

Original Paper

Research on the Foreign Direct Investment Factors of Japanese Hotel Industry in Taiwan-Taking Okura Hotel as an Example

Wu-Hua Chang¹, Chih-Hsiung Chang^{2*}, Yi-Yu Shih³ & Shih-Chi Shen⁴

^{1,3} Department international business, I-Shou University, No.1, Sec.1. Syue-cheng Rd., Da-shu District, Kaohsiung City 84001, Taiwan

^{2,4} Department finance, I Shou University, No.1, Sec.1. Syue-cheng Rd., Da-shu District, Kaohsiung City 84001, Taiwan

* Corresponding E-mail: simon5289@gmail.com

Abstract

Due to the impact of COVID-19 in 2019, the global hotel industry has been severely impacted by the disconnection of the tourism industry. However, even with the impact of the epidemic, the Japanese hotel industry's investment in Taiwan has not stopped. What are the factors that drive the Japanese hotel industry to defy the threat of the epidemic and choose Taiwan as its destination for foreign direct investment? This is the research goal of this article. This article intends to adopt Push-Pull-Mooring (PPM)migration theory to construct the possible factors of why the Japanese hotel industry chooses Taiwan as its foreign direct investment destination. These factors consist of three effects to describe Japan Okura hotel's migration. First, the push effect refers to factors that induce people to leave their place of origin. Second, the pull effect refers to factors that attract people to a destination. Third, the mooring effect refers to intervention variables for push and pull effects that facilitate or inhibit the determination of movement. The finding is that push and pull factors still play an active role in promoting Okura Hotel's investment in Taiwan, even if the influence of some factors is slightly reduced due to the shift in international conditions. With the development of globalization and high technology, mooring factors are no longer the reason that hinders Japanese Okura's investment in Taiwan. Combined with push and pull factors, PPM migration model can fully explain why the Japanese hotel industry chooses to conduct foreign direct investment in Taiwan, even if it is affected by COVID-19.

It's just that COVID-19 has not stopped so far, and the unstable situation on both sides of the strait may impact the original PPM model and affect the results of the analysis. It is worth further observation and research by subsequent researchers.

Keywords

Covid-19, foreign direct investment, Japanese hotel industry, Okura Hotel, migration theory, Push-Pull-Mooring model

1. Introduction

1.1 Research Motivation

The Japanese Tourism White Book (2015) pointed out that the number of tourists visiting Japan reached 10.36 million in 2013, ranking 27 in the world in the ranking of foreign tourists accepted survey, and 8 in Asia. As the Japanese government will sign letters of intent for tourism with other countries and the relaxation of related tourism rules, it is expected that more tourists will be brought to Japan. Therefore, European and American hotels, which mainly target Asian tourists to Japan, are also accelerating their investment in the Japanese domestic market.

At the same time, however, the Japanese's income has declined due to factors such as the increase in the consumption tax rate and the increase in import prices, which has affected the willingness of accommodation and tourism in Japan. The round-trip travel on the same day just replaced it (Table 1). Therefore, as the domestic tourism market in Japan is shrinking and the competition for accommodation for foreign tourists is becoming increasingly fierce, how to obtain economies of scale and scope through foreign investments has become a major issue in the hotel industry that is closely related to the tourism industry.

Therefore, this study will first briefly review the foreign investment process of the Japanese hotel industry, and then sort out the current status of Japanese hotel industry's investment in Taiwan. Taking the Okura Hotel, a representative Japanese hotel with great potential for internationalization, as an example, we use the push, pull, and mooring theory (PPM) commonly used in international investment by companies to analyze the main reasons why Okura Hotel invests in Taiwan.

Table 1. The Annual Number of People in Japan's Domestic Accommodation Travel and Domestic Same-day Round-trip Travel **Unit: 10,000**

Year	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021/1~6
Domestic accommodation travel	31,753	31,356	31,555	32,042	30,771	31,299	32,566	32,333	29,105	31,162	5,030	5,705
The same-day round-trip travel	31,406	29,896	29,720	31,053	30,499	29,173	31,542	32,419	27,073	27,548	3,199	5,632

Source: Compiled from the annual editions of the "Survey on Travel and Tourism Consumption Trends" by the Japan Tourism Agency

1.2 The Process of Foreign Investment in Japanese Hotel Industry

The wave of hotel construction brought about by the Tokyo Olympics in 1964 can be said to be the starting point of the Japanese hotel industry's official overseas. Yoshihiko Iijima (2001) divided the stages of the internationalization of the Japanese hotel industry into the dawn period and the development period.

