

AN EMPIRICAL ASSESSMENT AND APPLICATION OF LODGSERV IN JAMMU & KASHMIR TOURISM DESTINATIONS

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Abstract

This paper analyzes the critical success factors and level of tourist satisfaction with respect to two destinations namely, State Tour and Mata Vaishno Devi using the LODGSERV scale, based on the information obtained from 30 domestic tourists visiting Jammu & Kashmir state. An exploratory factor analysis using the principal component extraction and varimax Kaiser- Normalization rotation method has been used to identify underlying dimensions of LODGSERV variables. However, factors related to attractive outdoor surroundings, hotel cleanliness, well-furnished guestroom, modern gadgets, valued services, quick responsiveness, problem-solving attitude, quality food, technical knowledge, convenient hotel timings, well maintained hotel interior and exterior are significant factors in determining tourist satisfaction, whereas employees courteousness, safe environment, bright and proper lighting arrangements variables received dissatisfaction from tourist and should be improved upon in order to formulate improved strategies, regional policy and a balanced approach toward sustainable tourism development in the region. Further, highly critical factors were subjected to step-wise multiple regression analysis, the results of which indicated that 'clear communication regarding charges' has emerged as the strongest predictor whereas 'safe environment in hotel' was found to be the weakest as confirmed by their relative 't'-values. The total variability in tourist satisfaction accounted for by these nine independent variables is 99.4%. The reliability and validity of the scale items has been tested using Cronbach's Alpha method the values of which ranged from 0.54 to 0.96 for nine critical success factors indicating satisfactory internal consistency. This study has revealed moderate influences of quality dimensions such as security, reliability and communication as given in their mean responses and beta coefficients on service quality. The study recommends that service delivery capacity of employees be improved in the said hotels so that customer needs are anticipated, better communication is achieved, employees become more responsive as well as reliable. The management of these hotels must strategically leverage on these CSF factors in its pursuit of tourists satisfaction and may also pursue other motivating strategies to improve service quality for meeting tourist expectations.

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Keywords: *Critical Success Factors (CSF); LODGSERV; Tourist Satisfaction; Service quality satisfaction*

Introduction

Over the past six decades, tourism has experienced continued expansion and diversification, becoming one of the largest and fastest-growing economic sectors in the world. As per the estimates of World Travel and Tourism Council, Travel & Tourism's total contribution to the global economy in 2014 was US\$7.6 trillion, which equates to 9.8% of total economy GDP in 2014. In 2014, 2.1 million new jobs were generated directly in the sector, and in total 6.1 million new jobs were created as a result of total direct, indirect and induced activity. The total contribution of Travel & Tourism to employment grew 2.3% in 2014, while the total GDP contribution grew 3.6%, faster than wider economy in 2014 and registering positive growth for the 5th successive year (WTTC, 2016).

India is a tourism product which is unparalleled in its beauty, uniqueness, rich culture and history has been aggressively pursuing the promotion of tourism both internationally as well as in the domestic market. The number of foreign tourist arrivals in 2013 showed an increase of about 4.1 % over 2012. During the period January - December 2013, 68.48 lakh (Provisional) tourists visited India against 65.78 lakh in 2012. As per forecasts by the World travel and tourism Council its total contribution to GDP is expected to witness a growth rate of 12 per cent per annum during 2013-2023 (KPMG, 2013). Rising income levels and changing lifestyles, development of diverse tourism offerings and policy and regulatory support by the government are playing a pivotal role in shaping the travel and tourism sector in India (Mir, 2014).

