

SPATIAL DIMENSIONS OF HOTEL PERFORMANCE: AN IMPORTANCE-SATISFACTION ANALYSIS IN CENTRAL PHILIPPINES

Tulip Flores Lopez

Negros Oriental State University, Kagawasan Ave., Dumaguete City 6200, Philippines

Email: tuliplopez@norsu.edu.ph

ABSTRACT: This study employed a descriptive research design to examine the spatial dimensions of hotel performance in Central Philippines through importance-satisfaction analysis. The research surveyed 200 hotel owners and 200 hotel guests using a structured questionnaire. A regression model was used to analyse the relationship between hotel location importance and other variables. At the same time, the Spearman correlation assessed the alignment between guest and owner perceptions of the importance of hotel location factors. The findings reveal uneven spatial distribution of hotels, with distinct clusters in central business districts and key tourist destinations. Laws and regulations are identified as crucial factors determining hotel locations. The strategic placement of hotels significantly impacts their accessibility, visibility, and proximity to demand generators, affecting performance. The importance-satisfaction framework provided insights into areas of strength and weakness, informing strategic decision-making to enhance the hotel industry's competitiveness and sustainability. The study offers actionable guidance for hotel operators, developers, and policymakers to make informed decisions about location strategy, service improvements, and resource allocation, fostering a more competitive and sustainable hotel industry in Central Philippines.

Keywords: spatial dimension, hotel performance, importance-satisfaction analysis, Central Philippines.

1. INTRODUCTION

The hotel industry is a critical component of the global tourism infrastructure, playing a pivotal role in regional economic development and contributing significantly to the overall growth of destinations worldwide. In the Philippines, the tourism sector, which encompasses hotels and related services, accounted for a substantial 22.7% of the nation's Gross Domestic Product in 2022, underscoring the sector's macroeconomic importance. Hotels provide essential accommodation services to travellers and serve as key nodes in the broader tourism ecosystem, influencing visitor experiences and shaping perceptions of a destination.

Understanding the factors that drive hotel performance, particularly in geographically diverse regions like the Central Philippines, is paramount for industry stakeholders, policymakers, and researchers. Central Philippines, with its varied landscapes, rich cultural heritage, and strategic location, represents a compelling context for investigating the interplay between spatial location and hotel performance. Previous studies have highlighted the region's uneven spatial distribution of hotels, with distinct clusters emerging in central business districts and key tourist destinations. Laws and regulations have also been identified as important factors in determining the spatial distribution of hotels in Central Philippines.

The strategic placement of a hotel can significantly impact its accessibility, visibility, and proximity to key demand generators, such as tourist attractions, transportation hubs, and commercial centres, and even affect the continued growth of the hotel's performance. Assessing the alignment between the importance of various hotel attributes and the satisfaction levels of guests is vital for identifying areas of strength and weakness, informing strategic decision-making, and ultimately enhancing the competitiveness and sustainability of the hotel industry.

The importance-satisfaction analysis framework offers a structured approach to evaluate the congruence between what guests value and how well hotels deliver on those expectations. Previous studies have underscored the

significance of various factors influencing hotel guest satisfaction, including service quality, location convenience, room amenities, and overall value for money [1-3].

This research seeks to address these gaps by examining the spatial dimensions of hotel performance in Central Philippines through the lens of importance-satisfaction analysis. By integrating spatial analysis techniques with importance-satisfaction assessments, this study aims to provide a holistic understanding of the factors that shape hotel success in a complex and dynamic environment, contributing valuable insights for academic discourse and industry practice.

This research employed a descriptive design to investigate the spatial dimensions of hotel performance in Central Philippines through an importance-satisfaction analysis. The study sought to understand the relationship between hotel location, guest perceptions, and overall performance.

The study was conducted in the Central Philippines, a region characterised by diverse landscapes, a rich cultural heritage, and a strategic location within the country. This region's varied tourism offerings and economic activities make it a compelling context for examining the interplay between spatial location and hotel performance [4].

This study focused on the accommodation distribution in Central Visayas, Philippines. The region encompasses four provinces: Bohol, Cebu, Negros Oriental, and Siquijor, and includes the three highly urbanised cities of Cebu City, Lapu-Lapu, and Mandaue. Cebu City served as the primary focus of the research.

Data were gathered from 200 accommodation owners/managers and 200 accommodation guests from different establishments in Central Philippines, providing balanced perspectives. The sample size allows for meaningful statistical analysis and enhances statistical power. Accommodation establishments were selected to represent the diversity of the sector in Central Philippines. Guests were selected from those staying at the establishments during data collection, using convenience sampling while ensuring diversity where possible. Using convenience sampling for

guests may introduce selection bias, and the sample may not fully represent all tourists. Despite these limitations, the sample size and diversity provide a reasonable basis for conclusions.

This study investigated the factors influencing hotel location choice and performance using a mixed-methods approach, combining survey questionnaires, semi-structured interviews, and secondary data analysis. This study developed two distinct questionnaires, one for hotel owners/managers and another for hotel guests, adapting the individual evaluation model from Khanal *et al.* [5] to ensure validity and reliability. To ensure the validity of the questionnaires, a pilot test was conducted. The questionnaires were administered to a small group of respondents with similar characteristics to the target population to assess their comprehensibility and relevance. Based on the feedback received, minor revisions were made to improve clarity and ensure that the questions effectively addressed the research objectives.