According to Yoshihiko Iijima's classification of the internationalization stages of the Japanese hotel industry, the early 1970s to the late 1980s were the dawn of the internationalization of the Japanese hotel industry. In fact, after the Japanese government relaxed restrictions on Japanese foreign travel in

1964, a wave of foreign travel by the Japanese emerged. In order to serve the Japanese who travel overseas, Japanese hoteliers have successively invested overseas. The Tourism White Paper (1977) pointed out that in 1975, the Asian region accounted for 52% of the number of Japanese tourists traveling overseas, followed by the North American region with 33%. 97% of tourists who travel to North America are concentrated in the United States, and 47% of those who travel to the United States are the largest in Hawaii.

During this period, there was a boom in hotel construction in Japan due to the Tokyo Olympics and the World Expo. In other words, it can be said that the internationalization of the Japanese hotel industry is expanding at the same time as the Japanese domestic market is booming. After entering the period of development after the 1980s, Oceania, where there were no hotels in the dawn period, also began to have Japanese hoteliers settled in this area because of the beginning of the Japanese gradually coming to the area for sightseeing.

Further observation reveals that whether in the dawn period or in the development period, the business model of Japanese hotels is direct management; this is quite different from European and American chain hotels which are mainly indirect management, and it can be said to be a major feature of the Japanese hotel industry.

1.3 Okura Hotel's Investment in Taiwan

The Okura Hotel was founded by Okura Kishichiro in 1962, and is known as one of the “Sanya” in the Japanese hotel industry. In 1966, four years after its establishment, Okura Hotel was invited by the Indonesian government to start operating two hotels in Indonesia. Since then, they have been stationed in countries or regions with a large number of Japanese tourists traveling overseas, and the business model is mainly based on the direct management. However, since the mid-1990s, due to the collapse of Japan’s bubble economy, it has had to suspend foreign investments. It was not until 2002 that Okura began to actively invest abroad, and Taiwan became an important base for its return to Asia. Okura Hotel in Taiwan has officially opened its doors in 2012. Its business model adopts a joint venture with local Taiwanese operators, and then Okura has full power to operate it. The following will analyze the main factors of Okura’s investment in Taiwan based on PPM model commonly used in businesses foreign investment.

2. Literature

In fact, though PPM migration model has been widely used in many fields, it is not just limited to immigration theory. For example, Sarah Udall and Thomas A. Robins (2021) think that PPM is only one of the theories of Nicaragua migrants immigrating to Coata Rica. Robert Stojannov et al. (2016) found migration is used and will be used for climate change adaptation Bangladesh, but migration is not solely for climate change adaptation, instead interweaving with all over factors influencing migration – related decisions. In other words , the migration of people in not limited to the migration residence. The marketing field also borrows the population migration theory to further explore the

switching behavior of customers; educationalists also discuss migration of learning through migration theory (Choung-Ho Su, 2018). Jawad Abbas et al. (2021) explored the factors affecting students in the selection of the country (Germany and United Kingdom) to continue their higher education through ppm, based on the internationalization of higher education in the current global competitive education market. Hong Xu et al. (2021) adopted ppm theory to investigate the influence factors of users switching behavior between different platforms to retain users and enhance the competitiveness of enterprises. Johnathan P. Ehsani et al. (2017) related “push” and “pull” factors to drivers’ license timing because an increasing number of countries are requiring an extended learner permit prior to independent driving. Based on advanced information technologies merging as a leader in the fintech industry, Coelho Yoon and Dongsup Lim (2021) explored the factors that influence customers’ intention to switch to internet-only banking services from transitional internet banking services, based on ppm model. Furthermore, ppm are often used to identify the antecedents affecting user’ switching intention from internet payment to mobile payment or proximity mobile payment (PMP) services (His-Pen Lu & Yu-Shan Wang, 2020; Liu Fan et al., 2020; Hong-Lei Mu & Young-Can Lee, 2021). Due to the rapid changes in new technologies and innovation, ppm was also adopted to prove why individuals switch from traditional to augmented / virtual reality (AR/VR) content services (Sanghyun Kim et al., 2020) or continued participation of crowd workers has become essential issues affecting the growth of the crowd logistics platform (Liuan Huang et al., 2020). When the “green” concept has been gradually accepted by the public, and thereby strongly promoting “green” business forms and social innovation, ppm becomes a persuasive psychological model (Qing Ye et al., 2020). Ram N. Acharya and Jay Lillywhite (2021) examined the role of push and pull factors in determining consumer trip satisfaction and loyalty to agricultural fairs, and Zixin Dou et al. (2021) analyze the development trend of the manufacturing industry of Guangdong – Hong Kong – Macao Greater Bay Area on the base of ppm theory. Specifically, Kuo-Feng Wu et al. (2021) used ppm theory to explain long-term care efficiency in each city in Taiwan when the government was facing the country’s aging population and low birth rate. Under the impact of COVID-19, because the telelearning education is increasingly urgent to solve the contradiction between medical students’ physical isolation and the need for on-site clinical teaching, PPM theory is integrated into a comprehensive model to analyze the factors influencing the choice of distance education by medical students (Xin Lin et al., 2021).