Jammu and Kashmir (J&K) also known as, "Paradise on Earth" because of its unmatched scenic beauty, attractive landscapes, is among the most important tourist destinations of the world. The lush green forests, sweet springs, perennial rivers, picturesque alpine scenery and pleasant climate of Kashmir valley, also known as "the paradise on earth" has remained an internationally acclaimed tourist destination, whereas Jammu region-the land of temples is attracting a large number of pilgrims. J&K, which attracted 60,845 foreign tourists last year, has slipped from the 17th to 19th position in overall arrivals. However, foreign tourist arrivals in Kashmir totalled just 50,000 in 2014, mainly owing to obsolete infrastructure and negative perceptions. It is shown that under normal circumstances, total employment would reach to 34.06 lakhs from a tourist inflow of 227.08 lakhs till 2020 in comparison to 147.34 Lakh tourist visiting J&K and providing employment to 22.101 lakh people. It is estimated that almost 50-60% of total population of J&K is directly and/or indirectly engaged in tourism related

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activities. Tourism contributes about 15% to State Gross Domestic Product. Data also shows that total benefits (Direct & Indirect) from tourism will cross 10,000 crore mark up to 2015 and will reach to an estimated value of 16,000 crore till 2020, which is going to be the boosting factor for the economy of J&K. The data shown above reveals that all the three regions of J&K i.e. Jammu, Kashmir and Ladakh are experiencing the stage of boom from past few years with Jammu region having the highest share among the three because of the Vaishno Devi Yatra which generates about Rs. 475 crore annually to Katra economy. The above projections reveal that till 2020, tourist arrival in J&K will cross the mark of 20 million, of which Jammu region will attract the largest share of about 2 crore tourists, Kashmir Valley with about 20 lakh and Ladakh with a tourist inflow of about 5 lakh (Bhat and Quadir, 2013).

The main objectives of this paper is to study socio-economic and demographic profile, travel patterns, travel satisfaction and tourism potential of the region and to measure satisfaction level of domestic tourists visiting the various tourist destinations namely, state tour and Mata vaishno Devi shrine. The results will assist various researchers, policy makers and regional market players in developing tourism management strategies and also ensure better retention and growth of visitors in Jammu and Kashmir State.

Hypotheses Formulation

Based on the research evidences and key LODGSERV Critical Success Factors (CSF) and background factors influencing strategic decision-making and tourist satisfaction with respect to hospitality industry, research hypotheses and objectives are formulated as under:

Critical success factors (CSFs) refer to a limited number of dimensions that ensure successful competitive performance for an organization (Rockart, 1979). 76 statements entailing LODGSERV Critical Success Factors (CSF) were purified through factor analysis (Table 2). The results of Exploratory Factor Analysis using principal component extraction and varimax Kaiser-Normalization rotation method yielded nine factors from 53 items with Eigen values greater than one. The communalities for the 53 items ranged from 0.84 to 0.98 are indicative of high degree of linear association among the variables. The factor loadings ranged from 0.51 to 0.83, and the cumulative variance extracted ranged from 14 to 89 percent. To identify key operational factors affecting entrepreneurial endeavours, the third hypothesis and objective is:

H1: *Attaining Strategic Tourist satisfaction can be achieved by identifying Critical Success Factors (CSF).*

O1: *To identify Critical Success Factors (CSF) effecting tourist service quality satisfaction in Jammu & Kashmir State.*

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Further, responses obtained after identifying CSF from 76 LODGSERV variables were further used in identifying successful predictors for tourist satisfaction. To examine the influence of 56 LODGSERV variables on tourist satisfaction, step-wise multiple regression tool was used to analyse 56 different LODGSERV variables as independent variables, with overall tourist satisfaction as the dependent variable. All the items having 'F' and 't' values significant at 0.05 per cent ($p \leq 0.05$) level were considered as significant predictors (Table 3). The standardized beta values (β) were also compared to find out the importance of each predictor in the model.

H₂: Tourist satisfaction is positively related to lodging service quality effectiveness.

O₂: To assess and analyse visitors (tourist) experiences of extended lodging service quality of hotels in Jammu & Kashmir State.

Research Methodology

The research evidence on critical success factors affecting Lodging services and tourist satisfaction were tested empirically on two tourism destinations namely, state tour and Mata Vaishno Devi. Data was collected from 20 tourist on state tour and 10 tourist visiting Mata vaishno Devi in Jammu & Kashmir State through self-developed schedule. The instrument was extensively subjected to reliability and construct validity. The respondents were requested to give their views regarding influence of critical success factors on lodging service quality satisfaction on a seven point Likert scale (5<---->1) ranging from 'strongly agree' to 'strongly disagree'. Dimension-wise responses obtained from tourist were analyzed using factor analysis, multiple regression analysis, averages, and percentages on SPSS (version 17.0).

