

# **The Impact of Hotel Attributes' Satisfaction on Overall Guest Satisfaction**

Murat Usta  
College of Business Administration  
Dokuz Eylul University

Katerina Berezina  
School of Hotel and Restaurant Administration  
Oklahoma State University

and

Cihan Cobanoglu  
School of Hotel, Restaurant and Institutional Management  
University of South Florida Sarasota-Manatee

## **ABSTRACT**

*It is important to identify these new hotel attributes and measure guests' level of satisfaction and the impact of these attributes on overall guest satisfaction. In addition, few studies investigated the hotel attributes' satisfaction on overall guest satisfaction. Hence, the purpose of the study is to identify levels of guest satisfaction with hotel attribute, as well as to determine the impact of hotel attributes' satisfaction on overall guest satisfaction and intention to return.*

**Keywords:** *hotel attributes, hotel satisfaction, revisit intentions*

## **INTRODUCTION**

Researchers and practitioners agree that service quality, customer satisfaction, and customer loyalty are major factors for hotel success (Matzler & Pechlaner, 2001; O'Neill, Mattila, & Xiao, 2006; Shanka & Taylor, 2003; Yung & Chan, 2001). However, little empirical research has been conducted to reveal the level of impact of hotel attributes' satisfaction on intention to return. Fornell (1992) suggested that customer satisfaction may lead to favorable word-of-mouth publicity and subsequent repeating purchases. Kotler (1991) suggested that high customer satisfaction ratings are widely believed to be the best indicator of a company's future profits. Several studies investigated the importance of hotel attributes (Qu, Ryan, & Chu, 2001; Shanka & Taylor, 2003) and hotel attributes' satisfaction (Fornell, 1992; Yung & Chan, 2001). However, these attributes change over time. The advancement of technology and new amenities change what hotel guests request from hotels. It is important to identify these new hotel attributes and measure guests' level of satisfaction and the impact of these attributes on overall guest satisfaction. In addition, few studies investigated the hotel attributes' satisfaction on overall guest satisfaction. Hence, the purpose of the study is to identify levels of guest satisfaction with hotel attributes, as well as to determine the impact of hotel attributes' satisfaction on overall guest satisfaction and intention to return.

## REVIEW OF LITERATURE

### Customer Satisfaction

According to Yi (1991), customer satisfaction can be viewed as a customer's state of mind in which his/her needs, wants, and expectations throughout the product or service life cycle have been met or exceeded, resulting in subsequent repurchase and prolong loyalty. Customer satisfaction and can be defined either an outcome or a process (Yi, 1991). Customer satisfaction, defined as an outcome, characterized the end-state that resulted from the consumption experience. Alternatively, customer satisfaction has been described as a process that emphasized the perceptual, evaluative, and psychological processes that contribute to satisfaction through: "an evaluation rendered that the experience was at least good as it was supposed to be." (Hunt, 1977, p. 459) Yi (1991) also observed that the definitions of customer satisfaction varied with regard to their level of specificity. The various levels identified included satisfaction with a product, a purchase decision experience, a performance attribute, a consumption experience, a store or institution, or a pre-purchased experience.

According to Mannell (1989) and Oliver (1993a), there are two related but distinct constructs of traveler satisfaction: overall satisfaction and attribute satisfaction. Overall satisfaction is concerned with overall assessment of a travel experience, whereas attribute satisfaction is concerned with particular facets or attributes of tourism services (Tian-Cole & Crompton, 2003). Both constructs has its purposes. Attribute satisfaction can help hotel managers to choose a specific service direction by identifying the dimensions that indicate a strong or weak impact in a service system. In addition, attribute satisfaction scores can be used as an independent variable to predict guest satisfaction (dependent variable), likelihood of return, and recommending to others (word-of-mouth). These factors justify the investigation of both overall satisfaction and attribute satisfaction in this study. This leads to the first hypothesis of the study:

