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THE IMPACT OF HOTEL RESPONSES TO ONLINE NEGATIVE REVIEWS ON CONSUMERS' PURCHASE INTENTION

Jeetesh Kumar

Taylor's University (Malaysia)

jeetesh.kumar@taylors.edu.my

Sana Maidullah

Indian Institute of Management Sirmaur (India)

Sana@iimsirmaur.ac.in

ABSTRACT

This research investigates the hotel response strategies of businesses being responsive online to stimulate customers purchase intention in eWOM communications. Specifically, this study explores the online managerial responses in terms of length, speed, and relevance of management response to customer negative reviews and how customer personality moderates the purchase intention of the hotel. A non-probability convenience sampling technique was applied to collect 441 responses from Chinese residents who have made online hotel reservations and selected the hotel only after checking the online reviews and the hotel responses. The findings confirm that hotel response to negative reviews has an essential impact on 'consumers' purchase intention and consumer personality traits. Further, the research includes the practical implications for hotels to set up the reply format and carry out effective service recovery through different expression ways of negative reviews response.

KEYWORDS

Online Negative Reviews; Consumers Purchase Intention; Consumer Personality Traits; Hotel Industry; China

1. INTRODUCTION

Nowadays, many customers make decisions with the help of Online reviews because they find the quality, quantity, and easiness to access information online (Filieri, 2015; Schuckert et al., 2015). Online reviews published by consumers have become an essential resource in the online platform. Earlier research by Litvin et al. (2008) pointed out that consumers rely on word-of-mouth recommendations to a large extent rather than media publicity from the market when choosing accommodation. Traditional offline and online word-of-mouth is more influential in the hospitality sector than another way out to reach people (Huete-Alcocer, 2017). Similarly, research by Katz and Lazarsfeld (2017) found that word-of-mouth (WOM) is seven times better than newspaper and periodical advertising, four times better than personnel sales, and two times better than radio advertising in proliferation of information. Prior research also shows that word-of-mouth is nine times better than advertising when converting negative or neutral views to positive attitudes (Ladhari & Michaud, 2015). Online reviews have also become an essential part of the online reputation of hotels (Reyes-menendez et al., 2019). Online reviews are the written comments on the experience and feelings of the consumers after purchasing products and services through online websites (Ladhari & Michaud, 2015). It is well known that the proliferation of online reviews has empowered consumer decision-making (Shin et al., 2020). Indeed, accommodation is an experiential product, information asymmetry is more serious, and consumer perceived risk is higher. However, online reviews provide consumers with a channel of information communication. Online hotel booking mainly relies on online reviews (Hulisi et al., 2012; Neirotti et al., 2016; Chan et al., 2017). Similarly, Online reviews also influence the hotel booking intention, trust, attitude and perception about the quality of hotel websites (Ladhari & Michaud, 2015; Reyes-menendez et al., 2019). chang

Furthermore, Phillips et al. (2017) investigated the valence of online reviews on hotel performance. Liang et al. (2017) stated that positive comments have the highest impact on consumer demand. Prior literature has reported the positive relationship

between hotel review response management and customer satisfaction (Xie et al., 2017; Liu & Law, 2019; Ho, 2018; Azer & Alexander, 2020a).

That online review influences user involvement, positive eWoM, user expertise, perceived credibility, education, negative eWoM, and income. These are the essential predictors explaining 81% of the variance in booking intention (Leong et al., 2019).

In addition, a study by Yang et al. (2018) reported the importance of review management for the hotel performance as valence review impacted the two times more than the volume of review. Several strategies were identified to manage the negative review, including accommodative and defensive (Mate et al., 2019), service recovery response (Meng et al., 2018), accommodative (Piehler et al., 2019), and reductionist approach to User Generated Content (UGC) and E-WOM management (Ciasullo & Montera, 2021). They also identify those hotels that have a lack of awareness in knowing which strategies need to use. Therefore, proper understating is required to manage the negative review of the hotel. Min et al. (2015) discovered that hotels need to respond more personally to manage the negative review (Zhang & Vásquez, 2014). They also identified in their study; the speed of response does not significantly impact the negative review.