3. PPM Model

3.1 Push Factors

3.1.1 Rising Operation Costs and Shrinking Market Scales

President Okura Ogita said that in Japan, Okura’s land acquisition costs and construction costs account for a high proportion of revenue. Affected by the declining birth rate and aging population, the number of Japanese tourists traveling in the country is expected to continue to decrease, which will further increase the personnel costs in Japan. When companies are deploying overseas, they must ensure that

they can obtain cheap labor to reduce personnel costs. At this point, Taiwan has this advantage, which in turn is able to attract Japanese companies.

In addition, Ogita also pointed out that although the number of foreign tourists visiting Japan has increased, only 30% of foreign tourists will use Japanese local hotels, and the rate is still not high enough. Therefore, it is imperative for Okura to ensure income through the expansion of overseas business.

3.1.2 Exchange Rate Changes

Changes in exchange rates have a great impact on companies' foreign investments. Compared with the currencies of the host countries, the appreciation of the yen will make the yen look favorable and have a positive impact on Japanese companies. Nakamura and Oyama (1998) also pointed out that Japanese companies that make foreign direct investment in Asian countries are more sensitive to exchange rate changes. Therefore, taking advantage of the opportunity of the yen's appreciation, Okura's leap-forward deployment in Taiwan or even Asia has become a very reasonable behavior.

3.1.3 Encouragement from the Japanese Government and the Willing of Okura

It can be seen from Table 2 that the amount and ratio of purchases from Japan by Japanese wholesalers who make foreign direct investment is increasing. Table 5,6 shows that Japanese non-manufacturers who have made foreign direct investment have increased their employment in Japan, and the rate of increase in domestic employment is higher than that of Japanese non-manufacturers who have not made foreign direct investment. Therefore, the Japanese government hopes to encourage foreign investment in the tourism industry that is more conservative in internationalization, and through its spillover effect on Japan's domestic economy, alleviate the negative impacts of economic activation and employment opportunities on Japan due to the declining birthrate and aging population. Okura's external layout can be said to respond to the expectations of the Japanese government.

Okura was also forced to temporarily suspend its internationalization due to the collapse of the bubble economy. It was not until 2002 that it restarted. The initial goal was to become a medium-scale international hotel chain, rather than a super-large international hotel chain in Europe and the United States. In order to build a global network, it is the important strategy to reduce investment risks and prioritize investment in Taiwan, which is located in the nearest Asian and pro-Japanese.

Table 2. Amount and Ratio of Purchases from Japan by Overseas Subsidiaries of the Japanese Wholesale Industry (million yen; %)

Year	Import amounts	Ratio of purchases
2004	21,519,477	34.4
2005	23,901,445	34.6
2006	29,605,208	36.6
2007	35,330,305	40.0

2008	32,538,415	42.8
2009	23,840,652	44.1
2010	25,857,229	43.9
2011	23,505,185	41.9
2012	27,959,093	45.6
2013	28,609,687	39.3
2014	32,924,958	40.3
2015	32,740,844	40.0
2016	33,445,248	42.1
2017	37,185,572	44.2
2018	30,891,308	45.3
2019	28,370,429	46.0

Source: Compiled from the annual editions of the “Basic Survey of Overseas Business Activities” by the Ministry of Economy, Trade and Industry of Japan.

3.2 Pull Factors

3.2.1 Growth Potential and Geography of Emerging Countries

As far as the Japanese hotel industry is concerned, Asia is mostly a market with a large population, rising per capita income, and the most potential for development (Table 3). Secondly, in terms of geography, Asian countries are not far away from Japan. Therefore, Asia has always been the region where Okura hopes to build a hotel network. Taiwan, which has the above two characteristics and is in an Asian hub position, has been designated by Okura as a key region in Asia. Since the resumption of overseas investment in 2002, Okura has actively conceived the layout as an important outpost for to return to Asia.

Table 3. Changes in Taiwan Daily Salary (Unit: USD)

Year	Taiwan	Japan
2004	1277	2788
2005	1342	2740
2006	1337	2595
2007	1352	2557
2008	1408	2894
2009	1276	3147
2010	1402	3374
2011	1545	3719
2012	1539	3731

2013	1534	3030
2014	1558	2828
2015	1520	2511
2016	1512	2794
2017	1642	2712
2018	1723	2772
2019	1736	2822
2020	1844	2881

Source: Compiled from the “Basic Statistical Survey of Lease Structure” <http://www.mhlw.go.jp/toukei/itiran/>, Ministry of Health, Labour and Welfare, and the “Survey Statistics of Employees’ Salaries” by the Office of the Comptroller of the Executive Yuan

3.2.2 Various Cost Advantages in Taiwan

Dunning (1993) pointed out that cheap personnel expenses are the driving force for enterprises to invest abroad. Sazanami and Chin (1994) further pointed out that the wage gap is an important motivation for Japan’s investment in Asia. Taiwan’s land, acquisition costs, construction costs, and personnel costs are all cheaper than those in Japan. Therefore, in the case of the same room price, for Okura, more profits can be obtained.

