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**DETERMINING CUSTOMER SATISFACTION: A CASE STUDY OF A TOURISM
ESTABLISHMENT IN THE VAAL REGION**

**Dissertation submitted for the degree
Magister Technologiae: Tourism and Hospitality Management**

in the Faculty of Human Sciences

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2018

DECLARATION OF INDEPENDENT WORK

I, Charmaine Danielle Cilliers, identity number 9407240017085 and student number 213044757, hereby declare that this Dissertation submitted to Vaal University of Technology, for the degree Magister Technologiae, Determining customer satisfaction: a case study of a tourism establishment in the Vaal Region, is my own independent work. This dissertation complies with the Code of Academic Integrity, as well as other relevant policies, procedures, rules and regulations of the Vaal University of Technology. This work has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature for any degree.

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ABSTRACT

Tourism is an extremely important sector in any economy of a country and is a package of combined services and goods. There are a variety of types of tourism, and tourism also has a variety of sectors and characteristics. Customer satisfaction is very important within any organisation, because it provides a variety of benefits. The Kano model and many theories assist in understanding customer satisfaction and the factors that better influence the satisfaction of the customers. To accurately measure the satisfaction of customers, there are a variety of guidelines to follow to develop a well-developed questionnaire.

The main goal of this study was to determine customer satisfaction and the factors that contribute to customer satisfaction, based on a case study at a tourism establishment (accommodation establishment) in the Vaal Region. The objectives were to conduct a literature review to identify the factors that affect customer satisfaction at an accommodation establishment and develop a measuring instrument to determine customer satisfaction at an accommodation establishment. Furthermore, an empirical analysis was conducted to measure the level of performance of the identified factors at an accommodation establishment in the Vaal Region. Additionally, to determine the factors that contribute to the satisfaction of the customers at a specific accommodation establishment in the Vaal Region. Thereafter, determine the difference between the factors that are regarded as important contributors to customer satisfaction and the factors with which customers are satisfied with at an accommodation establishment. Moreover, determine the difference between customer satisfaction factors across trip-related and demographic variables at an accommodation establishment. Finally, recommendations were made regarding the empirical results and for future research.

The research followed a case study approach using quantitative, exploratory and descriptive research to administer and test the questionnaire, and to evaluate the satisfaction of the customers. Furthermore, the study used a non-probability method, convenience sampling. The sample size of the study was 132 customers at the accommodation establishment and a questionnaire was used to measure the

satisfaction of the customers. The results indicated that the majority of the respondents were totally satisfied with certain aspects at the accommodation establishment. In total 11 factors were identified that contribute to customer satisfaction, and a total of 10 factors were identified that influence the satisfaction level of the customers. There was a statistical significant correlation between the factors with which customers are satisfied with, the factors that the customers regard as important, other trip-related and demographic variables. It can be seen that the accommodation establishment must take into account the factors which influence customer satisfaction to obtain higher customer satisfaction by.

The keywords are: tourism sector, hospitality, customer satisfaction, customer relations and measuring instrument.

TABLE OF CONTENTS

DECLARATION OF INDEPENDENT WORK	i
ACKNOWLEDGEMENTS.....	ii
ABSTRACT	iii
TABLE OF CONTENTS.....	v
LIST OF FIGURES.....	xii
LIST OF TABLES	xiii
LIST OF ANNEXURES	xv
LIST OF ACRONYMS.....	xvi
CHAPTER 1: RESEARCH PROBLEM AND SETTING.....	1
1.1. INTRODUCTION	1
1.2. BACKGROUND AND MOTIVATION	1
1.3. PROBLEM STATEMENT	3
1.4. RESEARCH OBJECTIVES.....	5
1.4.1. <i>Main goal</i>	5
1.4.2. <i>Objectives</i>	5
1.5. OUTCOMES OF THE STUDY	6
1.6. DEFINING THE CONCEPTS.....	6
1.6.1. <i>Tourism</i>	6
1.6.2. <i>Customer satisfaction</i>	7
1.6.3. <i>Customer relations</i>	7
1.6.4. <i>Measuring instrument</i>	7
1.7. CHAPTER CLASSIFICATION	7
CHAPTER 2: THE ROLE AND IMPORTANCE OF CUSTOMER SATISFACTION WITHIN THE TOURISM INDUSTRY.....	8
2.1. INTRODUCTION	8
2.2. OVERVIEW OF THE TOURISM INDUSTRY	9
2.2.1. <i>Four main sectors of tourism</i>	9
2.2.1.1. <i>Transportation</i>	10
2.2.1.2. <i>Hospitality</i>	11
2.2.1.3. <i>Attractions</i>	11
2.2.1.4. <i>Support services</i>	12

2.2.2. An overview of the types of tourism.....	12
2.2.2.1. Adventure tourism	13
2.2.2.2. Sport tourism.....	13
2.2.2.3. Business tourism.....	14
2.2.2.4. Eco tourism	14
2.2.2.5. Religious tourism.....	14
2.2.2.6. Cultural tourism	14
2.2.2.7. Medical tourism	14
2.2.2.8. Entertainment tourism	15
2.3. DISTINGUISHING CHARACTERISTICS OF SERVICES.....	16
2.3.1. Intangibility	16
2.3.2. Heterogeneity (Variability)	17
2.3.3. Inseparability	17
2.3.4. Perishability.....	17
2.4. MARKETING.....	18
2.5. DEFINITION OF CUSTOMER SATISFACTION	19
2.6. AN ANALYSIS OF THE THEORIES RELATED TO CUSTOMER SATISFACTION.....	19
2.6.1. Disconfirmation theory.....	19
2.6.2. Assimilation theory	21
2.6.3. Contrast theory.....	21
2.6.4. Assimilation-contrast theory	22
2.6.5. Generalised negativity theory.....	23
2.7. KANO MODEL OF CUSTOMER SATISFACTION.....	24
2.7.1. Attractive quality	25
2.7.2. One-dimensional quality	26
2.7.3. Must-be quality	26
2.7.4. Indifferent quality	26
2.7.5. Reverse quality.....	27
2.8. SERVQUAL MODEL.....	27
2.9. FACTORS AFFECTING CUSTOMER SATISFACTION	28
2.10. ADVANTAGES OF CUSTOMER SATISFACTION	47
2.11. CONCLUSION	49
CHAPTER 3: MEASURING CUSTOMER SATISFACTION	51

3.1. INTRODUCTION	51
3.2. ASPECTS OF A MEASURING INSTRUMENT	51
3.3. MEASURING INSTRUMENTS USED IN PAST STUDIES TO MEASURE THE SATISFACTION OF CUSTOMERS WITH A TOURISM ESTABLISHMENT	54
3.4. DESIGNING A RESEARCH QUESTIONNAIRE TO MEASURE CUSTOMER SATISFACTION	60
3.4.1. <i>Identify the aim or hypothesis of the research problem</i>	61
3.4.2. <i>Identify the population and sample size</i>	61
3.4.3. <i>Determine the questions to be asked</i>	61
3.4.4. <i>Select the question type and wording for each question</i>	62
3.4.5. <i>Designing the overall layout of the questionnaire</i>	73
3.4.6. <i>Undertake a pilot study, final editing and distribution</i>	74
3.5. CONCLUSION	81
CHAPTER 4: METHODOLOGY	82
4.1. INTRODUCTION	82
4.2. METHOD OF RESEARCH.....	84
4.2.1. <i>Literature study</i>	84
4.2.2. <i>Empirical survey</i>	85
4.2.3. <i>Research design</i>	85
4.3. ETHICAL CONSIDERATIONS.....	86
4.4. STUDY POPULATION AND SAMPLING.....	87
4.5. MEASURING INSTRUMENT	89
4.6. PILOT STUDY	90
4.7. PROCEDURE OF DATA GATHERING	91
4.8. TREATMENT OF DATA.....	91
4.8.1. <i>Kaiser-Meyer-Olkin and Bartlett's test</i>	92
4.8.2. <i>Exploratory factor analysis</i>	92
4.8.3. <i>Cronbach's Alpha Coefficient</i>	92
4.8.4. <i>Spearman Rank Order Correlations</i>	93
4.8.5. <i>T-test</i>	93
4.9. CONCLUSION	93
CHAPTER 5: EMPIRICAL RESULTS	95
5.1. INTRODUCTION	95

5.3.4. Factor analysis: Factors affecting customer satisfaction with restaurant facilities	144
5.3.5. Factor analysis: Level of customer satisfaction with accommodation facilities	149
5.3.6. Factor analysis: Factors affecting customer satisfaction with accommodation facilities	153
5.3.7. Summary of the six factor analyses.....	157
5.3.8. Relationship between customer satisfaction factors and selected variables.....	159
5.3.8.1. Correlations between customer satisfaction factors	159
5.3.8.1.1. Correlations for the aspect customer convenience at the establishment	170
5.3.8.1.2. Correlations for the aspect up keeping of the establishment	172
5.3.8.1.3. Correlations for the aspect accessibility of the establishment.....	174
5.3.8.1.4. Correlations for the aspect user-friendliness of the establishment	175
5.3.8.1.5. Correlations for the aspect responsiveness at the restaurant.....	178
5.3.8.1.6. Correlations for the aspect assurance at the restaurant	180
5.3.8.1.7. Correlations for the aspect quality at the restaurant	181
5.3.8.1.8. Correlations for the aspect payment for restaurant offerings (level) ..	183
5.3.8.1.9. Correlations for the aspect quality assurance of restaurant offerings	185
5.3.8.1.10. Correlations for the aspect service delivery of restaurant employees	187
5.3.8.1.11. Correlations for the aspect sufficiency of restaurant employees	189
5.3.8.1.12. Correlations for the aspect variety of restaurant offerings	191
5.3.8.1.13. Correlations for the aspect payment for restaurant offerings (factor)	193
5.3.8.1.14. Correlations for the aspect service delivery by hotel employees	195
5.3.8.1.15. Correlations for the aspect ambience of the hotel.....	197
5.3.8.1.16. Correlations for the aspect payment for hotel services	199
5.3.8.1.17. Correlations for the aspect quality of hotel rooms.....	201

5.3.8.1.18. Correlations for the aspect employees' ability to deliver reliable services at the hotel.....	203
5.3.8.1.19. Correlations for the aspect effectiveness of hotel employees	205
5.3.8.1.20. Correlations for the aspect convenience of hotel's services	207
5.3.8.1.21. Correlations for the aspect responsiveness of hotel employees	209
5.3.8.2. Correlation between customer satisfaction factors and trip related variables	211
5.3.8.2.1. Correlations for the aspect length stayed at the accommodation establishment	213
5.3.8.2.2. Correlations for the aspect expectations met at the accommodation establishment	215
5.3.8.2.3. Correlations for the expectations exceeded at the accommodation establishment	217
5.3.9. <i>Comparison of customer satisfaction factors with gender and working status</i>	219
5.3.9.1. Comparison of customer satisfaction factors and gender.....	219
5.3.9.2. Comparison of customer satisfaction factors and working status..	221
5.4. CONCLUSION	222
CHAPTER 6: CONCLUSIONS AND RECOMMENDATIONS	224
6.1. INTRODUCTION	224
6.2. CONCLUSION	225
6.2.1. <i>Literature conclusion</i>	225
6.2.2. <i>Empirical conclusion</i>	227
6.3. RECOMMENDATIONS.....	233
6.3.1. <i>Recommendations regarding the empirical results</i>	233
6.3.2. <i>Recommendations with regards to further research</i>	234
6.4. VALUE OF STUDY	234
6.5. LIMITATIONS	235
6.6. CONCLUDING REMARKS	235
REFERENCES.....	236
ANNEXURES.....	253
ANNEXURE A: ETHICAL CLEARANCE LETTER.....	254
ANNEXURE B: PERMISSION LETTER	255
ANNEXURE C: QUESTIONNAIRE.....	257

ANNEXURE D: PROOF OF LANGUAGE EDITING	261
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LIST OF FIGURES

Figure 2.1: Main sectors of tourism	10
Figure 2.2: The main types of tourism	13
Figure 2.3: IHIP service characteristics of tourism	16
Figure 2.4: Disconfirmation theory model.....	20
Figure 2.5: Assimilation-contrast theory	23
Figure 2.6: Kano model of customer satisfaction	25
Figure 2.7: Advantages of customer satisfaction.....	48
Figure 3.1: Factors to take into consideration when designing a questionnaire	61
Figure 5.1: Gender of respondents.....	96
Figure 5.2: Ethnicity of respondents	97
Figure 5.3: Home language of respondents	98
Figure 5.4: Age in years of respondents.....	99
Figure 5.5: Marital status of respondents	100
Figure 5.6: Highest level of education of respondents.....	101
Figure 5.7: Monthly income of respondents	102
Figure 5.8: Employment status of respondents	103
Figure 5.9: Respondents' town of residence	104
Figure 5.10: Area of residence outside the Vaal Region	105
Figure 5.11: Length of respondents' stay at the accommodation establishment	109
Figure 5.12: Services that the respondents used at the accommodation establishment	110
Figure 5.13: Purpose of respondents' visit	111
Figure 5.14: Platform through which respondents heard of the accommodation establishment	112
Figure 5.15: Frequency of visits	113
Figure 5.16: Intention to recommend.....	114
Figure 5.17: Intention to revisit	115
Figure 5.18: Loyalty of respondents towards the accommodation establishment ..	116
Figure 5.19: Extent to which customers' expectations were met	117
Figure 5.20: Overall satisfaction of the respondents at the accommodation establishment	118

LIST OF TABLES

Table 2.1: A summary of the factors affecting customer satisfaction	29
Table 2.2: Definition of the factors affecting customer satisfaction.....	44
Table 2.3: A summary of the advantages of customer satisfaction	47
Table 3.1: Summarisation of the advantages and disadvantages of the different types of measuring instruments	52
Table 3.2: Summarisation of measuring instruments used in past studies to measure customer satisfaction	57
Table 3.3: Example of an open-ended question.....	62
Table 3.4: Example of closed-ended questions.....	63
Table 3.5: Example of a ranked response question	64
Table 3.6: Example of a matrix question (Likert scale).....	64
Table 3.7: Summary of the questions used in this study's questionnaire	65
Table 3.8: Items used for developing the questionnaire	75
Table 4.1: Summary of Methodology.....	83
Table 4.2: Summary of the sample size	88
Table 5.1: Demographic description of respondents	106
Table 5.2: Likert scale measurement used to achieve the objectives of this study	119
Table 5.3: Level of customer satisfaction with the entire establishment	120
Table 5.4: Factors affecting customer satisfaction with the entire establishment ...	121
Table 5.5: Level of customer satisfaction with restaurant facilities	123
Table 5.6: Factors affecting customer satisfaction with restaurant facilities	125
Table 5.7: Level of customer satisfaction with accommodation facilities	128
Table 5.8: Factors affecting customer satisfaction with accommodation facilities ..	131
Table 5.9: Factor analysis of the level of customer satisfaction with the entire establishment	136
Table 5.10: Factor analysis of the factors affecting customer satisfaction with the entire establishment	138
Table 5.11: Factor analysis of the level of customer satisfaction with restaurant facilities	141
Table 5.12: Factor analysis of factors affecting customer satisfaction with restaurant facilities	145

Table 5.13: Factor analysis of the level of customer satisfaction with accommodation facilities	149
Table 5.14: Factor analysis of factors affecting customer satisfaction with accommodation facilities	154
Table 5.15: Summary of the factor analyses and the objectives of this study	158
Table 5.16: Correlation between customer satisfaction factors	160
Table 5.17: Correlation between customer satisfaction factors and trip related variables.....	212
Table 5.18: <i>T</i> -test for comparison of customer satisfaction factors by gender	219
Table 5.19: <i>T</i> -test for comparison of customer satisfaction factors by working status	221

LIST OF ANNEXURES

ANNEXURE A: ETHICAL CLEARANCE LETTER	254
ANNEXURE B: PERMISSION LETTER.....	255
ANNEXURE C: QUESTIONNAIRE	257
ANNEXURE D: PROOF OF LANGUAGE EDITING.....	261

LIST OF ACRONYMS

Acronyms	Definition	Page number
B&B	: Bed and Breakfast	- 110
FNB	: First National Bank	- 13
GDP	: Gross Domestic Product	- 1
IHIP	: Intangibility, Heterogeneity, Inseparability and Perishability	- 8
KMO	: Kaiser-Meyer-Olkin Measure of Sampling Adequacy	- 92
SPSS	: Statistical Package for Social Sciences	- 83
US\$	: United States Dollar	- 1

CHAPTER 1:

RESEARCH PROBLEM AND SETTING

1.1. INTRODUCTION

In 2014, the tourism sector was in fourth place as a sector with a US\$1,409 billion (R1,475 billion) contribution to international trade and achieved 30% of the final exports from the service sector worldwide (Filiposki, Ackovska, Petroska-Angelovska & Metodjeski, 2016:126). The tourism sector was responsible for a US\$780 billion (R8,167 billion) generated Gross Domestic Product (GDP) in Europe in the year 2014 (Krstić, Radivojević & Stanišić, 2016:80). A US\$20 billion (R231 billion) foreign exchange earnings in India was recorded in the year 2015 (Lahiri & Pal, 2016:16) and the GDP is expected to escalate from US\$136 billion (R1,572 billion) in 2015 to US\$275 billion (R3,179 billion) in 2025 (Kumar, 2016:6). In South Africa, the tourism sector contributed R1,036 billion (US\$124 billion) in 2013 and rose by R935 billion (US\$112 billion) since 2012. However, the contribution of GDP is expected to grow by R185 billion (US\$17 billion) by 2025 (STATS SA, 2015; World Travel & Tourism Council, 2015:4). The above currency conversion is: 2013 - US\$1 = R8.16 and R1 = US\$0.12, 2014 - US\$1 = R10.47 and R1 = US\$0.10, and 2015 - US\$1 = R11.56 and R1 = US\$0.09 (XE, 2017).

Clearly, the tourism industry is an essential industry around the globe and many hospitality industries such as hotels and lodges attempt to improve their service strategies to ensure that customers' expectations are met (Filiposki *et al.*, 2016:130; Saner & Sadikoglu, 2016:359). According to Yeo, Mohamed and Muda (2016:179), customer satisfaction is associated with the experience of using a service or product. Moreover, Marinescu and Ispas (2012:349) declare that customer satisfaction is attained once customers believe that the products or services meet their expectations. Customers evaluate service quality according to material assets, reliability, responsiveness, safety and the empathy of the services that they receive.

1.2. BACKGROUND AND MOTIVATION

Tourism is a substantial industry in the world, with regards to gross revenue, creating employment opportunities and foreign exchange earnings (Jahan & Rahman,

2016:48; Kumar, 2016:6). According to Soava (2015:101), the tourism industry is the economic sector with the most rapid growth rate and is the most profitable. The hospitality industry is an essential sector, so organisations around the world attempt to improve their service strategy to ensure that customers' expectations are met as a way to ensure differentiation in the industry (Saner & Sadikoglu, 2016:359).

Customer satisfaction is an essential factor in any industry and once a customer is satisfied, it will ideally result in customer loyalty, repurchase of the services, positive word-of-mouth, new customers switching to the particular industry's services and an increase in profit (Ozatac, Saner & Sen, 2016:873). Previous studies have focused on customer satisfaction in other working environments, such as banking (Ozatac *et al.*, 2016:873), grocery retail (Ihtiyar, Ahmad & Osman, 2014:492) and cosmetic retail (Yeo *et al.*, 2016:176), and have targeted other geographical areas outside South Africa, such as Croatia (Lovrentjev, 2015:555), Thailand (Poolklai, 2015:2120) and Jordan (Arasli & Baradarani, 2014:1416). However, limited research has been conducted on customer satisfaction regarding service delivery of an accommodation establishment, especially in South Africa, thus a study like this one was needed (Rogerson, 2015:121; Tichaawa & Mhlanga, 2015:97). A measuring instrument such as a survey can be used to measure the effectiveness of an establishment's products and services, as well as the satisfaction of the customers (Hood, 2015:8). According to Mace (2015:7), surveys allow customers to provide their opinion, therefore the organisation knows where to improve on its services to result in customer satisfaction and loyalty.

This study was a case study that assesses customers' level of satisfaction regarding service delivery at an accommodation establishment in the Vaal Region. To determine whether the customers are satisfied and to know what is important to the customers. Due to the reason that accommodation establishments have limited knowledge on the factors that contribute and influence the satisfaction level of their customers (Saner & Sadikoglu, 2016:359). Recommendations are made regarding customer satisfaction and how the accommodation establishment can improve their service delivery and satisfy customers' wants and needs. The study also developed a questionnaire for further studies and establishments.

1.3. PROBLEM STATEMENT

In recent years, tourism has become one of the major industries and trade sectors around the world (Jahan & Rahman, 2016:48), leading to economic growth in different countries. The hospitality sector is an important segment of the tourism sector, because tourists require accommodation and catering services when they travel (Filiposki *et al.*, 2016:131). The quality of the services delivered in the hospitality industry is a key factor in achieving success and satisfaction for the industry (Saner & Sadikoglu, 2016:359). However, accommodation establishments are experiencing challenges in terms of quality, especially in South Africa (Rogerson, 2015:121; Tichaawa & Mhlanga, 2015:97).

Customer satisfaction has become one of the most important targets that managers of hotels and lodges seek to achieve while delivering services to the customers. Therefore, managers of accommodation establishments should ensure that the satisfaction of customers is a main objective of the establishment to build customer relations and ensure loyalty in future. Although managers of accommodation establishments realise the importance of customer satisfaction, they are not aware of the factors that contribute and influence the satisfaction of the customers (Lahap, Ramli, Said, Radzi & Zain, 2016:151). To assist in achieving this, a measuring instrument can be used to measure the satisfaction level of customers and to identify the areas that require action (Ara, 2016:92).

Another problem that accommodation establishments are facing is the poor rating on websites such as TripAdvisor, which also has a negative impact on the establishment's overall image (Lahap *et al.*, 2016:150). Therefore, there was a need for a study regarding customer satisfaction in accommodation establishments in the Vaal Region. According to TripAdvisor (2016), three of the most popular accommodation establishments in the Vaal Region have an average review rating of four out of five and four and a half out of five, respectively. The star rating is as follows: one is terrible, two is poor, three is average, four is very good and five is excellent. The terrible, poor and average ratings, which are over a half of the ratings could be converted to very good as well as to excellent ratings.

The accommodation establishment can determine the reason for customer dissatisfaction through the use of a survey, which will assist managers of accommodation establishments to manage their customer satisfaction more effectively (Marinescu & Ispas, 2012:350). Therefore, it is clear that, to improve the tourism industry, there is a need to analyse customer satisfaction regarding the service delivery of an accommodation establishment and how it can contribute to the improvement of an accommodation establishment in the Vaal Region.

Furthermore, it was important to analyse the factors that influence customer satisfaction in the tourism industry and how the employer of an accommodation establishment can improve the service delivery to customers. Accordingly, the focus of this study is on customer satisfaction at an accommodation establishment in the Vaal Region and also involved an extensive pilot study to develop a questionnaire to measure customer satisfaction in a tourism context. Therefore, the purpose of this investigation was to determine customer satisfaction and the factors that contribute to customer satisfaction at an accommodation establishment in the Vaal Region in terms of a case study. In order to identify the factors that customers regard as important contributors to customer satisfaction and the factors that influence the satisfaction level of the customers. From the above it is thus clear that the following research questions are asked to assist in solving the problem of this study:

Main question:

- How satisfied are the customers at the specific accommodation establishment?

Sub-questions:

- What are the factors that influence customer satisfaction?
- What are the items to be included in a survey for measuring customer satisfaction in the tourism industry?
- What are the relationship between factors with which customers are satisfied with and the important contributors to customer satisfaction?
- What are the relationship between customer satisfaction factors and other trip-related and demographic variables?

1.4. RESEARCH OBJECTIVES

This research study had one main goal and three objectives.

1.4.1. Main goal

The main goal of this study was to determine customer satisfaction and the factors that contribute to customer satisfaction, based on a case study at a tourism establishment in the Vaal Region.

1.4.2. Objectives

The objectives of this study were to:

- Conducted a literature review to identify the factors that affect customer satisfaction at an accommodation establishment.
- In addition, the literature also assisted to develop a measuring instrument to determine customer satisfaction at an accommodation establishment.
- Furthermore, an empirical analysis was conducted to measure the level of performance of the identified factors at an accommodation establishment in the Vaal Region.
- Additionally, an empirical analysis was conducted to determine the factors that contribute to the satisfaction of the customers at a specific accommodation establishment in the Vaal Region.
- Thereafter, an empirical analysis was conducted to determine the difference between the factors that are regarded as important contributors to customer satisfaction and the factors with which customers are satisfied with at an accommodation establishment.
- Moreover, an empirical analysis was conducted to determine the difference between customer satisfaction factors across trip-related and demographic variables at an accommodation establishment.
- Finally, recommendations were made regarding the empirical results and for future research.

1.5. OUTCOMES OF THE STUDY

The outcomes of this study were the following:

- The factors that affect customer satisfaction at an accommodation establishment were identified, which should be taken into consideration by the accommodation establishment to improve the overall level of customer satisfaction.
- The factors which the customers regard as important contributors to customer satisfaction at an accommodation establishment were identified, which should be taken into consideration by the accommodation establishment to ensure that the customers continue to have a high level of satisfaction.
- The relationship with the factors with which the customers are satisfied and the factors that affect customer satisfaction at an accommodation establishment were identified to allow the accommodation establishment to see the relationships between the factors.
- The difference between the customer satisfaction factors and other trip-related variables at an accommodation establishment were identified, to allow the accommodation establishment to see the relationship that the factors have with trip related variables.
- Knowledge to be added to the current literature base of customer satisfaction in the tourism industry.
- Recommendations to be made to the accommodation establishment regarding customer satisfaction.
- An instrument to measure the satisfaction level of customers.

1.6. DEFINING THE CONCEPTS

The concepts used for this research that relate to the elucidation and explanation of the proposed title are defined below.

1.6.1. Tourism

Tourism is defined as the activities of people travelling to and staying in a destination outside their typical environment for not more than one year or less than 24 hours for any main reasons other than taking up permanent residence or to be employed (Keyser, 2009:5; Brettigny, Carnelley, Fourie, Hctor, Lawack-Davids, Le Roux, Marx, Mukheibir, Vercuil, Vrancken & Woker, 2010:273).

1.6.2. Customer satisfaction

Customer satisfaction is a person's feelings of pleasure or disappointment resulting from comparing a product's perceived performance with their own expectations (Kotler & Armstrong, 2012; & Kotler, Keller, Manceau & Hémonnet-Goujot, 2015:19).

1.6.3. Customer relations

Mullins, Ahearne, Lam, Zhall and Boichuk (2014:39) define customer relations as “the combined strength of a customer’s trust in, satisfaction with, and commitment to a given salesperson.”

1.6.4. Measuring instrument

According to Du Plooy-Cilliers, Davis and Bezuidenhout (2014:148) and Munro (2014:43), a measuring instrument is a data collection tool that consists of a variety of questions, used to gather information from people through different systems.

1.7. CHAPTER CLASSIFICATION

The structure of the study is as follows; Chapter 1 provides the problem statement and setting of the research. In Chapter 2, a literature review was undertaken to understand the tourism industry and the importance of customer satisfaction within the industry. Chapter 3 was a literature review to understand the importance of a well-developed and reliable measuring instrument. Chapter 4 involves the methodology of the research followed by Chapter 5 that consists of the empirical results of the survey. In Chapter 6, conclusions were drawn, and recommendations are made to the accommodation establishment.

CHAPTER 2:

2

THE ROLE AND IMPORTANCE OF CUSTOMER SATISFACTION WITHIN THE TOURISM INDUSTRY

2.1. INTRODUCTION

The tourism industry is a substantial industry one world wide scale, with regards to gross revenue, creating employment opportunities and foreign exchange earnings (Kumar, 2016:6). Tourism is a global market and customers demand a large diversity of products and services, especially unique ones (Soava, 2015:102; Gyurácz-Németh, Horn & Friedrich, 2016:52). Due to globalisation, more people have the freedom to travel to different parts of the world. Consequently, certain countries have recognised the importance of tourism and have identified it as their primary source of income and economic growth, resulting in tourism achieving a high level of maturity (Choi & Cho, 2016:1).

According to Shone and Parry (2010:58), tourism consists of four main sectors that help build a destination, these sectors are known as transportation, hospitality, attractions and support services. Even though tourism is made up of these four sectors, tourism can still be divided into different types and there are also certain characteristics that make it unique. These characteristics are also known as the IHIP service characteristics, Intangibility, Heterogeneity, Inseparability and Perishability. Each characteristic has an important role, because it involves both the customers and the employees offering the product or service (Balin & Giard, 2006:786; Parry, Newnes & Huang, 2011:20; Evans, 2016:20). According to Gailevičiūtė (2011:14), the main goal for any organisation (small or large) is to provide customer satisfaction. Customer satisfaction tend to improve comparatively with the efficient improvement of products and services. Correspondingly, if the quality of a product or service cannot meet a customers' demands, then satisfaction will decrease accordingly (Shyu, Chang & Ko, 2013:1274). Stacho, Stachová and Hudáková (2015:11) state that tourism industries cannot be successful if customer satisfaction is not achieved.

Customer satisfaction can be defined as customers' overall judgement and scale whereby a products or service performance meets customers' expectations (Rashid,

Ahmad & Othman, 2014:457). There are a variety of theories that have been used to understand customer satisfaction and what influences it. Such theories include disconfirmation, assimilation, contrast, assimilation-contrast and generalised negativity theory (Prakasam, 2010:90). In addition, the Kano model of customer satisfaction is used to understand customers better. Customer satisfaction leads to customer loyalty and profitability for the establishment, thus the reason why customer satisfaction is an important factor towards achieving success and obtaining a competitive advantage for tourism industries (Ihtiyar *et al.*, 2014:494; Jariyachamsit, 2015:1931; Stacho *et al.*, 2015:11).

However, there are a variety of factors that affect a customer's level of satisfaction which all establishments should focus on. Such factors are, for example, reliability of the services performed, responsiveness of staff and the appearance of equipment (Marinescu & Ispas, 2012:349). If customer satisfaction is not obtained, it could lead to negative word-of-mouth and a loss of current as well as potential customers (Rashid *et al.*, 2014:456).

The purpose of this chapter was to investigate the role and importance of customer satisfaction within the tourism industry. Thus, the focus of this chapter is on the tourism industry inclusive of the main sectors of tourism, the types of tourism, as well as the distinguishing characteristics of tourism. Thereafter, marketing and customer satisfaction is explored, especially in the tourism industry. Including an exposition of the customer satisfaction theories, Kano model of customer satisfaction, SERVQUAL model, the factors as derived from the satisfaction models that affect customer satisfaction, and the advantages of customer satisfaction.

2.2. OVERVIEW OF THE TOURISM INDUSTRY

This section provides the overview of the sectors within tourism and the major types of tourism.

2.2.1. Four main sectors of tourism

The tourism industry consists of four main sectors, namely transportation, hospitality, attractions and support services (Shone & Parry, 2010:58). These sectors are illustrated in Figure 2.1 and an important note is that these sectors are interdependent

and interrelated, meaning that the sectors must work together to provide a successful tourism experience (Ivanovic, Khunou, Reynish, Pawson, Tseane & Wassung, 2009:88).

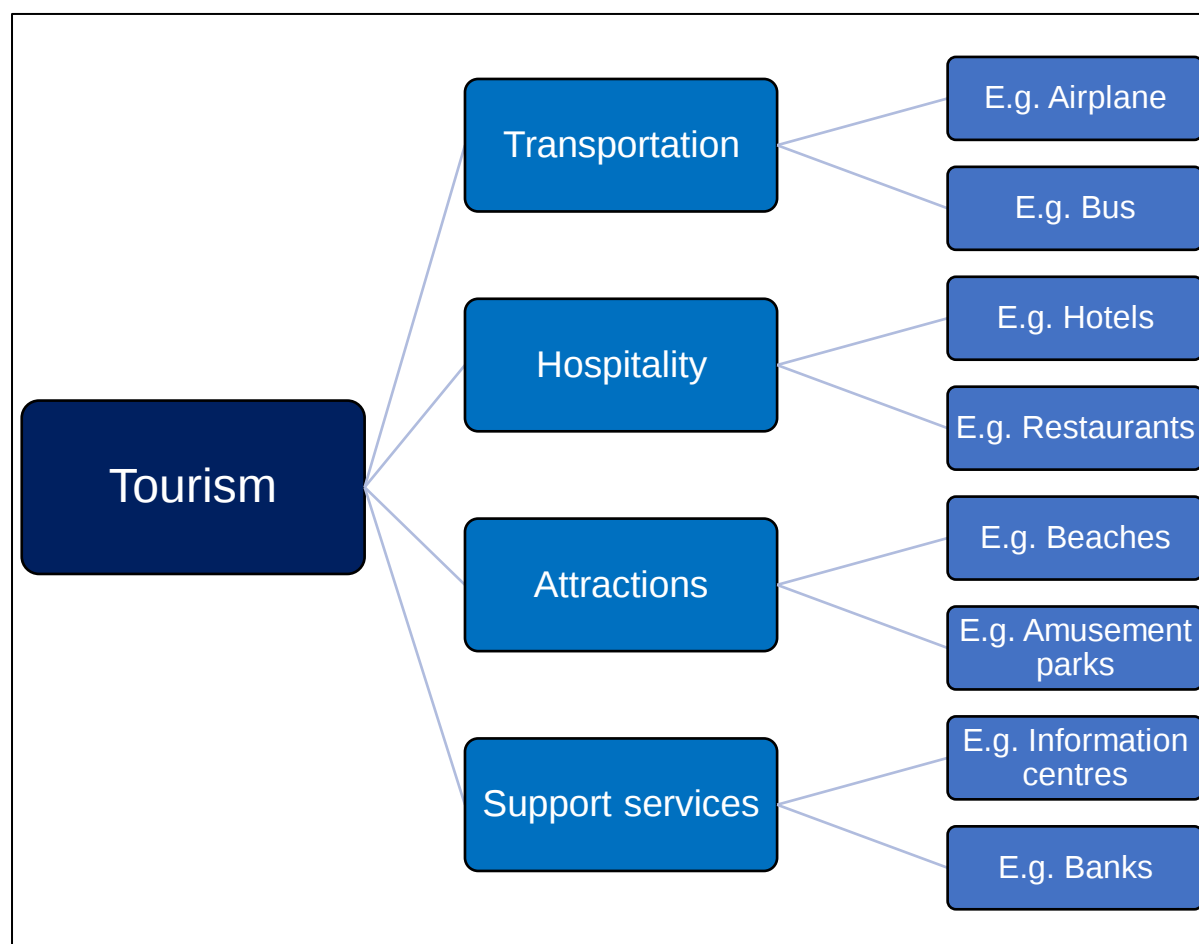


Figure 2.1: Main sectors of tourism

2.2.1.1. Transportation

One of the primary decisions a person makes when travelling to a destination is how get there (Ivanovic *et al.*, 2009:70). Transportation is defined as the way to reach a destination and the way of movement at the destination (Keyser, 2009:41). There are different methods of how tourists can travel to and from a destination. These methods are sea transportation, which includes travelling by cruise, ferry or a motorboat on the ocean. Waterways transportation includes travelling by cruise, yacht or barrage boats on a river, which must be deep and wide enough to allow the watercraft to pass through. Air transportation involves travelling by airplane, hot air-balloon or helicopter. Rail transportation includes travelling by scheduled or chartered trains. Road transportation involves travelling by taxi, private vehicle or bus (Ivanovic *et al.*,

2009:70; Rodríguez Vázquez, Rodríguez Campo, Martínez Fernández & Rodríguez Fernández, 2016:2). There are also a variety of characteristics that influence the decisions of tourists when choosing which transport method to use. These characteristics are speed, price, safety and convenience (Ivanovic *et al.*, 2009:74; Horák, Kozumplíková, Somerlíková, Lorencová & Lampartová, 2015:172; Gutberlet, 2016:47).

2.2.1.2. Hospitality

The hospitality sector plays an important role in tourism because it provides tourists with food and accommodation during their travel and usually involves labour-intensive and 24-hour services (Ivanovic *et al.*, 2009:89; Detotto, Pulina & Brida, 2014:105). It consists of establishments such as, hotels, bed-and-breakfasts, lodges, backpackers, guesthouses, camping, chalets, restaurants, fast food outlets and cafés (Ivanovic *et al.*, 2009:98; Tassiopoulos, 2011:330). The hospitality sector also offers services such as, conferencing, gymnasium, spa, tourist information and rooms with air conditioning, telephones and en-suite bathrooms. Depending on the location, image, price, services and facilities, tourists will choose the type of accommodation or food provider to use (Ivanovic *et al.*, 2009:78). Such services in South Africa are graded by the Tourism Grading Council of South Africa according to a star system that is based on the quality of the services that are provided (Ivanovic *et al.*, 2009:99).

2.2.1.3. Attractions

Attractions are defined as a selected destination resource that is managed and controlled for enjoyment, entertainment, educational and amusement purposes for the public to visit (Keyser, 2009:403). In other words, attractions are anything that interest tourists enough for them to leave their homes (Kruczek & Kruczek, 2016:97). It is the reason that tourists visit a destination and is one of the primary components of the tourism industry. There are two types of attractions. Primary attractions, which are sufficiently important to draw a person to visit the destination and secondary attractions, which are not so important, but tourists will take the time to visit these attractions while at the destination (Ivanovic *et al.*, 2009:66). Furthermore, attractions can be divided into four different groups. Firstly, natural attractions, which are part of the environment, such as oceans, lakes and beaches. Secondly, man-made attractions, which were made by humans, such as malls, amusement parks and sports

facilities. Thirdly, special event attractions are unique and have a limited life span, such as carnivals, shows and festivals. Lastly, socio-cultural attractions are based on tourists' religion, culture and history, such as theatres, museums and cultural villages (Ivanovic *et al.*, 2009:67; Kiralova & Malachovsky, 2015:101; Purwomarwanto & Ramachandran, 2015:326).

2.2.1.4. Support services

The support sector is also known as ancillary services, which means supportive, helping or additional services (Keyser, 2009:114). The sector can be divided into two sub-sectors, travel publication suppliers providing tourists with information, and commercial services providing tourists with products and services (Ivanovic *et al.*, 2009:90). Examples of these services are financial services such as banks, retail and wholesale such as shopping, and entertainment and recreation such as gambling (Keyser, 2009:114).

Not only are each of these sectors important but they also have an impact on the satisfaction of customers. Through each customer's personal experience within a sector, such as the cost and speed of a transportation network used. As well as, the friendliness of the staff at a hotel and the food quality at a restaurant, and the experience at an attraction, such as the prices at an amusement park or the pollution at a beach. Support services influence the satisfaction of customers as well, through the accuracy of the information provided and the speed of the services within a bank. All of these four sectors are present in the different types of tourism, whether it is adventure or medical tourism.

2.2.2. An overview of the types of tourism

Tourism can be divided into three main categories, domestic tourism, inbound tourism and outbound tourism. Domestic tourism refers to tourists that travel within their own country; inbound tourism refers to foreigners travelling to a given country; and outbound tourism is when a resident of a given country leaves that country to travel to a different one (Filiposki *et al.*, 2016:127). The main types of tourism can be seen in Figure 2.2 and are adventure, sport, business, eco, religious, cultural, medical and entertainment tourism (White paper RSA, 1996:2; Ivanovic *et al.*, 2009:379; Hua, Ibrahim & Chiu, 2013:259; Khan & Alam, 2014:258; Nicula & Elena, 2014:703; Soava,

2015:103; Jahan & Rahman, 2016:53; Lahiri & Pal, 2016:16). These types of tourism will be discussed to provide a better understanding of the different services that are involved in tourism and, more specifically, to better understand the services offered at the accommodation establishment used for this study. South African examples are also provided where applicable.

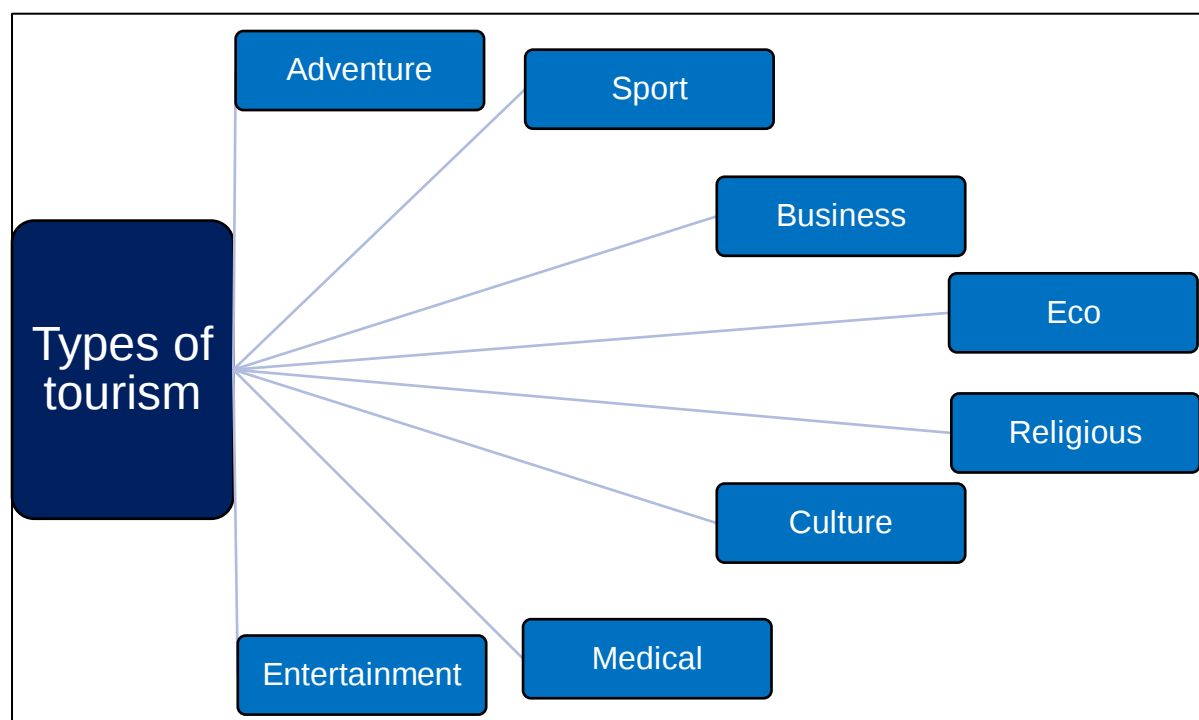


Figure 2.2: The main types of tourism

2.2.2.1. Adventure tourism

Adventure tourism involves tourists taking part in unusual activities that give them an adrenaline rush. These activities usually require skills and a good level of fitness (White paper RSA, 1996:2; Hua *et al.*, 2013:259; Jahan & Rahman, 2016:53). For example, surfing in Jeffreys Bay, Bungee jumping at the Bloukrans bridge or skydiving in Parys all qualify as adventure tourism activities.

2.2.2.2. Sport tourism

Sport tourism involves tourists who travel for sport-related activities, either to participate in or observe a sport activity, event or festival (White paper RSA, 1996:2; Hua *et al.* 2013:259; Jahan & Rahman, 2016:53). Examples of such activities are, watching soccer at the First National Bank (FNB) stadium, river rafting on the Vaal River or attending the annual Outdoor X festival.

2.2.2.3. Business tourism

Business tourism includes people traveling for work reasons, such as attending a meeting or negotiating with other professional bodies from different countries. These people can either travel individually or in group (White paper RSA, 1996:2; Khan & Alam, 2014:258; Nicula & Elena, 2014:703). For example, attending a convention at the Cape Town International Convention Centre or attending a meeting at the Astrotech Conference Centre in Johannesburg.

2.2.2.4. Eco tourism

Eco tourism relates to tourists that travel to natural areas to promote conservation, ensure minimal impact on the environment and the socio economy of communities, and to enhance sustainability of the environment (White paper RSA, 1996:2; Khan & Alam, 2014:258). Examples of Eco tourism are, hiking on Table Mountain, game drives in the Kruger National Park or volunteering at Monkeyland.

2.2.2.5. Religious tourism

Religious tourism is the activity of tourists travelling for religious purposes (Pilgrimage) to pray and celebrate their religion at a certain destination (White paper RSA, 1996:2; Soava, 2015:103). For example, Zulus travel to eMakhosini near Ulundi or people from the Zion Christian Church travel to Zion City Moria in Limpopo.

2.2.2.6. Cultural tourism

Cultural tourism involves tourists that travel to learn and experience more about other cultures, such as traditions, customs, heritage and history of those cultures (White paper RSA, 1996:2; Soava, 2015:103). Examples of cultural tourism are, Ndebele and Lesedi Cultural Village tours or Soweto township tours.

2.2.2.7. Medical tourism

Medical tourism comprises of tourists travelling to a different country to receive any type of health care, such as surgery or dental treatment (White paper RSA, 1996:2; Lahiri & Pal, 2016:16). For example, receiving plastic surgery or dental treatment in Cape Town.

2.2.2.8. Entertainment tourism

Entertainment tourism involves tourists that travel for entertainment purposes such as gambling, festivals, theme parks, events or theatre (White paper RSA, 1996:2; Ivanovic *et al.*, 2009:379; Khan & Alam, 2014:258). For example, visiting the theme park at Gold Reef City or gambling at Monte Casino. This study took place at a specific accommodation establishment that forms part of entertainment tourism. The reasons are due to the variety of activities that the accommodation establishment offers: golfing, kids' activities, river cruises, spa treatments, wine tasting events and whisky tasting festivals. These activities make the accommodation establishment unique in the Vaal Region. Even though the entire package has an influence on customer satisfaction, it is not within the context of the establishment to measure these activities and events. Therefore, the focus of this study was on the satisfaction of the customers regarding the accommodation and restaurant facilities. Due to the reason that the accommodation and restaurant facilities forms part of the major experience of the establishment.

Each type of tourism indicated above comprises different services that are provided to customers. It is of utmost importance that these tourism offerings ensure satisfactory customer experiences. However, the satisfaction of customers is also very important. According to Sukiman, Omar, Muhibudin, Yussof and Mohamed (2013:79), attractions and tourist facilities are the main motivations for tourist travel and provide them with a set of intangible subjective experiences, known as tourism products. According to Kotler (2001) and Poon and Low (2005), customer satisfaction is based on hospitality, food and beverage, accommodation, supplementary services, entertainment, security, transportation, location, appearances events, people, information, pricing and payment. Customer satisfaction is crucial for the success of tourism businesses; therefore, physical products and psychological interpretation are necessary for human actions and customer satisfaction (Sukiman *et al.*, 2013:79). In brief, according to Rajaratnam, Munikrishnan, Sharif and Nair (2014:208), the quality of services and previous experience with the services do have an influence on customer satisfaction. Thus, accommodation establishments are affected by a variety of aspects which influence the satisfaction of their customers.

2.3. DISTINGUISHING CHARACTERISTICS OF SERVICES

Service is defined as any performance that one person offers to another, it is essentially intangible, cannot be owned and the production can or cannot be part of a physical product (Balin & Giard, 2006:785). Tourism services have four main distinguishing characteristics known as the IHIP service characteristics (Keyser, 2009:206; Evans, 2016:20), and are described as Intangibility, Heterogeneity, Inseparability and Perishability (Figure 2.3). Each of these characteristics must be examined, for the sake of the accommodation establishment in the Vaal Region upon which this study is based. Seeing that they offer services that comprise these characteristics which has an impact on the satisfaction of its customers.

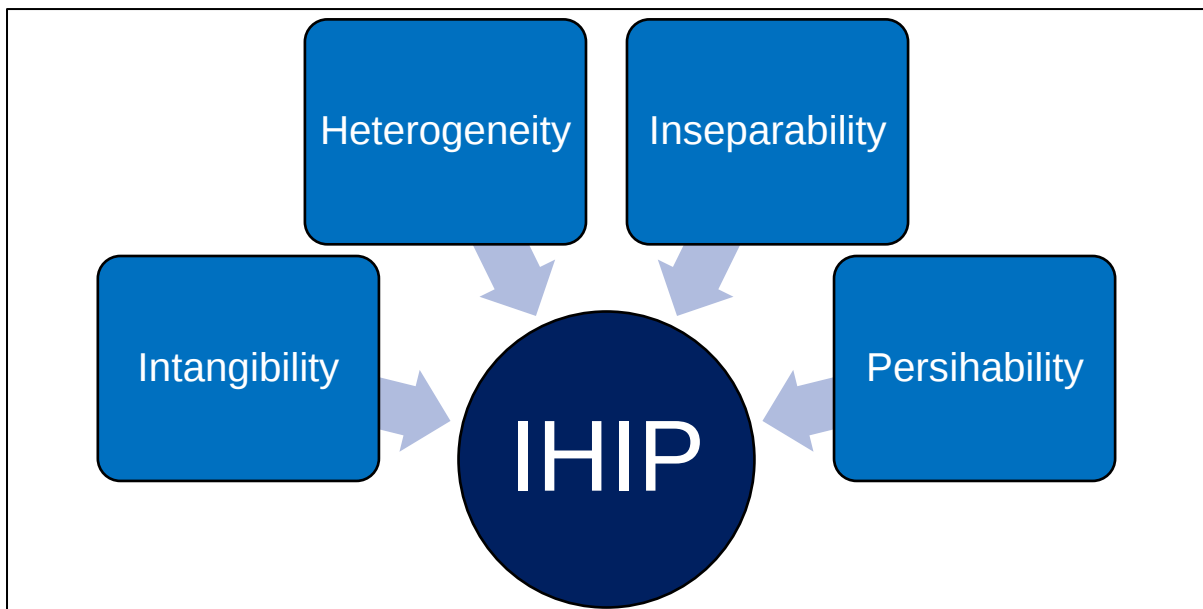


Figure 2.3: IHIP service characteristics of tourism

2.3.1. Intangibility

Intangibility means that the service customers receive is momentary, not a physical object, cannot be felt, demonstrated, tasted, seen, touched, tested or assessed before it has been purchased. Thus, customers rely on word-of-mouth from other people's experiences (Keyser, 2009:207; Albayrak, Caber & Aksoy, 2010:140; Parry *et al.*, 2011:21; Tassiopoulos, 2011:268; Fletcher, Fyall, Gilbert & Wanhill, 2013:626; Hellén & Gummerus, 2013:131; George, 2014:26; Evans, 2016:20). For example, customers depend on word-of-mouth from other people's previous experience at a hotel, through photos and experiences shared on Facebook, TripAdvisor or through family and

friends. This will assist customers to make their decision where to stay at which hotel or to choose a different accommodation establishment.

