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## Faculty of Business Economics

Master of Management

### **Master's thesis**

***Effects of Perceived Value on Customer Satisfaction: Lessons from a Wellness Center in Belgium***

**Wenny Widiantika**

Thesis presented in fulfillment of the requirements for the degree of Master of Management, specialization International Marketing Strategy

### **SUPERVISOR :**

Prof. dr. Allard VAN RIEL



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## Abstract



# Effects of Perceived Value on Customer Satisfaction: Lessons from a Wellness Center in Belgium

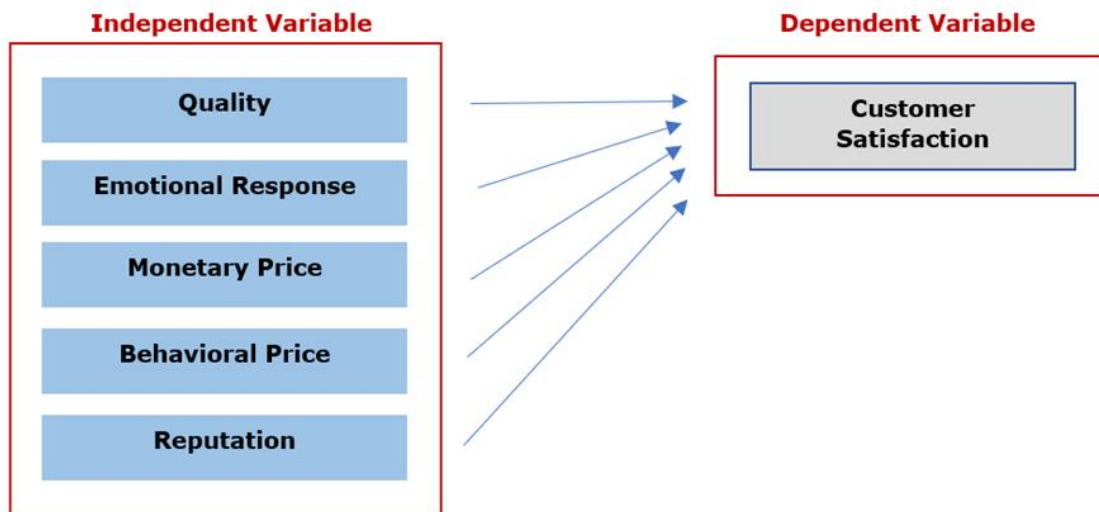
## **Abstract**

**Purpose:** Wellness services aim to improve an individual's physical and emotional health and satisfaction, including beauty, relaxation, and education (Andrijašević & Bartoluci, 2004; Dimitrovski & Todorović, 2015). They are delivered through various activities such as making a spa, massage, and beauty-body care available and offering healthy food and physical exercise (Huang & Xu, 2014). The wellness sector has the potential to generate huge profits as it is the fastest growing sector of the global tourism industry (Han et al., 2017). The global wellness market is estimated to increase by over six trillion U.S. dollars by 2025 (Gough, 2022). Meanwhile, the specific wellness activity, massage service, was estimated at over 16 billion U.S. dollars in global market share in 2021 (Gough, 2022). The challenge in understanding and improving wellness services is that only part of the existing service literature can be applied. Because services are intangible and heterogeneous, and their production and consumption are usually inseparable, the process used by customers to evaluate service quality is complex and cannot be easily identified (Tsoukatos & Rand, 2006).

Customer satisfaction is crucial to competitiveness (Mi et al., 2019). It depends on the customers' experience using the product or service (Sweeney & Soutar, 2001). In line with Oliver (1981), satisfaction is the customers' response to their expectations and experience of using the product or service. If the customers are satisfied with the service or product, they will probably repurchase, leading to customer loyalty (Chadee & Mattsson, 2006).

Perceived value plays a role in forming the customers' attitude and behavior in the purchase process (Sweeney & Soutar, 2001). It is one of the essential instruments for the service provider to be competitive in the market (Parasuraman, 1997). There are four dimensions of perceived value which are emotional, social, quality, and value for money (Sweeney & Soutar, 2001). Furthermore, Petrick (2002) found additional dimensions, which he completed as emotional response, quality, monetary price, behavioral price, and reputation.

Based on the importance of wellness for an individual's life and the global economy, this study aims to examine the impact of perceived value dimensions such as quality, emotional response, monetary price, behavioral price, and reputation on customer satisfaction in a wellness center in Belgium. The findings are expected to help managers better understand customers' needs, create a competitive advantage, and give the academic community new insights into wellness tourism.



**Figure 1: The independent variables and dependent variable of the study.**

**Research Question:** To what extent does perceived value affect customer satisfaction in a wellness center?

**Methodology:** A quantitative study – Multiple linear regression is employed where a questionnaire is shared with the respondents. The targeted respondents are the customers in a particular wellness center in Belgium. The questionnaire is in a link form (Qualtrics) shared through Short Message Service (SMS). The author received permission to obtain the respondents' phone numbers, and respondents were also already alerted that they would be contacted to participate voluntarily in research ahead before the author started gathering the data. Among 167 responses that were successfully gathered, 12 samples were found missing. Hence, 155 samples were valid for investigating the present study.

**Findings:** The regression result shows that three independent variables significantly affect satisfaction: emotional response, behavioral price, and reputation. The emotional response is undeniably an essential factor since all wellness customers are looking for a sense of joy and happiness besides looking for massage treatment. Also, emotional values such as the massage pressure, room temperature, and visual design are essential convenience indicators that affect satisfaction. Thus, they strongly suggest that wellness managers pay more attention to intangible attributes. For instance, the way customers receive the message, the air quality, the relaxing music, the aesthetic place, and the great experience.

The behavioral price significantly affects satisfaction. It relates to the time and effort the customers spent gathering the information, looking for the location, making an appointment, and the day of massage treatment. By giving adequate behavioral price constructs, customers can decide quickly, which will benefit the massage provider in terms of sales and satisfaction.

Reputation in the present study reveals a significant impact on satisfaction. It shows that when a company has a good reputation, is well respected, has positive status, and is well-known for its excellent service, it affects the customer's satisfaction. Therefore, the finding can prove the reputation of the present wellness company in Belgium, where it can maintain its good name for more than eight years of experience in Belgium.

Quality and monetary price construct do not significantly affect the customers' satisfaction with the proposed wellness center. It is an intriguing finding because less existing research has found the same evidence. This contrary result might be because of the customers' doubt about examining the service quality. Since the massage service in this place varies from the Masseur, with different techniques, levels of professionalism, and energy of the hands, they might be confused about giving the response. Thus, the massage quality cannot be generalized due to the differences between the Masseurs. (Han et al., 2017) supports this result, for example, where customers can choose many levels of service, such as low budget to high-end luxury, which makes them doubt about examining the service.

Monetary price in the present study has no significant impact on satisfaction. In this study, 111 respondents (71.6% of the sample) have an income between 2000 and 3000 euros/ month, and nine respondents (5.8% of the sample) have an income between 3000 and 4000 euros/ month. It means that 77.4% of the sample are at the level of wealth where they mostly are not concerned about the price. These empirical results are also supported by (Setiowati & Putri, 2012) in that most samples of their study are less sensitive to the price of spa service. Moreover, the customer perceived value theory proposed by (Zeithaml, 1988) is value number 2: Value is whatever an individual wants in a product/ value is everything customers want from a service. It describes a purchasing scenario in which price is far less critical (ENNEW, 2007).

**Keywords:** Customer satisfaction, perceived value, wellness tourism, massage service.

# Chapter 1

## Introduction

## 1.1 Background

Most people know tourism as a leisure trip linked to vacations (Silvestri et al., 2017). Due to the increased tourism industry on the market, tourism nowadays should not only focus on price and promotion. They should focus on quality to be competitive (Eraqi, 2006). There are many branches involved in the tourism industry. One of them is wellness. It refers to the individual's activity when traveling to a destination to utilize spa-related tourism activities for relaxing and improving their physical-mental health (Han et al., 2017).

Wellness services aim to improve an individual's physical and emotional health and satisfaction, including beauty, relaxation, and education (Andrijašević & Bartoluci, 2004; Dimitrovski & Todorović, 2015b). Previously, wellness was a luxury service, but wellness nowadays varies from low-medium-high packages. Thus, it becomes affordable to many layers of the population. Furthermore, wellness is delivered in various activities such as spas, massage, beauty-body care, consumption of healthy food, and physical exercises (Huang & Xu, 2014). This program operates in wellness centers, B&B, luxurious hotels, and tourist health centers.

Wellness tourism has the potential to generate huge profits for many destinations as it is one of the fastest-growing sectors of the global tourism industry (Han et al., 2017). It is also emphasized by Andrijašević and Bartoluci (2004) that wellness can be an additional source of economic effects in tourism. Moreover, wellness tourism has the potential to create jobs (Global Wellness Institute (GWI), 2018). The wellness industry has been growing by 14% since 2013 (McCarthy, 2017).

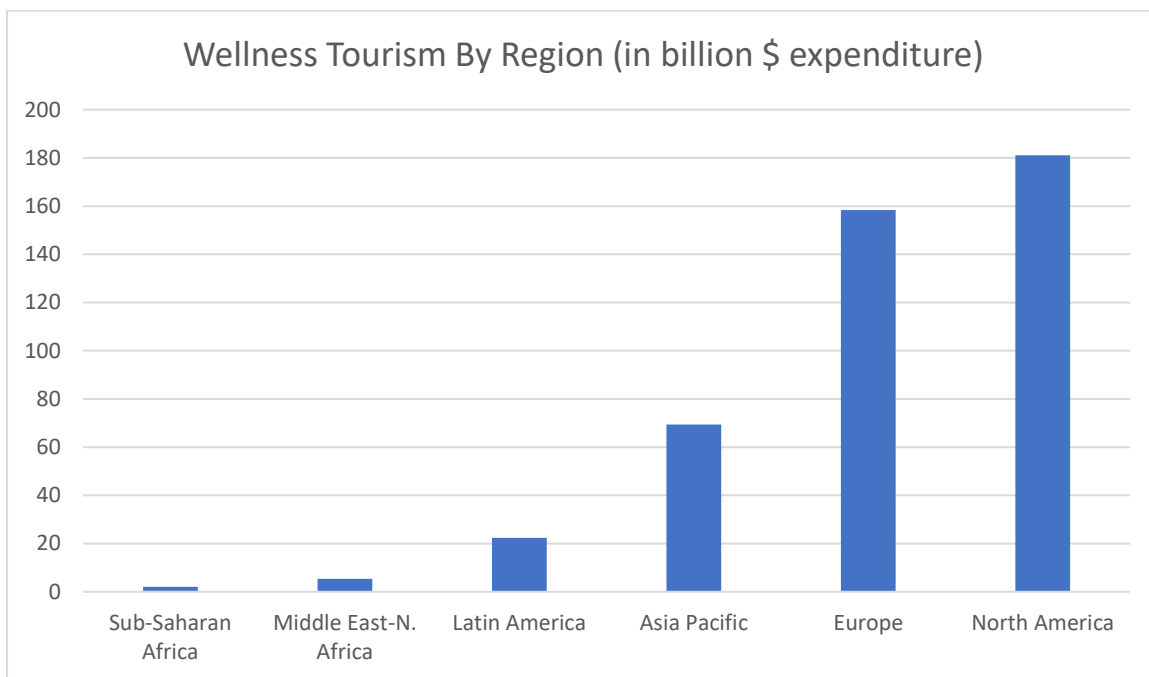
According to Transparency Market Research, North America dominated the global health and wellness services market in 2017 (*Health & Wellness Service Market -Global Industry Analysis, Size, Share, Growth, Trends, and Forecast 2018-2026*, n.d.). Europe and the Asia Pacific dominated the second largest. As cited in the Global Wellness Institute (GWI), the global wellness economy in 2019 was valued at \$4.9 trillion, representing 5.1% of global economic output in 2020 (*Wellness Industry Statistics & Facts*, 2022). The global wellness market is estimated to increase by over six trillion U.S. dollars by 2025 (Gough, 2022). Meanwhile, the specific wellness activity, massage service, was estimated at over 16 billion U.S. dollars in global market share in 2021 (Gough, 2022).

Here is some more detailed information as cited in (Global Wellness Institute (GWI), 2018). Wellness tourism accounts for approximately 6% (524.4 million) of all domestic and international trips; Wellness tourism accounts for approximately 14% (\$438.6 billion) of total domestic and international tourism expenditures; Domestic wellness tourism is much larger than international wellness tourism, accounting for 84% of wellness tourism trips and 68% of wellness tourism expenditures; 87% of wellness tourism trips and 86% of wellness tourism expenditures account for people who seek to maintain their wellness while traveling; Wellness tourism is expected to grow at a rate of more than 9% per year through 2017, nearly 50% faster than overall global tourism; Wellness tourism generates 11.7 million direct jobs and has a global economic impact of \$1.3 trillion (1.8% of global GDP in 2012).