3.2.3 Numerous People Eating Out and Preference to Japanese Sushi

Compared with European and American hotels, the hotel industry is less concerned about restaurants. Japanese hotel industry has a larger proportion of banquets in overall revenue than accommodation, making restaurants a very important part of the revenue structure. Therefore, all the restaurants in Okura are directly operated, and catering-related advantages have been bred. Taiwan has a large population of eating out. For Okura, this can give full play to his catering expertise. In addition, Taiwan has more than one million tourists visiting Japan every year, and many of them are fans of Japanese cuisine. Therefore, by investing in Taiwan, Okura will be able to provide the food service of Okura Tokyo, Japan even without going abroad, and focus on the Japanese food market in Taiwan.

3.2.4 More Japanese Tourists and Stationed Personnel Visiting Taiwan

The number of Japanese tourists visiting Taiwan continues to rise each year. For the Japanese tourism industry, Taiwan is of course a very important market. Especially in the context of more open airline rights between Taiwan and Japan, Japanese tourists visiting Taiwan have a breakthrough growth. On the other hand, the rebound in investment by Japanese companies in Taiwan in recent years has also brought about the business needs of many Japanese business people. Therefore, entering Taiwan to serve Japanese tourists nearby is a very reasonable action for the Japanese hotel industry, which has been following Japanese tourists for a long time in an international business layout.

3.2.5 Lifting the Ban on Chinese Tourists and the Signing of the ECFA

In July 2008, Taiwan opened up Chinese tourists to sightseeing. If it can target the wealthy Chinese

who come to Taiwan for sightseeing, so that they can continue to choose Okura series of hotels when traveling in China, it is also one of important goals for establishing an Asian network through Taiwan. The signing of ECFA is not only a declaration of the stability of cross-strait relations to the world, but also for international business operators, it significantly reduces the political risks of landlords, which are the most difficult to control in international investment (Miller, 1992, 1993). Stable cross-strait relations can bring more international tourism and business people's expectations, allowing Okura to further confirm the necessity of establishing Taiwan.

3.2.6 Being Friendly to the Japanese and Loving the Atmosphere of a Japanese –style

“Kagaya”, which is deeply loved by the Taiwanese for its considerate service of Japanese hot spring hotels, made Okura realize that in addition to showing the “functional services” of the hotel industry in Taiwan, it can also provide hotels that are different from those of European and American hotels. It is the unique “emotional service” of the Japanese hotel industry as its unique competitive advantage.

3.3 Mooring Factors

3.3.1 Switching Costs

The cost of migration is one of the important mooring effects. Boyle and Halfacree (1998) argued that migrants may abandon the idea of migration because the cost of migration is too high. If the concept of migration cost is compared with the concept of “switching cost” in marketing literature, switching costs refer to the cost paid by customers to switch suppliers. Once a customer has a transaction with a certain manufacturer, he begins to invest in the transaction relationship and future relationships. With being accumulated, the relations benefits will get richer and richer. The move of switching manufacturers will generate switching costs and create barriers to conversion, and this barrier is a manifestation of tie-in strength (Klemperer, 1987, 1995). Therefore, this makes switching costs the most frequently mentioned mooring factor that hinders switching behavior.

3.3.2 Group Cohesion

The community relationship reflected by friends and relatives is recognized as one of the factors that affect the quality of life, and then has a mooring effect on migration (Flanagan, 1978; Moon, 1995). For example, if you live with relatives and friends in your original home, you will have a sense of belonging. Once you migrate to a strange country, you will gradually lose contact with these relatives and friends due to the distance of time and space. Considering that you will not be accompanied by relatives and friends after migration, individuals may give up migration. However if relatives and friends move somewhere, the individual will also be affected and move to live with them. In other words, group cohesion plays both the roles to hinder and facilitate migrants to do their switching behavior. The concept is similar to the mooring theory and mooring factors refer to the individual and social factors that may accelerate potential immigrants to leave their original homes, or keep them in their original homes (Moon, 1995).

3.3.3 Variety Seeking

People actually have various reasons to migrate. Some people migrate because of the novelty and

interestingness of the destination's culture, entertainment, leisure, and environment (Bogue, 1977). That is similar to the concept of "variety seeking". For instance, consumers with a tendency to diversify inquiry are willing to take risks and continue to try different brands to meet their desires. In other words, consumers with such behavioral habits rarely have loyalty, and they will continue to try new products to satisfy themselves. Therefore, a single product is no longer to satisfy such customers. On the contrary, a combination of entire products is needed (Lattin & McAlister, 1985). This concept has also been applied in consumer conversion studies and found that customers with this tendency have higher intention of conversion (Bansal et al., 2005). Therefore, the stronger the diversified inquiry behavior, the higher the chance of switching behavior.