In contrast, Sheng (2019) study found that speed and volume are essential for customer interaction. Lui et al. (2018) revealed that hotel response quantity positively influences competitive hotel performance and positively impacts extreme reviews. Negative reviews enhanced hotel image, attitude, and hypothetical intent to stay at the hotel. Ahluwalia et al. (2000) and other scholars found that consumers generally think negative information is more referential than positive information. Consumers worldwide have 41% of online consumers willing to leave their negative comments in the online community (Zhang et al. 2010). Still, about 62% of them are willing to leave their negative comments in the online community in China. From this survey, we know that Negative online reviews significantly impact businesses, especially for experience products with solid interaction, such as hotels, when receiving services. A careless business may bring bad experiences to consumers, thus giving negative online comments to vent their dissatisfaction. Therefore, it is necessary to study how businesses respond to negative comments. The hotel's response will affect the 'reviewer' impression of the hotel and the potential buyers who see the comments and

responses. This research aims to empirically investigate the hotel response strategies of businesses responsive online to stimulate customers' purchase intention in eWOM communications. Specifically, this paper studies online managerial responses in terms of length, speed, and relevance of management response to customer negative reviews and how customer personality moderates the purchase intention of the hotel. The article is organised as follows. It first presents an overview of relevant literature. It discusses the theoretical basis for shypothesising the influence of hotel response speed, length, and relevance responsiveness on customer purchase intention. The data and sample selection are described in the next section. Then the effects of the test of hotel responses are presented in the following section. Finally, the paper is concluded by discussing the research and managerial implications.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1) THE HOTELS' RESPONSE SPEED TO NEGATIVE REVIEWS AND CONSUMERS PURCHASE INTENTION

Online customer reviews have become a popular source of information in travel planning and significantly affect consumer buying decisions, mainly when booking hotels (Azer & Alexander, 2020a; Chan et al., 2017; Manner, 2017). It is also a clever way for businesses to rebuild their marketing image by allowing customers to shop online. Negative internet reviews cannot be deleted or changed if the network environment is carefully controlled. Consequently, companies increasingly react to client complaints with tailored responses, such as explanations and compensations, to the negative effect of consumer complaints. Customers were more likely to demonstrate a greater degree of trust, contentment, and behavioural intentions when managers explained the situation and remuneration components in the failure of the services (Jeong & Lee, 2017).

Based on attribution theory and fairness theory and Purnawirawan et al. (2015) explored the impact of negative comments and business response mode on consumers' service quality evaluation. They proposed several tactics to reply to negative reviews such as denial; only apology; apology and explanation about the

216

external or internal factors, apology, and compensation; apology explanation and compensation. When we combine both above studies' results, it reveals that, when the proportion of negative comments is low, the best way is not to reply; when the proportion is equal, the business should apologise and guarantee to improve the problem; if the proportion of negative comments is high, the business should apologies, ensure improvement and provide compensation. Earlier, Lee and Song (2010) divided the business response strategies into pacifying response, no reply, and self-defence response, and concluded that the business adopts the appeasement response, and the review receiver evaluates the business more positively; the business adopts the self-defence response, and the review receiver tends to attribute the error to the merchant. Chang et al. (2015) also made a similar conclusion. Furthermore, Piehler et al. (2019) study reveal that compensation is the most effective way to manage the negative review. They also suggested that neither explanation nor compensation plays a significant role in managing the negative review than the explanation with compensation.

The idea of the speed of response has been the focus of only a few studies. Sparks et al. (2016) mainly studied whether the hotel has a business reply, the identity of the replier, the reply speed, and the reply tone on the hotel trust. The results show that if the business responds to the negative comments, the potential consumers trust the business more and think that the business is more concerned about the consumer than the non-response. In addition, based on service recovery literature Sheng (2019) reported the response speediness strategies are the primary indicator to gained on service recovery literature (Sheng, 2019) reported that response speediness strategies are the primary indicator of gaining online customer engagement and managing business popularity. According to the research results by Meng et al. (2018), reacting to negative online reviews with a service recovery response increased the hotels' image, attitude, and potential willingness to remain there.

Subsequently, Zhang (2016) studied the influence of four elements of merchant response (resistance, apology, explanation and commitment) on 'consumers' first purchase intention. In the online environment, it is found that merchant resistance will bring higher perceived risk to potential consumers and negatively affect their purchase intention. Online 'merchants' sincere apologies, explanations of the problem and

commitment can effectively reduce the perceived shopping risk for potential shopping groups. Stduy by Min et al. (2015) showed that the satisfaction of potential customers to targeted response was higher than that of procedural response, and the satisfaction of quick response was significantly higher than that of slow response. In addition, the satisfaction of potential customers to the hotel was not affected by the responder (manager or non-manager). Furthermore, LI et al. (2016) studied shows that the timeliness of business response and the quality of business response has a significant moderating effect on the relationship between the content score of negative comments and the sales volume of experiential products. The moderating effect of immediate response and perfunctory reply on the relationship between negative comment content score and experiential product sales volume is more significant than delayed response and targeted response.

H1: The faster the hotels' response to negative reviews, the higher the consumers purchase intention.

