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Service Encounter Failure , Negative Destination Emotion and Behavioral Intention: An Experimental Study of Taxi Service --Manuscript Draft--

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Abstract:	<p>The relationship between transportation and tourism has not been fully explored in tourist research. The effects of transportation services at destinations, particularly with service encounter failures, on tourists' perceptions of the destinations and their behavioral intentions have not been considered. We examine taxis, a main form of tourist transportation, and assess how tourists evaluate the service encounter failures. Our sample of 308 residents in Hong Kong participated in an online experiment with a 2 x 2 between-subject experimental design. The results indicated that both dishonesty and inhospitality were regarded as attributes of taxi service failures and can contribute to tourists' negative emotions regarding destinations. The negative emotions were found to be a strong predictor of tourists' negative behavioral intentions, including their intentions to post negative online reviews and not to revisit. The implications are also discussed about managing transportation services such as taxis for destination marketing and management.</p>

13 Sept 2021
Catheryn Khoo
Tourism Management Perspectives

Dear Prof. Catheryn Khoo,

Please find attached a revised manuscript (4th revision) entitled “Service Encounter Failure, Negative Destination Emotion and Behavioral Intention: An Experimental Study of Taxi Service,” which we would like to submit for the Tourism Management Perspectives. We have carefully read your letter, and we have revised the manuscript accordingly.

We hope that the revisions meet with your approval and that the revised manuscript is now ready for publication in the Tourism Management Perspectives.

Thank you very much for your consideration, and we all look forward to hearing from you soon.

Best wishes,
Authors

Summary of revision report

Dear Editor,

Thank you for the insightful and constructive comments. We highlighted the revision words **in green** for easy reference. We hope that this revision meets your standard for publication.

Authors

Editor comments	Responses
<p>Thank you for submitting your revised manuscript for the above article to Tourism Management Perspectives.</p> <p>Having read your revised manuscript and the response to comments, I think the paper is almost there. I'd like you to consider two more points:-</p>	<p>Thank you very much. Please allow us to make further revisions/responses to your two points one by one, as below. We hope the revisions meet your publication standard of TMP.</p>
<p>1. You ended the paper with a statement on Covid19 but can you please elaborate on the sentence? First of all, what does "This" actually refer to - the study, or the implications from the findings? In addition, why is "this" particularly valid because of Covid19? What challenges are you referring to that the study is useful at addressing? Be careful when answering these questions that you don't generate conclusions your findings cannot support.</p>	<p>Thank you so much for raising this concern and advice on further improvement. First, we have removed the pronoun “this” to eliminate ambiguity and revised the relevant sentence to make it clear that we are discussing the implications from the findings. Second, we have added specification of the “challenges” that our study is useful at addressing, at section 5.4 (i.e., conclusion). Third, concerning why the implications are “particularly valid because of COVID-19,” we have explained and further strengthened the last paragraph of section 5.2 (i.e., managerial implications).</p> <p>Please find our revised section 5.4 (conclusion) below.</p> <p>This research revealed that taxi service encounter failures at destinations, in particular those related to dishonesty and inhospitality, could result in tourists’ negative emotions and behavioral intentions toward destinations. The results of the study have theoretical implications for future research of the transportation-tourism nexus. The study also yielded practical implications for managing frontline transportation employees or practitioners, as well as monitoring tourists’ responses to transportation service encounters. The implications from our findings are particularly valid and needed considering the ongoing COVID-19 challenges on tourism and hospitality, such as limited person-to-person interactions, service staff inhospitality, tourists’ negative emotion and their negative intention to revisit a destination.</p> <p>(p. 24)</p>

	<p>Please find our strengthened last paragraph of section 5.2 (managerial implications).</p> <p>The effects of the COVID-19 pandemic are still widespread. The industry and destinations can productively use this “low season” break to review and improve their tourist transportation by considering our suggestions. Competing destinations are faced with the challenges and uncertainties of future international tourism, and must try harder to secure established tourist traffic and develop new markets with limited opportunities. Avoiding frequent close person-to-person interactions at destinations may be required in the future because of the consideration of social distance, so transportation services at destinations may contribute to the limited interface between tourists and locals or service providers. Thus, the service providers in the front line need to make full use of the limited service encounter opportunities to please, satisfy, and retain the “highly valuable” tourists. The post-pandemic destinations should provide hospitable and honest service encounters. Otherwise, tourists may switch to perceived hospitable and safe destinations. Managing and evaluating tourists’ negative emotions and behavioral intentions in time could help locate the causes of failure and may lead to solutions for rapid recovery and future improvement. Through collaborations by various tourism stakeholders, these strategies could encourage future visits and help revitalize tourism economies. (p.23)</p>
<p>2. I wonder if these works (same issues, different contexts) of my students would be relevant for this paper, and/or useful for your continued research in the area:-</p> <p>Loo, P. T., Boo, H. C., & Khoo-Lattimore, C. (2013). Profiling service failure and customer online complaint motives in the case of single failure and double deviation. <i>Journal of Hospitality Marketing & Management</i>, 22(7), 728-751.</p> <p>Loo, P. T., Khoo-Lattimore, C., & Boo, H. C. (2021). How should I respond to a complaining customer? A model of Cognitive-Emotive-Behavioral from the perspective of restaurant service employees. <i>International Journal of Hospitality Management</i>, 95, 102882.</p>	<p>Thank you very much for your recommendation. They are relevant. We cited these two papers in the limitation and future study section (section 5.3). We also added them to the reference list.</p> <p>Besides, we did not include taxi drivers as interviewees to help develop research instruments and validate experimental scenarios. They are considered as front liners in the tourism industry and also the insiders of the research phenomenon for the current study. The views and behaviors of service employees have been considered important for service recovery (Loo et al., 2021). Thus, future researchers can incorporate views of taxi drivers for instrument development and experimental design. Their suggestions and comments can be compared with those of our study to validate research findings. (p.23)</p>

	<p>Future studies can therefore include more geographical contexts and explore tourists of diverse backgrounds to understand their responses to different kinds of service failures (Loo et al., 2013) such as fraudulent taxi services, including their emotions toward the destinations and their behavioral intentions.</p> <p>(p.24)</p>
<p>Finally, the information below after my signature is super useful when submitting a revision, so please read. Thank you once again for being a part of TMP. My best wishes for your last revision.</p>	<p>We have carefully read the information in the decision letter. Thank you so much for your words and wishes again.</p>

Service Encounter Failure, Negative Destination Emotion and Behavioral Intention: An Experimental Study of Taxi Service

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Conflict of interest: "None"

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Author contributions

Dr. Jing (Bill) Xu contributed to the conceptualization of the paper and paper drafting. Dr. Libo Yan contributed to the conceptualization of the paper and paper revisions. Dr. Connie Mak contributed to the review and editing of the paper.

- This study contributes to the tourism literature by connecting to destination transportation services.
- This study uses taxi service as a typical but under-researched type of service encounter at destinations and examines two representative features of the service failures: dishonesty and inhospitality.
- This study fills the gap of research focusing on tourists' negative emotions and negative behavioral intentions.
- This study extends the application of the negativity bias theory and the research of the horn effect in the tourism context.
- This study suggests improving transportation services at destinations which may contribute to the limited interface between tourists and locals or service providers in future tourism.

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Abstract

The relationship between transportation and tourism has not been fully explored in tourist research. The effects of transportation services at destinations, particularly with service encounter failures, on tourists' perceptions of the destinations and their behavioral intentions have not been considered. We examine taxis, a main form of tourist transportation, and assess how tourists evaluate the service encounter failures. Our sample of 308 residents in Hong Kong participated in an online experiment with a 2 x 2 between-subject experimental design. The results indicated that both dishonesty and inhospitality were regarded as attributes of taxi service failures and can contribute to tourists' negative emotions regarding destinations. The negative emotions were found to be a strong predictor of tourists' negative behavioral intentions, including their intentions to post negative online reviews and not to revisit. The implications are also discussed about managing transportation services such as taxis for destination marketing and management.

Keywords

Destination transportation; service encounter failure; dishonesty and inhospitality; negative emotion; negative behavioral intention; fsQCA

1. Introduction

Transportation systems facilitate the movement of tourists within and between destinations (Duval, 2007), and the necessity and regularity of these systems make transportation a core destination service (Voorhees et al., 2017). Tourists often choose to use taxis and are likely to rely on taxi services much more than locals because of their lack of knowledge of a destination's geography and other public transportation options (Waryszak & King, 2000). Tourists' encounters with taxi services and taxi drivers represent a form of direct interaction with the local people in a destination. These encounters may provide either good or bad memories of the destinations. However, it remains unclear how tourists perceive and evaluate the taxi services they use. Few tourism studies examined this kind of tourists' perceptions to shed light on the connection between transportation and tourism.