## 1.2 Problem Statement

According to Kucukusta & Denizci Guillet (2014), more and more tourists are looking for spa and massage services in wellness tourism due to their effectiveness in enhancing an individual's spiritual and physical health. Meanwhile, according to Cockerell (1996), wellness tourists also desire to improve their lifestyle and experience a traditional journey. Due to the various intentions of visiting wellness, it concludes that customers want to experience the spa activities to enhance their mental and physical health, well-being, and relaxation (Han et al., 2017).

(Global Wellness Institute (GWI), 2018) Although primary-purpose international wellness travelers are the smallest segment, they spend more per trip (\$2066), while most domestic wellness travelers are secondary-purpose. However, they spend less per trip (\$680). Wellness tourists are middle-aged, wealthy, educated, and from Western and industrialized countries. Europe and North America are the top source countries for outbound international wellness travelers. Countries and consumers in Asia, the Middle East, and Latin America will drive future growth in wellness tourism (Global Wellness Institute (GWI), 2018).



**Figure 1.1: Wellness Tourism By Region (in billion \$ expenditure). Combined international/inbound and domestic wellness trips in each Region, 2012. Source: (Global Wellness Institute (GWI), 2018).**

(Global Wellness Institute (GWI), 2018) visualized the wellness tourism by region (in billion \$ expenditure) combined international/inbound and domestic wellness trips in each region in 2012. Over half of the market (63% of expenditures) is accounted for by the top five countries (the United States, Germany, Japan, France, and Austria). The following countries have the domestic wellness tourism trips: the United States, Germany, Japan, China, and France. Over half of the top twenty

countries in the world for inbound/internal and domestic wellness tourism (in terms of combined market size) are in Europe. The following countries receive the most international wellness tourism arrivals: the United States, France, Austria, Germany, and Switzerland. Europe, North America, and wealthier/developed Asian countries account for 75-85% of outbound international wellness trips.

Perceived service quality and customer satisfaction dominate the marketing literature (Tsoukatos & Rand, 2006). Service quality is the customer's perception of a service provider's and its services' relative inferiority/superiority. The notion that services are evaluated based on both the outcome and the production and delivery process is widely accepted (Tsoukatos & Rand, 2006). However, the challenge is that only a few existing service literature can be applied to wellness services. Because services are intangible and heterogeneous, and their production and consumption are usually inseparable, the process used by customers to evaluate service quality is exceptionally composite and cannot be easily identified as a common denominator of research on service quality (Tsoukatos & Rand, 2006).

Even though the wellness service has gained global popularity, the study on wellness tourism is still limited. Moreover, most of the existing literature reviews on wellness services are conducted in Asian countries; (Anuwichanont & Mechinda, 2009); (Thassanabanjong, 2015); (Kongkaew et al., 2018); (Han et al., 2017) conducted research on wellness in Thailand. (Setiowati & Putri, 2012) conducted the research on wellness in Indonesia. (Huang & Xu, 2014); (Mi et al., 2019) conducted research of wellness in China. (Kucukusta & Denizci Guillet, 2014) Conducted research on wellness in Hong Kong. (Rahman et al., 2022); (Azman & Chan, 2010) conducted research on wellness in Malaysia. (Chen et al., 2013); (Lu & Shiu, 2010) conducted research on wellness in Taiwan. Then in Egypt, there is a study by (Eraqi, 2006). (Park et al., 2021) conducted the research on wellness in New York. Furthermore, six studies were conducted in European countries; (Anaya-Aguilar et al., 2021); (Gallarza & Saura, 2006) conducted research on wellness in Spain. (Silvestri et al., 2017) conducted the research on wellness in Italy. And (Dimitrovski & Todorović, 2015a) conducted research of wellness in Serbia. Thus, the mentioned literature review cannot be really applied to wellness in the Western context.

Many researchers suggest conducting a study in a particular activity of wellness and avoid conducting the study in the whole wellness activities. It is difficult to determine the exact result of perceived value and customer satisfaction. Another gap within the previous literature review is some contradictory results of similar constructs. For instance, customers are not concerned about the price, which means they do not matter about the cost they should pay to receive the service (Setiowati & Putri, 2012; Thassanabanjong, 2015). Anuwichanont & Mechinda (2009) found that behavioral price (time, effort) does not affect satisfaction. Meanwhile, Setiowati & Putri (2012) found a link between behavioral price and satisfaction. Han et al. (2017), in their study, do not show that value has a significant relationship to satisfaction. Meanwhile, the other study found the opposite results (Anuwichanont & Mechinda, 2009; Gallarza & Saura, 2006; Loureiro et al., 2013; Setiowati & Putri, 2012; Thassanabanjong, 2015). A more literature review of wellness tourism will be discussed in Chapter 2.

Following the suggestions from the researchers, this study will focus on one wellness company in Belgium with one particular service, which is massage treatment. However, among the mentioned existing research above, no study conducted in Europe has been focusing on massage treatment. The relevant literature on a massage treatment is studied in Thailand and Indonesia. Therefore, based on the importance of the wellness sector, its uniqueness, and the limitation of the literature review, the research of wellness services in Belgium becomes an essential study. Furthermore, it is expected to create managerial implications and academic contributions at the end of this study.

## 1.3 Research Objective

Based on the importance of wellness for an individual's life and the global economy and suggestions from previous research, this study aims to examine the impact of perceived value dimensions such as quality, emotional response, monetary price, behavioral price, and reputation on customer satisfaction in a wellness center in Belgium. For that, the proposed research question is:

R.Q.: To what extent does perceived value affect customer satisfaction in a wellness center?

In order to answer the research question, a quantitative study is employed. Because this study has five independent variables and one dependent variable, multiple linear regression is the suitable methodology to be used. The targeted respondents are the customers who are experiencing massage service in a wellness center in Belgium. They can participate in the research voluntarily by filling a survey that Qualtrics support. The questionnaire is in a link form shared through Short Message Service (SMS) from 19<sup>th</sup> July 2022 until 2<sup>nd</sup> August 2022. The survey consisted of a 21-item scale in a total of five dimensions to measure perceived value, a 4-item scale to measure satisfaction, and a 3-item to describe the participant's identity. The author adapted the questionnaire based on Han et al., 2017; Loureiro et al., 2013; Petrick, 2002.

## 1.4 Research Chapters

Furthermore, the present study is structured as follow

### Chapter 1 Introduction

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- This chapter presents the background of the study and research problem and research objective.

### Chapter 2 Literature Review

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- This chapter presents in depth discussion on literature review available on topic of the study, the research variables, and the overview of specific wellness center in Belgium.

### Chapter 3 Research methodology

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- This chapter presents Multiple Linear Regression as the methodology used in the research.



Chapter 4 Results

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- This chapter presents the result of the study such as data cleaning, demographic profile, descriptive statistics, multicollinearity test, anova, coefficients, and results of hypothesis.

Chapter 5 Discussion

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- This chapter presents in depth discussion of the hypothesis results.

Chapter 6 Conclusion

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- This chapter presents conclusion where the research question has been answered. Furthermore, managerial implication, academic contribution and limitation are discussed.

**Figure 1.2: The research chapters**

# Chapter 2

## Literature Review

## 2.1 The concept of wellness

The most well-known example of a traditional spa is water-based resources. For example, Japan's hot spring, Finland's sauna, Ottoman hammams, bathing using thermal water in Romans and Greeks, swimming, bathing and massage in Germany, and showering using icy water in the Czech Republic (Andrijašević & Bartoluci, 2004; Tabbachi, 2008). Moreover, a long time before that, the ancient civilizations already used water as part of the ritual to clean the body and soul held in the territory of sacred rivers such as the Euphrates, the Tigris, the Nile, and the Ganges (Andrijašević & Bartoluci, 2004). Even though they mainly use water for the ritual, each place has a different style and activities due to the different values and traditions they own (Tabbachi, 2008).

As emphasized above, the old spa meant to clean body and soul. The spa nowadays is a new lifestyle where people wish to experience work-life balance. The wellness market benefits from demand diversity and a new range of wellness services (Anaya-Aguilar et al., 2021). It means that due to the changing age and technology, spa needs are developing (Andrijašević & Bartoluci, 2004). For example, in the U.S., a spa is contributed to a healthy lifestyle. Meanwhile, the spa is contributed to health and healing (Dimitrovski & Todorović, 2015). However, a spa nowadays can also be a place to socialize, meet new people or connect (Dimitrovski & Todorović, 2015).

There are many components integrated into wellness (Andrijašević & Bartoluci, 2004), such as:

1. Emotional wellness: implies positive feelings and optimism,
2. Intellectual wellness: implies the willingness to learn and use the information for a better experience of the services in order to improve life's quality,
3. Physical wellness: implies the willingness to use the spare time to optimize physical capacities,
4. Social wellness: implies a person's ability to communicate with others,
5. Spiritual wellness implies a person's spiritual life to be confident and self-love.

According to (Global Wellness Institute (GWI), 2018), there are six reasons why wellness tourism is a critical study;

- (1) Wellness tourism is a large and rapidly expanding industry,
- (2) Wellness tourism is growing at a faster rate than the overall tourism industry,
- (3) Wellness tourism can help to preserve traditional culture and natural resources while also stimulating entrepreneurship,
- (4) Wellness is a strong consumer trend,
- (5) Wellness tourists are high-yielding visitors who have a greater economic impact,
- (6) Wellness tourism generates revenue, creates jobs, and has the potential to improve the general public's well-being.

## 2.2 Perceived value

Perceived value plays a role in forming the customers' attitude and behavior in the purchase process (Sweeney & Soutar, 2001). Thus, it is one of the essential instruments for the service provider to be competitive in the market (Parasuraman, 1997). Perceived value is developed from the key dimensions of customer behavior, the economic and psychological dimensions. The economic dimension refers to transaction value (perceived price), and the psychological dimension refers to emotional aspects that influence the customers' decision to purchase (Gallarza & Saura, 2006).

Parasuraman (1997) and Zeithaml (1988) define perceived value as the customers' overall impression and evaluation of a service or product. Thus, Zeithaml defines value as:

- (1) *Value is low price.* In some purchasing situations, value is defined primarily in terms of low price, or what might be referred to as cheapness (ENNEW, 2007).
- (2) *Value is whatever an individual wants in a product.* Customers value the extent to which a good or service meets their wants and needs. If value as low price is concerned with essential need satisfaction, value as everything I want is concerned with desire satisfaction. Desires, by definition, are far more complex and multifaceted than needs, and they are far more personal and susceptible to customer idiosyncrasies (ENNEW, 2007).
- (3) *Value is the quality that the customers receive for the price paid.* Customers must choose between the variety and quality of benefits they receive and the financial sacrifice they make. For instance, customers want to rent a house and ensure that they will get new paintings and furniture. However, they may be unwilling to pay for comprehensive accidental damage such as wallpaper and upholstered furniture.
- (4) *Value is what the customers get for what they give.* It evaluates value in a highly quantitative and measurable manner. In such cases, customers carefully consider all of the benefits they receive and the elements of sacrifice they make. Time, effort, and money are all components of sacrifice. Such customers may believe they have gotten good value because they obtained good product features with low search costs and reasonable prices (ENNEW, 2007). In other words, perceived value is what the customers give and get in return.

Moreover, according to Sweeney and Soutar (2001), there are four dimensions of perceived value which are emotional, social, quality, and value for money. Furthermore, Petrick (2002) found additional dimensions, which he completed as emotional response, quality, monetary price, behavioral price, and reputation. According to Zeithaml (1988), quality is the consumers' evaluation of a service's overall performance, which refers to how good the product or service was made (Petrick, 2002). The emotional response is the customers' evaluation of service and whether they give such pleasure to the service provider (Sweeney & Soutar, 2001). Monetary price is the service or product's price that customers should pay whether it is reasonable or not (Petrick, 2002; Zeithaml, 1988). Behavioral price is the customers' time and effort to look for service (Zeithaml, 1988). Reputation is the image of the service provider that the customer's perceived (Zeithaml, 1988).

However, value measurement is more complex, and it is unclear how benefits and costs combine to produce value (ENNEW, 2007). What is clear is that value can be increased by either improving the quality of what is offered, lowering consumer costs, or combining the two. In both cases, it is critical

to recognize that benefits and costs must be viewed broadly. Benefits, for example, are not only functional but also emotional. A strong brand that inspires trust and confidence in consumers (and thus reduces risk) can be an essential benefit in financial services and may deliver higher value even without a strong brand (ENNEW, 2007).