2.3.2. Heterogeneity (Variability)

Heterogeneity refers to a service that is unique to each customer and varies according to different quality standards. In other words, staff offers a services and customers receive a service that is not the same for everyone. Therefore, the service received by one customer will not be the same as the service received by another customer. The same level of service can never be maintained, and customers receiving the services have different expectations, wants and needs (Keyser, 2009:210; Parry *et al.*, 2011:21; Tassiopoulos, 2011:269; Seabra, Dolnicar, Abrantes & Kastenholtz, 2013:503; George, 2014:30; Evans, 2016:20). For example, a 20-year-old woman and a 50-year-old man may experience the same services at the same hotel in different ways, all depending on the customer's wants and needs and the way the employees deliver the services.

2.3.3. Inseparability

Inseparability means that service is inextricably linked to customers and is provided and consumed at the same time. Therefore, staff who offer the services and customers who receive the service become part of the offering (Keyser, 2009:207; Parry *et al.*, 2011:22; Tassiopoulos, 2011:268; Fletcher *et al.*, 2013:626; George, 2014:28; Evans, 2016:20). For example, as soon as the receptionist at a hotel books the customer in, the receptionist and the customer become part of the service and it depends on them how the service will be experienced.

2.3.4. Perishability

Perishability means that service is not stock or fixed assets, cannot be stored for later use and must be used at the time of purchase. (Keyser, 2009:208; Parry *et al.*, 2011:22; Tassiopoulos, 2011:268; Fletcher *et al.*, 2013:627; George, 2014:31; Evans, 2016:20). For example, if a customer has booked a limited offer at a hotel, they cannot store it for later use but must use the service during the time offered.

From this, it can be seen that the characteristics of tourism have a substantial impact on the satisfaction of customers because each of these characteristics are present in

the product and services customers purchase. If one of these characteristics are interpreted by customers in a wrong way, it could lead to them feeling dissatisfied. Therefore, before discussing customer satisfaction, it is needed to understand the role that Marketing plays within an establishment.

2.4. MARKETING

Service marketing involves a large number of businesses, especially in the tourism sector, and they need to ensure quality of services and achieve customer satisfaction (Dion, Javalgi & Diloranzo-Aiss, 1998:66). Since the emergence of marketing in the mid-20th century, consumer behaviour and preferences are very important for marketers (Mircevska & Cuculeski, 2015:26). Accommodation establishments market their products and services through the Internet, social media and word-of-mouth (Jung, Ineson & Green, 2013:393; Dani, 2014:466). In order to develop an effective marketing strategy, an accommodation establishment has to identify their target audience (Gorlevskaya, 2016:253) and the measuring instrument used for this study asked the respondents for their demographic information.

Sangeetha and Jebaraj (2015:53) identified a few effective marketing strategies that any service-related establishment can follow, and these are:

- Understand customers' behaviour and expectations.
- Ensure cost effectiveness when reaching the target market.
- Have a good understanding of the targeted regional products.
- Have a clear understanding of the roles of local tourism partnerships.
- Ensure active implementation of programmes and awards.
- Provide a flexible approach.
- Develop a set of reliable performance indicator.

The accommodation establishment will obtain different advantages, if they ensure that customers are satisfied and markets their products and services to the chosen target market.

2.5. DEFINITION OF CUSTOMER SATISFACTION

According to Oliver (1981, 1999), customer satisfaction is the judgement that a product or service itself provides a pleasurable level of consumption-related fulfilment, including under and over-fulfilment levels. Buttle (2006) agrees that customer satisfaction is a pleasurable fulfilment response and states that customer dissatisfaction is an un-pleasurable fulfilment response. However, according to Kotler and Armstrong (2012), customer satisfaction or dissatisfaction is a response to the evaluation of discrepancy perceived between past expectations and the actual product or service performance that is perceived afterwards. Omar, Ariffin and Ahmad (2016:385) state that customer satisfaction is a customer's overall evaluation of their purchase and consumption experience of a product or service.

The most suitable definition of customer satisfaction for this study is defined by Kotler and Armstrong (2012) and Kotler *et al.* (2015:19). Customer satisfaction is a person's feelings of pleasure or disappointment resulting from comparing a product's perceived performance with their own expectations. Asad, Mohajerani and Nourseresh (2016:212) agree by saying, customer satisfaction is the customers feeling after using a service or product. Although customer satisfaction involves performance versus experience, it should be noted that this study focused on performance versus aspects which the customers regard as important. The following theories will assist in understanding customer satisfaction better, especially in the tourism industry.

2.6. AN ANALYSIS OF THE THEORIES RELATED TO CUSTOMER SATISFACTION

There are many theories that have been used to understand the process through which customers form a satisfaction judgement (Prakasam, 2010:90). These theories are used and further examined to develop research, by marketers and researchers. A variety of organisations also use these theories to determine and understand the satisfaction of their customers, especially in the tourism and hospitality industry (Yüksel & Yüksel, 2008:96; Prakasam, 2010:91).

2.6.1. Disconfirmation theory

The disconfirmation theory implies that customers compare a new product or service experience with a standard that they have developed (Mill, 2011:8). It is associated

with the direction and size of disconfirmation experience, which happens due to comparing product or service performance with expectations (Prakasam, 2010:97). According to Mill (2011:8), the disconfirmation theory assumes that the customer purchases a product or service based on their intentions, attitudes and expectations. The customer's satisfaction occurs due to direct experience with a product or service, how well it measures up to a standard, and it happens through comparing perceptions against expectations (Prakasam, 2010:97; Mill, 2011:8). The customers will evaluate the experience and compare the actual product or service performance with their pre-experience standards (Mill, 2011:8).

Therefore, the way in which a product or service is delivered plays a significant role in the satisfaction of customers and dissatisfaction will occur when a customer's perception does not meet his/her expectations (Prakasam, 2010:98). This theory can be applied to the accommodation establishment in this study. Through comparing certain aspects such as the hotel room, food and staff with their expectations. Thus, customers will be dissatisfied if the accommodation establishment does not meet their expectations. This theory is illustrated in Figure 2.4.

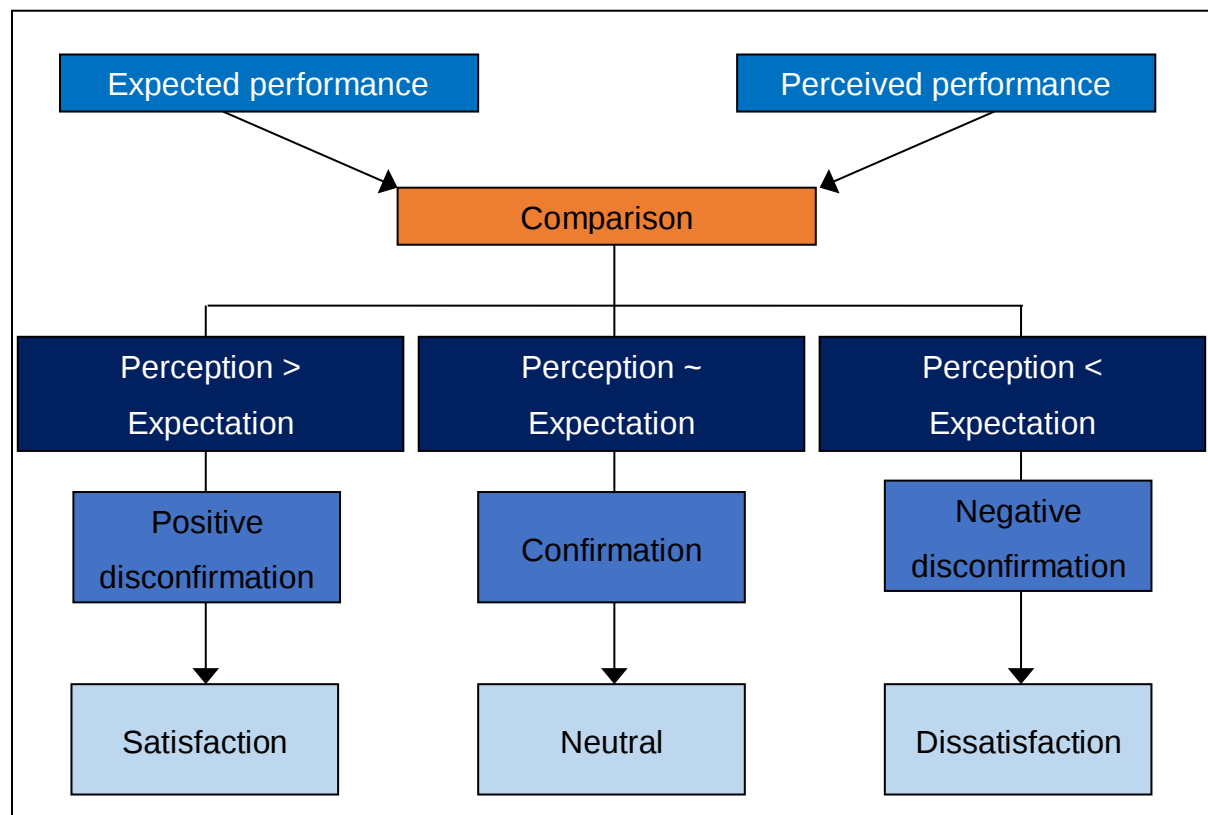


Figure 2.4: Disconfirmation theory model

Source: Prakasam (2010:97)

2.6.2. Assimilation theory

The assimilation theory is based on the dissonance theory of Festinger (1957), because the dissonance theory is the basis of the assimilation theory (Aigbavboa & Thwala, 2013:49; Isac & Rusu, 2014:83). Dissonance theory posits that a customer who is using the specific product or services makes a cognitive comparison between the expectations and the perceived performances of the product or service (Prakasam, 2010:92; Aigbavboa & Thwala, 2013:49; Isac & Rusu, 2014:83). The dissonance theory suggests that post exposure ratings are an important function of a customer's expectation level (Yüksel & Yüksel, 2008:96). If there is discrepancy between expectation and perceived product or service performance, then dissonance or negative disconfirmation arises (Aigbavboa & Thwala, 2013:49).

This view of the post usage evaluation of a customer was introduced into satisfaction literature in the form of the assimilation theory by Anderson (1973). Anderson (1973) states that the customer wants to avoid dissonance through adjusting the perception of a product or service to align it more with their expectations. Customers can also minimise the dissatisfaction between expectations and product or service performance, either by changing the expectations to coincide with the product or service performance, or by raising their satisfaction level through minimising the importance of the dissatisfaction experience (Olson & Dover, 1979). Peyton, Pitts and Kamery (2003) argue that the assimilation theory has a few faults. Firstly, the theory assumes that expectation and satisfaction have a relationship, while it does not specify the way in which the expectation disconfirmation can result in satisfaction or dissatisfaction. Furthermore, the theory also suggests that customers are motivated to change their expectations or perceptions about the product or service performance.

This theory can be applied to the accommodation establishment under study, because certain customers will change their expectations to have a higher satisfaction level.

2.6.3. Contrast theory

The contrast theory was first introduced by Hovland, Harvey and Sherif (1957) and, according to Cardozo (1965), it presents a different view of customers' post-usage evaluation process. Contrast theory is defined by Dawes, Singer and Lemons (1972), as the likelihood of enhancing the discrepancy between a person's own attitude and

the attitude represented by opinion statements. It suggests that customers overemphasise any variation between expectation and product or service evaluation (Aigbavboa & Thwala, 2013:49). This theory implies that when customers experience disconfirmation, they try to reduce the discrepancy between their former expectation and the actual product or service performance by adjusting their evaluations away from expectations (Isac & Rusu, 2014:83). Any discrepancy of experience from expectations will be exaggerated in the direction of discrepancy, according to the contrast theory (Prakasam, 2010:92; Isac & Rusu, 2014:83).

This theory can be applied to the accommodation establishment in the current study. If the accommodation establishment over-promises and raises customer expectations in an advertisement and if customers' experience does not match up to the advertisement, the product or service will be regarded as unsatisfactory.

2.6.4. Assimilation-contrast theory

The assimilation-contrast theory was developed by Anderson (1973) to explain the relationship between the variables in the disconfirmation model of Hovland *et al.* (1957). This theory is a combination of the assimilation theory and the contrast theory, it suggests that "satisfaction is a function of the magnitude of the discrepancy between expected and perceived performance" (Aigbavboa & Thwala, 2013:49; Isac & Rusu, 2014:83). As stated in the assimilation theory, a customer tends to modify the differences in perception about a product or service performance to bring it in line with previous expectations, only if the discrepancy is quite small (Aigbavboa & Thwala, 2013:49). A large discrepancy between expected results and perceived performance is the contrast effect and the customer's tendency would then be to increase perceived differences. Therefore, the assimilation or contrast can emerge about the disparity perceived between expectations and the product or service's actual performance (Isac & Rusu, 2014:84).

This theory seeks to illustrate the fact that the assimilation and the contrast theory both have importance in a customer satisfaction study (Prakasam, 2010:92; Aigbavboa & Thwala, 2013:49; Isac & Rusu, 2014:84). The assimilation-contrast theory states that if performance is in the customer's acceptance range, assimilation will work, and performance will be seen as acceptable. If the performance is in the customer's

expectations, or if the perceived performance is beyond expectations. This theory can be applied to the current study at the accommodation establishment. If the products and services at the accommodation establishment are lower than customers' expectations, they will be dissatisfied, and negative energy will be produced.

In summary, there are several theories related to customer satisfaction and all of these theories can be applied to the accommodation establishment under study. These theories were taken into consideration for the development of the measuring instrument for the current study. The Kano Model will assist in understanding the different aspects of the evolution of customers and to recognise and analyse the quality attributes better (Löfgren, 2006:12; Paraschivescu & Cotîrleţ, 2010:117).

2.7. KANO MODEL OF CUSTOMER SATISFACTION

The Kano model of customer satisfaction, also known as the attractive quality model, was introduced by Kano, Seraku, Takahashi and Tsuji (1984). This model is used to understand the different aspects as to how customers evolve, analyse and recognise quality attributes better (Figure 2.6) as well as to focus on the more important attributes considered by customers, to improve on it (Löfgren, 2006:12; Paraschivescu & Cotîrleţ, 2010:117). This is important in tourism because tourism has been a fast-growing phenomenon for decades and customers' wants and needs are changing (Vainikka, 2016:64). The Kano model classifies the product or services characteristics according to the effect and interaction relations of the degree of satisfaction of customers and grouped customers' demands into five categories (Löfgren, 2006:12; Shyu *et al.*, 2013:1274):

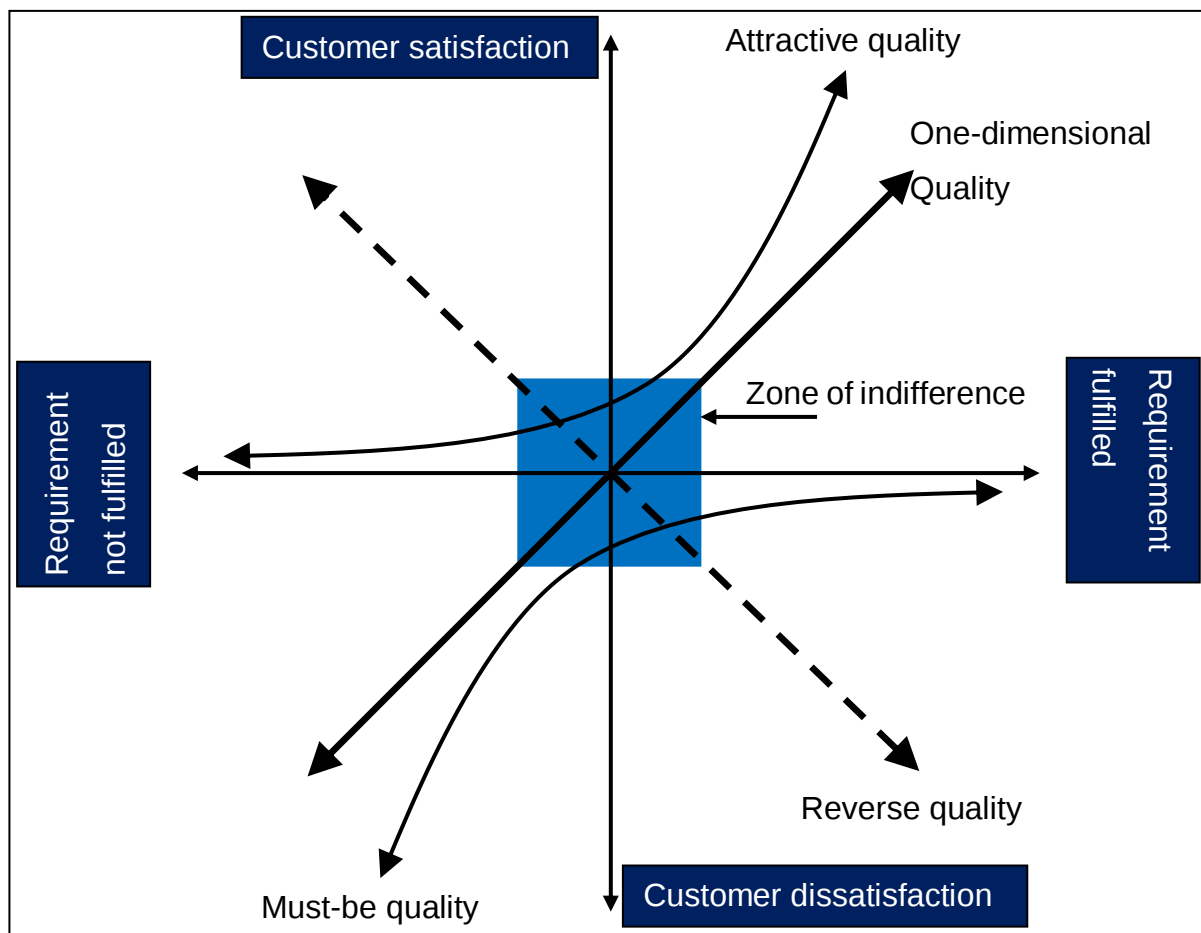


Figure 2.6: Kano model of customer satisfaction

Source: Sauerwein, Bailom, Matzler and Hinterhuber (1996:2); Csecsur (2016:17)

2.7.1. Attractive quality

The attractive quality is important in customer satisfaction and, if present, will let customers feel excited about a product or service and ensure higher satisfaction. However, if quality is absent it will not leave a customer feeling dissatisfied. Quality is not required or expected by customers and is a tool to ensure differentiation in products or services (Paraschivescu & Cotîrleț, 2010:118; Gailevičiūtė, 2011:15; Ghorbani, Arabzad & Shahin, 2013:5471; Shyu *et al.*, 2013:1274; Ek & Çikiş, 2015:402; Csecsur, 2016:17). For example, if customers in a four-star hotel receive a chocolate bar on their pillow every evening when rooms are turned down, they will be more excited about staying at that hotel. However, if the chocolate bar is not there, they will not be left feeling dissatisfied.

2.7.2. One-dimensional quality

If the one-dimensional quality is present, it will result in a customer being satisfied about a product or service. However, if the quality is not present, it will result in the customer feeling dissatisfied about a product or service. Quality is also named as “more is better” and “faster is better” and it is usually used as a standard of product classification. In other words, a customer will feel satisfied when a product or service is provided but will feel dissatisfied if there is a lack of the product or service (Gailevičiūtė, 2011:15; Ghorbani *et al.*, 2013:5471; Shyu *et al.*, 2013:1274; Ek & Çikiş, 2015:402; Csecsur, 2016:18). For example, if a customer in a four-star hotel receives fast service when checking in or ordering food, they will be satisfied. However, if the customer receives slow services they will be left dissatisfied.

2.7.3. Must-be quality

Customers consider the must-be quality as a definite when a product or services is provided, and it is an important characteristic of the product or service. If the quality is not present, customers will be dissatisfied. However, if quality is present it will not improve the satisfaction of customers, because it is the main basis of the product or services (Paraschivescu & Cotîrleţ, 2010:118; Gailevičiūtė, 2011:15; Ghorbani *et al.*, 2013:5471; Shyu *et al.*, 2013:1274; Ek & Çikiş, 2015:402; Csecsur, 2016:17). For example, the rooms in a four-star hotel must have upscale furniture, luxury beddings and high-end bath products to ensure that customers are not dissatisfied. However, it will not increase the satisfaction of customers due to the reason that these features are the basis of the product they have purchased.

2.7.4. Indifferent quality

The indifferent quality expresses that if a product or service is present it will not increase the satisfaction of customers, nor increase the dissatisfaction of customers if not present. It is also considered as a waste by many organisations and will not be provided for cost-saving purposes (Ghorbani *et al.*, 2013:5471; Shyu *et al.*, 2013:1274; Ek & Çikiş, 2015:402; Csecsur, 2016:17). For example, if the brightness of the lights in the rooms of a four-star hotel cannot be dimmed, it will not have a noteworthy effect on the satisfaction of customers.

2.7.5. Reverse quality

If the reverse quality is present, then customers will be dissatisfied and if the quality is absent customers will then be satisfied. Therefore, organisations avoid it at all costs to ensure that no harm is done. (Ghorbani *et al.*, 2013:5471; Shyu *et al.*, 2013:1274; Ek & Çikiş, 2015:402; Csecsur, 2016:18). For example, a four-star hotel will not send newsletters to customers without a customer's permission because not all customers will enjoy receiving it. Therefore, the hotel will let customers subscribe themselves and ensure that there is an unsubscribe option for future purposes.

Each of these classifications must be taken into consideration to have a better understanding of customer satisfaction, as well as the factors that affect the satisfaction of customers at an accommodation establishment, especially at the accommodation establishment in the Vaal region.

The next section will provide an understanding of the SERVQUAL model, before discussing the factors that affect the satisfaction of the customers.

2.8. SERVQUAL MODEL

The SERVQUAL scale has been seen as a successful service quality measuring instrument in market research (Hu, 2014:181). This famous instrument was developed by Parasuraman, Zeithaml, and Berry (1998). The model assesses 22 items regarding customers' expectations and perceptions of the service quality of an establishment on a seven-point Likert scale (Markovic & Raspor, 2010:197; Huan, Huang, Hung & Hu, 2017:239; Liu, Gan, Ho & Hu, 2017:223). The SERVQUAL model measures five service quality dimensions; tangibility, reliability, responsiveness, assurance and empathy (Markovic & Raspor, 2010:197).

Deming (1981) and Garvin (1987) state that service quality is the perception of customer satisfaction for matching the demands of customers. The perception of an accommodation establishment's service quality is the degree to which customers in an establishment find different factors important in improving their satisfaction with their experience (Markovic & Raspor, 2010:204). Therefore, establishments must identify the quality strategies that ultimately lead to customer satisfaction (Madar, 2014:71). These dimensions are also seen in the factors that affect customer

satisfaction, as indicated in in Table 2.1 and Table 2.2. It is indicated that many previous researchers have used the SERVQUAL model to measure customer satisfaction and service quality in a variety of industries. Within this study, some of the dimensions in the SERVQUAL scale will also be used to measure the satisfaction of customers with an accommodation establishment in the Vaal Region.

2.9. FACTORS AFFECTING CUSTOMER SATISFACTION

Customer satisfaction is an important factor for the survival of any business (Rashid *et al.*, 2014:457), especially in the tourism industry, because tourism is one of the fastest growing industries in the world (Daniloska & Naumova-Mihajlovska, 2015:308). It is known that the higher the quality of the services, the higher customer satisfaction will be, thus resulting in an increase in customer loyalty (Ozatac *et al.*, 2016:870). Therefore, customer satisfaction will arise once a product or service has successfully been transferred from the establishment to the customer (Weng, Ha, Wang & Tsai, 2012:104). There are a variety of factors that influence customer satisfaction, which have been taken directly from previous studies, and which businesses must adhere to, to ensure satisfaction and loyalty of customers. These factors (Table 2.1 and Table 2.2) must be taken into consideration by the accommodation establishment in the Vaal Region to ensure a higher satisfaction level of their customers.

Table 2.1: A summary of the factors affecting customer satisfaction

Author(s)	Industry/ sector	Measuring instrument	Factors	Items	Results
Marinescu and Ispas (2012:350)	Tourism sector	Self-administered questionnaire	Tangibility	Attractiveness of the exterior structure.	Value between total perceptions and total expectations is negative and the overall quality is not reaching customer expectations.
				New and modern hotel facilities.	
				Staff discipline and cleanliness.	
				Attractiveness of the hotel interior decorating.	
			Reliability	Room service.	
				Adjust the room to customer expectations.	
				Adequacy of the available room facilities.	
				Speed in answering customer orders.	
			Secure	Welcoming of guests.	
				Response to the guest requirements.	
				The rate of customer information provided by the staff.	
				The operational speed of the staff serving the clients.	
			Empathy	The skills and experience of the staff.	
				The politeness of the staff.	
				The rate between services and their price.	
				Providing a calm place.	

Ara (2016:90)	Hotel sector	Self-administered questionnaire		The efforts of the staff in providing and maintaining a secure environment.	
			Receptivity	The attention of the staff in establishing effective relations with the tourists.	
				The flexibility of staff.	
				The predictions and perceptions of the top management regarding the customer needs.	
				Access to the hotel.	
			Tangibility	Brochures and pamphlets are visually presented.	Customers are satisfied with the hotel services. It can be seen in all factors, more in assurance followed by tangibility empathy and reliability.
				Employees' neat appearance.	
				Interior and exterior decoration is quite appealing.	
				Appropriate location.	
				Neat and clean hotel.	
				High quality meals.	
			Reliability	Promised services.	
				Front desk employee verifies the reservation requests.	
				Providing accurate information.	
				Check-in or check-out time is not too long.	
			Responsiveness	Reservation is easy to use.	
				Giving individual attention.	
				Willing to help guests.	

Arasli and Baradarani (2014:1421)	Tourism sector	Self-administered questionnaire		Services without any delay.	
				Credible and courteous employees.	
			Assurance	Safe and secure hotels.	
				Imparts confidence to the guests.	
				Friendly staff.	
				Time and knowledge to answer guest's questions.	
			Empathy	Calling the guests by name.	
				Understanding guest's requirements.	
				Good communication capability.	
				Polite staff and providing services with a smile.	
				Convenient operating hours.	
				Guests best interest at heart.	
			Shopping and tourist attractions	Price of shopping items.	Positive significant relationship was found between destination satisfaction and positive word-of- mouth. Three out of five factors influenced
				Quality of shopping products.	
				Type of shopping products.	
				Service in stores.	
				Service at tourist attractions.	
				Type of tourist attractions.	
				Price of travelling.	
			Food	Quality of foods.	
				Type of foods.	

Ramseook-Munhurren, Seebaluck and Naidoo	Tourism sector	Self-administered questionnaire		Food prices.	destination satisfaction.
			Lodging and restaurants	Quality of lodging facility.	
				Service in hotel or guest house.	
				Price of hotel or guest house.	
				Service in restaurants.	
				Type of lodging.	
			Environment and Safety	Environment.	
				Cleanliness and hygiene.	
				Attitude of domestic people towards tourists.	
				A safe place for tourists.	
			Transportation	Service of transporters.	
				Price of the local transportation fares.	
				Convenience of local transportation system.	
				Types of local transportation system.	
			Travel environment	Safety and secure environment.	Satisfaction has positive influence on perceived value and loyalty.
				Clean and unpolluted environment.	
				Friendly and helpful host community.	
				Peaceful and restful atmosphere.	
			Attractions	Good and sandy beaches.	
				Unspoiled wilderness and fascinating wildlife.	
				Exotic places.	

				Spectacular scenery and natural attractions.	
				Scenic mountains.	
			Events	Distinctive history and heritage.	
				Variety of entertainment.	
				Tempting cultural events and festivals.	
				Colourful nightlife.	
				Large selection of restaurants and cuisines.	
			Infrastructure	Wide variety of shopping facilities.	
				Wide selection of restaurants and cuisines.	
				Wide choice of accommodations.	
				No language barriers for visitors.	
				Signs and indicators are properly displayed.	
			Sport	Exciting water sports and activities.	
				Terrific place for hiking and picnicking.	
				Opportunities for outdoor recreation.	
				Good facilities for golfing.	
Eid (2013:255)	Religious Tourism sector	Self-administered questionnaire	Quality	The tourism package purchased was well organised.	Muslim tourist assesses products not just in functional terms of expected quality of the tourism
				The quality of the tourism package was maintained throughout.	
				The tourism package has an acceptable level of quality.	
				The tourism package purchased was well made.	

Ozatac et al. (2016:874)	Banking sector	Self-administered questionnaire	Price	The tourism package was a good purchase for the price.	product but also in terms of providing tangible attributes.
				The price was the main criterion for my decision.	
				The tourism package purchased was economical.	
			Emotional	I am comfortable with the tourism package purchased.	
				I felt relaxed about the tourism package purchased.	
				The tourism package purchased gave me a positive feeling.	
				The tourism package purchased gave me pleasure.	
			Social	The tourism package has helped me to feel acceptable.	
				The tourism package improved the way people perceive me.	
				The tourism package purchased gave me social approval.	
				Many people that I know purchased the tourism package.	
			Islamic attributes	Availability of prayer facilities.	
				Availability of halal food.	
				Availability of segregated services.	
				Availability of Shariah compatible entertainment tools.	
			Reliability	Even at very busy moments, the employees later take care of my transaction and inform me about what happened.	Customers want to be respected, listened to, cared for and remembered.
				Employees keep their promise at the specified time.	
			Responsiveness	Personnel is conscious courteous and helpful.	
				Give alternative and practical solutions for me.	
				Regularly inform me about my product with details.	

			Competence	Employee has sufficient product knowledge.	
			Access	Internet banking is very advanced provide comfortable secure use.	
				There is lots of ATMs in many places and menus can easily be understandable.	
				There are lots of branches all over.	
				I can have all my transactions made by telephone banking.	
				I don't wait too much in line at the branch.	
				The branch is crowded or deserted.	
				Always reachable.	
			Courtesy	They show me personal attention.	
				If the tellers are polite and patient or not.	
			Communication	To hear the words of good morning, welcome and goodbye.	
				The security guard welcomes me.	
				The employees are formal when they are talking to me.	
				The employees are polite and formal while they are talking to each other.	
			Credibility	I see ads in the press very often.	
				Employees look at my face while I'm talking.	
				Employees doesn't speak with an angry expression or high volume.	

			Security	Employees are genial and friendly, because of the relation that I have established with the personnel in years.	
				My family and my friends use this bank.	
				Although I don't like the bank any more I cannot leave because I have been working for so many years with them.	
				They give discount and my demands are quickly met because I have been working with them for many years.	
				The personnel provide service with a smiling face.	
				Should not seem or sound that the employee is bored in front of me.	
			Understanding the customer	I find it more secure.	
				I am pleased with the bank's service in general.	
				If the tellers are doing all the transaction very fast or not.	
				Do my transactions fast and correct.	
			Tangibility	The employees remember my name after going more than once.	
				Recognise me and call me by my name.	
				To understand what products I need.	
				Not to sell a product that I don't want to use.	
				Asks me how I am and pays attention to me.	
				Asks me if I want a beverage.	

				Branch is very clean and tidy.	
				The employees' clothes are tidy and clean.	
Mishra (2010:15)	Banking sector	Self-administered questionnaire	Core services	You are satisfied with the skills and competencies of the employees.	Core service is the highest and has the strongest influence on overall satisfaction.
				The bank has convenient timing.	
				The behaviour of the employees instils confidence in you.	
				Each branch has a sufficient number of employees.	
				The bank has clear objectives to satisfy customers.	
				The brand image of the bank is appealing to you.	
				Mission and vision statements of the bank rightly define its commitment towards customers.	
			Customer convenience	The location of the ATMs is convenient to you.	
				The number of branches of the bank is enough.	
				The locations of the branches of the bank are convenient.	
				The bank provides ATMs at several prominent locations.	
			Customer continuation factors	The products and services offered by the bank are satisfactory.	
				You wish to continue with the bank as you are satisfied with it.	
				The general ambience and comfort level of the bank is satisfactory.	

			Resolution of customers' problems	It takes a long time to resolve your problems.	
				You usually have to stand in long queues at the bank for any transaction.	
				As a customer, when you have a problem, you get proper response from the concerned employee.	
			Interest related policies adopted	The interest rate offered by the bank on various deposits is competitive enough.	
				The rates of interest charged on the loans are satisfactory.	
			Charges levied by the bank	The bank has a number of categories to charge its customers or to impose penalties.	
				The charges that the bank collects from you are reasonable when compared with other banks.	
			Bank parking facilities provided	Parking space available is sufficient.	
			Reliability	Time conscious staff.	Reliability, responsiveness and empathy influence service quality, and reliability and empathy influence
				Accurate service.	
				Fewer queues.	
Agbor (2011:59)	Education, banking and retail sectors	Self-administered questionnaire	Assurance	Qualified staff.	
			Responsiveness	Service time.	
				Shop assistance.	

				Good library and computer facilities.	customer satisfaction.
			Empathy	Welcoming staff.	
			Tangibility	Positioning.	
Fazlzadeh, Sahebalzamani and Sarabi (2012:18)	Retail outlets	Self-administered questionnaire	Customer services and convenience	Assortment variety.	Service and convenience offered by distributor as well as its quality image influence the satisfaction obtained from the purchase experience.
				Attention to customers.	
				Additional services.	
				Store atmospherics.	
				Opening times.	
			Quality image	Perceived quality of the products offered.	
				Commercialised Brands.	
				Proximity to the home.	
			Economic value	Price.	
				Sales promotions.	
Anjum, Aftab, Sultan and Ahmed (2016:513)	Telecommunication industries	Self-administered questionnaire	Tangibility	Appearance of physical office.	Service quality influences customer satisfaction.
				Equipment.	
				Workforce.	
				Correspondence.	
				Materials.	
			Reliability	Providing good service.	
				Company and staff ready to respond to customer queries about products and services offered.	

				Timely responses to requests.	
				Online support.	
			Responsiveness	Readiness or willingness of workers.	
				Offer quick service willingness to give assistance to customers.	
			Assurance	Courtesy of employees.	
				Competence of employees.	
				Credibility of employees.	
				Security.	
				Information to have cordiality of workers.	
				Employees' capability to motive confidence and trust.	
				Company representative provide genuine caring service.	
			Empathy	Care.	
				Individualised concentration to customers.	
Sekajja (2006:66)	Nature reserve	Self-administered questionnaire	Reliability	Competence of reservation staff.	The Nature Reserve's performance along the SERVQUAL dimensions is moderate, however,
				Time taken to show you your room.	
				Reservation arrangement as promised.	
				Game viewing experience.	
				The quality of food.	
				Speed at which orders are delivered.	
				Educational value of the cultural village.	

			Responsiveness	Response to your reservation call.	tangibility needs to be attended to.
				The time it took to finalise your reservation.	
				Staff responsiveness.	
				Helpfulness of the staff.	
				Friendliness of front end staff.	
				Helpfulness of staff on arrival.	
				Visibility of life savers.	
				Customer services.	
				Speed of check out process.	
				Staff helpfulness on check out.	
			Assurance	Friendliness of the staff.	
				Welcome and orientation on arrival.	
				Knowledge of game staff.	
				Friendliness of game staff.	
				Safety measures.	
				Safety of beach.	
				Friendliness of the bar attendants.	
				Tribal dance.	
				Security check on departure.	
			Tangibility	Facilities required on reservation.	
				Quality of the rooms.	

				Convenience of the rooms.	
				The desired facilities.	
				Cleanliness of the rooms.	
				Size of the rooms.	
				Number of game animals.	
				Conditions and comfort of the vehicles.	
				Fishing facilities.	
				Conditions of the changing rooms.	
				Cleanliness of the beach.	
				Physical appearance of the restaurant and bars.	
				Cleanliness of the waiters and waitresses.	
				Quality of the music.	
				Arts and crafts.	
			Empathy	Efficiency of room service.	
				Convenience of check out time.	

It is notable in Table 2.1 that several studies across different sectors have been done to determine the factors affecting customer satisfaction. Many researchers have identified a variety of factors, and, the above factors are labelled according to the SERVQUAL model; tangibility, reliability, responsiveness, assurance and empathy, for discussion purposes.

Tangibility is defined as the physical aspects of a product or service (Sekajja, 2006:66; Agbor, 2011:59; Tassiopoulos, 2011:276; Marinescu & Ispas, 2012:350; Anjum *et al.*, 2016:513; Ara, 2016:90; Ozatac *et al.*, 2016:874) For example; the core services are the rooms, events such as wine festivals and infrastructure, such as the road quality and parking facilities. Reliability is defined as the ability of employees to deliver promised services accurately and safely (Sekajja, 2006:66; Agbor, 2011:59; Tassiopoulos, 2011:276; Marinescu & Ispas, 2012:35; Anjum *et al.*, 2016:513; Ara, 2016:90; Ozatac *et al.*, 2016:874). For example; employees' ability to communicate with all customers, helpfulness of employees when assisting customers with information and speed at which services are delivered when checking customers in and out.

Responsiveness is defined as the willingness of employees to provide excellent services (Sekajja, 2006:66; Agbor, 2011:59; Tassiopoulos, 2011:276; Anjum *et al.*, 2016:513; Ara, 2016:90; Ozatac *et al.*, 2016:871). For example; the price of accommodation, customer convenience throughout their stay, welcoming ambience and extra services offered by employees. Assurance is defined as employees' knowledge, courtesy and ability to motivate trust and confidence (Agbor, 2011:10; Tassiopoulos, 2011:276; Anjum *et al.*, 2016:512; Ara, 2016:90). For example, employees' ability to solve customers' problems, understanding customers' needs and delivering quality services. Empathy is defined as the care and individual attention customers receive from the establishment (Sekajja, 2006:66; Agbor, 2011:10; Tassiopoulos, 2011:276; Marinescu & Ispas, 2012:350; Anjum *et al.*, 2016:512; Ara, 2016:90). For example; caring services provided to customers, individual attention provided to each customer and employees' ability to deliver friendly and kind services.

All of these aspects (factors) influence a customer's satisfaction level, weather the aspects are of good quality, the establishment has a sufficient amount of it all, or if it

meets customers' needs. Furthermore, each of these factors has a variety of items that can be measured to determine customers' satisfaction level with each factor. These factors and items are presented in Table 2.1 and the definitions of these factors are provided in Tale 2.2.

Table 2.2: Definition of the factors affecting customer satisfaction

Factors	Author(s)	Definition
Access	Sekajja (2006:66); Ozatac <i>et al.</i> (2016:871)	Easily reachable and easy to communicate.
Assurance	Agbor (2011:10); Tassiopoulos (2011:276); Anjum <i>et al.</i> (2016:512); Ara (2016:90)	Employees' knowledge, courtesy and ability to motivate trust and confidence.
Charges levied	Mishra (2010:15)	Fees charged on a product or service.
Communication	Ozatac <i>et al.</i> (2016:872)	Keep in touch with customers through an understandable and clear oral language.
Competence	Ozatac <i>et al.</i> (2016:871)	Having needed knowledge and skills to perform a task.
Core services	Mishra (2010:15)	The primary services that customers can access and use at an establishment.
Courtesy	Ozatac <i>et al.</i> (2016:871)	Involves the kindness, respect and friendliness of contact personnel.
Credibility	Ozatac <i>et al.</i> (2016:872)	Involves trustworthiness, honesty and stability of the establishment.
Customer convenience	Mishra (2010:15); Fazlzadeh <i>et al.</i> (2012:12)	Reduce customers' non-monetary costs when purchasing products and services.

Economic value	Fazlzadeh <i>et al.</i> (2012:18)	Assessed value of an asset based on its ability to generate income.
Emotional	Eid (2013:255)	Emotions that are easily excited by certain benefits received.
Empathy	Sekajja (2006:66); Agbor (2011:10); Tassiopoulos (2011:276); Marinescu and Ispas (2012:350); Anjum <i>et al.</i> (2016:512); Ara (2016:90)	Care and individual attention customers receive from the establishment.
Environment and Safety	Arasli and Baradarani (2014:1421); Ozatac <i>et al.</i> (2016:874)	The surrounding area and conditions of the establishment with no threats or risks.
Events	Ramseook-Munhurren <i>et al.</i> (2015:256)	A planned occasion that takes place.
Infrastructure	Ramseook-Munhurren <i>et al.</i> (2015:256)	The basic organisational and physical facilities and structures.
Islamic attributes	Eid (2013:255)	Islamic religious facilities.
Lodging and restaurants	Arasli and Baradarani (2014:1421)	Accommodation and eating places.
Parking facilities	Mishra (2010:15)	Off street area for parking motor vehicles.
Price	Eid (2013:255)	The amount of money required for the payment of a product or service.
Problem solving	Mishra (2010:15)	Ability to find a solution to an issue.
Quality	Fazlzadeh <i>et al.</i> (2012:18); Eid (2013:255)	The standard of a product or service compared to similar products and services.

Receptivity	Marinescu and Ispas (2012:351)	Desire to assist customers and provide them with excellent services.
Reliability	Sekajja (2006:66); Agbor (2011:59); Tassiopoulos (2011:276); Marinescu and Ispas (2012:351); Anjum <i>et al.</i> (2016:513); Ara (2016:90); Ozatac <i>et al.</i> (2016:874)	The ability of employees to deliver the promised services accurately and safely.
Responsiveness	Sekajja (2006:66); Agbor (2011:59); Tassiopoulos (2011:276); Anjum <i>et al.</i> (2016:513); Ara (2016:90); Ozatac <i>et al.</i> (2016:871)	Willingness of employees to provide excellent services.
Secure	Marinescu and Ispas (2012:351)	Knowledge of employees and their ability to provide a sense of safety and trust.
Shopping and tourist attractions	Arasli and Baradarani (2014:1421); Ramseook-Munhurren <i>et al.</i> (2015:256)	A place at a destination where tourists visit and purchase products and services.
Social	Eid (2013:255)	Evaluating factors that affect how people live.
Sport	Ramseook-Munhurren <i>et al.</i> (2015:256)	An activity of participating or watching people competing against each other.
Tangibility	Sekajja (2006:66); Agbor (2011:59); Tassiopoulos (2011:276); Marinescu and Ispas (2012:350); Anjum <i>et al.</i> (2016:513); Ara (2016:90); Ozatac <i>et al.</i> (2016:874)	Physical aspects of a product or service.
Transportation	Arasli and Baradarani (2014:1421)	The action of something or someone being transported.

Travel environment	Ramseook-Munhurren <i>et al.</i> (2015:256)	The surrounding area in which the tourist travel
Understanding the customer	Ozatac <i>et al.</i> (2016:874)	The ability of employees to understand customers' needs

The above factors were taken into consideration for the development of the research measuring instrument (questionnaire) used for this study. A total of 10 factors were identified that influences the satisfaction level of the customers, and a total of 11 factors were identified that contributes to customer satisfaction. A detailed exposition of all these factors are presented in Chapter 5. If the accommodation establishment in this case focuses on these factors and markets these factors to their customers. The accommodation establishment will have satisfied customers, and this might result into a variety of advantages.

2.10. ADVANTAGES OF CUSTOMER SATISFACTION

Customer satisfaction according to Ara (2016:88), is a complicated construct although it is an essential outcome for an establishment to achieve. Because it is one of the most important factors for an establishment's long-term success (Ihtiyar, Ahmad & Baroto, 2013:376). There are a variety of advantages that the accommodation establishment in the Vaal Region can obtain from customer satisfaction, which can be seen in Table 2.3 and in Figure 2.7.

Table 2.3: A summary of the advantages of customer satisfaction

Advantage	Author(s)
Attraction of new customers	Ihtiyar <i>et al.</i> (2013:376); Ozatac <i>et al.</i> (2016:872)
Competitive advantage	Dani (2014:467); Ihtiyar <i>et al.</i> (2014:492); Radojević, Stanišić, Stanić & Šarac (2014:788); Stacho <i>et al.</i> (2015:12); Lahap <i>et al.</i> (2016:151); Ozatac <i>et al.</i> (2016:870); Yeo <i>et al.</i> (2016:179)
Creation of a positive image	Lahap <i>et al.</i> (2016:150)
Customer loyalty	Eid (2013:252); Ihtiyar <i>et al.</i> (2014:494); Yeo <i>et al.</i> (2016:179)

Increase in profit	Dani (2014:467); Ihtiyar <i>et al.</i> (2014:492); Radojević <i>et al.</i> (2014:788); Stacho <i>et al.</i> (2015:12); Lahap <i>et al.</i> (2016:151); Ozatac <i>et al.</i> (2016:870); Yeo <i>et al.</i> (2016:179)
Positive word-of-mouth	Dani (2014:466); Ihtiyar <i>et al.</i> (2014:492); Ozatac <i>et al.</i> (2016:872)

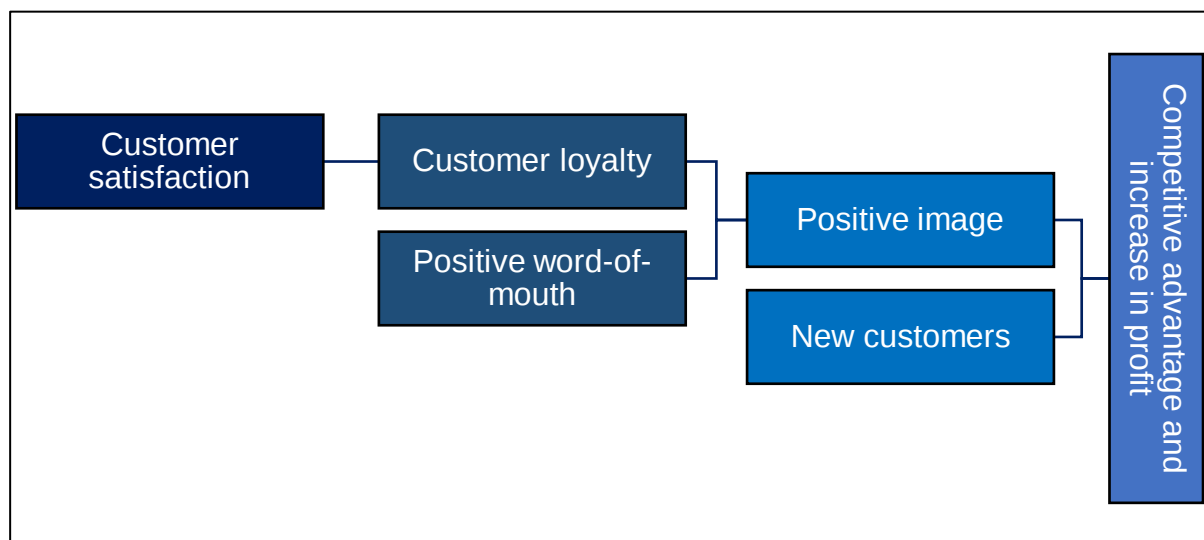


Figure 2.7: Advantages of customer satisfaction

Customer loyalty is one of the most important achievements that an establishment wants to obtain from customer satisfaction and it indicates how willing a customer is to stick to a certain brand (Eid, 2013:252; Ihtiyar *et al.*, 2014:494; Yeo *et al.*, 2016:179). There are a variety of ways through which establishments can obtain customer loyalty, such as loyalty programmes, coupons, warranty cancellations and credit cards (Stacho *et al.*, 2015:12). Word-of-mouth plays a significant role in any service industry and once a customer is satisfied, it will lead to positive word-of-mouth, which has a more significant effect on potential customers than any other marketing strategy (Dani, 2014:466; Ihtiyar *et al.*, 2014:492; Ozatac *et al.*, 2016:872).

Thus, it will create a positive image in the mind of a customer about that specific product or service (Lahap *et al.*, 2016:150) is vital. Once customers are satisfied, they will share their experience with five to six people in their community, spreading positive word-of-mouth. However, when a customer is dissatisfied, they will share their experience with ten or more people in their community, creating bad word-of-mouth

(Dani, 2014:466). It is cheaper to maintain existing customers than what it is to attract new ones and satisfied customers play an important role in any industry (Radojević *et al.*, 2014:788; Lahap *et al.*, 2016:151). According to Ihtiyar *et al.* (2013:376) and Ozatac *et al.* (2016:872) satisfied customers will spread positive word-of-mouth, resulting in the attraction of new customers and a reduction in the cost of attracting new customers.