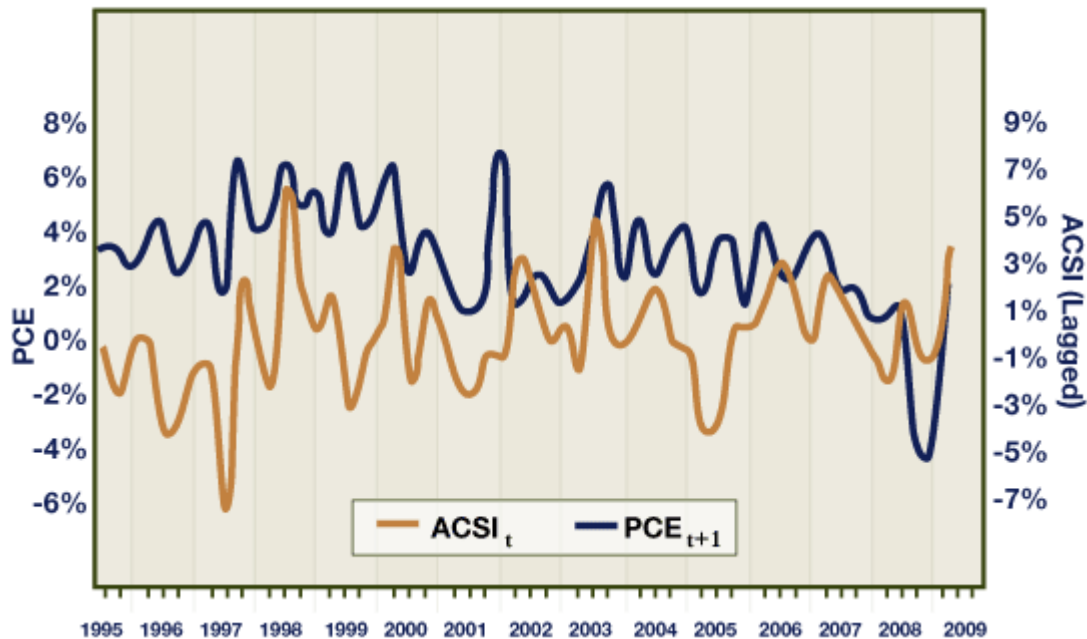
*Hypothesis 1: Each derived travelers perception dimension has a different impact in contributing to the travelers' overall satisfaction.*

### Importance of Customer Satisfaction

The 2009 American Customer Satisfaction Index revealed that customers saw satisfaction as one of the most important factors when selecting a lodging property (The American Customer Satisfaction Index, 2009). This index showed that there is a positive correlation between consumer spending and satisfaction (See Figure 1). In other words, when the overall satisfaction of consumers with products and services increases, their spending increases too. Similarly, when the overall satisfaction of consumers decreases, their spending decreases significantly.

**Figure 1**  
**Consumer Spending Growth and Lagged Satisfaction Growth**

## Consumer Spending (PCE) Growth and Lagged Satisfaction (ACSI) Growth



### Consumer Satisfaction & Behavioral Intentions

Satisfaction refers to as a post-purchase evaluation of product quality given pre-purchase expectations (Kotler et al., 2003). Different studies have investigated the relationship between service quality, satisfaction, and customer loyalty (Skogland & Siguaw, 2004; Yee et al., 2009). Research studies suggest that service quality leads to customer satisfaction, attraction of new customers, positive word-of-mouth, repeat visits, enhanced corporate image, increased business performance and so forth (Akbaba, 2006; Reid & Bojanic, 2009; Zabkar et al., 2009; Zeithaml et al., 2006). Yee et al. (2009) found that service quality has a significant and direct impact on customer satisfaction and that the relationship between customer satisfaction and loyalty is also highly significant. However, there are some studies that show non-significant relationship between satisfaction and post-purchase behavior. This leads to the second hypothesis of the study:

Hypothesis 2: Travelers' overall satisfaction with the hotel that they experience in a given hotel will predict their intention to return to the same hotel or brand.

