility among employees, which in turn contributes to improved organizational performance (Burke et al. 2013). The study identified a group of organizations known as "high prioritizes" who are proficient in utilizing metrics and have revealed some useful strategies for linking engagement to business performance. Owner of Airbnb application was frontline of service employees that are more engaged will receive praise from rental consumer for their service performance. In order to provide high-quality owner service in accommodation service, executives must grant users a suitable degree of convenience and participation when addressing the various style that may occur during service contacts.

5.2.4 The Significance Effect Between Perceived Value of Airbnb Service and Work Engagement

This hypothesis posits that the perceived value of Airbnb has a direct impact on work engagement behavior. The Airbnb service has a substantial impact on the pleasure of the owner, as evidenced by a path coefficient of 1.763, a t-value of 4.994, and a significance level of $P \leq 0.00$. Table 4.25 displays this information. This model is utilized to examine the correlation between the components that have importance in determining the perceived value of Airbnb and work engagement.

Perceived value refers to the comprehensive assessment of the usefulness of a service, which is determined by respondents' perceptions of what they receive and what they provide in return (Zeithaml, 1988). The connection between the perceived value and the attitude of work engagement towards the service is supported by the theory of consumption value (TCV). The owners' initial perspective of application using causes them to assume that attend using is a worthwhile endeavor in order to attain the initial seen reward. This can argue that owner choice encompasses the recognition of many types of value that are separate and autonomous from one another. These values are functional, meaning they pertain to the capacity of a product or service to carry out its intended tasks

when they are in the community of Airbnb. Owner value on Airbnb application users pertains to the alignment between the service's perception and the user's perception. The service contribute emotional value refers to the emotional responses that are evoked by a service and the interest and desire to learn that arises from the intellectual or original features of a service or assistance. The value that is obtained in various conditions that are encountered by the owners (Johnson, & Sadeghian, 2021). the perceived value is a result of the cooperation between the owners and the service. The value perception on work engagement is receiving a desirable return on investment, feeling valued and valuable, and being able to contribute to and receive from join in Airbnb service. This perception directly influences respondents' involvement. This is similar to the concept of perceived value, which involves assessing the usefulness of what is received and supplied. Hidi and Renninger (2006) proposed that the many stages of interest development enhance the need of maintaining long-term engagement. This may be cultivated and is aligned with other beneficial outcomes such as psychological well-being and organizational effectiveness. A company should enhance work engagement by providing difficult, creative, self-directed, and diverse tasks, establishing a supportive and trustworthy social environment to ensure job security, and offering adequate resources. Work engagement encompasses the perception of receiving a valuable outcome in exchange for one's respondents' involvement in performing their role. These provide a sense of security and freedom to express oneself without worrying about negative impacts on one's self-image, social standing, or professional life. Availability refers to the state of having the required physical, emotional, and psychological resources to fully engage in role performances.

Work engagement is behaviors associated to a responsibility, task, or work during specific encounters between the owner and Airbnb. It refers to a condition of being actively engaged, occupied, and really interested in a service. The underlying relationship concept between perceived value and that engagement entails more than occasional usage. It involves consistent and active connection with service as inherent human nature that is present when respondents are deeply committed in their activity. The key to job engagement lies in understanding human behavior and recognizing that non-conscious

thoughts and sentiments may greatly influence conduct inside an organization. The owner with application engagement combined the cognitive and behavioral interaction of a user with an application after they have started using it. Nevertheless, attaining and sustaining high levels of engagement in a dynamic and competitive application for others application is due to constantly evolving user preferences on rapid advancements in technology, and easy access to application (Liu, Tang, Li, and Wang, 2023). Additionally, Airbnb application can quickly become outdated due to these factors which influence to their value perception. Furthermore, the cost associated with a user transitioning from one application to another is exceptionally minimal, if not completely absent. Given the significance of perceived value of owners and owner engagement in generating incomes from application.

5.2.5 The Significance Effect Between Work Engagement and Owner Satisfaction Behavior of Airbnb

This hypothesis posits that labor participation in Airbnb support can enhance owner happiness. Work engagement has a significant impact on owner satisfaction, as evidenced by a path coefficient of 0.219, a t-value of 2.120, and a P-value of 0.034 or less. Table 4.25 displays this information. The model is utilized to examine the correlation between the components that have an impact on work engagement in Airbnb and to predict the outcome of owner satisfaction.