Many researchers agree that an establishment will obtain and maintain a better competitive advantage, as well as an increase in profit, when their customers are satisfied (Dani, 2014:467; Ihtiyar *et al.*, 2014:492; Radojević *et al.*, 2014:788; Stacho *et al.*, 2015:12; Lahap *et al.*, 2016:151; Ozatac *et al.*, 2016:870; Yeo *et al.*, 2016:179). Therefore, it is very important that an establishment obtains customer satisfaction as soon as possible because it incurs additional work and costs to convert and retain a dissatisfied customer (Rashid *et al.*, 2014:156). If a customer is dissatisfied, it will result in negative word-of-mouth, loss of existing and potential customers, as well as a reduction in profit and competitive advantage.

2.11. CONCLUSION

It can be concluded that tourism plays a significant role within any country and it is a substantial industry in the world, providing countries with a variety of benefits. If an accommodation establishment understands the importance of customer satisfaction, it will gain a variety of advantages such as positive word-of-mouth, new customers, customer loyalty, competitive advantage and an increase in profit. The specific accommodation establishment whose customer satisfaction will be evaluated by this study, forms part of the hospitality sector of tourism and has all four IHIP service characteristics. The accommodation establishment is a major attraction in the Vaal Region and customers' satisfaction will be evaluated according to the factors that influence customer satisfaction. Thus, discussing the theories and Kano model of customer satisfaction were of great importance to ensure that customers are evaluated accordingly.

The succeeding chapter focuses on measuring customer satisfaction with a well-developed research questionnaire to ensure that customers were surveyed with a proper questionnaire and that accurate information was collected. This will assist the

specific accommodation establishment as well as other tourism establishments to better understand their customers and to know how to increase their satisfaction levels in future.

CHAPTER 3:

MEASURING CUSTOMER SATISFACTION

3.1. INTRODUCTION

Many studies have measured a variety of aspects, such as customer satisfaction (Polus & Bidder, 2016:310), branding (Hood, 2015:1), brand image (Lahap *et al.*, 2016:149) and employee satisfaction (Popović, Maletić & Paunović, 2015:76). These studies used different measuring instruments to measure these aspects, such as self-administered questionnaires, email surveys and structured interviews. According to Rowley (2014:308), a research questionnaire is one of the most widely used measuring instruments to collect data. It is, according to Field (2011:1), important to ensure that a research questionnaire has reliability, validity and discrimination. A well-designed questionnaire is highly structured, and it allows similar information to be collected from a large group of people, and it also guides the qualitative and systematic analysis of data. (Leung, 2001:187).

A questionnaire is mostly used to profile the sample in numbers or count the frequency of certain occurrences (Rowley, 2014:308). There are many advantages regarding the use of a research questionnaire for collecting data. Such advantages are, for example, it is quite cost-effective, less time consuming, and it can be completed anonymously. It also preserves confidentiality and can collect a large amount of data which can also be standardised. Furthermore, it specifies the purpose of the study, is simple to apply, and offers diverse criteria to answer questions (Leung, 2001:189; Du Plooy-Cilliers *et al.*, 2014:160; López, Prados & Romera, 2014:296).

This chapter provides information regarding measuring instruments and the type of measuring instruments used in previous related studies. In addition, guidelines are provided on how to develop and design a research questionnaire to measure customer satisfaction.

3.2. ASPECTS OF A MEASURING INSTRUMENT

Du Plooy-Cilliers *et al.* (2014:148) and Munro (2014:43) explain that a measuring instrument is a data collection tool that consists of a variety of questions, used to

gather information from people through different systems. Such systems are, for example, surveys, focus groups and interviews. It is recommended for a quantitative study to use surveys to gather the data required (Du Plooy-Cilliers *et al.*, 2014:150; Munro, 2014:43; Rowley, 2014:309). There are many types of surveys, also known as questionnaires that can be used. Mail surveys are sent to a respondent via mail or email, they complete the questionnaire and return it via the same medium. For telephone surveys, respondents are called and surveyed over the telephone. Group administration involves a group of people that complete a questionnaire at the same time during one session. Personal interviews are structured face-to-face interviews with a structured questionnaire (Hunston & Oakey, 2010:153; Du Plooy-Cilliers *et al.*, 2014:150).

In a qualitative study, focus groups and in-depth interviews are used to gather data. Focus groups are interviews with a small group of people to determine certain characteristics of them and the group is managed by a facilitator (Hunston & Oakey, 2010:144; Du Plooy-Cilliers *et al.*, 2014:183). In-depth interviews involve interviewing respondents and learning more about them (Hunston & Oakey, 2010:144; Du Plooy-Cilliers *et al.*, 2014:188). Each of these measuring instruments has its own advantages and disadvantages which are elaborated on in Table 3.1.

Table 3.1: Summarisation of the advantages and disadvantages of the different types of measuring instruments

Type of study	Measuring instrument	Advantages	Disadvantages	Author(s)
Quantitative study	Mail survey	Inexpensive	Questions cannot be clarified	Burgess (2001:1);
		Few human resources required	Low response rate	Leung
			Time consuming	(2001:189); Du
	Telephone survey	Inexpensive	Getting access to an appropriate sample	Plooy-Cilliers <i>et al.</i> (2014:150);
		Short data collection time		

		Better response rate than mail survey		Rowley (2014:309)
		Questions can be clarified		
	Group administration	High response rate	Expensive	
		Short data collection time		
		Questions can be clarified		
	Self-administered questionnaire	Questions can be clarified	Time consuming	
		High response rate	Expensive	
	Qualitative study	Focus groups and In-depth interviews	More in-depth information	
Cost effective			Resource intensive	
Responses can be clarified				

It is important to ensure that the measuring instrument in a quantitative study is reliable and valid (Du Plooy-Cilliers *et al.*, 2014:150). Reliability is defined as the credibility and consistency of a study. In other words, if a study was to be repeated, the results can be generalised, and similar results will be obtained (Pallant, 2010:6; Du Plooy-Cilliers *et al.*, 2014:254). Validity is defined as whether the instrument that was selected actually reflected the reality of the constructs that were being measured (Pallant, 2010:7; Du Plooy-Cilliers *et al.*, 2014:256). For the purpose of this study, the measuring instrument used was a questionnaire to collect data from respondents through a self-administered questionnaire. Furthermore, Cronbach alpha was used as an indication of reliability that the measurement as included in the questionnaire assured the validity of the study.

3.3. MEASURING INSTRUMENTS USED IN PAST STUDIES TO MEASURE THE SATISFACTION OF CUSTOMERS WITH A TOURISM ESTABLISHMENT

Previous studies regarding customer satisfaction were scrutinised and subsequently is a summary of the measuring instrument used in each one. The purpose of this section is to provide a background on the characteristics measured by previous studies and how it was measured, including the results obtained (Table 3.2). A new questionnaire has been developed, taking into consideration the factors identified in Chapter Two. The reason why a new questionnaire was developed for this study is because previous questionnaires measured limited variables and mostly focused on the SERVQUAL model. The objectives of this study were taken into consideration to ensure that all the aspects of customer satisfaction at an accommodation establishment is measured and to ensure that each customer's satisfaction level is identified.

Cheng and Rashid (2013:103) investigated the mediating effects of corporate image on the relationship between customer satisfaction and loyalty. This was achieved through an explanatory method using a self-administered questionnaire with a sample size of 500 guests at hotels in Malaysia. The questionnaire measured demographic characteristics, service quality, customer satisfaction, corporate image and customer loyalty. The results of the study indicated that there was a positive relationship between service quality and the satisfaction level of customers, and that customer satisfaction has a positive impact on customer loyalty.

Sukiman *et al.* (2013:82) performed a study to measure the satisfaction of 389 domestic and 259 international tourists on holiday in Pahang, Malaysia. The study used a questionnaire with three different approaches: face-to-face, mailing and web-based. The questionnaire measured the demographic characteristics of tourists, their travel pattern and their expectations versus experiences. The results provided tourism stakeholders in Pahang, Malaysia, with better knowledge about the satisfaction level of tourists and ways by which stakeholders can improve customer satisfaction in the future.

In the study of Rajaratnam *et al.* (2014:206), a purposive sampling method was used to measure 365 tourists' satisfaction at rural tourism destinations in Malaysia through

a self-administered questionnaire. The questionnaire measured tourists' perception of service quality in rural tourism destinations regarding satisfaction and moderated the effect of previous experience on this relationship. The results showed that satisfaction is improved with higher perceptions of service quality and that service quality is a multidimensional construct.

Choovanichchannon's (2015:2111) study involved both quantitative and qualitative research methods. The study took place at a major airport in Thailand with 200 tourists. The data was captured through a questionnaire that measured the demographic characteristics of tourists and the satisfaction level regarding the services they received, while the last section allowed tourists to provide comments and suggestions. The results of the study indicated that tourists are highly satisfied with hotels, restaurants and shopping malls. However, they are relatively dissatisfied with transportation networks such as buses, trains and taxis. The results also indicated that tourist regard it as important for them to visit destinations that are environmentally friendly, unique in cultural heritage, and who offers clean food and beverages.

The empirical study of Khan, Garg and Raham (2015:269), involved 326 customers regarding their service experience at a hotel in India. The questionnaire was distributed to guests and an online questionnaire was also available and sent to the guests' email addresses. In the questionnaire, the demographic characteristics were measured as well as customer satisfaction, brand loyalty and word-of-mouth. The results identified that customers would be more satisfied, more loyal to a brand, and will provide better word-of-mouth when they receive an excellent service experience at a hotel.

In the study of Ramseook-Munhurren *et al.* (2015:255), a convenient sampling technique was used to measure the customer satisfaction of 370 tourists in Mauritius. The questionnaire measured and evaluated the demographic characteristics of tourists as well as other aspects. These include whether the destination provided them with good services, reasonable prices, value for money and whether they agree with a set of related aspects constructed on a five-point Likert scale. The results of the study identified that a destination's image influences perceived value which, in turn, influences customer satisfaction and this results in customer loyalty.

In the study of Tsourgiannis, Delias, Polychronidou, Karasavvoglou and Valsamidis (2015:451), a simple random sampling technique was used to measure customer satisfaction of 265 tourists at hotels in the region of Eastern Macedonia and Thrace in Greece. The data was captured through an interview survey, using a questionnaire that measured the demographic characteristics of tourists, as well as the main factors that affect tourists' decision to take a holiday in the region of Eastern Macedonia and Thrace in Greece. The results indicated that tourism behaviour and the factors affecting tourists have an influence on the tourists to choose the region of Eastern Macedonia and Thrace in Greece as a holiday destination.

The study of Ara (2016:89) used a stratified random sampling technique to measure the satisfaction of 148 customers in hotels in Kashmir. For the purpose of the questionnaire, all the demographic characteristics were taken into consideration and evaluated. Other questions such as the purpose of the visit, the number of times the area was visited and customer satisfaction regarding the tangibility, reliability, responsiveness, assurance and empathy of the hotels were assessed on a ten-point Likert scale. The results of the study indicated that the majority of the respondents were satisfied with the assurance and tangibility of the hotels. However, respondents were fairly dissatisfied with the empathy and reliability of the hotels.

In the study of Hapsari, Clemes and Dean (2016:391), a convenience sampling method was used to measure the satisfaction of 300 customers at two international airports in Indonesia. The questionnaire was constructed using literature and focus groups and measured customers' perception of the experience they received from the flight and their demographic characteristics. The results indicated that service quality and customers' perceived value influences customer satisfaction.

In the study of Lahap *et al.* (2016:152), a stratified sampling technique was used to measure the satisfaction of 225 customers at a hotel in Malaysia via an email survey. The email survey was sent to the customers and measured all the demographic information, as well as questions relating to brand image and customer satisfaction. The results indicated that the majority of the customers are satisfied with the hotel's ambience, amenities, friendliness of staff, convenience of the reservation department and location of the hotel. However, there are customers that are dissatisfied with the

hotel's way of managing in busy times and the price of other services, such as the laundry services of the hotel.

Polus and Bidder (2016:310) performed a study with a quantitative and qualitative approach. The study used structured interviews with open-ended questions interviewing five volunteers and a questionnaire that was emailed to 60 of the correspondents. The study measured tourists' satisfaction with their experience at a volunteer programme in Malaysia, and the reason why tourists participate in the volunteer programme. The results indicated that these tourists wanted to experience something different, interact with people and that the specific volunteer programme provided high satisfaction to the tourists.

The study of Salleh, Said, Bakar, Ali and Zakaria (2016:29) used a systematic sampling technique and measured the dissatisfaction of 400 respondents at hotels in Malaysia. The questionnaire evaluated and measured the demographic characteristics, as well as the services customers were dissatisfied with. The results showed that women were more dissatisfied than men with reception, lobby, guestrooms, restrooms, restaurants, facilities and hotel workers, and men were only more dissatisfied with the Wi-Fi than women.

Table 3.2: Summarisation of measuring instruments used in past studies to measure customer satisfaction

Author(s)	Measuring instrument used	Aspects evaluated	Destination	Sample size
Cheng and Rashid (2013:103)	Self-administered questionnaire	Service quality	Hotels in Malaysia	500
		Customer satisfaction		
		Corporate image		
		Customer loyalty		

Sukiman <i>et al.</i> (2013:82)	Face to face questionnaire	Travel pattern	Pahang Malaysia	648
	Mail questionnaire	Expectations versus experience		
	Web based questionnaire			
Rajaratnam <i>et al.</i> (2014:206)	Self- administered questionnaire	Tourists’ perception of service quality	Rural destinations in Malaysia	365
		Moderating the effect of previous experience		
Choovanichchan- non (2015:2111)	Questionnaire	Satisfaction of tourists regarding the services that they received	Major airport in Thailand	200
		Section for comments and suggestions		
Khan <i>et al.</i> (2015:269)	Face to face questionnaire	Customer satisfaction	Hotel in India	326
	Mail questionnaire	Brand loyalty		
		Word-of-mouth		
Ramseook- Munhurren <i>et al.</i> (2015:255)	Questionnaire	Service evaluation	Mauritius	370
		Price evaluation		
Tsourgiannis <i>et al.</i> (2015:451)	Interview questionnaire	Factors affecting tourists’ decision	Region of Eastern Macedonia and	265

			Thrace in Greece	
Ara (2016:89)	Questionnaire	Propose for visit	Hotels in Kashmir	148
		Number of times visited		
		Customer satisfaction		
Hapsari <i>et al.</i> (2016:391)	Questionnaire	Customers perception of the experience	Two international airports in Indonesia	300
Lahap <i>et al.</i> (2016:152)	Mail questionnaire	Brand image	Hotel in Malaysia	225
		Customer satisfaction		
Polus and Bidder (2016:310)	Structured interview	Satisfaction of their experience	Volunteering programme in Malaysia	60
	Mail questionnaire	Reason for participating in the volunteering programme		
Salleh <i>et al.</i> (2016:29)	Questionnaire	Dissatisfaction of customers	Hotels in Malaysia	400

From this, it can be seen that researchers use different techniques to measure customer satisfaction. In addition, each researcher had different sample sizes and each study was conducted at a different destination. Even though the focus of the studies in Table 3.2 was on customer satisfaction, the results from these studies differ. There is thus little consensus amongst researchers as to how customer satisfaction should be measured. Notably, the majority of the researchers used face-to-face and self-administered questionnaires as their measuring instrument and only a few used

focus groups and electronic questionnaires. It is interesting to note that one study (Salleh *et al.*, 2016:29) focused on customer dissatisfaction, which is a negative approach and focused on dissatisfaction factors.

To ensure reliability and validity, a standardised questionnaire should be developed for future studies within a tourism context. This will assist accommodation establishments, such as hotels, to improve their service strategy, ensure differentiation in the industry, and to have a better understanding of customers' needs concerning all aspects of the establishment (Saner & Sadikoglu, 2016:359). The questionnaire that was developed for this study was developed based on previous literature. Four theories of customer satisfaction were also taken into consideration in the development of the questionnaire. These theories are known as disconfirmation theory, contrast theory, assimilation contrast theory and generalised negativity theory, which was discussed in Chapter 2. The development of a reliable questionnaire is not an easy task. Therefore, a clear understanding of the process of designing a questionnaire is needed.

3.4. DESIGNING A RESEARCH QUESTIONNAIRE TO MEASURE CUSTOMER SATISFACTION

A great deal of time is spent by numerous researchers on designing a well-developed measuring instrument (Du Plooy-Cilliers *et al.*, 2014:15). However, there are a variety of types of measuring instruments that could be used to collect information. Such measuring instruments are, for example, mail surveys, telephone surveys, personal interviews, group administration and questionnaire-based surveys (Du Plooy-Cilliers *et al.*, 2014:150). For the purpose of this study, a questionnaire-based survey is regarded as the most suitable instrument and the guidelines for designing a well-developed questionnaire will be dealt with in detail. The reason that a questionnaire was decided on for this study, rather than a different measuring instrument such as interviews, is because it is inexpensive to implement and has a high response rate. A questionnaire-based survey is considered as a technique to gather information that is used in scientific-educational research and it allows the collecting of information in a systematic way (López *et al.*, 2014:296). There are a variety of factors to take into consideration when designing a questionnaire, as depicted in Figure 3.1. These

factors assisted in achieving one of the objectives of the study: to develop a measuring instrument to determine customer satisfaction at an accommodation establishment.

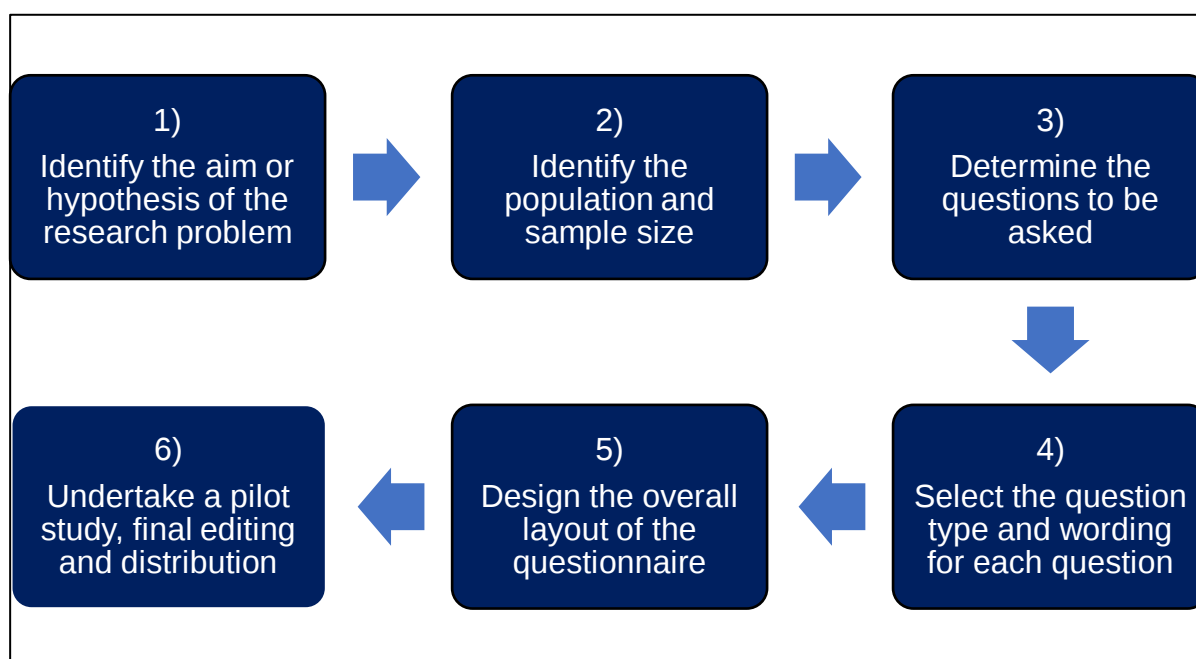


Figure 3.1: Factors to take into consideration when designing a questionnaire

3.4.1. Identify the aim or hypothesis of the research problem

Firstly, the aim or hypothesis of the research problem (Stehr-Green, Stehr-Green & Nelson, 2005:1) needs to be considered through reviewing relevant literature and conducting preliminary research (Burgess, 2001:3). The two main objectives of questionnaire design must also be identified: to increase the response rate and to gather accurate information (Leung, 2001:187).

3.4.2. Identify the population and sample size

Secondly, the respondents for a study should be identified and this refers to the sample size of the chosen population to whom the questionnaire (Burgess, 2001:4; Rowley, 2014:318) will be distributed. After this has been done, the design of the questionnaire can be proceeded with.

3.4.3. Determine the questions to be asked

The third step, determining the questions to be asked, is where a key link is established between the aims of the research and the individual questions through the research issues (Burgess, 2001:6). According to Leung (2001:187), there are three potential

types of information to solicit in a questionnaire. The first is dependent variables, referring to information of primary interest, such as customers' overall satisfaction with an establishment. The second is independent variables, which refers to information that might explain the dependent variables, such as the factors that affect the satisfaction of customers with the establishment. The third is confounding variables, referring to other factors relating to both dependent and independent variables, which might distort the results of the research and result in the need for adjustment. Such variables are, for example, customer satisfaction with the environment of the establishment. Within this study, the questions that were asked consisted of both dependent and independent variables.

3.4.4. Select the question type and wording for each question

It is important to firstly ensure that the questions are suitable for the specific context. There are a variety of types of questions that can be asked in a questionnaire (Burgess, 2001:8; Rowley, 2014:313). Secondly, deciding on the correct question and the wording for each question needs serious consideration. A collection of various questions is predicted below.

Open-ended questions: allows respondents to answer the question in their own words and express their perspectives in any way they want. It can be used even when a comprehensive range of alternative choices cannot be compiled, and it allows investigation of the possible matter arising from a problem. However, it provides a great deal of data and the problem arises as to how to analyse it. Also, it can be time consuming and difficult for a respondent to answer. Open-ended questions are mostly used in qualitative studies and were not used in this study (Burgess, 2001:8; Leung, 2001:187; Hunston & Oakey, 2010:143; Du Plooy-Cilliers *et al.*, 2014:153; Rowley, 2014:313). An example is provided in Table 3.3.

Table 3.3: Example of an open-ended question

What would motivate you to purchase a specific product at the establishment?

Source: Adapted from Du Plooy-Cilliers *et al.* (2014:153)

Closed-ended questions: provide respondents with a fixed number of answers to choose from. However, it limits the information that is recorded, thus making it easier to process the responses and report on the results. Closed-ended questions provide quick beneficial information but can also exclude more nuanced answers. If a closed-ended question is not well stated, it can appear patronising and result in unhelpful answers. It is ideal for quantitative studies and can be either single or multiple response as indicated in Table 3.4.

Table 3.4: Example of closed-ended questions

Single response question	Multiple response question
What is the main reason for your visit at the establishment? (Tick only one box)	What services did you use at the establishment? (You may choose more than one answer)
☐ Restaurant ☐ Shuttle ☐ Accommodation ☐ Spa	☐ Restaurant ☐ Shuttle ☐ Accommodation ☐ Spa

Source: Adapted from Du Plooy-Cilliers *et al.* (2014:153)

Single response questions are those where a respondent can choose only one answer. Multiple response questions are those where a respondent can choose more than one answer (Burgess, 2001:9; Leung, 2001:187; Hunston & Oakey, 2010:143; Du Plooy-Cilliers *et al.*, 2014:153; Rowley, 2014:313). Both single and multiple close-ended questions were used in the questionnaire for this study

Ranked responses: are used in quantitative studies but were not used in the questionnaire of this study. These require respondents to rank several options according to their interest. This type of question is sometimes useful to identify how respondents will rank certain factors. However, it can generate a lot of data and the respondent can find it difficult to discriminate meaningfully between a variety of options (Burgess, 2001:10; Du Plooy-Cilliers *et al.*, 2014:153; Rowley, 2014:313). An example is provided in Table 3.5.

Table 3.5: Example of a ranked response question

Kindly rank the importance of the following services at the establishment from 1 - 5 according to your personal opinion. (Use 1 for most important and 5 for least important)

- ☐ Restaurant
- ☐ Shuttle
- ☐ Accommodation
- ☐ Spa
- ☐ Gym

Source: Adapted from Du Plooy-Cilliers *et al.* (2014:153)

Matrix question: also known as a Likert scale, is used to ask respondents to select the option that reflects their answer, opinion or attitude best. It provides a researcher with more space for other questions, while still maintaining control over the responses. A Likert scale is used in a quantitative study and three Likert scales were used in the questionnaire of this study (Burgess, 2001:10; Hunston & Oakey, 2010:147; Du Plooy-Cilliers *et al.*, 2014:154; Munro, 2014:46). An example is provided in Table 3.6.

Table 3.6: Example of a matrix question (Likert scale)

How satisfied are you with the services that you received from the employees working at the establishment?	☐ Totally dissatisfied	☐ Dissatisfied	☐ Unsure	☐ Satisfied	☐ Totally satisfied

Source: Adapted from Du Plooy-Cilliers *et al.* (2014:154)

The measuring instrument that was used in this study was a questionnaire that was developed using literature from previous studies. A number of the questions used in the questionnaire were used because they had significant importance to the study and contributed to achieving the objectives of the study. Some questions were not used in

the questionnaire because they did not have any viable connection with this study and its objectives. A custom-made question was added to the questionnaire to assist in reaching the objectives of the study and was not taken from previous literature. A summary of the questions used in the questionnaire with the literature from which they were adapted is presented in Table 3.7. All of these questions were compulsory, except question seven in the demographic section, which asks, what is your monthly income?

Table 3.7: Summary of the questions used in this study's questionnaire

Section	Question	Question type	Author(s)
Section A: Demographic section	1. What is your gender?	Multiple choice close ended question	Răvar and Lorgulescu (2013:821); Jariyachamsit (2015:1933); Ara (2016:90)
	2. What is your ethnicity?		Fazlzadeh <i>et al.</i> (2012:18); Răvar and Lorgulescu (2013:821); Jariyachamsit (2015:1933)
	3. What is your home language?		Sekajja (2006:66)
	4. What year were you born in?		Agbor (2011:59); Ara (2016:90); Ozatac <i>et al.</i> (2016:874)
	5. What is your marital status?		Sekajja (2006:66); Arasli and Baradarani (2014:1421); Ozatac <i>et al.</i> (2016:874)
	6. What is your highest level of education?		Agbor (2011:59); Răvar and Lorgulescu (2013:821); Jariyachamsit (2015:1933)
	7. What is your monthly income?		Răvar and Lorgulescu (2013:821); Dani (2014:466); Jariyachamsit (2015:1933)

	8. What is your current working status?		Sekajja (2006:66); Eid (2013:255); Arasli and Baradarani (2014:1421); Burger (2015:279)
	9. Where do you reside?		Eid (2013:255); Răvar and Lorgulescu (2013:821); Jariyachamsit (2015:1933)
Section B: Trip related variables	1. How long is your stay at this establishment?	Multiple choice close ended question	Sekajja (2006:66); Ara (2016:90)
	2. Indicate the services that you use during your visit to this establishment.		Răvar and Lorgulescu (2013:821); Choi and Cho (2016:6)
	3. What is the purpose of your visit?		Sekajja (2006:66)
	4. How did you hear of this establishment?		Sekajja (2006:66)
	5. How often do you visit this establishment?		Arasli and Baradarani (2014:1420)
	6. Would you re-visit this establishment?		Self-generated
	7. Would you recommend this establishment to others?		Agbor (2011:59)
	8. Overall, how satisfied are you with your experience at this establishment		Dani (2014:466)
	9. Did this establishment meet your expectations?		Self-generated

	10. Did this establishment exceed your expectation?		Self-generated
	11. Have you established a long term (loyal) relationship with this establishment?		Self-generated
Section C: Determining the satisfaction and importance level of the customers	Questions relating to the entire establishment		
	1. Safety and security at this establishment	Two five-point Likert scales, measuring satisfaction	Arasli and Baradarani (2014:1421); Ramseook-Munhurren <i>et al.</i> (2015:256); Anjum <i>et al.</i> (2016:513); Ara (2016:90); Ozatac <i>et al.</i> (2016:874)
	2. Scenery at this establishment	regarding certain	Ramseook-Munhurren <i>et al.</i> (2015:256)
	3. Signage at this establishment (e.g. bathroom signs)	items on the one side and	Ramseook-Munhurren <i>et al.</i> (2015:256)
	4. Availability of parking space at this establishment	importance of certain items on	Mishra (2010:15)
	5. Location (accessibility) of this establishment	the other side	Mishra (2010:15); Ara (2016:90)
	6. User-friendliness of this establishment's website		Ozatac <i>et al.</i> (2016:874)
	7. Convenience of this establishment's booking system		Ozatac <i>et al.</i> (2016:874)

8. Maintenance of this establishment (e.g. plumbing and electricity)		Self-generated
9. Child-friendliness of this establishment		Self-generated
Questions relating to the restaurant		
10. Attractiveness of this restaurant	Two five-point Likert scales,	Marinescu and Ispas (2012:351); Anjum <i>et al.</i> (2016:513); Ara (2016:90)
11. Overall cleanliness of this restaurant	measuring satisfaction regarding certain	Arasli and Baradarani (2014:1421); Ramseook-Munhurren <i>et al.</i> (2015:256); Ara (2016:90); Ozatac <i>et al.</i> (2016:874)
12. Atmosphere at this restaurant	items on the one side and	Mishra (2010:15); Fazlzadeh <i>et al.</i> (2012:18); Ramseook-Munhurren <i>et al.</i> (2015:256)
13. Payment facilities at this restaurant	importance of certain	Ozatac <i>et al.</i> (2016:874)
14. Quality of the food and beverages offered at this restaurant	items on the other side	Arasli and Baradarani (2014:1421)
15. Variety of food and beverages offered at this restaurant		Arasli and Baradarani (2014:1421); Ramseook-Munhurren <i>et al.</i> (2015:256)
16. Overall services offered at this restaurant		Agbor (2011:59); Arasli and Baradarani (2014:1421); Ara (2016:90); Ozatac <i>et al.</i> (2016:874)
17. Price of the food and beverages		Arasli and Baradarani (2014:1421)

	offered at this restaurant		
	18. Employees' appearance at this restaurant		Marinescu and Ispas (2012:351); Anjum <i>et al.</i> (2016:513); Ara (2016:90); Ozatac <i>et al.</i> (2016:874)
	19. Reliability of employees at this restaurant		Anjum <i>et al.</i> (2016:513)
	20. Promptness of employees at this restaurant		Mishra (2010:15); Agbor (2011:59); Marinescu and Ispas (2012:351); Ozatac <i>et al.</i> (2016:874)
	21. Friendliness of employees at this restaurant		Ara (2016:90); Ozatac <i>et al.</i> (2016:874)
	22. Politeness of employees at this restaurant		Marinescu and Ispas (2012:351); Ara (2016:90); Ozatac <i>et al.</i> (2016:874)
	23. Individual attention provided by employees at this restaurant		Fazlzadeh <i>et al.</i> (2012:18); Marinescu and Ispas (2012:351); Anjum <i>et al.</i> (2016:513); Ara (2016:90); Ozatac <i>et al.</i> (2016:874)
	24. Flexibility of employees at this restaurant with meeting your needs		Marinescu and Ispas (2012:351)
	25. Helpfulness of employees at this restaurant		Sekajja (2006:66)
	26. Employees' communication skills at this restaurant		Ramseook-Munhurren <i>et al.</i> (2015:256); Ara (2016:90)

27. Attitude of employees towards customers at this restaurant		Arasli and Baradarani (2014:1421); Ramseook-Munhurren <i>et al.</i> (2015:256)
28. Professionalism of employees at this restaurant		Agbor (2011:59); Ramseook-Munhurren <i>et al.</i> (2015:256); Anjum <i>et al.</i> (2016:513); Ozatac <i>et al.</i> (2016:874)
29. Number of employees working at this restaurant		Anjum <i>et al.</i> (2016:513); Ara (2016:90)
Questions relating to the accommodation		
30. Attractiveness of this accommodation establishment	Two five-point Likert scales,	Marinescu and Ispas (2012:351); Anjum <i>et al.</i> (2016:513); Ara (2016:90)
31. Overall cleanliness of this accommodation establishment	measuring satisfaction regarding certain	Arasli and Baradarani (2014:1421); Ramseook-Munhurren <i>et al.</i> (2015:256); Ara (2016:90); Ozatac <i>et al.</i> (2016:874)
32. Atmosphere at this accommodation establishment	items on the one side and	Mishra (2010:15); Fazlzadeh <i>et al.</i> (2012:18); Ramseook-Munhurren <i>et al.</i> (2015:256)
33. Payment facilities at this accommodation establishment	importance of certain items on the other	Ozatac <i>et al.</i> (2016:874)
34. Quality of the rooms at this accommodation establishment	side	Arasli and Baradarani (2014:1421)
35. Size of the rooms at this		Sekajja (2006:66)

	accommodation establishment		
	36. Room services offered at this accommodation establishment		Marinescu and Ispas (2012:351)
	37. Overall services offered at this accommodation establishment		Agbor (2011:59); Arasli and Baradarani (2014:1421); Ara (2016:90); Ozatac <i>et al.</i> (2016:874)
	38. Price of the accommodation		Arasli and Baradarani (2014:1421)
	39. Employees' appearance at this accommodation establishment		Marinescu and Ispas (2012:351); Anjum <i>et al.</i> (2016:513); Ara (2016:90); Ozatac <i>et al.</i> (2016:874)
	40. Reliability of employees at this accommodation establishment		Anjum <i>et al.</i> (2016:513)
	41. Promptness of employees at this accommodation establishment		Mishra (2010:15); Agbor (2011:59); Marinescu and Ispas (2012:351); Ozatac <i>et al.</i> (2016:874)
	42. Friendliness of employees at this accommodation establishment		Ara (2016:90); Ozatac <i>et al.</i> (2016:874)
	43. Politeness of employees at this accommodation establishment		Marinescu and Ispas (2012:351); Ara (2016:90); Ozatac <i>et al.</i> (2016:874)

44. Individual attention provided by employees at this accommodation establishment	Fazlzadeh <i>et al.</i> (2012:18); Marinescu and Ispas (2012:351); Anjum <i>et al.</i> (2016:513); Ara (2016:90); Ozatac <i>et al.</i> (2016:874)
45. Flexibility of employees at this accommodation establishment with meeting your needs	Marinescu and Ispas (2012:351)
46. Helpfulness of employees at this accommodation establishment	Sekajja (2006:66)
47. Employees' communication skills at this accommodation establishment	Ramseook-Munhurren <i>et al.</i> (2015:256); Ara (2016:90)
48. Attitude of employees towards customers at this accommodation establishment	Arasli and Baradarani (2014:1421); Ramseook-Munhurren <i>et al.</i> (2015:256)
49. Professionalism of employees at this accommodation establishment	Agbor (2011:59); Ramseook-Munhurren <i>et al.</i> (2015:256); Anjum <i>et al.</i> (2016:513); Ozatac <i>et al.</i> (2016:874)
50. Number of employees working at this accommodation establishment	Anjum <i>et al.</i> (2016:513); Ara (2016:90)

	51. Effectiveness of the check-in and check-out time at this accommodation establishment		Mishra (2010:15); Agbor (2011:59); Ara (2016:90); Ozatac <i>et al.</i> (2016:874)
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Once the type of questions has been decided, the researcher must then bear in mind the wording for each question to ensure that respondents would understand the questions and provide accurate answers (Stehr-Green *et al.*, 2005:4; Rowley, 2014:314). This is the reason why a pilot study is important (c.f. 3.4.6). A pilot study will assist in ensuring that respondents understand the questions and provide accurate answers. According to a number of researchers (Burgess, 2001:11; Leung, 2001:187; Stehr-Green *et al.*, 2005:4; Du Plooy-Cilliers *et al.*, 2014:154; Rowley, 2014:314), some of the general rules regarding the wording of questions in a questionnaire are as follows:

- Keep the questions short and clear.
- Don not use double-barrelled questions.
- Avoid using negative questions.
- Ensure the questions asks for a precise answer.
- Don not use leading questions.
- Ensure that the questions are not vague.
- Avoid sensitive questions.
- Don not use complex language, jargon, abbreviations and acronyms.
- Avoid asking incomplete questions.

Furthermore, the types of questions have been decided upon and the wording for each question has been considered, the overall layout of the questionnaire can commence, and this is followed by the pilot study.

3.4.5. Designing the overall layout of the questionnaire

A very important contributor towards the success of a survey is the overall layout of the questionnaire. There are certain programs that can be used to assist in developing and designing questionnaires such as Microsoft Office and Google Forms (Burgess,

2001:13). These programs assist in ensuring that the questionnaire's appearance is easy to follow with clearly stated instructions (Stehr-Green *et al.*, 2005:6; Rowley, 2014:314).

3.4.6. Undertake a pilot study, final editing and distribution

Once the above has been completed and the questionnaire has been designed and developed, the final step is to carry out a pilot study prior to the main survey (Burgess, 2001:15). A pilot study involves pre-testing the questionnaire on a small sample to identify and correct any mistakes and to ensure that the questionnaire is correctly interpreted (Fitzpatrick, 1991:1130; Burgess, 2001:15; Leung, 2001:189; Hunston & Oakey, 2010:148; Ruíz-López del Prado, Blaya-Nováková, Saz-Parkinson, Álvarez-Montero, Ayala, Muñoz-Moreno & Forjaz, 2017:8). After the pilot study, final editing can be done. Thereafter, the questionnaire would have been improved and is now ready for the main survey (final distribution).

The questionnaire for the purpose of this study was developed using items from previous studies and Table 3.8 indicates the items that were used to measure customer satisfaction in this study, including the reference/s from which they were adapted and the factors under which the items were labelled in previous studies. A colour coding is used, and an explanation of the colour used is provided after the table

Table 3.8: Items used for developing the questionnaire

Factors from previous studies	No	Items asked to measure the satisfaction of the customers	Author/s
Tangibility	1	Attractiveness of the hotel exterior structure.	Marinescu and Ispas (2012:351); Anjum <i>et al.</i> (2016:513); Ara (2016:90)
	2	Attractiveness of the hotel interior decorating.	Marinescu and Ispas (2012:351); Anjum <i>et al.</i> (2016:513); Ara (2016:90)
	3	New and modern hotel facilities.	Marinescu and Ispas (2012:351)
	4	Cleanliness of the hotel.	Ara (2016:90); Ozatac <i>et al.</i> (2016:874)
	16	Bathroom facilities.	Marinescu and Ispas (2012:351)
	17	Desired facilities offered.	Sekajja (2006:66)
	18	Cleanliness of the hotel rooms.	Ara (2016:90); Ozatac <i>et al.</i> (2016:874)
	19	Size of the rooms.	Sekajja (2006:66)
	25	Quality of the food and beverages.	Ara (2016:90)
	28	Physical appearance of the restaurant.	Sekajja (2006:66)
	29	Location of the hotel.	Ara (2016:90)
	30	Employees' appearance.	Marinescu and Ispas (2012:351); Anjum <i>et al.</i> (2016:513); Ara (2016:90); Ozatac <i>et al.</i> (2016:874)
	44	Understanding customers' requirements.	Ozatac <i>et al.</i> (2016:874)
Environment and safety	4	Cleanliness of the hotel.	Arasli and Baradarani (2014:1421)
	5	Safe and secure environment at the hotel.	Arasli and Baradarani (2014:1421)

	18	Cleanliness of the hotel rooms.	Arasli and Baradarani (2014:1421)
	46	Attitude of the employees.	Arasli and Baradarani (2014:1421)
Travel environment	4	Cleanliness of the hotel.	Ramseook-Munhurren <i>et al.</i> (2015:256)
	5	Safe and secure environment at the hotel.	Ramseook-Munhurren <i>et al.</i> (2015:256)
	6	Peaceful and restful ambience.	Ramseook-Munhurren <i>et al.</i> (2015:256)
	18	Cleanliness of the hotel rooms.	Ramseook-Munhurren <i>et al.</i> (2015:256)
	46	Attitude of the employees.	Ramseook-Munhurren <i>et al.</i> (2015:256)
Assurance	5	Safe and secure environment at the hotel.	Anjum <i>et al.</i> (2016:513); Ara (2016:90)
	33	Friendliness of the staff.	Ara (2016:90)
	35	Skills and experience of the employees.	Agbor (2011:59)
	42	Credible and courteous employees.	Anjum <i>et al.</i> (2016:513)
	43	Employees' knowledge	Sekajja (2006:66)
	51	Employees' way of delivering caring services.	Anjum <i>et al.</i> (2016:513)
	55	Security check.	Sekajja (2006:66)
Access	5	Safe and secure environment at the hotel.	Ozatac <i>et al.</i> (2016:874)
	10	Convenient payment facilities.	Ozatac <i>et al.</i> (2016:874)
	52	Check-in and check-out time.	Ozatac <i>et al.</i> (2016:874)
	56	Website.	Ozatac <i>et al.</i> (2016:874)
Customer continuation factors	6	Peaceful and restful ambience.	Mishra (2010:15)

Customer service and convenience	37	Individual attention provided	Fazlzadeh <i>et al.</i> (2012:18)
	6	Peaceful and restful ambience.	Fazlzadeh <i>et al.</i> (2012:18)
Attractions	7	Spectacular scenery.	Ramseook-Munhurren <i>et al.</i> (2015:256)
Infrastructure	8	Signs and indicators are properly displayed.	Ramseook-Munhurren <i>et al.</i> (2015:256)
	45	Employees' communication capabilities.	Ramseook-Munhurren <i>et al.</i> (2015:256)
Events	9	Variety of entertainment.	Ramseook-Munhurren <i>et al.</i> (2015:256)
	26	Variety of food and beverages.	Ramseook-Munhurren <i>et al.</i> (2015:256)
Customer convenience	29	Location of the hotel.	Mishra (2010:15)
Bank parking facilities provided	11	Sufficient parking space available.	Mishra (2010:15)
Lodging and restaurant	12	Quality of the rooms.	Arasli and Baradarani (2014:1421)
	22	Price of the accommodation.	Arasli and Baradarani (2014:1421)
	24	Price of the restaurant.	Arasli and Baradarani (2014:1421)
	27	Service offered in restaurant.	Arasli and Baradarani (2014:1421)
Reliability	13	Adequacy of the available room facilities.	Marinescu and Ispas (2012:351)
	15	Efficiency of room service.	Marinescu and Ispas (2012:351)
	20	Room service.	Marinescu and Ispas (2012:351)
	21	Service offered at hotel.	Agbor (2011:59); Ara (2016:90)
	31	Reliability of the employees.	Anjum <i>et al.</i> (2016:513)
	32	Speed when answering customer queries.	Marinescu and Ispas (2012:351)

	39	Accuracy of the information delivered.	Ara (2016:90)
	41	Speed of the service delivery.	Marinescu and Ispas (2012:351)
	52	Check-in and check-out time.	Agbor (2011:59); Ara (2016:90)
Transportation	14	Convenience of the hotel rooms.	Arasli and Baradarani (2014:1421)
Responsiveness	21	Service offered at hotel.	Ozatac <i>et al.</i> (2016:874)
	32	Speed when answering customer queries.	Agbor (2011:59)
	37	Individual attention provided.	Ara (2016:90)
	40	Helpfulness of the employees.	Sekajja (2006:66)
	41	Speed of the service delivery.	Agbor (2011:59)
	42	Credible and courteous employees.	Ara (2016:90)
Shopping and tourist attraction	23	Price of the entertainment.	Arasli and Baradarani (2014:1421)
Food	25	Quality of the food and beverages.	Arasli and Baradarani (2014:1421)
	26	Variety of food and beverages.	Arasli and Baradarani (2014:1421)
Core services	32	Speed when answering customer queries.	Mishra (2010:15)
	41	Speed of the service delivery.	Mishra (2010:15)
Understanding the customers	32	Speed when answering customer queries.	Ozatac <i>et al.</i> (2016:874)
	41	Speed of the service delivery.	Ozatac <i>et al.</i> (2016:874)
Security	33	Friendliness of the staff.	Ozatac <i>et al.</i> (2016:874)
	53	Discount offered.	Ozatac <i>et al.</i> (2016:874)
Empathy	34	Employees' greeting.	Agbor (2011:59)

	35	Skills and experience of the employees.	Marinescu and Ispas (2012:351)
	36	Politeness of the employees.	Marinescu and Ispas (2012:351); Ara (2016:90)
	37	Individual attention provided.	Anjum <i>et al.</i> (2016:513)
	44	Understanding customers' requirements.	Ara (2016:90)
	45	Employees' communication capabilities.	Ara (2016:90)
	54	Welcome and orientation on arrival.	Agbor (2011:59)
Secure	34	Employees' greeting.	Marinescu and Ispas (2012:351)
	49	Responsiveness of the employees.	Marinescu and Ispas (2012:351)
Communication	34	Employees' greeting.	Ozatac <i>et al.</i> (2016:874)
	47	Employees' way of talking to customers.	Ozatac <i>et al.</i> (2016:874)
	48	Employees' way of talking to each other.	Ozatac <i>et al.</i> (2016:874)
	54	Welcome and orientation on arrival.	Ozatac <i>et al.</i> (2016:874)
Competence	35	Skills and experience of the employees.	Ozatac <i>et al.</i> (2016:874)
Credible	36	Politeness of the employees.	Ozatac <i>et al.</i> (2016:874)
Receptivity	37	Individual attention provided.	Marinescu and Ispas (2012:351)
	38	Flexibility of the employees.	Marinescu and Ispas (2012:351)
Courtesy	37	Individual attention provided.	Ozatac <i>et al.</i> (2016:874)
Resolution of customer problems	52	Check-in and check-out time.	Mishra (2010:15)

The information provided in Table 3.8 indicates that this study is based on measuring a variety of items that influence the satisfaction of customers. There are a number of items that were measured in more than one study, and is indicated with the colour code used for the questions used in more than one study:

• Number 4: cleanliness of the hotel	-	3
• Number 5: safe and secure environment at the hotel	-	4
• Number 6: peaceful and restful ambience	-	3
• Number 18: cleanliness of the hotel rooms	-	3
• Number 21: services offered at the hotel	-	2
• Number 25: quality of the food and beverages	-	2
• Number 26: variety of food and beverages	-	2
• Number 29: location of the hotel	-	2
• Number 32: speed when answering customers queries	-	4
• Number 33: friendliness of the staff	-	2
• Number 34: employees' greeting	-	3
• Number 35: skills and experience of the employees	-	3
• Number 36: politeness of the employees	-	2
• Number 37: individual attention provided by the employees	-	5
• Number 41: speed of the service delivery	-	4
• Number 42: credible and courteous employees	-	2
• Number 44: Understanding customers' requirements	-	2
• Number 45: employees' communication capabilities	-	2
• Number 46: attitude of the employees	-	2
• Number 52: check-in and check-out time	-	3
• Number 54: welcome and orientation on arrival	-	2

As stated in Chapter 2, other researchers have labelled the different items above under different factors. However, in this study, the items were adapted from those studies and are regrouped under 10 factors that influence the satisfaction level of the customers and 11 factors that contribute to customer satisfaction. A summary of the questions used in this study's questionnaire can be seen in Table 3.7.

3.5. CONCLUSION

In conclusion, it is acknowledged that a research questionnaire is a widely-used measuring instrument and has many advantages. Such advantages are, for example, that it is inexpensive and less time consuming to obtain information. Many previous researchers have used a research questionnaire in their studies to measure customer satisfaction in a variety of settings. However, their results regarding the satisfaction of customers were all different and all of them used different research techniques and sample sizes. This study is also based on a questionnaire as measuring instrument to measure the satisfaction of customers with an accommodation establishment in the Vaal Region. Many of the questions in the questionnaire was taken from previous literature to ensure validity of the questionnaire. Thus, a research questionnaire involves obtaining a variety of information to determine the satisfaction level of customers, as well as the factors that influence customers and how to improve the level of satisfaction of customers.

There are a variety of factors that must be taken into consideration when designing a questionnaire. Such factors are displayed in Figure 3.1 and are: identify the aim or hypothesis of the research problem, identify the population and sample size, and determine the questions to be asked. Other factors include selecting the question type and wording for each question, designing the overall layout of the questionnaire, undertaking a pilot study, and final editing and distribution. The measuring instrument used in this study to measure the satisfaction of the customers at a specific accommodation establishment was also a research questionnaire. The questionnaire and the method of the research are discussed in the subsequent chapter.

4

CHAPTER 4: METHODOLOGY

4.1. INTRODUCTION

Every research study has a specific research methodology and research is a process that involves gathering scientific information through various objectives, procedures and methods (Matjeka, 2012:75). According to Leedy and Ormrod (2010:1), the word research is used every day with a variety of meanings. Such meanings are, for example, to obtain information through making notes or participating in scientific writing. Other meanings are informing the public of facts that they do not know, or it could also mean the discovery of a ground-breaking idea or product. Therefore, research can be defined as a systematic process of collecting, analysing and interpreting information to better understand a known or unknown phenomenon (Leedy & Ormrod, 2010:2; Zikmund & Babin, 2010:5).

