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Identifying the relationships between luxury hotel attributes, luxury hotel experience values, and their consequences

Abstract

Purpose – This study developed and tested a conceptual model incorporating luxury hotel attributes, luxury hotel experience values, and their consequences.
Design/methodology/approach – In total, 389 questionnaires were collected through offline and online surveys from customers who had stayed in luxury hotels.
Findings – Luxury hotel attributes were formulated as quality of personalized care, high operational standards, social setting and connection, extraordinary environment and facilities, and food and beverage and sport facilities. Two paths (high operational standards to positive affectivity value; high operational standards to self-expression and social status value) were not significant at the 0.05 level, while other paths were significant at the same level.
Practical implications – The findings add to the understanding of the dimensionality of luxury hotel attributes and luxury hotel consumption values, and customers' psychological reactions to their experience in luxury hotels.
Originality/value – This study has originality in light of new development of luxury hotel attributes and luxury hotel experience values. Results of this study shed practical insights to luxury brand hotel management.

Keywords: luxury, consumption value, quality, satisfaction, loyalty, intention
Paper type Research paper

1. Introduction

Previous studies on luxury products or services have focused on three streams highlighting customers' perspectives. First, existing studies have highlighted customers' assessments of their experience in terms of experience values (Hwang *et al*., 2025; Wu and Yang, 2018), and the effect of a luxury hotel's physical attributes on brand experience value (Ahn *et al*., 2019). Further, specific contexts such as the memorability of experiences in luxury hotels (Murray *et al*., 2025), antecedents such as the human touch (Lei *et al*., 2024), affective factors (Wu *et al*., 2023), and shared luxury services (Boukis *et al*., 2024) have been explored. Second, recent studies have emphasized the impact of digital technology on luxury hotel customer satisfaction (Gonçalves *et al*., 2024; Shin and Jeong, 2022), and resulting behavioral intentions such as brand purchase (Jung and Baloglu, 2025). In this regard, other domains such as the evaluation of augmented reality (AR) luxury attributes (Javornik *et al*., 2021), and the contribution of immersive AI to luxury values (Gonçalves *et al*., 2024) can be considered. Finally, emerging

studies have explored the intersection between luxury and sustainability (Hu and Dang-Van, 2023).

However, a review of the literature revealed research gaps. First, even though previous studies have identified luxury hotel attributes (Kim *et al*., 2018; Smith and Colgate, 2007), there has been little examination of the dimensionality of luxury hotel attributes. Second, most studies on luxury values have focused on tangible products and not on services, even though measurement scales differ between products and services (Smith and Colgate, 2007). Only a few studies have proposed valid scales to measure customers' perceptions of the value of luxury hospitality experiences (Wu and Yang, 2018; Yang and Mattila, 2016). Third, customers obtain experience value as a result of experiencing a hotel's attributes. Experience value domains reflect the various ways in which customers respond to a luxury hotel's attributes. Luxury experience values differ between luxury products because the product attributes differ. Therefore, there is a need to develop a luxury hotel experience values (LHEVs) scale. Fourth, even though previous studies have separately investigated customers' luxury hotel experience (Cetin and Walls, 2016; Jung and Baloglu, 2025; Murray *et al*., 2025; Padma and Ahn, 2020; Peng and Chen, 2019; Wu and Gao, 2019), satisfaction and future intention (Yang and Mattila, 2016; Wu and Yang, 2018), there have been few studies testing conceptual models incorporating LHEVs as outcomes of experiencing a luxury hotel's attributes, and their consequences. Further, there have been few efforts to conceptualize and empirically test the causal relationships between luxury hotel attributes, LHEVs, satisfaction, and future intentions.

To bridge these research gaps, six research objectives were proposed to: (1) develop a measurement instrument for assessing luxury hotel attributes; (2) develop a new scale to measure LHEVs; (3) conceptualize and empirically test the effects of luxury hotel attributes on LHEVs; (4) investigate the effects of LHEVs on satisfaction and attitudinal loyalty; (5) investigate the effect of satisfaction on attitudinal loyalty and behavioral intention; and (6) investigate the effect of attitudinal loyalty on behavioral intention.

2. Literature review and hypotheses

2.1. Luxury hotel experience values (LHEVs)

Luxury hospitality is centered on emotions and hedonic benefits (Ha and Jang, 2010). The self-expression and social status value domain refers to customers' perceived value in

relation to expressing their luxury lifestyle and enhancing their sense of high social status (Kim and Ko, 2007). A sense of high social status results in enhanced self-esteem, and improved mental and physical health (Anderson *et al*., 2015). Customers obtain self-expression value by being able to project to others their self-perceived identity as persons with a high social status and a luxury lifestyle. Staying at a luxury hotel expresses social accomplishments by signaling their wealth through conspicuous consumption, displaying social status symbols and impressing others (Yang and Mattila, 2016), gaining feelings of social acceptance and feelings of power (Hwang *et al*., 2025), or showing exclusivity and uniqueness (Correia *et al*., 2018). Social status is differentiated from power and financial success, and comprises respect, voluntary deference from others, and prestige (Anderson *et al*., 2015).

Positive affectivity value is associated with mental well-being generated from experiencing positive internal affective states, which include emotions such as joy, and moods such as euphoria and elation, stress responses, and impulses (Gross, 2014). Relaxation and sensory value refers to a sense of well-being obtained through comfort (hedonic relaxation) and enjoyment (hedonic pleasure) (Zhang *et al*., 2022).