## 2.3 Customer satisfaction

Customer relationship management success depends on ensuring that consumers have positive experiences when they consume a service, evaluate that service experience positively, and have a reason to maintain a relationship with a provider and make future purchases (ENNEW, 2007). Consumer evaluations of the quality of service provided are an essential component of their overall experience dealing with a company (ENNEW, 2007). Service quality is an assessment of a specific service offer concerning customer expectations of the type of service that should be provided. Quality is widely acknowledged as a prerequisite for customer satisfaction. Value is commonly regarded as a result of service quality, which entails comparing the benefits received to the price or cost. Satisfaction is another way of evaluating a service experience, and it is commonly thought of as a comparison of expectations and perceptions (ENNEW, 2007).

Thus, customer satisfaction is another crucial ingredient to competitiveness (Mi et al., 2019). Customers' satisfaction depends on their experience using the product or service (Sweeney & Soutar, 2001). In line with Oliver (1981), satisfaction is the customers' response to their expectations and experience of using the product or service. The customer's behavior and intentions can be positive or negative. They might spend more money on the company, recommend the company to their acquaintance, and be willing to pay a premium price (Zeithaml, 1988). If the customers are satisfied with the service or product, they will probably repurchase, leading to customer loyalty (Chadee & Mattsson, 2006).

According to (ENNEW, 2007), identifying relevant, business-oriented objectives that will produce clear, unambiguous results must be the starting point for any customer satisfaction survey. An excellent place to start is determining which business decisions must be made and which require knowledge of customer satisfaction. As a result, customer satisfaction should be incorporated into senior management information flows.

On the other hand, customer feedback is the ultimate arbiter of quality, value, and satisfaction. As a result, organizations must implement a strategy for managing customer expectations and perceptions (ENNEW, 2007). The strategy is described as follows:

- (1) *Objectives*. It defines the organization's desired perception among its various primary customer segments, were closely related to the concept of positioning. It should not only specify aggregate levels of perception for the overall customer experience but also break it down based on a set of key performance indicators for benefits and sacrifice (ENNEW, 2007).
- (2) *Delivery*. Customers' expectations should be reflected in product design and performance. It is considered in the service encounters customers will have during their relationship with the provider (ENNEW, 2007).

- (3) *Recovery*. Poor quality should be viewed as an opportunity to demonstrate empathy and responsiveness (ENNEW, 2007).
- (4) *Communication*. The provider must implement a program to communicate the actual levels of benefit it is providing to its customers. It is not enough for a company to assume that customers have noticed that it exceeds the initially promised service standard (ENNEW, 2007).
- (5) *Measurement*. The measurement process should ideally include the ability to collect perception data from various sources, such as formal customer surveys, complaints feedback, ad hoc customer feedback, staff feedback, and external sources such as the media. The latter is significant, given the media's ability to impact corporate reputations (ENNEW, 2007).
- (6) *Feedback*. Customer value and satisfaction measurement results should be fed back into relevant parts of the organization and communicated to customers as appropriate (ENNEW, 2007).

## 2.4 Previous Study of Wellness

The study by Gallarza and Saura (2006) tried to investigate the students' travel behavior in a travel-related context by using Holbrook's positive and negative customer value typology and exploring the linkage between consumer perceived value, satisfaction, and loyalty. The results showed that service quality, aesthetics, play, and social value are positive antecedents of perceived value. Perceived value and satisfaction are very highly correlated variables. Perceived value and loyalty also present a strong relationship. Thus the proposal chain between perceptual constructs in a tourism experience (value–satisfaction–loyalty) is then fulfilled. However, some research hypotheses proposed are not supported: efficiency, monetary price, and risk. Time and effort spent is the only cost associated with value perceptions, with a significant result.

Thus, Gallarza and Saura (2006) suggested that the time construct is essential for future research to interpret the internal valuation of costs. Price construct is critical for future research because, in their study, the participants are private university students whose families financially support them. Thus, price is not strongly affected. The future study also suggested using a sample of more expensive and risk-sensitive people, such as older people. Risk construct is also needed because young people tend to be adventurous seekers, making risk, not a significant antecedent. To improve the value of the research, broadening the sample across various tourists is strongly suggested.

The research by Anuwichanont and Mechinda (2009) aims to examine the relative effects of perceived value dimensions (quality, emotional response, monetary price, behavioral price: time and effort, and reputation) on satisfaction, trust, and the impact of satisfaction and trust on loyalty in a spa resort. The empirical results support the significant impact of quality, emotional response, and reputation on satisfaction and trust, while monetary price only impacts satisfaction. According to the result, quality becomes the most potent variable because it is what the customer expects to get. Then reputation reflects the status of the service itself. Emotional value proves the customers want to experience happiness as well. Monetary price shows that customers agree with fair and reasonable prices. However, on the contrary, behavioral price (time, effort, and reputation) does not

affect satisfaction and trust. Based on their research, several suggestions are mentioned, such as the need to apply the study in other situations, determining other variables such as being first timers or repeaters, cultural differences, and differences in socioeconomic background.

Setiowati and Putri (2012) conducted a study on a massage service in Indonesia. It aims to measure customer perceived value (behavioral price, monetary price, emotional response, quality, and reputation) on satisfaction and examine behavioral loyalty by measuring the willingness of spa customers to recommend and repurchase the spa services. They found that all variables have a positive effect on customer satisfaction. However, only monetary price has a lower impact on satisfaction, meaning most samples are less sensitive to the price of spa service. Reputation is the most potent variable in influencing satisfaction. The emotional value, such as the massage pressure, room temperature, and visual design, are also significant, indicating customers' convenience. Next is the quality, which is the consistency the spa provider gives. This study limits the small sample size of respondents (only 150 females living in Jakarta, Indonesia). They suggested researching a specific wellness activity in different places for future study.

Loureiro et al. (2013) examine the service quality, which they called atmospheric cues in the wellness center, on customer satisfaction and word of mouth. The finding is that these emotional attributes affect customer satisfaction but do not significantly affect customers' willingness to recommend their acquaintance (word of mouth). However, they strongly suggest that wellness managers pay more attention to intangible attributes. For instance, the way customers receive the message, the air quality, the relaxing music, the aesthetic place, and the tasting experience. In other words, the wellness manager should consider customer relaxation as a key driver to generating customer satisfaction and word of mouth to benefit the business. For future research, the author suggests studying the different wellness activities in other countries in a specific customer segment.

Thassanabanjong (2015) researched customer behavior and marketing mix in a Thai massage center. The finding is quite interesting where customers do not concern about the price. Among the 7P used (product, price, place, promotion, people, physical evidence, process), process and people are the most critical variables deriving the customer's satisfaction. It reveals that customers prefer to choose a massage center that can offer the best service quality, such as professional staff, clean, and reliable massage products at a reasonable price.

Han et al. (2017) researched international tourists' loyalty framework for a wellness spa tourism destination by considering the quality and value of spa tourism in Thailand, affect, satisfaction, desire, and culture. The results show that quality has a significant and positive relationship with satisfaction. Meanwhile, value has no significant relationship to satisfaction. The respondents' inconsistency may be the result of the insignificant result. For example, they can choose many service levels, such as low budget to high-end luxury, which makes them doubt examining the service. Another finding shows that value is not the customer's priority even though it is still an important construct. Thus, the authors suggested that future research focus on a single level of wellness like budget and mid-range to high-end massage. For the value construct, it is necessary to use at least three items to understand the variable better.

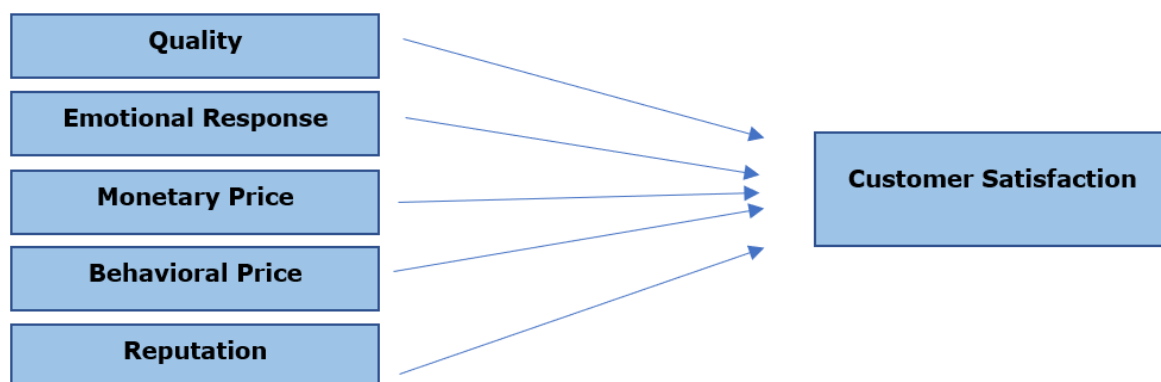
Lagrosen and Lagrosen (2016) explored customer perceptions of quality factors experienced in the Sweden SPA industry. The results show that physical effects, mental effects, pleasure, and flexibility are the quality factors from the customer's perception. Meanwhile, from the staff's perspective, the consumers perceived the quality of treatments (friendly staff), climate and spa facility (calm and clean). The authors suggest doing research on specific wellness activities and specific customers segment in order to get more precise results. Conducting research in another country also would be very interesting as there are different quality dimensions in different cultural backgrounds.

Silvestri et al. (2017) explored service quality dimensions (technical, functional, and company image) and their connections to Italy's thermal tourism. Functional quality refers to how the product or services are made, and technical quality refers to what customers receive from the product or services (Kang, 2006). Company image is customers' memories of a company (impression, feeling, consumption experience) (Qayyum & Kang, 2013). The findings show a strong direct impact of service quality dimensions on customer satisfaction in the thermal sector. However, technical service quality has a slightly lower impact on customer satisfaction than functional service quality and company image. This study is limited to a specific geographical area. The authors suggest gathering a more significant number of customers in Italy and using a more representative sample of the population.

Looking at the existing literature, Park et al. (2021) believe that customers' characteristics and expectations differ in tourist destinations. Their findings are that customers' satisfaction depends on the price range in the wellness center, location, and wellness brands. Thus, they suggest that future study to use various locations and segments of wellness to increase the generalizability and practicality of the research.

Dolnicar and Ottter (2003) found that hotel attribute has a vast field of research. So they believe it is essential to differentiate the customer's segments when researching tourism to get a more precise result. Therefore, they suggest future research using attributes such as location, quality, service, and price to examine customer satisfaction.

## 2.5 Conceptual Framework and Hypotheses



**Figure 2.1: Conceptual framework of the study. Source: (Anuwichanont & Mechinda, 2009)**



## 2.5.1 Quality

Quality is viewed as philosophy by the organization's management and constantly improves (Eraqi, 2006). In order to succeed in a highly competitive tourism market, a tourism enterprise/destination must ensure that it provides the goods or services that the customer desires, that its quality is correct, and that it delivers on time (Eraqi, 2006). A study conducted by (Anuwichanont & Mechinda, 2009) confirmed that quality is the strongest construct affecting satisfaction. (Setiowati & Putri, 2012) also found that quality is the main factor that affects customer satisfaction in a wellness center in Indonesia. One key to maintaining quality is consistency. Hence, based on the existed literature review and conceptual framework, the first hypotheses of this study are:

H01: Quality has no significant positive impact on customer satisfaction

H1: Quality has a significant impact on customer satisfaction

## 2.5.2 Emotional response

The descriptive judgment about the pleasure that a service provides the customers is defined as an emotional response (Anuwichanont & Mechinda, 2009). The model in their study proved that emotion significantly influences satisfaction. If one unit of emotional response is increased, the satisfaction will increase respectively. (Setiowati & Putri, 2012) argue that emotional response is one of the strongest constructs influencing customer satisfaction in a wellness center in Indonesia. Hence, based on the existed literature review and conceptual framework, the second hypotheses of this study are:

H02: Emotional Response has no significant impact on customer satisfaction

H2: Emotional Response has a significant impact on customer satisfaction

## 2.5.3 Monetary price

Monetary price is the service or product's price that customers should pay whether it is reasonable or not (Petrick, 2002; Zeithaml, 1988). Monetary price has a linear correlation with satisfaction, which means if one unit of monetary price increases, the satisfaction will increase respectively. (Anuwichanont & Mechinda, 2009) found a positive and significant relationship between satisfaction and monetary price. Hence, based on the existed literature review and conceptual framework, the third hypotheses of this study are:

H03: Monetary price has no significant impact on customer satisfaction

H3: Monetary price has a significant impact on customer satisfaction

## 2.5.4 Behavioral price

The behavioral price is the nonmonetary cost of obtaining the service, which includes the time and effort expended in searching for the service (Zeithaml, 1988)). As mentioned above, in general literature, all perceived value positively influences satisfaction. A significant correlation between behavioral price and satisfaction can be found in the study by (Setiowati & Putri, 2012), where its

multiple regression analyses revealed that behavioral price influences customer satisfaction. Hence, based on the existed literature review and conceptual framework, the fourth hypotheses of this study are:

H04: Behavioral price has no significant impact on customer satisfaction

H4: Behavioral price has a significant impact on customer satisfaction

## 2.5.4 Reputation

The status of a service as perceived by the consumer, based on the image of the supplier, was defined as reputation (Dodds et al., 1991). The firm's reputation reflects its structure and a wide range of activities. Reputation and organizational identity are linked (Carmeli & Tishler, 2005). It encompasses everything an organization does in four significant areas of activity: Products or services, environments (where location it takes place), information (how it demonstrate its activities), and behavior (how members of the organization interact with each other and with non-members). In general literature, all perceived value has a positive influence on satisfaction. (Dodds et al., 1991) found that brand and store names had a positive effect on satisfaction. Similar evidence also occurred in the study by (Anuwichanont & Mechinda, 2009) and (Setiowati & Putri, 2012). It shows that when a company has a good reputation, it affects customer satisfaction. Hence, based on the existed literature review and conceptual framework, the last hypotheses of this study are:

H05: Reputation has no significant impact on customer satisfaction

H5: Reputation has a significant impact on customer satisfaction

## 2.6 Massage center in Belgium

This study uses a wellness center located in Belgium as the sample company. In order to respect the company's privacy and customers, the company's name will not be mentioned as it is also a request from the relevant parties.