Research findings and Interpretation of the results

Demographic Profile of Tourist

Demographic characteristics provide the impetus for both tangible and intangible variations among the ways consumers think, feel and act. This study used pre-determined demographic descriptors in order to provide an overall picture of the respondents' gender, age, marital status, education, occupation, and Monthly income of tourist belonging to two tourist destinations namely, state tour and Mata Vaishno Devi.

Gender-wise- majority of the respondents are male (80%) and female (20%). As per the different age-groups, an equal number (16.7%) of the respondents are of the 25 year age group and 31-35 year old, 30% are from the 25-30 years age group, 26.7% are nearly 40 years old, and only 10% are in between 36-40 years of age.

Family Life Cycle Stage- The majority of the respondents comprise of families 20% as they

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are married and rest only 10% were single. This is an important factor to identify seeing that most tourism companies provide special activities and discounted prices for children under the age of twelve.

For the purpose of this study, the respondents' responses to their education level are divided into the six levels of education. Based on the results, the respondents are in majority (30%) educated up to masters and above, 26.7% have obtained bachelor degree, 16.7% are educated Technicians and Associate Professionals, 13.3 % of tourist have obtained vocational education and only in between 3.3% to 10% of the respondents are educated from secondary to higher secondary levels.

Majority (50%) of the educated tourist were having private occupation followed by (30%) govt. service holders and finally 6.7 % each were unemployed or engaged in some services like doctors, engineers and only 3.3 % were either labourers or housewives.

Majority (56.7%) of them were having moderate earning hand with monthly income in between Rs. 20,000 to 50,000, followed by higher (23.3%) income group earning in between Rs. 50,000 to 100,000 and only 10% equal number of respondents were having either irregular income of earning in between Rs. 10,000-20,000. To conclude, numerous adventure tourism companies should view marketing as a major tool to reach their target markets who in return needs to understand the nature and benefits of the tourism companies' products and/or services. Tourism companies should also use different marketing methods and techniques to meet the varying levels of understanding tourists. Moreover, they should further consistently analyze, plan, develop, deliver, evaluate and update their marketing campaigns to meet their marketing objectives whilst meeting the demand of their target markets.

Key operational factors purified through factor analysis

An exploratory factor analysis was performed on the remaining 56 items to identify the factor structure of LODGSERV variables. The sample data were then examined using principal components analysis as the extraction technique and varimax as the orthogonal rotation method. To improve the construct validity through EFA, two commonly employed decision rules were initially applied to identify the factors underlying customer dissonance: (a) deleting items with insignificant factor loadings ($FL > 0.50$) and (b) excluding single item factors from the standpoint of parsimony. The outcome of EFA suggested a nine-factor solution, accounting for 60.17% of the variance (Table 1). As emerging factors comprised as many as 56 items, EFA was repeated to reduce the items to a more tractable number. A more stringent criterion specifying that items with loadings less than 0.50 on a given factor

bedeleted was introduced (Shimp and Sharma, 1987). Out of 56 items, 53 survived this process, loading on nine distinct factors. Based on the shared meaning among the items of each factor, the nine factors were related to tangibility, reliability, credibility, responsiveness, competence, courtesy, security, access, communication, and understanding aspects. Reliability coefficients were 0.96, 0.95, 0.94, 0.94, 0.91, 0.62, 0.82, 0.55 and 0.78 respectively (Table 2). The aforesaid results hence have identified nine critical factors and leads to the acceptance of first hypothesis.