The study also assessed the influence of work engagement on owner satisfaction. Consistent with prior study, work engagement had a direct influence on owner satisfaction. According to the theory of owner satisfaction, satisfaction has a beneficial impact on work attitude and work behavior. Consequently, a significant degree of owner satisfaction enhances owners' work engagement by fostering a sense of contentment with their work for their accommodation renting for Airbnb application, thereby motivating them to fully commit to their Airbnb application service. Work engagement is a favorable work attitude that is marked by vigor, dedication, and absorption (Schaufeli et al., 2002). Work engagement as a condition in which an individual experiences three specific characteristics: energy, devotion, and absorption. Respondents should possess a strong level of energy,

commitment, and engagement in their work. Vigor is defined as the level of energy and determination one possesses to successfully accomplish a task which directly to afford of owner that attend to utilize application for their benefit. Dedication entails complete engagement in the task at hand and encompasses motivation, a sense of accomplishment, and a readiness to confront obstacles that owner must compete to other competitor with support from Airbnb. Absorption is the state in which an individual becomes fully engaged and immersed in a task, experiencing genuine enjoyment while performing it through application system and service center from Airbnb.

Owner satisfaction is this term of Airbnb user context that be the subjective experience of respondents regarding their utilize, encompassing their emotions and views. The good attitudes towards a work engagement are indicative of owner satisfaction, while negative attitudes are indicative of unhappiness to use. The service pleasure among users or other application is frequently derived from achieving accomplishment in one's service, which can result in acknowledgment, financial gain, and advancement as supported by Bakker, Schaufeli, Leiter, & Taris (2008). Satisfaction spans a spectrum from utmost contentment to utmost discontentment and holds varying significance for various respondents. Aside from possessing attitudes towards the application, respondents might also hold attitudes regarding several facets of the service, such as the nature of the competitors, other users, service providers, and income proportion (Macey and Schneider, 2008). Owner satisfaction is linked to work engagement and motivation for effectiveness in businesses purpose and can be used to predict burnout and plans to uninstall application. Consequently, this can lead to diminished internal motivation for application users and their satisfaction. As per the principles of the service quality model, when owner lack work engagement, they feel unable of independently managing, controlling, or deciding how and when to perform in Airbnb service. It is important to prioritize the pleasure of Airbnb members with the business. This is because businesses often prioritize non-economic objectives over economic objectives. The primary advancement of the owner satisfaction concepts is founded on owner perception. The study focuses on the independent variable of owner perception, namely their appraisal of service quality and sense of value. Recently,

investigators have focused on the owner's individual preferences, subjective evaluation, emotional state, and underlying motivations in order to influence the level of satisfaction experienced by the Airbnb users.

5.2.6 The Significance Effect Between Perceived Value of Airbnb Service and Owner Satisfaction

This hypothesis posits that the perceived value of Airbnb does not have a direct impact on owner satisfaction behavior. The Airbnb service has a substantial impact on the pleasure of the owner, as evidenced by a path coefficient of 0.220, a t-value of 0.686, and a significance level of $P \leq 0.492$. Table 4.25 displays this information. This model is utilized to examine the correlation between the components that have importance in determining the perceived value of Airbnb and work engagement.

It was determined that the perceived worth of Airbnb applications was ascertained. In their study, Wang, Yang, & He (2022) distinguished between two aspects of perceived value: monetary value, which encompasses factors such as price, value for money, and good deal, and functional value, which pertains to meeting travel demands. Similarly, in their study of Valverde-Roda, Moral-Cuadra, Aguilar-Rivero, & Solano-Sanchez (2022) identified three dimensions of perceived worth: practical value (related to service quality), monetary value (associated with offers and prices), and emotional value (linked to learning and architectural style). Of all the types, the emotional one is only found in the application. In addition to the widely observed elements in this paper's setting, Zhang, Yang, Wang, & Ma (2022) explore the perceived value of social value in their study, the visiting experience's quality (practical worth) and the emotions felt (emotional value) have a substantial impact on owner satisfaction. These factors have been shown to elicit both an experimental and emotional reaction from tourists.