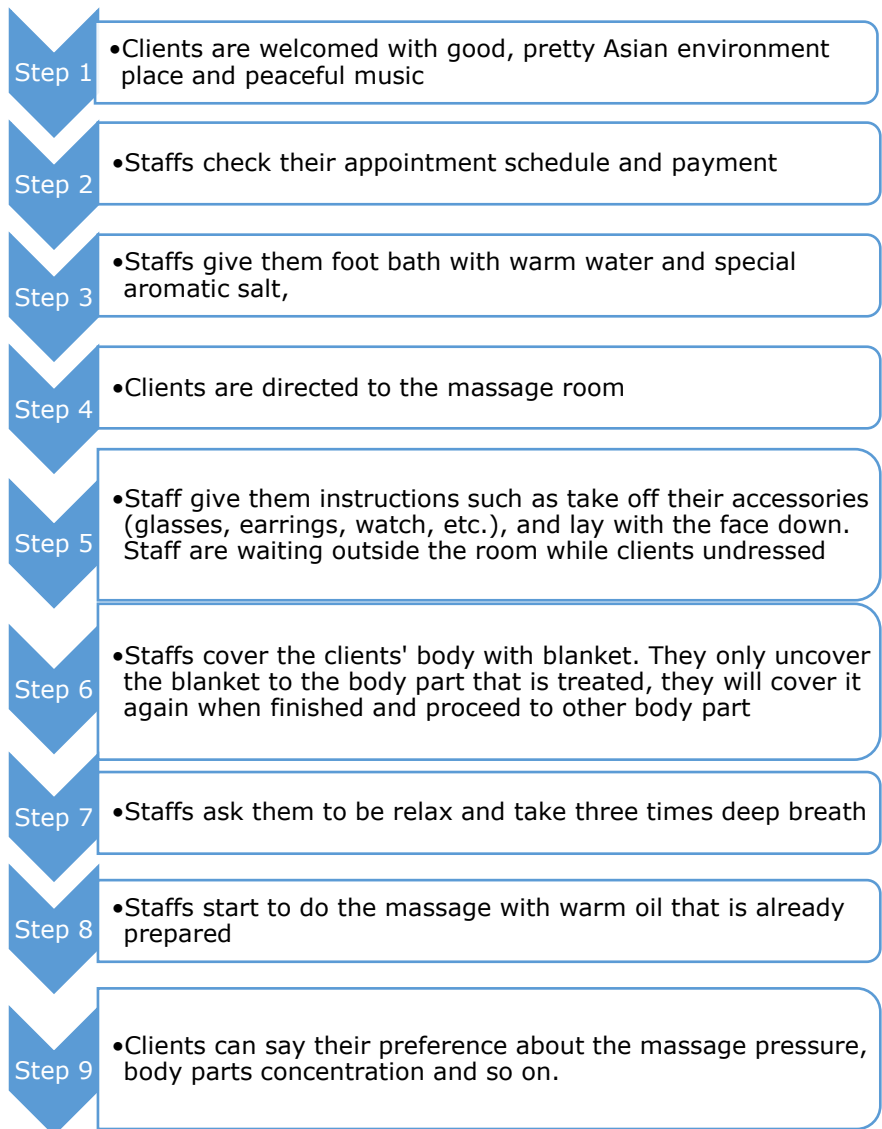
The company is well-known for its massage service with more than eight years of experience. This company provides an ancient massage from Indonesia that is popular for its tourism destination, rich cultural heritage, and relaxing traditional massage. The company offers a combination of tailor-made relationships with their customers where they can request their preferences about the massage, such as body parts concentration, massage pressure, and massage technique. According to their report, more or less than 90 customers are coming annually.

The company tries to always focus on the quality of its service, affordable and competitive price, and reputation. This place has a beautiful Asian atmosphere from the gate, main building, interior design, and natural green backyard. This calming environment helps customers to get more relaxed. After dealing with the service offers, customers come based on the scheduled appointment. They are welcomed in a good and pretty Asian environment, followed by peaceful music and friendly staff. Before starting the massage treatment, customers must show proof of payment in advance. Then they are given a warm foot bath. The water container is made of wood and a unique aromatic salt is functioned as exfoliation as well as the introduction of the flow of the massage. Furthermore,

customers are allowed to wear the slippers that the wellness center provides then the staff guides them to enter the massage room. Another step is for the staff to give instructions such as undoing jewelry, glasses, and other necessary things. After that, customers may lay on the bed with their stomachs down the bed. Staff will cover their body with a unique textile that is from Indonesia.

The staff asks the customers to take a deep breath three times to stay calm and relax. And then, the warming-ups are done from the toe to the head. When the authentic massage is about to experience, staff only open the textile or blanket covering the intentional body part. For instance, when they do the right leg massage, that is the only textile part that will be opened. When it is done, staff will recover it with the textile and proceed to other parts, respectively. With the warming-ups and introduction, customers may tell their preferences, such as softening or hardening the pressure or no head and face massage.

There are 5 Masseurs in that wellness center from the moment this research is going on. Each of them comes from diverse cultural backgrounds, diverse experiences, and diverse ages. Two Masseurs hold a certificate and are well experienced, and three Masseurs who do not hold a certificate but have a good experience. This information may be helpful when interpreting the results. The wellness center owner argues that humans have a different sense of touch and energy. Thus, the quality they deliver may also vary due to the differences. However, since the perceived value is challenging to measure, the result of this study might be interesting.



**Figure 2.2: The flow of massage service in the aimed wellness center.**

# Chapter 3

## Research Methodology

## 3.1 Research Question

Based on the background above, the study examines the impact of perceived value dimensions such as quality, emotional response, monetary price, behavioral price, and reputation on customer satisfaction in a wellness center in Belgium. For that, the research question is, ***"To what extent does perceived value affect customer satisfaction in a wellness center?"***

## 3.2 Sampling Plan

### 3.2.1 Sample Size

A quantitative study was employed to fulfill the purpose of the research. A questionnaire is shared with the respondents. To be precise, the methodology used is Multiple Linear Regression. The targeted respondents are the customers who are experiencing massage service in a wellness center in Belgium. The questionnaire is in a link form (Qualtrics) shared through Short Message Service (SMS). It was held from 19<sup>th</sup> July 2022 until 2<sup>nd</sup> August 2022. 150 respondents are the first plan to get the ideal amount of data. However, the author succeeds in gathering 167 responses in total.

### 3.2.2 Sampling Technique

This study uses non-probability sampling which convenience sampling is employed. According to Vehovar et al. (2016), convenience sampling is conducted as an accidental, available, opportunity, haphazard, or free sampling. For instance, people in a mall are approached and invited into a survey. In this study, the author approach and invite the customers to a wellness center in Belgium.

### 3.2.3 Questionnaire

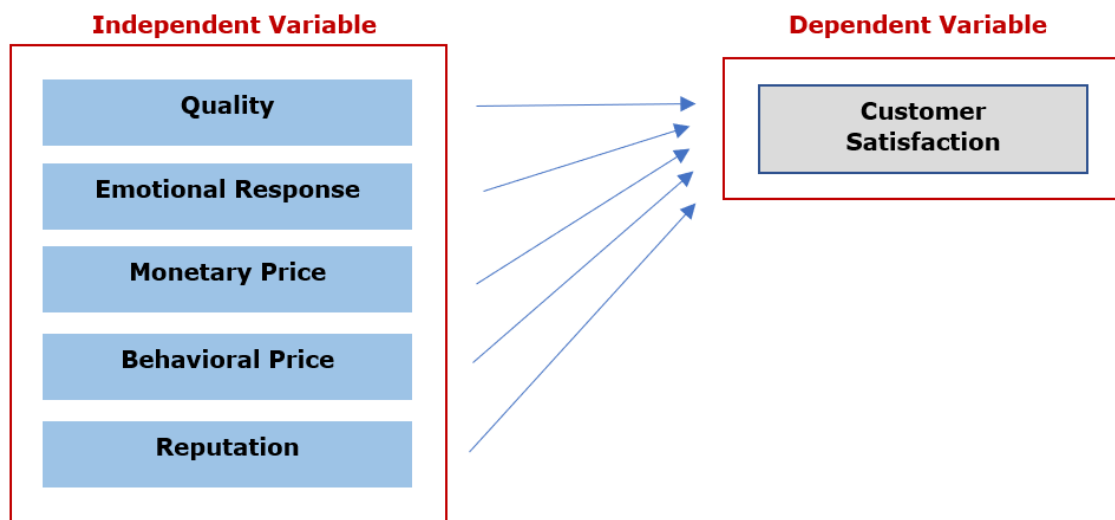
The questionnaire consisted of a 21-item scale of five dimensions to measure perceived value: 4-item scale to represent quality, 5-item scale to represent emotional response, 4-item scale to represent monetary price, 4-item scale to represent behavioral price, and 4-item scale to represent reputation. Furthermore, there is a 4-item scale to measure satisfaction and a 3-item to describe the participant's identity. The author adapted the questionnaire based on Han et al., 2017; Loureiro et al., 2013; Petrick, 2002. All the scale items are using the 5-Likert scale, which is organized from the lowest value to the highest value (1) strongly disagree, (2) somewhat disagree, (3) neither agree nor disagree, (4) somewhat agree, (5) strongly agree.

Qualtrics support this questionnaire. It was held from 19<sup>th</sup> July 2022 until 2<sup>nd</sup> August 2022. At the beginning of the survey, there is a short introduction to give them an insight into the research and an agree button to indicate that they are willing to participate voluntarily. The questionnaire is in a link form (Qualtrics) shared through Short Message Service (SMS). Participants can simply click the anonymous link to go to the survey. The author received permission to obtain the respondents' phone numbers, and respondents were also already alerted that they would be contacted to participate voluntarily in research ahead before the author started gathering the data.

## 3.3 Data Analysis Procedure

### 3.3.1 Variables of the study

The variables that are used in this study are drawn as follows:



**Figure 3.1: The independent and dependent variables of the study.**

### 3.3.2 Hypotheses of the study

Based on the existed literature review and conceptual framework, the hypotheses of this study are:

H01: Quality has no significant positive impact on customer satisfaction

H1: Quality has a significant impact on customer satisfaction

H02: Emotional response has no significant impact on customer satisfaction

H2: Emotional response has a significant impact on customer satisfaction

H03: Monetary price has no significant impact on customer satisfaction

H3: Monetary price has a significant impact on customer satisfaction

H04: Behavioral price has no significant impact on customer satisfaction

H4: Behavioral price has a significant impact on customer satisfaction

H05: Reputation has no significant impact on customer satisfaction

H5: Reputation has a significant impact on customer satisfaction

## 3.4 Multiple Linear Regression

Regression analysis is a statistical technique to examine variables' linkages (Uyanık & Güler, 2013). It consists of two types of regression analysis: simple linear regression and multiple linear regression. Simple linear regression examines the linkage between one dependent and independent variable. Meanwhile, multiple linear regression is utilized when there is more than one independent variable. Because this study has five independent variables and one dependent variable, therefore, multiple linear regression is applied with the equation as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \varepsilon$$

Where:

Y = Customers' satisfaction

$\beta$  = Coefficient

X1 = Quality

X2 = Emotional response

X3 = Monetary price

X4 = Behavioral price

X5 = Reputation

### 3.4.1 The assumptions of multiple linear regression

In order to use multiple linear regression, several assumptions need to be fulfilled. According to (Tranmer et al., 2020), there are eight assumptions of linear regression:

1. The explanatory variables are either continuous or binary
2. The relationship between outcome and explanatory variables is linear
3. The residuals are homoscedastic
4. The residuals are normally distributed
5. There is no more than limited multicollinearity
6. There are no external variables
7. Independent errors
8. Independent observations

*Source: (Tranmer et al., 2020)*

Meanwhile, Buyukoztrurk (2002, as cited in (Uyanık & Güler, 2013), summarizes the assumptions of multiple linear regression as normal distribution, linearity, free of extreme value and no multicollinearity issue. If there is an error, the linear regression can still be used. The solution is to know the limitation, make an interpretation or transform the data (Tranmer et al., 2020).