3.3.4 Habits

W. Wood and D. T. Neal (2009) argued a habit is the reaction people repeated continuously. Nilsen et al. (2012) showed that repeated behaviors formed the habits. J.A. Bargh (2002) also argued that a cognitive habit is an automatic and subconscious behavior. L. Beck and I. Ajzen (1991) and I. Ramos-de-Luna et al. (2016) also recognized that a habit is considered a long-term behavior that is hard to revise or adjust. J.B. Davy (1992) described a habit is a repetition of adaptation to the environment. Hence, habits can be thought to occur as a result of repeated behavioral responses (A. Sajjad et al., 2020). Furthermore, B. Verplanken and W. Wood (2006) set the definition of a habit as an automatic response as people repeat their behaviors. Therefore, a habit is also defined as the memory formed through a certain amount of repetitive learning or practice (F. Leclerc et al., 1995; P. Su, L. Wang, & J. Yan, 2018). It is worth noting that the initiation of the behavior necessary for repetition is clearly intentional if it can be reasonably assumed that habits may reflect a change in behavioral intentions (T. Gärling et al., 2001), and habits are thought to stem from the identity of the target (N. Hoang-Tung et al., 2017). That is why A. Sajjad et al. (2020) stated habits are often defined as the learning of a sequence to achieve certain goals and results. Some studies have asserted habits are just like a premise of intent (W. Hong et al., 2011; S. Karimi & Y. L. Liu, 2020; S. S. Kim et al., 2003), while others consider habits as the moderators and usage of intention (Y. Guo & S. Barnes, 2011; P. Nilsen et al., 2012). In other words, once a habit is formed, its impact on behavior will last for a long time. Therefore, this study applies habits as a mooring moderating variable and explores whether it has a significant impact on switching behavior (Figure 1).

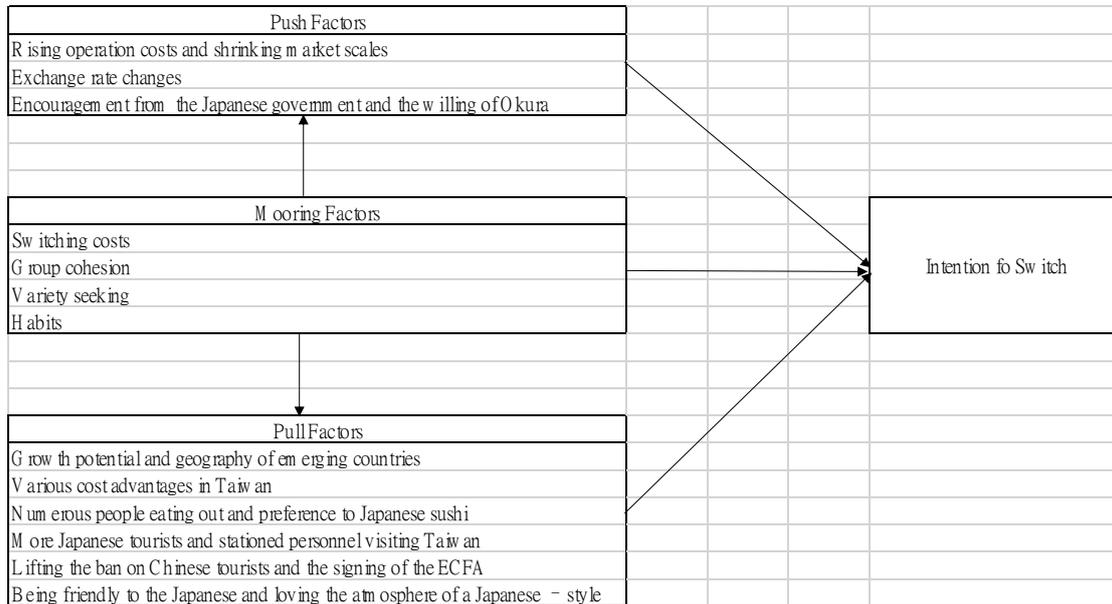


Figure1. Research Model

4. Discussion

The push factors refer to the negative factors that prompt people to leave their original residence, including rising operation costs and shrinking market scales, exchange rates change, and encouragement from the Japanese government and the willing of Okura. The pull factors refer to the positive factors that attract people to move, including growth potential and geography of emerging countries, various cost advantages in Taiwan, numerous people eating out and preference to Japanese sushi, more Japanese tourists and stationed personnel visiting Taiwan, lifting the ban on Chinese tourists and the signing of the ECFA, and being friendly to the Japanese and loving the atmosphere of a Japanese -style.

However, the push-pull theory only considers the impact of the overall level on migration and ignores the individual factors. That is because people may migrate due to the influence of individual factors, and it has nothing to do with pulling factors or pushing factors. Or, even if the push and pull factors that affect migration are very strong, individuals may still abandon migration due to personal or social factors.