Negative experiences of taxi services have frequently been reported in Hong Kong, Macau, and elsewhere in recent years (Hong Kong Citizen News, 2017). Some taxi drivers are impolite and unfriendly toward their passengers, both tourists and residents. Some others attempt to cheat their passengers by deliberately taking detours or charging unreasonably high fares, and thus their integrity and honesty are questioned. The tourists who encounter these service failures are likely to generate negative perception, which can pose a threat to the reputation of a place and thus to destination management. This kind of negative perception can be explained by the theory of negativity bias from the social psychology domain, which suggests that negative incidents may have greater effects on individuals' emotions and behaviors than positive incidents (Kanouse & Hanson, 1972).

Tourists may regard a single negative experience as a reference for their future behavior and decision-making (Pavesi et al., 2016). In other words, taxi service encounter failures may have a horn effect (see Schönitz, 2019) in a way that a specific negative characteristic of a destination could affect tourists' overall appraisal of it. Any specific unsatisfactory ride may thus immediately generate tourists' negative responses toward the destination, particularly if they have limited information about it (e.g., first-time tourists) (Jang et al., 2016).

We differentiate between taxi service encounter failures involving inhospitality and those involving dishonesty. Either inhospitable service encounters (Lugosi, 2008) or dishonest behavior of the service providers (Bilgihan et al., 2016; Küçükergin & Dedeoğlu, 2014) may disappoint tourists. However, whether the two attributes have similar effects on tourists is unknown. These two attributes can be categorized according to the three-factor theory derived from Kano et al.'s (1984) study of attractive quality. The theory points to dissatisfiers (or "must-be" factors), satisfiers (or excitement factors) and performance factors as three categories of quality attributes. We tend to apply this theory to explore the nature of the two attributes (inhospitality and dishonesty) of taxi service failure. We also examine their relative effects in generating negative emotions as well as behavioral intentions of tourists toward destinations.

Traditional tourism research has acknowledged the importance of understanding and managing tourist emotions for destination marketing and management purposes (Grappi & Montanari, 2011; Hosany et al., 2015), but previous studies have mainly focused on their positive emotions, which are usually connected to memorable tourism experiences (Nawijn & Biran, 2019). Studies of tourists' negative emotions are somewhat rare (Nawijn & Fricke,

2015), and thus, exploring such emotions resulting from service encounter failures of various types can predict their negative behavior and thus contribute to the research.

Behavioral intention is a representative construct that can predict one's future behavior, and it has been extensively applied in tourism studies (Park et al., 2020; Tosun et al., 2015). With advances in technology and social media, today's tourists tend to quickly share their experiences online, which is more convenient and efficient than traditional word-of-mouth (Sotiriadis, 2017). While transportation is regarded as a mundane part of an entire tourism journey, any traumatic or unpleasant taxi ride experience within a destination could be highly unexpected by tourists, who would become impatient to wait to complain through social media. As negative reviews often have a greater word-of-mouth effect than positive reviews (Yin et al., 2016), it is important to understand tourists' intentions to contribute negative online reviews. Negative experiences with taxi services may also lead to destination avoidance behavior, i.e., a reluctance to revisit. Taxi fraud is another type of destination risk associated with destination avoidance (Balafoutas et al., 2013; Tjiptono & Yang, 2018). Studies of tourist behavior have focused disproportionately on predicting positive behavioral intentions, such as recommendations and revisits, and Ulker-Demirel and Ciftci (2020) found that few studies predict negative behavior. Our study fills this research gap.

We link transportation and tourism by extending the application of the negativity bias theory (Kanouse & Hanson, 1972) and research into the horn effect (Schönitz, 2019) in the tourism literature by examining tourists' encounters of taxi service failures at a destination and their subsequent emotional and behavioral responses toward the destination. Our detailed exploration of tourists' perceptions of the different attributes of service failure (dishonesty vs. inhospitality) applies the three-factor theory derived from Kano et al. (1984), and our focus on tourists' negative emotions (Nawijn & Fricke, 2015) and negative behavioral intentions (Ulker-Demirel & Ciftci, 2020) as responses to these failures enriches the tourism literature. Although adopting the three-factor theory, this study focuses on the basic and performance factors to identify dissatisfiers. This idea is premised on the current study accentuating the attributes of service failure. Thus, we provide insights to destination marketers and managers and to government agencies regarding the management of taxis and other core transportation services. Our study has the following research objectives:

- 1) To explore whether a taxi service encounter failure at a destination results in tourists' negative emotions toward the destination;
- 2) To investigate whether the service failure directly affects tourists' negative behavioral intentions toward the destination; and
- 3) To examine whether tourists' negative emotions toward the destination influence their behavioral intentions.

2. Literature review

2.1 *Transportation and tourism*

Transportation and tourism are closely related and mutually support each other (Duval, 2007). Transportation is usually regarded by tourists as an important element of a destination (Sorupia, 2005), and it can determine how accessible a destination is for them. Khadaroo and Seetanah (2008) applied the gravity model to reveal the important role of transportation infrastructure in international tourism development, particularly the inbound tourism flows to a specific destination. Efficient and diverse transportation is also required for tourists to easily move within destinations (Sorupia, 2005) and to stop at places of interest. Tourists may use public or private transportation to travel between visitor attractions, accommodation, shopping plazas, restaurants, and transportation terminals (Duval, 2007).

Transportation systems also provide opportunities for close interactions between locals and tourists (Loi et al., 2017; Waryszak & King, 2000). Loi et al. (2017) empirically found that tourist shuttles, as an example of privately owned transportation in Macau, had significant effects on tourists' destination image and satisfaction, thus leading to greater intentions to revisit. They emphasized that the "staff service, efficiency, punctuality, and safety" maintained the high quality of the shuttle service (p. 115). Waryszak and King (2000) highlighted the role of taxi drivers in projecting a destination image and the role of government policies in promoting transportation-tourism interface via taxi services. However, robust empirical studies exploring the relationship between transportation and tourism from tourists' perspective, particularly concerning taxi services, are rare. Thus, the effect of transportation on tourists' responses toward destinations should be examined.

2.2 *Service encounter failure*

Service encounters represent an established phenomenon in the marketing literature, and have been conceptualized as emphasizing the interactions between service providers and consumers (Bitner et al., 1990). These interactions can be interpersonal or between consumers and all aspects of services, including attributes of physical facilities and other visible elements (Bitner et al., 1990). The personal interactions in service encounters have been examined in detail (Wu, 2007). The present study focuses on the negative side of service encounters, i.e., the service encounter failure. A service encounter failure can refer to a moment of service breakdown in which the service fails to meet consumers' pre-consumption expectations (Sparks & Fredline, 2007).

According to the expectation-disconfirmation theory, consumers may compare perceived service performance with their pre-consumption expectations to evaluate whether their requirements have been met (Oliver, 1980). The consumers' behavioral outcomes will be determined accordingly. Given the fact that taxis represent one of the first contact points to tourists at destinations (Waryszak & King, 2000), perception toward taxi service could have a considerable impact on tourists' expectations. Tourists may take taxi soon after arriving in a destination and need taxi service quite often during their sojourn. They expect taxi drivers (on behalf of the destination's locals) to welcome them and be friendly to them. Any service failures in such high-expectation encounters are likely to be severe and memorable in a negative sense (J. H. Kim, 2020).

The importance of service failure and negative events can be explained by the theory of negativity bias in social psychology (Kanouse & Hanson, 1972). This theory suggests that negative events matter more than positive events in terms of people's psychological states and behavior. Negative experiences are more influential and dominant in most life situations (Monterrubio et al., 2020) and involve more personal resources in solving any encountered problems, both psychologically and behaviorally (Taylor, 1991). Thus, negative events such as service encounter failures can generate an immediate self-protection reaction, other psychological responses, and changes of behavior (Eby et al., 2010). We focus on the taxi service as a core method of destination transportation, which is a typical but under-researched type of service encounter. Taxi drivers must meet tourists' expectations regarding destination safety and hospitality through their performance, and any failure to do so could have an immediate effect on tourists and even lead to unfavorable responses and behavior toward the destination. This has been referred to as the horn effect (Schönitz, 2019). According to the horn effect theory, a dishonest or unfriendly taxi driver and the corresponding service failure represent a specific negative characteristic which may affect the overall impressions toward the destination (Schönitz, 2019). The specific incidents may make "inexperienced" tourists extend such negative perception to other people living in the destination or other local service providers, inferring that they have similar unfriendly traits or attitudes toward tourism and tourists. Even if other destination services are regarded positively, tourists may retain their negative views about the destination. However, it has been emphasized in literature that few studies have applied the theory of negativity bias or the horn effect to the tourism context (Monterrubio et al., 2020; Sundar et al., 2014).