## Chapter 4

### Results

## 4.1 Data cleaning

SPSS software is used to help process the data. The survey was held from 19<sup>th</sup> July 2022 until 2<sup>nd</sup> August 2022. After gathering all the responses, cleaning the data is necessary to avoid missing values. SPSS found that 12 of 167 sample data were missing, meaning the 12 missing data should be removed. Thus, as a result, 155 sample is the final valid data.

## 4.2 Demographic profile

| Demographic Factor         |                | Frequency | Percent |
|----------------------------|----------------|-----------|---------|
| <b>Gender</b>              | Male           | 61        | 39.4    |
|                            | Female         | 94        | 60.6    |
| <b>Age</b>                 | Under 20 years | 10        | 6.5     |
|                            | 20-35 years    | 99        | 63.9    |
|                            | 36-50 years    | 44        | 28.4    |
|                            | 51-65 years    | 2         | 1.3     |
| <b>Income/month (Euro)</b> | Below 1000     | 35        | 22.6    |
|                            | 2000-3000      | 111       | 71.6    |
|                            | 3000-4000      | 9         | 5.8     |

**Table. 4.1: Demographic profile of the respondents**

The demographic profile of the respondents is shown in Table 4.1. The gender is dominantly female, 94, and male, 61. The frequency of age varies. Ten respondents are under 20 years old, 99 respondents are 20-35 years old, 44 respondents are 36-50 years old, and two are 51-65. Furthermore, 111 respondents have an income between 2000-3000 euros/ month, 35 respondents have an income below 1000 euros/month, and nine respondents have an income of 3000-4000 euros/ month. No respondents have an income above 4000 euros/ month recorded.

## 4.3 Descriptive statistics

The first step after cleaning the data is to check the normality of the data distribution. Normal distribution means that all variables are constant (Dilalla, 2000). There are three ways to check this: (1) Skewness and Kurtosis, (2) Kolmogorov-Smirnov test and Shapiro-Wilk test, and (3) Histogram and P-Plot of regression standardized residuals. Skewness and Kurtosis is the most common way being used. However, it should be noted that there also are requirements to use the first and second methods.

Skewness and Kurtosis tests can be used if the sample is less than 300. The data are normally distributed for the sample below 50 if the z-value is between -1.96 and +1.96. For the sample between 50 and 300, the data are normally distributed if the z range is between -3.29 and +3.29. The z value is obtained by dividing the Skewness and Kurtosis by their standard error. For the larger sample, the absolute Skewness value should be between -2 and +2, and the absolute Kurtosis value between -7 and +7. If the data are not normally distributed after checking the Skewness and

Kurtosis, it can try to check the Kolmogorov–Smirnov and Shapiro-Wilk tests. However, it is only reliable for a sample of less than 300 (Dilalla, 2000).

The skewness and Kurtosis of this research show that all variables are normally distributed. The standard error of Skewness is 0.195, and the standard error of Kurtosis is 0.387. When statistics of these two are divided by their standard error, the results are as follows: Skewness of quality is 0.6512, the emotional response is -0.4256, monetary price is -1.5435, behavioral price is -2.1589, reputation is -1.3641, satisfaction is -1.8358. Kurtosis of quality is -0.3333, the emotional response is -1.8217, monetary price is -1.2351, behavioral price is -0.5658, reputation is -1.1214, and satisfaction is -0.6201.

## 4.4 Multicollinearity Test

The multicollinearity test aimed to know whether the independent variables were related. This is a case that should be avoided. Durbin Watson value in the model summary table can be used to test this. If the value is less than 2, no multicollinearity issue appears. Furthermore, VIF and tolerance in the coefficient table should be checked as well. It is free from multicollinearity if tolerance is greater than 2 and VIF is not greater than 10.

The Durbin Watson value in this study is less than 2, which is 1.759. and the Collinearity statistics of Tolerance and VIF of each variables are shown as follows: quality: 0.541, 1.847, emotional response: 0.518, 1.931, monetary price: 0.620, 1.613, behavioral price: 0.828, 1.208, reputation: 0.686, 1.459. Thus, the independent variables in this study are free from multicollinearity issues.

## 4.5 Anova

The overall relationship between dependent and independent variables can be seen from the Anova table. The result is significant if the p-value is less than 0.05. The p-value of Anova in this research is less than 0.05, meaning quality, emotional response, monetary price, behavioral price, and reputation have a significant relationship with satisfaction. However, it is only in the overall result. More detail will be explained in the next sub-chapter.

## 4.6 Coefficients

The coefficient table explains the relationship between each independent variable with the dependent variable. The result is significant if the p-value is less than 0.05. Even though the overall result shows that all independent variables have a significant relationship with satisfaction, the coefficients table shows that only three variables have a significant correlation: emotional response ( $p = 0.001$ ), behavioral price ( $p = 0.001$ ), and reputation  $p = (0.009)$ . Meanwhile, p value of quality is 0.576 and p value of monetary price is 0.214.

## 4.7 Hypotheses Results

This research seeks to investigate the effect of perceived value on satisfaction. The following hypotheses were proposed:

H01: Quality has no significant positive impact on customer satisfaction

H1: Quality has a significant impact on customer satisfaction

H02: Emotional response has no significant impact on customer satisfaction

H2: Emotional response has a significant impact on customer satisfaction

H03: Monetary price has no significant impact on customer satisfaction

H3: Monetary price has a significant impact on customer satisfaction

H04: Behavioral price has no significant impact on customer satisfaction

H4: Behavioral price has a significant impact on customer satisfaction

H05: Reputation has no significant impact on customer satisfaction

H5: Reputation has a significant impact on customer satisfaction

The dependent variable (satisfaction) was regressed on the independent variables quality, emotional response, monetary price, behavioral price, and reputation. The independent variables are significantly affect satisfaction,  $F(5, 149) = 37.506$ ,  $p < .001$ . Moreover, the  $R^2 = 0.557$  means that the model explains 55.7% of the variance in satisfaction.

The coefficients were further assessed to know whether each factor affects satisfaction. H1 evaluates whether the quality is significantly affects satisfaction. However, the result reveals that quality does not affect the satisfaction significantly ( $B = .040$ ,  $t = 0.560$ ,  $p = 0.576$ ). Hence, H1 is rejected, and H01 is accepted. H2 evaluates whether the emotional response significantly affects satisfaction. The result reveals that emotional response affects satisfaction significantly ( $B = .615$ ,  $t = 6.755$ ,  $p = 0.001$ ). Hence, H02 is rejected, and H2 is accepted. H3 evaluates whether the monetary price significantly affects satisfaction. However, the result reveals that monetary price does not affect the satisfaction significantly ( $B = .091$ ,  $t = 1.247$ ,  $p = 0.214$ ). Hence, H3 is rejected, and H03 is accepted. H4 evaluates whether the behavioral price is significantly affects satisfaction. The result reveals that behavioral price affects satisfaction significantly ( $B = .291$ ,  $t = 4.080$ ,  $p = 0.001$ ). Hence, H04 is rejected, and H4 is accepted. H5 evaluates whether reputation is significantly affects satisfaction. The result reveals that reputation affects satisfaction significantly ( $B = .221$ ,  $t = 2.661$ ,  $p = 0.009$ ). Hence, H5 is accepted, and H05 is rejected.

| <b>Hypotheses</b> | <b>Regression Weights</b>         | <b>B</b> | <b>t</b> | <b>p-value</b> | <b>Results</b> |
|-------------------|-----------------------------------|----------|----------|----------------|----------------|
| H1                | Quality → Satisfaction            | 0.040    | 0.560    | 0.576          | Not supported  |
| H2                | Emotional response → Satisfaction | 0.615    | 6.755    | 0.001          | Supported      |
| H3                | Monetary price → Satisfaction     | 0.091    | 1.247    | 0.214          | Not supported  |
| H4                | Behavioral price → Satisfaction   | 0.291    | 4.080    | 0.001          | Supported      |
| H5                | Reputation → Satisfaction         | 0.221    | 2.661    | 0.009          | Supported      |

**Table. 4.2 : Hypotheses results**

## Chapter 5

### Discussion

The regression result shows that three among five independent variables significantly affect satisfaction: emotional response, behavioral price, and reputation. The outcome of emotional response is in line with the findings from (Anuwichanont & Mechinda, 2009). It is undeniably an important factor since all wellness customers are looking for a sense of joy and happiness besides looking for the treatment (Anuwichanont & Mechinda, 2009) (Setiowati & Putri, 2012). Also, emotional values such as the massage pressure, room temperature, and visual design are important convenience indicators that affect satisfaction. In the present case study of a wellness center in Belgium, customers are also seeking enjoyment while receiving massage treatment. The finding also aligns with the research by (Loureiro et al., 2013). Thus, they strongly suggest that wellness managers pay more attention to intangible attributes. For instance, the way customers receive the message, the air quality, the relaxing music, the aesthetic place, and the great experience.

The behavioral price constructs significantly affect satisfaction. For instance, the time and effort the customers spent gathering the information, looking for the location, making an appointment, and the day of massage treatment. Behavioral price can be more critical since many competitors of massage services are available. By giving adequate behavioral price constructs, customers can decide quickly, which will benefit the massage provider in terms of sales and satisfaction. Time construct is more than crucial nowadays. The study supports time spending (Gallarza & Saura, 2006). In short, this third hypothesis is accepted and supported by the evidence (Setiowati & Putri, 2012), where its multiple regression analyses revealed that behavioral price influences customer satisfaction. For instance, a more convenient spa location in Jakarta is reached, resulting in higher satisfaction.

Reputation encompasses everything an organization does in four significant areas of activity: Products or services, environments (where the location takes place), information (how it demonstrate its activities), and behavior (how members of the organization interact with each other and with non-members). Reputation in the present study has a significant impact on satisfaction. It shows that when a company has a good reputation, is well respected, has positive status, and is well-known for its excellent service, it affects the customer's satisfaction. It is supported by the finding (Dodds et al., 1991) that brand and store names positively affected satisfaction. Similar evidence also occurred in the study case by (Anuwichanont & Mechinda, 2009) and (Setiowati & Putri, 2012). Therefore, the finding can prove the reputation of the present wellness company in Belgium, where it can maintain its good name for more than eight years of experience in Belgium.

Quality and monetary price construct do not significantly affect the customers' satisfaction with the proposed wellness center. This is an intriguing finding because less existing research has found the same evidence. Contrary to the finding by (Anuwichanont & Mechinda, 2009) that confirmed quality to be the most robust construct in affecting satisfaction, the quality of massage treatment does not influence the customers in the proposed wellness center. The finding is also contrary to (Thassanabanjong, 2015), where customers prefer to choose a massage center that can offer the best service quality, such as professional staff, a clean place, and reliable massage products at a reasonable price. It refers to the final outcome of the product or services that customers expect. In

their case study, customers are not concerned about the cost of the service; they only care about a good quality of massage that fulfills their expectations and satisfaction. Reflecting on that, in this study of massage treatment in a wellness center in Belgium, customers expect to get emotionally relaxed without spending a long time deciding which massage service to purchase. It emphasizes that customers are satisfied with the massage treatment as long as it provides them a sense of joy, happiness, and relaxation. A further similar result in tourism was also revealed by (Yeong et al., 2022) that the quality dimension (responsiveness) is not significant influencing customer satisfaction in Malaysia's resort hotel industry.

Meanwhile, (Silvestri et al., 2017) also show different results that technical service quality has a low impact on customer satisfaction. To be precise, technical quality refers to what customers receive from the product or services. This contrary result might be derived from the customers' doubt about examining the service quality. Since the massage service in this place varies from the Masseur, with different techniques, levels of professionalism, and energy of the hands, they might be confused about giving the response. Thus, the massage quality cannot be generalized due to the differences between the Masseurs. Therefore, the inconsistency and confusion of respondents' may result from the insignificant result. It is supported by the research by (Han et al., 2017), where customers can choose many levels of service, such as low budget to high-end luxury, which makes them doubt about examining the service.