Zeithaml (1988) provides an explanation and analysis of the strengths and weaknesses of perceived value concept. Perceived value refers to a consumer's comprehensive evaluation of the usefulness of a product or service, which is based on their perceptions of what they receive and what they provide in return. Nevertheless, the

inadequacy of the perceived idea lies in its inability to adequately elucidate the utility of a service, encompassing factors such as its usefulness, benefits, and practicality, just through economic considerations. This related to Airbnb property owners that the perceived value of their lodgings has been or will be diminished during their upcoming visits or the stays of acquaintances. They utilize strategies to downplay the importance of their vacation experiences in Thailand or to mitigate the potential negative impacts of others' perceived worth, regardless of their level of happiness with the tourist value they obtained. This is contingent upon the extent to which the holiday to Thailand does not meet the expectations or is of subpar quality for specific guests. Fattahi, Farzin, Sadeghi, and Makvandi (2022) provide further elucidation on the concepts that are associated with comprehending the reasons behind the lack of correlation between perceived factors and owner satisfaction. It's examined the correlations between economic values and epistemic value in relation to owner satisfaction. It discovered that the perceived value differs depending on the specific stakeholders, service characteristics, and service aspects. Considering the subjective nature of the perceived value concept, it is necessary to develop a multidimensional value framework tailored to each industry in order to effectively capture its complete diversity. During exhibitions, the general attendees anticipate acquiring economic, emotional, and social benefits. While owners may acknowledge the advantages provided by Airbnb, the issue of vetting travelers poses a challenge to their ability to fully reap these benefits. In relation to this issue, their satisfaction is primarily dependent on whether the value they derive from the Airbnb service corresponds to their expectations, rather than the subjective perception of value.

The specialized knowledge and expertise of service and industrial specialists are extremely beneficial to Airbnb owners who are looking for practical assistance in this particular of hospitality industries. During the process of creating value from new services with specialists, general attendees might acquire valuable economic, emotional, and social benefits by gaining knowledge and engaging in the transfer of owners which generate their satisfaction.

5.3 Recommendation

5.3.1 Business Implication

This research provides empirical evidence for current ideas that examine the impact of the service quality on owner satisfaction at Airbnb application in the Thailand. The variable service satisfaction significantly influences positively owner behavior. the Airbnb business is greatly influenced by the crucial characteristics of service satisfaction and mediating variables, which have a big impact on owner satisfaction. Similarly, this study indicates that the overall owner satisfaction of Airbnb is influenced by factors such as perceived value and work engagement. The correlation between service quality and client satisfaction is evident. Moreover, relying on the results of service quality model has been determined to be valid and effective as a tool in this study. The results of this study have enhanced comprehension of the primary variable for service with information system.

Recognizing that the social benefits of Airbnb experiences, which have traditionally been a major selling point compared to hotels and other conventional accommodations, are not a prominent element in attracting visitors during the pandemic era, is essential for Airbnb management and owners. Airbnb's private homes or independent flats are especially well-suited as accommodation choices, especially during times of high seasons. More especially, in the service accommodation application industry. Understanding how owners rate their experiences and how this relates to satisfaction has significant consequences for other applications in the highly competitive in accommodation service business. The variable known as tangibles is the primary determinant of perceived value and owner satisfaction in the service application provider business. Application settings offer a potential edge over exchange and convenience-based competitors in this aspect. Airbnb businesses must prioritize the upkeep of visually appealing, friendly interface, and pleasant pages responsive. This includes having easily readable on application, well-maintained blockchain, and ample for alliances. This is particularly significant in a Thailand setting, as the largest component of the hospitality business consists of hotel, tourism, or event. These establishments typically provide more comfortable environments compared to quick-interact with owner’s accommodation.

While Airbnb has a crucial role as the provider of the platform, and there are multiple stakeholders who influence the experiences. Owners, guests, local communities, and regulatory authorities all play a role in developing the Airbnb experience ecosystem. Owners play a vital role in selecting and providing distinctive experiences, which greatly influence the quality and service characteristic of the offerings. The research finding is establishing a causal relationship between variables. The study of Airbnb in Thailand regarding whether Airbnb provides an authentic vacation experience. Several studies have highlighted the capacity of Airbnb to offer genuine and indigenous experiences, enabling guests to actively participate in the local community and cultural elements of a particular location. Nevertheless, other research has expressed reservations regarding the commercialization and uniformity of experiences, which could result in a potential decline in genuineness. The authenticity of Airbnb experiences was significantly influenced by characteristics such as owner participation, the selection and screening process of experiences, and the level of interaction with the local community. The sociocultural effects of Airbnb Experiences on local communities, assessing the economic consequences for owners and destination economies. Furthermore, doing research that specifically examines customer preferences, motives, and satisfaction with Airbnb experiences would enhance our comprehension of owner behavior in this field. This study provides a basis for future academic research and can assist industry stakeholders and hospitality communities in making well-informed decisions regarding the growth and control of Airbnb experiences.