### METHODOLOGY

A self-administered questionnaire was used to collect data. The questionnaire was designed to measure the perceptions of business and pleasure travelers related to hotel attributes in contributing to their overall satisfaction levels towards services and facilities provided by the U.S. hotel industry. The first section of the questionnaire was designed to identify the travel behaviors of the respondents. The next section was to measure travelers' perception towards 50 hotel service and facility attributes. These fifty hotel attributes were developed by reviewing the

relevant literature (Ananth et al., 1992; Atkinson, 1988; Knutson, 1988; Howell, Moreo & DeMicco, 1993; Wilensky & Buttle, 1988, Qu et al., 2000).

### Sampling Plan

The target population of the study was U.S. travelers who stayed in a hotel within the last 12 months. During the months of May –July, 2010, 3000 questionnaires were sent electronically to random group of US residents who have an email address through rent-a-list.com’s database. In total, 615 persons completed the survey with a 20.5% response rate. Filtering the results based on the first qualifying question 389 respondents who stayed in a hotel within the last 12 months were identified.

Non-response bias analysis requires comparison of non-respondents with respondents of the study. Rylander, Propst, and McMurtry (1995) suggested that late respondents and non-respondents were alike and wave analysis and respondent/nonrespondent comparisons yield the same results. Based on this, late respondents were used as a proxy for non-respondents and a non-response analysis using wave analysis (early versus later respondents) was conducted to determine, (1) whether non-respondents and respondents differed significantly, (2) whether equivalent data from those who did not respond would have significantly altered the findings. For this purpose all respondents were divided into two groups according to the date they filled out the questionnaire. An independent sample t-test showed that there is no significant difference between the mean scores of hotel attributes’ satisfaction, overall satisfaction, revisit intentions and likelihood of recommending a hotel to others. After concluding that the sample does not suffer from non-response bias, the research proceeded with data analysis.

### Data Analysis

A factor analysis was used to explore the underlying dimensions of the 50 perception attributes. A principal component method was used to determine if the 50 attributes could be conceptualized meaningfully to a smaller number of components. Multiple regression analysis was employed: (1) to predict the impact of derived dimensions (independent variables) on travelers’ overall satisfaction (dependent variable); and (2) to explain the relative importance of each dimension in contributing to the travelers’ overall satisfaction, intention to return to the hotel, and recommending the hotel to others.

The appropriate model is written as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 \dots nX_n + \varepsilon$$

where,

- Y                    travelers overall satisfaction levels; intention to return to the hotel; likelihood of recommending the hotel to others
- $\beta_0$                 constant (coefficient of intercept)
- $X_1 \dots X_n$         latent factors
- $\beta_1 \dots \beta_n$         regression coefficients of the latent factors
- E                    standard error

### FINDINGS

Majority of the respondents were female (61.3%), and the rest 38.7% were male (See Table 1). The most frequently reported age group was 46 – 55 years old (27.0%). Almost half of the respondents was married (47.5%) and 30.4% were single. One third of the study participants (33.3%) have attended some college and about one quarter (24.0%) obtained Bachelor’s degree. The most frequently reported annual income ranges from \$25,001to \$50,000 (36.8%). 20.6% of the respondents hold Management, professional, and related occupations.

**Table 1**  
**Travel Behavior**

Variable	%	Variable	%
<b>On average how many nights a year do you spend in a hotel?</b>		<b>How did you make your LAST hotel reservation?</b>	
1 to 10 nights	83.8	Use a travel agent	2.0
11 to 20 nights	12.7	Call a toll free (800 ) reservation number of the hotel	10.8
21 to 30 nights	2.9	Call the hotel directly	22.5
more than 30 nights	.5	Use my organization's travel agent	3.9
Total	100.0	Book on-line over the hotel website	25.0
		Book on-line through an Internet travel agency	13.7
<b>Do you belong to any hotel frequent guest programs</b>		Walk-in	17.2
Yes	33.8	Other	4.9
No	66.2	Total	100.0
Total	100.0		
<b>Primary Purpose of the Last hotel stay</b>		<b>Type of LAST hotel</b>	
Business	20.1	Luxury	6.9
Pleasure	79.9	Upscale	24.5
Total	100.0	Midscale	47.1
		Economy	17.6
<b>Price</b>		Other	3.9
Less than \$75	28.9	Total	100.0
\$76-\$150	62.7		
\$151-\$225	5.9		
More than \$225	2.5		
Total	100.0		