Content validity was established through a review by tourism and hospitality management experts, ensuring the questionnaire covered all relevant aspects of hotel location choice and performance. Construct validity was assessed through factor analysis, identifying key dimensions affecting location decisions and business performance. The reliability of the questionnaires was evaluated using Cronbach's alpha, a measure of internal consistency [6]. Cronbach's alpha values of 0.70 or higher were considered acceptable, indicating that the items within each questionnaire section consistently measured the same construct. The results of the reliability analysis were presented in the results section.

This study employed a mixed-methods approach, utilising quantitative and qualitative data analysis techniques to understand hotel location choice and performance in Central Philippines comprehensively. Quantitative data gathered through structured questionnaires were analysed using descriptive and inferential statistics. Descriptive statistics, such as means, standard deviations, and frequencies, were used to summarise the demographic characteristics of the respondents and the importance and satisfaction ratings of hotel location factors. Inferential statistics, including factor analysis and multiple regression analysis, were employed to identify key dimensions affecting location decisions and to determine the relationships between various factors and hotel performance [7]. This study used Factor analysis to reduce the dimensionality of the location factors and identify underlying constructs. Multiple regression analysis was used to predict hotel performance based on location factors and other variables. Statistical significance was set at $p < 0.05$. Quantitative data were analysed using statistical software packages. Spatial analysis and mapping were conducted using QGIS and CrimeStat.

A convenience sample of 200 guests and 200 accommodation facilities (hotels, resorts, inns, guest houses, bed and breakfasts, and pension houses) was drawn from a comprehensive list of registered establishments. This mixed-methods study combined secondary data analysis with a survey employing both descriptive and inferential statistical methods. Hotel locations, geocoded using Google Maps, were mapped and analysed using QGIS and other spatial analysis

software. This approach facilitated the investigation of hotels' spatial distribution and performance in Central Philippines. This study was conducted based on ethical considerations, including obtaining consent from the participants and ensuring the protection of personal information per the Data Privacy Act of 2012.

2. RESULTS AND DISCUSSION

The survey results in Table 1 provide insights into hotel owners' and managers' perceptions of various location factors influencing hotel site selection. The findings suggest that economic considerations, neighbourhood characteristics, transport and communication infrastructure, physical site attributes, and regulatory frameworks play varying roles in decision-making, aligning with recent literature on hospitality and urban tourism.

The study indicates that economic factors, such as proximity to clients (4.03), proximity to the central business district (CBD) (4.03), and access to a labor pool (3.97), were perceived as having low importance in hotel location selection. Despite their low perceived importance, satisfaction levels for these factors were also relatively low. This contradicts earlier studies, such as Khanal *et al.* [5], which emphasised economic factors as key determinants of hotel site selection due to their role in profit maximisation. However, recent research suggests that hotel owners are shifting their focus towards experiential factors, customer-centric amenities, and regulatory stability rather than traditional cost-minimisation strategies [8]. Additionally, sustainability concerns and market trends increasingly influence location decisions [9]. The results indicate that neighbourhood features such as sanitation (4.18) and air quality (4.20) were essential and received high satisfaction ratings. This aligns with studies highlighting the growing demand for environmentally friendly and aesthetically appealing hotel locations. Factors like proximity to restaurants and attractions (3.94) and the neighbourhood's lifestyle (4.00) were less important but still contributed to satisfaction. These findings reflect changing consumer preferences for urban and eco-friendly hospitality environments.

The findings reveal that transportation-related factors such as road networks (4.13) and proximity to major roads (4.12) were moderately important, with high satisfaction ratings. Studies show that well-connected locations enhance accessibility and operational efficiency, positively influencing customer satisfaction [10]. Furthermore, distance to airports (4.10) received lower satisfaction ratings, indicating a potential area for improvement in transport accessibility planning.

Good scenery (4.16) and the opportunity for future expansion (4.18) were rated as highly important, with high satisfaction levels. This supports research highlighting the role of scenic views and expansion potential in hotel site selection [11]. Additionally, drainage systems (4.17) received high importance ratings, reflecting concerns over climate resilience and environmental impact in site selection [12].

Regulatory factors, such as acquiring building permits (4.19) and environmental permits (4.18), were deemed highly

important but received low satisfaction ratings. This underscores the challenges of bureaucratic processes in the hospitality industry, as documented by recent studies on regulatory barriers affecting hotel development [13]. Compliance with local zoning laws and sustainability regulations is a key determinant of hotel site feasibility. Overall, the findings emphasise the need for a holistic approach in hotel location selection, integrating economic, environmental, and regulatory considerations. The study suggests that regulatory frameworks and sustainability concerns are becoming more critical in location decisions, aligning with contemporary urban tourism and hospitality development research trends.

Table 1: Owners'/Managers' Importance-Satisfaction Perception on Location Factors

Location Factors	Importance	SD	Satisfaction	SD	IPA Matrix Location
Economic					
Proximity to clients	4.03	0.74	3.68	0.71	Low importance – Medium satisfaction
Proximity to the CBD or city centre	4.03	0.73	3.68	0.75	Low importance – Medium satisfaction
Access to a labour pool	3.97	0.74	3.59	0.77	Low importance – Low satisfaction
The standard of living in this neighbourhood	3.96	0.75	3.61	0.80	Low importance – Low satisfaction
The cost of land in this neighbourhood	3.98	0.75	3.66	0.75	Low importance – Low satisfaction
The availability of other hotels already located in this neighbourhood.	3.92	0.82	3.66	0.74	Low importance – Low satisfaction
The economies of scale in this neighbourhood	3.96	0.74	3.64	0.74	Low importance – Low satisfaction
Neighborhood characteristics					
The presence of restaurants, attractions, nightclubs and stadiums	3.94	0.83	3.70	0.74	Low importance-High satisfaction
The lifestyle of this neighbourhood	4.00	0.75	3.66	0.71	Low importance – Low satisfaction
The proximity of my residence to this neighbourhood	3.96	0.82	3.69	0.76	Low importance-High satisfaction
The sanitation in this neighbourhood	4.18	0.72	3.80	0.75	High importance-High Satisfaction
The quality of air in this neighbourhood.	4.20	0.69	3.79	0.79	High importance-High Satisfaction
The levels of noise in this neighbourhood.	4.12	0.74	3.64	0.80	Low importance – Low satisfaction
The sewage disposal system in this neighbourhood	4.19	0.70	3.67	0.78	High importance-Low satisfaction
Transport and communication					
The road network in this neighbourhood	4.13	0.76	3.74	0.70	Low importance-High satisfaction
Its distance from a major road	4.12	0.72	3.76	0.75	High importance-High Satisfaction
Its distance to the airport	4.10	0.75	3.65	0.79	Low importance – Low satisfaction