2.2) THE NUMBER OF HOTELS' RESPONSES TO NEGATIVE REVIEWS AND CONSUMERS PURCHASE INTENTION

In recent years, the focus of online and offline research has shifted from online and offline research to online service research. In this study, the number of hotel responses to 'consumers' negative comments, the length of hotels' reply comments to 'consumers' negative comments, the response speed of hotels to 'consumers' negative comments, and the relevance of hotels' reply comments to 'consumers' negative comments are studied to explore the relationship between these attributes and 'consumers' purchase intention. Very few studies focus on online review systems quantity and quality (Lui et al., 2018). Lui et al. (2018) study identifies that managerial quantity response has a favourable influence on competitive hotel performance. Furthermore, when responding to severe evaluations, replies have a more significant favourable impact on the purchase intention of the buyer.

In the process of purchasing goods online, due to the uncertainty of online products, to avoid being hurt by online products, consumers will browse the relevant online

218

Enlightening Tourism. A Pathmaking Journal, Vol 12, No 1 (2022), pp. 213-242   ISSN 2174-548X

reviews, as well as the negative comments of consumers and the replies given by businesses with negative evaluations. Consumers will pay more attention to the number of responses from businesses to 'consumers' negative comments in viewing relevant comments and business responses. In the previous studies, the number of negative reviews that businesses deal with will have a particular impact on consumers' purchase behaviour (Azer & Alexander, 2020b). This study proposes that:

H2: The higher the number of hotels' responses to negative reviews, the higher the consumers purchase intention.

2.3) THE LENGTH OF THE HOTELS' RESPONSE TO NEGATIVE REVIEWS AND CONSUMERS PURCHASE INTENTION

Whether online or offline, in communication, due to the incomplete information, both sides of the communication will have significant mutual indeterminacy. Still, with the increase of information, the degree of mutual distrust between the two sides of online or offline communication will be significantly reduced. This also means that for the negative evaluation of consumers, the long and short response of business response affects 'consumers' judgment of business. In addition, response length is used to assess the quality of a hotels' response to an online complaint. Previous research (Liu & Ji, 2019; Liu et al., 2020) has shown that the length of a hotels' response in online review substantially impacts 'customers' perceived helpfulness. According to this research, hotels should be aware of good and bad internet reviews and take proactive measures to minimise customer complaints while fostering an upbeat environment.

Daft and Lengel (1986) Based on the theory of uncertainty reduction, research pointed out that a large amount of information can effectively reduce the uncertainty of information, make the understanding of information more complete and specific, and reduce the misunderstanding caused by incomplete information. Kwok and Xie (2016), through the research on the current research results reported by large-scale hotel and tourism journals, the research thinks that the reply of the business can provide more practical information for consumers and has a significant impact on the purchase behaviour of consumers. More and more information about the negative feedback and

content types of businesses can give consumers a clearer understanding of the hotel and a more comprehensive and detailed understanding. Xie et al. (2014b) research show that under normal circumstances, hotel business managers will respond to the negative evaluation of consumers to remedy the service failure to avoid the misunderstanding of consumers effectively. Businesses should give careful and detailed answers to the negative comments of consumers. Such a reply will generally be a longer reply. Such businesses are more patient and responsible. Suppose businesses do not have a little patience. In that case, they will irresponsibly perfunctorily reply. Such a reply is generally short, use a few words, such reply to consumers cannot get a lot of information, and therefore cannot eliminate consumer dissatisfaction or make consumers understand the business more detailed. This study proposes that:

H3: The longer of the hotels' response to negative reviews, positively affects consumers Purchase Intention.

2.4) THE RELEVANCE OF THE HOTELS' RESPONSE TO NEGATIVE REVIEWS AND CONSUMERS PURCHASE INTENTION

Research by Beneke et al. (2016); Thomas et al. (2019) Zhu et al. (2020) pointed out that if businesses can give targeted responses to consumers' negative comments, then consumers' trust will be restored to a certain extent and will have a corresponding impact on consumers' will. Based on the empowerment theory, Shin et al. (2020) examine the role of empowerment in the tourist knowledge value-creation process in an online review. According to the above research, when online reviewers (prior visitors) get a scustomised response (per the individual requirement) and have good service experiences, they feel more powerful. In negative review situations, the impact of hotel response scustomisation on empowerment is more significant than in good review scenarios. The impact of spersonalisation on intentions to co-create knowledge value is mediated by empowerment. Personalising answers to negative reviews is essential; a scustomised reaction substantially improves the low degree of

220

Enlightening Tourism. A Pathmaking Journal, Vol 12, No 1 (2022), pp. 213-242   ISSN 2174-548X

empowerment and desire to co-create knowledge value linked with poor service experiences. Based on this, this study proposes the following assumptions:

H4: The higher the Relevance of the hotels' response to negative reviews, the higher the consumers purchase intention.