N = 389

**Satisfaction of Quality of the Hotel Attributes**

The means and standard deviations for the respondents overall satisfaction with each of the fifty hotel attributes are listed in Table 2. A seven-point Likert scale ranging from strongly satisfied (7) to strongly dissatisfied (1) was incorporated in the questionnaire to determine the overall satisfaction of each attribute. The overall mean for all fifty attributes was 6.13. Ten attributes had a mean above 6.00, thirty-two attribute means were between 5.00 and 6.00, the means for seven attributes were between less than 5.00. The attribute with the highest overall satisfaction was room is phone in room (6.21) followed by on-premise parking (6.21), free parking (6.17), electronic key card (6.14), and Front desk staff on duty 24 hours a day (6.12). The five attributes with the lowest overall satisfaction were self-check-in (4.87), child care facility in the hotel (4.45), universal battery charger (4.22), in-room gaming system (4.19), and free long distance telephone calls (4.05).

**Table 2**  
**Travelers' Satisfaction of the Quality of the Hotel Attributes**

	Mean	Std. Deviation
Phone in room	6.21	1.366
On-premise parking	6.21	1.358
Free parking	6.17	1.561
Electronic key card	6.14	1.409
Front desk staff on duty 24 hours a day	6.12	1.332
Hotel location	6.1	1.355
In-room temperature control	6.09	1.368
Smoke, Fire & Heat Detectors	6.09	1.362
Remote Control TV	6.05	1.431
Friendly service of hotel staff	6.01	1.493
Reputation of hotel	6	1.418
Cleanliness of hotel	5.99	1.452
Good lighting to read/work	5.94	1.451
Parking area lighting	5.9	1.386
Comfortable mattress and pillows	5.89	1.367
In-room coffee maker	5.87	1.487
Prearranged check-in	5.86	1.551
Alarm clock	5.83	1.6
Fast online reservations	5.77	1.662
Guest control panel (i.e. lights, temperature, blinds, etc)	5.77	1.524
Hair dryer	5.76	1.794
Adequate desk/work space in room	5.74	1.663
In-room check-out	5.72	1.69
Price of accommodations	5.69	1.512
Best price from hotel website	5.66	1.584
Easily accessible electrical outlets	5.66	1.591

Room numbers not on keys	5.66	1.901
Informative hotel website	5.63	1.626
Wireless Internet access in hotel public areas	5.6	1.859
Free continental breakfast	5.6	1.799
Convenience to meeting site	5.58	1.622
High-speed Internet access in the room	5.51	1.968
Pay per view (movie system)	5.48	1.775
Security personnel on duty 24 hours a day	5.43	1.817
Radio	5.39	1.757
Laundry services & Ironing	5.39	1.836
Business centers (computers, fax, copiers)	5.32	1.897
Sports facilities (e.g., Swimming )pool,	5.32	1.948
Wireless access to hotel website (i.e. Blackberry, iPhone)	5.31	1.983
Meeting facilities	5.28	1.843
Flat Panel High Definition Television	5.1	2.041
Complimentary national newspaper	5.05	2.095
24-hour room service	5.01	2.078
In-room electronic safety boxes	4.95	2.148
24-hour airport transportation	4.93	1.982
Self-check-in	4.87	2.015
Child care facility in the hotel	4.45	2.262
Universal battery charger	4.22	2.075
In-room gaming system (i.e. Wii or Play Station)	4.19	2.206
Free long distance telephone calls (VoIP)	4.05	2.231

### **Dimensions of Travelers' Perceptions**

A factor analysis was used to derive the dimensions of the respondent's perceptions on 50 hotel attributes. A principal component analysis with orthogonal VARIMAX rotation was employed to identify the underlying dimensions. The main purposes for using the factor analysis are to get a better understanding of the underlying structure of the data, and to apply the factor scores as the independent variables for the subsequent regression analysis. A factor with eigenvalues value greater than 1.0 and a factor loading of 0.50 or greater for the attribute was retained (see Table 3).