2.2. Relationship between luxury hotel attributes and luxury hotel experience values

This study defined luxury hotel attributes as quality of personalized care, high operational standards, social status and connection, extraordinary environment and physical facilities, and food and beverage (F&B) and sport facilities. First, quality of personalized care specifies luxury hotels' provision of customized and caring services, which include creating individualized experiences, providing attentive services through genuinely caring service encounters, and maintaining pleasant guest–staff interactions (Mele *et al*., 2025; Shin and Jeong 2022; Zhang *et al*., 2022). Second, high operational standards refers to the high standards of luxury hotels' operational processes, particularly with regard to cleanliness, safety, room division services, and brand image, as operational standards convey the quality of a brand (Mele *et al*., 2025; Shin and Jeong 2022). The perceived values of luxury hotel experiences are becoming increasingly reliant on digital luxury (Javornik *et al*., 2021; Shin and Jeong 2022). Adoption of new technologies such as artificial intelligence (AI), personal recognition systems, digital check-in and check-out systems, smartphone rentals, health checks using digital devices, service robots, metaverse

screens, new digital concierge services, and quick ordering using touch screens on each restaurant table, can be assets of luxury hotels, in addition to human staff. Since young customers are aware of sustainability or environmentalism, green- or sustainability-related facilities, services or programs can help enhance the quality of their luxury hotel experiences (Han *et al*., 2017; Hu and Dang-Van, 2023).

Third, social status and connection denotes luxury hotels' exclusive social environment, including the social atmosphere in communal spaces, such as the lobby or restaurants, with guests belonging to exclusive social groups (Jung and Baloglu, 2025; Mele *et al*., 2025). This domain captures the influence of other customers in a customer's luxury hotel experience. VIPs want to interact with other VIPs, and financially wealthy people want to interact with other wealthy people (Kiatkawsin and Han, 2019). Similarly, according to self-identity theory, one of the values of luxury experiences is to make customers feel unique by allowing them to express their uniqueness in terms of social status, feel a sense of exclusivity, and differentiate themselves from others.

Fourth, luxury hotel attributes refer to how customers evaluate their experience of a hotel's attributes (Wu and Gao, 2019). Customers perceive that personalization has value because it provides them with a sense of control over the process of creating their desired experiences (Shin and Jeong, 2022). Therefore, personalized care has a positive effect on well-being, affective state, and self-esteem (Anderson *et al*., 2015). Since luxury hotels offer exclusive or extraordinary experiences which are novel and differ from customers' normal lifestyles (Shin and Jeong, 2022), they offer relaxation and high emotional intensity (Kim *et al*., 2023). Since authenticity similarly characterizes luxury hotel experiences, extraordinary environment and facilities affects experience value such as self-expression and social status value (Liang *et al*., 2018). Luxury hotels' high operational standard leads to self-expression and social status value (Boukis *et al*., 2024). Other important attributes of luxury hotels encompassing their exclusive social connection opportunity can promote positive affectivity value (Han *et al*., 2020). It was found that high restaurant standards and food quality resulted in relaxation and memorable sensory value, social gathering, and social status value (Badu-Baiden *et al*., 2022). Since luxury hotels also have state-of-the-art technologies such as voice assistants that enhance customer value (Shin and Jeong, 2022), the high operational standard is likely to entail self-expression, relaxation, and good opportunity to meet high status customers. The

following hypotheses on how customers' evaluation of luxury hotel attributes influence their experience value were proposed:

Quality of personalized care positively affects relaxation and sensory value **(H1-1)**, positive affectivity value **(H1-2)**, and self-expression and social status value **(H1-3)**.

High operational standards positively affect relaxation and sensory value **(H2-1)**, positive affectivity value **(H2-2)**, and self-expression and social status value **(H2-3)**.

Social setting and connection positively affect relaxation and sensory value **(H3-1)**, positive affectivity value **(H3-2)**, and self-expression and social status value **(H3-3)**.

Extraordinary environment and facilities positively affect relaxation and sensory value **(H4-1)**, positive affectivity value **(H4-2)**, and self-expression and social status value **(H4-3)**.

Food and beverage and sport facilities positively affect relaxation and sensory value **(H5-1)**, positive affectivity value **(H5-2)**, and self-expression and social status value **(H5-3)**.

2.3. Relationship between luxury hotel experience value and satisfaction

Customer satisfaction is a post-consumption construct that is a consequence of a consumption experience (Sweeney and Soutar, 2001). Previous studies have indicated that customers' perceived experience value and their satisfaction are positively correlated (Cronin *et al*., 2000; Wu and Liang, 2009). Perceived value contributes to satisfaction and has a positive influence on future intentions (Ahn *et al*., 2019). Luxury hotel attributes and experience values are affective antecedents of satisfaction and loyalty (Prayag *et al*., 2013). Although service value and experience value are conceptually different, customers' positive perceptions of service quality and service value result in increased satisfaction and revisit intention (He and Song, 2009). It was found that affective luxury experiences have significant influence on satisfaction and behavioral intentions (Jung and Baloglu, 2025). Hence, the following hypotheses were formulated.

H6-1. Relaxation and sensory value positively affects satisfaction.

H6-2. Positive affectivity value positively affects satisfaction.

H6-3. Self-expression and social status value positively affects satisfaction.

2.4. Relationship between luxury hotel experience value and attitudinal loyalty

Measures of loyalty encompass attitudinal and behavioral aspects (Li and Petrick, 2008). Attitudinal loyalty particularly highlights why customers purchase hospitality services (Shin and Jeong, 2022). Customers' experience value positively influences customer retention (Peng and Chen, 2019) and behavioral intentions (Cronin *et al*., 2000; Jung and Baloglu, 2025). It has been identified that there is a positive relationship between experience value and revisit intention as one of the behavioral intentions which can be considered attitudinal loyalty (Gu *et al*., 2021; Ha and Jang, 2010; Senic and Marinkovic, 2014). This supports the existence of a positive relationship between experience value and attitudinal loyalty. The following hypotheses were proposed.

H7-1. Relaxation and sensory value positively affects attitudinal loyalty.

H7-2. Positive affectivity value positively affects attitudinal loyalty.

H7-3. Self-expression and social status value positively affects attitudinal loyalty.

2.5. Relationship between satisfaction and attitudinal loyalty

Previous studies empirically identified that customer satisfaction has a positive influence on attitudinal loyalty (Senic and Marinkovic, 2014; Shin and Jeong, 2022). Therefore customers who are satisfied with hospitality products or services are likely to continue to favor them and further purchase them. The following hypothesis was therefore proposed.

H8-1. Satisfaction has a positive effect on attitudinal loyalty.