2.5) CONSUMERS' PERSONALITY TRAITS, HOTELS' RESPONSE TO NEGATIVE REVIEWS AND CONSUMERS PURCHASE INTENTION

Online customer reviews (OCRs) are becoming more popular among customers, who use them to make educated purchasing choices for goods and services. A significant amount of research on the psychological aspects of Internet usage exists, which may help understand and forecast who would submit OCRs. While personality types may be determined using several instruments, when researching factors linked to technology, the 'Big Five Inventory' (BFI) is frequently used to identify personality types. In regards to this, a study by Manner (2017) reported personality traits are significantly associated with online customer reviews. In addition (Yoo & Gretzel, 2011; Hu & Kim, 2018), research has shown that personality is a powerful predictor of online posting motivation and behaviour.

According to the type of demand served, promotion orientation and prevention orientation were regarded as two types of qualitative regulation. Pay more attention to whether things have good results and are more sensitive to happiness and sadness for promoting the type of orientation. Pay more attention to whether the thing is a bad result, and the type of prevention-oriented is relatively sensitive to the relaxed and irritated. Scholars have both definitions and content for their research. Scholars have made relevant classifications for their research. Different categories of people have different general personality characteristics. Yao and Yue (2009) research shows two directions for a customer's personality characteristics: one is to promote, and the other is to prevent. Higgins (1997) believes that the concept of orientation proposed in this paper is stable and can be treated as a non-short-term variable or a variable in the opposite direction.

According to the theory of regulatory orientation, people have their personality characteristics (Sue-Chan et al. 2012). According to the different inner motives of pursuing goals, there are personality regulation orientations of promoting and prevention orientations. The personality of promoting and preventing orientation has different inner and behavioural characteristics. They have different personal opinions after browsing the same information (Kim & Kim, 2022). Potential customers have a different subjective impression on the length of reply, the quality of attitude and the enrichment of content after they browse the information replied by hotels in the online sharing community. Which influence the perceived usefulness, popularity, and trust degree of responses will differ, and the final purchase behaviour will also be different (Hu & Kim, 2018; Kim & Kim, 2022). Higgins (1997) pointed out that the variables of individual regulatory orientation can be long-term, stable, or transient and disappear instantly. According to the consumer behaviour theory, different individuals will have different inner reactions when they see the same information, thus forming different behaviour characteristics. When people with different personality characteristics see the same information about the negative evaluation of consumers from the same business, different people have different feelings, and their final behaviour and first purchase intention are also different. Based on this, this paper puts forward the following research hypotheses:

H5: Consumers' personality traits have a significant moderating effect on the hotels' response to negative reviews and purchase intention.
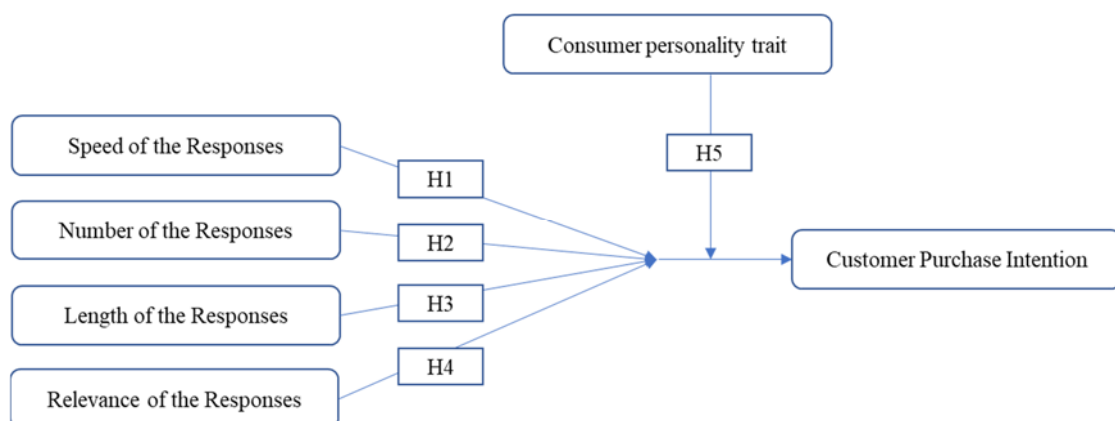
Figure 1: Framework of the Study. Source: own elaboration.

222

3. METHODOLOGY

A positivist paradigm approach led this research. To attain the research objectives and test the research hypotheses, the quantitative research design was applied. A non-probability convenience sampling technique was used for online data collection; three screening questions (Have you ever used a hotel online booking platform to book a hotel, Do you pay attention to the reviews made by other customers while booking the hotel online, Do you pay attention to the response of the hotel to the customers reviews while booking hotel online) were used to limit the population and get the response from the actual respondent. Hence, the sample for current research was only Chinese residents who have made online hotel reservations and selected the hotel only after checking the online reviews and the hotel responses anytime before 2020.