The results from other service quality also show evidence of the insignificant effect of quality on satisfaction. (Mahsyar & Surapati, 2020) based on their findings, it is possible to conclude that the quality of service at the restaurant has no significant impact on consumer satisfaction. However, they suggest that restaurants keep maintaining the quality of their product. The case of the Greek insurance industry (Tsoukatos & Rand, 2006) proves that quality is not significant in customer satisfaction. It could be due to the intangibility of insurance services, which are considered among the most intangible services. Moreover, customers from other cultures may perceive service quality differently (Tsoukatos & Rand, 2006). (Maftuchah et al., 2019) A study about the effect of Gojek quality on customer satisfaction in Indonesia also shows that service quality has an insignificant relationship with customer satisfaction. Gojek is an Indonesian online transportation service similar to Uber, Lyft, Grab, and Bolt. (Prakoso & Nurhadi, 2017) reveals that the quality of physical evidence in the specific printing press, such as modern equipment and appealing facilities, cannot influence consumer satisfaction significantly. It means that modern technology, such as the printing press, falls short of consumer expectations.

Monetary price in the present study has no significant impact on satisfaction. However, the present study's finding is in line with the study (Thassanabanjong, 2015) that monetary price does not affect satisfaction significantly. Their study emphasized that customers are not concerned about the price as long as the quality of massage treatment is reliable. However, the present study about wellness center in Belgium, shows that neither quality nor monetary price is significant. However, this can be supported by the finding of research (Gallarza & Saura, 2006). In their study, monetary prices are not crucial because the sample does not price sensitive. The participants are private university



students whom their families financially support. Thus, price does not strongly affect them. In the present research on wellness center in Belgium, 111 respondents, which is 71.6% of the sample, have an income between 2000 and 3000 euros/ month, and nine sample, which is 5.8%, have an income between 3000 and 4000 euros/ month. It means that 77.4% of the sample are in the level of wealth where they mostly are not concerned about the price. These empirical results are also supported by (Setiowati & Putri, 2012) that most samples of their study are less sensitive to the price of spa service. Moreover, the contrary result is supported by the customer perceived value theory proposed by (Zeithaml, 1988), which is value number 2: Value is whatever an individual wants in a product/ value is everything customers want from a service. It describes a purchasing scenario in which price is far less critical (ENNEW, 2007).

## Chapter 6

## Conclusion

## 6.1 Conclusion

This study examines how perceived value affects customer satisfaction in a wellness center in Belgium. The perceived value dimensions used in the study are quality, emotional response, monetary price, behavioral price, and reputation. Thus, the proposed hypotheses as follows: H1: Quality has a significant impact on customer satisfaction; H2: Emotional response has a significant impact on customer satisfaction; H3: Monetary price has a significant impact on customer satisfaction; H4: Behavioral price has a significant impact on customer satisfaction; H5: Reputation has a significant impact on customer satisfaction. The findings are expected to help managers understand the customers' needs, create a competitive advantage, and give the academic community a new insight into wellness tourism.

A quantitative study – Multiple linear regression is employed in this study where a questionnaire is shared with the respondents. The targeted respondents are the customers in a particular wellness center in Belgium. The questionnaire is in a link form (Qualtrics) shared through Short Message Service (SMS). Among 167 responses that were successfully gathered, 12 samples were found missing. Hence, 155 samples were valid for investigating the present study.

Three among five independent variables have a significant effect on satisfaction: emotional response, behavioral price, and reputation. It proves that customers in the current case study of a wellness center in Belgium are seeking enjoyment while receiving massage treatment. The findings are consistent with the current literature review. As a result, it strongly advises wellness managers to pay more attention to intangible characteristics. For example, how customers receive the massage, the air quality, the relaxing music, the attractive interior design, and the excellent experience. Time spent gathering information, looking for a location, making an appointment, and the day of the massage treatment significantly affect customer satisfaction. By providing adequate behavioral price constructs, customers can decide quickly and be beneficial for the massage provider in terms of sales and satisfaction. Furthermore, wellness managers are encouraged to maintain their good reputation to meet more customer satisfaction and generate new customers.

In contrast, the proposed wellness center's quality and monetary price construct have no significant effect on satisfaction. It is an intriguing finding because less previous research has found the same evidence. The contradictory quality result could be attributed to customers' uncertainty about evaluating service quality. Because the massage services in this location differ from the Masseur, with different techniques, levels of professionalism, and energy of the hands, they may be perplexed in responding. As a result of the differences in the energy and techniques of the masseurs' hands, the massage quality cannot be generalized. Therefore, the respondents' inconsistency and confusion may result from the insignificant result.

Last but not least, the monetary price has no significant impact on satisfaction because customers are unconcerned about the cost of massage service. In this study, 111 respondents (71.6% of the sample) have an income between 2000 and 3000 euros/ month, and nine respondents (5.8% of the sample) have an income between 3000 and 4000 euros/ month. It means that 77.4% of the sample are at the level of wealth where they mostly are not concerned about the price. These empirical

results are also supported by (Setiowati & Putri, 2012) that most samples of their study are less sensitive to the price of spa service. Moreover, the customer perceived value theory proposed by (Zeithaml, 1988) value number 2: Value is whatever an individual wants in a product/ value is everything customers want from a service. It describes a purchasing scenario in which price is far less critical (ENNEW, 2007).

## 6.2 Managerial implications

The following implications have been suggested based on the results of the present study:

**Positive atmosphere.** The study shows that customers are seeking enjoyment and happiness besides receiving massage treatment. As emphasized by (Andrijašević & Bartoluci, 2004), emotional wellness implies positive feelings and optimism. Thus, managers can pay more attention to this construct in their wellness center. Here are the emotional response dimensions that are proposed in the survey: the massage services in this place make me feel good, the massage services in this place give me pleasure, the massage services in this place give me a sense of joy, the massage services in this place make me feel delighted, the massage services in this place give me happiness. Managers can improve the emotional response construct by creating a positive feeling of the massage treatment and positive energy of the wellness place. They can look at their interior design (aesthetic), fresh air, good smell, convenient lights, and soothing music.

**Sufficient resources.** Another significant result is the behavioral price on satisfaction. In this case study, behavioral price is the price customers pay to get the massage treatment. The findings show that customers are satisfied when they can obtain sufficient resources from the wellness center. Here are the behavioral price dimensions that are proposed in the survey: I feel the massage services in this place are easily accessible, I think the massage services in this place offer adequate parking space, I think the location of this place is easy to find, I think the massage services in this place deliver sufficient information. Managers can update their location on Google maps whether it is correct and precise or not, since people nowadays are using Google maps to make it easier to find specific locations. They can also take a look at the sufficiency of parking slots. Furthermore, managers should ensure that they have sufficient information about the massage treatment, such as location, price, discounts, open-closing time, cancelation, and terms and conditions. This information helps customers to make a purchase decision and leads to satisfaction.

**Positive reputation.** Reputation is consistent with social value, whether or not the service is perceived to have status (Anuwichanont & Mechinda, 2009). Reputation in the present study shows a positive and significant impact on satisfaction. It reveals that when a company has a good reputation, is well respected, has positive status, and is well-known for its great service, it affects the customer's satisfaction. Eight years of experience in Belgium supports the specific wellness center in this study to maintain its good reputation. Therefore, the marketer should work to improve the reputation and status of their wellness center. Here are the reputation dimensions that are proposed in the survey: I think the massage services in this place have a good reputation, I think the massage services in this place is well respected, I think the massage services in this place have positive status, I think the massage services in this place is well-known for its excellent service.

Although the quality of massage treatment and monetary price does not affect satisfaction significantly, these constructs cannot be underestimated. Managers are suggested to maintain a good quality of massage treatment, increase the capacity of Masseurs' knowledge, technique, skill, awareness, and experience, and set the reliable cost of the massage service.

### 6.3 Academic contributions

The present study gives new insights into wellness tourism, precisely on massage service to the academic community. Interestingly, quality and monetary price in this study do not significantly affect satisfaction. Looking at the background of the specific wellness center reveals that their customer is not concerned about the massage quality because of the diversity of Masseur's background and skills. The service cost also does not affect the customers to experience the massage treatment in the specific wellness center in Belgium. Hopefully, these findings can help further research with similar contrary results.

### 6.4 Limitations

Even though this research delivers new insight into wellness study, it cannot deny some limitations. First, the present result cannot be generalized due to the time limitation. The character of customers' perceived value is individual; thus, in the case of massage service, it needs to be examined over a more extended period. Future research is encouraged to determine another construct such as first timer or repeater. Second, the present result cannot be generalized due to the limitation of sample size because the current study is focused only on one wellness center in Belgium. Larger sample size with respondents from various geographical locations may help broaden the research scope and improve the responses' reliability. Thus, future research is suggested to obtain more samples in the same geographical or new and different places to get better results. Furthermore, the author strongly encourages future research to examine more studies related to the wellness center and massage services. Since the current study of wellness is still limited and perceived value is individual, it is good to have more literature to understand better and help the service provider decide on improving their business.

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# Appendix 1

## The Questionnaire

Dear respondents,

I'm a Master of Management student with a specialization in International Marketing Strategy at Hasselt University. I'm conducting research as a part of my master thesis about perceived value on customers' satisfaction in a wellness center in Belgium. Your opinion is really helpful in fulfilling the completion of this research. It takes approximately 4 minutes to answer the questionnaire. By submitting this survey form, you indicate that you have read the purpose of the research. Your data will be remained confidential.

Thank you for your participation.

I agree to the collection, processing and use of this data for the research purpose.

\*Agree

### **Quality of massage service in the wellness center**

1. I think the massage services in this place are high quality
  - Strongly disagree
  - Somewhat disagree
  - Neither agree nor disagree
  - Somewhat agree
  - Strongly agree
2. I think the massage services in this place are great for soothing the mind and refreshing the body
  - Strongly disagree
  - Somewhat disagree
  - Neither agree nor disagree
  - Somewhat agree
  - Strongly agree
3. I think the quality of massage services in this place are consistent
  - Strongly disagree
  - Somewhat disagree
  - Neither agree nor disagree
  - Somewhat agree
  - Strongly agree
4. I think the massage services are performed by highly trained professionals
  - Strongly disagree

- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Strongly agree

**Emotional response towards massage service in the wellness center**

5. The massage services in this place make me feel good
  - Strongly disagree
  - Somewhat disagree
  - Neither agree nor disagree
  - Somewhat agree
  - Strongly agree
6. The massage services in this place give me pleasure
  - Strongly disagree
  - Somewhat disagree
  - Neither agree nor disagree
  - Somewhat agree
  - Strongly agree
7. The massage services in this place give me a sense of joy
  - Strongly disagree
  - Somewhat disagree
  - Neither agree nor disagree
  - Somewhat agree
  - Strongly agree
8. The massage services in this place make me feel delighted
  - Strongly disagree
  - Somewhat disagree
  - Neither agree nor disagree
  - Somewhat agree
  - Strongly agree
9. The massage services in this place give me happiness
  - Strongly disagree
  - Somewhat disagree
  - Neither agree nor disagree
  - Somewhat agree
  - Strongly agree

**Monetary Price of massage service in the wellness center**

10. I feel the massage services in this place is a good buy
  - Strongly disagree
  - Somewhat disagree
  - Neither agree nor disagree

- Somewhat agree
  - Strongly agree
11. I feel the massage services in this place offer competitive rates compared to other places
- Strongly disagree
  - Somewhat disagree
  - Neither agree nor disagree
  - Somewhat agree
  - Strongly agree
12. I feel the massage services in this place offer reasonable price
- Strongly disagree
  - Somewhat disagree
  - Neither agree nor disagree
  - Somewhat agree
  - Strongly agree
13. I feel the massage services in this place is worth the money
- Strongly disagree
  - Somewhat disagree
  - Neither agree nor disagree
  - Somewhat agree
  - Strongly agree

**Behavioral price of massage service in the wellness center**

14. I feel the massage services in this place are easily accessible
- Strongly disagree
  - Somewhat disagree
  - Neither agree nor disagree
  - Somewhat agree
  - Strongly agree
15. I think the massage services in this place offer adequate parking space
- Strongly disagree
  - Somewhat disagree
  - Neither agree nor disagree
  - Somewhat agree
  - Strongly agree
16. I think the location of this place is easy to find
- Strongly disagree
  - Somewhat disagree
  - Neither agree nor disagree
  - Somewhat agree
  - Strongly agree
17. I think the massage services in this place deliver sufficient information
- Strongly disagree

- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Strongly agree

**Reputation of massage service in the wellness center**

18. I think the massage services in this place has good reputation

- Strongly disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Strongly agree