2.3 Transportation service failure attributes (Dishonesty and inhospitality)

Transportation service failure has been studied either generically or specifically with respect to the nature of transportation context. Hu et al.'s (2013) generic perspective of transportation service failure referred to traditional service paradigms, for instance, the SERVQUAL model of service performance (Parasuraman et al., 1985). Some other research looked into specific contexts. For example, Suzuki (2004) highlighted "seat denials, flight delays, and baggage mishandling" (p. 27) as the salient service failure attributes in the airline context. Skaalsvik (2011) pinpointed several service failure attributes in the cruise line context, such as incompetency of service personnel, lack of or inappropriate information given, and unexpected change of itinerary. Inspired by the above perspectives, the present study adopts a non-positive angle and proposes that inhospitality and dishonesty may contribute to a taxi service encounter failure at destinations. This proposal is grounded on tourist expectations of hospitality and honesty from taxi services (Waryszak & King, 2000).

Naturally, a tourism destination should be hospitable to tourists. Pizam and Shani (2009) examined the nature of the hospitality industry in terms of profitability. A quality host-guest relationship is always expected in this sector, and the staff or service providers working in it should be prepared to create hospitable "moments" and "spaces" in various encounters (Lugosi, 2008), which translate into quality tourism experiences. Inhospitable services encountered at a destination may ruin tourists' experiences and cause dissatisfaction (J. H. Kim, 2020).

Meanwhile, the acknowledgment that service should always be perceived as reliable is long-standing (Parasuraman et al., 1985). If service staff are dishonest, the service will not be considered as being of good quality or reliable (McKercher & Wong, 2004). Consumers expect providers to serve them with integrity and honesty (Bilgihan et al., 2016). Tourists

1 need their holidays to be hassle-free, and the tourism service environment requires staff
2 honesty so that fraudulent activities and service transactions are avoided (Vassiliadis et al.,
3 2008). Thus, tourists who perceive that the services they obtain are priced unreasonably
4 (Küçükerin & Dedeoğlu, 2014) may feel very disappointed about the destination.
5

6 In the service quality and customer satisfaction literature, Kano et al. (1984) originally
7 developed five types of quality factors: “must-be,” attractive, one-dimensional, indifferent,
8 and reverse quality. The “must-be” factors are also called as basic factors or dissatisfiers and
9 represent the minimum requirements of service quality. The absence or poor performance in
10 such aspects causes dissatisfaction although the fulfillment does not enhance satisfaction. The
11 attractive factors are also named as excitement factors or satisfiers, which are experienced
12 surprises that add value and may lead to consumers’ excitement and satisfaction; however,
13 their lack does not necessarily lead to dissatisfaction. The one-dimensional factors are coined
14 as performance factors which can contribute to either satisfaction or dissatisfaction,
15 depending on the quality of the factors. The remaining two quality factors (indifferent and
16 reverse) do not fall into normal customer expectation of quality (Kano et al., 1984), and have
17 not been adopted by many subsequent studies (Albayrak, 2019; Cao & Cao, 2017; Fuller &
18 Matzler, 2008; J. H. Kim, 2020; Matzler & Sauerwein, 2002; Matzler et al., 2004). Overall,
19 the dissatisfiers, satisfiers and performance factors have been more widely recognized and
20 evolved into the three-factor theory. However, empirical studies have not reached a
21 consensus on whether staff service and attitude are satisfiers or dissatisfiers (Harrington et al.,
22 2017; B. Kim et al., 2016). J. H. Kim (2020) found that the dishonesty and inhospitality
23 attributes encountered in destination services lead to tourist dissatisfaction and negative
24 memories. Other research found that a hospitable and reliable service encounter creates
25 tourist satisfaction (B. Kim et al., 2016). In short, the service attributes on staff and staff
26 attitude can be performance factors leading to either satisfaction or dissatisfaction in critical
27 incidents (Johnston, 1995). The nature and effects of the dishonest (or honest) and
28 inhospitable (or hospitable) attributes of service encounters require more empirical evidence,
29 as these effects may lead to the formation of negative emotions in tourists.
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36 *2.4 Negative destination emotion* 37 38

39 Emotions are “affective states characterized by episodes of intense feelings
40 associated with a specific referent (such as a person, an object, or an event)” (Hosany et al.,
41 2017, p. 1081). People may feel aroused as a result of being exposed to a trigger or a stimulus
42 and generate an intense emotional response (Russell & Barrett, 1999). Emotions are central to
43 the tourist experience (Bastiaansen et al., 2020; Grappi & Montanari, 2011; Hosany et al.,
44 2015). Managing and monitoring tourists’ emotions is extremely important in destination
45 marketing and management (Nawijn, 2011).
46
47

48 These emotions can be positive or negative (Grappi & Montanari, 2011; Hosany et al.,
49 2017). Positive emotions represent desired emotional consequences, while negative emotions
50 relate to undesired outcomes (Nawijn & Biran, 2019). Positive emotions have been
51 considered more often than negative emotions in the literature (Breitsohl & Garrod, 2016),
52 although there is some empirical evidence for the role of negative emotions in tourism. For
53 example, Chiu et al. (2015) found that a negative perception of a hotel’s services and its food
54 and beverages can reduce the emotions felt by its guests. Liu et al. (2019) suggested that
55 tourists may express negative emotions (such as anger, disappointment, fear, or sadness)
56 toward destinations if they are unfavorable. Nawijn and Fricke (2015) noted that negative
57 emotions regarding destination can result in longer-term behavioral intentions. They found
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that shock and sadness were the most common types of negative emotions. Prayag et al. (2013) suggested that tourists' negative emotions toward destinations will have negative effects on their levels of satisfaction and behavioral intentions. However, no studies have investigated whether negative emotions may result from a transportation service encounter failure and how such an event may affect tourists' behavioral intentions toward the destination.

2.5 Negative behavioral intention: Negative online review and revisit intention

Online reviews are an important aspect of consumer behavior. Consumers have become less attentive to conventional advertising (Sarwar et al., 2019) and prefer to consider online reviews. The increasing access to the Internet and the use of social media have led increasingly more consumers to review the products or services they use online. Reviews on social media platforms reflect users' post-consumption behavior (De Ascaniis, 2013). The desire to express attitudes about products or services is the main reason consumers write online reviews (Cruz-Milán, 2015). Positive reviews enhance the reputations of companies, whereas negative word-of-mouth can challenge or harm them (Rose & Blodgett, 2016). Some researchers have argued that negative reviews are more influential than positive ones, and thus can be damaging (Yin et al., 2016). If tourists are dissatisfied with a tourism product because it fails to meet their expectations, expressing this online is quick and convenient. Pantano and Di Pietro (2013) revealed that tourists use social media primarily as a complaining channel or a platform to express their negative judgments. Unfortunately, research into online travel reviews has generally focused on hotels, restaurants, attractions, or destinations only (Dixit et al., 2019; Pantano & Di Pietro, 2013; J. Xu et al., 2018). Tourists' intentions to review destination transportation such as taxi services have rarely been investigated. A poor or unpleasant taxi service event can spoil the tourism experience and may prompt a tourist to express the negative experience online because of the degree of expectation for such basic destination services and the associated immediate negative attitude toward the destination (Cruz-Milán, 2015).

Intention to revisit has also been examined, and many studies have focused on its antecedents, such as tourist satisfaction and the attractiveness, image, and services of a destination, such as airports or hotels (Seetanah et al., 2020; Tosun et al., 2015). However, some studies, although limited, have discussed the negative intention to revisit or destination avoidance behaviors. Among them, Nguyen et al. (2020) noted that problems with service quality can result in tourists' intentions not to revisit a destination. Tjiptono and Yang (2018) also found that the risks perceived for destinations are a main cause of avoidance behavior such as not to revisit. Taxi fraud represents a major destination risk (Balafoutas et al., 2013). Thus, the link between such tourism services with potential failure risks and the intention not to revisit a destination should be examined. In the following section, we review how the negative behavioral intentions of tourists, in terms of online reviews and intentions to revisit, can be prompted by a service encounter failure and the subsequent negative emotions toward the destination.