Successful predictors of customer-orientation as dependent variable

Table 3 shows the results of step-wise multiple regression analysis using 53 items to predict the dependent variable of tourist satisfaction. The results of the regression analysis shows nine independent variables as significant in the regression model: 'charges clearly & timely explained', 'managers accessible most of the time', 'hotel open at convenient hours', 'gadgets worked properly', 'attractive outdoor surroundings', 'anticipation of needs', 'facilities conveniently located', 'consistently courteous employees', 'safe environment in hotel' (Figure 1). The value of R as 0.876, 0.954, 0.976, 0.984, 0.989, 0.992, 0.994, 0.996 and 0.997 signify very high and positive correlation between predictor and the outcome. 'Clear communication regarding charges' has emerged as the strongest predictor whereas 'safe environment in hotel' was found to be the weakest as confirmed by their relative 't'-values. The total variability in tourist satisfaction accounted for by these nine independent variables is 99.4%. Change in R^2 was also found to be significant as the values of F are well below 0.05 percent significance level. The value of Durbin-Watson being close to 2 is also indicative of the fact that errors in regression are independent. Therefore, Hypothesis (H_2) is positively tested and proved.

Reliability and Validity

The reliability of the scale items was tested using Cronbach's alpha method the values of which ranged from 0.54 to 0.96 for nine critical success factors indicating satisfactory internal consistency (Hair et al., 1995) and also being close to 0.77 obtained by Gordon and Naryanan (1984).

Strategic Implications

The discussion and findings of this study suggests that tourists in Jammu & Kashmir State showed divergent opinion on various destination services. As indicated in factor analysis (Table-2) tangible and reliable lodging services (F-1) shows the highest variance (about 14.23%). This variability becomes pertinent as F-1 contained fifteen variables. Also such services appeared as strongest predictors of lodging service quality satisfaction. Among these variables,

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maximum support went to privacy of tourist, attractive surroundings and physical appearance and facilities available to them. Tourists are likely to avoid destinations which are less secured and vulnerable and in fact, safe environment to tourist has appeared as the weakest predictor of lodging services. Similarly, food consumption and convenient accommodation are important part of tourism industries (Elmont, 1995). Discontent with food and accommodation may lead to dissatisfaction with the destination (Nield, Kozak&LeGrys, 2000) and tourist may not returned to or recommend the place further. Research has indicated that a tourist usually spends an average of 25% of total spending on accommodation and dining out (Nield, Kozak&LeGrys, 2000). Other studies suggest that food and beverage consumption comprises up to one-third of the total tourist expenditure (Mak et al., 2012). In this paper, the customers have responded positively towards the said variables.

Likewise, comfortable accommodation with a convenient price plays a significant role in popularizing any tourist destination. Studies indicate that cleanness of room, location, value for money, room rate, security, service quality and reputation of the hotels are important to travelers (Weaver and Oh, 1993). In general, tourists were modestly satisfied with the convenient of accommodation. Since as half of the tourists are labeled as less income group, a vast proportion of them cannot meet the expense of soaring accommodation costs. Therefore, it is essential for destination manager to focus on providing wide varieties of foods and sufficient lodging facilities with maximum hygiene and comfort to tourist at reasonable rate and also for people from a diverse socio-economic background.

Limitations and Conclusions

The findings of this research indicate that tourist evaluation of destination attributes is still the most important indicator of overall tourist satisfaction. As global competitiveness in tourism industries increases and the challenges will be faced in the years to come, destination managers and other market players should pay close attention to enhancing their existing services and expansion of other facilities that were negatively evaluated by the tourists in this study. Safe environment, courteous employees, bright and proper lighting arrangements should be given due attention and improved upon for better tourist satisfaction.

This study has generated a wealth of information on aspect of service provisions available in the region. Nevertheless, the current research does have some limitations especially about the small sample size. This small sample size might have an effect on overall generalization of the findings. However, the results should not consider to be generalized rather to be taken as impression where potential problem arise and how to probably deal with these problem.

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Thus, further studies in this field are required with robust data collection and specific case analysis between the multiple tourism destinations like Amarnathyatra and machailyatra. For future research, similar study shall be undertaken with much larger sample across four tourism destinations namely, state tour, Mata vaishnodevi, Amarnathyatra and machailyatra.