2.6. Relationship between satisfaction and behavioral intention

Behavioral intention refers to customers' disposition toward a hotel (Akel and Cakir, 2023). Specific forms of behavioral intentions include revisit intentions (Senic and Marinkovic, 2014), word-of-mouth, and willingness to recommend (Ha and Jang, 2010). Satisfaction does not necessarily result in actual repurchase behavior (Akel and Cakir, 2023). In contrast to behavioral intention, behavioral loyalty refers to customers' tendency to repurchase hotel services as revealed through their actual revisit behavior (Shin and Jeong, 2022). The following hypothesis was proposed.

H8-2. Satisfaction has a positive effect on behavioral intention.

2.7. Relationship between attitudinal loyalty and behavioral intention

Previous studies have found a positive relationship between attitudinal loyalty and behavioral loyalty (Senic and Marinkovic, 2014). For example, word-of-mouth reflects customers' emotional responses to their experiences (Liang *et al*., 2018), whereas willingness to recommend, another form of behavioral intention, is enhanced by high affective experience value (Prayag *et al*., 2013). In the context of luxury hotels, Wu and Gao (2019) noted that emotional customer experience is associated with co-creation behavior. Further, Murray *et al*. (2025) found that memorable experiences in luxury hotels led to word-of-mouth intentions. In light of this, the following hypothesis was postulated.

H9-1. Attitudinal loyalty has a positive effect on behavioral intention.

3. Method

3.1. Measurement

Measurement scales were developed by adopting the procedures used in previous studies (Churchill, 1979; DeVellis, 2017). Measurement items were extracted and adapted from previous studies as follows: quality of personalized care (11 items. Wu *et al*., 2018; Padma and Ahn, 2020), high operational standards (5 items. Kim *et al*., 2018; Lin *et al*., 2018), extraordinary environment and physical facilities (7 items. Cetin and Walls, 2016; Kim *et al*., 2018; Wu *et al*., 2018), self-expression and connection (6 items. Wu and Yang, 2018; Yang and Mattila, 2016),

and F&B and sport facilities (5 items. Cetin and Walls, 2016; Kim *et al*., 2018). Items were adapted from previous studies for relaxation and sensory value (7 items. Ahn *et al*., 2019; Wu *et al*., 2018; Wu and Yang, 2018; Yang and Mattila, 2016), self-expression and social status value (5 items. Wu and Yang, 2018; Yang and Mattila, 2016), and positive affectivity value (4 items. Ahn *et al*., 2019; Wu *et al*., 2018). Additionally, items to specify satisfaction were derived from past studies (Ahn *et al*., 2019; Wu and Liang, 2009), while items were modified to describe attitudinal loyalty (Li and Petrick, 2008) and behavioral intention (Prayag *et al*., 2013).

After delineating items and domains using the previous literature, in-depth interviews were conducted with 10 luxury hotel customers who had experience in staying at luxury hotels. The majority of the sample were female (80%) and professionals (60%), who identified as Europeans (20%), Americans (20%), and Koreans (50%).

After the interviews with customers, the measurement items was modified through pre-test, pilot test and main survey. This initial pool of items was then reviewed by 10 experts, including five scholars who were researching luxury products or luxury tourism, and five hotel managers working for luxury hotels, to test the content validity and face validity. After refining the items according to the reviewers' comments, a pilot test was conducted using a sample of 100 respondents who had experienced staying at luxury hotels within the previous 3 years. The profile of respondents for the pilot test was as follows. The majority were female (66%), aged 50 or older (54%), and held a bachelor's degree (48%). The majority of the respondents were company workers (28%), followed by professionals (28%), and self-employed (8%). Most respondents stayed for leisure (80%), and stayed with family members (42%), for 2-3 nights on average (52%).

The items were measured using a 7-point Likert-type scale ranging from "1" ("strongly disagree") to "7" ("strongly agree"). An exploratory factor analysis (EFA) for luxury hotel attributes identified a six-factor model with eigenvalues higher than 1.0. The factor model explained 71.46% of the variance. The Kaiser-Meyer-Olkin's measure of sampling adequacy was 0.901, indicating a good factor structure (Hair *et al*., 2019). Bartlett's test of sphericity 2801.945 ($df = 435$) was highly significant ($p = 0.000$), indicating that the factor model was validated. The factor loadings of 31 items except for three items exceeded a 0.4 threshold considering a sample size of about 200 (Hair *et al*., 2019) and therefore, the three items were removed because of a low level of factor loadings. Reliability alphas for six factors exceeded the

0.7 threshold (DeVellis, 2017; Hair *et al*., 2019). The mean scores for all items ranged from 4.54 to 6.20.

Similarly, an EFA for luxury hotel experience value generated a four-factor model where eigenvalues were greater than 1.0. The EFA model explained 73.36% of the variance. The Kaiser-Meyer-Olkin's measure of sampling adequacy was 0.882, and Bartlett's test of sphericity of 1845.479 (df = 171) was highly significant (p = 0.000). While factor loadings for 16 items were accepted because they showed higher than a 0.4 threshold considering a sample size of about 200 (Hair *et al*., 2019), the three items were deleted because of factor loadings of less than 0.4. Reliability alphas for four factors were higher than 0.80. The mean scores for all items ranged from 4.46 to 6.13.

3.2. Main survey

To meet the ethical standards for studies involving human participants, the study applied for and received approval from the University's Ethical Review Board. In addition, voluntary participation, anonymity, and confidentiality were specified in the questionnaire. The purposes of the research, the lack of risk arising from participating in this survey, and the use of data only for academic purposes were stated in the survey instructions. The main survey was conducted using both personal contacts and an online survey company. Since one of the authors had worked for luxury hotels and a hotel consulting firm for the previous 16 years, she contacted a total of 127 customers through former colleagues and other private contacts, while the remaining respondents (n=415) were obtained using an online survey company (Macromill Embrain) which has 1.5 million panelists in Korea.

The survey began with three screening questions, including experience of staying at a luxury hotel within the last 3 years, when, and at which hotel. Only respondents who answered all three questions were retained for data analyses. As attention checks, we included two questions which describe positive wording and negative wording, which were located in the first section and a later section of the questionnaire. Although a total of 542 responses were collected, 153 respondents were excluded due to data quality issues such as missing or incorrect data (e.g., accurate hotel name not provided, or failure to satisfactorily complete the two attention check questions), or repeatedly choosing the same number on the Likert scale. A total of 389 questionnaires were used for further data analyses.