The mooring factors can complement the deficiencies of the overall level and explain the impact of individual behavior, culture, and social identity on the migration decision. The mooring factors are switching costs, group cohesion, variety seeking, and habits. Combining mooring factors with the original push-pull theory becomes a “Push-Pull-Mooring theory (PPM)” that takes into account the overall and individual levels at the same time, which will make it clearer to understand the investment strategy of Hotel Okura Japan in Taiwan.

Although push factors and pull factors each represent the negative and positive factors of immigration theory, both of them drive Okura Hotel to expand its investment in Taiwan, even in the difficult period

of the tourism supply chain disconnection during the COVID-19 period. However, mooring factors are exactly different from push and pull factors. Their effect refers to intervention variables for push and pull effects that facilitate or inhibit the determination of movement. Among them, expensive switching costs, traditionally relatively conservative customs and habits, and high-level group cohesion were all mooring factors that hindered or hesitated Okura Hotel's investment in Taiwan. It is worth noting that the variable, variety seeking. Obviously, the creative ability of Japanese people or Japanese companies is obvious to all. Therefore, variety seeking has become a potential facilitator that is different from other mooring factors, but instead inspires Okura Hotel to invest in Taiwan. Considering the impact of globalization after 2000 and the progress of modern information technology, not only will switching costs be greatly reduced, even Japan's existing group cohesion and habits will also be changed. The result is that when mooring factors also stimulate switching behaviors and become positive facilitators, it is not surprising that Japanese Okura Hotel chooses to conduct foreign direct investment in Taiwan.

5. Conclusion and Recommendation

5.1 Conclusion

This research uses PPM theory to analyze the investment in Taiwan by Okura Hotel, one of the three largest hotels in Japan, in order to understand the main facts for the Japanese hotel industry's investment in Taiwan. These factors consist of three effects to describe Japan Okura hotel's migration, inclusive of the push effect, pull effect, and mooring effect. First, the push effect refers to factors that induce people to leave their place of origin. Second, the pull effect refers to factors that attract people to a destination. Third, the mooring effect refers to intervention variables for push and pull effects that facilitate or inhibit the determination of movement. The finding is that push and pull factors still play an active role in promoting Okura Hotel's investment in Taiwan, even if the influence of some factors is slightly reduced due to the shift in international conditions, like the variable of lifting the ban on Chinese tourists and the signing of the ECFA. However, With the development of globalization and high technology, not only has the original variety seeking ability to facilitate switching behavior strengthened, but even the factors that have traditionally been regarded as obstacles have also been weakened. In other words, when mooring factors are no longer the reason that hinders Japanese Okura's investment in Taiwan, and combined with push and pull factors, it can fully explain why the Japanese hotel industry chooses to conduct foreign direct investment in Taiwan, even if it is affected by COVID-19.

5.2 Recommendation

Coupled with the continued impact of the COVID-19 epidemic since 2019, the tourism supply chain was broken, which would affect the Japanese hotel industry in the future. The impact on Taiwan's investment willingness is indeed worthy of further observation and research. In addition, the relationship between the two sides of the Taiwan Strait is not as good as in the past, even if the mooring factors that originally played an obstructive role have been weakened, and whether the push and pull

factors that prompted the Japanese hotel industry's foreign direct investment are further strengthened, or whether there are new factors that can become a boost to switching behavior. It is an important direction and challenge that cannot be ignored in future research.