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Table 1: Demographic Profile of Tourist in Jammu and Kashmir

S.No	Demographic Variables	Frequency	Valid Percent
1	Gender		
	Male	24	80
	Female	6	20
2	Age		
	25 year old	5	16.7
	25-30 year old	9	30
	31-35 year old	5	16.7
	36-40 year old	3	10
	40 year old	8	26.7
3	Status		
	Single	10	33.3
	Married	20	66.7
4	Education		
	Secondary	1	3.3
	Higher secondary	3	10
	Vocational	4	13.3
	Bachelor Degree	8	26.7
	Masters and Above	9	30
	Technical Certificate	5	16.7
5	Occupation		
	Private Service	15	50
	Govt. Service holder	9	30
	Labour	1	3.3
	Housewife	1	3.3
	Unemployed	2	6.7
	Others	2	6.7
6	Monthly Income		
	Rs. 10,000 – 20,000	3	10
	Rs. 20,000 – 50,000	17	56.7
	Rs. 50,000 – 100,000	7	23.3
	Irregular	3	10
7	Tourist Destinations		
	J&K State Tour	20	66.7
	Mata Vaishno Devi	10	33.3

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Table 2: Summary of Results Showing Factor Loadings and Variance Explained After Scale Purification (Rotated Component Method) for Measuring Tourist Satisfaction in Jammu & Kashmir

Factor-wise Dimensions	Mean	S.D	F.L	Eigen value	Variance explained %	Cumulative variance %	Communality	α (Alpha reliability)
Factor (F₁)				32.737	14.237	14.237		0.962
▪ well-furnished guestroom	4.43	1.48	0.621				0.958	
▪ Modern gadgets	4.73	1.72	0.515				0.930	
▪ Attractive outdoor surroundings	4.57	1.55	0.740				0.941	
▪ Well maintained hotel interior and exterior	4.73	1.68	0.716				0.938	
▪ hotel cleanliness	4.50	1.53	0.641				0.927	
▪ consistency in services	4.37	1.43	0.632				0.973	
▪ rooms available as requested	4.60	1.45	0.669				0.896	
▪ enough accessories available	4.50	1.81	0.677				0.910	
▪ valued services	4.10	1.61	0.811				0.985	
▪ good reputation of hotel	4.57	1.33	0.737				0.942	
▪ privacy protected	4.87	1.19	0.526				0.917	
▪ facilities conveniently located	4.40	1.63	0.516				0.917	
▪ received undivided attention	4.46	1.50	0.543				0.947	
▪ charges clearly explained	4.70	1.39	0.549				0.945	
▪ efforts exerted to fulfill my request	4.47	1.22	0.740				0.948	
Factor (F₂)				7.568	14.047	28.284		0.954
▪ Noise free guestroom	5.07	1.64	0.835				0.952	
▪ accuracy in billing	4.47	1.28	0.767				0.965	

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▪ orders met correctly	5.17	0.949	0.741							0.842
▪ prompt responsiveness	4.80	1.29	0.517							0.904
▪ quick problem-solving	4.70	1.37	0.588							0.924
▪ options offered	4.53	1.22	0.574							0.938
▪ given due respect	5.13	1.14	0.525							0.928
▪ spoke with politeness	5.30	1.15	0.621							0.976
▪ safe environment in hotel	4.93	1.14	0.802							0.965
▪ room conveniently located	5.00	1.14	0.652							0.839
▪ convenient parking	4.57	1.43	0.803							0.962
▪ availability of manager	4.53	1.50	0.810							0.948
▪ good listeners	4.87	1.14	0.509							0.946
▪ Anticipation of needs	4.83	1.18	0.641							0.924
Factor (F₃)				5.306	12.241	40.525				0.946
▪ Menu included variety	4.06	1.62	0.804							0.970
▪ <u>food service at good temperature</u>	4.33	1.70	0.801							0.944
▪ <u>good quality food</u>	4.63	1.19	0.737							0.971
▪ <u>cleaning and inviting facilities</u>	4.50	1.79	0.639							0.974
▪ <u>received my messages</u>	4.13	1.40	0.532							0.951
▪ <u>staff had knowledge about equipments</u>	4.43	1.36	0.692							0.876
▪ <u>staff had knowledge about local places of interest</u>	4.76	1.38	0.671							0.885
▪ <u>hotel open at convenient hours</u>	5.00	1.23	0.658							0.970
▪ <u>room service at convenient hours</u>	4.93	1.05	0.559							0.970