To improve a tourist's experience within the tourism industry, there is a need to analyse customer satisfaction within accommodation establishments. In addition, it is important for accommodation establishments to understand the factors that influence their customers' satisfaction. A clear understanding of customer satisfaction and the factors that influence it will assist accommodation establishments to increase customer satisfaction and to compete more effectively. Therefore, the main goal of this study was to determine customer satisfaction related to a selected accommodation establishment in the Vaal Region.

This chapter describes the methods and techniques that were used to achieve the objectives of the study. A summary of this chapter and the research methodology employed throughout this study can be seen in Table 4.1.

Table 4.1: Summary of Methodology

Research methodology components	Research methodology used for this study
Research design	Case study approach using quantitative and descriptive research.
Sampling method	Non-probability sampling method - convenience sampling.
Sample size	100 participants.
Inclusion criteria	Participants at the selected establishments' accommodation and restaurant facilities during the date of the fieldwork. Participants above the age of 18 years. Males and females.
Exclusion criteria	Participants who struggle with reading and understanding English and visitors under the age of 18 years.
Geographic scope	A selected accommodation establishment in the Vaal Region, Gauteng, South Africa.
Data collection method / measuring instrument	Self-administered questionnaire.
Number of sections	3
Number of questions	71
Pilot study	A pilot study was conducted with 10 participants at the selected accommodation establishment during the 2017 April school holidays.
Date of fieldwork	Every Sunday from the 22 October 2017 until 3 December 2017.
Reason	So that customers had time to use the restaurant and hotel facilities and could then give truthful and well-informed feedback.
Treatment of data	Microsoft Excel spreadsheet and SPSS.

Source: Adapted from Fazlzadeh *et al.* (2012:16)

4.2. METHOD OF RESEARCH

An analytical survey method was used for this study, it focused on a literature study as well as a quantitative study, as discussed in the following section.

4.2.1. Literature study

According to Dawidowicz (2010:5), a literature review involves the systematic investigation of research-based knowledge regarding specific topics and is a key aspect in the research process. Furthermore, Jesson, Matheson and Lacey (2011:10) state that the literature review provides a better understanding of a topic and assists in identifying the gaps in existing research. The literature review provides important theories, controversies and arguments in the specific field of study, identifies the methods that have already been used to conduct research and provides areas for future research in a specific area (Gray, 2009:53). The literature review creates the framework for designing a research study and provides a plan to address the research problem effectively. Therefore, an extensive literature review was necessary for this study, to gain insight into the concept of customer satisfaction and the importance of customer satisfaction in tourism. This study consisted of two literature reviews (chapters).

The purpose of Chapter 2 was to indicate the role and importance of customer satisfaction within the tourism industry. This was achieved by identifying the four main sectors of tourism, the four distinguishing characteristics of tourism, providing an overview of the types of tourism, defining customer satisfaction, analysing the theories related to customer satisfaction, analysing the Kano Model of customer satisfaction, identifying the factors that affect customer satisfaction including the SERVQUAL model, highlighting the importance of customer satisfaction in marketing and, finally, the advantages of customer satisfaction. Chapter 3 explored measuring customer satisfaction with a well-developed measuring instrument. This was achieved by identifying the aspects of a measuring instrument, researching the measuring instruments used in past studies, and discussing the steps in developing a research questionnaire.

A study of literature pertaining to customer satisfaction regarding the service delivery in the travel and tourism industry was conducted. During the gathering and analysis of

the literature, significance was placed on customer satisfaction regarding the service delivery of employees working at a specific accommodation establishment and the factors that affect customer satisfaction. This study included a range of reference materials which were dissertations, academic journals, texts books, theses, Internet and search engines such as Google Scholar. Databases that were used included library databases, EBSCOhost, Emerald and Science Direct. The specific keywords used in this study included: tourism, customer satisfaction, customer relations and measuring instrument.

4.2.2. Empirical survey

An empirical survey is concerned with a phenomenon that is confirmable through examination and experience, as opposed to the application of logic or theory (Du Plooy-Cilliers *et al.*, 2014:21). The empirical survey took place at an accommodation establishment in the Vaal Region, situated in Gauteng, South Africa. It was conducted as described in the following section.

4.2.3. Research design

According to Du Plooy-Cilliers *et al.* (2014:14), there are three main types of research approaches that can be used in a research project: quantitative approach, qualitative approach and the mixed methods approach. A quantitative approach is defined as research based mostly on the collection and analysis of data and is used for quantifiable and statistical results to describe the reality of an objective (George, 2014:144; Khatami & Rosengren, 2016:277). A qualitative approach is defined as research that is designed essentially for exploratory reasons; it is exceptionally rare and is believed that it merely supplies “anecdotal evidence” (George, 2014:136). A mixed method approach is defined by Maree (2007:130) as the combination of quantitative and qualitative methodologies to acquire the actual research outcomes. There are eight main kinds of research (Du Plooy-Cilliers *et al.*, 2014:73) and these are:

- Applied research – used to analyse practical issues to find a solution.
- Correlational research – used to determine whether a relationship between two or more aspects of a situation exists.
- Descriptive research – used to describe the characteristics of a phenomenon.

- Explanatory research – used to research the diverse degrees to which relations exist.
- Exploratory research – is a study done to discover new patterns or facts.
- Pragmatic research – used to find a solution to a specific problem by using both qualitative and quantitative research methods.
- Predictive research – done to accurately predict the outcomes of a situation.
- Pure research – done absolutely for the sake of generating knowledge.

This study followed a case study approach using quantitative, exploratory and descriptive research to administer and test the questionnaire, to evaluate customer satisfaction, and to uncover the factors affecting customer satisfaction at the selected establishment. The study reported on customers' satisfaction level at the specific accommodation establishment to understand the complex issue of customer satisfaction in the tourism industry, and how it can be measured in a reliable manner. Quantitative research includes fact-based information (George, 2014:122) and is acceptable for the collection of demographic information (Slabbert, 2004:63). Numerical rates can be attached to the results of the study (George, 2014:122) and a descriptive research project explains the characteristics of a phenomenon (Du Plooy – Cilliers *et al.*, 2014:75).

4.3. ETHICAL CONSIDERATIONS

According to Kumar (2011:242), ethical considerations are proficient actions undertaken in agreement with the principles of accepted codes of conduct for a given group or profession. Registration and ethical clearance (Annexure A) was done by the Vaal University of Technology's ethics committee, in order to continue with the study and survey.

A formal letter (Annexure B) was sent to the selected establishment by means of an e-mail. The letter stated the purpose of the study and requested permission to conduct the survey on their premises. The benefits of participating in the study were also explained. After permission was obtained from the establishment, questionnaires were distributed amongst the visitors by the researcher. Furthermore, the survey had a brief introduction stating the purpose of the study as well as the confidentiality of the survey.

All of the responses were kept anonymous in the results of this study and managed in a confidential, trustworthy and professional manner. It was agreed that once the study was completed a report of the survey results would be provided to the specific accommodation establishment.

The researcher also ensured that the completed questionnaires were kept safe during and after the study by storing them in a locked cupboard. The electronic data was kept safe in a password protected file, to which only the researcher has access.

4.4. STUDY POPULATION AND SAMPLING

According to Matjeka (2012:77), determining the population is a crucial stage in research. Sampling techniques can be labelled into two groups, a non-probability sampling method and a probability sampling method, which is discussed next:

A non-probability sampling method is used when it is nearly impossible to gain access to an entire population and includes the following techniques (Matjeka, 2012:78; Du Plooy-Cilliers *et al.*, 2014:142):

- Accidental sampling – consists of elements that were at the ideal place at the ideal time.
- Convenience sampling – involves elements that can be gained access too quickly and easily.
- Purposive sampling – involves purposefully choosing the elements that the researcher wishes to include in the sample.
- Quota sampling – also involves purposefully choosing the elements that the researcher wishes to include in the sample.
- Snowball sampling – uses referrals to expand the sample size.
- Volunteer sampling – is a sample compiled by people who volunteer to participate in the research.

A probability sampling method refers to whether each person in the population has an equal probability of being a part of the sample and includes the following techniques (Matjeka, 2012:78; Du Plooy-Cilliers *et al.*, 2014:138):

- Multi-stage cluster sampling – used when the cost of the research is high or when the population of the research is widespread.
- Simple random sampling – used when all of the elements of the population have an equal chance to be selected.
- Stratified sampling – used when the population has multiple characteristics and are then split into smaller units of strata.
- Systematic sampling – each element will be chosen randomly to be a part of the sample.

For the purpose of this study, a non-probability, convenience sample was used. Due to the reason that it is nearly impossible to gain access to the entire population, but the population can still be gained access to quickly and easily (Matjeka, 2012:78; Du Plooy-Cilliers *et al.*, 2014:142). The study population consisted of customers who visited the selected accommodation establishment in the Vaal Region during weekends from October 2017 until December 2017. The sample size of this research study was 132 units checking out. However, only 76% of the sample size was reached, with a total of 100 completed questionnaires (Table 4.2).

Table 4.2: Summary of the sample size

Total number of questionnaires distributed	Total number of questionnaires completed	Percentage completed
132	100	76%

The decision for this sample size was based on the number of check-out units every Sunday as provided by the hotel employees of the accommodation establishment. Based on the guidelines for general research activities proposed by Krejcie and Morgan (1970:608) and Cooper and Emory (1995:207) for a population (N) of 200 (units), the recommended sample size (S) is 132.

The reason why the population is based on units and not on guests, is because the occupation per unit is different and usually only one guest per unit or group completes the questionnaire. For example, if there are 20 people in a group, only one of those people will complete the questionnaire. Many of the guests are families with children

and teenagers within a group and there are also many day visitors who cannot complete the questionnaire, based on the inclusion criteria. There are also a number of repeat guests who have already completed a questionnaire and cannot complete another one. This resulted in the response rate being much lower than expected. However, the inclusion criteria of this study were check-out guests who have used accommodation and restaurant services at the accommodation establishment. The exclusion criteria were respondents who struggled with reading and understanding English, as well as children under the age of 18 years.

4.5. MEASURING INSTRUMENT

The measuring instrument used to gather information was a questionnaire that was developed using literature and questions from previous studies, which increased content validity and reliability (Lukanova, 2010:23; Ro & Mattila, 2015:103). Questionnaires have certain benefits, such as: generally, it is less time consuming, a large amount of data can be collected, and it is more cost-effective (Du Plooy-Cilliers *et al.*, 2014:160). The survey (Annexure C) consisted of a cover page, three sections and 71 questions.

Section A: Demographic section

The first section consisted of nine questions and focused on the demographic aspects of customers, such as their age, gender, home language, marital status and place of residence (Sekajja, 2006:66; Agbor, 2011:59; Fazlzadeh *et al.*, 2012:18; Eid, 2013:255; Răvar & Lorgulescu, 2013:821; Burger, 2015:279; Jariyachamsit, 2015:1933; Ara, 2016:90; Ozatac *et al.*, 2016:874).

Section B: Trip related variables

The second section consisted of 11 questions and focused on the trip related variables; for example, the length of their stay, activities and services used and whether or not they would recommend this accommodation establishment to anyone else (Sekajja, 2006:66; Agbor, 2011:59; Răvar & Lorgulescu, 2013:821; Arasli & Baradarani, 2014:1420; Dani, 2014:466; Ara, 2016:90; Choi & Cho, 2016:6).

Section C: Customer satisfaction

The last section consisted of three five-point-Likert scales with 51 questions. The Likert scale measured customers' satisfaction level on the one side and the importance of satisfaction-related aspects in contributing to customer satisfaction on the other side. The three Likert scales measured the aspects relating to satisfaction with the entire establishment, the restaurant and the accommodation (Sekajja, 2006:66; Mishra, 2010:15; Fazlzadeh *et al.*, 2012:18; Marinescu & Ispas, 2012:351; Arasli & Baradarani, 2014:1421; Ramseook-Munhurren *et al.*, 2015:256; Anjum *et al.*, 2016:513; Ara, 2016:90; Ozatac *et al.*, 2016:874).

The questionnaire consisted mostly of multiple-choice closed-ended questions and three Likert scales were used, the scale indicated 1 as totally dissatisfied and not important at all, 2 as dissatisfied and not important, 3 as unsure, 4 as satisfied and important, and 5 as totally satisfied and very important. A variety of studies have used a five-point Likert scale to measure customer satisfaction (Cheng and Rashid, 2013:103; Sukiman *et al.*, 2013:82; Rajaratnam *et al.*, 2014:206). Therefore, this study also used a five-point Likert scale to measure the satisfaction of the customers and the factors that contribute to the satisfaction of the customers at a specific establishment.

4.6. PILOT STUDY

A pilot study can be seen as a mini version of a study and is used to increase the validity and reliability of a study (Du Plooy-Cilliers *et al.*, 2014:257). A pilot study is also known as a feasibility study and involves pre-testing the questionnaire on a small sample to identify and correct any mistakes and to ensure that the questionnaire is correctly interpreted (Fitzpatrick, 1991:1130; Burgess, 2001:15; Leung, 2001:189; Hunston & Oakey, 2010:148; Du Plooy-Cilliers *et al.*, 2014:257; Ruíz-López del Prado *et al.*, 2017:8).

A pilot study was conducted with 10 customers at the selected accommodation establishment during the 2017 April school holidays. Through the pilot study, a variety of improvement areas were identified and corrected, such as the importance section being added to the Likert scales and more questions were added to ensure that the questionnaire will measure customer satisfaction in great depth. The results from the

pilot study did not form part of the main survey. When assembling a research instrument, it is crucial to test the research instrument before using it for genuine data collection (Burgess, 2001:15). The questionnaire used in this study was also analysed by a statistician, to ensure accuracy and that statistical techniques such as factor analysis and correlation analysis could be implemented.

4.7. PROCEDURE OF DATA GATHERING

The researcher distributed the questionnaire during weekends, from the 22 October 2017 until 3 December 2017. The only respondents who participated in this study were customers that used accommodation and restaurant services. In other words, the checkout guests and customers who did spent at least one night at the accommodation establishment and had breakfast. Respondents were approached outside the reception, to ensure that only checkout guests complete the questionnaire. The respondents were asked to participate in the study by completing the questionnaire. Respondents who were not interested in completing the questionnaire were thanked for their time and the following prospective respondent was approached. The survey took 10-15 minutes to complete.

4.8. TREATMENT OF DATA

The data from the respondents was firstly captured and analysed in a Microsoft Excel spreadsheet and descriptive statistics were used to analyse the data. The data included the demographic profile of the respondents, the trip related variables, and customer satisfaction. Secondly, the data was captured and analysed in SPSS (Statistical Package for Social Sciences), the data included the trip related variables and customer satisfaction. The following statistical techniques were applied to the data: exploratory factor analysis, Kaiser-Meyer Olkin and Bartlett's test, Cronbach's Alpha coefficient, *t*-test and Spearman Rank Order Correlations. Lastly, the data was imported into SPSS (Version 20) and analysed according to the research paradigm (statistical summarising into medians plus upper and lower quartiles). The results are presented with descriptive tables in Chapter 5 of this study (Field, 2005:10). The subsequent section provides an explanation of the above techniques.

4.8.1. Kaiser-Meyer-Olkin and Bartlett's test

According to Field (2013:684), the Kaiser-Meyer-Olkin measure of sampling adequacy (KMO) represents the ratio of the squared correlation between variables to the squared partial correlation between variables. The Bartlett's test of sphericity is used to determine whether the correlation matrix is significantly different from an identity matrix (Field, 2013:685). Both of these methods are used to verify whether the data is suitable for factor analysis (Pallant, 2010:192). The Kaiser-Meyer-Olkin and Bartlett's test were applied to this study to determine whether the factors with which customers are satisfied, and the factors contributing to customer satisfaction, are suitable for factor analysis.

4.8.2. Exploratory factor analysis

According to Pallant (2010:104), a factor analysis allows a large set of variable items to be condensed down to a smaller and more manageable number of factors. Field (2013:875) states that a factor analysis is a multivariate technique for identifying whether the correlations between a set of observed variables stem from their relationship to one or more latent variables in the data. Furthermore, a factor analysis has three main uses: to understand the structure of a set of variables and to construct a questionnaire to measure an underlying variable. It is also used to reduce a data set to a more manageable size, while keeping as much of the information as possible (Field, 2013:666). The Exploratory factor analysis was applied to this study to determine the factors with which customers are satisfied, and to determine the factors contributing to customer satisfaction. Detailed results of the exploratory factor analyses are presented in chapter 5.

4.8.3. Cronbach's Alpha Coefficient

According to Field (2013:873), Cronbach's Alpha coefficient is used to measure the reliability of a scale defined by the formula:

$$(\alpha = \frac{N^2 \overline{Cov}}{\sum s_{item}^2 + \sum Cov_{item}})$$

The top half of the equation is simply the number of items (N) squared multiplied by the average covariance between items. The bottom half is the sum of all the elements

in the variance-covariance. The Cronbach's Alpha Coefficient was applied to this study to determine the consistency of the factors with which customers are satisfied, and the factors contributing to customer satisfaction.

4.8.4. Spearman Rank Order Correlations

According to Pallant (2010:103) and Field (2013:884), the Spearman Rank Order Correlation is a standardised measure of the strength of relationship between two variables that does not rely on the assumptions of a parametric test. Furthermore, Pallant (2010:103) states that Spearman Rank Order Correlations give an indication of both the positive and negative direction, and also the strength of the relationship. The p-values are as follows: 0.1 = small, 0.3 = medium, and 0.5 = large. The Spearman Rank Order Correlation was applied to this study to determine the strength and direction of linear relationships between the different customer satisfaction factors and trip related variables, such as the length of time stayed, expectations met, and expectations exceeded.

4.8.5. T-test

Pallant (2010:239) states that an independent-sample *t*-test is used when the mean score on some continuous variable for two different groups of participants needs to be compared. Furthermore, Field (2013:877) states that an independent sample *t*-test is used when two means collected from independent samples differ significantly. The p-values are as follows: 0.2 = small, 0.5 = medium, and 0.8 = large. The *t*-test was applied to this study to determine whether there is a statistical difference between customer satisfaction factors and two selected demographic variables, such as gender and working status.

4.9. CONCLUSION

The purpose of this chapter was to describe the methods and techniques that were used to achieve the objectives of the study. This study followed a quantitative approach and it was descriptive by nature. A non-probability sampling method, specifically convenience sampling, was used for the total sample frame of this study. To obtain the correct information, the data was collected through a questionnaire. The questionnaire was distributed at a specific accommodation establishment in the Vaal Region and the sample size for the study was 132 with a 76% completion rate,

excluding the pilot study. The raw data was used to create results that will be discussed in the next chapter.

CHAPTER 5: EMPIRICAL RESULTS

5.1. INTRODUCTION

The main goal of this study was to determine customer satisfaction, based on a case study at an accommodation establishment in the Vaal Region. The research followed a case study approach and was quantitative, exploratory and descriptive in nature. A non-probability sampling method, convenience sampling was used for this study. A questionnaire was used to collect the data and consisted mostly of closed-ended questions. One hundred and thirty-two questionnaires were administered over a period of seven weekends, from October 2017 until December 2017, and a 76% response rate was achieved. The data was then captured and analysed with Microsoft Excel and SPSS.

The aim of this chapter is to present the analyses and discuss the results. This will be achieved by discussing the demographic information of respondents, detecting the trip related variables, determining the factors customers are satisfied with, and evaluating the factors that affect the satisfaction level of customers, by means of frequency tables and figures. This is then followed by the results of the Kaiser-Meyer Olkin and Bartlett's tests, the exploratory factor analysis, Cronbach Alpha coefficient, *t*-test and the Spearman Rank Order Correlations.

5.2. DESCRIPTIVE RESULTS

Descriptive results are used to explain the basic features of the data captured.

5.2.1. Demographic information

The following section highlights the descriptive analysis regarding the demographic information of respondents at the accommodation establishment.

5.2.1.1. Gender

The purpose of this question was to determine the gender of the respondents at the selected accommodation establishment.

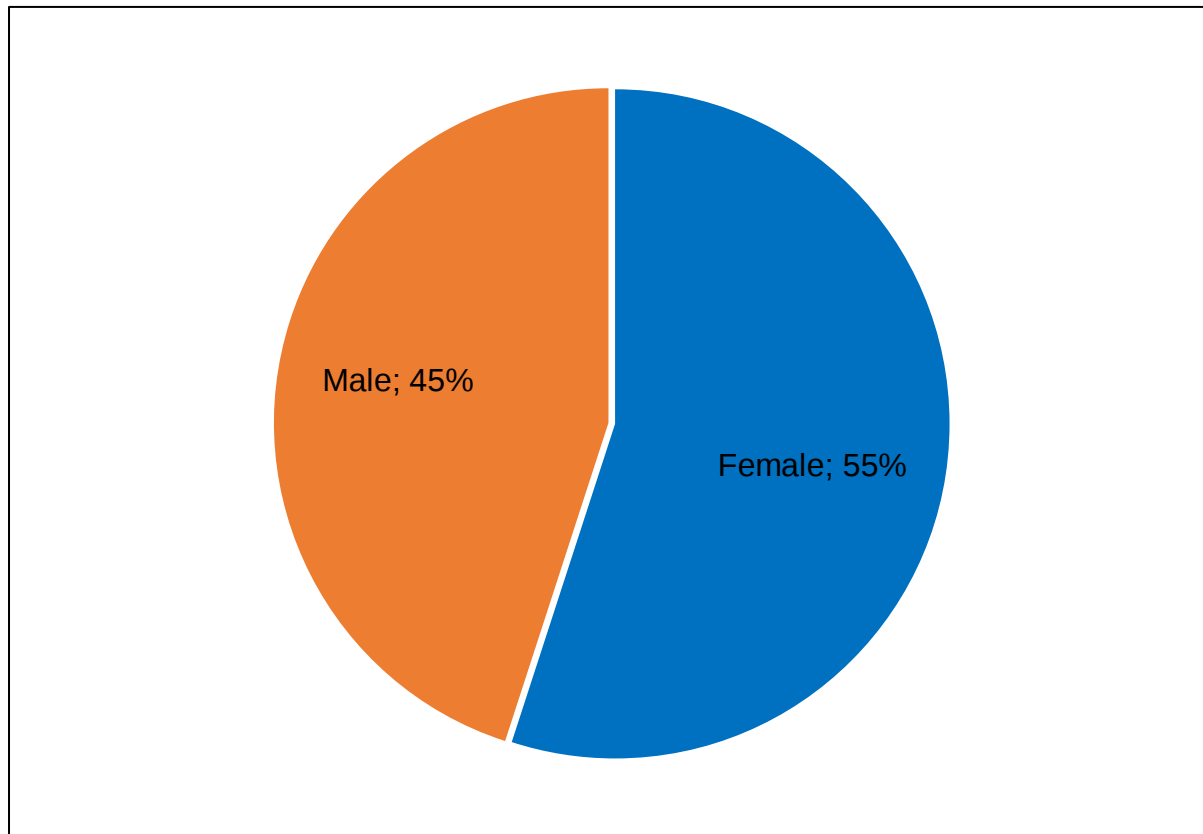


Figure 5.1: Gender of respondents

It can be seen from Figure 5.1 that 55% of the respondents who participated in this study were female and 45% of the respondents were male. The results show that there were slightly more female than male respondents and it can be concluded that there is a more or less equal distribution between respondents in terms of gender for comparative purposes. In the study of Salleh *et al.* (2016:30), there were also more female respondents surveyed than men, with 54.5% females and 45.5% males. However, the results of Salleh *et al.* (2016:30) were well balanced. Furthermore, it cannot be generalised that the composition of the female versus the male participants represents the gender distribution of guests at the resort as only one person per group were approached and participated.

5.2.1.2. Ethnicity

This question was asked to determine the ethnicity of the respondents at the selected accommodation establishment.

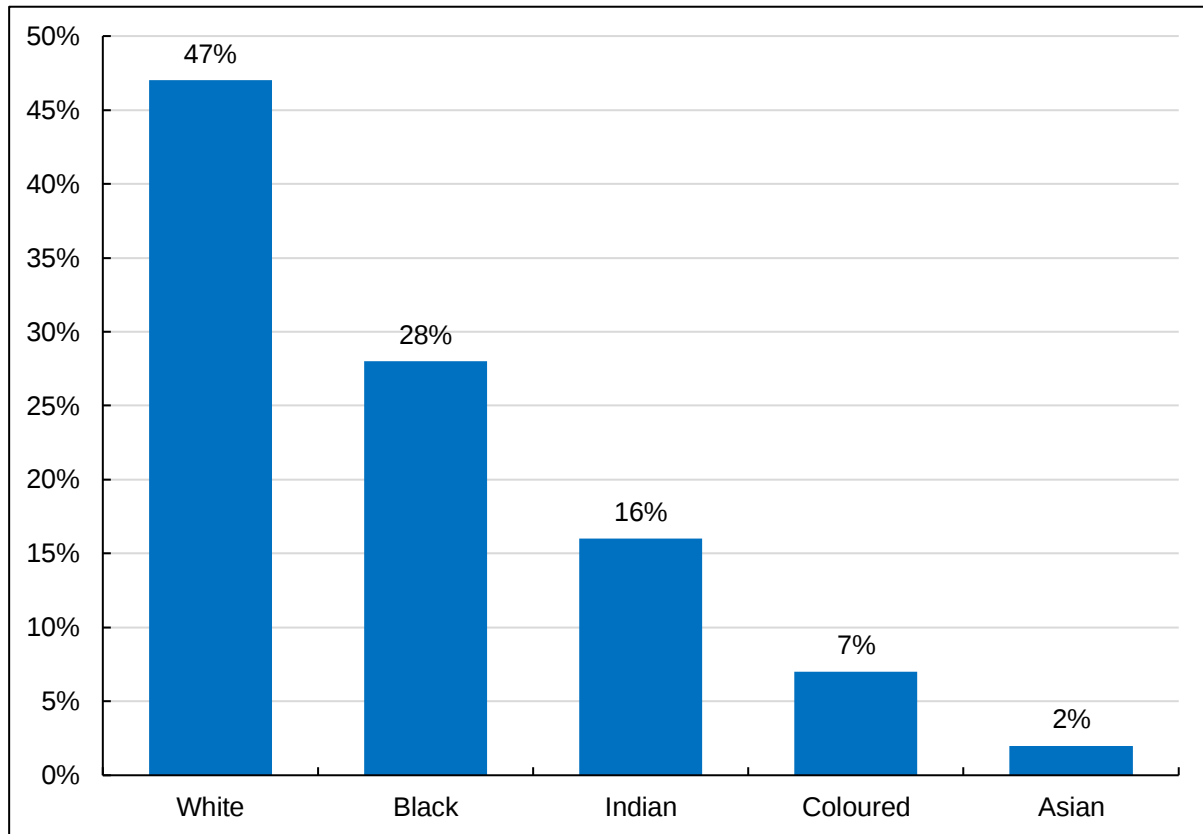


Figure 5.2: Ethnicity of respondents

There is a large diversity of people in South Africa and this question was asked to determine how many of the different ethnic groups use the services of the accommodation establishment. Figure 5.2 shows that the majority of the respondents were White (47%), followed by Black (28%), Indian (16%), Coloured (7%) and Asian (2 %). It can be concluded that the facilities and services offered at the establishment equally cater for different types of ethnic groups.

5.2.1.3. Home language

The purpose of this question was to determine the home language of the respondents at the selected accommodation establishment.

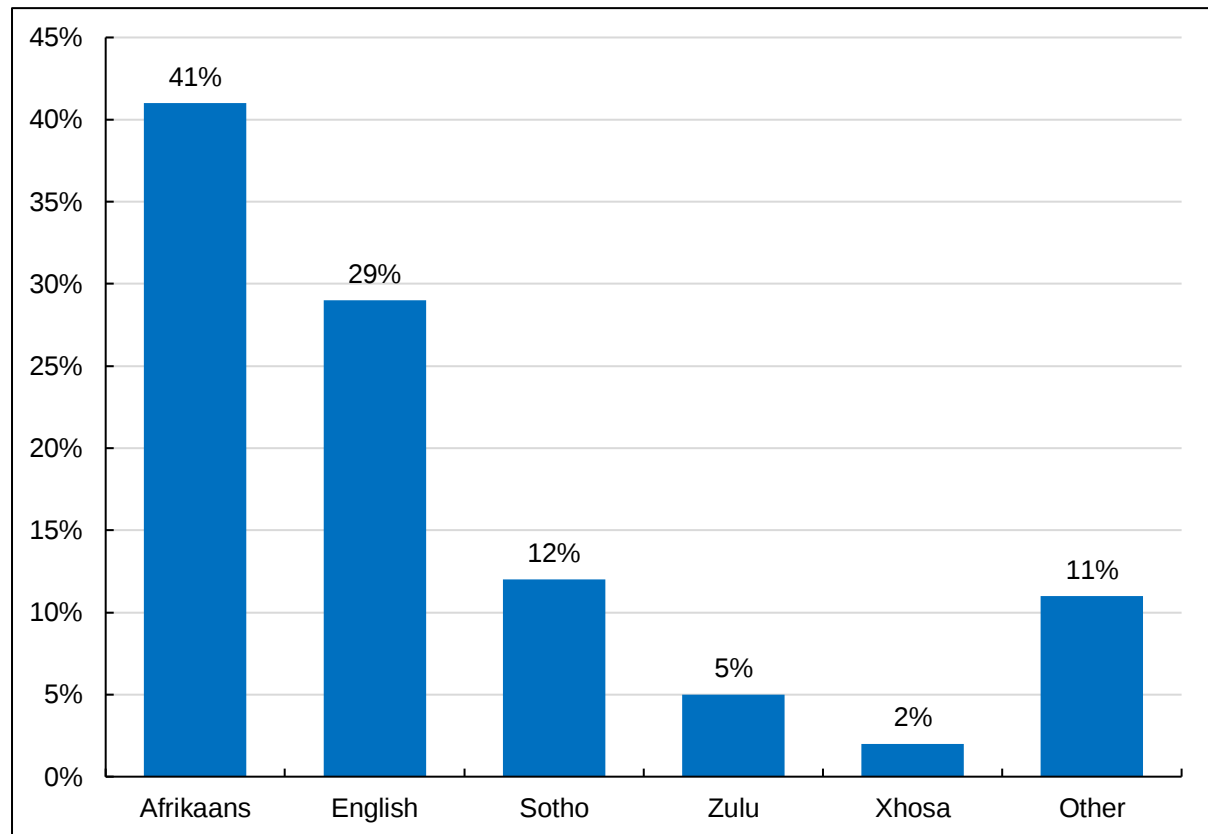


Figure 5.3: Home language of respondents

South Africa has 11 official languages; therefore, it was necessary to ask this question. Figure 5.3 shows that the majority of the respondents spoke Afrikaans (41%), followed by English (29%), Sotho (12%), Zulu (5%) and Xhosa (2%). The other languages (11%) that were spoken were French, Chinese, Tswana, Venda, Swazi, Tsonga, Spanish and German. Once again, this shows that the establishment attracts people from different ethnic groups. When these results are compared to Figure 5.2, it should be noted that blacks, coloured, Indian and Asian respondents could also have selected English as home language and that ethnicity does not necessarily reflect home language.

5.2.1.4. Age

This question was asked to determine the age of respondents at the selected accommodation establishment.

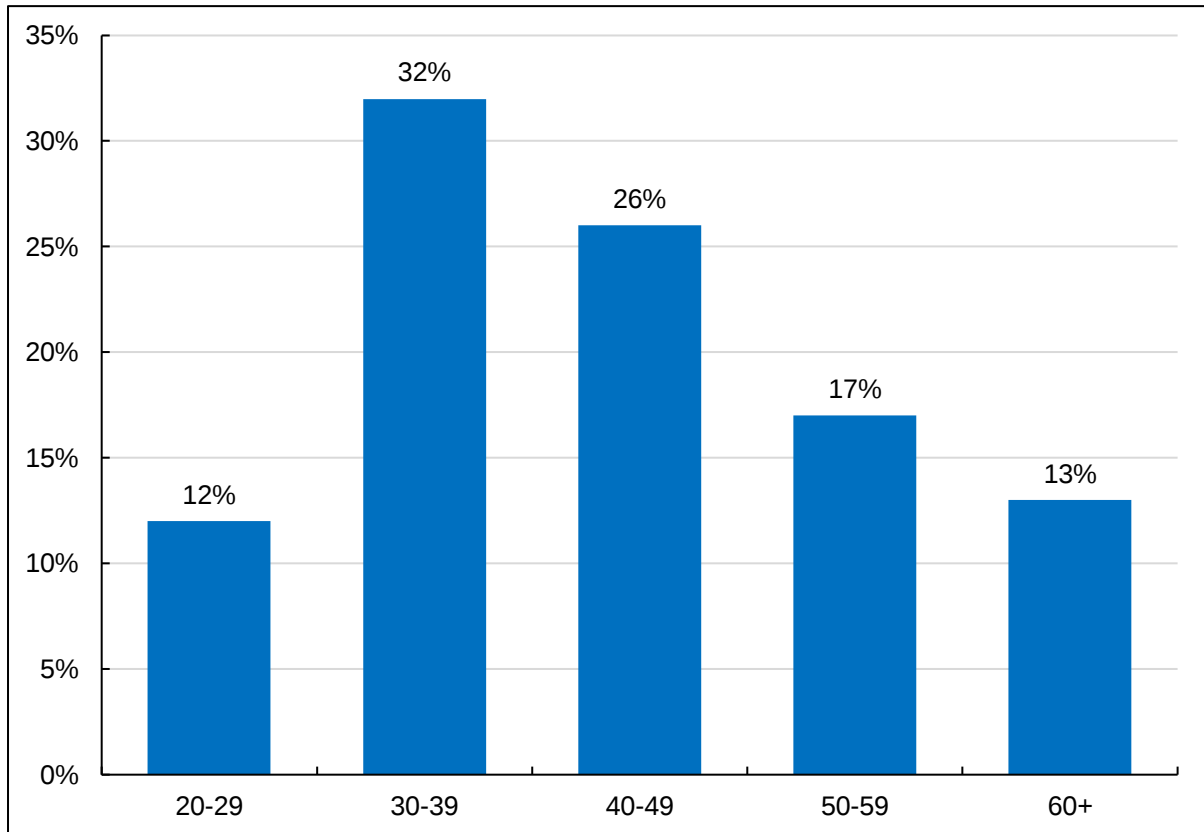


Figure 5.4: Age in years of respondents

Figure 5.4 displays the age distribution of the respondents in years. It can be seen that the majority of respondents were between 30-39 years (32%), followed by 40-49 years (26%), 50-59 years (17%), 60+ years (13%), and lastly 20-29 years (12%). It can also be seen that the youngest respondent was 20 years old and the oldest respondent was 78 years old. According to Thaichon, Lobo and Quach (2016:66), age is a moderator in the link between customer satisfaction and customer commitment, as well as attitudinal and behavioural loyalty. Customers in different age groups behave differently, therefore customers' age influence their satisfaction and loyalty.

5.2.1.5. Marital status

The purpose of this question was to determine the marital status of respondents at the selected accommodation establishment.

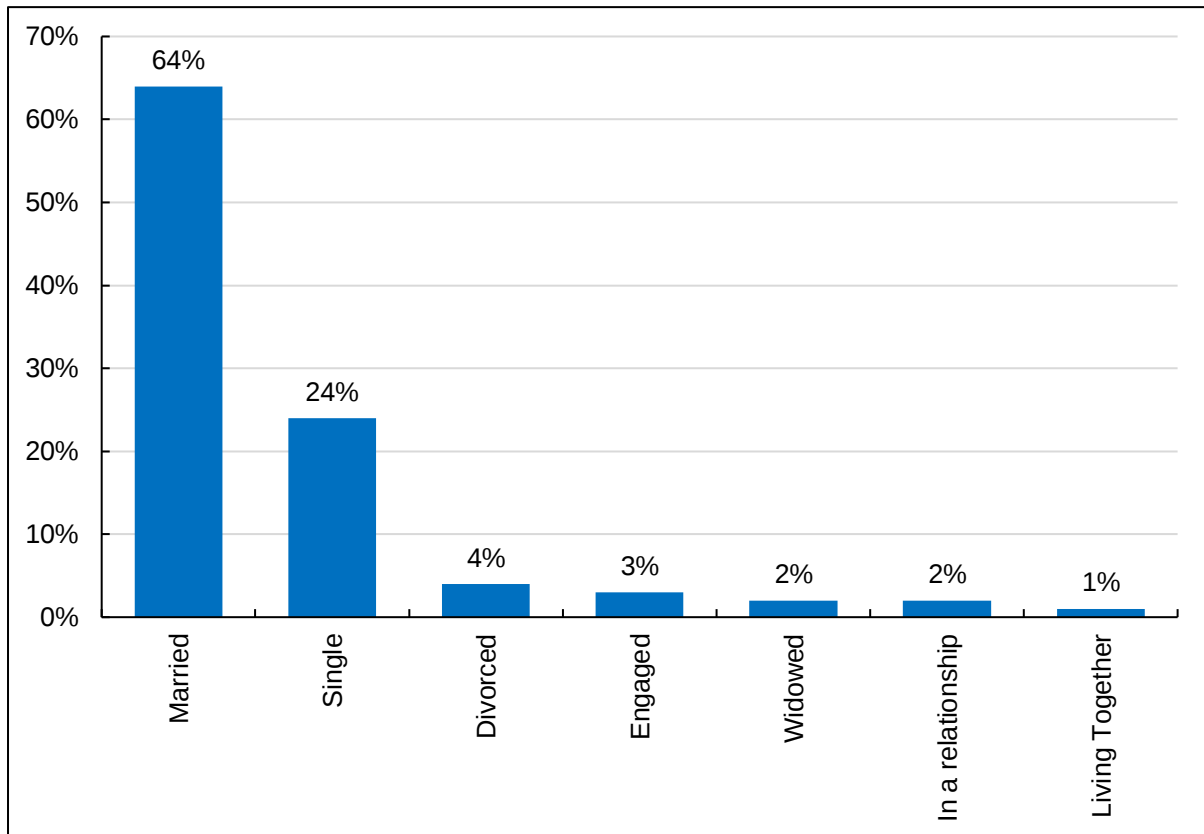


Figure 5.5: Marital status of respondents

It can be seen from Figure 5.5 that the majority of the respondents were married (64%), the rest of the respondents were single (24%), divorced (4%), engaged (3%), equally in a relationship and widowed (2%), and living together (1%). A reason why the accommodation establishment has more married respondents could be due to the family related activities (Aquadome, ten pin bowling and Animal world) it offers.

5.2.1.6. Highest level of education

This question was asked to determine the highest level of education of respondents at the selected accommodation establishment.

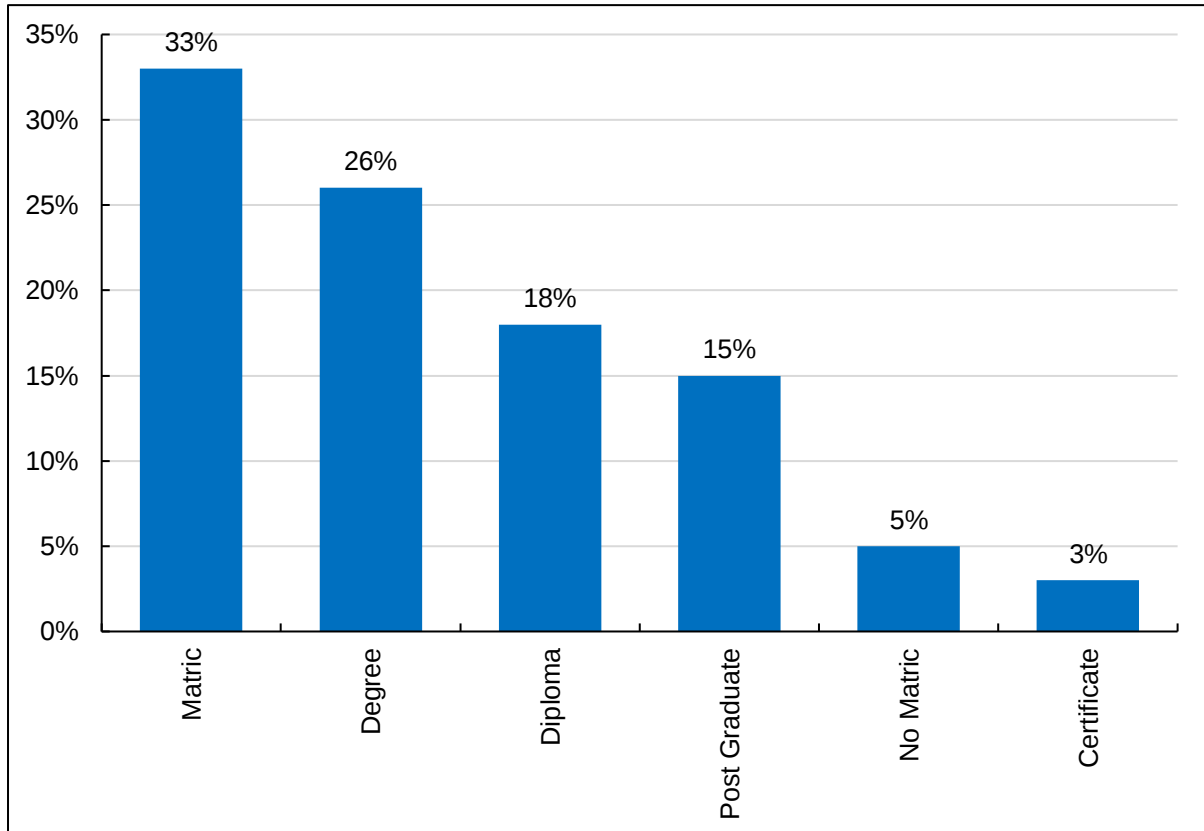


Figure 5.6: Highest level of education of respondents

It can be seen from Figure 5.6 that the majority of the respondents' highest level of education was Matric (33%), followed by a Degree (26%), Diploma (18%), Postgraduate (15%), no Matric (5%) and a Certificate (3%). This question was asked because within the Vaal triangle there are two universities and a variety of schools and colleges. This question can assist in better understanding the respondents on an academic scale, to determine whether their level of education has an impact on their satisfaction level.

5.2.1.7. Monthly income

The purpose of this question was to determine the monthly income of respondents at the selected accommodation establishment.

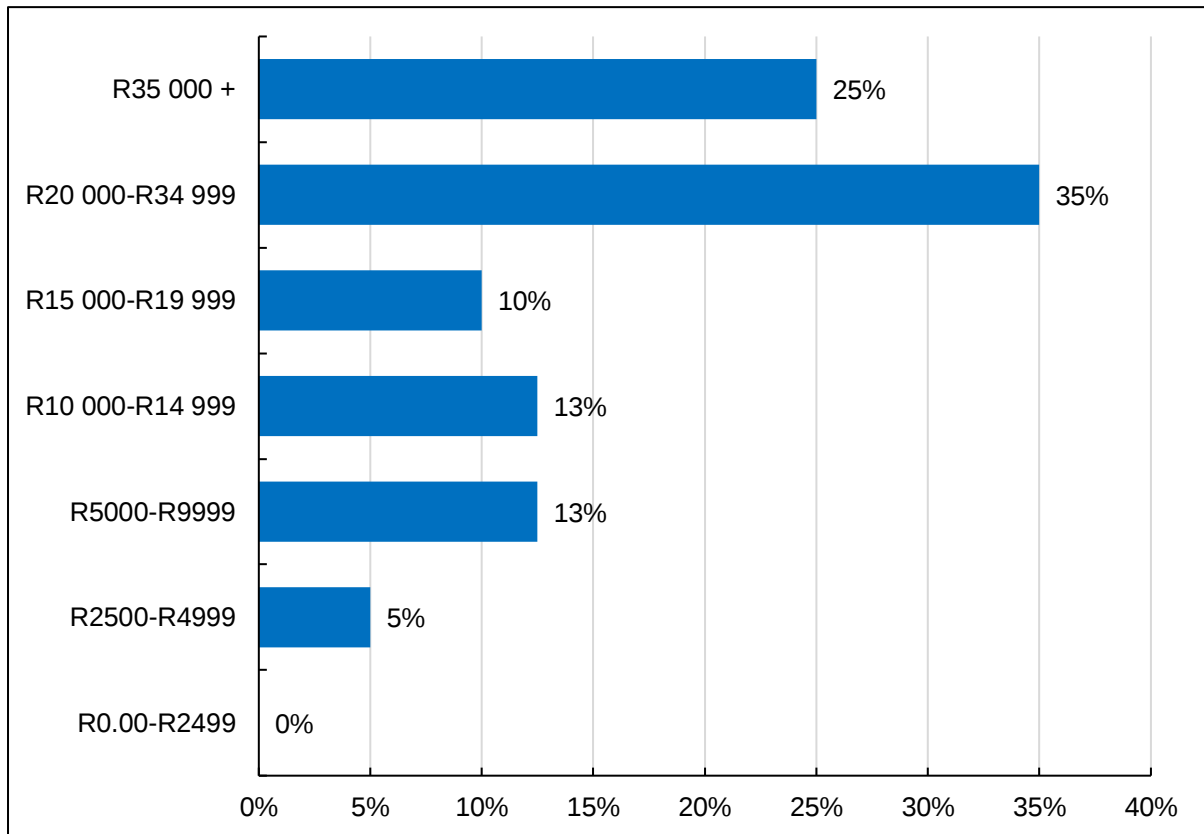


Figure 5.7: Monthly income of respondents

This question should be interpreted with caution since 60% (N=60) of the respondents did not complete this question. A possible reason why many respondents did not want to provide their monthly salary details might be due to the sensitive nature of the question. Therefore, Figure 5.7 represents the 40% (N=40) of respondents who answered the question. It can be seen that the respondents who answered the question received a monthly income of R20 000-R34 999 (35%), followed by R35 000 and up (25%), R5 000-R9 999 (13%), R10 000-R14 999 (13%), R15 000-R19 999 (10%) and R2 500-R4 999 (5%). None of the respondents however received a monthly income lower than R2 499. It can thus be concluded up to now that visitors to this establishment receive a fair income, which correspond with their level education.

5.2.1.8. Employment status

This question was asked to determine the working status of respondents at the selected accommodation establishment.

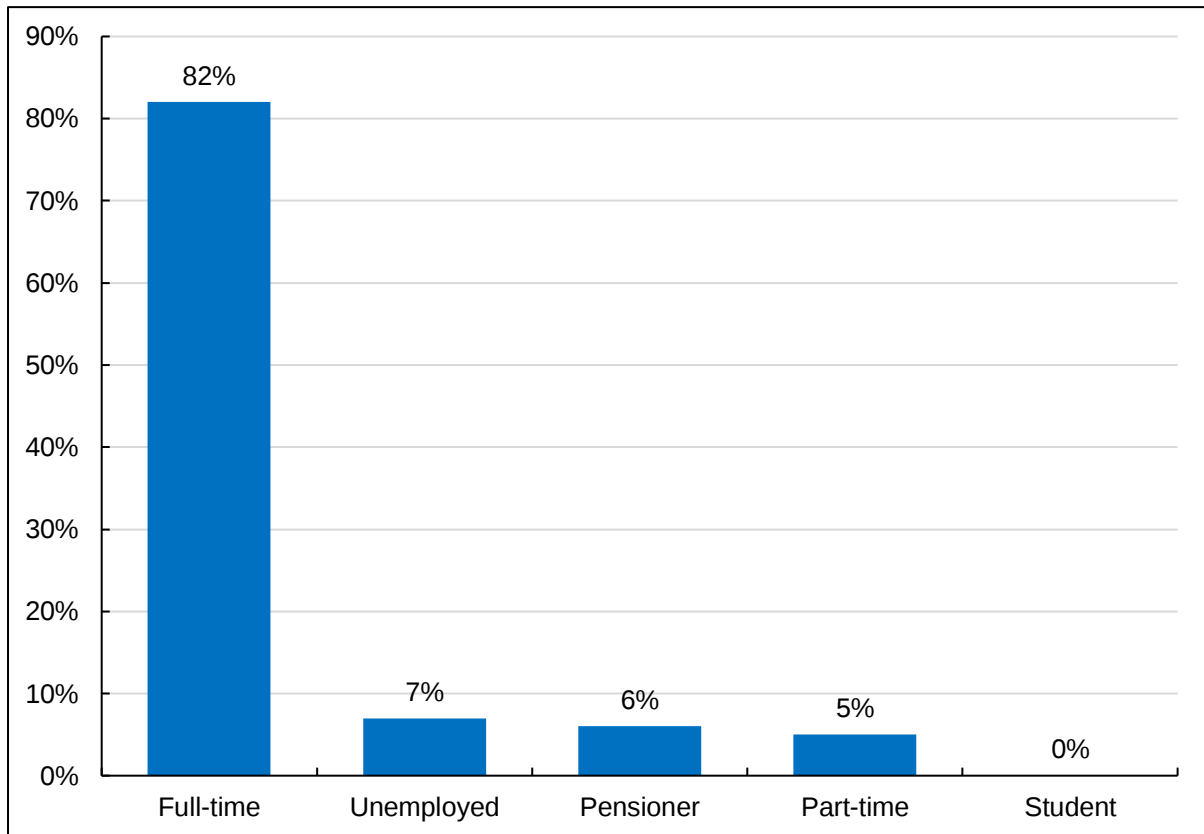


Figure 5.8: Employment status of respondents

Figure 5.8 displays the respondents' employment status and it can be seen that the majority of the respondents were employed on a full-time basis (82%), followed by respondents who are unemployed (7%), pensioners (6%) and part-time employees (5%). None of the respondents who completed the survey were students. These findings correspond with income, as stated previously and indicates that respondents have full-time employment and receive a fair income. These results also reflect the viability of the market.