2.6 The relationships between service encounter failure, negative destination emotion, and behavioral intention

In the hospitality and tourism industry, service quality and experience are related to the emotional states of consumers (Buhalis & Sinarta, 2019; Lo et al., 2015; Wong, 2013). Lo et al. (2015) studied hotel and resort spa experiences and found that service attributes have

significant influences on consumer's emotions. Intense service encounters involving interactions between consumers and service providers have been found to generate strong emotions in consumers (Wong, 2013). In the tourism context, tourists' emotional reactions can be immediate and natural if they are exposed to service encounters (Zhou et al., 2019). Buhalis and Sinarta (2019) similarly found that real-time interactions in hotels can generate immediate emotions in guests.

The service marketing literature has also noted that service failure can lead to negative emotions (e.g., anger or regret) in consumers (Harrison-Walker, 2019). Koc et al. (2017) emphasized the importance of managing emotional responses in the understanding of service failures and their effects. However, few empirical studies have investigated the emotional responses to tourism service failure incidents (Sparks & Fredline, 2007). Su and Hsu (2013) focused on natural heritage tourism and suggested that if a service is unfair, tourists will respond with negative emotions. X. Xu et al. (2019) found that a severe tourism service failure will generate greater negative emotions, and if tourists attribute the causes of the failure to internal and controllable reasons, their negative emotions will be enhanced. Thus, we argue that a severe encounter with dishonest or inhospitable taxi services at a destination will be perceived as stemming from internal reasons, and taxi drivers may then be perceived as representing the local people in the destination. Following the theory of negativity bias (Kanouse & Hanson, 1972) and the argument for the horn effect (Schönitz, 2019), tourists will then experience immediate negative emotions toward the destination, particularly concerning their perceptions of the locals' attitudes toward tourism and tourists. Thus, we propose the following hypotheses:

H1: Dishonesty in a taxi service will result in tourists' negative emotions regarding a destination.

H2: Inhospitability in a taxi service will result in tourists' negative emotions regarding a destination.

Service encounters may also directly generate tourists' behavioral intentions, which has been confirmed in traditional tourism research into service quality (Lee et al., 2004). Lerrthaitrakul and Panjakajornsak (2014) compared different service attributes in terms of their abilities to predict behavioral intention in the context of low-cost carriers. Reliability, empathy, and assurance were found to have a significant impact on behavioral intention, while tangibility and responsiveness had no effects. The direct behavioral intentions of tourists, such as complaining, spreading negative word-of-mouth (Sánchez-García & Currás-Pérez, 2011), and a reduced intention to revisit (Ok et al., 2005), may emerge from service failure experiences. Sánchez-García and Currás-Pérez (2011) examined the influence of service failure on hospitality consumers and found that although there was a slight difference in the results between hotel and restaurant failures, guests were inclined to complain and spread their negative reactions by word-of-mouth.

However, few studies have linked a destination's service encounter failures to tourists' behavioral responses toward the destination. The theory of negativity bias (Kanouse & Hanson, 1972) suggests that any negative characteristic may serve as a reference point for people to behave directly toward the overall object or person, due to their "contagion ability" (Pavesi et al., 2016, p. 431). Accordingly, the horn effect (Schönitz, 2019) may be revealed in such a situation, so any severe service encounter failures at a destination are very likely to immediately generate tourists' protective and responsive behavior toward the destination

(Eby et al., 2010). We examine encounters with a destination's core transportation service, in which any failures can severely undermine the tourist experience (Sorupia, 2005) and contribute to negative behavioral intentions toward the destination. Among the limited literature, Seetanah et al. (2020) revealed that if tourists are not satisfied with the airport services they encounter, they will be reluctant to revisit the destination. Similarly, the perception of a taxi service encounter failure (including dishonesty and inhospitality) is very likely to lead directly to immediate negative behavioral intentions toward the destination, including the intention not to revisit and to post negative reviews online. Thus, we propose the following hypotheses:

H3: Dishonesty in a taxi service will directly lead to tourists' negative behavioral intentions toward the destination.

H4: Inhospitality in a taxi service will directly lead to tourists' negative behavioral intentions toward the destination.

The tourism literature has confirmed the direct relationship between tourists' emotions and their behavioral intentions (Tosun et al., 2015), as well as the relationship between their negative emotions and negative behavioral intentions. The empirical evidence of the latter relationship has been provided in various studies spanning a wide range of contexts, including hotels (Park et al., 2020), museums (Z. Xu et al., 2019), festivals (Grappi & Montanari, 2011) and destinations in general (Breitsohl & Garrod, 2016; S. Kim & Lehto, 2012). More specifically, Breitsohl and Garrod (2016) focused on unethical incidents encountered at a destination and found that many tourists may spread negative word-of-mouth if they become emotionally involved, and their destination loyalty, in the form of a future visit, will be negatively affected. In the same vein, in the context of our study, if tourists form a negative emotional view of a destination when encountering a taxi service failure, they express negative online comments about the destination, and may even become reluctant to revisit the destination. Thus, we propose the following hypothesis:

H5: Tourists' negative emotions regarding a destination can result in negative behavioral intentions.

2.7 Conceptual model

Based on our hypotheses, we developed a conceptual model (**Figure 1**). Tourists' negativity about a taxi service encounter failure might be manifested in a horn effect, as immediate negative responses toward the destination would result. Taxi service encounter failures, perceived as involving the attributes of dishonesty and inhospitality, were hypothesized to generate negative emotions toward the destination, which will result in tourists' negative behavioral intentions. These can include the intention to leave negative online reviews about the destination and the intention not to revisit the destination. Such encounters were also hypothesized to generate direct effects on tourists' negative behavioral intentions toward the destination.

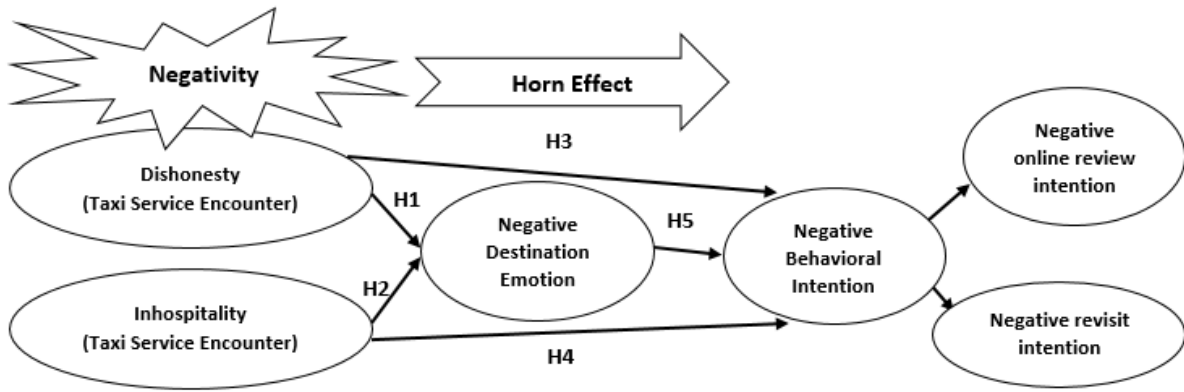


Figure 1: Conceptual model

3. Methods

3.1 Research instruments

A questionnaire was developed to measure taxi service encounter failure attributes, negative emotions toward destinations, and tourists' negative behavioral intentions. The measurement scales (**Table 1**) for taxi service encounter failure attributes were adapted from Loi et al. (2017) and derived from personal interviews with Hong Kong residents. Ten residents (5 male and 5 female) from different industries (i.e., tourism and hospitality, service industry at large, transportation, engineering, education, and insurance) were interviewed over-the-phone due to the consideration of social distancing requirement under the COVID-19 situation. They were asked about the overseas experiences of taxi services that they could clearly recall. All of them agreed that hospitality and honesty represent the two most important aspects of such encounters, particularly for tourists who do not have full information about the destination. The personal interviews helped validate and supplement the research instrument of taxi service encounter failure.

The measures of negative behavioral intentions to revisit a destination and in terms of contributing online reviews were developed from those in the literature (De Ascaniis, 2013; Loi et al., 2017; Tan & Wu, 2016). The taxi service encounter failure attributes and tourists' negative behavioral intentions were scored on a 7-point Likert scale (1 = *strongly disagree* and 7 = *strongly agree*). The negative emotions toward a destination were measured based on 7-point semantic differential rating scales (sad vs. joyful; angry vs. loved; disappointed vs. surprised; fear vs. integrated) derived from Grappi and Montanari (2011), Hosany et al. (2015), Hosany et al. (2017), and Liu et al. (2019).