References

- Bargh, J. A. (2002). Losing consciousness: Automatic influences on consumer judgment, behavior, and motivation. *Journal of Consumer Research*, 29(2), 280-285. <https://doi.org/10.1086/341577>
- Beck, L., & Ajzen, I. (1991). Predicting dishonest actions using the theory of planned behavior. *Journal of Research in Personality*, 25(3), 285-301. [https://doi.org/10.1016/0092-6566\(91\)90021-H](https://doi.org/10.1016/0092-6566(91)90021-H)
- Bogue, D. J. (1977). A migrant's-eye view of the costs and benefits of migration to a metropolis. In Alan, A., Brown, & E. Neuberger (Eds.), *Internal migration: a comparative perspective* (pp. 167-182). Academic Press, New York.
- Boyle, P., & Halfacree, K. (1998). *Migration and Gender in the Developed World*. Longman, New York.
- Charlotte Eloise Stancioff, Robert Stojanov, Ilan Kelman, Daniel Němec, Jaromir Landa, Radomir Tichy, ... Corinne L. Hofman. (2021). Local Perceptions of Climate Change Impacts in St. Kitts (Caribbean Sea) and Malé, Maldives (Indian Ocean). *Atmosphere*, 9(12), 459. <https://doi.org/10.3390/atmos9120459>
- Cheolho Yoon, & Dongsup Lim. (2021). Customers' Intentions to Switch to Internet-Only Banks: Perspective of the Push-Pull-Mooring Model. *Sustainability*, 13(14), 8062. <https://doi.org/10.3390/su13148062>
- Chung-Ho Su. (2018). Exploring Sustainability Environment Educational Design and Learning Effect Evaluation through Migration Theory: An Example of Environment Educational Serious Games. *Sustainability*, 10(10), 3363. <https://doi.org/10.3390/su10103363>
- Davy, J. B. (1922). The suffrutescent habit as an adaptation to environment. *Journal of Ecology*, 10(2), 211-219. <https://doi.org/10.2307/2255742>
- Dunning, J. H. (1993). *Multinational Enterprises and the Global Economy*. Workingham: Addison-Wesley.
- Flanagan, J. C. (1978). A research approach to improving our quality of life. *American Psychologist*, 3(3), 138-147. <https://doi.org/10.1037/0003-066X.33.2.138>
- Gärling, T., Fujii, S., & Boe, O. (2001). Empirical tests of a model of determinants of script-based driving choice, ransportation Research Part F. *Traffic Psychology and Behaviour*, 4(2), 89-102. [https://doi.org/10.1016/S1369-8478\(01\)00016-X](https://doi.org/10.1016/S1369-8478(01)00016-X)
- Guo, Y., & Barnes, S. (2011). Purchase behavior in virtual worlds: An empirical investigation in Second Life. *Information & Management*, 48(7), 303-312. <https://doi.org/10.1016/j.im.2011.07.004>

- Heng Xu, Jingru Wang, Zhaodan Tai, & Hao-Chiang koong Lin. (2021). Empirical Study on the Factors Affecting User Switching Behavior of Online Learning Platform Based on Push-Pull-Mooring Theory. *Sustainability*, 13(13), 7087. <https://doi.org/10.3390/su13137087>
- His-Peng Lu, & Yu-Shan Wung. (2021). Applying Transaction Cost Theory and Push-Pull-Mooring Model to Investigate Mobile Payment Switching Behaviors with Well-Established Traditional Financial Infrastructure. *J. Theor. Appl. Electron. Commer. Res.*, 16(2), 1-21. <https://doi.org/10.4067/S0718-18762021000200102>
- Hong, W., Thong, J. Y., Chasalow, L. C., & Dhillon, G. (2011). User acceptance of agile information systems: A model and empirical test. *Journal of Management Information Systems*, 28(1), 235-272. <https://doi.org/10.2753/MIS0742-1222280108>
- Hong-Lei Mu, & Young-Chan Lee. (2021). How Inclusive Digital Financial Services Impact User Behavior: A Case of Proximity Mobile Payment in Korea. *Sustainability*, 13(17), 9567. <https://doi.org/10.3390/su13179567>
- Jawad Abbas, Uthman Alturki, Misbah Habib, Ahmed Aldraiweesh, & Waleed Mugahed Al-Rahmi. (2021). Factors Affecting Students in the Selection of Country for Higher Education: A Comparative Analysis of International Students in Germany and the UK. *Sustainability*, 13(18), 10065. <https://doi.org/10.3390/su131810065>
- Johnathon P. Ehsani, Kaigang Li, Brydon J. B. Grant, Pnina Gershon, Shelia G. Klauer, Thomas A. Dingus, & Bruce Simons-Morton. (2017). Factors Influencing Learner Permit Duration. *Safety*, 3(1), 2. <https://doi.org/10.3390/safety3010002>
- Karimi, S., & Liu, Y. L. (2020). The differential impact of mood on consumers' decisions, a case of mobile payment Adoption. *Computers in Human Behavior*, 102, 132-143. <https://doi.org/10.1016/j.chb.2019.08.017>
- Kim, S. S., Lee, C. K., & Klenosky, D. B. (2003). The influence of push and pull factors at Korean national parks. *Tourism management*, 24(2), 169-180. [https://doi.org/10.1016/S0261-5177\(02\)00059-6](https://doi.org/10.1016/S0261-5177(02)00059-6)
- Klemperer, P. (1987). Market with consumer switching costs. *The Quarterly Journal of Economics*, 102(2), 375-394. <https://doi.org/10.2307/1885068>
- Klemperer, P. (1995). Competition when consumers have switching costs: an overview with application to industrial business, macroeconomics, and international trade. *Review of Economic Studies*, 62(2), 515-539. <https://doi.org/10.2307/2298075>
- Kuo-Feng Wu, Jin-Li Hu, & Hawjeng Chiou. (2021). Degrees of Shortage and Uncovered Ratios for Long-Term Care in Taiwan's Regions: Evidence from Dynamic DEA. *Int. J. Environ. Res. Public Health*, 18(2), 605. <https://doi.org/10.3390/ijerph18020605>
- Leclerc, F., Schmitt, B. H., & Dub é L. (1995). Waiting time and decision making: Is time like money? *Journal of Consumer Research*, 22(1), 110-119. <https://doi.org/10.1086/209439>