5.2.1.9. Town of residence

The purpose of this question was to determine the area of residence of respondents at the selected accommodation establishment.

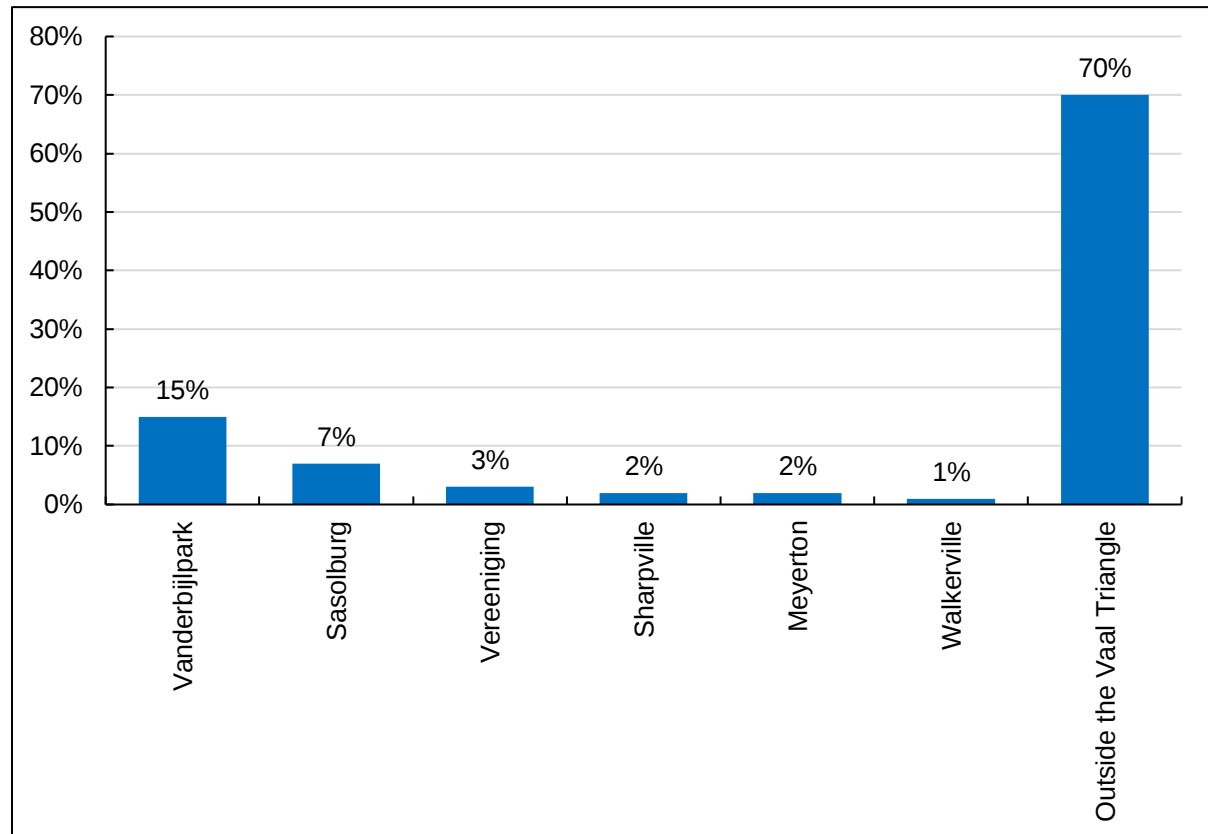


Figure 5.9: Respondents' town of residence

From Figure 5.9, it can be seen that the majority of the respondents resided in towns outside the Vaal Region (70%) compared to the 30% who reside within the Vaal Region. These towns are: Alberton, Bedfordview, Benoni, Bloemfontein, Brakpan, Bryanston, Cape Town, Dortmund, Durban, Edendale, Edenvale, Fourways, Frankfort, Germiston, Heidelberg, Jagfontein, Kemptonpark, Klerksdorp, Lenasia, Lyon, Madrid, Middelburg, Midrand, Nancy, Orange farms, Orkney, Paris, Parktown, Parys, Phalaborwa, Potchefstroom, Randburg, Randfontein, Roodepoort, Sandton, Sekunda, Soweto, Springs, Standerton, and Welkom.

This is followed by respondents from Vanderbijlpark (15 %), Sasolburg (7%), Vereeniging (3%), Meyerton (2%), Sharpeville (2%) and Walkerville (1%). It might therefore be concluded that the accommodation establishment is situated in an ideal location for visitors to take short trips close to their homes.

5.2.1.10. Area of residence outside the Vaal Region

This question was asked to determine the area of residence of respondents who resided outside the Vaal region at the selected accommodation establishment.

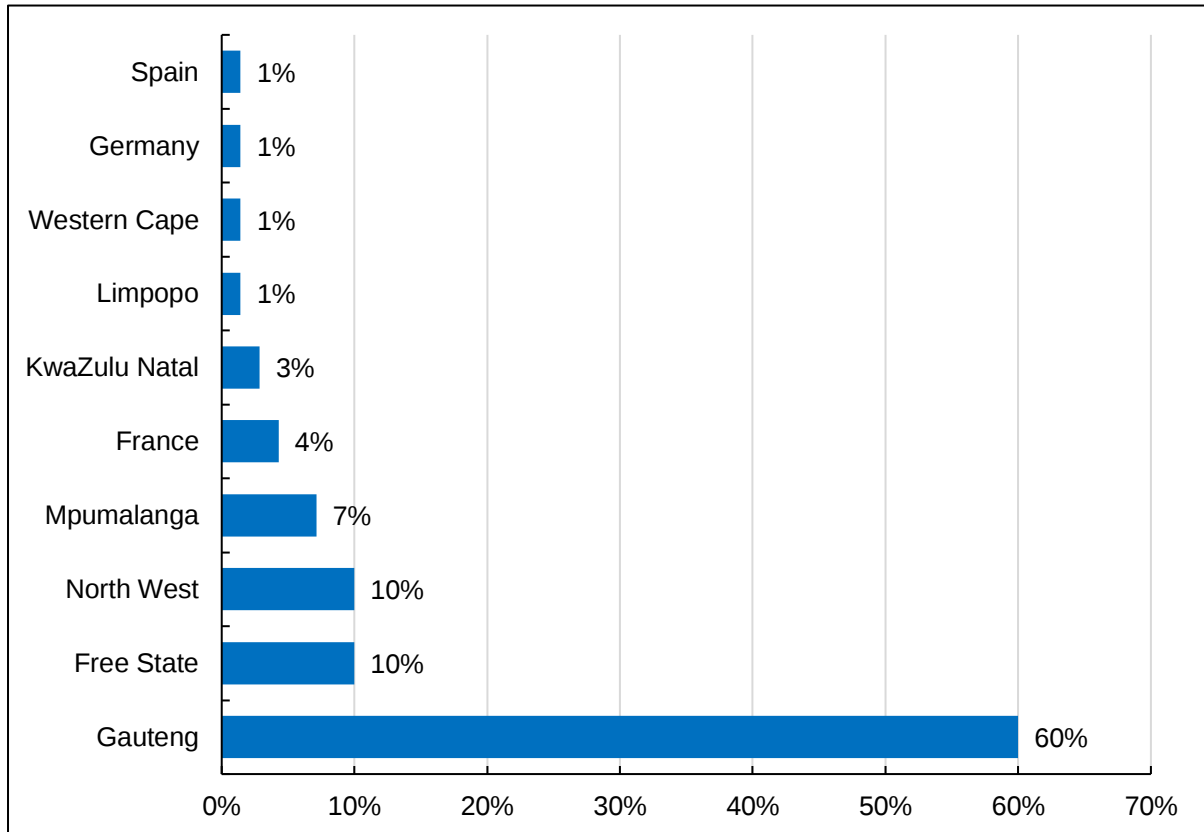


Figure 5.10: Area of residence outside the Vaal Region

Figure 5.10 represents the 70% of the respondents who reside in areas outside the Vaal Region. It can be seen that the majority of the respondents reside in Gauteng (60%), Free State (10%), North West (10%), Mpumalanga (7%), France (4%) and KwaZulu Natal (3%). The minority of the respondents reside in the Western Cape, Limpopo, Germany and Spain (1%). As stated in the previous Figure (Figure 5.9), the accommodation establishment is situated in an ideal location for visitors to take short trips close to their homes. This is evident from the fact that the majority of the respondents reside in Gauteng. According to Ivanovic *et al.* (2009:78), the location of an establishment plays an important role in tourists' decisions of where to stay. La Mondia, Snell and Bhat (2009:9) also found that tourists will try to reduce overall vacation costs by taking shorter distance trips, especially in difficult economic times.

To conclude, Table 5.1 provides a summary of the demographic information of the respondents.

Table 5.1: Demographic description of respondents

Demographic description	Frequency	Valid percentage
Gender		
Female	55	55%
Male	45	45%
Ethnicity		
White	47	47%
Black	28	28%
Indian	16	16%
Coloured	7	7%
Asian	2	2%
Home language		
Afrikaans	41	41%
English	29	29%
Sotho	12	12%
Zulu	5	5%
Xhosa	2	2%
Other	11	11%
Age		
20-29 years	12	12%
30-39 years	32	32%
40-49 years	26	26%
50-59 years	17	17%
60+ years	13	13%
Marital status		
Married	64	64%
Single	24	24%
Divorced	4	4%
Engaged	3	3%

Widowed	2	2%
In a relationship	2	2%
Living together	1	1%
Highest level of education		
Degree	26	26%
Matric	33	33%
Diploma	18	18%
Postgraduate	15	15%
No matric	5	5%
Certificate	3	3%
Monthly income		
Not completed	60	60%
R0.00-R2499	0	0%
R2500-R4999	2	5%
R5000-R9999	5	13%
R10 000-R14 999	5	13%
R15 000-R19 999	4	10%
R20 000-R34 999	14	35%
R35 000 +	10	25%
Employment status		
Full-time	82	82%
Unemployed	7	7%
Pensioner	6	6%
Part-time	5	5%
Student	0	0%
Town of residence		
Vanderbijlpark	15	15%
Sasolburg	7	7%
Vereeniging	3	3%
Sharpville	2	2%
Meyerton	2	2%
Walkerville	1	1%

Towns outside the Vaal Triangle	70	70%
Area of residence outside the Vaal Region		
Gauteng	60	60%
Free state	10	10%
North West	10	10%
Mpumalanga	7	7%
KwaZulu Natal	3	3%
Limpopo	1	1%
Western Cape	1	1%
Germany	1	1%
France	4	4%
Spain	1	1%

5.2.2. Trip related variables

The following section highlights the descriptive analysis regarding the trip related variables, including the length of stay, services used during stay, purpose of visit, platform of identification, frequency of visit, intention to recommend and revisit, loyalty, and the extent to which customer expectations were met.

5.2.2.1. Length of stay

The purpose of this question was to determine the length of time that respondents stayed at the selected accommodation establishment.

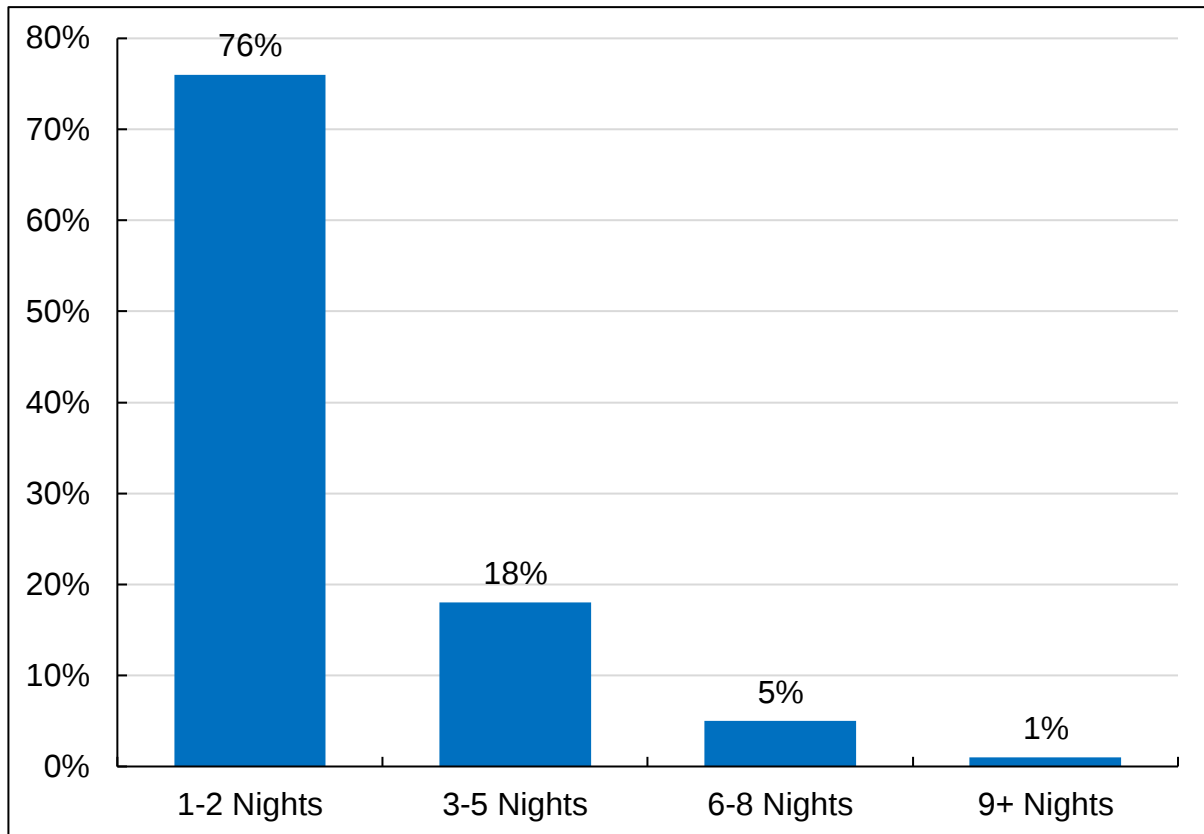


Figure 5.11: Length of respondents' stay at the accommodation establishment

According to Gokovali, Bahar and Kozak (2007:737), the length of tourists' stay is a fundamental part of quantitative research and could lead to a destination obtaining a variety of advantages. Such as providing tourists with an opportunity to experience more and spending more money at an establishment. It can be seen from Figure 5.11 that the majority of the respondents stayed between 1-2 nights (76%), followed by 3-5 nights (18%), 6-8 nights (5%), and 9 and more nights (1%). The reason that so many of the visitors only stayed between 1-2 nights could be because the accommodation establishment is ideally located for short weekend getaways. According to La Mondia *et al.* (2009:13), people are more likely to take a trip close to their home, and large families are even more likely to take short distance trips. La Mondia *et al.* (2009:13) elaborates by stating that tourists' behaviour is changing, due to the aging population and economic growth (difficult economic times), therefore, shorter holiday trips will start to increase.

5.2.2.2. Services used at the accommodation establishment

This question was asked to determine the services that the respondents used at the selected accommodation establishment.

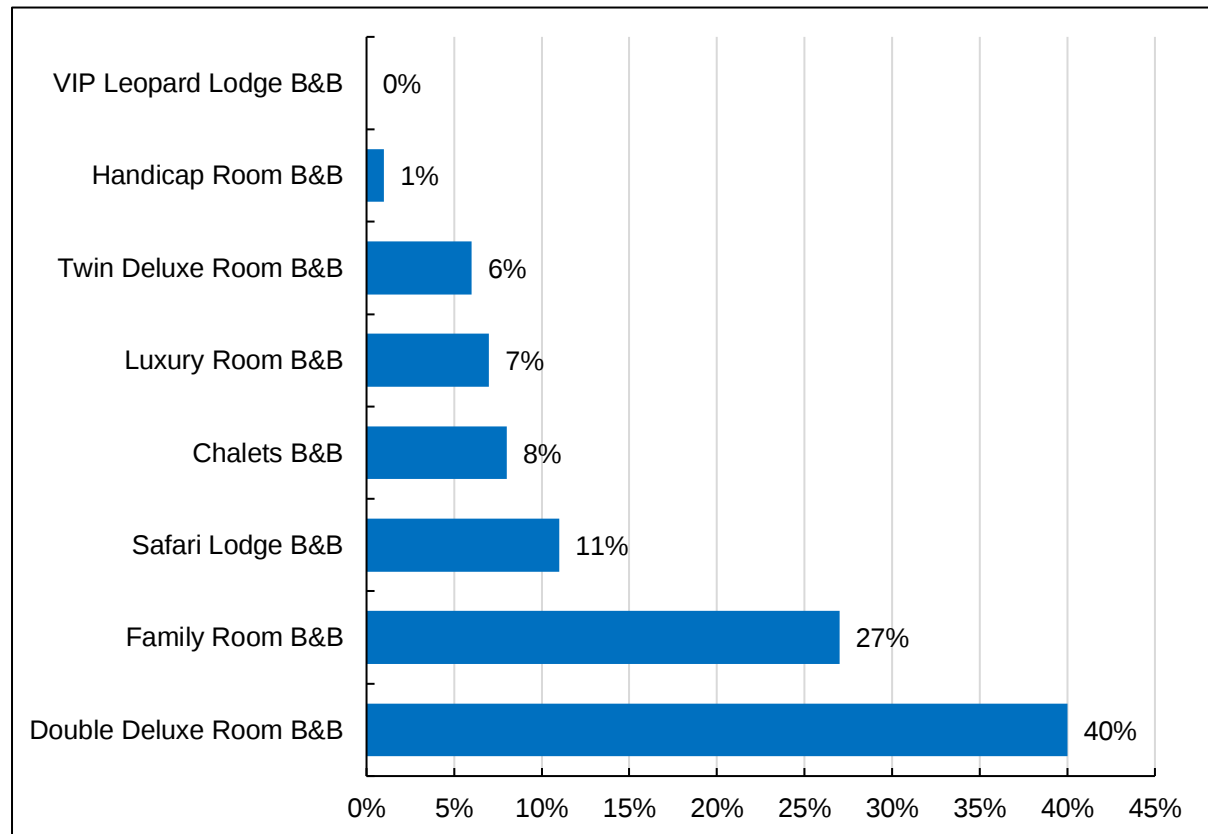


Figure 5.12: Services that the respondents used at the accommodation establishment

Figure 5.12 indicates the services respondents used during their stay at the accommodation establishment. It can be seen that the majority of the services used were Double Deluxe Rooms bed and breakfast (B&B) (40%), followed by Family Rooms B&B (27%), Safari Lodge B&B (11%) and Chalets B&B (8%). The minority of the services used were Luxury Rooms B&B (7%), followed by Twin Deluxe Rooms B&B (6%) and Handicap Rooms B&B (1%). None of the respondents used the VIP Safari Lodge B&B. A possible reason why the majority of the respondents used a Double Deluxe Room could be the affordable price of the service and also that the majority of the respondents are married. Thus, depending on the price, services and facilities, family tourists will choose this type of accommodation (Ivanovic *et al.*, 2009:78).

5.2.2.3. Purpose of visit

This question was asked to determine the purpose of respondents' visit at the selected accommodation establishment.

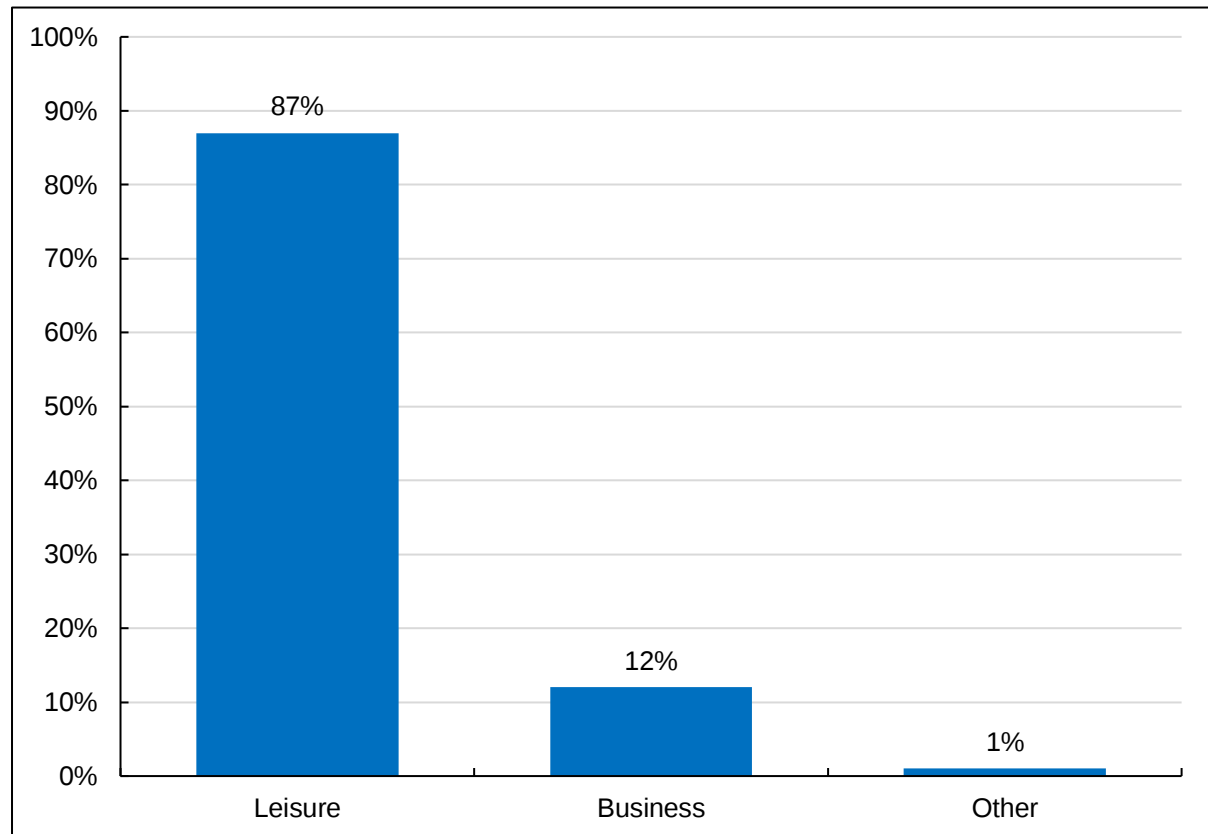


Figure 5.13: Purpose of respondents' visit

Figure 5.13 indicates the purpose of respondents' visit to the accommodation establishment. It can be seen that the majority of the respondents visited the accommodation establishment for leisure purposes (87%), followed by business travellers (12%) and visiting for other reasons, such as wedding purposes (1%). The accommodation establishment offers a variety of attractions (Aquadome, Ten Pin bowling and Animal World) for everyone to enjoy and this might be the reason for such a high proportion of leisure visitors. According to Kruczek and Kruczek (2016:97), attractions are anything that interest tourists enough for them to leave their homes. It can be seen from the above, that the selected establishment has sufficient attractions catering for a variety of preferences.

5.2.2.4. Platform of identification

The purpose of this question was to determine the platform through which respondents identified the selected accommodation establishment.

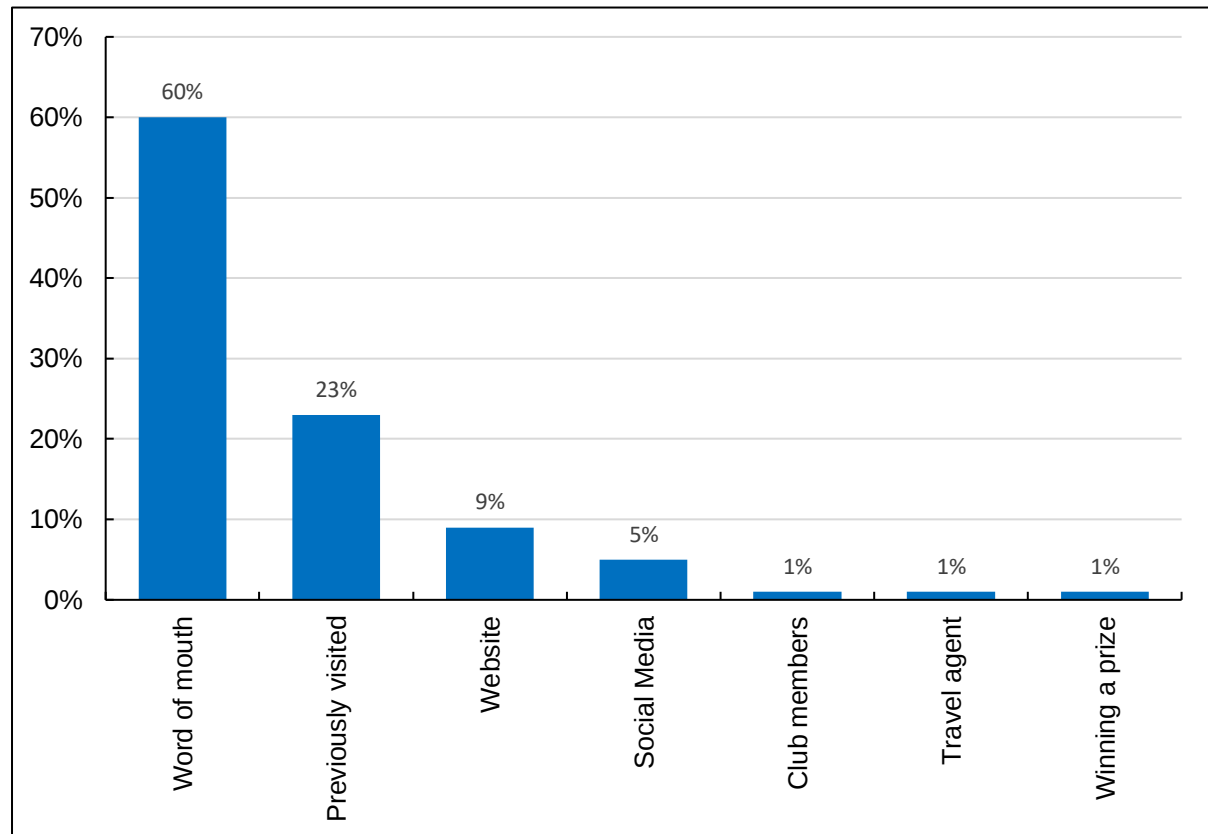


Figure 5.14: Platform through which respondents heard of the accommodation establishment

Figure 5.14 indicates the platform through which respondents got to know about the accommodation establishment. It can be seen from Figure 5.14 that the majority of respondents know about the accommodation establishment through word-of-mouth (60%), followed by respondents who know the establishment as a result of a previous visit (23%). Some of the respondents also got to know about the establishment through a website (9%), social media (5%), from club members, travel agents or through winning a prize (1%) to stay at the establishment. An accommodation establishment can market its products and services through; the Internet, social media and word-of-mouth (Jung *et al.*, 2013:393; Dani, 2014:466). Word-of-mouth marketing thus plays a significant role in the marketing of this establishment to its visitors. According to Jung *et al.* (2013:293) and Dani (2014:466), word-of-mouth marketing is important in any service industry and once a customer is satisfied it will lead to positive

word-of-mouth. Positive word-of-mouth marketing has a more significant effect on potential customers than any other marketing strategy and can lead to a variety of other advantages, such as the attraction of new customers and the reduction in the cost of attracting those new customers (Dani, 2014:466; Ihtiyar *et al.*, 2014:492; Ozatac *et al.*, 2016:872).

5.2.2.5. Frequency of visits

This question was asked to determine the number of times respondents visited the selected accommodation establishment.

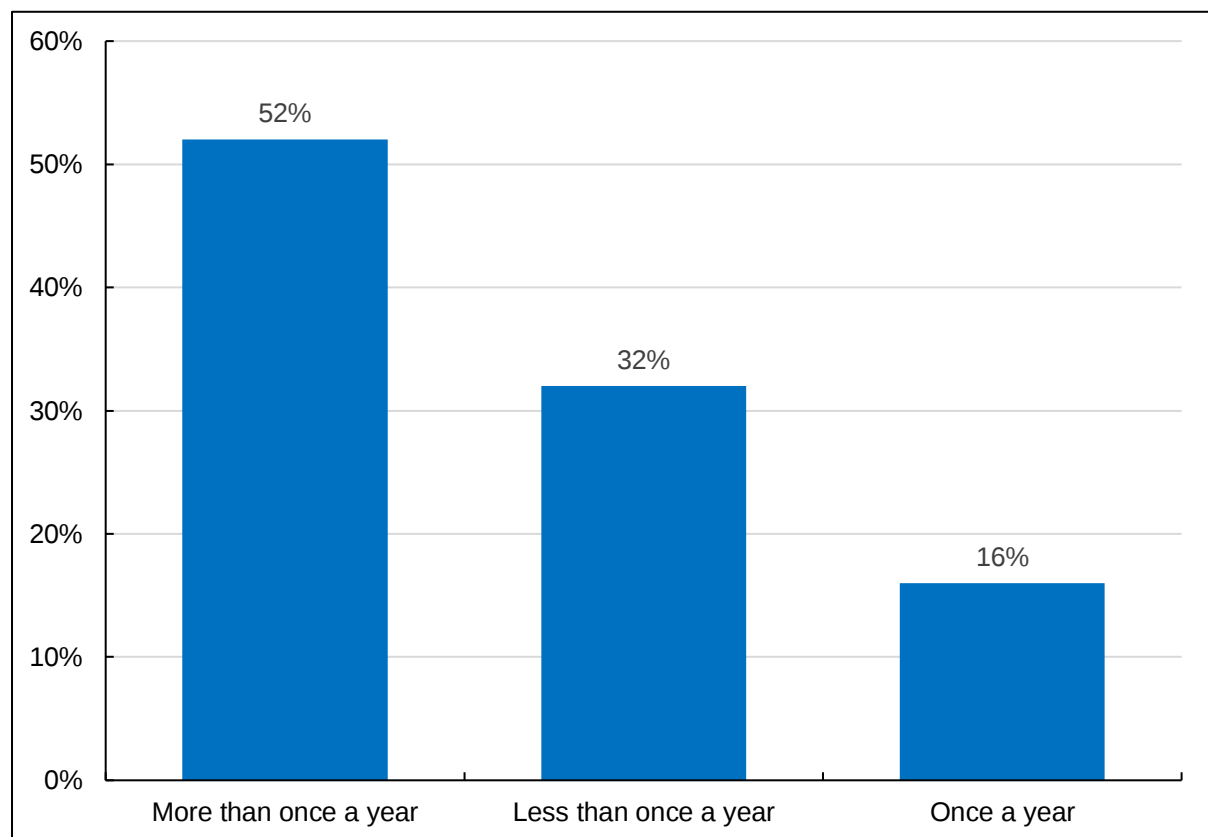


Figure 5.15: Frequency of visits

Once a customer is satisfied with the services from an establishment, the customer will become loyal towards the establishment (Ihtiyar *et al.*, 2014:492). This, in turn, will influence the customer's intention to recommend the establishment to others and revisit the establishment. It can be seen from Figure 5.15 that the majority of respondents visited the accommodation establishment more than once a year (52%), followed by less than once a year (32%) and once a year (16%). This could imply that the accommodation establishment do satisfy these customers' wants and needs. Thus respondents will remain loyal towards the accommodation establishment. As

mentioned previously, the establishment is conveniently located, and this adds towards customers staying loyal towards this establishment.

5.2.2.6. Intention to recommend and revisit

The purpose of the following two questions were to determine respondents' intention to recommend and revisit the selected accommodation establishment.

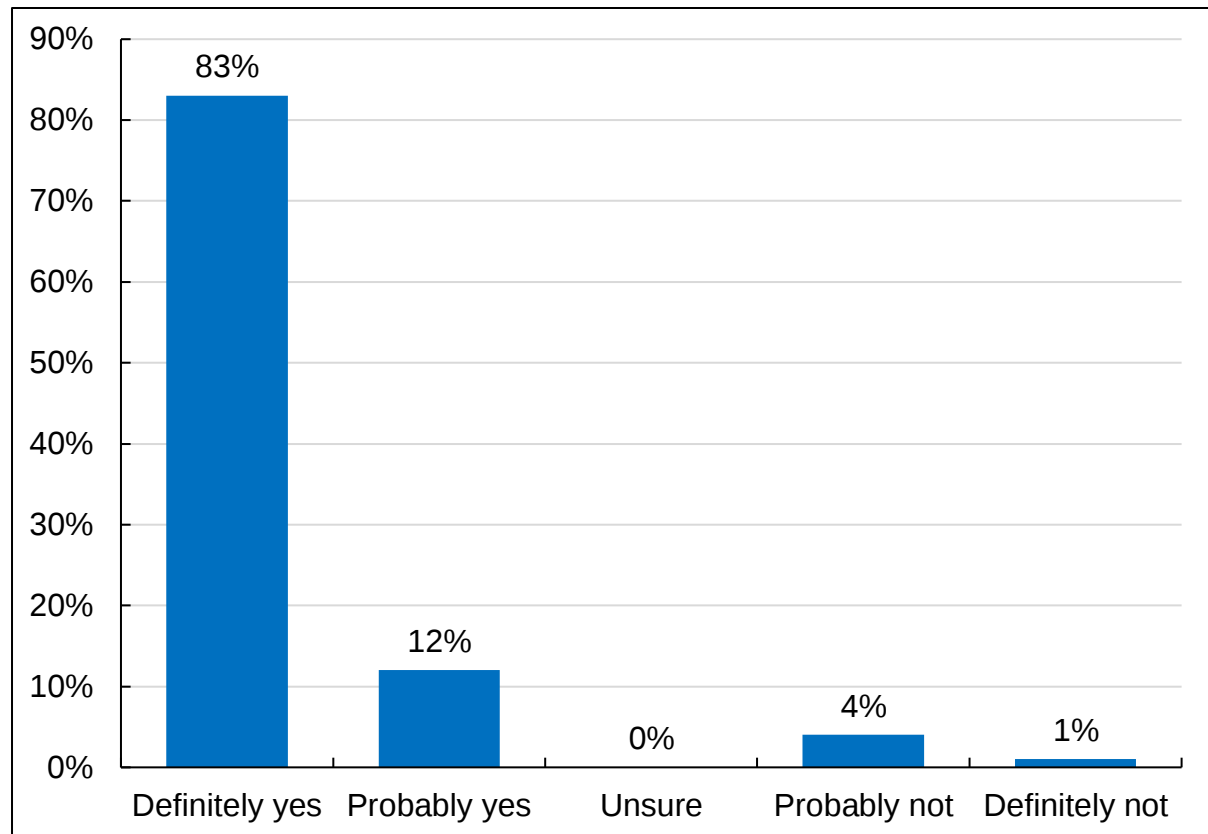


Figure 5.16: Intention to recommend

It can be seen from Figure 5.16 that the majority of the respondents would definitely recommend (84%) and probably recommend (12%) the accommodation establishment to others, while Figure 5.17 indicates that the majority of the respondents would definitely re-visit (83%) and probably re-visit (13%) the accommodation establishment.

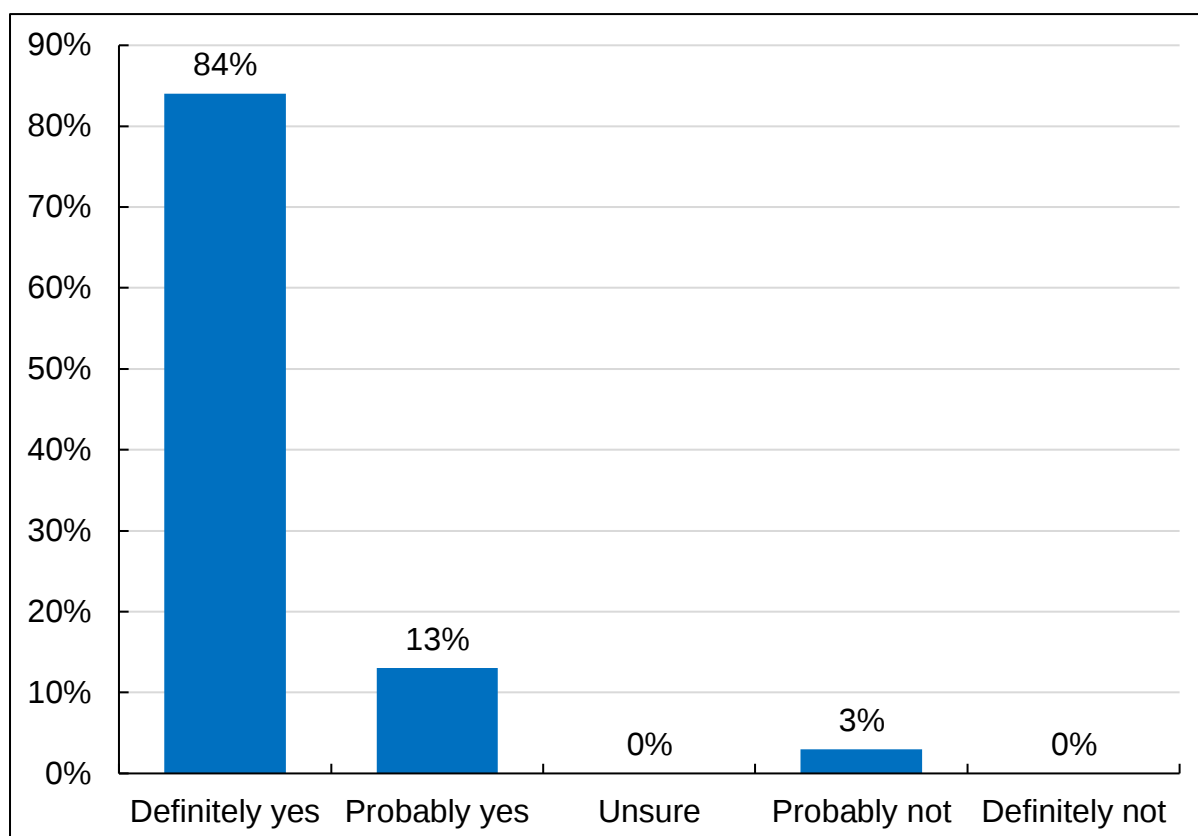


Figure 5.17: Intention to revisit

These two figures indicate that the accommodation establishment in the Vaal Region has mostly satisfied their customers, who are loyal and who will spread positive word-of-mouth (Jung *et al.*, 2013:393; Dani, 2014:466). This corresponds with the platform of identification, thus indicating that respondents get to know about the establishment through word-of-mouth marketing. There might be a variety of reasons why a small percentage of the respondents said that they are unsure and unlikely to recommend and revisit the establishment (Figure 5.16 and Figure 5.17). Some respondents might feel that the accommodation establishment can improve certain aspects such as its bathrooms and chalets. In addition, respondents may feel that the establishment can provide a larger variety of food options (Halaal and takeaways) and can provide more entertainment for disabled people and pensioners. Furthermore, a variety of respondents also advised that it would be more convenient to have an ATM closer to the entertainment area, so that it is with walking distance from where they are spending their time. Once customers are satisfied in such a way that they will recommend the accommodation establishment and revisit it, it can lead to a variety of advantages as discussed in Chapter 2. Such advantages include, amongst others positive, word-of-mouth, creating a positive image for the establishment, attracting new customers,

customer loyalty, competitive advantage, and an increase in profit (Ihtiyar *et al.*, 2013:376; Dani, 2014:467; Lahap *et al.*, 2016:150; Ozatac *et al.*, 2016:872; Yeo *et al.*, 2016:179).

5.2.2.7. Loyalty

This question was asked to determine whether respondents are loyal towards the selected accommodation establishment.

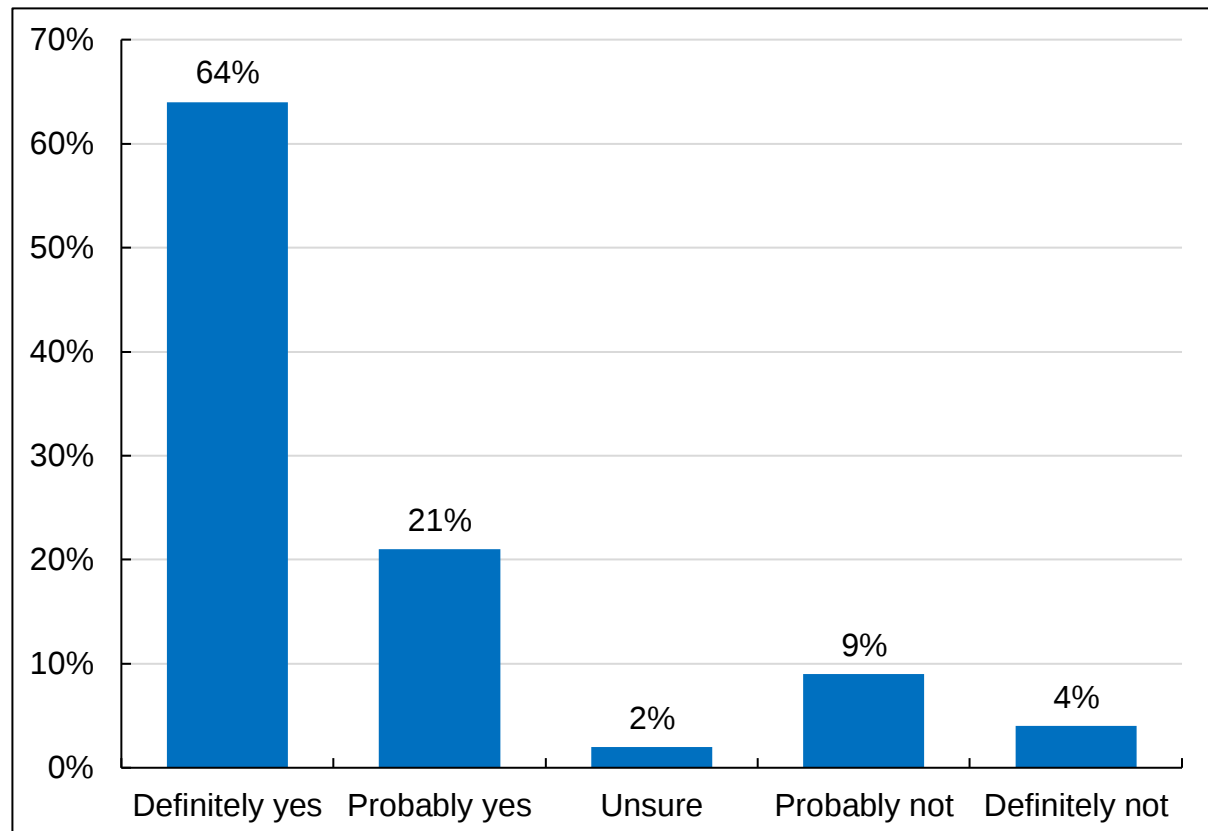


Figure 5.18: Loyalty of respondents towards the accommodation establishment

Customer satisfaction leads to customer loyalty and profitability for an establishment, thus the reason why customer satisfaction is an important factor towards achieving success and obtaining a competitive advantage with the tourism sector (Ihtiyar *et al.*, 2014:494; Jariyachamsit, 2015:1931; Stacho *et al.*, 2015:11). Furthermore, there are a variety of ways through which establishments can obtain customer loyalty, such as loyalty programmes, coupons, warranty cancellations and credit cards (Stacho *et al.*, 2015:12). It can be seen from Figure 5.18 that the majority of the respondents are definitely loyal towards the accommodation establishment (64%), followed by probably loyal (21%), definitely not loyal (4%) and probably not loyal (9%).

5.2.2.8. Extent to which customer expectations are being met

The purpose of this question was to determine whether respondents' expectations were met and exceeded throughout their visit at the selected accommodation establishment.

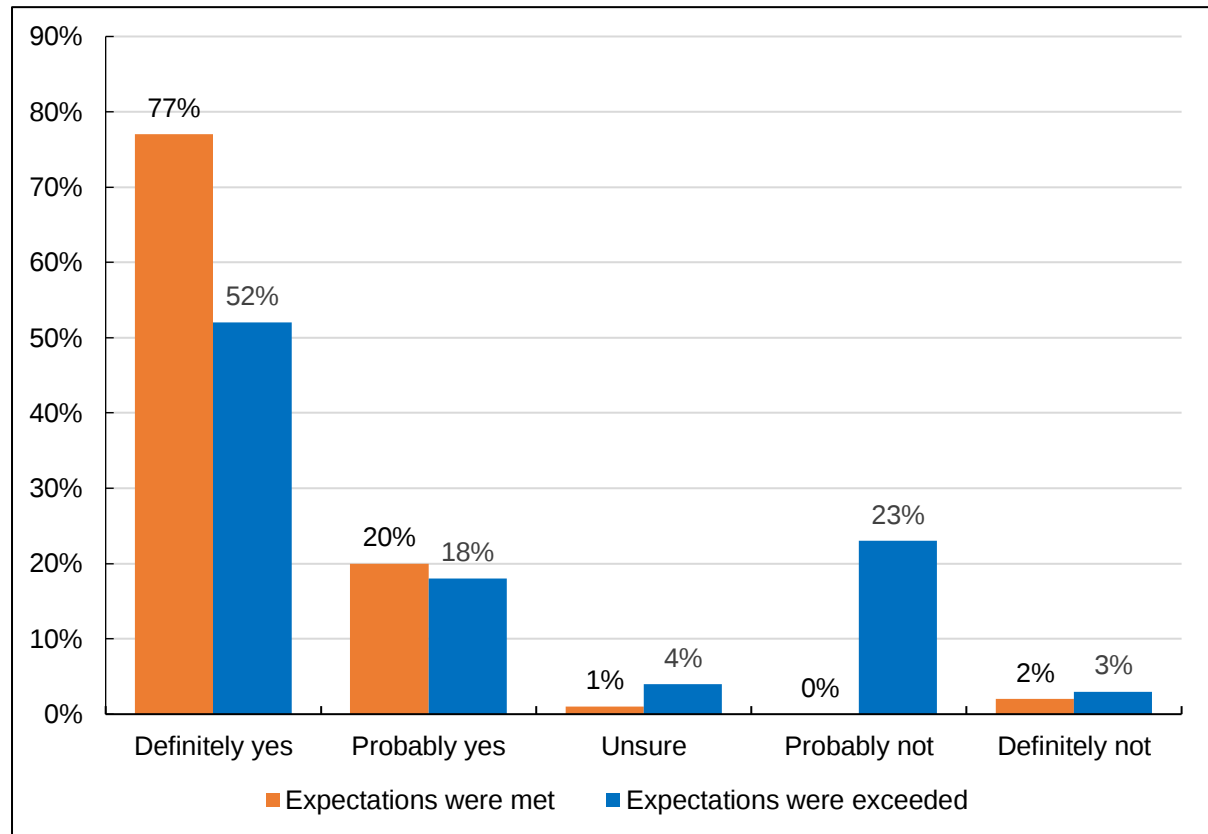


Figure 5.19: Extent to which customers' expectations were met

This question relates to the Disconfirmation theory, which was discussed in Chapter 2. The theory states that customers' satisfaction occurs as a result of direct experience with a product or service, how well it measures up to a standard, and this happens through comparing perceptions against expectations (Prakasam, 2010:97; Mill, 2011:8). According to McCollough, Berry and Yadav (2000:122), performance that falls short of expectations is negatively disconfirmed, performance that meets expectations is confirmed, and performance that exceeds expectations is positively disconfirmed. Thus, in Figure 5.19 it can be seen that the majority of the respondents' expectations have definitely been met (77%) and exceeded (52%), followed by probably met (20%) and exceeded (18%). Furthermore, there is a small percentage of guests whose expectations have probably not been exceeded (23%) and definitely not

been met (2%) and exceeded (3%). Additionally, some respondents are also unsure of whether their expectations have been met (1%) and exceeded (4%).

5.2.2.9. Overall customer satisfaction

This question was asked to determine respondents' overall satisfaction level at the selected accommodation establishment. The main goal of any organisation is to achieve high levels of customer satisfaction (Gailevičiūtė, 2011:14). According to Shyu *et al.* (2013:1274), if the quality of a product or service cannot meet customers' demands, their satisfaction will decrease accordingly. According to Stacho, Stachová and Hudáková (2015:11), tourism service providers cannot be successful if customer satisfaction is not achieved. Thus, the purpose of this question was to determine respondents' overall level of satisfaction.

It can be seen in Figure 5.20 that the majority of respondents are totally satisfied (69%) with their overall experience at the accommodation establishment, followed by respondents who are satisfied (26%), totally dissatisfied, unsure (2%), and dissatisfied (1%) with their experiences.