3.3. Data analysis

A frequency analysis was conducted to examine that the variables followed a normal distribution. Skewness and kurtosis values should exist within the acceptable range of ±2 and ±7 to achieve normal distribution (Hair et al., 2019). After checking descriptive values of all relevant variables. Then an exploratory factor analysis (EFA) was performed to delineate the underlying structure of a set of variables and extract a smaller number of latent factors, whereas a confirmatory factor analysis (CFA) was conducted to confirm the factor structure of a set of observed variables (Hair et al., 2019). Further, structural equation method (SEM) was adopted to estimate the relationships among the model's constructs and testing the hypotheses on the relationships among the constructs and their domains.

4. Results

4.1. Profile of the respondents

The profile of the respondents included sociodemographic characteristics (gender, age, education level, nationality, place of residence, occupation), and luxury hotel use experience (the purpose of the stay, whether the respondents stayed solo or accompanied, average stay frequency per year, and average stay length). The gender distribution of the respondents was male (41.6%) and female (58.4%). Regarding age, the highest percentage was found in the age category of 31-39 years (29%), followed by 40-49 (28.5%) and 50-59 (17%). With regard to educational level, 69.4% had an undergraduate degree, and 18% had a postgraduate degree or above. The majority were company workers (63%), followed by professionals (12.1%) and housewives (10%). Most respondents stayed for leisure (92.5%). They primarily stayed with other family members (40.6%), followed by spouse/partner (25.7%) and friends (24.2%). The majority stayed at luxury hotels for 2-3 nights (54%) and once a year (44.7%). Regarding their nationality, the majority were Korean (97.2%), while other nationalities included American, British, Bulgarian, Chinese, Malaysian, and Filipino.

4.2. EFA for luxury hotel attributes

An EFA was conducted for the first half of the sample (n = 195). As factor extraction and rotation methods, the principal axis factoring method and Direct Oblimin were adopted. The EFA produced a five-factor solution. Three items were excluded due to low factor loading factors or communalities. The eigenvalues were greater than 1.0 for all five factors (16.959, 2.147, 1.288, 1.118, 1.051). Table 1 presents the EFA results. The extracted five factors were labeled quality of personalized care; social setting and connection; extraordinary environment and facilities; high operational standards; and F&B and sport facilities. The EFA model explained 72.79% of the variance. The Kaiser-Meyer-Olkin's measure of sampling adequacy was 0.96 and Bartlett's test of sphericity of 5226.684 (df = 465) was highly significant (p = 0.000), indicating a good factor structure and a validated factor model (Hair *et al*., 2019). The communalities for 31 items were close to or above the threshold of 0.5 (Comrey and Lee, 1992). This study used a 0.4 threshold for factor loadings because the sample size is close to 200 (Hair *et al*., 2019). The reliability alphas for the five-factor structure (0.96 for factor 1, 0.92 for factor 2, 0.91 for factor 3, 0.91 for factor 4, 0.89 for factor 5) exceeded the minimum criterion of 0.70 (DeVellis, 2017; Hair *et al*., 2019). The mean values of the items ranged from 4.83 to 5.94.

[Table 1]

A CFA was undertaken using the second half of the dataset (n = 194). The results showed a supportive level which fitted the data. The model fit indices were: [χ^2 (406) = 802.91, p = .000; χ^2/df = 3.66; CFI=0.96, TLI=0.96, RMSEA=0.05, GFI=0.88] indicating that there was a good model fit. The standardized factor loadings ranged from 0.68 to 0.921, all of which were above the threshold of 0.5 (Stevens, 2002). Discriminant validity was tested by comparing the square root of AVE (average variance extracted) values for a construct domain with the correlation between that construct domain and other construct domains (Fornell and Lacker, 1981). The measurement model displayed discriminant validity. The square root of AVE for the "quality of personalized care" domain was lower than the correlation between "quality of personalized care" and "high operational standards" but was within an acceptable range for discriminant validity. The square root of AVE for the "extraordinary environment and facilities" domain was lower than the correlation between the "extraordinary environment and facilities" and "F&B and sport facilities" but was within an acceptable range for discriminant validity.

4.3. EFA for luxury hotel experience value

An EFA was conducted for the first half of the dataset (n = 195). The EFA generated a three-factor model. The eigenvalues for the three factors (9.285, 1.363, 1.009) were all above 1.0. The extraction method of 'principal axis factoring' and the 'Direct Oblimin' rotation method were adopted. The EFA model explained 72.86% of the variance. The Kaiser-Meyer-Olkin's measure of sampling adequacy was 0.948, indicating a good factor structure (Hair *et al*., 2019), while Bartlett's test of sphericity 2374.92 (df = 120) was highly significant (p = 0.000), indicating that the factor model was validated. The communalities for all 16 items ranged from 0.519 to 0.857, indicating that each item accounted for 51.9% to 85.7% of the variance in the factor model. The factor loadings ranged from 0.407 to 0.964, exceeding the threshold of 0.4 (Comrey and Lee, 1992). The Cronbach's alpha values for three factors were 0.92, 0.90, and 0.90, exceeding the minimum criterion of 0.70 (DeVellis, 2017; Hair *et al*., 2019). The mean values ranged from 4.74 to 5.81. The extracted three factors were labelled relaxation and sensory value, self-expression and social status value, and positive affectivity value (see Table 2).

[Table 2]

CFA was undertaken using the second half of the dataset (n = 194). The results showed a supportive level which fitted the data. Using the full dataset, in addition to the Chi-square value, which was significant (χ^2 (90) = 230.338, p = 0.000), the model fit was supported. The model fit indices were: [χ^2 (90) = 230.34, p = .000; χ^2/df = 2.559; CFI=0.97, TLI=0.96, RMSEA=0.06, GFI=0.93]. Standardized factor loadings on all items were above the threshold of 0.5 (Stevens, 2002), ranging from 0.737 to 0.896. The measurement model showed discriminant validity. The square root of AVE (average variance extracted) for "relaxation and sensory value" was lower than the correlation between "relaxation and sensory value" and "positive affectivity value" and between "relaxation and sensory value" and "self-expression and social status value" but within an acceptable range for discriminant validity. The square root of AVE for "positive affectivity value" was lower than the correlation values between "positive affectivity value" and "self-expression and social status value" but within an acceptable range for discriminant validity.