Location Factors	Importance	SD	Satisfaction	SD	IPA Matrix Location
The quality of utility services (water flow and electricity) in this neighbourhood	4.16	0.72	3.71	0.77	High importance-High Satisfaction
Physical site characteristics					
Good scenery (good view)	4.16	0.71	3.71	0.74	High importance-High Satisfaction
The size of the land I wanted to get	4.13	0.70	3.75	0.78	High importance-High Satisfaction
The opportunity to expand the hotel in the future	4.18	0.67	3.78	0.76	High importance-High Satisfaction
Drainage system	4.17	0.71	3.76	0.85	High importance-High Satisfaction
The crime rate in this neighbourhood	4.13	0.78	3.72	0.87	Low importance-High satisfaction
Employment levels in this neighbourhood	4.03	0.79	3.78	0.71	Low importance-High satisfaction
The religious affiliation of the residents in this location	3.93	0.84	3.65	0.71	Low importance – Low satisfaction
Residents' perception of the hotel business	4.05	0.76	3.72	0.67	Low importance-High satisfaction
The friendliness of the residents	4.17	0.72	3.70	0.72	High importance-High Satisfaction
Laws and regulations					
The ease of acquiring a building permit	4.19	0.66	3.68	0.76	High importance-Low satisfaction
The ease of acquiring a fire permit	4.22	0.66	3.68	0.80	High importance-Low satisfaction
The ease of acquiring a police permit	4.19	0.67	3.63	0.79	High importance-Low satisfaction
The ease of acquiring a health permit	4.21	0.65	3.61	0.78	High importance-Low satisfaction
The ease of acquiring an environmental permit	4.18	0.67	3.62	0.77	High importance-Low satisfaction
Economic	3.98	0.64	3.65	0.59	Low importance – Low satisfaction
Neighborhood characteristics	4.08	0.61	3.70	0.57	Low importance-High satisfaction
Transport and communication	4.12	0.64	3.72	0.63	Low importance-High satisfaction
Physical site characteristics	4.10	0.59	3.73	0.56	Low importance-High satisfaction
Laws and regulations	4.20	0.60	3.64	0.69	High importance-Low satisfaction
Overall Location Factors Mean	4.09	0.54	3.69	0.51	Low importance-High satisfaction

N=400

Analysis and Interpretation of Importance-Satisfaction Matrix

The Importance-Satisfaction (IS) Matrix in Figure 1 categorises the various location factors based on hotel owners' and managers' perceived importance and satisfaction levels. The matrix is divided into four quadrants, each representing different strategic implications for decision-making.

High Importance - Low Satisfaction (Top-Left Quadrant)

This quadrant includes factors such as ease of acquiring permits (31, 30, 32, 28, 29), sewage disposal system (14), and noise levels (13). Hotel owners consider these factors highly important, yet satisfaction levels remain low, indicating critical areas for improvement. Regulatory requirements, such as building, fire, and environmental permits, are significant concerns for hotel operators, suggesting inefficiencies or bureaucratic challenges in the permitting process. According to recent literature, difficulties in regulatory compliance can significantly hinder business operations and discourage investment in new hotel establishments [14].

High Importance - High Satisfaction (Top-Right Quadrant)

This quadrant consists of factors such as sanitation (11), air quality (12), distance to a major road (16), good scenery (19), drainage system (22), and expansion opportunities (21). These factors are important and satisfactory, meaning they are well-managed and do not require immediate intervention. Studies suggest that accessibility, environmental quality, and infrastructure stability positively affect hotel location decisions and guest satisfaction [3].

Low Importance - Low Satisfaction (Bottom-Left Quadrant)

This quadrant includes economic-related factors such as proximity to clients (1), proximity to CBD (2), cost of land (5), and economies of scale (7). These factors have low importance for hotel owners, yet satisfaction is also low, indicating that they are not seen as critical determinants of hotel location. This finding contradicts traditional urban hotel location theories that emphasise the significance of economic factors in business sustainability [15]. However, it aligns with studies suggesting that modern hospitality businesses prioritise non-economic considerations, such as guest experience and brand positioning, over traditional cost-driven decision-making [16].