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Factor (F₄)				3.699	10.909	51.434	0.946
▪ prompt restaurant services	4.67	1.06	0.570				0.901
▪ fast & efficient check-in check-out	4.60	1.25	0.587				0.937
▪ Safe storage of belongings	5.10	1.15	0.745				0.961
Factor (F₅)				3.394	8.489	59.923	0.912
▪ Neat and clean uniforms	5.10	1.60	0.765				0.965
▪ Inviting restaurant's restaurant	4.73	1.31	0.748				0.845
▪ efficient handling of reservation	4.77	1.07	0.709				0.939
▪ wake-up calls received	3.97	1.47	0.575				0.940
Factor (F₆)				3.218	5.565	65.488	0.620
• Easy check-out procedures	5.60	1.10	0.738				0.860
• Comfortable and inviting guest rooms	4.73	1.66	0.757				0.941
Factor (F₇)				2.650	4.677	70.165	0.821
▪ pleasant and attractive shops	4.90	1.18	0.824				0.929
▪ ready guest rooms	4.73	1.39	0.795				0.957
Factor (F₈)				2.298	3.779	73.943	0.546
▪ visually appealing front-desk	5.07	1.31	0.789				0.957
▪ gadgets worked properly	4.77	1.22	0.550				0.903
Factor (F₉)				1.913	3.717	77.660	0.776
▪ planned meeting arrangements	5.03	1.16	0.751				0.929
▪ task done as promised	4.53	1.38	0.708				0.934

Footnotes: Extraction Method: Principal Component Analysis/Varimax with Kaiser Normalization. Rotation converged in 31 iterations; FL' stands for factor loadings, S.D for standard deviation and λ' for alpha*Alpha for single item could not be computed

Table 3: Regression Model Summary (with coefficient) of LODGSERV Variables as Predictors of Tourist Satisfaction as Dependent Variable (Step-wise multiple regression method)

Model	R	R ²	Adj R ²	Standard Error of Estimate	F value (ANOVA)	Sig. Level	Beta Co-efficient	t Value	Sig. Level	Durbin-Watson
1. (Constant)	0.876a	0.767	0.758	0.43498	91.927	0.000		8.938	0.000	
▪ charges clearly explained							0.876	9.588	0.000	
2. (Constant)	0.954b	0.910	0.903	0.27498	43.067	0.000		11.584	0.000	
▪ charges clearly explained							0.623	8.977	0.000	
▪ managers accessible most of the time							0.455	6.563	0.000	
3. (Constant)	0.976c	0.953	0.948	0.20211	23.976	0.000		7.673	0.000	
▪ charges clearly explained							0.459	7.524	0.000	
▪ managers accessible most of the time							0.450	8.827	0.000	
▪ Restaurant open at convenient hours							0.266	4.897	0.000	
4. (Constant)	0.984d	0.969	0.964	0.16755	12.833	0.001		6.209	0.000	
▪ charges clearly explained							0.470	9.280	0.000	
▪ managers accessible most of the time							0.406	9.221	0.000	
▪ Restaurant open at convenient hours							0.243	5.334	0.000	
▪ Gadgets worked properly							0.136	3.582	0.001	
5. (Constant)	0.989e	0.977	0.973	0.14623	8.824	0.007		7.002	0.000	
▪ charges clearly explained							0.473	10.688	0.000	