19. I think the massage services in this place is well respected

- Strongly disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Strongly agree

20. I think the massage services in this place has positive status

- Strongly disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Strongly agree

21. I think the massage services in this place is well-known for its great service

- Strongly disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Strongly agree

**Satisfaction with the massage service in the wellness center**

22. I am happy about my decision to visit this massage center

- Strongly disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Strongly agree

23. I feel the massage services in this place satisfy my needs

- Strongly disagree
- Somewhat disagree
- Neither agree nor disagree

- Somewhat agree
  - Strongly agree
24. My experience in this massage service is positive
- Strongly disagree
  - Somewhat disagree
  - Neither agree nor disagree
  - Somewhat agree
  - Strongly agree
25. Overall, I am satisfied with the massage service
- Strongly disagree
  - Somewhat disagree
  - Neither agree nor disagree
  - Somewhat agree
  - Strongly agree

**Participant's Identity**

26. Your Gender
- (1) Male
  - (2) Female
27. Your Age
- (1) Under 20
  - (2) 20-35
  - (3) 36-50
  - (4) 51-65
28. Your income per month (Euro)
- (1) Below 1000
  - (2) 2000-3000
  - (3) 3000-4000
  - (4) Above 4000

## Appendix 2

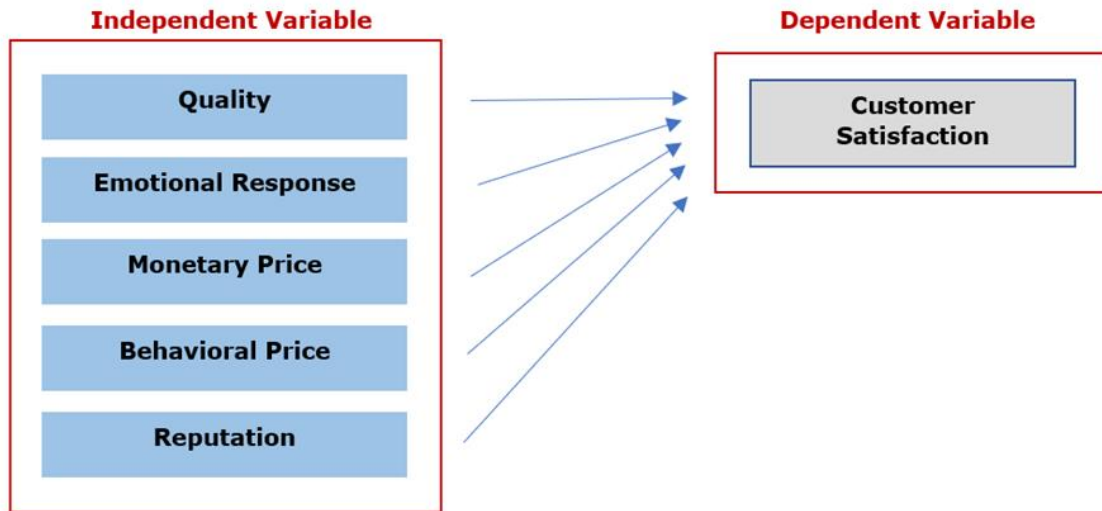
### Tables and Figures

| Demographic Factor         |                | Frequency | Percent |
|----------------------------|----------------|-----------|---------|
| <b>Gender</b>              | Male           | 61        | 39.4    |
|                            | Female         | 94        | 60.6    |
| <b>Age</b>                 | Under 20 years | 10        | 6.5     |
|                            | 20-35 years    | 99        | 63.9    |
|                            | 36-50 years    | 44        | 28.4    |
|                            | 51-65 years    | 2         | 1.3     |
| <b>Income/month (Euro)</b> | Below 1000     | 35        | 22.6    |
|                            | 2000-3000      | 111       | 71.6    |
|                            | 3000-4000      | 9         | 5.8     |

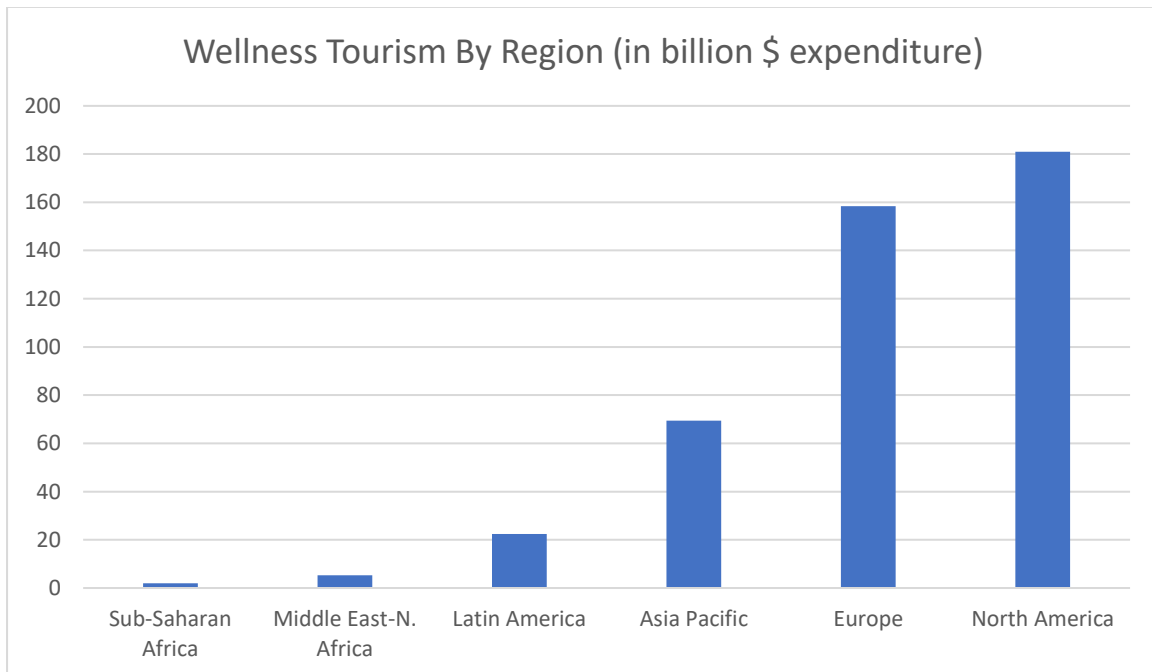
**Table. 4.1: Demographic profile of the respondents**

| Hypotheses | Regression Weights                | B     | t     | p-value | Results       |
|------------|-----------------------------------|-------|-------|---------|---------------|
| H1         | Quality → Satisfaction            | 0.040 | 0.560 | 0.576   | Not supported |
| H2         | Emotional response → Satisfaction | 0.615 | 6.755 | 0.001   | Supported     |
| H3         | Monetary price → Satisfaction     | 0.091 | 1.247 | 0.214   | Not supported |
| H4         | Behavioral price → Satisfaction   | 0.291 | 4.080 | 0.001   | Supported     |
| H5         | Reputation → Satisfaction         | 0.221 | 2.661 | 0.009   | Supported     |

**Table. 4.2: Hypotheses results**



**Figure 1:** The independent variables and dependent variable of the study.



**Figure 1.1: Wellness Tourism By Region (in billion \$ expenditure).** Combined international/inbound and domestic wellness trips in each region, 2012. Source: (Global Wellness Institute (GWI), 2018).



- Chapter 1** Introduction

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  - This chapter presents the background of the study and research problem and research objective.
  
- Chapter 2** Literature Review

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  - This chapter presents in depth discussion on literature review available on topic of the study, the research variables, and the overview of specific wellness center in Belgium.
  
- Chapter 3** Research methodology

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  - This chapter presents Multiple Linear Regression as the methodology used in the research.
  
- Chapter 4** Results

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  - This chapter presents the result of the study such as data cleaning, demographic profile, descriptive statistics, multicollinearity test, anova, coefficients, and results of hypothesis.
  
- Chapter 5** Discussion

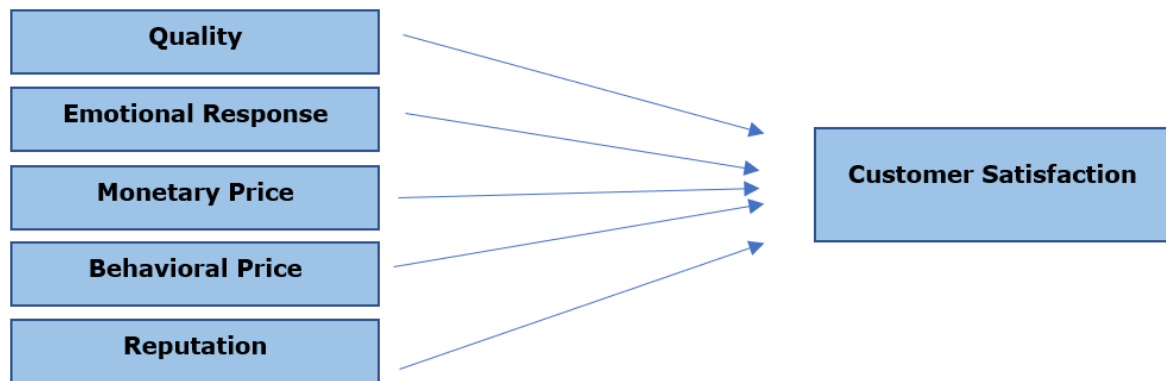
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  - This chapter presents in depth discussion of the hypothesis results.
  
- Chapter 6** Conclusion

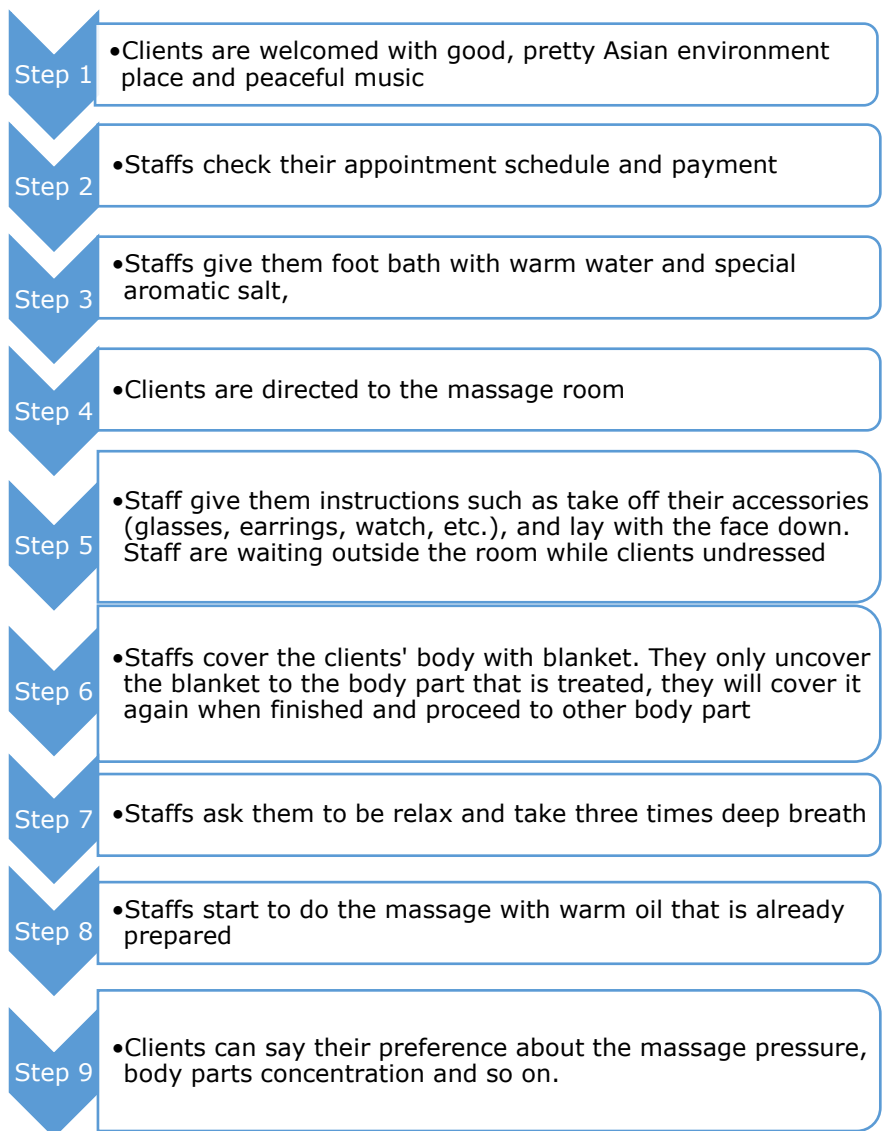
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  - This chapter presents conclusion where the research question has been answered. Furthermore, managerial implication, academic contribution and limitation are discussed.