Low Importance - High Satisfaction (Bottom-Right Quadrant)

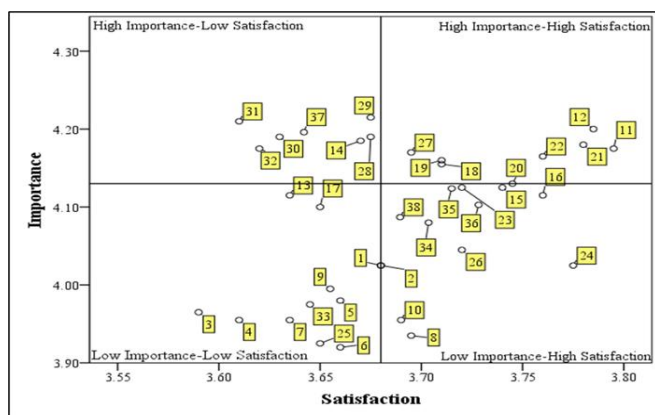


Figure 1. The importance-satisfaction matrix of the location factors according to the owners and managers

This quadrant includes factors such as the presence of restaurants and attractions (8), neighbourhood perception (26), road networks (15), and crime rate (24). While these factors are perceived as less important in decision-making, satisfaction levels are relatively high, suggesting that existing conditions meet or exceed expectations. This result indicates that while these factors may not directly influence hotel site

selection, they contribute positively to the overall business environment and guest experience. Previous studies support this finding by emphasising the role of local amenities and safety in enhancing tourism appeal and operational efficiency [17].

The IS Matrix provides valuable insights into the spatial location factors influencing hotel location decisions. The high importance-low satisfaction quadrant highlights key areas requiring policy attention, particularly in regulatory efficiency and environmental management. Meanwhile, low-importance-high-satisfaction factors indicate strong points that, while not primary determinants, enhance operational convenience. Policymakers and urban planners should focus on improving regulatory frameworks and addressing infrastructure gaps to support the hospitality sector's sustainable growth.

Figure 1 shows the importance-satisfaction matrix of the location factors according to the owners and managers. The means were used to create the scatter plot with the median = 3.68 set as the *x*-axis reference line and the median = 4.13 set as the *y*-axis reference line.

Guests' Importance-Satisfaction Perception on Location Factors: An Analysis

The hotel location selection is a critical factor influencing guest satisfaction and business success. Various studies have examined the interplay between location attributes and guest experiences, emphasising economic, neighbourhood, transport, and physical characteristics as significant determinants [18, 3]. This study evaluates the guests' perceptions of location factors by assessing the importance they assign to various attributes and their satisfaction levels, using an Importance-Performance Analysis (IPA) Matrix.

Economic Factors: Low Importance – Low Satisfaction

Economic factors, including proximity to the central business district (CBD) ($M = 3.98$), standard of living in the neighbourhood ($M = 3.88$), and the availability of other hotels in the vicinity ($M = 3.71$), were rated low in both importance and satisfaction. This suggests that guests do not prioritise economic conditions when selecting a hotel, unlike investors or developers who might consider such factors crucial for market positioning [19]. Given the low guest interest in economic factors, hotels should focus their marketing efforts on other attributes, such as neighbourhood ambience and accessibility, rather than emphasising economic aspects.

Neighbourhood Characteristics: Mixed Importance-Satisfaction Levels

The presence of restaurants, attractions, nightclubs, and stadiums ($M = 4.03$) was perceived as low in importance but high in satisfaction, suggesting that while these features enhance the guest experience, they are not primary decision-making factors. Conversely, the presence of banks and shopping malls ($M = 4.15$) was rated as high in importance and satisfaction, aligning with findings that convenience to essential services enhances guest experiences [20]. However, sanitation ($M = 4.21$, satisfaction = 3.95) and air quality ($M = 4.13$, satisfaction = 3.93) revealed gaps between expectations and reality. This indicates that while guests highly value

cleanliness and environmental quality, their satisfaction is not fully met, mirroring concerns raised by studies linking hygiene standards to guest perceptions of hotel quality [2]. Sanitation and air quality improvements are needed, as these are highly valued but do not meet guest expectations. While entertainment and shopping facilities are appreciated, they are not the primary factors influencing hotel choice.

Transport and Communication: High Importance – High Satisfaction

Factors such as road network quality ($M = 4.15$), utility services (water and electricity reliability) ($M = 4.26$), and distance from major roads ($M = 4.04$) received high ratings in both importance and satisfaction. This aligns with research highlighting transportation infrastructure as a crucial determinant of guest satisfaction[2]. The distance from the airport ($M = 3.78$) was rated low in importance and satisfaction, indicating that guests do not consider airport proximity a significant factor in their accommodation choice. Maintaining and enhancing transport infrastructure and utilities is essential, as these are critical guest satisfaction drivers. Airport proximity improvements may not be a priority, as they hold lower significance in guest decision-making.

Physical Site Characteristics: High to Medium Importance – Mixed Satisfaction

Scenic qualities such as good views ($M = 4.14$) received high importance and satisfaction ratings, aligning with studies that identify natural aesthetics as enhancing hotel desirability [21]. The drainage system ($M = 4.11$) also received high importance ratings, although satisfaction ($M = 3.96$) was slightly lower, indicating potential areas for improvement. However, concerns regarding crime rates ($M = 4.01$, satisfaction = 3.86) and neighbourhood socio-cultural characteristics ($M = 3.92$, satisfaction = 3.84) suggest that guests may perceive specific locations as unsafe or culturally mismatched to their expectations. Hotels should emphasise scenic advantages in marketing strategies to attract guests. Security concerns should be addressed to enhance guest confidence and comfort [2].

The overall location factors mean (Importance = 4.02, Satisfaction = 3.93) suggests that while location attributes are not the highest priority for guests, they still influence the overall experience. The significant areas of concern include sanitation, air quality, and security, which require improvement. Meanwhile, transportation infrastructure, utilities, and scenic views are strong points that should be maintained.