Due to the large and unknown population, the 10-times rule was applied to calculate the sample size (Hair et al., 2011; Peng & Lai, 2012). Multiplying the total items/ questions in the survey questionnaire times 10 (23*10=230). Hence a minimum of 230 responses were required to generalise the results. Four hundred forty-one responses were collected by sharing the link of the survey questionnaire on social media online platforms including Facebook, WhatsApp, Instagram, and WeChat.

The questionnaire for the current study was designed in English, divided into two sections. The first section included questions on the 'respondents' demographic characteristics, such as age, gender, education level, and occupation. The second section contained questions on the significant constructs included in the research framework. The dimension scales of the questionnaire for all items in the second section (see appendix 1) was established on the 5-point Likert scale ranging from strongly disagree (1) to strongly agree (5). Section two included a total of 12 items for independent variables such as speed of hotel responses to negative reviews (3 items), number of hotel responses to negative reviews (3 items), Length of hotel responses to negative reviews (3 items), the relevance of hotel responses to negative reviews (3 items) to evaluate one moderating variable including Consumer personality trait (8 items) were taken form Higgins (1997) and one dependent variable customer purchase intention (3 items) were taken from Higgins et al., (2001). For the current research, the

author utilised SPSS version 25 to perform the data analysis. Descriptive analysis was carried out to analyse the demographic characteristics, and the 'instrument's reliability tests were carried out to ensure that all the constructs were free from random error. Correlation and multiple regression analyses were performed to test the proposed hypothesised model.

3.1) DEMOGRAPHICS OF THE SAMPLE

Results showed that most of the respondents were male (54.9%). Most of the respondents were in the age group of 31 - 40 (65.3%). Concerning education level, it was found out that most of the participants (52.2%) were diploma holders, followed by participants with secondary school (31.1%). In terms of occupation (49.9%) were private employed, followed by self-employed (40.6%).

Measure	Frequency	Percentage
Gender		
Male	242	54.9
Female	199	45.1
Age		
21 – 30	140	31.7
31 – 40	288	65.3
41 – 50	4	0.9
51 and/ or above	9	2.0
Education Level		
Primary School	0	0.0
Secondary School	137	31.1
Diploma	230	52.2
Bachelors	54	12.2
Masters	16	3.6
PhD	4	0.9
Occupation		
Student	0	0.0
Self Employed	179	40.6
Private Employee	220	49.9
Public Employee	21	4.8
Unemployed	16	3.6
Retired	5	1.1

Table 1. Demographics of the sample (n=441).
Source: own elaboration.

4. RESULTS

4.1) FACTOR ANALYSIS

An exploratory factor analysis had been performed using principal components analysis with varimax rotation sutilised to test the hypothesis. As shown in Table 2, all the items were adequately loaded into their corresponding dimension with a factor loading of greater than 0.6, which is quite acceptable (Nunnally, 1978).

	Components								
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**
A1	0.814								
A2	0.780								
A3	0.735								
B1		0.696							
B2		0.686							
B3		0.697							
C1			0.682						
C2			0.743						
C3			0.789						
D1				0.853					
D2				0.854					
D3				0.649					
E1					0.866				
E2					0.841				
E3					0.694				
E4					0.611				
E5					0.696				
E6					0.734				
E7					0.697				
E8					0.645				
G1							0.620		
G2							0.664		
G3							0.642		

Table 2. Exploratory factor analysis.
Source: own elaboration.

4.2) RELIABILITY OF THE STUDY

Cronbach's coefficient alpha is commonly used to measure internal consistency reliability. According to Kline (2015), Cronbach's alpha value of 0.7 and above is

reliable. Sekaran and Bougie (2019) believed that an alpha value of 0.5 is the lower acceptance value. Table 3 displays Cronbach's alpha coefficients for all constructs used in the study. All the measures exhibited adequate reliability with Cronbach's alpha values ranging between 0.695 and 0.865, which falls within the recommended threshold of 0.70 (Pallant, 2005), which suggests that the measures were free from random error and thus reliability coefficients estimate the amount of systematic variance" (Churchill, 1979). The overall Cronbach alpha value was also 0.917, extremely good. The higher Cronbach Alpha values showed that all the items were internally consistent, and the higher Cronbach Alpha for the overall scale specifies that convergent validity was met.

Variables/ Constructs	Cronbach Alpha (α)	No. of Items
Speed of the 'hotel's response	0.695	3
Number of the 'hotel's response	0.792	3
Length of the 'hotel's response	0.739	3
Relevance of the 'hotel's response	0.706	3
Consumer personality trait	0.865	8
Customer purchase intention	0.711	3
Overall	0.917	23

Table 3. Reliability statistics.
Source: own elaboration.