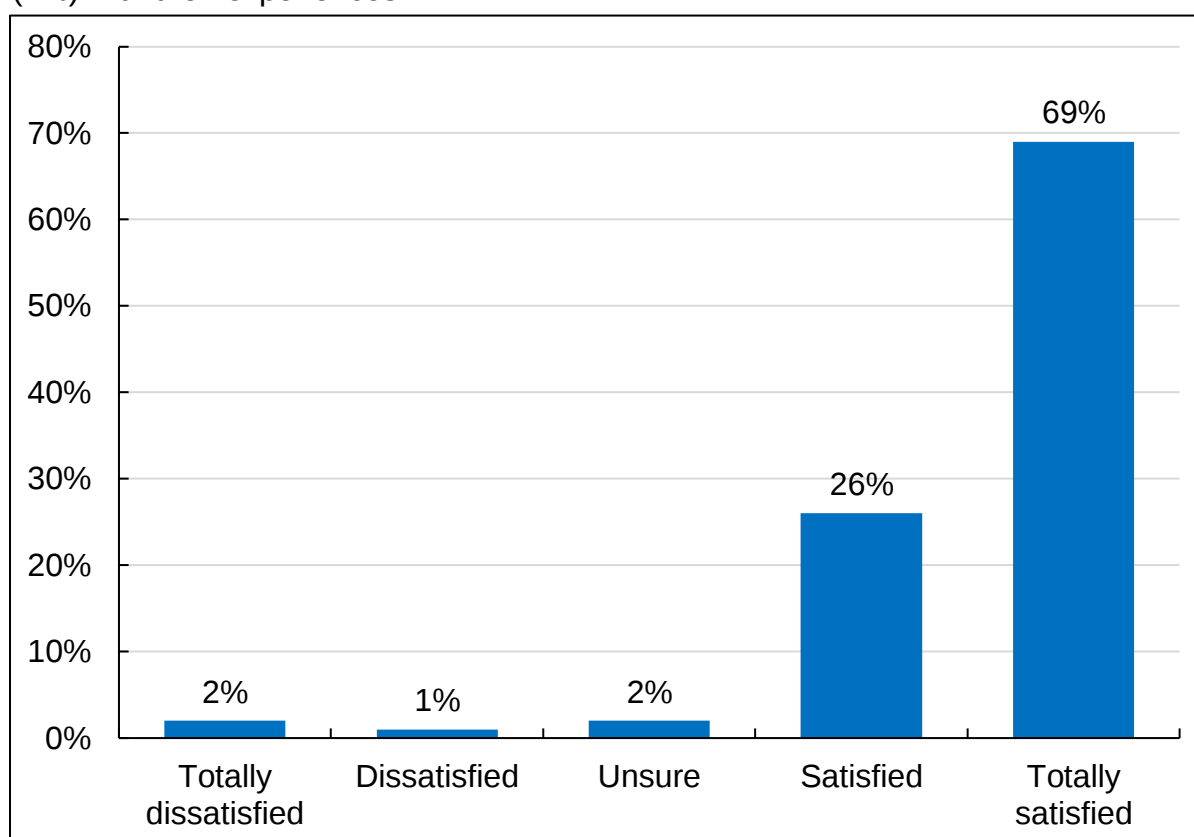


Figure 5.20: Overall satisfaction of the respondents at the accommodation establishment

The findings in Figure 5.20 are significant for this study, especially concerning with achieving the main goal of this study. Since some of the respondents are not as satisfied as the other respondents, a closer look needs to be taken at the factors affecting customer satisfaction in order to determine which aspects need to be improved to increase satisfaction.

5.2.3. The importance of the factors that affect customer satisfaction compared to the level of customer satisfaction

The following section highlights the descriptive analysis concerning customers' overall experience, with regard to the entire establishment, restaurant and accommodation. Within each table, the frequency for the specific item is indicated, as well as the categories of the five-point Likert scale used for evaluating satisfaction. In addition, the standard deviation and the mean for each item is also indicated. According to Bradley and Copeland (1957:553), standard deviation is defined as "a unit that describes the observed variation in a population or series of measurements made under a particular set of conditions". The purpose of the Likert scale was two-fold: firstly, it aimed at evaluating customers' satisfaction with the establishment and, secondly, it measured how important these aspects are to customers in terms of assuring customer satisfaction. This assisted in achieving the objectives of this study (Table 5.2).

Table 5.2: Likert scale measurement used to achieve the objectives of this study

Likert scale measurement	Objective
How satisfied are you with the following aspects?	An empirical analysis was conducted to measure the level of performance of the identified factors at an accommodation establishment in the Vaal Region.
How important are the following aspects in assuring customer satisfaction?	An empirical analysis was conducted to determine the factors that contribute to the satisfaction of the customers at a specific accommodation establishment in the Vaal Region.
	An empirical analysis was conducted to determine the difference between the factors that are regarded as important contributors to customer satisfaction and the

	factors with which customers are satisfied with at an accommodation establishment.
	An empirical analysis was conducted to determine the difference between customer satisfaction factors across trip-related and demographic variables at an accommodation establishment.
	Main goal: to determine customer satisfaction and the factors that contribute to customer satisfaction, based on a case study at an accommodation establishment in the Vaal Region

5.2.3.1. Customer satisfaction in terms of the entire establishment

Table 5.3 represents a five-point Likert scale indicating the level of customer satisfaction with the entire establishment, and Table 5.4 represents a five-point Likert scale showing the factors affecting customer satisfaction with the entire establishment.

Table 5.3: Level of customer satisfaction with the entire establishment

Item	Frequency (N)	Totally dissatisfied	Dissatisfied	Unsure	Satisfied	Totally satisfied	Standard deviation	Mean
Location of this establishment	100	0%	2%	1%	16%	81%	0,571	4,76
Scenery at this establishment	100	0%	0%	2%	22%	76%	0,485	4,74
Availability of parking space at this establishment	100	0%	0%	6%	21%	73%	0,587	4,67
Safety and security at this establishment	100	0%	1%	2%	28%	69%	0,575	4,65
Signage at this establishment	100	4%	0%	4%	16%	76%	0,899	4,60

Child-friendliness of this establishment	100	1%	0%	21%	11%	67%	0,891	4,43
Maintenance of this establishment	100	6%	7%	4%	21%	62%	1,194	4,26
Convenience of this establishment's booking system	100	3%	2%	20%	17%	58%	1,038	4,25
User-friendliness of this establishment's website	100	0%	4%	41%	11%	44%	1,009	3,95

Table 5.4: Factors affecting customer satisfaction with the entire establishment

Item	Frequency (N)	Not important at all	not important	Unsure	Important	Very important	Standard deviation	Mean
Safety and security at this establishment	100	1%	0%	1%	8%	90%	0,513	4,86
Scenery at this establishment	100	0%	2%	1%	12%	85%	0,550	4,80
Signage at this establishment	100	2%	0%	1%	10%	87%	0,651	4,80
Maintenance of this establishment	100	2%	0%	0%	13%	85%	0,640	4,79
Location of this establishment	100	1%	1%	1%	14%	83%	0,617	4,77
Convenience of this establishment's booking system	100	1%	2%	4%	7%	86%	0,716	4,75
Availability of parking space at this establishment	100	4%	3%	2%	12%	79%	0,975	4,59

Child-friendliness of this establishment	100	6%	2%	5%	6%	81%	1,096	4,54
User-friendliness of this establishment's website	100	8%	0%	15%	11%	66%	1,213	4,27

It can be seen from Table 5.3 and Table 5.4 that the majority of the respondents are totally satisfied with the items measured and identified these items as very important contributors to customer satisfaction. However, there is still a need for the accommodation establishment to divide attention to certain items, because some of the items which respondents were totally satisfied with have a large percentage difference when compared to the items which respondents indicated as very important.

These items are:

- Safety and security at this establishment - 21% difference
- User-friendliness of this establishment's website - 22% difference
- Maintenance of this establishment - 23% difference
- Convenience of this establishment's booking system - 28% difference

Considering the level of customer satisfaction with the entire establishment (Table 5.3), the location of this establishment has the highest mean value ($m = 4.76$) and user-friendliness of this establishment's website has the lowest mean value ($m = 3.95$). This means that customers are more satisfied with the location of the establishment and that customers are less satisfied with the user-friendliness of the establishment's website.

Furthermore, with regard to the factors affecting customer satisfaction with the entire establishment (Table 5.4), safety and security at this establishment has the highest mean value ($m = 4.86$) and user-friendliness of this establishment's website has the lowest mean value ($m = 4.27$), indicating that safety and security at this establishment contributes more towards customer satisfaction compared to the user-friendliness of this establishment's website.

5.2.3.2. Customer satisfaction at the establishment's restaurant facilities

Table 5.5 shows the level of customer satisfaction with the restaurant as measured by the five-point Likert scale, and Table 5.6 indicates the factors within the restaurant affecting customer satisfaction.

Table 5.5: Level of customer satisfaction with restaurant facilities

Item	Frequency (N)	Totally dissatisfied	Dissatisfied	Unsure	Satisfied	Totally satisfied	Standard deviation	Mean
Employees' appearance at this restaurant	100	0%	0%	4%	19%	77%	0,529	4,73
Number of employees working at this restaurant	100	0%	1%	3%	18%	78%	0,566	4,73
Reliability of the employees at this restaurant	100	1%	0%	4%	20%	75%	0,649	4,68
Friendliness of the employees at this restaurant	100	1%	1%	2%	21%	75%	0,665	4,68
Helpfulness of the employees at this restaurant	100	1%	0%	2%	24%	73%	0,618	4,68
Overall services offered at this restaurant	100	3%	0%	0%	21%	76%	0,766	4,67
Overall cleanliness of this restaurant	100	2%	0%	1%	25%	72%	0,702	4,65
Politeness of the employees at this restaurant	100	2%	1%	2%	20%	75%	0,757	4,65

Professionalism of the employees at this restaurant	100	1%	1%	4%	22%	72%	0,706	4,63
Flexibility of the employees at this restaurant to meet your needs	100	2%	0%	3%	24%	71%	0,736	4,62
Attitude of the employees towards customers at this restaurant	100	2%	0%	5%	20%	73%	0,763	4,62
Attractiveness of this restaurant	100	1%	1%	2%	29%	67%	0,682	4,60
Atmosphere at this restaurant	100	0%	2%	3%	28%	67%	0,651	4,60
Quality of the food and beverages offered at this restaurant	100	2%	2%	1%	24%	71%	0,791	4,60
Employees' communication skills at this restaurant	100	1%	1%	6%	23%	69%	0,741	4,58
Promptness of the employees at this restaurant	100	3%	0%	4%	23%	70%	0,832	4,57
Individual attention provided by the employees at this restaurant	100	2%	3%	3%	23%	69%	0,858	4,54
Payment facilities at this restaurant	100	0%	0%	21%	16%	63%	0,819	4,42

Variety of food and beverages offered at this restaurant	100	5%	3%	3%	23%	66%	1,046	4,42
Price of the food and beverages offered at this restaurant	100	3%	4%	19%	20%	54%	1,067	4,18

Table 5.6: Factors affecting customer satisfaction with restaurant facilities

Item	Frequency (N)	Not important at all	not important	Unsure	Important	Very important	Standard deviation	Mean
Friendliness of the employees at this restaurant	100	0%	0%	0%	10%	90%	0,302	4,90
Attitude of the employees towards customers at this restaurant	100	0%	0%	0%	11%	89%	0,314	4,89
Quality of the food and beverages offered at this restaurant	100	0%	0%	1%	10%	89%	0,356	4,88
Professionalism of the employees at this restaurant	100	0%	0%	0%	12%	88%	0,327	4,88
Helpfulness of the employees at this restaurant	100	0%	0%	1%	11%	88%	0,367	4,87
Employees' communication skills at this restaurant	100	1%	0%	0%	10%	89%	0,493	4,86

Variety of food and beverages offered at this restaurant	100	0%	2%	0%	10%	88%	0,507	4,84
Promptness of the employees at this restaurant	100	0%	0%	1%	14%	85%	0,395	4,84
Politeness of the employees at this restaurant	100	1%	0%	0%	12%	87%	0,507	4,84
Overall cleanliness of this restaurant	100	1%	0%	0%	13%	86%	0,514	4,83
Overall services offered at this restaurant	100	1%	1%	0%	11%	87%	0,575	4,82
Reliability of the employees at this restaurant	100	1%	0%	0%	14%	85%	0,520	4,82
Flexibility of the employees at this restaurant to meet your needs	100	1%	0%	0%	16%	83%	0,532	4,80
Employees' appearance at this restaurant	100	1%	1%	0%	14%	84%	0,591	4,79
Individual attention provided by the employees at this restaurant	100	2%	0%	0%	15%	83%	0,649	4,77
Price of the food and beverages offered at this restaurant	100	1%	2%	3%	10%	84%	0,705	4,74
Attractiveness of this restaurant	100	1%	2%	3%	14%	80%	0,718	4,70

Atmosphere at this restaurant	100	1%	3%	1%	15%	80%	0,732	4,70
Payment facilities at this restaurant	100	2%	1%	2%	15%	80%	0,745	4,70
Number of employees working at this restaurant	100	3%	1%	1%	13%	82%	0,810	4,70

Furthermore, from Table 5.5 and Table 5.6 the majority of the respondents are also totally satisfied with items measured and identified these items as very important contributors to customer satisfaction. Certain items have a large percentage difference between the majority of respondents who are totally satisfied and those who find certain items as very important with regards to the restaurant. These items are:

- Variety of food and beverages offered at this restaurant- 22% difference
- Price of food and beverages offered at this restaurant - 30% difference
- Employees' communication skills at this restaurant - 20% difference

Concerning the level of customer satisfaction with the restaurant (Table 5.5), employees' appearance and the number of employees working at the restaurant has the highest mean value ($m = 4.73$) and price of the food and beverages offered at this restaurant has the lowest mean value ($m = 4.18$). This indicates that customers are more satisfied with employees' appearance and the number of employees working at this restaurant and that customers are less satisfied with the price of the food and beverages offered at the restaurant.

Furthermore, with regard to the factors affecting customer satisfaction with the restaurant (Table 5.5), the friendliness of employees at the restaurant has the highest mean value ($m = 4.90$) and the attractiveness of the restaurant, its atmosphere, payment, and number of employees working at the restaurant have the lowest mean value ($m = 4.70$). This indicates that friendliness of employees at the restaurant has a more important contribution towards customer satisfaction compared to the attractiveness of the restaurant, its atmosphere, payment facilities, and the number of employees working at the restaurant.

5.2.3.3. Customer satisfaction with the accommodation facilities

Table 5.7 shows the level of customer satisfaction with accommodation as measured by the five-point Likert scale and Table 5.8 indicates the factors affecting customer satisfaction within the accommodation establishment.

Table 5.7: Level of customer satisfaction with accommodation facilities

Item	Frequency (N)	Totally dissatisfied	Dissatisfied	Unsure	Satisfied	Totally satisfied	Standard deviation	Mean
Effectiveness of the check-in and check-out procedures at this accommodation establishment	100	1%	0%	2%	18%	79%	0,597	4,74
Employees' appearance at this accommodation establishment	100	1%	0%	1%	21%	77%	0,584	4,73
Atmosphere at this accommodation establishment	100	0%	0%	3%	23%	74%	0,518	4,71
Number of employees working at this accommodation establishment	100	0%	0%	6%	0%	74%	0,584	4,68
Politeness of the employees at this accommodation establishment	100	0%	4%	1%	19%	76%	0,697	4,67

Attitude of the employees towards the customers at this accommodation establishment	100	1%	2%	2%	19%	76%	0,711	4,67
Professionalism of the employees at this accommodation establishment	100	1%	2%	4%	16%	77%	0,742	4,66
Employees' communication skills at this accommodation establishment	100	1%	0%	5%	21%	73%	0,672	4,65
Overall cleanliness of this accommodation establishment	100	4%	0%	1%	18%	77%	0,859	4,64
Size of the rooms at this accommodation establishment	100	1%	2%	2%	22%	73%	0,718	4,64
Overall service offered at this accommodation establishment	100	1%	1%	2%	25%	71%	0,674	4,64
Reliability of the employees at this accommodation establishment	100	2%	1%	1%	24%	72%	0,747	4,63
Friendliness of the employees at this accommodation establishment	100	1%	4%	1%	20%	74%	0,789	4,62

Flexibility of the employees at this accommodation establishment to meet your needs	100	1%	1%	6%	20%	72%	0,737	4,61
Payment facilities at this accommodation establishment	100	0%	3%	6%	19%	72%	0,739	4,60
Helpfulness of the employees at this accommodation establishment	100	1%	3%	3%	21%	72%	0,778	4,60
Promptness of the employees at this accommodation establishment	100	2%	1%	3%	25%	69%	0,781	4,58
Attractiveness of this accommodation establishment	100	0%	7%	4%	20%	69%	0,870	4,51
Individual attention provided by the employees at this accommodation establishment	100	2%	4%	4%	21%	69%	0,904	4,51
Quality of the rooms at this accommodation establishment	100	5%	5%	4%	22%	64%	1,104	4,35
Price of the accommodation	100	3%	4%	12%	23%	58%	1,028	4,29
Room service at this accommodation establishment	100	3%	1%	23%	14%	59%	1,038	4,25

Table 5.8: Factors affecting customer satisfaction with accommodation facilities

Item	Frequency (N)	Not important at all	not important	Unsure	Important	Very important	Standard deviation	Mean
Friendliness of the employees at this accommodation establishment	100	0%	0%	0%	7%	93%	0,256	4,93
Quality of the rooms at this accommodation establishment	100	0%	0%	0%	9%	91%	0,288	4,91
Politeness of the employees at this accommodation establishment	100	0%	0%	0%	9%	91%	0,288	4,91
Overall cleanliness of this accommodation establishment	100	0%	0%	1%	9%	90%	0,345	4,89
Overall service offered at this accommodation establishment	100	0%	0%	0%	11%	89%	0,314	4,89
Attitude of the employees towards the customers at this accommodation establishment	100	0%	0%	0%	11%	89%	0,314	4,89
Professionalism of the employees at	100	0%	0%	0%	11%	89%	0,314	4,89

this accommodation establishment								
Payment facilities at this accommodation establishment	100	0%	0%	0%	12%	88%	0,327	4,88
Attractiveness of this accommodation establishment	100	0%	0%	1%	11%	88%	0,367	4,87
Atmosphere at this accommodation establishment	100	0%	0%	0%	13%	87%	0,338	4,87
Helpfulness of the employees at this accommodation establishment	100	0%	0%	0%	13%	87%	0,338	4,87
Reliability of the employees at this accommodation establishment	100	0%	0%	1%	12%	87%	0,377	4,86
Flexibility of the employees at this accommodation establishment to meet your needs	100	0%	0%	0%	14%	86%	0,349	4,86
Employees' communication skills at this accommodation establishment	100	0%	0%	1%	12%	87%	0,377	4,86
Employees' appearance at this	100	0%	1%	1%	10%	88%	0,458	4,85

accommodation establishment								
Promptness of the employees at this accommodation establishment	100	0%	0%	1%	13%	86%	0,386	4,85
Price of the accommodation	100	1%	2%	0%	7%	90%	0,620	4,83
Effectiveness of the check-in and check-out procedures at this accommodation establishment	100	1%	1%	0%	11%	87%	0,575	4,82
Size of the rooms at this accommodation establishment	100	1%	2%	1%	9%	87%	0,656	4,79
Individual attention provided by the employees at this accommodation establishment	100	1%	1%	2%	11%	85%	0,629	4,78
Number of employees working at this accommodation establishment	100	2%	3%	1%	8%	86%	0,802	4,73
Room service at this accommodation establishment	100	5%	7%	2%	7%	79%	1,150	4,48

As indicated in the tables above, similar percentage differences can be seen from Table 5.7 and Table 5.8 with regard to accommodation. These items are:

- Quality of the rooms at this accommodation establishment - 27% difference

- Room service at this accommodation establishment - 20% difference
- Price of the accommodation - 32% difference

Concerning the level of customer satisfaction with accommodation (Table 5.7), the effectiveness of check-in and check-out procedures at this establishment has the highest mean value ($m = 4.74$) and room service at this accommodation establishment has the lowest mean value ($m = 4.25$). This indicates that customers are more satisfied with the effectiveness of check-in and check-out procedures and that they are less satisfied with the room service at this establishment. This could be due to many respondents not making use of room services and thus could not effectively judge their expectations and experiences with this service.

Furthermore, regarding the factors affecting customer satisfaction with accommodation (Table 5.8), the friendliness of employees at this establishment has the highest mean value ($m = 4.93$) and room service has the lowest mean value ($m = 4.48$). This indicates that the friendliness of employees at this establishment has a more important contribution towards customer satisfaction compared to the room service at this establishment.

In conclusion, the accommodation establishment should focus more on the items with a lower mean value to obtain an increase in the level of customer satisfaction. The accommodation establishment should further also keep an eye on the other items with a higher mean value to prevent customer dissatisfaction from increasing. The aforementioned will be analysed and discussed by means of exploratory analysis.

5.3. EXPLORATORY RESULTS

This section explains the results of the exploratory analyses, factor analyses, *t*-test and Spearman Rank Order Correlations. The three Likert scales, including the satisfaction and the important items were treated as separate data to determine with which factors customers are more satisfied and to identify the factors making a large contribution to customer satisfaction, this resulted into six factor analyses. This was done to gain an in-depth understanding of the factors that affect customers'

satisfaction, and to determine the aspects with which customers are satisfied at the accommodation establishment under study.

5.3.1. Factor analysis: Level of customer satisfaction with the entire establishment

A factor analysis was conducted on nine items that influence the level of customer satisfaction with the entire establishment to identify the underlying dimensions and to group the variables into factors. Pallant (2010:192) states that, to determine the number of factors to extract, it is necessary to consider a few pieces of information provided in the output.

Through using Kaiser's criterion, only the factors with an Eigenvalue greater than 1.0 are important (Pallant, 2010:192; Field, 2013:688). By following these guidelines, two factors were identified from the nine items according to their similar characteristics. These factors had Eigenvalues greater than 1.0 which is acceptable, and these factors explained 52.18% of the variance (Table 5.9), which is also deemed acceptable. A variance value higher than 60% is sufficient, however, a variance value higher than 50% is acceptable (Field, 2013:688).

The factors with which customers are satisfied in terms of the entire establishment were labelled: customer convenience and up keeping of the establishment. Both factors had loading values of between 0.508 and 0.797, which are considered acceptable. According to Pallant (2010:194), the items must have a loading value above 0.3 to be acceptable. Reliability coefficients (Cronbach's alpha's) were computed to verify the consistency of aspects with each factor and values above 0.7 are considered satisfactory, whilst above 0.5 will suffice (Pallant, 2010:100; Field, 2013:709). All reliability coefficients were relatively high, ranging from 0.609 (the lowest) to 0.711 (the highest).

According to Pallant (2010:192), the Kaiser-Meyer-Olkin measure of sampling adequacy (KMO) and Bartlett's test of sphericity is used to verify whether data is suitable for factor analysis. Pallant (2010:192) further explains that if the KMO value is 0.6 or higher, the Bartlett's value will be significant and will be either 0.5 or lower. Field (2013:685) also states that a KMO value of 0.50 and lower is unacceptable,

higher than 0.50 is barely acceptable and higher than 0.80 is excellent. The Bartlett's test of sphericity was significant ($p < 0.000$) indicating significant correlation between the variables (Field, 2013:685) and the KMO was 0.816, indicated that patterns of correlation are relatively compact and yield distinct and reliable factors (Field, 2013:684). Each item was grouped under the factors where it fits best, since the Cronbach's Alpha coefficient was acceptable it did not deem necessary to remove the items with a low and negative value.

Table 5.9: Factor analysis of the level of customer satisfaction with the entire establishment

The level of customer satisfaction with the entire establishment	Factors loading	Mean value	Cronbach's Alpha	Inter-item Correlation
Factor 1: Customer Convenience		4.40	0.711	0.210
Child-friendliness of this establishment	0.797			
User-friendliness of this establishment's website	0.718			
Signage at this establishment	0.624			
Location of this establishment	0.547			
Convenience of this establishment's booking system	0.508			
Factor 2: Up keeping of the establishment		4.58	0.609	0.259
Maintenance of this establishment	0.742			
Safety and security at this establishment	0.730			
Availability of parking space at this establishment	0.610			
Scenery at this establishment	0.595			
Total variance explained	52.18%			

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 10 iterations.

Factor 1: Customer convenience

This factor consisted of five items: child-friendliness of the establishment, user-friendliness of the website, signage, location, and convenience of the booking system. These items are labelled under customer convenience, because customer convenience can be seen as a one-dimensional quality (Kano *et al.*, 1984) identified in the Kano model (c.f. 2.7.2). Furthermore, if customer convenience is present, it will result in a higher level of customer satisfaction. However, if customer convenience is not present, it will result in a lower level of customer satisfaction at the establishment (Gailevičiūtė, 2011:15; Ghorbani *et al.*, 2013:5471; Shyu *et al.*, 2013:1274; Ek & Çikiş, 2015:402; Csecsur, 2016:18).

The mean value for the customer convenience factor was 4.40, the reliability coefficient was 0.711 and the average inter-item correlation was 0.210. As indicated in Table 5.9, this factor has the lowest mean value ($m = 4.40$) of the two identified factors. This means that customers are slightly less satisfied with convenience at this establishment as opposed to the up keeping of the establishment (factor 2). The factor loading for the items associated with this factor range between 0.508 and 0.797, implying internal consistency of the items.

Factor 2: Up keeping of the establishment

This factor consisted of four items: maintenance of the establishment, safety and security, availability of parking space, and scenery. These items are labelled under up keeping of the establishment. The up keeping of the establishment can be regarded as a must-be quality (Kano *et al.*, 1984) as is identified in the Kano model (c.f. 2.7.3). Up keeping of the establishment does not improve the satisfaction level of customers, but however, if the up keeping of the establishment is not present it will lead to a higher level of customer dissatisfaction because it forms part of the main basis of the product or service at the establishment (Paraschivescu & Cotîrleţ, 2010:118; Gailevičiūtė, 2011:15; Ghorbani *et al.*, 2013:5471; Shyu *et al.*, 2013:1274; Ek & Çikiş, 2015:402; Csecsur, 2016:17).

Table 5.9 indicates that the mean value for this factor was 4.58, the reliability coefficient was 0.609 and the average inter-item correlation was 0.259. This factor also obtained the highest mean value ($m = 4.58$) of the two identified factors. Thus,

customers are slightly more satisfied with the up keeping of the establishment as opposed to the convenience of the establishment (factor 1). The factor loading for the items associated with this factor range between 0.595 and 0.742, implying internal consistency of the items. It is deducted that customers are currently more satisfied with the up keeping of the establishment (factor 2) than customer convenience (factor 1).

5.3.2. Factor analysis: Factors affecting customer satisfaction with the entire establishment

A factor analysis was conducted on nine items regarding the factors affecting customer satisfaction with the entire establishment. By following Kaiser's criterion (Pallant, 2010:192; Field, 2013:688), two factors were identified from the nine items according to their similar characteristics. These factors had an Eigenvalue greater than 1.0 and these factors explained 53.64% of the variance (Table 5.10). The factors that contribute to customer satisfaction in terms of the entire establishment were labelled accessibility of the establishment and user-friendliness of the establishment. The factor loadings for both factors ranged between 0.485 and 0.860. All reliability coefficients were relatively high (Pallant, 2010:100; Field, 2013:709), ranging from 0.650 (the lowest) to 0.782 (the highest). The Bartlett's test of sphericity was significant ($p < 0.000$) and the KMO was 0.711, all of the above is considered as acceptable (Pallant, 2010:192; Field, 2013:684). Each item was grouped under the factors where it fits best, since the Cronbach's Alpha coefficient was acceptable it did not deem necessary to remove the items with a low and negative value.

Table 5.10: Factor analysis of the factors affecting customer satisfaction with the entire establishment

The factors affecting customer satisfaction with the entire establishment	Factors loading	Mean value	Cronbach's Alpha	Inter-item Correlation
Factor 1: Accessibility of the establishment		4.73	0.782	0.254
Signage at this establishment	0.860			
Availability of parking space at this establishment	0.850			

Maintenance of this establishment	0.693			
Convenience of this establishment's booking system	0.648			
Factor 2: User-friendliness of the establishment		4.65	0.650	0.421
Scenery at this establishment	0.882			
Child-friendliness of this establishment	0.651			
User-friendliness of this establishment's website	0.634			
Safety and security at this establishment	0.549			
Location of this establishment	0.485			
Total variance explained				53.64%

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 8 iterations.

Factor 1: Accessibility of the establishment

This factor consisted of four items: signage at this establishment, availability of parking space, maintenance, and convenience of the establishment's booking system. It is thus clear from the results that accessibility of the establishment contributes to customer satisfaction. Previous studies have found that these items which have been labelled under accessibility of the establishment influence customer satisfaction (Mishra, 2010:17; Ramseook-Munhurren *et al.*, 2015:257).

The mean value for the associability factor was 4.73, the reliability coefficient was 0.782 and the average inter-item correlation was 0.254. This factor has the highest mean value ($m = 4.73$) and the items ranged between 0.648 and 0.860, implying internal consistency of the items.

Factor 2: User-friendliness of the establishment

This factor consisted of five items: scenery, child-friendliness, user-friendliness of the establishment's website, safety and security, and the location of this establishment. It

is clear that user-friendliness of the establishment contributes to customer satisfaction. According to Arasli and Baradarani, 2014:1422), Ramseook-Munhurren *et al.* (2015:257) and Ozatac *et al.* (2016:876), these items which have been labelled under user-friendliness of the establishment influence the satisfaction level of customers.

The mean value for this factor was 4.65, the reliability coefficient was 0.650 and the average inter-item correlation was 0.421. This factor has the lowest mean value ($m = 4.65$) and the items ranged between 0.485 and 0.882, implying internal consistency of the items. It is noted that currently accessibility of the establishment (factor 1) is a more important contributor to customer satisfaction than the user-friendliness of the establishment (factor 2).

5.3.3. Factor analysis: Level of customer satisfaction with restaurant facilities

A factor analysis was conducted on 20 items regarding the level of customer satisfaction with restaurant facilities. By following Kaiser's criterion (Pallant, 2010:192; Field, 2013:688), four factors were identified from the 20 items according to their similar characteristics. These factors had Eigenvalues greater than 1.0 which is acceptable, and these factors explained 75.23% of the variance (Table 5.11). The factors with which customers are satisfied in terms of restaurant facilities were labelled responsiveness of restaurant employees, assurance, quality, and payment for restaurant offerings (level). The above items' loading value are between -0.378 and 0.961 and all reliability coefficients were relatively high (Pallant, 2010:100; Field, 2013:709), ranging from 0.672 (the lowest) and 0.964 (the highest). The Bartlett's test of sphericity was significant ($p < 0.000$) and the KMO was 0.897, all of the above is considered as acceptable (Pallant, 2010:192; Field, 2013:684). Each item was grouped under the factors where it fits best, since the Cronbach's Alpha coefficient was acceptable it did not deem necessary to remove the items with a low and negative value.

Table 5.11: Factor analysis of the level of customer satisfaction with restaurant facilities

The level of customer satisfaction with the restaurant facilities	Factors loading	Mean value	Cronbach's Alpha	Inter-item Correlation
Factor 1: Responsiveness		4.63	0.964	0.344
Politeness of the employees at this restaurant	0.961			
Individual attention provided by the employees at this restaurant	0.892			
Helpfulness of the employees at this restaurant	0.877			
Employees' communication skills at this restaurant	0.837			
Attitude of the employees towards customers at this restaurant	0.811			
Flexibility of the employees at this restaurant to meet your needs	0.794			
Overall services offered at this restaurant	0.787			
Professionalism of the employees at this restaurant	0.750			
Promptness of the employees at this restaurant	0.712			
Reliability of the employees at this restaurant	0.708			
Friendliness of the employees at this restaurant	0.705			
Factor 2: Assurance		4.62	0.672	0.590
Number of employees working at this restaurant	0.790			
Employees' appearance at this restaurant	0.602			
Atmosphere at this restaurant	0.351			

Variety of food and beverages offered at this restaurant	-0.378			
Factor 3: Quality		4.62	0.818	0.151
Quality of the food and beverages offered at this restaurant	0.828			
Overall cleanliness of this restaurant	0.819			
Attractiveness of this restaurant	0.808			
Factor 4: Payment for restaurant offerings (level)		4.30	0.643	0.000
Payment facilities at this restaurant	0.844			
Price of the food and beverages offered at this restaurant	0.844			
Total variance explained	75.23%			

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 7 iterations.

Factor 1: Responsiveness

This factor consisted of 11 items: politeness of employees at the restaurant, individual attention provided by employees, helpfulness of employees, employees' communication skills, and attitude of the employees towards customers. Furthermore, flexibility of employees to meet your needs, overall services offered, professionalism of employees, promptness of employees, reliability of employees, and the friendliness of employees.

These items are labelled under responsiveness of restaurant employees, which is defined as the willingness of employees to provide excellent services to improve the level of customer satisfaction (Sekajja, 2006:66; Agbor, 2011:59; Tassiopoulos, 2011:276; Anjum *et al.*, 2016:513; Ara, 2016:90; Ozatac *et al.*, 2016:871). Responsiveness (c.f. 2.8 and 2.9) is also a factor in the SERVQUAL model (Parasuraman *et al.*, 1998), which is needed to evaluate items regarding customers' levels of expectation and perception concerning service quality at an establishment (Markovic & Raspor, 2010:197; Huan *et al.*, 2017:239; Liu *et al.*, 2017:223).

The mean value for this factor was 4.63, the reliability coefficient was 0.964 and the average inter-item correlation was 0.344. It is evident from Table 5.11 that this factor has the highest mean value ($m = 4.63$) of the four identified factors. Therefore, customers are slightly more satisfied with the responsiveness at the restaurant as opposed to assurance (factor 2), quality (factor 3) and payment for restaurant offerings (factor 4). The factor loading for the items associated with this factor range between 0.705 and 0.961, implying internal consistency of the items.

Factor 2: Assurance

This factor consisted of four items: number of employees, employees' appearance, atmosphere, and variety of food and beverages offered. These items are labelled under assurance, which is defined as employees' knowledge, courtesy and ability to motivate trust and confidence in delivering quality services to customers to increase their satisfaction level (Agbor, 2011:10; Tassiopoulos, 2011:276; Anjum *et al.*, 2016:512; Ara, 2016:90). Assurance (c.f. 2.8 and 2.9) also forms part of the SERVQUAL model (Parasuraman *et al.*, 1998), thus, assurance is important to determine whether customers are satisfied with the service delivery they receive at the establishment.

The mean value for this factor was 4.62, the reliability coefficient was 0.672 and the average inter-item correlation was 0.590. It is clear from Table 5.11 that this factor has a central mean value ($m = 4.62$) of the four identified factors. Hence, customers are slightly less satisfied with the assurance at this restaurant as opposed to the responsiveness of staff at the restaurant (factor 1), equally satisfied with quality (factor 3), and slightly more satisfied than with payment for the restaurant's offerings (factor 4). The factor loading for the items associated with this factor range between -0.378 and 0.790, implying internal consistency of the items.

Factor 3: Quality

This factor consisted of three items: quality of the food and beverages offered, overall cleanliness, and attractiveness. These items are labelled under quality because, according to Rajaratnam *et al.* (2014:208), the quality of services and previous experience of services has an influence on the level of customer satisfaction. Quality can also influence an establishment's marketing, because satisfied customers who

have received quality services will spread positive word-of-mouth (Dani, 2014:466; Ihtiyar *et al.*, 2014:492; Ozatac *et al.*, 2016:872).

The mean value for this factor was 4.62, the reliability coefficient was 0.818 and the average inter-item correlation was 0.151. It is noted from Table 5.11 that this factor also has a central mean value ($m = 4.62$) of the four identified factors. Hence, customers are slightly less satisfied with the quality at this restaurant as opposed to the responsiveness at this restaurant (factor 1), equally satisfied with assurance (factor 2), and slightly more satisfied than with payment for this restaurant's offerings (factor 4). The factor loading for the items associated with this factor range between 0.808 and 0.828, implying internal consistency of the items.

Factor 4: Payment for restaurant offerings (level)

This factor consisted of two items: payment facilities and the price of the food and beverages offered. These items are labelled under payment for restaurant offerings. The reason is that, depending on a variety of items including price and payment options, tourists will choose the type of restaurant to use (Kotler, 2001; Poon & Low, 2005; Ivanovic *et al.*, 2009:78). This will influence the satisfaction level of customers, which is crucial for the success of a restaurant (Sukiman *et al.*, 2013:79).

The mean value for this factor was 4.30, the reliability coefficient was 0.643 and the average inter-item correlation was 0.000. It can be seen in Table 5.11 that this factor has the lowest mean value ($m = 4.30$) of the four identified factors. Hence, customers are slightly less satisfied with the payment for restaurant offerings as opposed to responsiveness at this restaurant (factor 1), assurance (factor 2), and quality (factor 3). The factor loading for the items associated with this factor are 0.844, implying internal consistency of the items. It is noted that customers are currently more satisfied with responsiveness (factor 1) than with assurance (factor 2), quality (factor 3) and payment for restaurant offerings (factor 4).

5.3.4. Factor analysis: Factors affecting customer satisfaction with restaurant facilities

A factor analysis was conducted on 20 items relating to the factors affecting customer satisfaction with restaurant facilities. By following Kaiser's criterion (Pallant, 2010:192;

Field, 2013:688), five factors were identified from the 20 items according to their similar characteristics. These factors had Eigenvalues greater than 1.0 and these factors explained 80.47% of the variance (Table 5.12). The factors that contribute to customer satisfaction in terms of restaurant facilities are labelled quality assurance of restaurant offerings, service delivery of restaurant employees, sufficiency of restaurant employees, variety of restaurant offerings, and payment for restaurant offerings (factor). The above items' loading values are between 0.402 and 0.961. All reliability coefficients were relatively high (Pallant, 2010:100; Field, 2013:709), ranging from 0.777 (the lowest) and 0.936 (the highest). The Bartlett's test of sphericity was significant ($p < 0.000$) and the KMO was 0.680, all of the above is considered as acceptable (Pallant, 2010:192; Field, 2013:684). Each item was grouped under the factors where it fits best, since the Cronbach's Alpha coefficient was acceptable it did not deem necessary to remove the items with a low and negative value.

Table 5.12: Factor analysis of factors affecting customer satisfaction with restaurant facilities

The factors affecting customer satisfaction with the restaurant facilities	Factors loading	Mean value	Cronbach's Alpha	Inter-item Correlation
Factor 1: Quality assurance of restaurant offerings		4.81	0.936	0.388
Employees' communication skills at this restaurant	0.961			
Overall cleanliness of this restaurant	0.928			
Reliability of the employees at this restaurant	0.869			
Flexibility of the employees at this restaurant to meet your needs	0.820			
Overall services offered at this restaurant	0.783			
Atmosphere at this restaurant	0.402			
Factor 2: Service delivery of restaurant employees		4.87	0.899	0.556

Attitude of the employees towards customers at this restaurant	0.912			
Professionalism of the employees at this restaurant	0.891			
Helpfulness of the employees at this restaurant	0.749			
Quality of the food and beverages offered at this restaurant	0.744			
Promptness of the employees at this restaurant	0.657			
Friendliness of the employees at this restaurant	0.650			
Politeness of the employees at this restaurant	0.519			
Factor 3: Sufficiency of restaurant employees		4.78	0.777	0.311
Employees' appearance at this restaurant	0.940			
Number of employees working at this restaurant	0.744			
Individual attention provided by the employees at this restaurant	0.505			
Factor 4: Variety of restaurant offerings		4.77	0.610	0.000
Variety of food and beverages offered at this restaurant	0.868			
Attractiveness of this restaurant	0.516			
Factor 5: Payment for restaurant offerings (factor)		4.72	0.734	0.000
Payment facilities at this restaurant	0.598			
Price of the food and beverages offered at this restaurant	0.507			
Total variance explained	80.47%			

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 14 iterations.

Factor 1: Quality assurance of restaurant offerings

This factor consisted of six items: employees' communication skills, overall cleanliness, reliability of employees, flexibility of employees, overall services offered, and the atmosphere at the restaurant. It can be seen that quality assurance of restaurant offerings contributes to customer satisfaction. Previous studies have found that these items, which have been labelled under quality assurance of restaurant offerings, influence customer satisfaction (Arasli & Baradarani, 2014:1422; Ramseook-Munhurren *et al.*, 2015:256; Ara, 2016:91).

The mean value for this factor was 4.81, the reliability coefficient was 0.936 and the average inter-item correlation was 0.388. This factor has the second highest mean value ($m = 4.81$) and the items range between 0.402 and 0.961, implying internal consistency of the items.

Factor 2: Service delivery of restaurant employees

This factor consisted of seven items: attitude of the employees towards customers, professionalism of employees, helpfulness of employees, quality of the food and beverages offered, promptness of employees, friendliness of employees, and the politeness of employees. It is clear that service delivery of restaurant employees contributes to customer satisfaction. Previous studies have found that these items, which have been labelled under service delivery of restaurant employees, influence customer satisfaction (Sekajja, 2006:72; Arasli & Baradarani, 2014:1423; Ramseook-Munhurren *et al.*, 2015:257; & Ara, 2016:92).

The mean value for this factor was 4.87, the reliability coefficient was 0.899 and the average inter-item correlation was 0.556. This factor has the highest mean value ($m = 4.87$) and the items range between 0.519 and 0.912, implying internal consistency of the items.

Factor 3: Sufficiency of restaurant employees

This factor consisted of three items: employees' appearance, number of employees, and individual attention provided by employees. It is clear that sufficiency of restaurant employees contributes to customer satisfaction. Previous studies have also found that

these items which have been labelled under sufficiency of restaurant employees influence customer satisfaction (Sekajja, 2006:67; Ara, 2016:91).

The mean value for this factor was 4.78, the reliability coefficient was 0.777 and the average inter-item correlation was 0.311. This factor has a central mean value ($m = 4.78$) and the items range between 0.505 and 0.940, implying internal consistency of the items.

Factor 4: Variety of restaurant offerings

This factor consisted of two items: variety of food and beverages offered and the attractiveness of the restaurant. It is clear that variety of restaurant offerings contributes to customer satisfaction. Ramseook-Munhurren *et al.* (2015:257) supports this factor and states that variety of restaurant offerings influences customer satisfaction.

The mean value for this factor was 4.77, the reliability coefficient was 0.610 and the average inter-item correlation was 0.000. This factor has the second lowest mean value ($m = 4.77$) and the items range between 0.516 and 0.868, implying internal consistency of the items.

Factor 5: Payment for restaurant offerings (factor)

This factor consisted of two items: payment facilities at the restaurant and price of the food and beverages offered. It is clear that payment for restaurant offerings contributes to customer satisfaction. Previous studies agree with this factor and have found that payment for restaurant offerings influences customer satisfaction (Mishra, 2010:15; Arasli & Baradarani, 2014:1421)

The mean value for this factor was 4.72, the reliability coefficient was 0.734 and the average inter-item correlation was 0.000. This factor has the lowest mean value ($m = 4.72$) and the items range between 0.507 and 0.598, implying internal consistency of the items. Service delivery of restaurant employees (factor 2) is currently a more important contributor to customer satisfaction than quality assurance of restaurant offerings (factor 1), sufficiency of restaurant employees (factor 3), variety of restaurant offerings (factor 4) and payment for restaurant offerings (factor 5).

5.3.5. Factor analysis: Level of customer satisfaction with accommodation facilities

A factor analysis was conducted on 22 items regarding the level of customer satisfaction with accommodation facilities. By following Kaiser's criterion (Pallant, 2010:192; Field, 2013:688), four factors were identified from the 22 items according to their similar characteristics. These factors had Eigenvalues greater than 1.0 and these factors explained 75.89% of the variance (Table 5.13). The factors with which customers are satisfied in terms of accommodation facilities are labelled service delivery by hotel employees, ambience of the hotel, payment for hotel services, and quality of hotel rooms. The above items' loading values are between -0.470 and 0.980. All reliability coefficients were relatively high (Pallant, 2010:100; Field, 2013:709), ranging from 0.632 (the lowest) to 0.972 (the highest). The Bartlett's test of sphericity was significant ($p < 0.000$) and the KMO was 0.972, all of the above is considered as acceptable (Pallant, 2010:192; Field, 2013:684). Each item was grouped under the factors where it fits best, since the Cronbach's Alpha coefficient was acceptable it did not deem necessary to remove the items with a low and negative value.

Table 5.13: Factor analysis of the level of customer satisfaction with accommodation facilities

The level of customer satisfaction with the accommodation facilities	Factors loading	Mean value	Cronbach's Alpha	Inter-item Correlation
Factor 1: Service delivery by hotel employees		4.64	0.972	0.417
Attitude of the employees towards the customers at this accommodation establishment	0.980			
Professionalism of the employees at this accommodation establishment	0.945			
Promptness of the employees at this accommodation establishment	0.934			
Reliability of the employees at this accommodation establishment	0.898			
Employees' communication skills at this accommodation establishment	0.872			

Number of employees working at this accommodation establishment	0.845			
Helpfulness of the employees at this accommodation establishment	0.826			
Effectiveness of the check-in and check-out procedures at this accommodation establishment	0.798			
Employees' appearance at this accommodation establishment	0.704			
Overall service offered at this accommodation establishment	0.669			
Individual attention provided by the employees at this accommodation establishment	0.636			
Politeness of the employees at this accommodation establishment	0.596			
Flexibility of the employees at this accommodation establishment to meet your needs	0.579			
Friendliness of the employees at this accommodation establishment	0.532			
Factor 2: Ambience of the hotel		4.52	0.663	0.168
Attractiveness of this accommodation establishment	0.831			
Quality of the rooms at this accommodation establishment	0.828			
Atmosphere at this accommodation establishment	0.441			
Factor 3: Payment for hotel services		4.45	0.632	0.000
Price of the accommodation	0.790			
Payment facilities at this accommodation establishment	0.760			
Factor 4: Quality of hotel rooms		4.51	0.711	0.165

Size of the rooms at this accommodation establishment	-0.470			
Overall cleanliness of this accommodation establishment	-0.551			
Room service at this accommodation establishment	-0.667			
Total variance explained	75.89%			

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 22 iterations.

Factor 1: Service delivery by hotel employees

This factor consisted of 14 items: attitude of employees at, professionalism of employees, promptness of employees, reliability of employees, employee's communication skills, number of employees, helpfulness of employees, effectiveness of the check-in and check-out procedures, employees' appearance, the overall services offered, individual attention, politeness of employees, flexibility of employees to meet a customer's needs, and friendliness of employees at.

These items are labelled under service delivery by hotel employees, because the service rendered by hotel employees can be applied to the disconfirmation theory (c.f. 2.6.1). The theory implies that customers compare a new product or service experience with a standard that they have developed (Mill, 2011:8). The level of customers' satisfaction depends on direct experience with a product or service, how well it measures up to a standard, and through comparing perceptions against expectations (Prakasam, 2010:97; Mill, 2011:8). Therefore, the way in which employees deliver services to customers has an effect on the satisfaction of customers at any accommodation establishment, due to the direct experience customers have with employees.

The mean value for this factor was 4.64, the reliability coefficient was 0.972 and the average inter-item correlation was 0.417. It can be seen from Table 5.13 that this factor has the highest mean value ($m = 4.64$) of the four identified factors. This means that customers are slightly more satisfied with the service delivery at the hotel as opposed

to the ambience of the hotel (factor 2), payment for hotel services (factor 3) and the quality of hotel rooms (factor 4). The factor loadings for the items associated with this factor range between 0.532 and 0.980, implying internal consistency of the items.

Factor 2: Ambience of the hotel

This factor consisted of three items: attractiveness of the accommodation establishment, quality of the rooms, and the atmosphere. These items are labelled under ambience of the hotel, because ambience of a hotel can also be seen as an attractive quality (c.f.2.7.1). Ambience is important for the satisfaction level of customers at an establishment and, if present, it will let the customers feel excited and ensure a higher level of satisfaction. However, if ambience is absent, it will not leave a customer with a low level of satisfaction. The ambience of a hotel is not required or expected by customers and is used as a tool to ensure differentiation in products or services of accommodation establishments (Paraschivescu & Cotîrleţ, 2010:118; Gailevičiūtė, 2011:15; Ghorbani *et al.*, 2013:5471; Shyu *et al.*, 2013:1274; Ek & Çikiş, 2015:402; Csecsur, 2016:17).

The mean value for this factor was 4.52, the reliability coefficient was 0.663 and the average inter-item correlation was 0.168. According to Table 5.13, this factor has the second highest mean value ($m = 4.52$) of the four identified factors. Thus, customers are slightly more satisfied with the ambience of the hotel as opposed to payment for hotel services (factor 3) and the quality of hotel rooms (factor 4), and slightly less satisfied than with service delivery by hotel employees (factor 1). The factor loading for the items associated with this factor ranges between 0.441 and 0.837, implying internal consistency of the items.

Factor 3: Payment for hotel services

This factor consisted of two items: price of the accommodation, and payment. These items are labelled under payment for hotel services. As stated, depending on a variety of items, including price and payment options, tourists will choose the type of restaurant to use (Kotler, 2001; Poon & Low, 2005; Ivanovic *et al.*, 2009:78). This will influence the satisfaction level of customers, which is crucial for the success of any accommodation establishment (Sukiman *et al.*, 2013:79).