The results of this study also add to the existing body of knowledge on services, specifically in relation to the accommodation service business. The present study presents a model that elucidates the connections between significant management concepts in the services industry: service quality, perceived value, work engagement, and owner satisfaction. This model employs a hierarchical structure. This study empirically investigates both the direct correlations and the mediating effects among the selected constructs. From a managerial standpoint, quantifying the influence of perceived value and work engagement on owner satisfaction demonstrates the psychological mechanisms at

play and demonstrates the relationship between owners and Airbnb brand. The relationship fosters positive behavioral intentions and promotes repeat patronage of an application's services. The advanced technology in communications also allows owners to express their emotional components of involvement, thereby stimulating positive behavioral intentions towards Airbnb business.

The study's findings will provide valuable insights for researchers, Airbnb, the hotel sector, vacation rental companies, and destination marketing groups. These findings will be particularly relevant for conducting practical competition analysis. The study offers a more profound understanding of the decision-making process of owners by analyzing the service quality factors. The study aims to help the Airbnb platform in determining its owner’s behavior with perceived value and work engagement. The findings will aid policymakers in effectively managing the Airbnb phenomenon by offering a full understanding of both the micro and macro environment. There has been a significant rise in the quantity of publications over time that cover a wide range of research, ranging from small-scale to large-scale consequences. However, there are still numerous areas that have not been well investigated and require further study, as stated in the paper.

5.3.2 Government Implication

An important practical implication of the study findings is to how Airbnb service quality and value in cross-cultural between national and international users in Thailand. The findings indicate that online service developers enhance productivity characteristics by fulfilling the basic requirements of tourists. In order to enhance its epistemic worth, online service providing should enhance by consistently improving governments’ tourism policy in Thailand. In order to enhance social and economic value to local accommodation service and hospitality industry in Thailand, governments must align the practice to support local experience and the expectations of tourists by incorporating a diverse range of motivating events. To enhance the service value of the Airbnb's programs, it is crucial to have devoted role models who can effectively connect tourist lifestyle information and inspire a sense of faith and enjoyment among the tourists to travel in local area and used

application for local service via Airbnb application. The commitment of governments and Airbnb providers could provide an outstanding of tourist experience and support localization. Nevertheless, in order to be practically useful, it is necessary to consider the future timing of the impact while evaluating these actions. A specific recommendation for decision-makers is to deliberately distribute the specified resources and effectively communicate their intentions in order to promote tourism experience and foster a culture that equally motivates both Airbnb owner and Airbnb tourist users.

Our research indicates that the relationship between increased satisfaction levels in Airbnb application. The develop of e-government services can support trust for entrepreneurs who registration in Airbnb system and be better comprehended by examining the perceived value between private company (Airbnb) and public entities. When transitioning from traditional public services to e-government services, government organizations can disclose the underlying processes involved in delivering these services to Airbnb. Therefore, policymakers in governments should allocate resources towards acquiring the necessary tools to assess and enhance owners' satisfaction with e-government services. This propose can improve value perception of government activities and confident to use Airbnb application, it is beneficial to create service tracking systems that monitor the progress of electronic transactions and requests. The complexity of the connection between resident administration and e-service is likely manifested through conceptual, cognitive actions, and psychological suggestions, such as work engagement, satisfaction, perceived value from owner development, and supporting behavior.