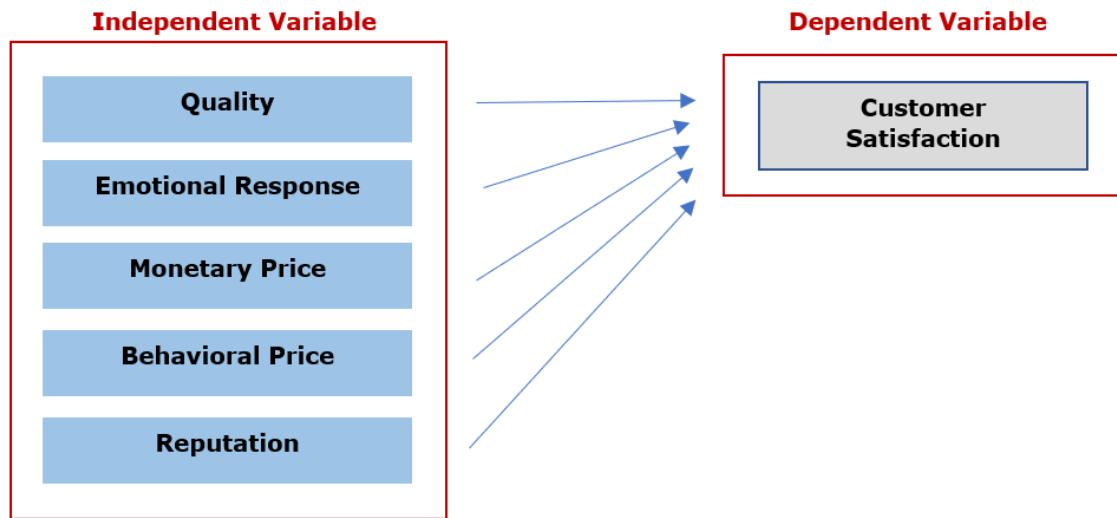
**Figure 1.2: The research chapters**



**Figure 2.1: Conceptual framework of the study. Source: (Anuwichanont & Mechinda, 2009)**



**Figure 2.2: The flow of massage service in the aimed wellness center.**



**Figure 3.1: The independent and dependent variables of the study.**

## Appendix 3

### SPSS Output

|                    | N<br>Statistic | Minimum<br>Statistic | Maximum<br>Statistic | Mean<br>Statistic | Std. Deviation<br>Statistic | Skewness  |            | Kurtosis  |            |
|--------------------|----------------|----------------------|----------------------|-------------------|-----------------------------|-----------|------------|-----------|------------|
|                    |                |                      |                      |                   |                             | Statistic | Std. Error | Statistic | Std. Error |
| Quality            | 155            | 2.25                 | 5.00                 | 3.9581            | .56753                      | -.127     | .195       | -.129     | .387       |
| Emotional          | 155            | 3.00                 | 5.00                 | 3.9213            | .45155                      | -.083     | .195       | .705      | .387       |
| Monetary           | 155            | 3.00                 | 5.00                 | 4.3839            | .51383                      | -.301     | .195       | -.478     | .387       |
| Behavioral         | 155            | 2.75                 | 5.00                 | 4.1500            | .45549                      | -.421     | .195       | .219      | .387       |
| Reputation         | 155            | 2.25                 | 5.00                 | 3.6903            | .43027                      | -.266     | .195       | .434      | .387       |
| Satisfaction       | 155            | 3.00                 | 5.00                 | 4.2274            | .54234                      | -.358     | .195       | -.024     | .387       |
| Valid N (listwise) | 155            |                      |                      |                   |                             |           |            |           |            |

**Table 4.1 Descriptive statistics**

| Model | Variables Entered   | Variables Removed | Method |
|-------|---|-------------------|--------|
| 1     | Reputation, Behavioral, Quality, Monetary, Emotional <sup>b</sup> |                   | Enter  |

a. Dependent Variable: Satisfaction

b. All requested variables entered.

**Table 4.2 Variables Entered**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1     | .746 <sup>a</sup> | .557     | .542              | .36688                     | 1.759         |

a. Predictors: (Constant), Reputation, Behavioral, Quality, Monetary, Emotional

b. Dependent Variable: Satisfaction

**Table 4.3 Model Summary**

### Residuals Statistics<sup>a</sup>

|                      | Minimum | Maximum | Mean   | Std. Deviation | N   |
|----------------------|---------|---------|--------|----------------|-----|
| Predicted Value      | 3.0827  | 5.3189  | 4.2274 | .40485         | 155 |
| Residual             | -.70428 | .99765  | .00000 | .36087         | 155 |
| Std. Predicted Value | -2.828  | 2.696   | .000   | 1.000          | 155 |
| Std. Residual        | -1.920  | 2.719   | .000   | .984           | 155 |

a. Dependent Variable: Satisfaction

**Table 4.4 Residuals statistics**

### Coefficients<sup>a</sup>

| Model |            | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig.  | Collinearity Statistics |       |
|-------|------------|-----------------------------|------------|---------------------------|--------|-------|-------------------------|-------|
|       |            | B                           | Std. Error | Beta                      |        |       | Tolerance               | VIF   |
| 1     | (Constant) | -.762                       | .393       |                           | -1.938 | .055  |                         |       |
|       | Quality    | .040                        | .071       | .042                      | .560   | .576  | .541                    | 1.847 |
|       | Emotional  | .615                        | .091       | .512                      | 6.755  | <.001 | .518                    | 1.931 |
|       | Monetary   | .091                        | .073       | .086                      | 1.247  | .214  | .620                    | 1.613 |
|       | Behavioral | .291                        | .071       | .244                      | 4.080  | <.001 | .828                    | 1.208 |
|       | Reputation | .221                        | .083       | .175                      | 2.661  | .009  | .686                    | 1.459 |

a. Dependent Variable: Satisfaction

**Table 4.5 Coefficients**

### Collinearity Diagnostics<sup>a</sup>

| Model | Dimension | Eigenvalue | Condition Index | Variance Proportions |         |           |          |            |            |
|-------|-----------|------------|-----------------|----------------------|---------|-----------|----------|------------|------------|
|       |           |            |                 | (Constant)           | Quality | Emotional | Monetary | Behavioral | Reputation |
| 1     | 1         | 5.957      | 1.000           | .00                  | .00     | .00       | .00      | .00        | .00        |
|       | 2         | .017       | 18.481          | .02                  | .18     | .05       | .00      | .27        | .01        |
|       | 3         | .009       | 25.815          | .03                  | .31     | .03       | .14      | .05        | .48        |
|       | 4         | .007       | 29.706          | .09                  | .18     | .01       | .79      | .10        | .08        |
|       | 5         | .006       | 31.056          | .12                  | .26     | .38       | .04      | .07        | .43        |
|       | 6         | .004       | 40.158          | .74                  | .07     | .51       | .03      | .50        | .00        |

a. Dependent Variable: Satisfaction

**Table 4.6 Collinearity**

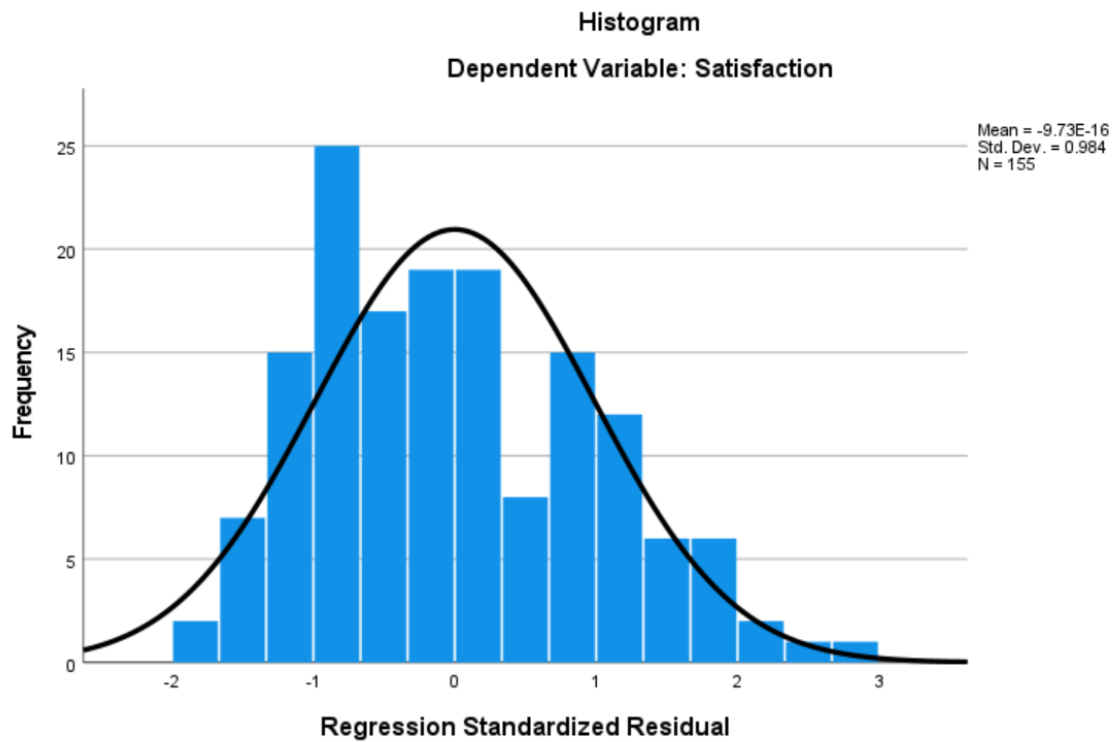
### ANOVA<sup>a</sup>

| Model |            | Sum of Squares | df  | Mean Square | F      | Sig.               |
|-------|------------|----------------|-----|-------------|--------|--------------------|
| 1     | Regression | 25.241         | 5   | 5.048       | 37.506 | <,001 <sup>b</sup> |
|       | Residual   | 20.055         | 149 | .135        |        |                    |
|       | Total      | 45.296         | 154 |             |        |                    |

a. Dependent Variable: Satisfaction

b. Predictors: (Constant), Reputation, Behavioral, Quality, Monetary, Emotional

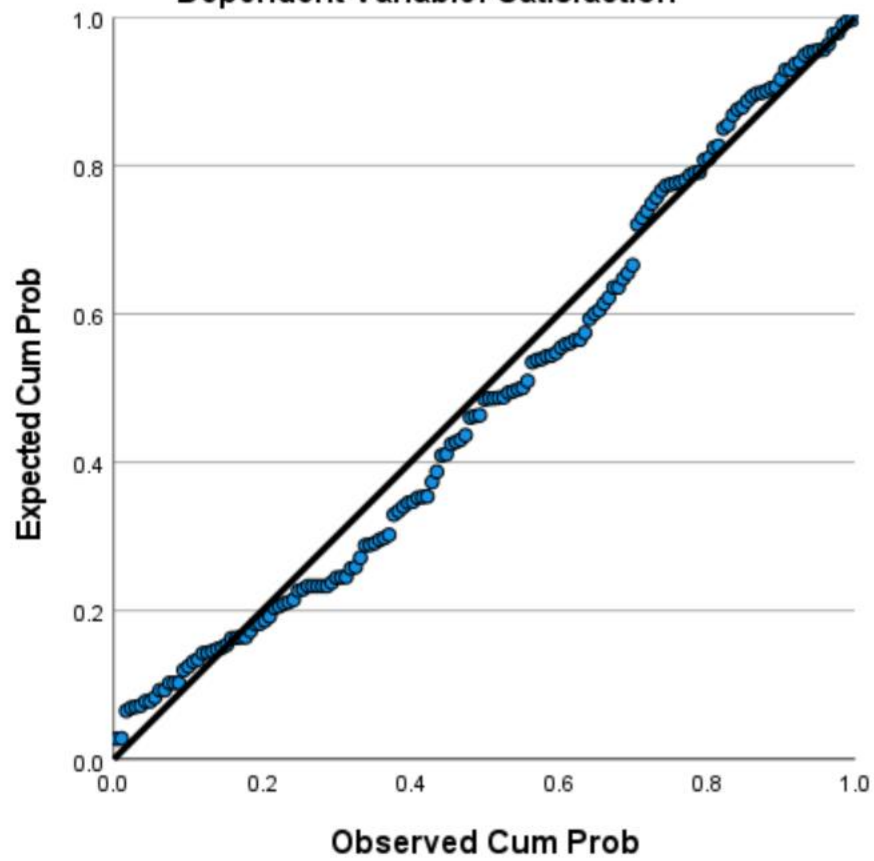
**Table 4.7 Anova**



**Graph 4.1 Histogram**

### Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Satisfaction



Graph 4.2 P-Plot of Regression