4.3) CORRELATION ANALYSIS OF THE STUDY VARIABLES

In the current study, correlation analysis was employed because "correlation analysis includes measuring the closeness of the relationship between two or more variables; it considers the joint variation of two measures (Churchill, 1995; Pallant, 2005). The correlation analysis was used for independent variables, speed of the hotel's response, number of the hotel's response, length of the hotel's response and relevance of the hotel's response towards the dependent variable customer purchase intention while having the consumer personality trait as a moderator variable to test the correlation between them. In the table below, the results of correlation analysis are significant at the 0.01 level. When the correlation coefficients matrix between study variables is examined, no correlation coefficient equals 0.90 or above. This examination supports this study's discriminant validity, which means that all the constructs are

different/distinct (Amick & Walberg, 1975) and indicates a strong positive correlation between the variables.

Scale	1	2	3	4	5	6
Speed of the 'hotel's response	1					
Number of the 'hotel's response	0.664	1				
Length of the hotel's response	0.738	0.693	1			
Relevance of the hotel's response	0.615	0.639	0.537	1		
Customer purchase intention	0.519	0.703	0.616	0.683	1	
Consumer personality trait	0.514	0.554	0.757	0.696	0.677	1
**Correlation is significant at the 0.01 level (2-tailed).						

Table 4. Correlation analysis of the study variables.
Source: own elaboration.

4.4) REGRESSION ANALYSIS

The authors performed a regression analysis to test multiple hypotheses implied in the study. One concern when performing regression is multicollinearity. Multi-collinearity is the extent to which the other variables on the analysis can explain a variable. Multi-collinearity exists when two or more independent variables are 'highly' correlated with one another (Zhang, 2009). A multicollinearity check was reached in the analysis by investigating the correlation matrix and the Variance Inflation Factor (VIF) values and tolerances. For standardised data, if the value of tolerance is less than 0.2 or 0.1 and simultaneously, the value of VIF 10 and above indicates harmful collinearity. The Durbin–Watson statistic is a test statistic used to detect autocorrelation in the residuals from a regression analysis. It has a range from 0 to 4 with a midpoint of 2. It should be between 1.5 and 2.5 for independent observation (Zhang, 2009). The table below reveals that regression analysis was applied to have 'Customer purchase intention as the dependent variable and speed of the hotel's response, number of the hotel's response, length of the hotel's response and relevance of the hotel's response as the independent variables. It was necessary to use the regression analysis to predict the implications of customer purchase intention. The obtained results exhibit that speed of the hotel's response (β=0.453), the number of the hotel's response (β=0.523), and relevance of the hotel's response (β=0.179) exert a positive relationship with customer

227

purchase intention, making H1, H2 and H4 to be accepted. It was also found that the length of the 'hotel's response (β=0.253) does not have a relationship with customer purchase intention, making hypotheses H3 to be rejected.

Moreover, all the independent variable jointly explains 90% of the variance (R2=0.901) in the 'customer purchase intention', which is very good. The results displayed that the Durbin-Watson value was 1.296, and the variance inflations factor was below 3, signifying no multicollinearity problem.

Dependent Variable: Customer Purchase Intention						
Independent Variables	β	t-value	p-value	Tolerance	VIF	Hypothesis
Speed of the hotel's response	0.453	4.130	0.000	0.117	8.515	Accepted
Number of the hotel's response	0.523	5.789	0.000	0.507	1.971	Accepted
Length of the hotel's response	0.253	1.841	0.066	0.100	9.999	Rejected
Relevance of the hotel's response	0.179	2.970	0.002	0.286	3.499	Accepted
Notes: Durbin-Watson=1.296, R^2=0.909, F=95.9, p≤0.05						

Table 5. Regression analysis.
Source: own elaboration.

First, the independent and regulating variables are standardised to test the moderator. It was found out that consumers' personality traits have a significant moderating effect on the hotel response to negative reviews and purchase intention. For the speed of hotel responses to negative reviews, values (β=0.509 and the p=0.611>0.05) confirm no moderator effect between the speed of hotel responses to negative reviews and the consumers' purchase intention. Values (β=-2.69 and the p=0.007<0.05) were found for the number of hotel responses to negative reviews, representing the weak relationship between 'Customers' personality trait, number of hotel responses to negative reviews and purchase intention. 'Customers' personality traits will strengthen the relationship between the relevance of the hotel's response to negative reviews and customers' purchase intention with the values of (β=2.16 and the p=0.031<0.05). Hence hypothesis 5 is accepted.