5.3.3 Theoretical Implication

The process of identifying and quantifying owners' perspectives of Airbnb services serves as a basis for hotel to evaluate the quality of their reservation services. Our comprehensive analysis of existing literature on accommodation integrated with application services has identified a significant research gap that requires a thorough and methodical examination of the fundamental aspects of resident reservation service quality as experienced by Airbnb users. In order to address this gap in research, we conducted a

quantitative analysis of 422 owners' attitudes level on Airbnb services. Through this analysis, we identified a total of four variables that fall under two categories: Airbnb application on service quality and Airbnb user behavior. The dimensions under Airbnb application on service quality include content, accuracy, ease of use, speed, aesthetics, security, diverse application service features, and mobile convenience. The dimensions under Airbnb application service quality include tangible, reliability, responsiveness, empathy and assurance. Thus, Airbnb user behavior is vital to have content and dedicated owners in order to deliver the anticipated to acquire and maintain their rental users. The same requirement is applicable to entrepreneurs. It is intriguing to note that the current findings corroborate the argument that when a application strives to meet the intrinsic and extrinsic requirements of its users, the faculty will feel valued and reciprocated. These good emotions will progressively accumulate and develop into what is known as perceived value, work satisfaction, and owner satisfaction, a mental state that inspires faculty members to fully dedicate themselves to the application and deliver exceptional performances to satisfy both the owners.

5.3.4 Limitation of Study and Future Research

1. The constraint is that the study's structure is confined to its specific objectives. This indicates that there are more variables that could impact owner satisfaction and customer satisfaction, such as the quality of the service and its customer relationship management.

2. It should be noted that satisfaction is influenced by elements beyond the five service quality criteria. Future research should investigate additional variables, such as marketing strategy and particular behavioral characteristics of both service providers and owners', which might influence different perceived value from both side, work engagement among them, and owner satisfaction in Airbnb service establishments in the Thailand. Additionally, it would be beneficial to concentrate on comprehending the factors that determine

3. This study is limited to a single country, specifically Thailand. We propose expanding it to further countries, such as those in ASEAN or other nations with international tourists' majority. Ultimately, this study solely focused on service quality, perceived value, and work engagement as the factors that influence owner satisfaction. therefore, we recommend include other factors that influence owner loyalty in future research.

4. The absence of objective performance indicators can be attributed to the reluctance of the majority of non-publicly traded companies to disclose financial performance data for research objectives. While utilizing perceptual data to assess firm performance may present challenges such as heightened measurement error and the possibility of common method bias, such applications are not unprecedented. In future investigations, a longitudinal research design may be implemented. For example, in order to gain a more comprehensive understanding of the impact of time on work engagement and owner-oriented behaviors on performance, it is imperative to gather longitudinal performance in Airbnb data.

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Appendix

Questionnaire

Service quality evaluation:

The moderating effect of Airbnb owner satisfaction in Thailand

Researcher Mr. Xu Ma

Curriculum Doctor of Philosophy Program in Management, Siam University

The objective of this investigation is to identify the variables that influence the contentment of Airbnb owners in Thailand in terms of service quality. This survey instrument is designed for owners who have enrolled with the Airbnb service application. We will maintain the confidentiality of your information.

I am a doctoral candidate in the Management program at Siam University and require information. The efficacy of Airbnb's services may be assessed using this questionnaire. Please do not hesitate to reach out to me at the following numbers and addresses if you have any queries or suggestions: *Siam university 38 Petkasem Road, Phasicharoen, Bangkok, 10160 Thailand*

This questionnaire is divided into 4 parts as follows:

Part I: Personal Information

Part II: Factors affecting to the Airbnb Owner satisfaction

Part III: Airbnb Owners' satisfaction

Part IV: Recommendation

Part I: Personal Information

Please select the appropriate response for the following.

1. What is your gender?

☐ 1) Male ☐ 2) Female ☐ 3) LGBTQ+

2. What is your age in year?

☐ 1) Under 20 ☐ 2) 21-30 years ☐ 3) 31-40 years

☐ 4) 41-50 years ☐ 5) 51 or over

3. What is your education level?

☐ Under bachelor's degree

☐ Bachelor's degree or even

☐ Higher bachelor's degree

4. What is your resident identification?

☐ Apartment

☐ Hotel

☐ Condominium

☐ other (please specify) _____

5. Where is the resident located?

☐ Chaing mai

☐ Khon Kaen

☐ Bangkok

☐ Chonburi

☐ Phuket

6. How long have you been using Airbnb's app?

☐ Less than one year

☐ 1-2 years

☐ 3-4 years

☐ More than 5 years

Part II: The level of owner experience from Airbnb service

Please select the importance of following reason to your decision to register Airbnb application service. Check one box for each item

Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree
1	2	3	4	5

	Airbnb Service Level				
	1	**2**	**3**	**4**	**5**
Tangible					
1. Airbnb has up-to-date on information service.					
2. The appearance of Airbnb interface application is comfort for owner to set up the requirement.					
3. Airbnbs' application is well organized on process of information.					
4. Airbnbs' application is easy to use by friendly interface.					
5. Airbnbs' application to complete information.					
Reliability					
6. Airbnb's can promptly support owner in every time.					
7. Airbnb's is providing to service at the time it promises.					
8. Airbnb service should provide accurate information to me.					
9. Customer service staff provide immediate service.					
10. Airbnb's quickly correct mistake between owners and customers.					
11. Airbnb’s shown accurate transaction payment between owner and Airbnb.					
Responsiveness					
12. Airbnb application's shows users exactly when information customer booking.					
13. Airbnb service center should able to handle your situation immediately.					
14. Airbnb presents an users’ experiences on application.					
15. There is no charging when you change any condition for marketing fee.					
16. Airbnb’s' service gives extra effort for your special condition.					
Assurance					
17. You can trust Airbnb service.					
18. You felt secure in your transaction with in-app purchase of Airbnb.					
19. Airbnb's provides knowledge or information to answer your questions.					

	Airbnb Service Level				
	1	**2**	**3**	**4**	**5**
20. You feel secure in the interaction with Airbnb application.					
21. Airbnb's' service gets adequate support from application to organize your requests well.					
Empathy					
22. Airbnb's give you individual attention (call center or customer supporter for owner's residents).					
23. Airbnb's has your best in service for accommodation rentals.					
24. Airbnb could be always willing to handle refund to owners.					
25. Airbnb's ease of reaching your renting requirement.					
26. Airbnb's provide service according to your requirement.					
27. Airbnb's charge owners with reasonable cost.					
Perceive risk					
28. You receive what you expect from Airbnb.					
29. Services purchased (transaction cost) from application is worth.					
30. Compared to alternative application, Airbnb charges me fairly for extra condition.					
31. Airbnb has the high value for accommodation services application.					
32. Airbnb has ability in resident application to satisfy for requests.					
Vigor					
33. When I am co-working with Airbnb, I feel reaching with energy.					
34. I feel vigorous when I use Airbnb more than others.					
35. I opened an application as my first priority.					
Dedication					
36. I am enthusiastic about my work on Airbnb application.					
37. My work with application is inspires me to entre spirit					
38. I am proud to use Airbnb application					
Absorption					
39. I feel happy when I am working intensely by Airbnb application.					
40. I am immersed in my business with Airbnb.					
41. I get excite when I am using in Airbnb application.					

Part III: Owner Satisfaction

	Airbnb Service Level				
	1	2	3	4	5
Owner satisfaction					
1. You feel satisfied of all your experiences on Airbnb's' application.					
2. You feel wise to use Airbnb's' application.					
3. You think it is accurate decision to apply through Airbnb's application.					
4. You feel satisfied because this application can satisfy your demanding.					

Part IV: Recommendation

THANK YOU FOR YOUR TIME AND PARTICIPATION

No. SU 0210.7/104

Graduate School of Management,
Siam University
38 Petkasem Rd., Bang-wa,
Phasi-charoen, Bangkok, 10160.

August 9th, 2021

Subject: Request for Data Collection via Questionnaire Distribution
To Whom It May Concern:

Mr. Xu Ma Student ID # 6119202004, a doctoral student of the Graduate School of Management, Siam University (Mobile Phone No. +6690-090-6666 and email: ma.xu@siam.edu) is currently working on the Ph.D. Dissertation entitle: "The Moderating Effect of Service Quality and Airbnb Owner Satisfaction in Thailand" under the supervision of Dr. Burin Santisarn.

In this regard, the Graduate School of Management would like to request for you cooperation by corresponding the attached questionnaire form. The completion of this questionnaire form will allow Mr. Xu Ma to further proceed on her research with data accuracy and overall quality. Your kind assistance is fully appreciated.

Best Regards,

(Associate Professor Dr. Chaiyanant Panyasiri)
Dean of the Graduate School of Management

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Publishing Research

Ma, X., Santisarn, B. & Widtayakornbundit, S. (2025). Exploring the Relationship of Service Quality and Owner's Resident Satisfaction of Airbnb Application in Thailand: the Mediating Role of Perceived Value and Owner Engagement. *Journal of MCU Buddhapanya Review, 10*(3), May-June. (TCI Tier 1)