Table 1: Questionnaire items.

Measures	References
Taxi service encounter failure (attributes)	
Unfriendly taxi driver. (inhospitality)	Loi et al., 2017
Dishonest taxi driver. (dishonesty)	
Uncourteous taxi driver. (inhospitality)	
Unhelpful taxi driver. (inhospitality)	
Unreliable taxi driver (dishonesty)	
The taxi service is not reasonably priced. (dishonesty)	
The taxi driver refuses to take passengers. (inhospitality)	
Unpassionate taxi driver. (inhospitality)	
The taxi driver doesn't love the place. (inhospitality)	
The taxi driver is unwilling to recommend the place. (inhospitality)	
Cheated by the taxi driver. (dishonesty)	Personal Interviews
Cannot have peace of mind when using the taxi service. (dishonesty)	
Negative destination emotion	
Sad vs. Joyful	
Angry vs. Loved	
Disappointed vs. Surprised	
Fear vs. Integrated	
Negative behavioral intention	
I don't plan to revisit this city in the future.	
I don't hope to revisit this city in the future.	
I will share my negative experience of this city on social media.	
I will write something negative about this city through social media.	

3.2 Data collection

A 2 x 2 between-subject experimental design was applied. Four scenarios were created, involving high vs. low levels of the “inhospitality” and “dishonesty” aspects of taxi service encountered at a tourism destination. Descriptions of the experimental manipulations are given in **Table 2**. The descriptive wordings of the scenarios, especially those related to service encounter failures, were also advised and endorsed by the interviewees of the qualitative interviews.

Table 2: Descriptions of experimental manipulation.

Taxi Service Failure Attribute	Level of Performance	Service Encounter Failure Detail
Inhospitality	High	The driver was not happy to go due to the short route. You asked some questions about the city, but he did not answer, and behaved very coldly and impolitely.
	Low	The driver knew you came for tourism, and he greeted you and introduced the city to you. You asked some questions about the city, and he was willing to answer in detail.
Dishonesty	High	You found the actual route was longer than that introduced in the travel guide of the city. When you raised this to the driver, he became angry as you saw through his intentional detour.
	Low	He explained several routes that led to your destinations and helped select the shortest one for you.

Note:

Scenario 1: High dishonesty, High inhospitality

Scenario 2: High dishonesty, Low inhospitality

Scenario 3: Low dishonesty, High inhospitality

Scenario 4: Low dishonesty, Low inhospitality

An online pilot test was conducted with 100 Hong Kong residents. The main purpose of this step was to validate the research instruments. A principal component analysis with VARIMAX rotation was conducted on the original 20 scale items. Factor loadings over .40 were retained and cross-loading items were removed one by one (Hair et al., 2002). Finally, five items were dropped due to cross-loading problems: “dishonest taxi driver,” “unreliable taxi driver,” “the taxi driver is unwilling to recommend the place,” “the taxi driver refuses to take passengers,” and “I don’t plan to revisit this city in the future.” The remaining 15 items were retained for the main experimental study.

The main online experiment involved residents of Hong Kong aged 18 or above. This was conducted during COVID-19 but the pandemic effect is considered as limited due to the use of experimental design. To achieve the purpose of producing a quasi-representative sample (Neuman, 2011), quota sampling (on age and income) was applied based on the official report of the Hong Kong population statistics (Census and Statistics Department, 2020). Consent was obtained from the participants before they took part in the experiment. The participation was explained as voluntary in nature. Confidentiality or anonymity of participation was also highlighted. The purpose of the study and how the research data would be used were explained clearly before participation. To avoid potential confusion and to ensure response efficiency, each participant was provided with only one of the four scenarios for evaluating a particular taxi service encounter. To ensure the perceived authenticity of the created scenarios, manipulation checks were conducted by asking the participants two questions adapted from Ok et al. (2005): “I think that a similar situation would occur in real tourism” (1 = *strongly disagree* and 7 = *strongly agree*) and “I think the scenario is realistic” (1 = *strongly disagree* to 7 = *strongly agree*).

3.3 Data analysis

Manipulation checks were first performed to ensure that the scenarios were realistic using descriptive analysis and ANOVA in SPSS 26. We then followed the two-step approach suggested by Anderson and Gerbing (1998) to conduct the structural equation modeling (SEM) test. LISREL 8.8 was used. Confirmatory factor analysis (CFA) was undertaken to test the measurement model, followed by a structural model test. Given the non-normality of the data as shown in a Shapiro-Wilk test ($p < .001$), an asymptotically unbiased Satorra–Bentler (S-B) scaled chi-square was reported, together with other indices (i.e., root mean square error of approximation: RMSEA; standardized root mean square residual: standardized RMR; goodness-of-fit: GFI; and comparative fit index: CFI) to suggest model fit through a robust maximum likelihood method (Zhong & Yuan, 2011). The reliability and validity were checked using the criteria of Fornell and Larcker (1981). fsQCA 3.0 was used for a fuzzy-set qualitative comparative analysis (fsQCA), a case-oriented data analysis method that can be used to explore the relationships between exogenous and endogenous variables (Ragin, 2008). It has advantages of handling “asymmetry, equifinality, casual complexity, nonlinear relationships, and multicollinearity problems” (Zhang & Zhang, 2019, p. 723). In this study, negative destination emotion and negative behavioral intention were endogenous variables for our prediction purposes. According to other fsQCA studies, which describe the process of data calibration (Afonso et al., 2018; Ragin, 2008), we treated the rating “7” as full membership and the rating “1” as non-membership in the studied cases.

4. Findings

4.1 Sample profile

A total of 400 questionnaires were sent out using Google form design, and 308 Hong Kong residents participated in the online experiment, resulting in a response rate of 77%. The final sample size was considered highly satisfactory, as it surpassed the recommended minimum participant-to-item ratio (5:1) and can therefore be considered desirable (this study: 15:1) (Gorsuch, 1974). In terms of gender, 40.1% of the participants were male and 59.9% were female. The largest age group was of those between 20 and 29 (29.2%), followed by those between 40 and 49 (27.6%). Participants aged 60 or above accounted for 5.8% of the sample. In terms of personal monthly income, the largest proportion of participants preferred not to tell (22.7%), followed by those with monthly incomes of between HK\$10,001 and HK\$20,000 (21.8%) and those with incomes between HK\$20,001 and HK\$30,000 (15.9%). The top income group (HK\$50,001 or above) made up 13.0% of the sample. The age and income distributions were compared with the latest government statistics for Hong Kong (Census and Statistics Department, 2020). The age group of between 20 and 29 was larger than in the population statistics (11.2%), possibly because online data collection presented a challenge in terms of access to the senior age group (e.g., those over 60 accounted for 27.2% of the population by the end of 2020). Additionally, some reports have indicated that more than half of senior residents will not currently go on any trips (Eurostat, 2020), and thus, any answers that they provide may not be representative of average tourists. In Hong Kong, the largest income resident group earns between HK\$10,001 and HK\$20,000. Thus, the sample was considered highly representative overall, particularly concerning tourism needs.

4.2 Manipulation check

The results of the descriptive analysis for the two reality perception questions indicated a reasonable scenario set overall. The mean value for “I think that a similar situation would occur in real tourism” was 4.92 (standard deviation = 1.402) and that for “I think the scenario is realistic” is 5.06 (standard deviation = 1.359). ANOVA was conducted to compare the means of the evaluation of dishonesty and inhospitality across the four scenarios. **Table 3** indicates significant differences in these means, which were more significant for the inhospitality attribute than the dishonesty attribute across the different scenarios. This reveals that inhospitable taxi services dissatisfy tourists to a greater extent, while friendly encounters may satisfy them. However, although dishonest taxi services also dissatisfy tourists, they may not be more satisfied if such encounters are avoided.

Table 3: ANOVA results among scenarios.