Table 2. Guests' Importance-Satisfaction Perception on Location Factors

Location Factors	Importance	SD	Satisfaction	SD	IPA Matrix Location
Economic					
Proximity to the CBD or city centre	3.98	0.97	3.94	0.87	Low importance-Low satisfaction
The standard of living in this neighbourhood	3.88	0.85	3.77	0.83	Low importance-Low satisfaction

The availability of other hotels already located in the neighborhood.	3.71	1.00	3.88	0.89	Low importance-Low satisfaction
Neighborhood characteristics					
The presence of restaurants, attractions, nightclubs and stadiums	4.03	0.95	4.07	0.85	Low importance-High satisfaction
The presence of banks and shopping malls	4.15	0.89	4.03	0.84	High importance-High satisfaction
The lifestyle of this neighbourhood	3.86	0.93	3.85	0.81	Low importance-Low satisfaction
The sanitation in this neighbourhood	4.21	0.81	3.95	0.81	High importance-Medium satisfaction
The quality of air in the neighbourhood.	4.13	0.90	3.93	0.85	High importance-Low satisfaction
The levels of noise in the neighbourhood.	3.95	1.00	3.72	0.93	Low importance-Low satisfaction
The sewage disposal system in this neighbourhood	4.14	0.92	3.96	0.84	High importance-High satisfaction
Transport and communication					
The road network in this neighbourhood	4.15	0.84	4.01	0.83	High importance-High satisfaction
Its distance from a major road	4.04	0.92	3.98	0.86	Medium importance-High satisfaction
Its distance to the airport	3.78	1.06	3.80	0.89	Low importance-Low satisfaction
The quality of utility services (water flow and electricity) in this neighbourhood	4.26	0.90	4.04	0.79	High importance-High satisfaction
Physical site characteristics					
Good scenery (good view)	4.14	0.90	4.07	0.86	High importance-High satisfaction
Drainage system	4.11	0.90	3.96	0.82	High importance-High satisfaction
The socio-cultural characteristics of the neighbourhood	3.92	0.87	3.84	0.81	Low importance-Low satisfaction
The crime rate in this neighbourhood	4.01	1.16	3.86	0.94	Low importance-Low satisfaction
The religious affiliation of the residents in this location	3.89	0.91	3.87	0.81	Low importance-Low satisfaction
The friendliness of the residents	4.19	0.87	4.08	0.83	High importance-High satisfaction
21. Economic	3.85	0.80	3.86	0.73	Low importance-Low satisfaction

22. Neighbourhood characteristics	4.07	0.66	3.93	0.62	High importance-Low satisfaction
23. Transport and communication	4.05	0.71	3.96	0.66	High importance-High satisfaction
24. Physical site characteristics	4.04	0.67	3.94	0.64	Medium importance-Low satisfaction
25. Overall Location Factors Mean	4.02	0.60	3.93	0.58	Low importance-Low satisfaction

Importance-Satisfaction matrix of the location factors according to the guests

Understanding guest perceptions regarding location factors is essential in the hospitality industry, as these factors influence visitor satisfaction and decision-making. The Importance-Satisfaction Analysis (ISA) matrix provides a structured approach to evaluating how well various location attributes meet guest expectations. This analysis categorises location factors into four quadrants: High Importance – High Satisfaction, High Importance – Low Satisfaction, Low Importance – High Satisfaction, and Low Importance – Low Satisfaction. Each category provides insights into areas that should be maintained, improved, or reconsidered regarding investment priority.

Maintaining Strengths: High Importance – High Satisfaction

Several location factors have been identified as highly important to guests and meeting their expectations. These include the road network (Item 11), the quality of utility services such as water and electricity (Item 14), the availability of good scenery and views (Item 15), the sewage disposal system (Item 10), and the friendliness of residents (Item 20). The high satisfaction levels associated with these factors indicate that they contribute positively to the guest experience and should be maintained and continuously monitored to ensure that they remain competitive advantages. A well-developed transportation network and reliable utility services align with previous research findings, suggesting that accessibility and infrastructure are critical in shaping tourists' experiences and perceptions of a destination [22]. Similarly, he emphasises natural scenery and the social environment highlights the growing preference for aesthetically pleasing and hospitable locations, reinforcing the need to preserve these aspects to maintain guest satisfaction [23].

Priority for Improvement: High Importance – Low Satisfaction

While some location factors meet guest expectations, others are considered critical yet unsatisfactory. Factors such as neighbourhood sanitation (Item 7), air quality (Item 8), and overall neighbourhood characteristics (Item 22) fall within this quadrant, suggesting an urgent need for intervention and improvement. The dissatisfaction with sanitation and air quality indicates that environmental conditions are a significant concern for guests. Previous studies emphasise that cleanliness and air pollution significantly impact tourist satisfaction, contributing to the overall perception of a destination's livability and sustainability [24].

Improving sanitation and air quality requires enhanced waste management systems, pollution control measures, and sustainable urban planning. By addressing these concerns, the hospitality sector can create a more favourable environment that aligns with guest expectations and enhances the overall attractiveness of the location. Failure to address these issues may lead to declining satisfaction levels, negatively affecting the long-term competitiveness of the destination.

Reassessing Investments: Low Importance – High Satisfaction

While yielding high satisfaction, guests deem certain location factors less critical. These include the presence of restaurants, attractions, and nightlife (Item 4) and proximity to major roads (Item 12). The satisfaction levels indicate that these aspects contribute positively to the guest experience; however, their lower perceived importance suggests that excessive investment in these areas may not be necessary.

While entertainment and accessibility to major roads remain relevant, reallocating resources toward higher-priority concerns such as sanitation and air quality may significantly impact overall guest satisfaction. Research on tourism investment strategies suggests that focusing on areas with a more substantial influence on guest experiences yields better long-term benefits [25].