4.4. Structural equation modeling

The SEM results provided a supported level of fit for the overall fit indices (Table 3): 15 direct effects were estimated between the luxury hotel attributes and experience value domains; 3 direct effects were estimated between the experience value domains and satisfaction; 3 direct effects were estimated between the experience value domains and attitudinal loyalty; 2 direct effects were estimated between satisfaction and attitudinal loyalty/behavioral intention; and 1 direct effect was estimated between attitudinal loyalty and behavioral intention. In total, 24 direct effects were estimated. As shown in Figure 1, the results supported 22 of the hypotheses (22 out of the 24 proposed path coefficients were significant and positive). The path coefficient between "quality of personalized care" and "relaxation and sensory value" was statistically significant (ß = 0.142, $t = 2.358$, $p < 0.05$). The path coefficient between "quality of personalized care" and "positive affectivity value" was significant (ß = 0.293, $t = 3.769$, $p < 0.001$). The path coefficient between "quality of personalized care" and "self-expression and social status value" was significant (ß = 0.208, $t = 2.165$, $p < 0.05$). The path coefficient between "high operational standard" and "relaxation and sensory value" was significant (ß = 0.196, $t = 2.805$, $p < 0.01$). The path coefficient between "high operational standard" and "positive affectivity value" was not significant (ß = 0.024, $t = 0.274$, $p > 0.05$).

The path coefficient between "high operational standard" and "self-expression & social status value" was not significant (ß = 0.047, $t = 0.418$, $p > 0.05$). The path coefficient between "social setting and connection" and "relaxation and sensory value" was significant (ß = 0.085, $t = 2.612$, $p < 0.01$). The path coefficient between "social setting and connection" and "positive affectivity value" was significant (ß = 0.171, $t = 4.071$, $p < 0.001$). The path coefficient between "social setting and connection" and "self-expression & social status value" was significant (ß = 0.252, $t = 4.771$, $p < 0.001$). The path coefficient between "extraordinary environment and facilities" and "relaxation and sensory value" was significant (ß = 0.352, $t = 5.897$, $p < 0.001$). The path coefficient between "extraordinary environment and facilities" and "positive affectivity value" was significant (ß = 0.267, $t = 3.61$, $p < 0.001$). The path coefficient between "extraordinary environment and facilities" and "self-expression & social status value" was significant (ß = 0.283, $t = 3.074$, $p < 0.01$). The path coefficient between "F&B and sport facilities" and "relaxation and sensory value" was significant (ß = 0.18, $t = 3.101$, $p < 0.01$). The path coefficient between "F&B and sport facilities" and "positive affectivity value" was significant (ß = 0.252, $t = 3.385$, $p < 0.001$). The path coefficient between "F&B and sport

facilities" and "self-expression & social status value" was statistically significant (ß = 0.281, t = 3.022, $p < 0.01$). The path coefficient between "relaxation and sensory value" and "satisfaction" was significant (ß = 0.508, t = 6.909, $p < 0.001$). The path coefficient between "positive affectivity value" and "satisfaction" was statistically significant (ß = 0.331, t = 4.355, $p < 0.001$). The path coefficient between "self-expression & social status value" and "satisfaction" was significant (ß = 0.068, t = 2.05, $p < 0.05$). The path coefficient between "relaxation and sensory value" and "attitudinal loyalty" was statistically significant (ß = 0.272, t = 2.162, $p < 0.05$). The path coefficient between "positive affectivity value" and "attitudinal loyalty" was significant (ß = 0.243, t = 2.1, $p < 0.05$). The path coefficient between "self-expression & social status value" and "attitudinal loyalty" was significant (ß = 0.292, t = 5.486, $p < 0.001$). The path coefficient between "satisfaction" and "attitudinal loyalty" was significant (ß = 0.27, t = 2.116, $p < 0.05$). The path coefficient between "satisfaction" and "behavioral intention" was significant (ß = 0.528, t = 7.025, $p < 0.001$). The path coefficient between "attitudinal loyalty" and "behavioral intention" was significant (ß = 0.474, t = 7.624, $p < 0.001$).

[Table 3] [Figure 1]

5. Discussion and conclusions

5.1. Conclusion

First, as part of achieving research objective 1, this study found five luxury hotel attribute domains: quality of personalized care, high operational standards, social setting and connection, extraordinary environment and facilities, and F&B and sport facilities. The findings are similar to some previous studies (Murray *et al*., 2025; Wu and Gao, 2019) but dissimilar to others, in that past research did not explore value-driven experiences in luxury hotels and the associated behavioral outcomes. Research objective 2 yielded three new domains of luxury hotel experience values including relaxation and sensory value, positive affectivity value, and self-expression and social status value. The domains are dissimilar to other luxury product or service values because values from customers' experience and values from attributes of products or services are different. For example, luxury hotel experience value includes a relaxation and sensory value, in which customers pursue well-being by seeking enjoyment through sensory activities (hedonic

pleasure orientation) and by seeking comfort through relaxing states (hedonic relaxation orientation) (Zhang *et al*., 2020).

Second, to test the conceptual model to carry out research objectives 3, 4, 5 and 6, this study conducted SEM analyses. The results demonstrated that luxury hotel customers had a positive affectivity experience value. Positive affectivity is a psychological concept that has not been examined in previous studies on hospitality experience values. Affectivity is a broader and more specific concept than emotion because affect refers to various affective states that include not only emotions, but also moods such as euphoria or elation, stress responses, and impulses (Gross, 2014). Luxury hotel experiences can have a positive affectivity value by making customers cheerful, lively, and enthusiastic (Murray *et al*., 2025). Nostalgia is another aspect of positive affectivity value. Although nostalgia can be bittersweet, it is generally considered a positive emotion that increases positive affect (Gu *et al*., 2021).