- Lijuan Huang, Guojie Xie, John Blenkinsopp, Raoyi Huang, & Hou Bin. (2020). Crowdsourcing for Sustainable Urban Logistics: Exploring the Factors Influencing Crowd Workers' Participative Behavior. *Sustainability*, 12(8), 3091. <https://doi.org/10.3390/su12083091>
- Liu Fan, Xiaoping Zhang, Laxmisha Rai, & Yuanwei Du. (2021). Mobile Payment: The Next Frontier of Payment Systems? - An Empirical Study Based on Push-Pull-Mooring Framework. *J. Theor. Appl. Electron. Commer. Res.*, 16(2), 155-169. <https://doi.org/10.4067/S0718-18762021000200111>
- Miller, K. D. (1992). A framework for Integrated Risk Management in International Business. *Journal of International Business Studies*, 23, 311-331. <https://doi.org/10.1057/palgrave.jibs.8490270>
- Miller, K. D. (1993). Industry and Country Effects on Manager's Perceptions of Environmental Uncertainties. *Journal of International Business Studies*, 24, 671-693. <https://doi.org/10.1057/palgrave.jibs.8490251>
- Moon, B. (1995). Paradigms in migration research: exploring moorings' as a schema. *Progress in Human Geography*, 19(4), 504-524. <https://doi.org/10.1177/030913259501900404>
- Nakamura, S., & Oyama, T. (1988). *The Determinants of Foreign Direct Investment from Japan and the United States to East Asian Countries, and the Linkage between FDI and Trade*. Bank of Japan Working Paper Series, 1988, Working Paper 98-11.
- Nilsen, P., Roback, K., Broström, A., & Ellström, P. E. (2012). Creatures of habit: accounting for the role of habit in implementation research on clinical behaviour change. *Implementation Science*, 7(1), 53. <https://doi.org/10.1186/1748-5908-7-53>
- Oliveira, T., Thomas, M., Baptista, G., & Campos, F. (2016). Mobile payment: Understanding the determinants of customer adoption and intention to recommend the technology. *Computers in Human Behavior*, 61, 404-414. <https://doi.org/10.1016/j.chb.2016.03.030>
- Qing Ye, Rongting Zhou, Muhammad Azfar Anwar, Ahmad Nabeel Siddiquei, & Fahad Asmi. (2020). Entrepreneurs and Environmental Sustainability in the Digital Era: Regional and Institutional Perspectives. *Int. J. Environ. Res. Public Health*, 17(4), 1355. <https://doi.org/10.3390/ijerph17041355>
- Ram N. Acharya, & Jay Lillywhite. (2021). The Role of Push and Pull Motivations on Satisfaction and Consumer Loyalty to Agricultural Fairs. *Agriculture*, 11(10), 923. <https://doi.org/10.3390/agriculture11100923>
- Ramos-de-Luna, I., Montoro-Rós, F., & Liébana-Cabanillas, F. (2016). Determinants of the intention to use NFC technology as a payment system: an acceptance model approach. *Information Systems and e-business Management*, 14(2), 293-314. <https://doi.org/10.1007/s10257-015-0284-5>
- Sajjad, A., Asmi, F., Chu, J., & Anwar, M. A. (2020). Environmental concerns and switching toward electric vehicles: geographic and institutional perspectives. *Environmental Science and Pollution Research*, 1-12. <https://doi.org/10.1007/s11356-020-08311-4>
- Samuel M. Otterstrom, Sarah M. Otterstrom, Amy Kimball Engar, Sarah Udall, & Thomas A. Robins. (2021). Comparative Nicaraguan Migrant and Non-Migrant Experiences in the Early Twenty-First

- Century. *Soc. Sci.*, 10(10), 355. <https://doi.org/10.3390/socsci10100355>
- Sanghyun Kim, Moon Jong Choi, & Jae Sung Choi. (2020). Empirical Study on the Factors Affecting Individuals' Switching Intention to Augmented/Virtual Reality Content Services Based on Push-Pull-Mooring Theory. *Information*, 11(1), 25. <https://doi.org/10.3390/info11010025>
- Yoshihiko Iijima. (2001). *Service Management Research-About the Hotel Industry in Japan*. Bunshindo.
- Zhou, T. (2012). Examining mobile banking user adoption from the perspectives of trust and flow experience. *Information Technology and Management*, 13(1), 27-37. <https://doi.org/10.1007/s10799-011-0111-8>
- Zixin Dou, Yanming Sun, Tao Wang, Huiyin Wan, & Shiqi Fan. (2021). Exploring Regional Advanced Manufacturing and Its Driving Factors: A Case Study of the Guangdong–Hong Kong–Macao Greater Bay Area. *Int. J. Environ. Res. Public Health*, 18(11), 5800. <https://doi.org/10.3390/ijerph18115800>