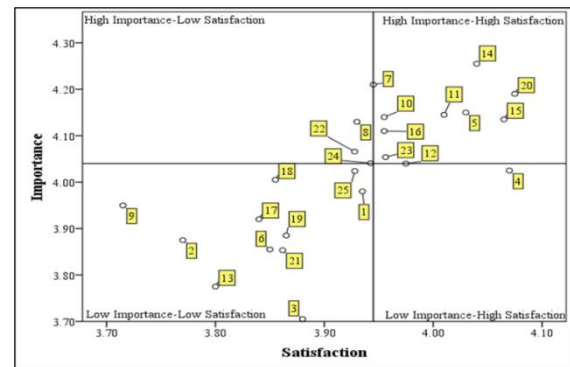


Figure 2. Importance-Satisfaction matrix of the location factors according to the guests

Lower Priority: Low Importance – Low Satisfaction

Several location factors are both of low importance and low satisfaction, indicating that they are not primary decision-making factors for guests. Examples include neighbourhood noise levels (Item 9), distance to the airport (Item 13), and the availability of other hotels in the area (Item 3). While dissatisfaction in these areas may exist, their lower perceived importance suggests that they do not significantly impact the overall guest experience.

However, although these aspects are not immediate priorities, minor improvements, such as reducing noise pollution through better urban planning and improving airport transportation access, could contribute to a more seamless guest experience. Even low-priority factors can influence guest retention if addressed strategically.

Figure 2 shows the importance-satisfaction matrix of the location factors according to the guests. The means were used to create the scatter plot with the Median = 3.945 set as the x-axis reference line and Median = 4.04 set as the y-axis reference line.

Understanding the relationships between hotel location factors and various demographic and operational variables is essential for enhancing guest satisfaction and optimising hotel performance. Table 3 presents correlations between the overall importance of location factors (LF Importance) and variables such as age, sex, civil status, accommodation type, ownership, years of operation, occupancy rate, and monthly profit. This analysis interprets these correlations, highlighting significant findings and their implications.

Age and LF Importance

A positive correlation ($r = .161$, $p < .05$) exists between guests' age and the importance they place on location factors. This suggests that older guests prioritise hotel location more than younger guests, possibly due to mobility considerations or a preference for proximity to attractions and amenities. Ledesma *et al.* [26], found that location significantly influences guest satisfaction, particularly among demographics with specific accessibility needs.

Sex and LF Importance

Sex shows a significant correlation ($r = .201$, $p < .01$) with LF Importance, indicating that perceptions of location importance differ between male and female guests. This aligns with findings by Hong *et al.* 2020[27], who noted that demographic factors, including sex, influence hotel selection criteria, with location being a critical consideration.

Civil Status and LF Importance

No significant correlation is observed between civil status and LF Importance ($r = 0.068$). This implies that marital status does not substantially affect guests' emphasis on hotel location.

Accommodation Type and LF Importance

The type of accommodation reveals varying correlations with LF Importance:

Pension House: No significant correlation ($r = 0.047$).

Tourist Inn: A significant positive correlation ($r = .139$, $p < .05$) suggests that guests at tourist inns value location more, possibly due to the transient nature of their stays and the desire for convenient access to tourist sites.

Resort: A negative correlation ($r = -0.01$) indicates that location is less critical for resort guests, who may prioritise on-site amenities and natural surroundings over proximity to external attractions.

These findings are consistent with research indicating that the importance of location varies by accommodation type and guest expectations [2].

Ownership and LF Importance

No significant correlation ($r = 0.048$) is found between ownership structure and LF Importance, suggesting that whether a hotel is independently owned or part of a chain does not markedly influence the emphasis placed on location factors.

Years of Operation and LF Importance

A positive correlation ($r = .158$, $p < .05$) indicates that more established hotels place greater emphasis on location factors. This may reflect a strategic focus on location to maintain competitiveness over time.

Occupancy Rate and LF Importance

The correlation between occupancy rate and LF Importance is not significant ($r = 0.099$), suggesting that occupancy levels are not directly influenced by the importance placed on location factors.

Monthly Profit and LF Importance

A negative correlation ($r = -.158$, $p < .05$) suggests that higher monthly profits are associated with a lower emphasis on location factors. This could indicate that profitable hotels rely more on internal factors, such as service quality and amenities, than location to attract guests.

Table 3. The importance of hotel location factors and other variables

Overall LF Importance	1	2	3	4	5	6	7	8	9	10
1. Age	.161*	-----								
2. Sex	.201**	0.019	-----							
3. Civil Status	0.068	.579**	0.059	-----						
4. Pension House	0.047	-0.023	-0.009	-0.101	-----					
5. Tourist Inn	-0.059	.139*	0.109	0.02	-.225**	-----				
6. Resort	-0.01	-0.13	-0.061	-0.029	-.261**	-.266**	-----			
7. Ownership	0.048	0.108	-0.075	0.077	-0.074	-0.052	0.012	-----		
8. Years of Operation	0.013	.158*	0.05	.164*	-0.071	-0.05	-0.133	-0.036	-----	
9. Occupancy Rate	0.099	-0.043	-0.085	0.097	-.200**	-0.042	0.031	-0.08	.162*	-----
10. Monthly Profit	-.158*	0.111	-0.046	0.004	.178*	0.033	-0.087	.170*	-0.079	-.502**

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

The analysis reveals that demographic factors like age and sex, as well as accommodation type and years of operation, significantly influence the importance placed on hotel location factors. These insights can inform targeted marketing strategies and operational adjustments to enhance guest satisfaction and financial performance.