Third, luxury hotel customers perceive self-expression and social status because staying at luxury hotels evidences customers' social status and provides an opportunity to enjoy the company of other customers with similar social status or lifestyles. The results are the same as those for luxury product purchases, which refer to customers' ability to express their thoughts, feelings, and self-identity (Correia *et al*., 2019). Luxury product-consuming customers' need for self-expression can be explained by a desire to project their personal orientation to others (Yang and Mattila, 2016). Increased self-esteem, mental health, and physical health are associated with a sense of high social status (Anderson *et al*., 2015).

Fourth, quality of personalized care was identified as a luxury hotel attribute. This domain manifests aspects of luxury services, such as creating individualized experiences, providing attentive services through genuinely caring service encounters, and maintaining pleasant guest–staff interactions. Fifth, high operational standards were identified as an important type of luxury hotel attribute. This domain denotes the high standard of luxury hotels' operational processes that differentiate them from those of economy hotel segments. Aspects of high operational standards included cleanliness, safety, and room division services. High operational standards initially combined operational processes including caring room services, technology, and safety. Another aspect of high operational standards is brand image, because a prestigious brand image requires strong brand management and reflects a hotel's level of high operational standards. In

the service context, brand management involves the branding of operational processes at the contact points with customers (Wu and Gao, 2019; Zhang *et al*., 2020).

Sixth, social setting and connection was identified as an important domain of luxury hotel attributes. The results are consistent with those that the relational value of luxury hotels is reinforced by interactions between staff and customers, between customers and other customers (Akel and Cakir, 2023). However, this attribute domain is a new finding because it has not well been identified in previous studies on luxury product consumption value (Han and Kim, 2020).

5.2. Theoretical implications

The findings of this study make several contributions to academic knowledge. First, this study developed a measurement instrument for the luxury hotel attribute construct. Through the development of a measurement scale, five domains were identified: quality of personalized care, high operational standards, social setting and connection, extraordinary environment and facilities, and F&B and sport facilities.

Second, this study developed a scale for luxury hotel experience values. The results are valuable because there have been few efforts to delineate the dimensionality of luxury hotel experience values. The three domains of luxury hotel experience values directly influenced satisfaction, attitudinal loyalty, and behavioral intentions. The findings indicate that experience values play a crucial role in determining customers' satisfaction and future intentions. The findings further indicate the need to develop and test a measurement instrument for luxury product experience values in different contexts, such as luxury shopping products, luxury tourism products and luxury fashion in tourism (Han *et al*., 2021; Han and Kim, 2020).

Third, luxury hotel attributes produce memorable experiences because they contribute to luxury experience value. According to previous studies, memorable experiences occur when customers have "unlike any other", "unique" or "conspicuous" luxury experiences (Correia *et al*., 2018; Han *et al*., 2017; Murray *et al*., 2025). Therefore, further research needs to analyze the nexus between luxury hotel experience values and memorable experiences. For example, it would be interesting to examine which luxury experience values contribute to creating memorable experiences, and which strongly lead to further recommendation or intention to repurchase (Badu-Baiden *et al*., 2022; Kim *et al*., 2024).

Fourth, it was found that hedonic value-stimulating attributes such as caring staff, exquisite food, superb hotel design, and unrivaled views led to the perception of luxury hotel experience values, compared to the impacts of functional and commonplace values such as good room services or personal safety. This finding means that customers' satisfaction arises from psychological enjoyment beyond the important and necessary attributes in a hotel. Therefore, future studies need to examine the role of dissatisfiers and satisfiers in the luxury hotel context, as proposed in previous studies (Kim *et al*., 2018).

5.3. Practical implications

This study has implications for various stakeholders, including operation managers, brand managers, and marketers. Customers perceive that luxury hotel experiences have three types of values, and that five types of attributes are important in terms of experience value, satisfaction, and future intentions. Luxury hotels can improve their competitiveness by creating customers' memorable experiences, brand loyalty, and perceived value. In this sense, there is a need to establish marketing strategies to use these attributes and experience values.

Since experiencing a hotel's attributes can be viewed as a brand experience reflecting its brand values (Ahn *et al*., 2019), luxury hotel managers should promote brand values that underline the types of attributes and experience values identified in this study, for both internal branding initiatives to its staff and external branding initiatives to customers. For example, the quality of personalized care attribute and the positive affectivity value domain indicate that luxury hotel brand managers should promote brand values that emphasize effectiveness and human sensitivity over service delivery efficiency. As a promotional strategy, hotel management staff need to emphasize human emotions inherent to the personalization of luxury services. Marriott's 'putting people first' and Shangri-la's 'services from the heart' are good examples indicating that their attributes and experience values are manifestations of brand values.

Also, luxury hotels should promote service attributes that create relaxation and sensory value. For instance, The Peninsula hotels offer aromatherapy experiences, guided audio meditations, and mindfulness classes (www.peninsula.com). Additionally, hotels should promote attributes that create positive affectivity value. Positive affectivity is a psychological concept that captures current societal changes affecting the perceptions of luxury hotel experiences. Services need to be developed that are intended to improve the affective state of customers. Some hotels

have started offering personalized well-being treatments using advanced medical and psychology techniques. The W Hotel in Hong Kong offers electromesotherapy, a medical technique using electric impulses to revive the skin. An example is the Amaala hotels in Saudi Arabia, which have partnered with Clinique La Prairie in Switzerland to offer longevity medicine treatments. Third, hotels need to promote attributes that create self-expression and social status value. In addition, hotels can create social status value by providing opportunities for their customers to signal their luxury experience using social media.

Luxury hotel customers can be different between business travelers and leisure travelers because they show different preferences or wants according to the purpose of their stay at luxury hotels (Han and Kim, 2020; Zhang *et al*., 2020). Business travelers are likely to prefer to have social setting and connect to leisure travelers because they want luxury hotels' exclusive social environment, including the social atmosphere in communal spaces, such as the lobby or restaurants, with exclusive social groups (Kim *et al*., 2023).