	Mean				<i>p</i>
	Scenario 1 (High dishonesty, High inhospitality)	Scenario 2 (High dishonesty, Low inhospitality)	Scenario 3 (Low dishonesty, High inhospitality)	Scenario 4 (Control group: Low dishonesty, Low inhospitality)	
Dishonesty (composite)	5.64	4.71	3.81	3.42	.000
Inhospitality (composite)	6.00	3.45	4.91	2.79	.000

Note: 7-point likert scale; “7” refers to “strongly agree” and “1” refers to “strongly disagree”

4.3 Measurement model

Common method bias (CMB) was tested using Harman’s single factor method (Podsakoff et al., 2003). All of the question items were loaded onto one factor. The model failed to be fitted (S-B scaled $\chi^2 = 1809.70$; degrees of freedom = .90; RMSEA = .249; Standardized RMR = .10; GFI = .48, CFI = .87), and the explained variance did not reach 50%. This indicated that CMB was not a concern. The measurement model was then tested with CFA. The initial CFA model was not satisfactory (S-B scaled $\chi^2 = 334.86$; degrees of freedom = 84; RMSEA = .099; Standardized RMR = .054; GFI = .84; CFI = .98). Based on the modification indices, two items were further deleted (“sad vs. joyful” and “fear vs. integrated”). The revised CFA model (**Table 4**) then showed a satisfactory model fit with much improvement (Note: S-B scaled $\chi^2 = 154.03$; degrees of freedom = 59; RMSEA = .072; standardized RMR = .041; GFI = .92; CFI = .99). All of the Cronbach’s alphas and composite reliability statistics were over .80 and were thus satisfied, and exceeded the threshold of .70 (Kline, 2005). The average variance extracted statistics for all of the constructs ranged from .694 to .859, indicating a high level of convergent validity with a cutoff line of .50 (Fornell & Larcker, 1981). A discriminant validity check also demonstrated good results (**Table 5**). This was in alignment with the criteria of Fornell and Larcker (1981), as the average variance extracted for each construct exceeded the correlation coefficient of pairwise constructs.

Table 4: CFA results.

Variable	Standardized loading	Cronbach's alpha	Composite reliability	Average variance extracted
Dishonesty		.862	.868	.694
The taxi service is not reasonably priced	.62			
Cheated by the taxi driver	.87			
Cannot have peace of mind when using the taxi service.	.97			
Inhospitality		.968	.968	.859
Unfriendly taxi driver	.93			
Unhelpful taxi driver	.96			
Uncourteous taxi driver	.96			
Unpassionate taxi driver	.93			
The taxi driver doesn't love the place.	.85			
Negative destination emotion		.911	.912	.837
Angry vs. loved	.90			
Disappointed vs. surprised	.93			
Negative behavioral intention		.907	.925	.806
I will share my negative experience of this city on social media.	.96			
I will write something negative about this city through social media.	.95			
I don't hope to revisit this city in the future.	.77			

Note: S-B scaled $\chi^2 = 154.03$; degrees of freedom=59; RMSEA= .072; Standardized RMR = .041; GFI= .92; CFI= .99

Table 5: Correlation between constructs.

	Dishonesty	Inhospitality	NDE	NBI	Mean	SD
Dishonesty	.69 ^a	.42 ^b	.37 ^b	.35 ^b	4.30	1.30
Inhospitality	.65	.86 ^a	.55 ^b	.49 ^b	4.16	1.57
NDE	.61	.74	.84 ^a	.64 ^b	4.02	1.33
NBI	.59	.70	.80	.81 ^a	3.85	1.28

Note: ^a: average variance extracted (AVE); ^b: squared correlations

NDE: Negative destination emotion

NBI: Negative behavioral intention

SD: Standard deviation

4.4 Structural model and hypothesis testing

The structural model was then tested (**Figure 2**). The results (**Table 6**) indicated satisfactory model fit (Note: S-B scaled $\chi^2 = 154.03$; degrees of freedom = 59; RMSEA = .072; Standardized RMR = .041; GFI = .92; CFI = .99). The explained variances of negative destination emotion and negative behavioral intention were 57% and 73%, respectively, which are very high for consumer behavior research (Zhang et al., 2016). Among the five hypotheses proposed, four (H1, H2, H4, H5) were supported. The proposed relationships were established between dishonesty and negative destination emotion ($\beta = .22$; $p < .05$); between inhospitality and negative destination emotion ($\beta = .59$; $p < .05$); between inhospitality and negative behavioral intention ($\beta = .13$; $p < .05$), and between negative destination emotion and negative behavioral intention ($\beta = .70$; $p < .05$); However, H3 was rejected. The proposed relationship between dishonesty and negative behavioral intention was not supported ($\beta = .07$; $p > .05$). Lastly, the indirect effects of dishonesty ($\beta = .15$; $p < .05$) and inhospitality ($\beta = .41$; $p < .05$) on negative behavioral intention through negative destination emotion were significant, indicating that negative emotions toward a destination were a strong mediator in the model.

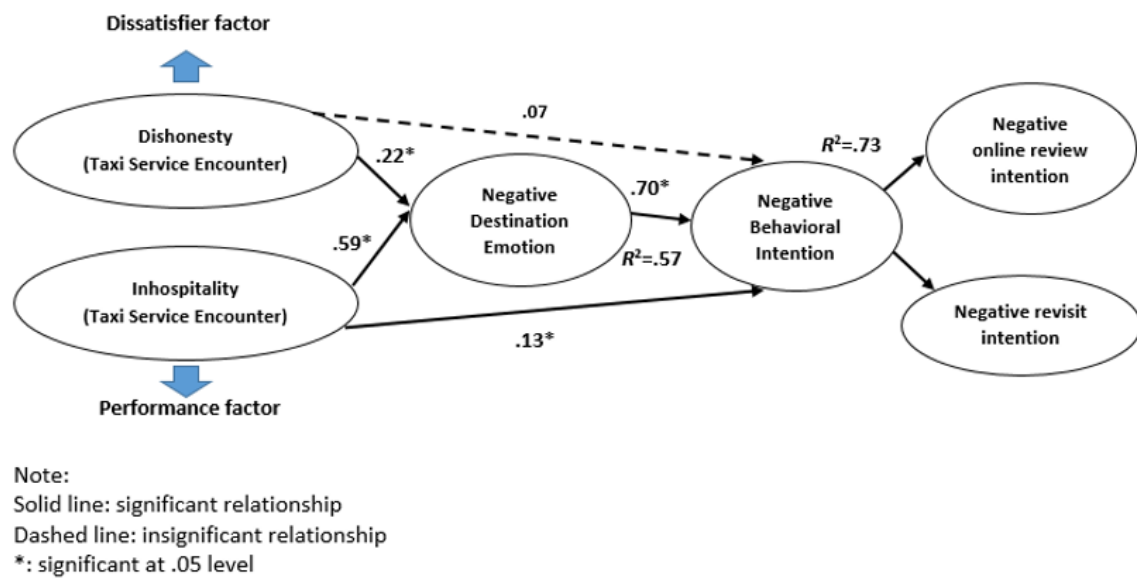


Figure 2: Results of structural model

Table 6: SEM results.

Hypothesis code	Path	Standardized coefficient	t value	Result
H1	DISHON→NDE	.22	3.37*	Supported
H2	INHOSP→NDE	.59	9.24*	Supported
H3	DISHON→NBI	.07	1.29	Not Supported
H4	INHOSP→NBI	.13	1.97*	Supported
H5	NDE →NBI	.70	7.82*	Supported
Total variance explained: R^2 of NDE = .57 R^2 of NBI = .73				
Indirect effects: DISHON →NDE→NBI= .15* INHOSP →NDE→NBI= .41*				
Goodness of fit-index: S-B $\chi^2 = 154.03$, $df = 59$ RMSEA= .072 Standardized RMR= .041 GFI= .92; CFI = .99				

Note: DISHON: Dishonesty; INHOSP: Inhospitallity; NDE: Negative Destination Emotion; NBI: Negative Behavioral Intention

* significant at .05 level

4.5 fsQCA

Following Ragin (2008), we analyzed necessity before sufficiency. In line with the cutoff point of .8 for the degree of consistency, **Table 7** indicates that when negative destination emotion was set as the predicting outcome, both dishonesty and inhospitallity appeared to be necessary conditions. When negative behavioral intention was the outcome, dishonesty, inhospitallity, and negative destination emotion were the necessary conditions. **Table 8** presents the sufficiency test results. No combined conditions predicted negative destination emotion. Inhospitallity was sufficient to achieve the outcome. However, two causal routes emerged that predicted negative behavioral intention: dishonesty combined with inhospitallity were sufficient to result in negative behavioral intention, and inhospitallity combined with negative destination emotion could lead to negative behavioral intention. These results confirm and supplement the SEM findings.

Table 7: Necessity analysis.