The measure of sampling adequacy (KMO) was 0.932. This value is above 0.8 and can be considered as meritorious (Kaiser, 1974). The result of Bartlett's test of sphericity is 2395.45 and is statistically significant (Sig. = 0.000). This test showed that all the correlations within the correlation matrix were significant overall. The communality of the variables was above 0.5, which suggested that at least one-half of the variance could be explained for each variable by six factors. Reliability analysis (Cronbach's Alpha) was performed to test the reliability and internal consistency of each factor. The results showed that the alpha coefficients for the six factors were

high, in general ranging from 0.84 to 0.92, and was considered an acceptable level for basic research (Nunnally & Bernstein, 1994). The results of the factor analysis suggested a six-factor solution that captured 42 hotel attributes and explained 89.46% of the total variance in the data. The six factors were named ‘Essentials–Factor 1’; ‘In-Room Amenities–Factor 2’; ‘Best Price & Website–Factor 3’; ‘High Speed Internet Access–Factor 4’; Business Comfort–Factor 5’; and ‘Breakfast/Location–Factor 6.’

**Table 3**  
**Results of Factor Analysis**

Hotel Attributes	Dimensions					
	Essentials (F1)	In-Room Amenities (F2)	Best Price/Website (F3)	HSIA (F4)	Business Comfort (F5)	Breakfast/Location (F6)
Remote Control TV	0.735					
Phone in room	0.755					
Alarm clock	0.568					
Electronic key card	0.751					
In-room temperature control	0.687					
Cleanliness of hotel	0.664					
Parking area lighting	0.733					
Comfortable mattress and pillows	0.578					
Hotel location	0.663					
Friendly service of hotel staff	0.69					
On-premise parking	0.771					
Front desk staff on duty 24 hours a day	0.733					
Free parking	0.719					
Reputation of hotel	0.747					
Smoke, Fire & Heat Detectors	0.75					
Free long distance telephone calls (VoIP)		0.792				
Universal battery charger		0.764				
Flat Panel High Definition Television		0.564				
In-room gaming system (i.e. Wii or Play Station)		0.74				
Radio		0.575				
Complimentary national newspaper		0.732				
Laundry services & Ironing		0.598				
In-room electronic safety boxes		0.731				
Informative hotel website			0.549			
Fast online reservations			0.567			



Best price from hotel website			0.59			
Price of accommodations			0.528			
High-speed Internet access in the room				0.716		
Wireless Internet access in hotel public areas				0.744		
Wireless access to hotel website				0.697		
Good lighting to read/work					0.609	
Adequate desk/work space in room					0.662	
Convenience to meeting site						0.524
Free continental breakfast						0.526
<i>Eigenvalue</i>	<i>18.01</i>	<i>9.69</i>	<i>6.84</i>	<i>6.07</i>	<i>2.56</i>	<i>1.74</i>
<i>Variance Explained</i>	<i>36.02</i>	<i>19.33</i>	<i>13.69</i>	<i>12.14</i>	<i>4.80</i>	<i>3.48</i>
<i>Cronbach's Alpha</i>	<i>0.92</i>	<i>0.89</i>	<i>0.84</i>	<i>0.86</i>	<i>0.83</i>	<i>0.87</i>