5.4. Limitations and future research

This study has some limitations, which suggest possibilities for future studies. First, although the respondents were from 10 nationalities including American, British, Bulgarian, Chinese, Malaysian, and Filipino, a majority of them were Koreans. Future research needs to select a larger proportion of customers from other nationalities or cultural backgrounds, because perceptions of luxury products differ according to cultural or religious factors (Zhang *et al*., 2020) and the level of development of the country (Han *et al*., 2017; Smith and Colgate, 2007). Second, more than 90% of the respondents were leisure travelers. Future research needs to differentiate the various types of luxury hotel customers, such as business travelers and leisure travelers, because they have different types of benefit-seeking according to the purpose of their stay (Han and Kim, 2020; Zhang *et al*., 2020). Further, there is a need to examine business travelers' preferences for luxury hotels. Third, luxury customers' perceptions can vary according to customers' socio-demographic or behaviors characteristics (Han and Kim, 2020; Padma and Ahn, 2020). Future studies need to investigate the differences between customer segments to target profitable markets and develop marketing strategies such as product development or promotion development.

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Table 1. EFA for luxury hotel attributes (half dataset, n = 195)

Domains and items	Communality	Factor loading	Mean
Domain 1: Quality of personalized care (Cronbach's alpha = 0.96)			
The hotel's staff gave me plenty of time when providing services to me.	0.703	0.711	5.708
The hotel's staff handled my requests with great care and consideration.	0.733	0.699	5.841
The hotel's staff made efforts to understand my needs and preferences.	0.670	0.688	5.549
The hotel's staff were reliable and trustworthy.	0.742	0.638	5.769
The hotel's staff seemed to anticipate my needs.	0.657	0.618	5.585
The hotel's staff had a genuinely caring attitude.	0.724	0.588	5.749
The hotel's staff were considerate and careful not to inconvenience me.	0.753	0.584	5.759
The hotel's staff were professional, well organized, and knowledgeable.	0.690	0.577	5.759
The hotel's staff were highly responsive to my requests.	0.629	0.528	5.923
The hotel's staff had a warm, kind, and friendly attitude.	0.704	0.520	5.933
The hotel's services were well organized and ran smoothly.	0.678	0.403	5.703
Domain 2: High operational standard (Cronbach's alpha = 0.92)			
Everything in the hotel was thoroughly clean and tidy.	0.736	0.713	5.928
The hotel's environment was safe and secure.	0.795	0.695	5.938
The hotel's brand image is prestigious.	0.743	0.670	5.923
The hotel's housekeeping services were impeccable.	0.651	0.568	5.790
The hotel used state-of-the-art technologies.	0.562	0.471	5.364
Domain 3: Extraordinary environment and physical facilities (Cronbach's alpha = 0.91)			
The hotel's landscaping (e.g., flowers and gardens) was impressive.	0.712	0.676	5.513
The views from the hotel were gorgeous.	0.628	0.676	5.621
The hotel's atmosphere had authenticity that reflected the local culture.	0.670	0.617	5.369
The experience was extraordinary, and was different from my normal lifestyle.	0.653	0.558	5.467
There were many interesting places to visit near the hotel.	0.496	0.534	5.415
The physical environment was of a high standard (e.g., spacious public spaces, parking facility).	0.544	0.523	5.605
The hotel's design and decorations were stylish and attractive.	0.627	0.494	5.697
Domain 4: Social status and connection (Cronbach's alpha = 0.91)			
The hotel's guests were refined and sophisticated.	0.876	0.660	5.031
The hotel's guests belonged to exclusive social groups.	0.756	0.597	4.995
The hotel's guests were the kind of people I would like to befriend.	0.732	0.579	4.831
Domain 5: F&B and sport facilities (Cronbach's alpha = 0.89)			
There was a great choice of healthy foods.	0.711	0.682	5.338
The food provided at the restaurant was spectacular.	0.681	0.674	5.379
Leisure facilities and equipment were state-of-the-art.	0.680	0.669	5.451
The restaurant was famous for its chefs, brand, or quality.	0.667	0.586	5.436
The leisure/sport facilities was not too busy.	0.448	0.512	5.221

Source(s): Authors' own work

Table 2. EFA for luxury hotel experience value (half dataset. n = 195)

Domains and items	Communality	Factor loading	Mean
Domain 1: Relaxation and sensory value (Cronbach's alpha = 0.92)			
Staying at the hotel gave me pure enjoyment.	0.739	0.890	5.47
Staying at the hotel allowed me to indulge myself.	0.727	0.873	5.50
I had a nice time with other people (e.g., family, friends, other guests).	0.597	0.769	5.81
The hotel suited my aesthetic taste.	0.717	0.673	5.32
I was able to forget my problems while I stayed at the hotel.	0.519	0.637	5.42
I felt safe and protected in this environment.	0.667	0.637	5.49
The hotel offered good services for the price.	0.537	0.626	5.34
Domain 2: Self-expression and social status value (Cronbach's alpha = 0.90)			
Staying at the hotel was good for my social image.	0.857	0.964	4.81
Staying at the hotel helped me express my self-identity.	0.714	0.783	4.74
I could show off something about myself to others (e.g., using social media).	0.550	0.745	4.81
Staying at the hotel is an indication of social accomplishment.	0.631	0.650	4.95
The hotel provides exclusive experiences that only a small number of people can have.	0.627	0.511	4.85
Domain 3: Positive affectivity value (Cronbach's alpha = 0.90)			
Friendly social interactions with the staff made me cheerful.	0.816	0.900	5.08
The respectful way that the staff treated me enhanced my self-esteem.	0.737	0.744	5.18
The hotel had a stimulating social environment that made me feel energized.	0.667	0.570	5.41
The atmosphere conveyed nostalgic feelings that made me remember happy times.	0.652	0.407	5.28