5. DISCUSSION

Potential customers look for online reviews that sminimise the likelihood of failure and reduce the risk of financial loss. With the rise of technology, hotels are transforming their service recovery strategies from passive listening to proactive participation via management response (Gu & Ye, 2014). There is a huge gap in the literature focusing on how appropriate management replies are and how to effectively respond to negative internet reviews to improve hotel performance and image.

This study has demonstrated a complete investigation of the impact of management responses to negative online reviews on customer purchase intentions, including the response variables of speed (fastest and slowest), number of responses, length, and relevancy of responses. Our findings are aling with previous studies (Sparks et al., 2016; Xie et al., 2017; Ho, 2018).

Current research confirms that the fastest responses to negative online reviews influence consumer purchase intention. Hence, research proposes that quick responses to negative online reviews should be at the heart of service recovery (Smith et al., 1999). More responses and relevant responses to negative online reviews have beneficial effects. Previous research has demonstrated the significance of more extended responses to online reviews (Sparks et al., 2016; Xie et al., 2017). However, current research findings show that the length of a hotel negative review response has no meaningful impact on consumers' purchase intent. The above results may be because customers need to process a lot of information when they book hotels online, and consumers tend to get valuable information quickly. The response length is not the key, but the key is to provide the customers with the correct reference information. Managers should tailor their responses to the topics identified in the negative online reviews.

Moreover, personality traits have a moderating effect on negative hotel reviews and customer purchase intent; different people will have different psychological responses to the same information, resulting in varied behaviour patterns. This research explored that hotel managerial responses to negative online reviews are highly effective in changing the purchase intention of a potential consumer.

Furthermore, findings provide factual arguments for hotel managers who seek to provide managerial reactions while anticipating a return on investment. For hotels, it is urgent to think about how to deal with the negative evaluation information of consumers, how to strengthen the management of negative evaluation information, how to train the staff of negative evaluation response, and how to improve the reputation of businesses. It offers hoteliers to enhance consumer engagement by prompting an active reply as per consumer requirements. Therefore, hotels need to consider influencing 'consumers' first purchase intention by responding to negative evaluation information. The results of this paper confirm that as soon as possible and as much as possible response from the hotel for to consumers' negative reviews can promote consumers' purchase tendency.

5.1) THEORETICAL IMPLICATIONS

This study investigates the impact of management replies to negative online customer reviews on potential consumers' purchase intents, including response speed, number, length, and relevancy. It addresses Xie et al., (2017) call for additional research into this topic and complements a recent study that has extensively focused on the negative review (Ho, 2018; Mate et al., 2019; Meng et al., 2018; Olson & Ro, 2020). It's the first study to look into the impact of these types of receptive management responses on potential customers. Current research offers a model to explain how to target customers look at a managerial response to internet complaints. This study adds to the growing literature on how hotel management responds to internet evaluations in four dimensions. Although previous research has looked at the effectiveness of manegerial responses using an attribute-based approach, such as rephrasing, empathy, and quickness in Min et al. (2015) and source, voice, action frame, and speed in Sparks study (Sparks et al.,2016). The present study first looks at the effectiveness of managerial responses using multiple cues in communication such as speed, length, number, and relevancy and the possible use that new consumers make of these cues to draw inferences about the hotel competitiveness and performance.

230

Enlightening Tourism. A Pathmaking Journal, Vol 12, No 1 (2022), pp. 213-242   ISSN 2174-548X

Second, this study adds the consumer personality traits as an essential element to influence the effectiveness of manager response in online negative review management and consumer purchase intention. Thus, we found strong evidence that a faster managerial response, more response, and relevancy positively influenced consumer purchase intention. However, there was no evidence of a similar relationship between increased sorganisational response length and consumer purchase intention. As a result, the study broadens the application of previous theory to the services sector, laying the groundwork for future research to identify additional, particular, and widely used causal connection inferences.

5.2) MANAGERIAL IMPLICATIONS

As digital technology becomes more prevalent in customer service interactions, managers' ability to promote high-quality response strategy development will become a vital competitive advantage for hotel businesses. This study's findings have managerial significance for managers implementing managerial responses. Hotel Managers need to sprioritise negative reviews when responding to customers because these reviews are more influential and associated with hotel performance (Xie et al., 2014a). Some hotels lack regulations that can enforce when a negative review is received. While some hotels use web media for promotional purposes, they do not respond to negative comments on these channels, in the same way, missing out on the potential to rectify service failures and protect their brand. Online review is a communication channel for their guest, current and prospective. Our results confirm that hotel managers can benefit from the finding of this study by sminimising the response time and creating the response with relevancy to a negative review. To handle the different consumer personality traits with more effort. Results reveal that managerial response with speed, number, and relevance enhanced hotel image, attitude, and intention to book a hotel. These results do not contradict and align with previous studies (Xie et al., 2017; Proserpio & Zervas, 2017).