The mean value for this factor was 4.45, the reliability coefficient was 0.632 and the average inter-item correlation was 0.000. Table 5.13 shows that this factor has the lowest mean value ($m = 4.45$) of the four identified factors. Therefore, customers are slightly less satisfied with payment for hotel services as opposed to service delivery by hotel employees (factor 1), ambience of the hotel (factor 2) and the quality of hotel rooms (factor 4). The factor loading for the items associated with this factor ranges between 0.760 and 0.790, implying internal consistency of the items.

Factor 4: Quality of hotel rooms

This factor consisted of three items: size of the rooms, overall cleanliness, and room services. These items are labelled under quality of hotel rooms, because the quality of hotel rooms can be applied to the generalised negativity theory (Carlsmith & Aronson, 1963). This theory implies that customers will be dissatisfied (c.f. 2.6.5) if the quality of their rooms is lower than their expectations (Peyton *et al.*, 2003:44).

The mean value for this factor was 4.51, the reliability coefficient was 0.711 and the average inter-item correlation was 0.165. It is evident from Table 5.13 that this factor has the second lowest mean value ($m = 4.51$) of the four identified factors. Hence, customers are slightly less satisfied with the quality of hotel rooms as opposed to service delivery by hotel employees (factor 1) and the ambience of the hotel (factor 2), and slightly more satisfied than payment for hotel services (factor 3). The factor loading for the items associated with this factor ranges between -0.667 and -0.470, implying internal consistency of the items. It is clear that customers are currently more satisfied with service delivery by hotel employees (factor 1) than with ambience of the hotel (factor 2), payment for hotel services (factor 3), and the quality of hotel rooms (factor 4).

5.3.6. Factor analysis: Factors affecting customer satisfaction with accommodation facilities

A factor analysis was conducted on 22 items regarding the factors affecting customer satisfaction with the accommodation establishment. By following Kaiser's criterion (Pallant, 2010:192; Field, 2013:688), four factors were identified from the 22 items according to their similar characteristics. All four factors had Eigenvalues greater than 1.0 and these factors explained 80.90% of the variance (Table 5.14). The factors that

contribute to customer satisfaction in terms of accommodation facilities are labelled employees' ability to deliver reliable services, effectiveness of hotel employees, convenience of hotel services, and responsiveness of hotel employees. The above items' loading values are between -0.402 and 1.057. All reliability coefficients were relatively high (Pallant, 2010:100; Field, 2013:709), ranging from 0.684 (the lowest) to 1.057 (the highest). The Bartlett's test of sphericity was significant ($p < 0.000$) and the KMO was 0.863, all of the above is considered as acceptable (Pallant, 2010:192; Field, 2013:684). Each item was grouped under the factors where it fits best, since the Cronbach's Alpha coefficient was acceptable it did not deem necessary to remove the items with a low and negative value.

Table 5.14: Factor analysis of factors affecting customer satisfaction with accommodation facilities

The factors affecting customer satisfaction with the accommodation facilities	Factors loading	Mean value	Cronbach's Alpha	Inter-item Correlation
Factor 1: Employees' ability to deliver reliable services		4.87	0.966	0.202
Overall cleanliness of this accommodation establishment	1.057			
Reliability of the employees at this accommodation establishment	0.813			
Promptness of the employees at this accommodation establishment	0.800			
Quality of the rooms at this accommodation establishment	0.766			
Employees' appearance at this accommodation establishment	0.693			
Attractiveness of this accommodation establishment	0.591			
Employees' communication skills at this accommodation establishment	0.573			

Overall service offered at this accommodation establishment	0.546			
Factor 2: Effectiveness of hotel employees		4.78	0.794	0.065
Effectiveness of the check-in and check-out procedures at this accommodation establishment	0.853			
Number of employees working at this accommodation establishment	0.807			
Individual attention provided by the employees at this accommodation establishment	0.711			
Factor 3: Convenience of hotel's services		4.70	0.684	0.282
Price of the accommodation	0.950			
Size of the rooms at this accommodation establishment	0.670			
Room service at this accommodation establishment	0.665			
Factor 4: Responsiveness of hotel employees		4.89	0.968	0.365
Flexibility of the employees at this accommodation establishment to meet your needs	-0.924			
Helpfulness of the employees at this accommodation establishment	-0.920			
Professionalism of the employees at this accommodation establishment	-0.892			
Payment facilities at this accommodation establishment	-0.852			
Attitude of the employees towards the customers at this accommodation establishment	-0.825			
Politeness of the employees at this accommodation establishment	-0.591			

Atmosphere at this accommodation establishment	-0.584			
Friendliness of the employees at this accommodation establishment	-0.402			
Total variance explained	80.90%			

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 15 iterations.

Factor 1: Employees' ability to deliver reliable services

This factor consisted of eight items: overall cleanliness, reliability of employees, promptness of employees, quality of the rooms, employees' appearance, attractiveness of the establishment, employees' communication skills, and the overall services offered. The results obtained indicate that employees' ability to deliver reliable services contributes to customer satisfaction. This factor is consistent with the findings of Arasli and Baradarani (2014:1422) who found that employees' ability to deliver reliable services influences customer satisfaction.

The mean value for this factor was 4.87, the reliability coefficient was 0.966 and the average inter-item correlation was 0.202. This factor has the second highest mean value ($m = 4.87$) and the items range between 0.546 and 1.057, implying internal consistency of the items.

Factor 2: Effectiveness of hotel employees

This factor consisted of three items: effectiveness of the check-in and check-out procedures, number of employees, and the individual attention provided by. It is clear that effectiveness of hotel employees contributes to customer satisfaction. Previous studies have found that these items which have been labelled under effectiveness of hotel employees influences customer satisfaction (Sekajja, 2006:72; Arasli & Baradarani, 2014:1423; Ramseook-Munhurren *et al.*, 2015:257; Ara, 2016:92).

The mean value for this factor was 4.78, the reliability coefficient was 0.794 and the average inter-item correlation was 0.065. This factor has the second lowest mean

value ($m = 4.78$) and the items range between 0.711 and 0.853, implying internal consistency of the items.

Factor 3: Convenience of hotel services

This factor consisted of three items: price, size of the rooms, and room services. It is clear that convenience of hotel services contributes to customer satisfaction. Arasli and Baradarani (2014:1423), agrees that these items which have been labelled under convenience of hotel's services influence customer satisfaction.

The mean value for this factor was 4.70, the reliability coefficient was 0.684 and the average inter-item correlation was 0.282. This factor has the lowest mean value ($m = 4.70$) and the items range between 0.665 and 0.950, implying internal consistency of the items.

Factor 4: Responsiveness of hotel employees

This factor consisted of eight items: flexibility of employees, helpfulness of employees, professionalism of employees, payment facilities, attitude of employees, politeness of employees, atmosphere, and friendliness of employees. It is clear that responsiveness of hotel employees contributes to customer satisfaction. Previous studies have found that these items, which have been labelled under responsiveness of hotel employees, have an influence on customer satisfaction (Sekajja, 2006:66; Ramseook-Munhurren *et al.*, 2015:256; Ara, 2016:90).

The mean value for this factor was 4.89, the reliability coefficient was 0.968 and the average inter-item correlation was 0.365. This factor has the highest mean value ($m = 4.89$) and the items range between -0.402 and -0.924, implying internal consistency of the items. Responsiveness of hotel employees (factor 4) is currently a more important contributor to customer satisfaction than employees' ability to deliver reliable services (factor 1), effectiveness of hotel employees (factor 2) and convenience of hotel's services (factor 3).

5.3.7. Summary of the six factor analyses

There are a variety of factors that have an effect on customer satisfaction, and also factors that contribute to the satisfaction of customers at an accommodation

establishment, including the restaurant and accommodation facilities. This implies that accommodation establishments must manage these factors effectively in order to improve their customer satisfaction. Table 5.15 provides a summary of these factors.

Table 5.15: Summary of the factor analyses and the objectives of this study

Factors with which customers are satisfied in terms of the entire establishment	
1.	Customer convenience
2.	Up keeping of the establishment
Factors that contribute to customer satisfaction in terms of the entire establishment	
3.	Accessibility of the establishment
4.	User-friendliness of the establishment
Factors with which customers are satisfied in terms of restaurant facilities	
5.	Responsiveness
6.	Assurance
7.	Quality
8.	Payment for restaurant offerings (level)
Factors that contribute to customer satisfaction in terms of restaurant facilities	
9.	Quality assurance of restaurant offerings
10.	Service delivery of restaurant employees
11.	Sufficiency of restaurant employees
12.	Variety of restaurant offerings
13.	Payment for restaurant offerings (factor)
Factors with which customers are satisfied in terms of accommodation facilities	
14.	Service delivery by hotel employees
15.	Ambience of the hotel
16.	Payment for hotel services
17.	Quality of hotel rooms
Factors that contribute to customer satisfaction in terms of accommodation facilities	
18.	Employees' ability to deliver reliable services
19.	Effectiveness of hotel employees
20.	Convenience of hotel's services
21.	Responsiveness of hotel employees

The next section deals with the Spearman Rank Order Correlations.

5.3.8. Relationship between customer satisfaction factors and selected variables

It is important to determine the factors that affect the satisfaction level of customers at an accommodation establishment, as well as to understand the relationship between them and two selected demographic variables, such as age (Rashid *et al.*, 2014:457). A clear understanding of these relationships will allow accommodation establishments and other establishments to increase their customer satisfaction level. It will also provide an establishment with a variety of advantages, such as loyal customers and an increase in income.

Spearman Rank Order Correlations were calculated to determine the strength and direction of linear relationships between the different customer satisfaction factors and trip related variables, such as duration of stay, expectations met and expectations exceeded. A correlation of 0 indicates no relationship; a correlation of 1 shows a perfect positive relationship and a correlation of -1 shows a perfect negative relationship (Pallant, 2010:134). Cohen's (1988) guidelines were used for interpretation: small rho = <0.10, medium rho = >0.10, and large rho = >0.50. According to Thompson (2001:82), we should avoid "merely being stupid in another metric" by interpreting effect sizes with the same rigidity that $\alpha = 0.05$ has been applied to statistical tests. The results of the Spearman Rank Order Correlations are discussed next.

5.3.8.1. Correlations between customer satisfaction factors

Spearman rank Order Correlations were calculated to determine the relationship between the factors with which customers are satisfied and the factors which customers regard as important contributors to their satisfaction level. All the factors were compared with each other, in order to gain a better understanding of how they impact each other. The results of the Spearman Rank Order Correlation (correlation is significant at the 0.01 level) between the different customer satisfaction factors indicate significant ($p \leq 0.05$) positive correlation between the majority of the customer satisfaction factors (Pallant, 2010:134). Table 5.16 indicates medium to large correlations between all customer satisfaction factors (N=100).

Table 5.16: Correlation between customer satisfaction factors

Customer satisfaction factors (N=100)		Customer convenience	Up keeping of the establishment	Accessibility of the establishment	User-friendliness of the establishment	Responsiveness	Assurance	Quality	Payment for restaurant offerings (level)	Quality assurance of restaurant offerings	Service delivery of restaurant employees	Sufficiency of restaurant employees	Variety of restaurant offerings	Payment for restaurant offerings (factors)	Service delivery by hotel employees	Ambience of the hotel	Payment for hotel services	Quality of hotel rooms	Employees' ability to deliver reliable service	Effectiveness of hotel employees	Convenience of hotel's services	Responsiveness of hotel employees
Customer convenience	Correlation Coefficient		.534**	.452**	.524**	.550**	.638**	.541**	.635**	.428**	.457**	.374**	.404**	.417**	.625**	.429**	.608**	.621**	.454**	.450**	.372**	.465**
	Sig. (2-tailed)		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
Up keeping of the establishment	Correlation Coefficient	.534**		.316**	.284**	.620**	.611**	.631**	.512**	.351**	.490**	.346**	.296**	.392**	.664**	.643**	.413**	.527**	.323**	.369**	.273**	.349**
	Sig. (2-tailed)	0.000		0.001	0.004	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.003	0.000	0.000	0.000	0.000	0.000	0.001	0.000	0.006	0.000

Customer satisfaction factors (N=100)		Customer convenience	Up keeping of the establishment	Accessibility of the establishment	User-friendliness of the establishment	Responsiveness	Assurance	Quality	Payment for restaurant offerings (level)	Quality assurance of restaurant offerings	Service delivery of restaurant employees	Sufficiency of restaurant employees	Variety of restaurant offerings	Payment for restaurant offerings (factors)	Service delivery by hotel employees	Ambience of the hotel	Payment for hotel services	Quality of hotel rooms	Employees' ability to deliver reliable service	Effectiveness of hotel employees	Convenience of hotel's services	Responsiveness of hotel employees
Accessibility of the establishment	Correlation Coefficient	.452**	.316**		.566**	.395**	.376**	.406**	.338**	.620**	.525**	.664**	.617**	.621**	.457**	.334**	.343**	.476**	.528**	.526**	.565**	.574**
	Sig. (2-tailed)	0.000	0.001		0.000	0.000	0.000	0.000	0.001	0.000	0.000	0.000	0.000	0.000	0.000	0.001	0.000	0.000	0.000	0.000	0.000	0.000
User-friendliness of the establishment	Correlation Coefficient	.524**	.284**	.566**		.335**	.323**	.341**	.310**	.585**	.440**	.519**	.683**	.605**	.397**	.216*	.311**	.390**	.381**	.369**	.355**	.426**
	Sig. (2-tailed)	0.000	0.004	0.000		0.001	0.001	0.001	0.002	0.000	0.000	0.000	0.000	0.000	0.000	0.031	0.002	0.000	0.000	0.000	0.000	0.000

Customer satisfaction factors (N=100)		Customer convenience	Up keeping of the establishment	Accessibility of the establishment	User-friendliness of the establishment	Responsiveness	Assurance	Quality	Payment for restaurant offerings (level)	Quality assurance of restaurant offerings	Service delivery of restaurant employees	Sufficiency of restaurant employees	Variety of restaurant offerings	Payment for restaurant offerings (factors)	Service delivery by hotel employees	Ambience of the hotel	Payment for hotel services	Quality of hotel rooms	Employees' ability to deliver reliable service	Effectiveness of hotel employees	Convenience of hotel's services	Responsiveness of hotel employees
Responsiveness	Correlation Coefficient	.550**	.620**	.395**	.335**		.727**	.665**	.570**	.464**	.550**	.488**	.390**	.454**	.819**	.626**	.547**	.567**	.420**	.455**	.296**	.433**
	Sig. (2-tailed)	0.000	0.000	0.000	0.001		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.003	0.000
Assurance	Correlation Coefficient	.638**	.611**	.376**	.323**	.727**		.752**	.515**	.420**	.524**	.436**	.380**	.443**	.773**	.648**	.503**	.655**	.425**	.382**	.209*	.420**
	Sig. (2-tailed)	0.000	0.000	0.000	0.001	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.037	0.000
Quality	Correlation Coefficient	.541**	.631**	.406**	.341**	.665**	.752**		.503**	.432**	.572**	.510**	.422**	.459**	.647**	.582**	.434**	.594**	.456**	.390**	.304**	.475**
	Sig. (2-tailed)	0.000	0.000	0.000	0.001	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.002	0.000

Customer satisfaction factors (N=100)		Customer convenience	Up keeping of the establishment	Accessibility of the establishment	User-friendliness of the establishment	Responsiveness	Assurance	Quality	Payment for restaurant offerings (level)	Quality assurance of restaurant offerings	Service delivery of restaurant employees	Sufficiency of restaurant employees	Variety of restaurant offerings	Payment for restaurant offerings (factors)	Service delivery by hotel employees	Ambience of the hotel	Payment for hotel services	Quality of hotel rooms	Employees' ability to deliver reliable service	Effectiveness of hotel employees	Convenience of hotel's services	Responsiveness of hotel employees
Payment for restaurant offerings (level)	Correlation Coefficient	.635**	.512**	.338**	.310**	.570**	.515**	.503**		.297**	.430**	.254*	.265**	.331**	.591**	.432**	.695**	.602**	.347**	.305**	.285**	.376**
	Sig. (2-tailed)	0.000	0.000	0.001	0.002	0.000	0.000	0.000		0.003	0.000	0.011	0.008	0.001	0.000	0.000	0.000	0.000	0.000	0.002	0.004	0.000
Quality assurance of restaurant offerings	Correlation Coefficient	.428**	.351**	.620**	.585**	.464**	.420**	.432**	.297**		.768**	.881**	.896**	.766**	.459**	.310**	.313**	.349**	.676**	.539**	.579**	.688**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.003		0.000	0.000	0.000	0.000	0.000	0.002	0.002	0.000	0.000	0.000	0.000	0.000

Customer satisfaction factors (N=100)		Customer convenience	Up keeping of the establishment	Accessibility of the establishment	User-friendliness of the establishment	Responsiveness	Assurance	Quality	Payment for restaurant offerings (level)	Quality assurance of restaurant offerings	Service delivery of restaurant employees	Sufficiency of restaurant employees	Variety of restaurant offerings	Payment for restaurant offerings (factors)	Service delivery by hotel employees	Ambience of the hotel	Payment for hotel services	Quality of hotel rooms	Employees' ability to deliver reliable service	Effectiveness of hotel employees	Convenience of hotel's services	Responsiveness of hotel employees
Service delivery of restaurant employees	Correlation Coefficient	.457**	.490**	.525**	.440**	.550**	.524**	.572**	.430**	.768**		.731**	.652**	.717**	.549**	.390**	.434**	.462**	.659**	.544**	.475**	.680**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Sufficiency of restaurant employees	Correlation Coefficient	.374**	.346**	.664**	.519**	.488**	.436**	.510**	.254*	.881**	.731**		.798**	.725**	.491**	.322**	.328**	.409**	.694**	.616**	.567**	.636**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.011	0.000	0.000		0.000	0.000	0.000	0.001	0.001	0.000	0.000	0.000	0.000	0.000

Customer satisfaction factors (N=100)		Customer convenience	Up keeping of the establishment	Accessibility of the establishment	User-friendliness of the establishment	Responsiveness	Assurance	Quality	Payment for restaurant offerings (level)	Quality assurance of restaurant offerings	Service delivery of restaurant employees	Sufficiency of restaurant employees	Variety of restaurant offerings	Payment for restaurant offerings (factors)	Service delivery by hotel employees	Ambience of the hotel	Payment for hotel services	Quality of hotel rooms	Employees' ability to deliver reliable service	Effectiveness of hotel employees	Convenience of hotel's services	Responsiveness of hotel employees
Variety of restaurant offerings	Correlation Coefficient	.404**	.296**	.617**	.683**	.390**	.380**	.422**	.265**	.896**	.652**	.798**		.782**	.383**	.330**	.276**	.354**	.527**	.389**	.473**	.563**
	Sig. (2-tailed)	0.000	0.003	0.000	0.000	0.000	0.000	0.000	0.008	0.000	0.000	0.000		0.000	0.000	0.001	0.005	0.000	0.000	0.000	0.000	
Payment for restaurant offerings (factor)	Correlation Coefficient	.417**	.392**	.621**	.605**	.454**	.443**	.459**	.331**	.766**	.717**	.725**	.782**		.467**	.404**	.343**	.384**	.514**	.448**	.476**	.559**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.001	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000	

Customer satisfaction factors (N=100)		Customer convenience	Up keeping of the establishment	Accessability of the establishment	User-friendliness of the establishment	Responsiveness	Assurance	Quality	Payment for restaurant offerings (level)	Quality assurance of restaurant offerings	Service delivery of restaurant employees	Sufficiency of restaurant employees	Variety of restaurant offerings	Payment for restaurant offerings (factors)	Service delivery by hotel employees	Ambience of the hotel	Payment for hotel services	Quality of hotel rooms	Employees' ability to deliver reliable service	Effectiveness of hotel employees	Convenience of hotel's services	Responsiveness of hotel employees
Service delivery of hotel employees	Correlation Coefficient	.625**	.664**	.457**	.397**	.819**	.773**	.647**	.591**	.459**	.549**	.491**	.383**	.467**		.664**	.610**	.711**	.473**	.505**	.346**	.469**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000
Ambience of the hotel	Correlation Coefficient	.429**	.643**	.334**	.216*	.626**	.648**	.582**	.432**	.310**	.390**	.322**	.330**	.404**	.664**		.397**	.551**	.337**	.282**	.195	.345**
	Sig. (2-tailed)	0.000	0.000	0.001	0.031	0.000	0.000	0.000	0.000	0.002	0.000	0.001	0.001	0.000	0.000		0.000	0.000	0.001	0.004	0.052	0.000
Payment for hotel services	Correlation Coefficient	.608**	.413**	.343**	.311**	.547**	.503**	.434**	.695**	.313**	.434**	.328**	.276**	.343**	.610**	.397**		.583**	.318**	.317**	.306**	.341**
	Sig. (2-tailed)	0.000	0.000	0.000	0.002	0.000	0.000	0.000	0.000	0.002	0.000	0.001	0.005	0.000	0.000	0.000		0.000	0.001	0.001	0.002	0.001

Customer satisfaction factors (N=100)		Customer convenience	Up keeping of the establishment	Accessibility of the establishment	User-friendliness of the establishment	Responsiveness	Assurance	Quality	Payment for restaurant offerings (level)	Quality assurance of restaurant offerings	Service delivery of restaurant employees	Sufficiency of restaurant employees	Variety of restaurant offerings	Payment for restaurant offerings (factors)	Service delivery by hotel employees	Ambience of the hotel	Payment for hotel services	Quality of hotel rooms	Employees' ability to deliver reliable service	Effectiveness of hotel employees	Convenience of hotel's services	Responsiveness of hotel employees
Quality of hotel rooms	Correlation Coefficient	.621**	.527**	.476**	.390**	.567**	.655**	.594**	.602**	.349**	.462**	.409**	.354**	.384**	.711**	.551**	.583**		.346**	.399**	.449**	.337**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.001
Employees' ability to deliver reliable service	Correlation Coefficient	.454**	.323**	.528**	.381**	.420**	.425**	.456**	.347**	.676**	.659**	.694**	.527**	.514**	.473**	.337**	.318**	.346**		.793**	.608**	.946**
	Sig. (2-tailed)	0.000	0.001	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.001	0.001	0.000		0.000	0.000	0.000

Customer satisfaction factors (N=100)		Customer convenience	Up keeping of the establishment	Accessibility of the establishment	User-friendliness of the establishment	Responsiveness	Assurance	Quality	Payment for restaurant offerings (level)	Quality assurance of restaurant offerings	Service delivery of restaurant employees	Sufficiency of restaurant employees	Variety of restaurant offerings	Payment for restaurant offerings (factors)	Service delivery by hotel employees	Ambience of the hotel	Payment for hotel services	Quality of hotel rooms	Employees' ability to deliver reliable service	Effectiveness of hotel employees	Convenience of hotel's services	Responsiveness of hotel employees
Effectiveness of hotel employees	Correlation Coefficient	.450**	.369**	.526**	.369**	.455**	.382**	.390**	.305**	.539**	.544**	.616**	.389**	.448**	.505**	.282**	.317**	.399**	.793**		.541**	.722**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.002	0.000	0.000	0.000	0.000	0.000	0.000	0.004	0.001	0.000	0.000		0.000	0.000
Convenience of hotel's services	Correlation Coefficient	.372**	.273**	.565**	.355**	.296**	.209*	.304**	.285**	.579**	.475**	.567**	.473**	.476**	.346**	.195	.306**	.449**	.608**	.541**		.657**
	Sig. (2-tailed)	0.000	0.006	0.000	0.000	0.003	0.037	0.002	0.004	0.000	0.000	0.000	0.000	0.000	0.000	0.052	0.002	0.000	0.000	0.000		0.000

Customer satisfaction factors (N=100)		Customer convenience	Up keeping of the establishment	Accessibility of the establishment	User-friendliness of the establishment	Responsiveness	Assurance	Quality	Payment for restaurant offerings (level)	Quality assurance of restaurant offerings	Service delivery of restaurant employees	Sufficiency of restaurant employees	Variety of restaurant offerings	Payment for restaurant offerings (factors)	Service delivery by hotel employees	Ambience of the hotel	Payment for hotel services	Quality of hotel rooms	Employees' ability to deliver reliable service	Effectiveness of hotel employees	Convenience of hotel's services	Responsiveness of hotel employees
Responsiveness of hotel employees	Correlation Coefficient	.465**	.349**	.574**	.426**	.433**	.420**	.475**	.376**	.688**	.680**	.636**	.563**	.559**	.469**	.345**	.341**	.337**	.946**	.722**	.657**	
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.001	0.001	0.000	0.000	0.000	

***. Correlation is significant at the 0.01 level (2-tailed).*

**. Correlation is significant at the 0.05 level (2-tailed).*

5.3.8.1.1. Correlations for the aspect customer convenience at the establishment

Table 5.16 shows that the level of customer satisfaction with customer convenience at the establishment, has a medium positive correlation with the following factors which contribute to customer satisfaction:

- Accessibility of the establishment, this is statistically significant ($\rho = 0.452$, $p = 0.000$).
- Quality assurance of restaurant offerings, this is statistically significant ($\rho = 0.428$, $p = 0.000$).
- Service delivery of restaurant employees, this is statistically significant ($\rho = 0.457$, $p = 0.000$).
- Sufficiency of restaurant employees, this is statistically significant ($\rho = 0.374$, $p = 0.000$).
- Variety of restaurant offerings, this is statistically significant ($\rho = 0.404$, $p = 0.000$).
- Payment for restaurant offerings (factor), this is statistically significant ($\rho = 0.417$, $p = 0.000$).
- Employees' ability to deliver reliable services at the hotel, this is statistically significant ($\rho = 0.454$, $p = 0.000$).
- Effectiveness of hotel employees, this is statistically significant ($\rho = 0.450$, $p = 0.000$).
- Convenience of hotel's services, this is statistically significant ($\rho = 0.372$, $p = 0.000$).
- Responsiveness of hotel employees, this is statistically significant ($\rho = 0.465$, $p = 0.000$).

These correlations indicate that customers who are satisfied with the customer convenience at the establishment also regard factors which includes accessibility of the establishment, quality assurance of restaurant offerings and service delivery by restaurant employees as important contributors to customer satisfaction.

Table 5.16 indicates that the level of customer satisfaction with customer convenience at the establishment, has a medium positive correlation with the following level of customer satisfaction:

- Ambience of the hotel, this is statistically significant ($\rho = 0.429$, $p = 0.000$).

This correlation indicates that customers who are satisfied with the customer convenience at the establishment are also satisfied with the factor ambience of the hotel.

Table 5.16 shows that the level of customer satisfaction with customer convenience at the establishment, has a large positive correlation with the following factor which contributes to customer satisfaction:

- User-friendliness of the establishment, this is statistically significant ($\rho = 0.524$, $p = 0.000$).

This correlation indicates that customers who are satisfied with the customer convenience at the establishment also regard the factor user-friendliness of the establishment as an important contributor to customer satisfaction.

Table 5.16 shows that the level of customer satisfaction with customer convenience at the establishment, has a large positive correlation with the following levels:

- Up keeping of the establishment, this is statistically significant ($\rho = 0.534$, $p = 0.000$).
- Responsiveness at the restaurant, this is statistically significant ($\rho = 0.550$, $p = 0.000$).
- Assurance at the restaurant, this is statistically significant ($\rho = 0.638$, $p = 0.000$).
- Quality at the restaurant, this is statistically significant ($\rho = 0.541$, $p = 0.000$).
- Payment for restaurant offerings (level), this is statistically significant ($\rho = 0.635$, $p = 0.000$).
- Service delivery by hotel employees, this is statistically significant ($\rho = 0.625$, $p = 0.000$).
- Payment for hotel services, this is statistically significant ($\rho = 0.608$, $p = 0.000$).

- Quality of hotel rooms, this is statistically significant ($\rho = 0.621$, $p = 0.000$).

These correlations indicate that customers who are satisfied with the customer convenience at the establishment are also satisfied with factors which includes up keeping of the establishment, responsiveness of the restaurant and assurance of the restaurant.

5.3.8.1.2. Correlations for the aspect up keeping of the establishment

Table 5.16 shows that the level of customer satisfaction with up keeping of the establishment, has a medium positive correlation with the following factors which contribute to customer satisfaction:

- User-friendliness of the establishment, this is statistically significant ($\rho = 0.284$, $p = 0.004$).
- Quality assurance of restaurant offerings, this is statistically significant ($\rho = 0.351$, $p = 0.000$).
- Service delivery of restaurant employees, this is statistically significant ($\rho = 0.490$, $p = 0.000$).
- Sufficiency of restaurant employees, this is statistically significant ($\rho = 0.346$, $p = 0.000$).
- Variety of restaurant offerings, this is statistically significant ($\rho = 0.296$, $p = 0.003$).
- Payment for restaurant offerings (factor), this is statistically significant ($\rho = 0.392$, $p = 0.000$).
- Employees' ability to deliver reliable services at the hotel, this is statistically significant ($\rho = 0.323$, $p = 0.001$).
- Effectiveness of hotel employees, this is statistically significant ($\rho = 0.369$, $p = 0.000$).
- Convenience of the hotel, this is statistically significant ($\rho = 0.273$, $p = 0.006$).
- Responsiveness of hotel employees, this is statistically significant ($\rho = 0.349$, $p = 0.000$).

These correlations indicate that customers who are satisfied with the up keeping of the establishment also regard factors which includes user-friendliness of the

establishment, quality assurance of the restaurant and service delivery of restaurant employees as important contributors to customer satisfaction.

It is noted from Table 5.16 that the level of customer satisfaction with up keeping of the establishment, has a medium positive correlation with the following levels:

- Accessibility of the establishment, this is statistically significant ($\rho = 0.316$, $p = 0.001$).
- Payment for hotel services, this is statistically significant ($\rho = 0.413$, $p = 0.000$).

These correlations indicate that customers who are satisfied with the up keeping of the establishment are also satisfied with the factors accessibility of the establishment and payment for hotel services.

Table 5.16 shows that the level of customer satisfaction with up keeping of the establishment, has a large positive correlation with the following levels:

- Customer convenience at the establishment, this is statistically significant ($\rho = 0.534$, $p = 0.000$).
- Responsiveness at the restaurant, this is statistically significant ($\rho = 0.620$, $p = 0.000$).
- Assurance at the restaurant, this is statistically significant ($\rho = 0.611$, $p = 0.000$).
- Quality at the restaurant, this is statistically significant ($\rho = 0.631$, $p = 0.000$).
- Payment for restaurant offerings (level), this is statistically significant ($\rho = 0.512$, $p = 0.000$).
- Service delivery by hotel employees, this is statistically significant ($\rho = 0.664$, $p = 0.000$).
- Ambience of the hotel, this is statistically significant ($\rho = 0.643$, $p = 0.000$).
- Quality of hotel rooms, this is statistically significant ($\rho = 0.527$, $p = 0.000$).

These correlations indicate that customers who are satisfied with the up keeping of the establishment are also satisfied with factors which includes customer convenience at the establishment, responsiveness and assurance at the restaurant.

5.3.8.1.3. Correlations for the aspect accessibility of the establishment

Table 5.16 shows that the factor affecting customer satisfaction, namely accessibility of the establishment, has a medium positive correlation with the following levels:

- Customer convenience at the establishment, this is statistically significant ($\rho = 0.452$, $p = 0.000$)
- Up keeping of the establishment, this is statistically significant ($\rho = 0.316$, $p = 0.001$).
- Responsiveness at the restaurant, this is statistically significant ($\rho = 0.395$, $p = 0.000$).
- Assurance at the restaurant, this is statistically significant ($\rho = 0.376$, $p = 0.000$).
- Quality at the restaurant, this is statistically significant ($\rho = 0.406$, $p = 0.000$).
- Payment for restaurant offerings (level), this is statistically significant ($\rho = 0.338$, $p = 0.001$).
- Service delivery by hotel employees, this is statistically significant ($\rho = 0.457$, $p = 0.000$).
- Ambience of the hotel, this is statistically significant ($\rho = 0.334$, $p = 0.001$).
- Payment for hotel services, this is statistically significant ($\rho = 0.343$, $p = 0.000$).
- Quality of hotel rooms, this is statistically significant ($\rho = 0.476$, $p = 0.000$).

These correlations indicate that customers who regard the factor accessibility of the establishment as an important contributor to customer satisfaction are also satisfied with factors which includes customer convenience at the establishment, up keeping of the establishment and responsiveness at the restaurant.

It can be seen in Table 5.16 that the factor affecting customer satisfaction, namely accessibility of the establishment, has a large positive correlation with the following factors which contribute to customer satisfaction:

- User-friendliness of the establishment, this is statistically significant ($\rho = 0.566$, $p = 0.000$).
- Quality assurance of restaurant offerings, this is statistically significant ($\rho = 0.620$, $p = 0.000$).

- Service delivery of restaurant employees, this is statistically significant ($\rho = 0.525$, $p = 0.000$).
- Sufficiency of restaurant employees, this is statistically significant ($\rho = 0.664$, $p = 0.000$).
- Variety of restaurant offerings, this is statistically significant ($\rho = 0.617$, $p = 0.000$).
- Payment for restaurant offerings (factor), this is statistically significant ($\rho = 0.621$, $p = 0.000$).
- Employees' ability to deliver reliable services at the hotel, this is statistically significant ($\rho = 0.528$, $p = 0.000$).
- Effectiveness of hotel employees, this is statistically significant ($\rho = 0.526$, $p = 0.000$).
- Convenience of the hotel, this is statistically significant ($\rho = 0.565$, $p = 0.000$).
- Responsiveness of hotel employees, this is statistically significant ($\rho = 0.574$, $p = 0.000$).

These correlations indicate that customers who regard the factor accessibility of the establishment as an important contributor to customer satisfaction also regard factors which includes user-friendliness of the establishment, quality assurance of the restaurant and service delivery of restaurant employees as important contributors to customer satisfaction.

5.3.8.1.4. Correlations for the aspect user-friendliness of the establishment

Table 5.16 shows that the factor affecting customer satisfaction, namely user-friendliness of the establishment, has a medium positive correlation with the following factors which contribute to customer satisfaction:

- Service delivery of restaurant employees, this is statistically significant ($\rho = 0.440$, $p = 0.000$).
- Employees' ability to deliver reliable services at the hotel, this is statistically significant ($\rho = 0.381$, $p = 0.000$).
- Effectiveness of hotel employees, this is statistically significant ($\rho = 0.369$, $p = 0.000$).
- Convenience of the hotel, this is statistically significant ($\rho = 0.355$, $p = 0.000$).

- Responsiveness of hotel employees, this is statistically significant ($\rho = 0.426$, $p = 0.000$).

These correlations indicate that customers who regard the factor user-friendliness of the establishment as an important contributor to customer satisfaction also regard factors which includes service delivery of restaurant employees and employees' ability to deliver reliable services at the hotel as important contributors to customer satisfaction.

Table 5.16 indicates that the factor affecting customer satisfaction, namely user-friendliness of the establishment, has a medium positive correlation with the following levels:

- Up keeping of the establishment, this is statistically significant ($\rho = 0.284$, $p = 0.004$).
- Responsiveness at the restaurant, this is statistically significant ($\rho = 0.335$, $p = 0.001$).
- Assurance at the restaurant, this is statistically significant ($\rho = 0.323$, $p = 0.001$).
- Quality at the restaurant, this is statistically significant ($\rho = 0.341$, $p = 0.001$).
- Payment for restaurant offerings (level), this is statistically significant ($\rho = 0.310$, $p = 0.002$).
- Service delivery by hotel employees, this is statistically significant ($\rho = 0.397$, $p = 0.000$).
- Ambience of the hotel, this is statistically significant ($\rho = 0.216$, $p = 0.031$).
- Payment for hotel services, this is statistically significant ($\rho = 0.311$, $p = 0.002$).
- Quality of hotel rooms, this is statistically significant ($\rho = 0.390$, $p = 0.000$).

These correlations indicate that customers who regard the factor user-friendliness of the establishment as an important contributor to customer satisfaction are also satisfied with factors which includes the up keeping of the establishment, responsiveness of the restaurant and assurance of the restaurant.

Table 5.16 shows that the factor affecting customer satisfaction, namely user-friendliness of the establishment, has a large positive correlation with the following factors which contribute to customer satisfaction:

- Accessibility of the establishment, this is statistically significant ($\rho = 0.566$, $p = 0.000$).
- Quality assurance of restaurant offerings, this is statistically significant ($\rho = 0.585$, $p = 0.000$).
- Sufficiency of restaurant employees, this is statistically significant ($\rho = 0.519$, $p = 0.000$).
- Variety of restaurant offerings, this is statistically significant ($\rho = 0.683$, $p = 0.000$).
- Payment for restaurant offerings (factor), this is statistically significant ($\rho = 0.605$, $p = 0.000$).

These correlations indicate that customers who regard the factor user-friendliness of the establishment as an important contributor to customer satisfaction also regard factors which includes accessibility of the establishment, quality assurance of the restaurant and sufficiency of restaurant employees as important contributors to customer satisfaction.

Table 5.16 shows that the factor affecting customer satisfaction, namely user-friendliness of the establishment, has a large positive correlation with the following level of customer satisfaction:

- Customer convenience at the establishment, this is statistically significant ($\rho = 0.524$, $p = 0.000$).

This correlation indicates that customers who regard the factor user-friendliness of the establishment as an important contributor to customer satisfaction are also satisfied with the factor customer convenience at the establishment.

5.3.8.1.5. Correlations for the aspect responsiveness at the restaurant

Table 5.16 indicates that the level of customer satisfaction with responsiveness at the restaurant, has a medium positive correlation with the following factors which contribute to customer satisfaction:

- Accessibility of the establishment, this is statistically significant ($\rho = 0.395$, $p = 0.000$).
- User-friendliness of the establishment, this is statistically significant ($\rho = 0.335$, $p = 0.001$).
- Quality assurance of restaurant offerings, this is statistically significant ($\rho = 0.464$, $p = 0.000$).
- Sufficiency of restaurant employees, this is statistically significant ($\rho = 0.488$, $p = 0.000$).
- Variety of restaurant offerings, this is statistically significant ($\rho = 0.390$, $p = 0.000$).
- Payment for restaurant offerings (factor), this is statistically significant ($\rho = 0.454$, $p = 0.000$).
- Employees' ability to deliver reliable services at the hotel, this is statistically significant ($\rho = 0.420$, $p = 0.000$).
- Effectiveness of hotel employees, this is statistically significant ($\rho = 0.455$, $p = 0.000$).
- Convenience of the hotel, this is statistically significant ($\rho = 0.296$, $p = 0.003$).
- Responsiveness of hotel employees, this is statistically significant ($\rho = 0.433$, $p = 0.000$).

These correlations indicate that customers who are satisfied with the responsiveness at the restaurant also regard factors which includes accessibility of the establishment, user-friendliness of the establishment and quality assurance of the restaurant as important contributors to customer satisfaction.

Table 5.16 demonstrates that the level of customer satisfaction with responsiveness at the restaurant, has a large positive correlation with the following factor which contributes to customer satisfaction:

- Service delivery of restaurant employees, this is statistically significant ($\rho = 0.550$, $p = 0.000$).

This correlation indicates that customers who are satisfied with the responsiveness at the restaurant also regard the factor service delivery by restaurant employees as important contributors to customer satisfaction.

Table 5.16 shows that the level of customer satisfaction with responsiveness at the restaurant, has a large positive correlation with the following levels:

- Customer convenience at the establishment, this is statistically significant ($\rho = 0.550$, $p = 0.000$).
- Up keeping of the establishment, this is statistically significant ($\rho = 0.620$, $p = 0.000$).
- Assurance at the restaurant, this is statistically significant ($\rho = 0.727$, $p = 0.000$).
- Quality at the restaurant, this is statistically significant ($\rho = 0.665$, $p = 0.000$).
- Payment for restaurant offerings (level), this is statistically significant ($\rho = 0.570$, $p = 0.000$).
- Service delivery by hotel employees, this is statistically significant ($\rho = 0.819$, $p = 0.000$).
- Ambience of the hotel, this is statistically significant ($\rho = 0.626$, $p = 0.000$).
- Payment for hotel services, this is statistically significant ($\rho = 0.547$, $p = 0.000$).
- Quality of hotel rooms, this is statistically significant ($\rho = 0.567$, $p = 0.000$).

These correlations indicate that customers who are satisfied with the responsiveness at the restaurant are also satisfied with the factors which includes customer convenience at the establishment, up keeping of the establishment and assurance at the restaurant.

5.3.8.1.6. Correlations for the aspect assurance at the restaurant

Table 5.16 that the level of customer satisfaction with assurance at the restaurant, has a medium positive correlation with the following factors which contribute to customer satisfaction:

- Accessibility of the establishment, this is statistically significant ($\rho = 0.376$, $p = 0.000$).
- User-friendliness of the establishment, this is statistically significant ($\rho = 0.323$, $p = 0.001$).
- Quality assurance of restaurant offerings, this is statistically significant ($\rho = 0.420$, $p = 0.000$).
- Service delivery of restaurant employees, this is statistically significant ($\rho = 0.425$, $p = 0.000$).
- Sufficiency of restaurant employees, this is statistically significant ($\rho = 0.436$, $p = 0.000$).
- Variety of restaurant offerings, this is statistically significant ($\rho = 0.380$, $p = 0.000$).
- Payment for restaurant offerings (factor), this is statistically significant ($\rho = 0.443$, $p = 0.000$).
- Employees' ability to deliver reliable services at the hotel, this is statistically significant ($\rho = 0.425$, $p = 0.000$).
- Effectiveness of hotel employees, this is statistically significant ($\rho = 0.382$, $p = 0.000$).
- Convenience of hotel's services, this is statistically significant ($\rho = 0.209$, $p = 0.037$).
- Responsiveness of hotel employees, this is statistically significant ($\rho = 0.420$, $p = 0.000$).

These correlations indicate that customers who are satisfied with the assurance at the restaurant also regard factors which includes accessibility of the establishment, user-friendliness of the establishment and quality assurance of the restaurant as important contributors to customer satisfaction.

Table 5.16 shows that the level of customer satisfaction with assurance at the restaurant, has a large positive correlation with the following levels:

- Customer convenience at the establishment, this is statistically significant ($\rho = 0.638$, $p = 0.000$).
- Up keeping of the establishment, this is statistically significant ($\rho = 0.611$, $p = 0.000$).
- Responsiveness at the restaurant, this is statistically significant ($\rho = 0.727$, $p = 0.000$).
- Quality at the restaurant, this is statistically significant ($\rho = 0.752$, $p = 0.000$).
- Payment for restaurant offerings (level), this is statistically significant ($\rho = 0.515$, $p = 0.000$).
- Service delivery by hotel employees, this is statistically significant ($\rho = 0.773$, $p = 0.000$).
- Ambience of the hotel, this is statistically significant ($\rho = 0.648$, $p = 0.000$).
- Payment for hotel services, this is statistically significant ($\rho = 0.503$, $p = 0.000$).
- Quality of hotel rooms, this is statistically significant ($\rho = 0.665$, $p = 0.000$).

These correlations indicate that customers who are satisfied with the assurance at the restaurant are also satisfied with factors which includes customer convenience at the establishment, up keeping of the establishment and quality at the restaurant.

5.3.8.1.7. Correlations for the aspect quality at the restaurant

Table 5.16 shows that the level of customer satisfaction with quality at the restaurant, has a medium positive correlation with the following factors which contribute to customer satisfaction:

- Accessibility of the establishment, this is statistically significant ($\rho = 0.406$, $p = 0.000$).
- User-friendliness of the establishment, this is statistically significant ($\rho = 0.341$, $p = 0.001$).
- Quality assurance of restaurant offerings, this is statistically significant ($\rho = 0.432$, $p = 0.000$).
- Variety of restaurant offerings, this is statistically significant ($\rho = 0.422$, $p = 0.000$).

- Payment for restaurant offerings (factor), this is statistically significant ($\rho = 0.459$, $p = 0.000$).
- Employees' ability to deliver reliable services at the hotel, this is statistically significant ($\rho = 0.456$, $p = 0.000$).
- Effectiveness of hotel employees, this is statistically significant ($\rho = 0.390$, $p = 0.000$).
- Convenience of hotel's services, this is statistically significant ($\rho = 0.304$, $p = 0.002$).
- Responsiveness of hotel employees, this is statistically significant ($\rho = 0.475$, $p = 0.000$).

These correlations indicate that customers who are satisfied with the quality at the restaurant also regard factors which includes accessibility of the establishment, user-friendliness of the establishment and quality assurance of the restaurant as important contributors to customer satisfaction.

Table 5.16 shows that the level of customer satisfaction with quality at the restaurant, has a medium positive correlation with the following level of customer satisfaction:

- Payment for hotel services, this is statistically significant ($\rho = 0.434$, $p = 0.000$).

This correlation indicates that customers who are satisfied with the quality at the restaurant are also satisfied with the factor payment for hotel services.

Table 5.16 shows that the level of customer satisfaction with quality at the restaurant, has a large positive correlation with the following factors which contribute to customer satisfaction:

- Service delivery of restaurant employees, this is statistically significant ($\rho = 0.572$, $p = 0.000$).
- Sufficiency of restaurant employees, this is statistically significant ($\rho = 0.510$, $p = 0.000$).

These correlations indicate that customers who are satisfied with the quality at the restaurant also regard the factors service delivery of restaurant employees and sufficiency of restaurant employees as important contributors to customer satisfaction.

Table 5.16 shows that the level of customer satisfaction with quality at the restaurant, has a large positive correlation with the following levels:

- Customer convenience at the establishment, this is statistically significant ($\rho = 0.541$, $p = 0.000$).
- Up keeping of the establishment, this is statistically significant ($\rho = 0.631$, $p = 0.000$).
- Responsiveness at the restaurant, this is statistically significant ($\rho = 0.665$, $p = 0.000$).
- Assurance at the restaurant, this is statistically significant ($\rho = 0.752$, $p = 0.000$)
- Payment for restaurant offerings (level), this is statistically significant ($\rho = 0.503$, $p = 0.000$).
- Service delivery by hotel employees, this is statistically significant ($\rho = 0.647$, $p = 0.000$).
- Ambience of the hotel, this is statistically significant ($\rho = 0.582$, $p = 0.000$)
- Quality of hotel rooms, this is statistically significant ($\rho = 0.594$, $p = 0.000$).

These correlations indicate that customers who are satisfied with the quality at the restaurant are also satisfied with factors which includes customer convenience at the establishment, up keeping of the establishment and responsiveness at the restaurant.

5.3.8.1.8. Correlations for the aspect payment for restaurant offerings (level)

Table 5.16 shows that the level of customer satisfaction with payment for restaurant offerings (level), has a medium positive correlation with the following factors which contribute to customer satisfaction:

- Accessibility of the establishment, this is statistically significant ($\rho = 0.338$, $p = 0.001$).
- User-friendliness of the establishment, this is statistically significant ($\rho = 0.310$, $p = 0.002$).

- Quality assurance of restaurant offerings, this is statistically significant ($\rho = 0.297$, $p = 0.003$).
- Service delivery of restaurant employees, this is statistically significant ($\rho = 0.430$, $p = 0.000$).
- Sufficiency of restaurant employees, this is statistically significant ($\rho = 0.254$, $p = 0.011$).
- Variety of restaurant offerings, this is statistically significant ($\rho = 0.265$, $p = 0.008$).
- Payment for restaurant offerings (factor), this is statistically significant ($\rho = 0.331$, $p = 0.001$).
- Employees' ability to deliver reliable services at the hotel, this is statistically significant ($\rho = 0.347$, $p = 0.000$).
- Effectiveness of hotel employees, this is statistically significant ($\rho = 0.305$, $p = 0.002$).
- Convenience of hotel's services, this is statistically significant ($\rho = 0.285$, $p = 0.004$).
- Responsiveness of hotel employees, this is statistically significant ($\rho = 0.376$, $p = 0.000$).

These correlations indicate that customers who are satisfied with the payment for restaurant offerings (level) also regard factors which includes accessibility of the establishment, user-friendliness of the establishment and quality assurance of the restaurant as important contributors to customer satisfaction.

Table 5.16 shows that the level of customer satisfaction with payment for restaurant offerings (level), has a medium positive correlation with the following level of customer satisfaction:

- Ambience of the hotel, this is statistically significant ($\rho = 0.432$, $p = 0.000$).

This correlation indicates that customers who are satisfied with the payment for restaurant offerings (level) are also satisfied with the factor ambience of the hotel.

Table 5.16 shows that the level of customer satisfaction with payment for restaurant offerings (level), has a large positive correlation with the following levels:

- Customer convenience at the establishment, this is statistically significant ($\rho = 0.635$, $p = 0.000$).
- Up keeping of the establishment, this is statistically significant ($\rho = 0.512$, $p = 0.000$).
- Responsiveness at the restaurant, this is statistically significant ($\rho = 0.570$, $p = 0.000$).
- Assurance at the restaurant, this is statistically significant ($\rho = 0.515$, $p = 0.000$).
- Quality at the restaurant, this is statistically significant ($\rho = 0.503$, $p = 0.000$).
- Service delivery by hotel employees, this is statistically significant ($\rho = 0.591$, $p = 0.000$).
- Payment for hotel services, this is statistically significant ($\rho = 0.695$, $p = 0.000$).
- Quality of hotel rooms, this is statistically significant ($\rho = 0.602$, $p = 0.000$).