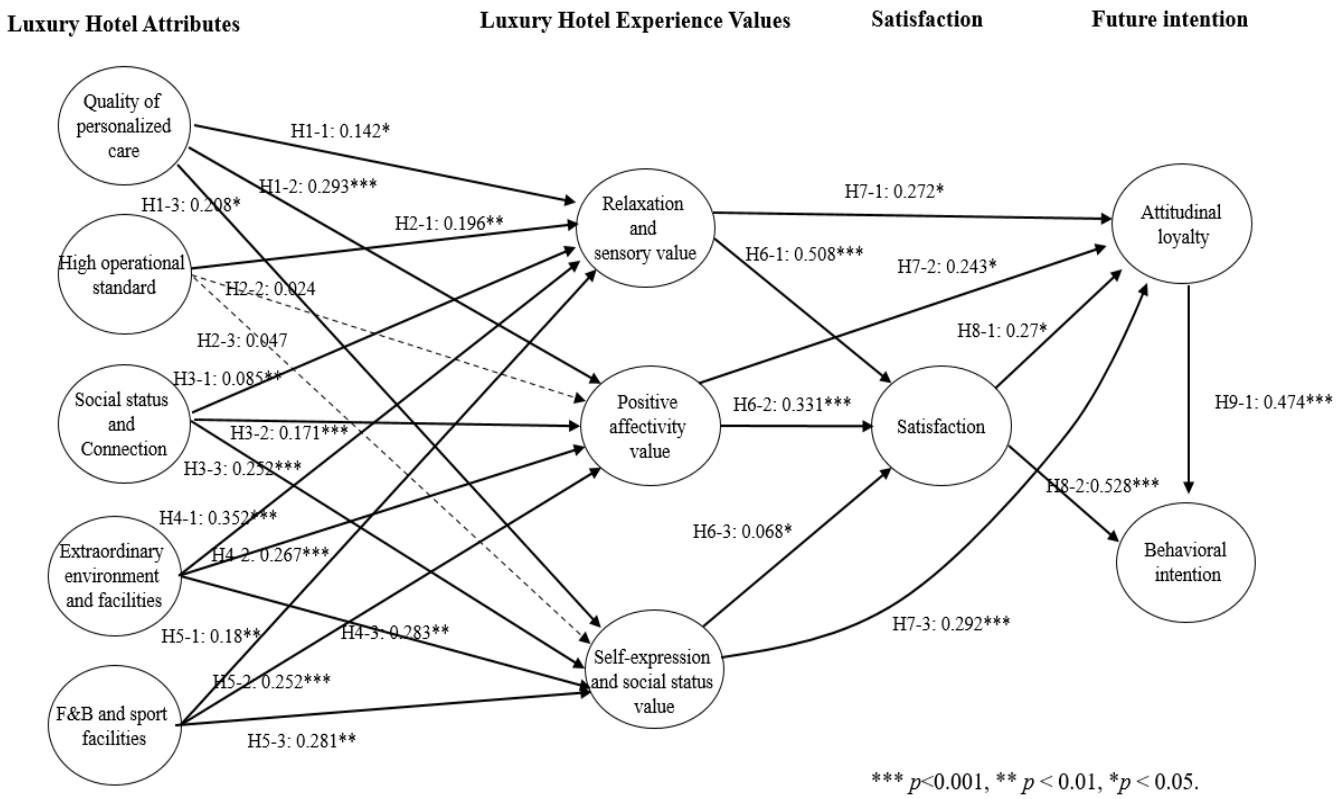
Source(s): Authors' own work

Table 3. Findings of the direct paths for the structural model (Total dataset. $N = 389$)

Hypotheses	Paths			Standard coefficient (ß)	*t*-value	*p*-value	Decision
H 1-1	Quality of personalized care	→	Relaxation and sensory value	0.142	2.358*	0.018	Accepted
H 1-2	Quality of personalized care	→	Positive affectivity value	0.293	3.769***	0.000	Accepted
H 1-3	Quality of personalized care	→	Self-expression & social status value	0.208	2.165*	0.03	Accepted
H 2-1	High operational standard	→	Relaxation and sensory value	0.196	2.805**	0.005	Accepted
H 2-2	High operational standard	→	Positive affectivity value	0.024	0.274	0.784	Rejected
H 2-3	High operational standard	→	Self-expression & social status value	0.047	0.418	0.676	Rejected
H 3-1	Social setting and connection	→	Relaxation and sensory value	0.085	2.612**	0.009	Accepted
H 3-2	Social setting and connection	→	Positive affectivity value	0.171	4.071***	0.000	Accepted
H 3-3	Social setting and connection	→	Self-expression & social status value	0.252	4.771***	0.000	Accepted
H 4-1	Extraordinary environment and facilities	→	Relaxation and sensory value	0.352	5.897***	0.000	Accepted
H 4-2	Extraordinary environment and facilities	→	Positive affectivity value	0.267	3.61***	0.000	Accepted
H 4-3	Extraordinary environment and facilities	→	Self-expression & social status value	0.283	3.074**	0.002	Accepted
H 5-1	F&B and sport facilities	→	Relaxation and sensory value	0.18	3.101**	0.002	Accepted
H 5-2	F&B and sport facilities	→	Positive affectivity value	0.252	3.385***	0.000	Accepted
H 5-3	F&B and sport facilities	→	Self-expression & social status value	0.281	3.022**	0.003	Accepted
H 6-1	Relaxation and sensory value	→	Satisfaction	0.508	6.909***	0.000	Accepted
H 6-2	Positive affectivity value	→	Satisfaction	0.331	4.355***	0.000	Accepted
H 6-3	Self-expression & social status value	→	Satisfaction	0.068	2.05*	0.04	Accepted
H 7-1	Relaxation and sensory value	→	Attitudinal loyalty	0.272	2.162*	0.031	Accepted
H 7-2	Positive affectivity value	→	Attitudinal loyalty	0.243	2.1*	0.036	Accepted
H 7-3	Self-expression & social status value	→	Attitudinal loyalty	0.292	5.486***	0.000	Accepted
H 8-1	Satisfaction	→	Attitudinal loyalty	0.27	2.116*	0.034	Accepted
H 8-2	Satisfaction	→	Behavioral intention	0.528	7.025***	0.000	Accepted
H 9-1	Attitudinal loyalty	→	Behavioral intention	0.474	7.624***	0.000	Accepted

Source(s): Authors' own work

Figure 1. Results of the direct paths for the structural model (Total dataset. $N = 389$)



Source(s): Authors' own work