Spearman Correlation Between Guests' Perception of Hotel Location Importance and Other Variables

The Spearman correlation analysis presented in Table 4 explores the relationship between guests' perceptions of hotel location importance and several demographic and situational

variables, including age, gender, civil status, accommodation type, Purpose of visit, and length of stay. The correlations are ranked based on their significance levels: 0.01 (highly significant) and 0.05 (moderately significant).

Age

The correlation between age and hotel location's importance is insignificant, with a Spearman's rho of -0.062. This suggests that age does not play a critical role in how guests perceive the importance of hotel location. When selecting a hotel, older or younger guests are similarly indifferent regarding the location factor. Previous studies have shown

that while older travellers prioritise comfort and amenities, younger travellers often value convenience and proximity to attractions [28]. However, this study does not find a significant relationship with age.

Gender

The correlation between gender and location importance is minimal (0.118), indicating a weak positive relationship, though it is not statistically significant. This implies that gender does not significantly affect guests' preferences for hotel locations. Gender differences in travel preferences have been documented in various studies, with some suggesting women may prioritise safety and accessibility while men focus on cost-effectiveness [29]. However, in this case, no significant difference emerges.

Civil Status

There is a significant and moderate positive correlation between civil status and the importance of location (0.557**). This suggests that individuals with certain civil statuses may value location more when selecting a hotel. For instance, married individuals or those travelling with families might prioritise convenience and proximity to family-friendly attractions. This aligns with research showing that family or group travellers are more likely to choose accommodations based on location [26].

Accommodation Type

Pension House: The correlation with location importance is weak (-0.034), indicating no substantial relationship.

Tourist Inn: Similar to the pension house, the correlation here is also weak (-0.043), suggesting that the type of accommodation does not strongly influence location preferences.

Resort: While the correlation is slightly stronger (0.071), it is still insignificant. This indicates that location may not be a primary factor for guests choosing resorts, where amenities and services are typically more critical [30].

Purpose of Visit

The correlation between the Purpose of visit and location importance reveals interesting findings:

Business travellers show a moderately significant negative correlation (-0.165*), meaning that location may be less critical than other factors, such as cost or availability of business amenities, for business trips.

For other purposes, such as leisure, there is a strong positive correlation (0.207**), indicating that guests travelling for leisure tend to place higher importance on the location of their accommodations.

This is consistent with existing literature, where business travellers often prioritise cost efficiency over location [31], while leisure travellers tend to favour hotels with better locations near tourist attractions [32].

Number of Days

The length of stay shows significant correlations with location: A strong negative correlation (-0.278**) suggests that guests staying for shorter durations may place less importance on hotel location. Conversely, there is a significant positive correlation (0.241**) for more extended stays, implying that guests who stay for more extended periods might consider the location more important, likely due to the desire for convenience or accessibility during their

stay. This is consistent with previous studies indicating that longer stays often involve more complex needs related to local services, proximity to attractions, or transportation [33].

Table 4. Spearman correlation between guests' perception of hotel location importance and other variables Table 5 presents

Importance Overall Location	1	2	3	4	5	6	7	8
1. Age	-.062	-----						
2. Gender	.118	-.096	----					
3. Civilstatus2	-.044	.557**	-.046	-----				
4. Pension House	-.034	.025	.007	.038	-----			
5. Tourist Inn	-.043	.048	.101	.033	-.118	-----		
6. Resort	.071	.058	-.038	.025	-.187**	-.120	-----	
7. Purpose (Business = 1)	-.165*	.207**	-.144*	.081	.012	.028	-.086	-----
8. No. of Days	-.278**	.241**	-.162*	.077	.022	.015	.087	.160*

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

the results of a regression model examining the factors influencing guests' perceptions of hotel location importance. The model uses two predictors: Purpose (whether the guest is travelling for business or leisure) and Number of Days (the length of the stay). The dependent variable is the perception of hotel location importance. The results include unstandardized and standardised coefficients, significance levels, and model fit statistics.

This indicates that the model explains only 6% of the variance in guests' perceptions of hotel location importance. This suggests that the model is relatively weak in predicting location importance, and other factors not included in the model likely contribute significantly to these perceptions.

Constant (Intercept)

The constant term is 4.437, with a very high t-value (32.945) and a p-value of 0.00, which indicates it is statistically significant. This means that when both predictors (Purpose and Number of Days) are zero, the baseline perception of hotel location importance is 4.437 on the scale being used. This could reflect a general baseline or neutral importance value for the location.

Purpose (Beta = -0.136)

The unstandardized coefficient for Purpose is -0.176, meaning that, on average, a one-unit increase in the Purpose variable (e.g., from leisure to business travel) leads to a decrease of 0.176 in the perception of hotel location importance. The standardised coefficient (Beta) is -0.136, indicating a slight negative relationship between the Purpose of the trip and the importance placed on hotel location. The t-value of -1.947 and a p-value of 0.05 suggest that the effect of Purpose is statistically significant at the 0.05 level. Therefore, on average, business travellers place less importance on the location than leisure travellers. This finding aligns with previous research suggesting that business travellers prioritise hotel amenities, price, and business-related services over location [34].

Number of Days (Beta = -0.184)

The unstandardized coefficient for Number of Days is -0.063, which indicates that for each additional day of stay, guests tend to decrease the importance they place on hotel location by 0.063. The standardised coefficient (Beta) of -0.184 shows a slightly stronger negative relationship between the length of stay and the perceived importance of hotel location. The t-value of -2.629 and p-value of 0.01 indicate that the Number of Days variable statistically impacts guests' perceptions at the 0.01 level. More extended stays are likely to reduce the emphasis on location because guests may become more focused on other factors, such as comfort or services.