### Determinants of Travelers' Overall Satisfaction

Multiple stepwise regression analysis was employed to investigate whether the independent variables (six factors) exerted significant impacts on the dependent variable (the overall satisfaction) of travelers. Table 4 shows the results of regression analysis. The adjusted R<sup>2</sup> of the model is 0.602. This indicated that approximately 60% of the variation of the overall satisfaction could be explained by the six factors altogether. The six independent variables did a fairly good job in predicting the travelers overall satisfaction, as behavioral scientists believed that a R<sup>2</sup> of 0.50 to 0.60 is relatively good (Lewis, 1985). The significant F-ratio (F = 58.365, sig. = 0.0000) indicated that the results of the regression model could hardly have occurred by chance. Overall, the 'Goodness-of-Fit' of the model is satisfactory. The stepwise regression approach was used and the cut point of  $p \alpha = 0.05$  was applied to decide which variable was remained in the model. Only two factors retained in the model. Based on the coefficient of each independent variable, one can assess the impact of each factor. For example, one-unit increases in travelers' satisfaction on the factor "Essentials," leads to a 0.355 increase in traveler overall satisfaction with other variables held constant. Similarly, a one-unit increase in travelers' satisfaction on the factor "Website/Best Price" leads to an increase in travelers' overall satisfaction by 0.275 with the other variables held constant. Hence, it can be concluded that Hypothesis 1, which postulates that different hotel dimensions are perceived to have different impact on travelers overall satisfaction levels, failed to be rejected.

**Table 4**  
**Stepwise regression analysis results of Travelers' Overall Satisfaction**

	B	SE B	$\beta$
Constant	-0.124	0.464	
F1: Essentials	0.355	0.124	0.257*
F3: Web Site/Best Price	0.275	0.108	0.225**

Note:  $R^2 = 0.605$  ( $p < 0.001$ ), \*  $p < 0.001$  \*\*  $p < 0.05$

### **Travelers' Overall Satisfaction as a Determinant of Intention to Return**

Hypothesis 2 stated that Travelers' overall satisfaction with the hotel that they experience in a given hotel will predict their intention to return to the same hotel or brand. To test this hypothesis, a simple regression was conducted on the dependent variable of Intention to Return with Overall Satisfaction as independent variable. Regression model explains 70% of the variance with a significant model (Sig.=.000). Based on the coefficient of independent variable, one can assess the impact of this variable. For example, one-unit increases in travelers' satisfaction' leads to a 0.962 increase in travelers' intention to return ( See Table 5).

**Table 5**  
**Simple Regression Analysis Results for Travelers' Overall Satisfaction and Intention to Return**

	B	SE B	$\beta$
Constant	-.357	.249	
Satisfaction	.962	.043	.842*

Note:  $R^2 = 0.709$  ( $p < 0.001$ ), \*  $p < 0.001$

## **CONCLUSIONS**

This study examined the hotel attributes as perceived by travellers. The attribute with the highest overall satisfaction was room is phone in room (6.21) followed by on-premise parking (6.21), free parking (6.17), electronic key card (6.14), and Front desk staff on duty 24 hours a day (6.12). The five attributes with the lowest overall satisfaction were self-check-in (4.87), child care facility in the hotel (4.45), universal battery charger (4.22), in-room gaming system (4.19), and free long distance telephone calls (4.05).

This study showed that essentials and website/best price factors are significant in predicting travelers' overall satisfaction. In addition, the study findings confirmed a strong relationship between travelers' overall satisfaction with hotel and intention to return to the hotel.