Meanwhile, Gu and Ye (2014) found that responding to complaints positively affects future customer satisfaction. Hotel operators must react quickly to negative online reviews and join the customer's conversation with relevant information. FsCustomised

231

Enlightening Tourism. A Pathmaking Journal, Vol 12, No 1 (2022), pp. 213-242   ISSN 2174-548X

managerial approaches are required to reach the full potential of hotels' online content responsiveness for value co-creation.

6. CONCLUSION

According to the theory of regulatory orientation, the types of consumers are diverse. For businesses, different replies to messages should be applied to different consumers to grasp the psychology of different consumers. In this study, researchers found that the speed of hotel response to negative reviews, the number of hotel responses to negative reviews and the relevance of the hotels' response to negative reviews can have a direct impact on consumers' purchase intention and consumers personality traits have an impact on hotels' response to negative reviews and customer purchase intention. Therefore, hotels can set up the reply format and carry out effective service recovery through different expression ways of negative reviews response. Different consumer habits, psychology, and concepts can provide spersonalised negative feedback information. Consumers with different personality traits tend to be different rational when making decisions. In the process of online consumption, hotels should actively deal with consumers' dissatisfaction and make long-term, good attitudes and factual content of negative evaluation of consumers to help consumers avoid the harm of online products and services. To win consumers' good consumer perception and make purchasing action.

Online customers are very concerned about the hotel's negative reviews. If hotels want to win online customers and gain the advantage of online word-of-mouth, online comment management is inevitable. Hotels must value negative reviews. If you start managing negative comments online and responding to them, focus on the responses' speed, number, and relevance. Consumers pay attention to this trait of negative reviews of hotels, which will affect their views on the hotel and purchase intention. After consumers' negative views appear online, their subsequent behaviour towards businesses will change differently. Changing consumers' initial views will become a problem that businesses can't wait to solve.

6.1) LIMITATIONS AND FUTURE RESEARCH

The samples considered in the study are limited to Chinese consumers who are residents of China. Hence the study can be extended to other nations by including the technical and cultural factors likely to define online consumption purchase intention. It is also recommended that hotel readiness and inclusiveness be considered while sanalysing online purchase decisions. Due to the lack of qualitative data, the current study focuses on the quantitative aspect of management responses rather than the substance. Further, the study can explore how the managers respond to negative customer reviews using higher-order analysis such as path analysis and sentimental analysis to address service recovery.

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Appendix 1. Items used to measure the theoretical constructs

VARIABLES/ITEMS	Scale				
Speed of the hotel's response to negative reviews					
The time duration between hotel responses to the negative reviews is important	1	2	3	4	5
Hotels' response to negative comments speed is related to the quality of service	1	2	3	4	5
The hotel response speed is not that important	1	2	3	4	5
Number of hotel responses to negative reviews					
The number of negative reviews that the hotel has responded to is important	1	2	3	4	5
Maximum negative comments were responded by the hotel indicates that the hotel cares about their customers	1	2	3	4	5
Responding to the negative reviews is time consuming and very challenging, hence hotels don't have to respond to all negative reviews	1	2	3	4	5
Length of hotel responses to negative reviews					

Length of the response for responding to the negative comments represent that the hotel cares about their customers	1	2	3	4	5
The more extended hotel's response contains more helpful information	1	2	3	4	5
The length of the hotel response to the negative comments is important	1	2	3	4	5
Relevance of the ' 'hotel's response to negative reviews					
Hotel respond in the same way to all negative reviews	1	2	3	4	5
Hotel response to the negative reviews was irrelevant	1	2	3	4	5
The ' 'hotel's response to negative reviews is meaningful only if it can solve the ' 'customer's problems	1	2	3	4	5
Consumer personality trait					
As I grew up, I used to act in ways that my parents didn't think was right	1	2	3	4	5
As I grew up, I often did things that my parents couldn't stand	1	2	3	4	5
As I grew up, I usually let my parents very upset	1	2	3	4	5
I always follow the rules set by my parents	1	2	3	4	5
I often do well in all kinds of things I want to do	1	2	3	4	5
In my life, few activities can arouse my interest and put my energy into it	1	2	3	4	5
I feel like I'm on my way to success	1	2	3	4	5
I have done some things, and the success of these things makes me work harder	1	2	3	4	5
Customers' purchase intention					
I think the hotel's response to negative comments will affect my evaluation of the hotel	1	2	3	4	5
The hotel's response to negative comments can provide helpful information for my purchase decision	1	2	3	4	5
I think the hotel's response to negative comments will affect my purchase decision	1	2	3	4	5