	NDE		NBI	
	Consistency	Coverage	Consistency	Coverage
DISHON	.85	.76	.86	.72
~DISHON	.58	.65	.61	.63
INHOSP	.87	.82	.88	.78
~INHOSP	.54	.57	.55	.54
NDE	-	-	.91	.84
~NDE	-	-	.59	.55

Note: DISHON: Dishonesty; INHOSP: Inhospitability; NDE: Negative Destination Emotion; NBI: Negative Behavioral Intention

Table 8: Sufficiency analysis.

<i>Outcome: Negative Destination Emotion</i>			
Causal configuration	Raw coverage	Unique coverage	Consistency
1. INHOSP	0.87	0.87	0.82
Solution coverage: 0.87			
Solution consistency: 0.82			
<i>Outcome: Negative Behavioral Intention</i>			
Causal configuration	Raw coverage	Unique coverage	Consistency
1. DISHON *	0.78	0.03	0.83
INHOSP			
2. INHOSP * NDE	0.84	0.08	0.90
Solution coverage: 0.87			
Solution consistency: 0.82			
Note: complex solution			

5. Discussions and conclusion

The main purpose of this study was to bridge the research of transportation and tourism. We focused on taxi services, a common form of transportation encountered by tourists. Three objectives were developed and fulfilled. Taxi service failure at a destination was found to influence tourists' negative emotions toward a destination (objective 1). The effect of the taxi service encounter failure on tourists' negative behavioral intentions toward the destination was significant only with the attribute of inhospitality (objective 2). Tourists' negative emotions toward the destination strongly predicted their negative behavioral intentions toward the destination (objective 3).

5.1 Theoretical implications

This study makes five main contributions to the literature. First, although the close relationship between transportation and tourism has been acknowledged from a destination management perspective (Duval, 2007), few studies have focused on this, particularly on how transportation services benefit or undermine tourist experiences (Loi et al., 2017). We explored the service encounter failures in a type of core transportation in a destination, i.e., taxi services. We argued that tourists have high expectations of taxi services, as they represent the front line of a destination's service and tourism industry. The results revealed the power of taxi service encounter failures to generate tourists' immediate negative emotions about the destination and their behavioral intentions. This study thus extends the application of the negativity bias theory of Kanouse and Hanson (1972) to the tourism literature and identifies the possible existence of the horn effect (Jang et al., 2016; Schönitz, 2019) that resulted from negative taxi service perception. Tourists' negative experiences of a transportation service encounter can be translated into immediate negative emotions and behavioral intentions at the destination level. Theoretically, these negative responses are difficult to overturn (Baumeister et al., 2001). More collective experiences of such service failures will lead to negative behavioral intentions in the longer term, or even to actual behavioral change.

Second, we proposed two important attributes of taxi service encounter failure at a destination: dishonesty and inhospitality. Using an experimental design, we included both favorable and unfavorable service encounter incidents for tourists to evaluate, with high vs. low dishonesty paired with high vs. low inhospitality (Bitner, 1990). The results confirmed that the two attributes could explain tourists' perceptions of taxi service encounter failures. In the service quality literature, honesty is considered a factor of service reliability (Parasuraman et al., 1985). Taxi drivers who cheat by purposely selecting longer routes and accordingly charge tourists more demonstrate dishonest behavior. Hospitality has long been the basis of the hospitality and tourism industry (Pizam & Shani, 2009), but previous research has not fully examined the various hospitable or inhospitable actions (Lugosi, 2008). Our study enriches the understanding of hospitality by emphasizing the importance of transportation for tourism, and taxis represent a typical service that must deliver the tourists values of hospitality and honesty. If service failures occur, tourists may feel negative emotions and form behavioral intentions toward the blamed destination. In addition, our manipulation checks revealed interesting results. The honesty (or dishonesty in our case) attribute acted as a "must-be" factor, or dissatisfier (Kano et al., 1984). A failure to display honesty will lead tourists to be dissatisfied and have negative experiences, whereas displaying it may not necessarily lead to their satisfaction. However, the other attribute, hospitality (or inhospitality in our case) is a performance factor (Kano et al., 1984). Failure to

show hospitality dissatisfies tourists, and the presence of hospitality results in satisfaction. Thus, our results contribute to the knowledge of staff service and attitude, and are in line with the three-factor theory (Kano et al., 1984).

Third, tourists' negative emotions have not been widely investigated as the main focus of destination experience (Nawijn & Biran, 2019). However, these emotions are important in life (Baumeister et al., 2001) and in tourist experiences in particular (Breitsohl & Garrod, 2016). In the tourism context, such emotions may have a significant effect (Nawijn & Fricke, 2015). For example, tourists typically take taxis more frequently while traveling than they do at home (Duval, 2007), so they regard them as a major service element of destinations (Voorhees et al., 2017). Any failure of this service resulting from inhospitality or dishonesty or both may have a severe impact on tourists, who are likely to attribute the causes to the taxi drivers or locals more generally (X. Xu et al., 2019). We also confirmed the horn effect of negativity (Jang et al., 2016; Schönitz, 2019), as tourists may have an immediate negative emotional response toward the destination after being exposed to a taxi service failure. Tourists may feel angry or disappointed toward the destination (Hosany et al., 2015; Hosany et al., 2017; Liu et al., 2019). These findings are in line with the argument that tourists may be emotionally involved in a destination after experiencing the interactive process of a service encounter, particularly one with negative elements (Zhou et al., 2019). We also found the inhospitality attribute to be more severe (X. Xu et al., 2019) than the dishonesty attribute in terms of its effects on tourists' negative emotions. This study therefore contributes to the understanding of tourists' negative emotions, their immediate causes, and the different effects (Nawijn & Fricke, 2015).

Fourth, this study contributes to the literature by predicting tourists' future behavior. Previous studies have focused on positive behavioral intentions in terms of recommendations and revisiting (Hallmann et al., 2015), but few have predicted tourists' negative behavioral intentions (Ulker-Demirel & Ciftci, 2020). We explored negative behavioral intentions, represented by negative e-word-of-mouth and negative intention to revisit. We also extended the knowledge of tourists' intentions by incorporating online review intentions, thus reflecting current consumer preferences for easy online sharing and complaining (Sotiriadis, 2017). Tourists' negative behavioral intentions were generally found to be affected by their negative emotions (Breitsohl & Garrod, 2016). We also found that service encounter failures at a destination may selectively (e.g., if inhospitality occurs) and directly lead to tourists' negative behavioral intentions toward the destination. This finding is similar to that of Seetanah et al. (2020), who revealed that tourists are concerned about the service failures of major destination transportation components. A negative destination service encounter in terms of major transportation will affect tourists, who may then choose to deal with it immediately (Taylor, 1991), possibly by sharing negative reviews. Our findings differ from previous service quality research (e.g. Lerrthairakul & Panjakajornsak, 2014) by indicating that dishonesty did not directly lead to negative behavioral intentions. Thus, with the insightful research findings, we also contributed to the wider literature of service quality or encounter failure by incorporating both dishonesty and inhospitality attributes. We also innovatively used both of them to predict negative behavioral intention through application of the theories of negativity bias (Kanouse & Hanson, 1972) and the horn effect (Schönitz, 2019).

Finally, this study adds our knowledge through methodological implications. We used both SEM and fsQCA for data analysis to test the relationships between the exogenous and endogenous variables. fsQCA supplemented the SEM results, as in other studies using both analysis methods (Afonso et al., 2018). For example, both SEM and fsQCA supported the importance of negative emotions toward a destination in tourists' negative behavioral intentions. They also both revealed the stronger effect of inhospitality on generating negative emotions and negative behavioral intentions in comparison with dishonesty. The fsQCA provided further possible scenarios for the combined effects of exogenous variables, suggesting that a taxi service failure in which both dishonesty and inhospitality are perceived is sufficient to predict tourists' negative behavioral intentions. One scenario is that when tourists confront dishonest and inhospitable services simultaneously, they will develop a significant behavioral intention toward the destination. Alternatively, an inhospitable taxi service combined with tourists' negative emotions is sufficient for predicting this. These findings add to the knowledge of the mechanisms underlying the formation of negative emotions or behavioral intentions in the tourism context.