## REFERENCES

- Akbaba, A. (2006). Measuring service quality in the hotel industry: A study in a business hotel in Turkey. *International Journal of Hospitality Management*, 25(2), 170–192.
- Ananth, M., DeMicco, F.J., Moreo, P.J. and Howey, R.M. (1992). Marketplace lodging needs of mature travelers. *Cornell Hotel & Restaurant Administration Quarterly*, 33, pp. 12-24.
- Atkinson, A. (1988). Answering the eternal question: What does the customer want? The Cornell Hotel and Restaurant Administration Quarterly, 29(2), 12-14.
- Fornell, C. (1992). A national customer satisfaction barometer: The Swedish experience. *Journal of Marketing*, 56(1), 6-21
- Howell, R. A., Moreo, P. J., & DeMicco, F. J. (1993). A qualitative analysis of hotel services desired by female business travelers. *Journal of Travel and Tourism Marketing*, 1 (4), 115-133.
- Hunt, K. (1977). Overview and Future Research Direction. In K. Hunt (ed.) Conceptualization and Measurement of Consumer Satisfaction and Dissatisfaction. Cambridge, MA: Marketing Science Institute.
- Kotler, P., 1991. *Marketing Management: Analysis Planning, Implementation, and Control*. Prentice Hall, Englewood Cliffs, NJ
- Kotler, P., Bowen, J., & Makens, J. C. (2003). *Marketing for hospitality and tourism* (3rd ed.). Upper Saddle River, NJ: Pearson Education, Inc. Mannell (1989)
- Knutson, B.J. (1988), “Ten laws of customer satisfaction”, The Cornell Hotel and Restaurant Administration Quarterly, Vol. 29 No. 1, pp. 14-17
- Lewis, R. C. (1985). Getting the most from marketing research [Part V]. Predicting hotel choice: the factors underlying perception. The Cornell Hotel and Restaurant Administration Quarterly, 26(3), 82-96
- Matzler, K. & Pechlaner, H. (2001) Guest satisfaction barometer and benchmarking: Experiences from Austria. *Journal of Quality Assurance in Hospitality and Tourism*, 2(3/4), pp. 25–47
- Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric theory*. New York: McGraw-Hill.
- Oliver, R.L. (1993a), “A conceptual model of service quality and service satisfaction: compatible goals, different concepts”, in Swartz, T.A., Bowen, D.E. and Brown, S.W. (Eds), *Advances in Services Marketing and Management*, 2, JAI Press, Greenwich, CT, pp. 65-85

- O'Neill, J. W., Mattila, A. & Xiao, Q. (2006). Hotel guest satisfaction and brand performance: The effect of Franchising Strategy. *Journal of Quality Assurance in Hospitality and Tourism*, 7(3), 25-39.
- Qu, H., **Ryan, B.**, & Chu, R. (2001). A study of travellers' satisfaction levels in Hong Kong three hotel market segments. *Journal of Quality Assurance in Hospitality and Tourism*, 1(3), 65-83.
- Reid, R. D., & Bojanic, D. C. (2009). *Hospitality marketing management* (4th ed.). Wiley.
- Shanka, T., and Taylor, R. (2003). An investigation into the perceived importance of service and facility attributes of hotel satisfaction. *Journal of Quality Assurance in Hospitality and Tourism*, 3/4(4), p. 119 – 134.
- Rylander, R. G., Propst, D. B., and McMurtry, T. R. (1995). Nonresponse and recall biases in a survey of traveler spending. *Journal of Travel Research*, 33 (4), 39-45
- Skogland, I., and Sigauw, J.A. (2004). Understanding switchers and stayers in the lodging industry. *Cornell Hospitality Report*, 1(4).
- The American Customer Satisfaction Index (2009). Available online. Retrieved on May 12, 2010 from [http://www.theacsi.org/index.php?option=com\\_content&task=view&id=193&Itemid=202](http://www.theacsi.org/index.php?option=com_content&task=view&id=193&Itemid=202)
- Tian-Cole, S., and J. L. Crompton (2003). "A Conceptualisation of the Relationships between Service Quality and Visitor Satisfaction, and Their Links to Destination Selection." *Leisure Studies*, 22 (1), 65-80
- Wilensky, L., Buttle, F., 1988. A multivariate analysis of hotel benefit bundles and choice trade-offs. *International Journal of Hospitality Management* 7 (1), 29-41
- Yee, R. W., Yeung, A., & Cheng, T. (2009). An empirical study of employee loyalty, service quality and firm performance in the service industry. *International Journal of Production Economics*.
- Yi, Y. (1991). A Critical Review of Consumer Satisfaction. In V. Zeithaml (Ed.), *Review of Marketing*. Chicago: American Marketing Association Yung & Chan, 2001
- Zabkar, V., Brencic, M. M., & Dmitrovic, T. (2009). Modelling perceived quality, visitor satisfaction and behavioral intentions at the destination level. *Tourism Management*.
- Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2006). *Services marketing: Integrating customer focus across the firm*. New York, NY: McGraw Hill/Irwin