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▪ managers accessible most of the time	0.376	9.456	0.000						
▪ Restaurant open at convenient hours	0.195	4.541	0.000						
▪ Gadgets worked properly Comm2	0.128	3.867	0.001						
▪ Attractive outdoor surroundings	0.113	2.970	0.007						
6. (Constant)	0.992f	9.999	0.004	0.12470	0.980	0.984	0.985	0.10665	9.447
▪ charges clearly explained	0.411	9.676	0.000						
▪ managers accessible most of the time	0.323	8.568	0.000						
▪ Restaurant open at convenient hours	0.186	5.070	0.000						
▪ Gadgets worked properly Comm2	0.133	4.717	0.000						
▪ Attractive outdoor surroundings	0.108	3.324	0.003						
▪ Anticipation of needs	0.135	3.162	0.004						
7. (Constant)	0.994g	9.447	0.006	0.10665	0.985	0.989	0.985	0.10665	9.447
▪ charges clearly explained	0.392	10.655	0.000						
▪ managers accessible most of the time	0.262	6.877	0.000						
▪ Restaurant open at convenient hours	0.176	5.562	0.000						
▪ Gadgets worked properly Comm2	0.137	5.640	0.000						
▪ Attractive outdoor surroundings	0.102	3.655	0.001						
▪ Anticipation of needs	0.142	3.861	0.001						
▪ Facilities conveniently located	0.103	3.074	0.006						

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8. (Constant)	0.996h	0.992	0.989	0.09427	7.155	0.014	5.482	0.000
▪ charges clearly explained						0.340	8.931	0.000
▪ managers accessible most of the time						0.244	7.117	0.000
▪ Restaurant open at convenient hours						0.176	6.298	0.000
▪ Gadgets worked properly						0.136	6.370	0.000
▪ Attractive outdoor surroundings						0.098	3.999	0.001
▪ Anticipation of needs						0.156	4.759	0.000
▪ Facilities conveniently located						0.104	3.513	0.002
▪ Consistently courteous employees						0.076	2.675	0.014
								1.544
9. (Constant)	0.997i	0.994	0.992	0.08014	9.059	0.007	5.241	0.000
▪ charges clearly explained						0.335	10.346	0.000
▪ managers accessible most of the time						0.243	8.328	0.000
▪ Restaurant open at convenient hours						0.156	6.331	0.000
▪ Gadgets worked properly						0.114	5.804	0.000
▪ Attractive outdoor surroundings						0.122	5.463	0.000
▪ Anticipation of needs						0.129	4.369	0.000
▪ Facilities conveniently located						0.105	4.152	0.000
▪ Consistently courteous employees						0.090	3.660	0.002
▪ Safe environment in hotel						0.067	3.010	0.007

Footnotes: 1. * Values Significant at $p \leq 0.05$.

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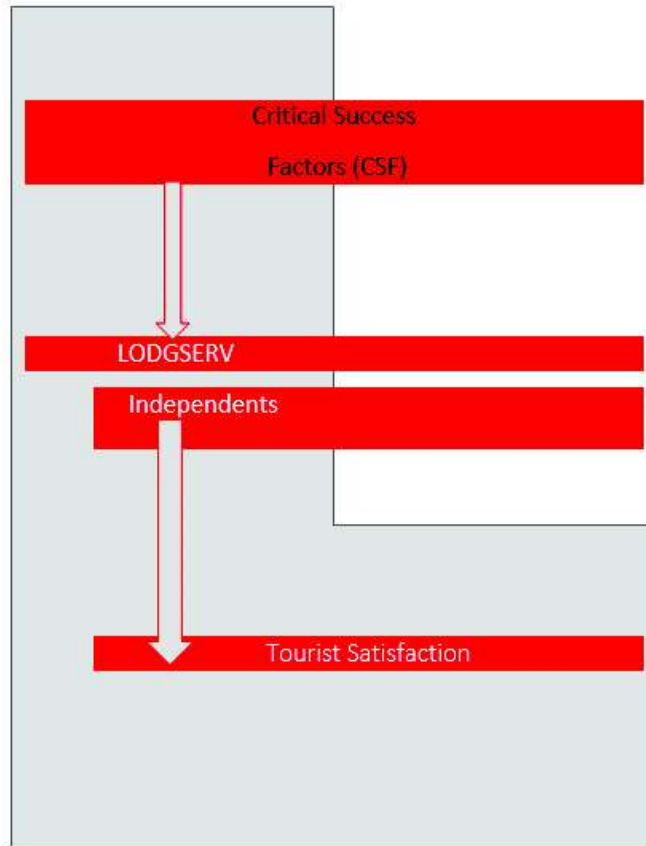


Fig. 1: Key Indicators of Tourist Satisfaction