5.2 Managerial implications

As our findings show, major transportation modes such as taxis contribute much to tourists' experiences. Destination marketers and managers should collaborate with transportation providers (such as taxi associations or drivers' unions) to standardize taxi services with clear guidance so as to ensure that tourist experiences are of satisfactory quality. Specifically, taxi drivers should be positioned and trained as key ambassadors of their hosting cities. The various "destination ambassadors" programs run in different parts of the world (bluemountainsaustralia.com, 2021) can incorporate our research findings by introducing "good" and avoiding "bad" practices of taxi services. Unlike most existing programs which take mainly a positive view on how to develop drivers into successful ambassadors, we also advise an opposite direction to let destination marketers and taxi drivers understand what might possibly contribute to an unsuccessful ambassador and what service delivery might lead to negative emotions to travelers. Guidelines or driver training can encourage the requirements of both honesty and hospitality. Our detailed analysis identifies more specific suggestions in terms of the attributes to be emphasized, including being friendly, helpful, courteous, passionate, and demonstrating a "love of their place." Failure to meet these requirements will reduce the good tourist experience and lead to negative emotions regarding the destination or even direct negative behavior. Quality performance in terms of these aspects may add value to the overall tourist experience. Drivers should also be alert that not being cheated, being reasonably-priced, and offering peace of mind through their taxi services are critical aspects of the tourist experience. These are the basic expectations of tourists, who do not want any failures to occur in an unfamiliar tourist destination. Through appropriate training, briefings, or even video and printed guidelines, taxi drivers can become aware of our findings and of their crucial and helpful role in destination marketing and management.

Reviews are crucial in shaping tourists' choices, so feedback systems should be established to enable tourists and locals to measure service aspects such as those in our study. Instead of passively waiting for tourists to write online reviews, destination managers and marketers can work closely with tourism councils and agencies to encourage word-of-mouth and let tourists voice out spontaneous emotions by designing and providing relevant website links or QR codes at tourist spots or even inside taxis and other transportation modes.

Continuous positive feedback on taxi services, such as in the form of cumulative “positive emotion points” and “positive word-of-mouth points”, may translate into monetary rewards to the taxi drivers concerned. Such financial incentives could be given by relevant government agencies and destination marketing organizations on a continuous basis. By the same token, to attenuate negative tourist experience, a notable low level of indicative points could lead to some forms of discredit system in the taxi or transportation service industry, followed by attitude and service improvement programs offered to the concerned taxi drivers or associations.

The effects of the COVID-19 pandemic are still widespread. The industry and destinations can productively use this “low season” break to review and improve their tourist transportation by considering our suggestions. Competing destinations are faced with the challenges and uncertainties of future international tourism, and must try harder to secure established tourist traffic and develop new markets with limited opportunities. Avoiding frequent close person-to-person interactions at destinations may be required in the future because of the consideration of social distance, so transportation services at destinations may contribute to the limited interface between tourists and locals or service providers. Thus, the service providers in the front line need to make full use of the limited service encounter opportunities to please, satisfy, and retain the “highly valuable” tourists. The post-pandemic destinations should provide hospitable and honest service encounters. Otherwise, tourists may switch to perceived hospitable and safe destinations. Managing and evaluating tourists’ negative emotions and behavioral intentions in time could help locate the causes of failure and may lead to solutions for rapid recovery and future improvement. Through collaborations by various tourism stakeholders, these strategies could encourage future visits and help revitalize tourism economies.

5.3 Limitation and future study

This research has several limitations that offer future research opportunities. Like many other perception studies, this experimental study may lead to self–other gap issues (Pham et al., 2019). Different levels of self-engagement can lead to different perceptions toward a phenomenon. Thus, the perceptions as reported in the hypothesized scenarios in the experiment design may not fully reflect real-world situations. Future studies can use a cross-sectional approach and collect actual tourists’ onsite experiences or recollected memories to investigate the links between service encounter failures, negative emotions toward destinations, and behavioral intentions. Tourist respondents who have had real experiences of unpleasant taxi rides in various destinations could be used.

Besides, we did not include taxi drivers as interviewees to help develop research instruments and validate experimental scenarios. They are considered as front liners in the tourism industry and also the insiders of the research phenomenon for the current study. The views and behaviors of service employees have been considered important for service recovery (Loo et al., 2021). Thus, future researchers can incorporate views of taxi drivers for instrument development and experimental design. Their suggestions and comments can be compared with those of our study to validate research findings.

Restricting the sample collected in Hong Kong is another limitation. The generalizability of the study findings may be limited due to the participant-bias effect. Hong Kong has a dense population and a large number of tourist arrivals, and thus taxi drivers seldom worry about the number of passengers. Some drivers then become impolite, dishonest,

1 or choosy (by targeting certain types of passengers and rejecting others). Under this
2 circumstance, residents might have experienced some degrees of local taxi service failure. In
3 other words, respondents exclusively recruited from Hong Kong might skew the response.
4 Future studies can therefore include more geographical contexts and explore tourists of
5 diverse backgrounds to understand their responses to different kinds of service failures (Loo
6 et al., 2013) such as fraudulent taxi services, including their emotions toward the destinations
7 and their behavioral intentions.
8

9 10 *5.4 Conclusion*

11
12 This research revealed that taxi service encounter failures at destinations, in particular
13 those related to dishonesty and inhospitality, could result in tourists' negative emotions and
14 behavioral intentions toward destinations. The results of the study have theoretical
15 implications for future research of the transportation-tourism nexus. The study also yielded
16 practical implications for managing frontline transportation employees or practitioners, as
17 well as monitoring tourists' responses to transportation service encounters. The implications
18 from our findings are particularly valid and needed considering the ongoing COVID-19
19 challenges on tourism and hospitality, such as limited person-to-person interactions, service
20 staff inhospitality, tourists' negative emotion and their negative intention to revisit a
21 destination.
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Survey Questionnaire

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Dear resident:

we are currently doing a research project about taxi service at a tourism destination, and we hope our results could help provide advice to the industry and government agencies. You are invited to take part in this survey and complete the below questionnaire which takes around 3-5 minutes. All information collected will be treated with strict confidence. Thank you for your participation in advance.

If you agree to join, please click Next Page.

Sincerely,

The Hong Kong Polytechnic University

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	1 stro ngl y disa gree	2 disa gree	3 slig htly disa gree	4 neut ral	5 slig htly agre e	6 agre e	7 stro ngly agre e
Section 1: Please read the following scenario, and then do your evaluations.							
Sample: Scenario 1							
You went to a city as a tourist, and called a taxi. At the beginning, the driver was not happy to go due to the short route. Afterwards, you found the actual route was longer than that introduced in the travel guide of the city. When you raised this to the driver, he became angry as you saw through his intentional detour. Later, you asked some questions about the city, but he did not answer, and behaved very coldly and impolitely.							
I think,							
A similar situation would occur in real tourism.							
The scenario is realistic.							
1. I think the taxi driver is...							
Unfriendly							
Unhelpful							
Uncourteous							
Unpassionate							
Does not love the place/city							
2. I feel...							
Cheated by the taxi driver .							
The taxi service is not reasonably priced.							
I cannot have peace of mind when using the taxi service.							
Section 2: Please indicate your emotions toward this destination.							
I feel...							
	Joyful	=>					Sad
	Loved	=>					Angry
	Surprised	=>					Disappointed

	Integrated =>						Fear
Section 3: Please indicate your behavioral intentions toward this destination.							
I don't hope to revisit this city in the future.							
I will share my negative experience of this city on social media.							
I will write something negative about this city through social media.							
Section 4: Personal information							
Gender: ① Male ② Female							
Age: ① 18-19 ② 20-29 ③ 30-39 ④ 40-49 ⑤ 50-59 ⑥ 60 or above							
Personal monthly income:							
① HK\$ 5,000 or below ② HK\$ 5,001 - 10,000 ③ HK\$ 10,001 - 20,000 ④ HK\$ 20,001 - 30,000 ⑤ HK\$ 30,001 - 50,000 ⑥ HK\$ 50,001 or above ⑦ no income ⑧ Prefer not to tell							

Thank you for your participation!

Jing (Bill) Xu has research interests of consumer behavior, brand management, hospitality and tourism management, research methods, theme park and attractions management, etc. His publications appeared in *Tourism Management*, *Journal of Sustainable Tourism*, *International Journal of Contemporary Hospitality Management*, *International Journal of Tourism Research*, *Journal of Destination Marketing and Management*, *Journal of Vacation Marketing*, etc.

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Connie K. Y. Mak has research interests of business marketing, event management, and services marketing. Her publications appeared in *International Journal of Tourism Research*, *Higher Education*, *Journal of China Tourism Research*, *Asia Pacific Education Review*, etc.



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Connie K. Y. Mak

Dr. Jing (Bill) Xu contributed to the conceptualization of the paper and paper drafting. Dr. Libo Yan contributed to the conceptualization of the paper and paper revisions. Dr. Connie Mak contributed to the review and editing of the paper.