Model Fit ($R^2 = 0.06$)

The R-squared value of 0.06 indicates that the two predictors, Purpose and Number of Days, explain only 6% of the variance in guests' perceptions of hotel location importance. While the model is statistically significant, it has limited explanatory power. It suggests that other variables (such as price sensitivity, amenities, or proximity to attractions) likely contribute to the decision-making process and should be considered in further models.

This regression analysis reveals that the Purpose of the visit and the number of days significantly influence guests' perceptions of the importance of hotel location, although the effects are modest. Specifically, business travellers and guests staying longer are less likely to place high importance on the hotel's location. These findings may be because business travellers prioritise other factors such as cost, business amenities, or convenience to business hubs. At the same time, long-term guests are likely to focus on comfort and the availability of services rather than location.

The model's low R^2 value indicates that these two predictors account for only a tiny portion of the variance in location importance, highlighting the need for further exploration of additional factors, such as accommodation quality or proximity to specific destinations.

The regression model provides valuable insights into how the Purpose of travel and the length of stay affect guests' perceptions of hotel location importance. For hotel managers and marketers, these findings suggest that business travellers may be less concerned with location when selecting accommodations. In contrast, leisure travellers and shorter stays may place greater importance on location. Further research incorporating additional variables could provide a more comprehensive understanding of factors influencing location preferences.

This analysis suggests that while age, gender, and accommodation type are not strongly correlated with location importance, civil status, Purpose of visit, and length of stay show significant associations. Specifically, guests travelling for leisure and those staying for more extended periods place greater emphasis on the location of their accommodation. In contrast, business travellers and short-term guests may prioritise other factors over the location. These findings could guide hotel marketers in tailoring their offerings based on guest demographics and travel purposes.

Table 5. Regression model of guests' perception of hotel location importance

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.437	.135		32.945	.00
Purpose	-.176	.090	-.136	-1.947	.05
No. of Days	-.063	.024	-.184	-2.629	.01
$R^2 = 0.06$					

3. CONCLUSION

This research examined the various factors influencing the location choices of hotel owners and guests in Central Philippines, alongside the distribution of hotel performance over time. The findings provide critical insights into the dynamics of hotel location choices, the impact of competition, and the factors that shape hotel owners' and guests' preferences.

Regarding the distribution of hotel performance over time, the study found that while hotels were dispersed throughout the study locale, the concentration of these establishments in certain areas negatively affected their profitability. The phenomenon of agglomeration—the clustering of hotels in a particular location—resulted in heightened competition, reducing profitability. This suggests that while concentration can attract more guests, it also leads to saturated markets, intensifying competition, and potentially harming individual hotel performance.

When examining the factors influencing hotel location choice, hotel owners largely perceived economic factors, such as production cost minimisation, as secondary to profit maximisation. Interestingly, proximity to clients and the central business district (CBD) were not seen as significant drivers in location decisions. This suggests that hotel owners in the region prioritise different variables, such as market demand and regulatory conditions, over the economic considerations typically associated with location decisions. The domain of laws and regulations emerged as the most significant factor influencing hotel location choices. This highlights the important role of legal frameworks and regulatory requirements in determining where hotels can be established, particularly in the Central Philippines.

The findings revealed that neighbourhood characteristics and transportation factors were highly influential in guests' hotel location choices. Conversely, economic factors and physical site characteristics were considered less important, though the latter was perceived as moderately influential. However, guests were dissatisfied with the physical characteristics of the sites, suggesting a gap between expectations and reality regarding hotel facilities and amenities.

The study also identified that the importance of hotel location factors was associated with specific demographic and economic characteristics of hotel owners/managers. Older female owners/managers whose hotels earned lower profits were more likely to place higher importance on location factors. This demographic tendency indicates that personal and business financial circumstances influence decision-making regarding hotel locations. The model explained 9% of the variance in the owners' perceptions of location importance ($R^2 = 0.09$), indicating that factors like age, sex, and profit

levels contribute. However, other variables may also be influencing location decisions.

For hotel guests, the study found that the Purpose of stay and number of days were significantly related to the importance placed on hotel location. Specifically, business travellers and those staying longer durations were less likely to prioritise location than leisure travellers staying for shorter periods. This suggests that leisure travellers are more likely to select hotels based on proximity to tourist attractions or local amenities. In contrast, business travellers and long-term guests may focus more on factors like hotel services or cost. The regression model explained 6% of the variance in guests' perception of hotel location importance ($R^2 = 0.06$), indicating that factors related to the Purpose and duration of stay play a modest yet significant role in shaping guest preferences.

This research underscores the importance of considering market conditions (such as competition and agglomeration) and personalised factors (such as the age, sex, and financial status of hotel owners) when analysing hotel location decisions. Location remains critical for guests, particularly those travelling for leisure and on short stays. However, these preferences are nuanced and influenced by various demographic and situational factors. The findings suggest that hotel managers and owners in Central Philippines may need to reassess the role of location in their strategic decisions, considering not only economic factors but also the regulatory environment, competition, and the specific needs of their target guests. Further research could explore other factors, such as hotel branding or service quality, to offer a more comprehensive understanding of the location dynamics within the hotel industry.

4. ACKNOWLEDGMENT

The author acknowledges the support of Negros Oriental State University and CHED in completing this study.

The author gratefully acknowledges Leonid Lopez's invaluable support. His financial contribution and unwavering moral encouragement were essential to completing this research, and his belief in this project was a constant source of motivation.

The author would also like to thank the *Negros Oriental State University* through the *Rural Engineering and Technology Centre* for the technical support.

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