These correlations indicate that customers who are satisfied with the payment for restaurant offerings (level) are also satisfied with factors which includes customer convenience at the establishment, up keeping of the establishment and responsiveness at the restaurant.

5.3.8.1.9. Correlations for the aspect quality assurance of restaurant offerings

Table 5.16 shows that the factor affecting customer satisfaction, namely quality assurance of restaurant offerings, has a medium positive correlation with the following levels:

- Customer convenience at the establishment, this is statistically significant ($\rho = 0.428$, $p = 0.000$).
- Up keeping of the establishment, this is statistically significant ($\rho = 0.351$, $p = 0.000$).
- Responsiveness at the restaurant, this is statistically significant ($\rho = 0.464$, $p = 0.000$).

- Assurance at the restaurant, this is statistically significant ($\rho = 0.420$, $p = 0.000$).
- Quality at the restaurant, this is statistically significant ($\rho = 0.432$, $p = 0.000$).
- Payment for restaurant offerings (level), this is statistically significant ($\rho = 0.297$, $p = 0.003$).
- Service delivery by hotel employees, this is statistically significant ($\rho = 0.459$, $p = 0.000$).
- Ambience of the hotel, this is statistically significant ($\rho = 0.310$, $p = 0.002$).
- Payment for hotel services, this is statistically significant ($\rho = 0.313$, $p = 0.002$).
- Quality of hotel rooms, this is statistically significant ($\rho = 0.349$, $p = 0.000$).

These correlations indicate that customers who regard the factor quality assurance of restaurant offerings as an important contributor to customer satisfaction are also satisfied with factors which includes customer convenience at the establishment, up keeping of the establishment and responsiveness at the restaurant.

Table 5.16 shows that the factor affecting customer satisfaction, namely quality assurance of restaurant offerings, has a large positive correlation with the following factors which contribute to customer satisfaction:

- Accessibility of the establishment, this is statistically significant ($\rho = 0.620$, $p = 0.000$).
- User-friendliness of the establishment, this is statistically significant ($\rho = 0.585$, $p = 0.000$).
- Service delivery of restaurant employees, this is statistically significant ($\rho = 0.768$, $p = 0.000$).
- Sufficiency of restaurant employees, this is statistically significant ($\rho = 0.881$, $p = 0.000$).
- Variety of restaurant offerings, this is statistically significant ($\rho = 0.896$, $p = 0.000$).
- Payment for restaurant offerings (factor), this is statistically significant ($\rho = 0.766$, $p = 0.000$).
- Employees' ability to deliver reliable services at the hotel, this is statistically significant ($\rho = 0.676$, $p = 0.000$).

- Effectiveness of hotel employees, this is statistically significant ($\rho = 0.539$, $p = 0.000$).
- Convenience of hotel's services, this is statistically significant ($\rho = 0.579$, $p = 0.000$).
- Responsiveness of hotel employees, this is statistically significant ($\rho = 0.688$, $p = 0.000$).

These correlations indicate that customers who regard the factor quality assurance of restaurant offerings as an important contributor to customer satisfaction also regard factors which includes accessibility of the establishment, user-friendliness of the establishment and service delivery of restaurant employees as important contributors to customer satisfaction.

5.3.8.1.10. Correlations for the aspect service delivery of restaurant employees

It is noted from Table 5.16 that the factor affecting customer satisfaction, namely service delivery of restaurant employees, has a medium positive correlation with following factors which contribute to customer satisfaction:

- User-friendliness of the establishment, this is statistically significant ($\rho = 0.440$, $p = 0.000$).
- Convenience of hotel's services, this is statistically significant ($\rho = 0.475$, $p = 0.000$).

These correlations indicate that customers who regard the factor service delivery of restaurant employees as an important contributor to customer satisfaction also regard the factors user-friendliness of the establishment and convenience of hotel's services as important contributors to customer satisfaction.

Table 5.16 shows that the factor that affect customer satisfaction, namely service delivery of restaurant employees, has a medium positive correlation with the following levels:

- Customer convenience at the establishment, this is statistically significant ($\rho = 0.457$, $p = 0.000$).
- Up keeping of the establishment, this is statistically significant ($\rho = 0.490$, $p = 0.000$).
- Payment for restaurant offerings (level), this is statistically significant ($\rho = 0.430$, $p = 0.003$).
- Ambience of the hotel, this is statistically significant ($\rho = 0.390$, $p = 0.000$).
- Payment for hotel services, this is statistically significant ($\rho = 0.434$, $p = 0.000$).
- Quality of hotel rooms, this is statistically significant ($\rho = 0.462$, $p = 0.000$).

These correlations indicate that customers who regard the factor service delivery of restaurant employees as an important contributor to customer satisfaction are also satisfied with factors which includes customer convenience, up keeping of the establishment and payment for restaurant offerings (level).

Table 5.16 shows that the factor affecting customer satisfaction, namely service delivery of restaurant employees, has a large positive correlation with the following factors which contribute to customer satisfaction:

- Accessibility of the establishment, this is statistically significant ($\rho = 0.525$, $p = 0.000$).
- Quality assurance of restaurant offerings, this is statistically significant ($\rho = 0.768$, $p = 0.000$).
- Sufficiency of restaurant employees, this is statistically significant ($\rho = 0.731$, $p = 0.000$).
- Variety of restaurant offerings, this is statistically significant ($\rho = 0.652$, $p = 0.000$).
- Payment for restaurant offerings (factor), this is statistically significant ($\rho = 0.717$, $p = 0.000$).
- Employees' ability to deliver reliable services at the hotel, this is statistically significant ($\rho = 0.659$, $p = 0.000$).

- Effectiveness of hotel employees, this is statistically significant ($\rho = 0.544$, $p = 0.000$).
- Responsiveness of hotel employees, this is statistically significant ($\rho = 0.680$, $p = 0.000$).

These correlations indicate that customers who regard the factor service delivery of restaurant employees as an important contributor to customer satisfaction also regard factors which includes accessibility of the establishment, quality assurance of the restaurant employees and sufficiency of restaurant employees as important contributors to customer satisfaction.

Table 5.16 that the factor affecting customer satisfaction, namely service delivery of restaurant employees, has a large positive correlation with the following levels:

- Responsiveness at the restaurant, this is statistically significant ($\rho = 0.550$, $p = 0.000$).
- Assurance at the restaurant, this is statistically significant ($\rho = 0.524$, $p = 0.000$).
- Quality at the restaurant, this is statistically significant ($\rho = 0.572$, $p = 0.000$).
- Service delivery by hotel employees, this is statistically significant ($\rho = 0.549$, $p = 0.000$).

These correlations indicate that customers who regard the factor service delivery of the restaurant as an important contributor to customer satisfaction are also satisfied with the factors which includes responsiveness at the restaurant, assurance at the restaurant and quality at the restaurant.

5.3.8.1.11. Correlations for the aspect sufficiency of restaurant employees

Table 5.16 shows that the factor affecting customer satisfaction, namely sufficiency of restaurant employees, has a medium positive correlation with the following levels:

- Customer convenience at the establishment, this is statistically significant ($\rho = 0.374$, $p = 0.000$).
- Up keeping of the establishment, this is statistically significant ($\rho = 0.346$, $p = 0.000$).

- Responsiveness at the restaurant, this is statistically significant ($\rho = 0.488$, $p = 0.000$).
- Assurance at the restaurant, this is statistically significant ($\rho = 0.436$, $p = 0.000$).
- Payment for restaurant offerings (level), this is statistically significant ($\rho = 0.254$, $p = 0.011$).
- Service delivery by hotel employees, this is statistically significant ($\rho = 0.491$, $p = 0.000$).
- Ambience of the hotel, this is statistically significant ($\rho = 0.322$, $p = 0.001$).
- Payment for hotel services, this is statistically significant ($\rho = 0.328$, $p = 0.001$).
- Quality of hotel rooms, this is statistically significant ($\rho = 0.409$, $p = 0.000$).

These correlations indicate that customers who regard the factor sufficiency of restaurant employees as an important contributor to customer satisfaction are also satisfied with factors which includes customer convenience at the establishment, up keeping of the establishment and responsiveness at the restaurant.

Table 5.16 shows that the factor affecting customer satisfaction, namely sufficiency of restaurant employees, has a large positive correlation with the following factors which contribute to customer satisfaction:

- Accessibility of the establishment, this is statistically significant ($\rho = 0.664$, $p = 0.000$).
- User-friendliness of the establishment, this is statistically significant ($\rho = 0.519$, $p = 0.000$).
- Quality assurance of restaurant offerings, this is statistically significant ($\rho = 0.881$, $p = 0.000$).
- Service delivery of restaurant employees, this is statistically significant ($\rho = 0.731$, $p = 0.000$).
- Variety of restaurant offerings, this is statistically significant ($\rho = 0.798$, $p = 0.000$).
- Payment for restaurant offerings (factor), this is statistically significant ($\rho = 0.725$, $p = 0.000$).

- Employees' ability to deliver reliable services at the hotel, this is statistically significant ($\rho = 0.694$, $p = 0.000$).
- Effectiveness of hotel employees, this is statistically significant ($\rho = 0.616$, $p = 0.000$).
- Convenience of hotel's services, this is statistically significant ($\rho = 0.567$, $p = 0.000$).
- Responsiveness of hotel employees, this is statistically significant ($\rho = 0.636$, $p = 0.000$).

These correlations indicate that customers who regard the factor sufficiency of restaurant employees as an important contributor to customer satisfaction also regard factors which includes accessibility of the establishment, user-friendliness of the establishment and quality assurance of the restaurant as important contributors to customer satisfaction.

Table 5.16 shows the factor affecting customer satisfaction, namely sufficiency of restaurant employees, has a large positive correlation with the following level of customer satisfaction:

- Quality at the restaurant, this is statistically significant ($\rho = 0.510$, $p = 0.000$).

This correlation indicates that customers who regard the factor sufficiency of restaurant employees as an important contributor to customer satisfaction are also satisfied with the factor quality at the restaurant.

5.3.8.1.12. Correlations for the aspect variety of restaurant offerings

It is noted from Table 5.16 that the factor affecting customer satisfaction, namely variety of restaurant offerings, has a medium positive correlation with the following factors which contribute to customer satisfaction:

- Effectiveness of hotel employees, this is statistically significant ($\rho = 0.389$, $p = 0.000$).
- Convenience of hotel's services, this is statistically significant ($\rho = 0.473$, $p = 0.000$).

These correlations indicate that customers who regard the factor variety of restaurant offerings as an important contributor to customer satisfaction also regard the factors effectiveness of hotel employees and convenience of hotel's services as important contributors to customer satisfaction.

Table 5.16 shows that the factor affecting customer satisfaction, namely variety of restaurant offerings, has a medium positive correlation with the following levels:

- Customer convenience at the establishment, this is statistically significant ($\rho = 0.404$, $p = 0.000$).
- Up keeping of the establishment, this is statistically significant ($\rho = 0.296$, $p = 0.003$).
- Responsiveness at the restaurant, this is statistically significant ($\rho = 0.390$, $p = 0.000$).
- Assurance at the restaurant, this is statistically significant ($\rho = 0.380$, $p = 0.000$).
- Quality at the restaurant, this is statistically significant ($\rho = 0.422$, $p = 0.000$).
- Payment for restaurant offerings (level), this is statistically significant ($\rho = 0.265$, $p = 0.008$).
- Service delivery by hotel employees, this is statistically significant ($\rho = 0.383$, $p = 0.000$).
- Ambience of the hotel, this is statistically significant ($\rho = 0.330$, $p = 0.001$).
- Payment for hotel services, this is statistically significant ($\rho = 0.276$, $p = 0.005$).
- Quality of hotel rooms, this is statistically significant ($\rho = 0.354$, $p = 0.000$).

These correlations indicate that customers who regard the factor variety of restaurant offerings as an important contributor to customer satisfaction are also satisfied with factors which includes customer convenience at the establishment, up keeping of the establishment and responsiveness at the restaurant.

Table 5.16 indicates that the factor affecting customer satisfaction, namely variety of restaurant offerings, has a large positive correlation with the following factors which contribute to customer satisfaction:

- Accessibility of the establishment, this is statistically significant ($\rho = 0.617$, $p = 0.000$).
- User-friendliness of the establishment, this is statistically significant ($\rho = 0.683$, $p = 0.000$).
- Quality assurance of restaurant offerings, this is statistically significant ($\rho = 0.896$, $p = 0.000$).
- Service delivery of restaurant employees, this is statistically significant ($\rho = 0.652$, $p = 0.000$).
- Sufficiency of restaurant employees, this is statistically significant ($\rho = 0.798$, $p = 0.000$).
- Payment for restaurant offerings (factor), this is statistically significant ($\rho = 0.782$, $p = 0.000$).
- Employees' ability to deliver reliable services at the hotel, this is statistically significant ($\rho = 0.527$, $p = 0.000$).
- Responsiveness of hotel employees, this is statistically significant ($\rho = 0.563$, $p = 0.000$).

These correlations indicate that customers who regard the factor variety of restaurant offerings as an important contributor to customer satisfaction also regard factors which includes accessibility of the establishment, user-friendliness of the establishment and quality assurance of restaurant offerings as important contributors to customer satisfaction.

5.3.8.1.13. Correlations for the aspect payment for restaurant offerings (factor)

It can be seen from Table 5.16 that the factor affecting customer satisfaction, namely payment for restaurant offerings (factor), has a medium positive correlation with the following factors which contribute to customer satisfaction:

- Effectiveness of hotel employees, this is statistically significant ($\rho = 0.448$, $p = 0.000$).

- Convenience of hotel's services, this is statistically significant ($\rho = 0.476$, $p = 0.000$).

These correlations indicate that customers who regard the factor payment for restaurant offerings (factor) as an important contributor to customer satisfaction also regard the factors effectiveness of hotel employees and convenience of hotel's services as important contributors to customer satisfaction.

Table 5.16 shows that the factor affecting customer satisfaction, namely payment for restaurant offerings (factor), has a medium positive correlation with the following levels:

- Customer convenience at the establishment, this is statistically significant ($\rho = 0.417$, $p = 0.000$).
- Up keeping of the establishment, this is statistically significant ($\rho = 0.392$, $p = 0.000$).
- Responsiveness at the restaurant, this is statistically significant ($\rho = 0.454$, $p = 0.000$).
- Assurance at the restaurant, this is statistically significant ($\rho = 0.443$, $p = 0.000$).
- Quality at the restaurant, this is statistically significant ($\rho = 0.459$, $p = 0.000$).
- Payment for restaurant offerings (level), this is statistically significant ($\rho = 0.331$, $p = 0.001$).
- Service delivery by hotel employees, this is statistically significant ($\rho = 0.467$, $p = 0.000$).
- Ambience of the hotel, this is statistically significant ($\rho = 0.404$, $p = 0.000$).
- Payment for hotel services, this is statistically significant ($\rho = 0.343$, $p = 0.000$).
- Quality of hotel rooms, this is statistically significant ($\rho = 0.384$, $p = 0.000$).

These correlations indicate that customers who regard the factor payment for restaurant offerings (factor) as an important contributor to customer satisfaction are also satisfied with factors which includes customer convenience at the establishment, up keeping of the establishment and responsiveness of the restaurant.

Table 5.16 shows that the factor affecting customer satisfaction, namely the payment for restaurant offerings (factor), has a large positive correlation with the following factors which contribute to customer satisfaction:

- Accessibility of the establishment, this is statistically significant ($\rho = 0.621$, $p = 0.000$).
- User-friendliness of the establishment, this is statistically significant ($\rho = 0.605$, $p = 0.000$).
- Quality assurance of restaurant offerings, this is statistically significant ($\rho = 0.766$, $p = 0.000$).
- Service delivery of restaurant employees, this is statistically significant ($\rho = 0.717$, $p = 0.000$).
- Sufficiency of restaurant employees, this is statistically significant ($\rho = 0.725$, $p = 0.000$).
- Variety of restaurant offerings, this is statistically significant ($\rho = 0.782$, $p = 0.000$).
- Employees' ability to deliver reliable services at the hotel, this is statistically significant ($\rho = 0.514$, $p = 0.000$).
- Responsiveness of hotel employees, this is statistically significant ($\rho = 0.559$, $p = 0.000$).

These correlations indicate that customers who regard the factor payment for restaurant offerings (factor) as an important contributor to customer satisfaction also regard factors which includes accessibility of the establishment, user-friendliness of the establishment and quality assurance of restaurant offerings as important contributors to customer satisfaction.

5.3.8.1.14. Correlations for the aspect service delivery by hotel employees

Table 5.16 shows that the level of customer satisfaction with service delivery by hotel employees, has a medium positive correlation with following factors which contribute to customer satisfaction:

- Accessibility of the establishment, this is statistically significant ($\rho = 0.457$, $p = 0.000$).

- User-friendliness of the establishment, this is statistically significant ($\rho = 0.397$, $p = 0.000$).
- Quality assurance of restaurant offerings, this is statistically significant ($\rho = 0.459$, $p = 0.000$).
- Sufficiency of restaurant employees, this is statistically significant ($\rho = 0.491$, $p = 0.000$).
- Variety of restaurant offerings, this is statistically significant ($\rho = 0.383$, $p = 0.000$).
- Payment for restaurant offerings (factor), this is statistically significant ($\rho = 0.467$, $p = 0.000$).
- Employees' ability to deliver reliable services at the hotel, this is statistically significant ($\rho = 0.473$, $p = 0.000$).
- Quality of hotel rooms, this is statistically significant ($\rho = 0.346$, $p = 0.000$).
- Responsiveness of hotel employees, this is statistically significant ($\rho = 0.469$, $p = 0.000$).

These correlations indicate that customers who are satisfied with the service delivery by hotel employees also regard factors which includes accessibility of the establishment, user-friendliness of the establishment and quality assurance of restaurant offerings as important contributors to customer satisfaction.

It is noticed from Table 5.16 that the level of customer satisfaction with service delivery by hotel employees, has a large positive correlation with the following factors which contribute to customer satisfaction:

- Service delivery of restaurant employees, this is statistically significant ($\rho = 0.549$, $p = 0.000$).
- Effectiveness of hotel employees, this is statistically significant ($\rho = 0.505$, $p = 0.000$).

These correlations indicate that customers who are satisfied with the service delivery by hotel employees also regard the factors service delivery of restaurant employees and effectiveness of hotel employees as important contributors to customer satisfaction.

Table 5.16 shows that the level of customer satisfaction with the service delivery by hotel employees, has a large positive correlation with the following levels of customer satisfaction:

- Customer convenience at the establishment, this is statistically significant ($\rho = 0.625$, $p = 0.000$).
- Up keeping of the establishment, this is statistically significant ($\rho = 0.664$, $p = 0.000$).
- Responsiveness at the restaurant, this is statistically significant ($\rho = 0.819$, $p = 0.000$).
- Assurance at the restaurant, this is statistically significant ($\rho = 0.773$, $p = 0.000$).
- Quality at the restaurant, this is statistically significant ($\rho = 0.647$, $p = 0.000$).
- Payment for restaurant offerings (level), this is statistically significant ($\rho = 0.591$, $p = 0.000$).
- Ambience of the hotel, this is statistically significant ($\rho = 0.664$, $p = 0.000$).
- Payment for hotel services, this is statistically significant ($\rho = 0.610$, $p = 0.000$).
- Quality of hotel rooms, this is statistically significant ($\rho = 0.711$, $p = 0.000$).

These correlations indicate that customers who are satisfied with the service delivery by hotel employees are also satisfied with factors which includes customer convenience at the establishment, up keeping of the establishment and responsiveness at the restaurant.

5.3.8.1.15. Correlations for the aspect ambience of the hotel

Table 5.16 shows that the level of customer satisfaction with ambience of the hotel, has a medium positive correlation with the following factors which contribute to customer satisfaction:

- Accessibility of the establishment, this is statistically significant ($\rho = 0.334$, $p = 0.001$).
- User-friendliness at the establishment, this is statistically significant ($\rho = 0.216$, $p = 0.031$).
- Quality assurance of restaurant offerings, this is statistically significant ($\rho = 0.310$, $p = 0.002$).

- Service delivery of restaurant employees, this is statistically significant ($\rho = 0.390$, $p = 0.000$).
- Sufficiency of restaurant employees, this is statistically significant ($\rho = 0.322$, $p = 0.001$).
- Variety of restaurant offerings, this is statistically significant ($\rho = 0.330$, $p = 0.001$).
- Payment for restaurant offerings (factor), this is statistically significant ($\rho = 0.404$, $p = 0.000$).
- Employees' ability to deliver reliable services at the hotel, this is statistically significant ($\rho = 0.337$, $p = 0.001$).
- Effectiveness of hotel employees, this is statistically significant ($\rho = 0.282$, $p = 0.004$).
- Convenience of hotel's services, this is statistically significant ($\rho = 0.195$, $p = 0.052$).
- Responsiveness of hotel employees, this is statistically significant ($\rho = 0.345$, $p = 0.000$).

These correlations indicate that customers who are satisfied with the ambience of the hotel also regard factors which includes accessibility of the establishment, user-friendliness of the establishment and quality assurance of the restaurant employees as important contributors to customer satisfaction.

It can be seen from Table 5.16 that the level of customer satisfaction with the ambience of the hotel, has a medium positive correlation with the following levels:

- Customer convenience at the establishment, this is statistically significant ($\rho = 0.429$, $p = 0.000$).
- Payment for restaurant offerings (level), this is statistically significant ($\rho = 0.432$, $p = 0.000$).
- Payment for hotel services, this is statistically significant ($\rho = 0.397$, $p = 0.000$).

These correlations indicate that customers who are satisfied with the ambience of the hotel are also satisfied with the factors customer convenience at this establishment, payment for restaurant offerings (level) and payment for hotel services.

Table 5.16 shows that the level of customer satisfaction with the ambience of the hotel, has a large positive correlation with the following levels:

- Up keeping of the establishment, this is statistically significant ($\rho = 0.643$, $p = 0.000$).
- Responsiveness at the restaurant, this is statistically significant ($\rho = 0.626$, $p = 0.000$).
- Assurance at the restaurant, this is statistically significant ($\rho = 0.648$, $p = 0.000$).
- Quality at the restaurant, this is statistically significant ($\rho = 0.582$, $p = 0.000$).
- Service delivery of the hotel, this is statistically significant ($\rho = 0.664$, $p = 0.000$).
- Quality of hotel rooms, this is statistically significant ($\rho = 0.551$, $p = 0.000$).

These correlations indicate that customers who are satisfied with the ambience of the hotel are also satisfied with factors which includes up keeping of the establishment, responsiveness of the restaurant and assurance of the restaurant.

5.3.8.1.16. Correlations for the aspect payment for hotel services

Table 5.16 shows that the level of customer satisfaction with payment for hotel services, has a medium positive correlation with the following factors which contribute to customer satisfaction:

- Accessibility of the establishment, this is statistically significant ($\rho = 0.343$, $p = 0.000$).
- User-friendliness of the establishment, this is statistically significant ($\rho = 0.311$, $p = 0.002$).
- Quality assurance of restaurant offerings, this is statistically significant ($\rho = 0.313$, $p = 0.002$).
- Service delivery of restaurant employees, this is statistically significant ($\rho = 0.434$, $p = 0.000$).
- Sufficiency of restaurant employees, this is statistically significant ($\rho = 0.328$, $p = 0.001$).
- Variety of restaurant offerings, this is statistically significant ($\rho = 0.276$, $p = 0.005$).

- Payment for restaurant offerings (factor), this is statistically significant ($\rho = 0.343$, $p = 0.000$).
- Employees' ability to deliver reliable services at the hotel, this is statistically significant ($\rho = 0.318$, $p = 0.001$).
- Effectiveness of hotel employees, this is statistically significant ($\rho = 0.317$, $p = 0.001$).
- Convenience of hotel's services, this is statistically significant ($\rho = 0.306$, $p = 0.002$).
- Responsiveness of hotel employees, this is statistically significant ($\rho = 0.341$, $p = 0.001$).

These correlations indicate that customers who are satisfied with the payment for hotel services also regard factors which includes accessibility of the establishment, user-friendliness of the establishment and quality assurance of restaurant offerings as important contributors to customer satisfaction.

Table 5.16 shows that the level of customer satisfaction with payment for hotel services, has a medium positive correlation with the following levels:

- Up keeping of the establishment, this is statistically significant ($\rho = 0.413$, $p = 0.000$).
- Quality at the restaurant, this is statistically significant ($\rho = 0.434$, $p = 0.000$).
- Ambience of the hotel, this is statistically significant ($\rho = 0.397$, $p = 0.000$).

These correlations indicate that customers who are satisfied with the payment for hotel services are also satisfied with the factors up keeping of the establishment, quality at the restaurant and ambience of the hotel.

It is noticed from Table 5.16 that the level of customer satisfaction with payment for hotel services, has a large positive correlation with the following levels:

- Customer convenience at the establishment, this is statistically significant ($\rho = 0.608$, $p = 0.000$).
- Responsiveness at the restaurant, this is statistically significant ($\rho = 0.547$, $p = 0.000$).

- Assurance at the restaurant, this is statistically significant ($\rho = 0.503$, $p = 0.000$).
- Payment for restaurant offerings (level), this is statistically significant ($\rho = 0.695$, $p = 0.000$).
- Service delivery of the hotel, this is statistically significant ($\rho = 0.610$, $p = 0.000$).
- Quality of hotel rooms, this is statistically significant ($\rho = 0.583$, $p = 0.000$).

These correlations indicate that customers who are satisfied with the payment for hotel services are also satisfied with factors which includes customer convenience at the establishment, responsiveness and assurance at the restaurant.

5.3.8.1.17. Correlations for the aspect quality of hotel rooms

Table 5.16 shows that the level of customer satisfaction with the quality of hotel rooms, has a medium positive correlation with the following factors which contribute to customer satisfaction:

- Accessibility of the establishment, this is statistically significant ($\rho = 0.476$, $p = 0.000$).
- User-friendliness of the establishment, this is statistically significant ($\rho = 0.390$, $p = 0.000$).
- Quality assurance of restaurant offerings, this is statistically significant ($\rho = 0.349$, $p = 0.000$).
- Service delivery of restaurant employees, this is statistically significant ($\rho = 0.462$, $p = 0.000$).
- Sufficiency of restaurant employees, this is statistically significant ($\rho = 0.409$, $p = 0.000$).
- Variety of restaurant offerings, this is statistically significant ($\rho = 0.354$, $p = 0.000$).
- Payment for restaurant offerings (factor), this is statistically significant ($\rho = 0.384$, $p = 0.000$).
- Employees' ability to deliver reliable service at the hotel s, this is statistically significant ($\rho = 0.346$, $p = 0.000$).

- Effectiveness of hotel employees, this is statistically significant ($\rho = 0.399$, $p = 0.000$).
- Convenience of hotel's services, this is statistically significant ($\rho = 0.449$, $p = 0.000$).
- Responsiveness of hotel employees, this is statistically significant ($\rho = 0.337$, $p = 0.001$).

These correlations indicate that customers who are satisfied with the quality of hotel rooms also regard factors which includes accessibility of the establishment, user-friendliness of the establishment and quality assurance of the restaurant as important contributions to customer satisfaction.

Table 5.16 shows that the level of customer satisfaction with the quality of hotel rooms, has a large positive correlation with the following levels:

- Customer convenience at the establishment, this is statistically significant ($\rho = 0.621$, $p = 0.000$).
- Up keeping of the establishment, this is statistically significant ($\rho = 0.527$, $p = 0.000$).
- Responsiveness at the restaurant, this is statistically significant ($\rho = 0.567$, $p = 0.000$).
- Assurance at the restaurant, this is statistically significant ($\rho = 0.655$, $p = 0.000$).
- Quality at the restaurant, this is statistically significant ($\rho = 0.594$, $p = 0.000$).
- Payment for restaurant offerings (level), this is statistically significant ($\rho = 0.602$, $p = 0.000$).
- Service delivery of the hotel, this is statistically significant ($\rho = 0.711$, $p = 0.000$).
- Ambience of the hotel, this is statistically significant ($\rho = 0.551$, $p = 0.000$).
- Payment for hotel services, this is statistically significant ($\rho = 0.583$, $p = 0.000$).

These correlations indicate that customers who are satisfied with the quality of hotel rooms are also satisfied with factors which includes customer convenience at the establishment, up keeping of the establishment and responsiveness at the restaurant.

5.3.8.1.18. Correlations for the aspect employees' ability to deliver reliable services at the hotel

It can be seen from Table 5.16 that the factor affecting customer satisfaction, namely employees' ability to deliver reliable services at the hotel, has a medium positive correlation with the following factor which contributes to customer satisfaction:

- User-friendliness of the establishment, this is statistically significant ($\rho = 0.381$, $p = 0.000$).

This correlation indicates that customers who regard the factor employees' ability to deliver reliable services at the hotel as an important contributor to customer satisfaction also regard the factor user-friendliness of the establishment as important a contributor to customer satisfaction.

Table 5.16 shows that the factor affecting customer satisfaction, namely employees' ability to deliver reliable services at the hotel, has a medium positive correlation with the following levels:

- Customer convenience at the establishment, this is statistically significant ($\rho = 0.454$, $p = 0.000$).
- Up keeping of the establishment, this is statistically significant ($\rho = 0.323$, $p = 0.001$).
- Responsiveness at the restaurant, this is statistically significant ($\rho = 0.420$, $p = 0.000$).
- Assurance at the restaurant, this is statistically significant ($\rho = 0.425$, $p = 0.000$).
- Quality at the restaurant, this is statistically significant ($\rho = 0.456$, $p = 0.000$).
- Payment for restaurant offerings (level), this is statistically significant ($\rho = 0.347$, $p = 0.000$).
- Service delivery of the hotel, this is statistically significant ($\rho = 0.473$, $p = 0.000$).
- Ambience of the hotel, this is statistically significant ($\rho = 0.337$, $p = 0.001$).
- Payment for hotel services, this is statistically significant ($\rho = 0.318$, $p = 0.001$).
- Quality of hotel rooms, this is statistically significant ($\rho = 0.346$, $p = 0.001$).

These correlations indicate that customers who regard the factor employees' ability to deliver reliable services at the hotel as an important contributor to customer satisfaction are also satisfied with factors which includes customer convenience at the establishment, up keeping of the establishment and responsiveness at the restaurant.

Table 5.16 shows that the factor affecting customer satisfaction, namely employees' ability to deliver reliable services at the hotel, has a large positive correlation with the following factors which contribute to customer satisfaction:

- Accessibility of the establishment, this is statistically significant ($\rho = 0.528$, $p = 0.000$).
- Quality assurance of restaurant offerings, this is statistically significant ($\rho = 0.676$, $p = 0.000$).
- Service delivery of restaurant employees, this is statistically significant ($\rho = 0.659$, $p = 0.000$).
- Sufficiency of restaurant employees, this is statistically significant ($\rho = 0.694$, $p = 0.000$).
- Variety of restaurant offerings, this is statistically significant ($\rho = 0.527$, $p = 0.000$).
- Payment for restaurant offerings (factor), this is statistically significant ($\rho = 0.514$, $p = 0.000$).
- Effectiveness of hotel employees, this is statistically significant ($\rho = 0.793$, $p = 0.000$).
- Convenience of hotel's services, this is statistically significant ($\rho = 0.608$, $p = 0.000$).
- Responsiveness of hotel employees, this is statistically significant ($\rho = 0.946$, $p = 0.000$).

These correlations indicate that customers who regard the factor employees' ability to deliver reliable services as an important contributor to customer satisfaction also regard factors which includes accessibility of the establishment, quality assurance of restaurant offerings and service delivery of restaurant employees as important contributors to customer satisfaction.

5.3.8.1.19. Correlations for the aspect effectiveness of hotel employees

Table 5.16 shows that the factor affecting customer satisfaction, namely effectiveness of hotel employees, has a medium positive correlation with the following factors which contribute to customer satisfaction:

- User-friendliness of the establishment, this is statistically significant ($\rho = 0.369$, $p = 0.000$).
- Variety of restaurant offerings, this is statistically significant ($\rho = 0.389$, $p = 0.000$).
- Payment for restaurant offerings (factor), this is statistically significant ($\rho = 0.448$, $p = 0.000$).

These correlations indicate that customers who regard the factor effectiveness of hotel employees as an important contributor to customer satisfaction also regard the factors user-friendliness of the establishment, variety of restaurant offerings and payment for restaurant offerings (factor) as important contributors to customer satisfaction.

It can be seen from Table 5.16 that the factor affecting customer satisfaction, namely effectiveness of hotel employees, has a medium positive correlation with the following levels:

- Customer convenience at the establishment, this is statistically significant ($\rho = 0.450$, $p = 0.000$).
- Up keeping of the establishment, this is statistically significant ($\rho = 0.369$, $p = 0.000$).
- Responsiveness at the restaurant, this is statistically significant ($\rho = 0.455$, $p = 0.000$).
- Assurance at the restaurant, this is statistically significant ($\rho = 0.382$, $p = 0.000$).
- Quality at the restaurant, this is statistically significant ($\rho = 0.390$, $p = 0.000$).
- Payment for restaurant offerings (level), this is statistically significant ($\rho = 0.305$, $p = 0.002$).
- Ambience of the hotel, this is statistically significant ($\rho = 0.282$, $p = 0.004$).
- Payment for hotel services, this is statistically significant ($\rho = 0.317$, $p = 0.001$).
- Quality of hotel rooms, this is statistically significant ($\rho = 0.399$, $p = 0.000$).

These correlations indicate that customers who regard the factor effectiveness of hotel employees as an important contributor to customer satisfaction are also satisfied with factors which includes customer convenience at this establishment, up keeping of the establishment and responsiveness at the restaurant.

Table 5.16 shows that the factor affecting customer satisfaction, namely effectiveness of hotel employees, has a large positive correlation with the following factors which contribute to customer satisfaction:

- Accessibility of the establishment, this is statistically significant ($\rho = 0.526$, $p = 0.000$).
- Quality assurance of restaurant offerings, this is statistically significant ($\rho = 0.539$, $p = 0.000$).
- Service delivery of restaurant employees, this is statistically significant ($\rho = 0.544$, $p = 0.000$).
- Sufficiency of restaurant employees, this is statistically significant ($\rho = 0.616$, $p = 0.000$).
- Service delivery of the hotel, this is statistically significant ($\rho = 0.505$, $p = 0.000$).
- Employees' ability to deliver reliable service at the hotel, this is statistically significant ($\rho = 0.793$, $p = 0.000$).
- Convenience of hotel's services, this is statistically significant ($\rho = 0.541$, $p = 0.000$).
- Responsiveness of hotel employees, this is statistically significant ($\rho = 0.722$, $p = 0.000$).

These correlations indicate that customers who regard the factor effectiveness of hotel employees as an important contributor to customer satisfaction also regard factors which includes accessibility of the establishment, quality assurance of restaurant offerings and service delivery of restaurant employees as important contributors to customer satisfaction.

5.3.8.1.20. Correlations for the aspect convenience of hotel's services

Table 5.16 shows that the factor affecting customer satisfaction, namely convenience of hotel's services, has a medium positive correlation with the following factors which contribute to customer satisfaction:

- User-friendliness of the establishment, this is statistically significant ($\rho = 0.355$, $p = 0.000$).
- Service delivery of restaurant employees, this is statistically significant ($\rho = 0.475$, $p = 0.000$).
- Variety of restaurant offerings, this is statistically significant ($\rho = 0.473$, $p = 0.000$).
- Payment for restaurant offerings (factor), this is statistically significant ($\rho = 0.476$, $p = 0.000$).

These correlations indicate that customers who regard the factor convenience of hotel's services as an important contributor to customer satisfaction also regard factors which includes user-friendliness of the establishment, service delivery of restaurant employees and variety of the restaurant employees as important contributors to customer satisfaction.

Table 5.16 shows that the factor affecting customer satisfaction, namely convenience of hotel's services, has a medium positive correlation with the following levels:

- Customer convenience at the establishment, this is statistically significant ($\rho = 0.372$, $p = 0.000$).
- Up keeping of the establishment, this is statistically significant ($\rho = 0.273$, $p = 0.006$).
- Responsiveness at the restaurant, this is statistically significant ($\rho = 0.296$, $p = 0.003$).
- Assurance at the restaurant, this is statistically significant ($\rho = 0.209$, $p = 0.037$).
- Quality at the restaurant, this is statistically significant ($\rho = 0.304$, $p = 0.002$).
- Payment for restaurant offerings (level), this is statistically significant ($\rho = 0.285$, $p = 0.004$).

- Service delivery of the hotel, this is statistically significant ($\rho = 0.346$, $p = 0.000$).
- Ambience of the hotel, this is statistically significant ($\rho = 0.195$, $p = 0.052$).
- Payment for hotel services, this is statistically significant ($\rho = 0.306$, $p = 0.002$).
- Quality of hotel rooms, this is statistically significant ($\rho = 0.449$, $p = 0.000$).

These correlations indicate that customers who regard the factor convenience of hotel's services as an important contributor to customer satisfaction are also satisfied with factors which includes customer convenience at the establishment, up keeping of the establishment and responsiveness at the restaurant.

It is noticed from Table 5.16 that the factor affecting customer satisfaction, namely convenience of hotel's services, has a large positive correlation with the following factors which contribute to customer satisfaction:

- Accessibility of the establishment, this is statistically significant ($\rho = 0.565$, $p = 0.000$).
- Quality assurance of restaurant offerings, this is statistically significant ($\rho = 0.579$, $p = 0.000$).
- Sufficiency of restaurant employees, this is statistically significant ($\rho = 0.567$, $p = 0.000$).
- Employees' ability to deliver reliable service at the hotel, this is statistically significant ($\rho = 0.608$, $p = 0.000$).
- Effectiveness of hotel employees, this is statistically significant ($\rho = 0.541$, $p = 0.000$).
- Responsiveness of hotel employees, this is statistically significant ($\rho = 0.657$, $p = 0.000$).

These correlations indicate that customers who regard the factor convenience of hotel's services as an important contributor to customer satisfaction also regard factors which includes accessibility of the establishment, quality assurance of restaurant offerings and sufficiency of restaurant employees as important contributors to customer satisfaction.

5.3.8.1.21. Correlations for the aspect responsiveness of hotel employees

Table 5.16 shows that the factor affecting customer satisfaction, namely responsiveness of hotel employees, has a medium positive correlation with the following factor which contribute to customer satisfaction:

- User-friendliness of the establishment, this is statistically significant ($\rho = 0.426$, $p = 0.000$).

This correlation indicates that customers who regard the factor responsiveness of hotel employees as an important contributor to customer satisfaction also regard the factor user-friendliness of the establishment as an important contributor to customer satisfaction.

Table 5.16 shows that the factor affecting customer satisfaction, namely responsiveness of hotel employees, has a medium positive correlation with the following levels:

- Customer convenience at the establishment, this is statistically significant ($\rho = 0.465$, $p = 0.000$).
- Up keeping of the establishment, this is statistically significant ($\rho = 0.349$, $p = 0.000$).
- Responsiveness at the restaurant, this is statistically significant ($\rho = 0.433$, $p = 0.000$).
- Assurance at the restaurant, this is statistically significant ($\rho = 0.420$, $p = 0.000$).
- Quality at the restaurant, this is statistically significant ($\rho = 0.475$, $p = 0.000$).
- Payment for restaurant offerings (level), this is statistically significant ($\rho = 0.376$, $p = 0.000$).
- Service delivery of the hotel, this is statistically significant ($\rho = 0.469$, $p = 0.000$).
- Ambience of the hotel, this is statistically significant ($\rho = 0.345$, $p = 0.000$).
- Payment for hotel services, this is statistically significant ($\rho = 0.341$, $p = 0.001$).
- Quality of hotel rooms, this is statistically significant ($\rho = 0.337$, $p = 0.001$).

These correlations indicate that customers who regard the factor responsiveness of hotel employees as an important contributor to customer satisfaction are also satisfied with factors which includes customer convenience at the establishment, up keeping of the establishment and responsiveness at the restaurant.

It can be seen from Table 5.16 that the factor affecting customer satisfaction, namely responsiveness of hotel employees, has a large positive correlation with the following factors which contribute to customer satisfaction:

- Accessibility of the establishment, this is statistically significant ($\rho = 0.574$, $p = 0.000$).
- Quality assurance of restaurant offerings, this is statistically significant ($\rho = 0.688$, $p = 0.000$).
- Service delivery of restaurant employees, this is statistically significant ($\rho = 0.680$, $p = 0.000$).
- Sufficiency of restaurant employees, this is statistically significant ($\rho = 0.636$, $p = 0.000$).
- Variety of restaurant offerings, this is statistically significant ($\rho = 0.563$, $p = 0.000$).
- Payment for restaurant offerings (factor), this is statistically significant ($\rho = 0.559$, $p = 0.000$).
- Employees' ability to deliver reliable service at the hotel, this is statistically significant ($\rho = 0.946$, $p = 0.000$).
- Effectiveness of hotel employees, this is statistically significant ($\rho = 0.722$, $p = 0.000$).
- Convenience of hotel's services, this is statistically significant ($\rho = 0.657$, $p = 0.000$).

These correlations indicate that customers who regard the factor responsiveness of hotel employees as an important contributor to customer satisfaction also regard factors which includes accessibility of the establishment, quality assurance of restaurant offerings and service delivery of restaurant employees as important contributors to customer satisfaction.

5.3.8.2. Correlation between customer satisfaction factors and trip related variables

Spearman Rank Order Correlations were calculated to determine whether the above factors and trip related variables are related to each other. All the factors were compared with trip related variables to get a better understanding on how aspects such as length of stay impact customer satisfaction. The results of the Spearman Rank Order Correlation between the different customer satisfaction factors indicate significant ($p \leq 0.05$) positive correlation between the majority of the trip related variables (Pallant, 2010:134). Table 5.17 indicates a low to medium correlation between all customer satisfaction factors and trip related variables (N=100).

Table 5.17: Correlation between customer satisfaction factors and trip related variables

Customer satisfaction factors (N=100)		Customer convenience	Up keeping of the establishment	Accessibility of the establishment	User-friendliness of the establishment	Responsiveness	Assurance	Quality	Payment for restaurant offerings (level)	Quality assurance of restaurant offerings	Service delivery of restaurant employees	Sufficiency of restaurant employees	Variety of restaurant offerings	Payment for restaurant offerings (factor)	Service delivery by hotel employees	Ambience of the hotel	Payment for hotel services	Quality of hotel rooms	Employees' ability to deliver reliable service	Effectiveness of hotel employees	Convenience of hotel's services	Responsiveness of hotel employees
Length stayed	Correlation Coefficient	-.206*	-.042	-.155	-.111	-.213'	-.293**	-.214'	-.185	-.105	-.187	-.203*	-.112	-.108	-.271**	-.059	-.370**	-.265**	-.148	-.122	-.038	-.149
	Sig. (2-tailed)	0.040	0.677	0.124	0.273	0.033	0.003	0.033	0.065	0.301	0.063	0.043	0.268	0.283	0.006	0.563	0.000	0.008	0.142	0.226	0.707	0.138
Expectations met	Correlation Coefficient	-.540**	-.523**	-.270**	-.350**	-.453**	-.505**	-.430**	-.496**	-.389**	-.556**	-.359**	-.357**	-.463**	-.553**	-.461**	-.389**	-.511**	-.414**	-.371**	-.320**	-.402**
	Sig. (2-tailed)	0.000	0.000	0.007	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.001	0.000
Expectations exceeded	Correlation Coefficient	-.326**	-.469**	-.174	-.099	-.362**	-.457**	-.379**	-.366**	-.237*	-.347**	-.207*	-.195	-.245*	-.468**	-.449**	-.233*	-.428**	-.243*	-.189	-.156	-.258**
	Sig. (2-tailed)	0.001	0.000	0.084	0.325	0.000	0.000	0.000	0.000	0.018	0.000	0.039	0.052	0.014	0.000	0.000	0.020	0.000	0.015	0.060	0.121	0.010

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

5.3.8.2.1. Correlations for the aspect length stayed at the accommodation establishment

Table 5.17 shows that the length of time stayed at the accommodation establishment, has a small negative correlation with the following factor which contributes to customer satisfaction:

- Convenience of hotel's services, this is statistically significant ($\rho = -0.038$, $p = 0.707$).

This correlation indicates that if customers regard the factor customer convenience at the establishment as an important contributor to customer satisfaction, they will likely stay longer.

It can be seen from Table 5.17 that the length of time stayed at the accommodation establishment, has a small negative correlation with the following levels of customer satisfaction:

- Up keeping of the establishment, this is statistically significant ($\rho = -0.042$, $p = 0.677$).
- Ambience of the hotel, this is statistically significant ($\rho = -0.059$, $p = 0.563$).

These correlations indicate that if customers are satisfied with the factors up keeping of the establishment and ambience of the hotel, they will likely stay longer.

Table 5.17 shows that the length of time stayed at the accommodation establishment, has a medium negative correlation with the following factors which contribute to customer satisfaction:

- Accessibility of the establishment, this is statistically significant ($\rho = -0.155$, $p = 0.124$).
- User-friendliness of the establishment, this is statistically significant ($\rho = -0.111$, $p = 0.273$).
- Quality assurance of restaurant offerings, this is statistically significant ($\rho = -0.105$, $p = 0.301$).
- Service delivery of restaurant employees, this is statistically significant ($\rho = -0.187$, $p = 0.043$).

- Sufficiency of restaurant employees, this is statistically significant ($\rho = -0.203$, $p = 0.043$).
- Employees' ability to deliver reliable services at the hotel, this is statistically significant ($\rho = -0.148$, $p = 0.142$).
- Effectiveness of hotel employees, this is statistically significant ($\rho = -0.122$, $p = 0.226$).
- Responsiveness of hotel employees, this is statistically significant ($\rho = -0.149$, $p = 0.138$).

These correlations indicate that if customers regard factors which includes, accessibility of the establishment, user-friendliness of the establishment and quality assurance of restaurant offerings as important contributors to customer satisfaction, they will likely stay longer.

Table 5.17 shows that the length of time stayed at the accommodation establishment, has a medium negative correlation with the following levels of customer satisfaction:

- Customer convenience at the establishment, this is statistically significant ($\rho = -0.206$, $p = 0.040$).
- Responsiveness at the restaurant, this is statistically significant ($\rho = -0.213$, $p = 0.033$).
- Assurance at the restaurant, this is statistically significant ($\rho = -0.293$, $p = 0.003$).
- Quality at the restaurant, this is statistically significant ($\rho = -0.214$, $p = 0.033$).
- Payment for restaurant offerings (level), this is statistically significant ($\rho = -0.185$, $p = 0.065$).
- Variety of restaurant offerings, this is statistically significant ($\rho = -0.112$, $p = 0.268$).
- Payment for restaurant offerings, this is statistically significant (factor) ($\rho = -0.108$, $p = 0.282$).
- Service delivery by hotel employees, this is statistically significant ($\rho = -0.271$, $p = 0.006$).
- Payment for hotel services, this is statistically significant ($\rho = -0.370$, $p = 0.000$).
- Quality of hotel rooms, this is statistically significant ($\rho = -0.265$, $p = 0.008$).

These correlations indicate that if customers are satisfied with factors which includes, customer convenience at the establishment, responsiveness at the restaurant and assurance at the restaurant, they will likely stay longer.

5.3.8.2.2. Correlations for the aspect expectations met at the accommodation establishment

Table 5.17 shows that expectations met at the accommodation establishment, has a medium negative correlation with following factors which contribute to customer satisfaction:

- Accessibility of the establishment, this is statistically significant ($\rho = -0.270$, $p = 0.007$).
- User-friendliness of the establishment, this is statistically significant ($\rho = -0.350$, $p = 0.000$).
- Quality assurance of restaurant offerings, this is statistically significant ($\rho = -0.389$, $p = 0.000$).
- Sufficiency of restaurant employees, this is statistically significant ($\rho = -0.359$, $p = 0.000$).
- Variety of restaurant offerings, this is statistically significant ($\rho = -0.357$, $p = 0.000$).
- Payment for restaurant offerings (factor), this is statistically significant ($\rho = -0.463$, $p = 0.000$).
- Employees' ability to deliver reliable service at the hotel, this is statistically significant ($\rho = -0.414$, $p = 0.000$).
- Effectiveness of hotel employees, this is statistically significant ($\rho = -0.371$, $p = 0.000$).
- Convenience of hotel's services, this is statistically significant ($\rho = -0.320$, $p = 0.001$).
- Responsiveness of hotel employees, this is statistically significant ($\rho = -0.402$, $p = 0.000$).

These correlations indicate that if customers' expectations are met they will also regard factors which includes, accessibility of the establishment, user-friendliness of

the establishment and quality assurance of the restaurant employees, as important contributors to customer satisfaction.

Table 5.17 shows that expectations met at the accommodation establishment, has a medium negative correlation with following levels:

- Responsiveness at the restaurant, this is statistically significant ($\rho = -0.453$, $p = 0.000$).
- Quality at the restaurant, this is statistically significant ($\rho = -0.430$, $p = 0.000$).
- Payment for restaurant offerings (level), this is statistically significant ($\rho = -0.496$, $p = 0.000$).
- Ambience of the hotel, this is statistically significant ($\rho = -0.461$, $p = 0.000$).
- Payment for hotel services, this is statistically significant ($\rho = -0.389$, $p = 0.000$).

These correlations indicate that if customers' expectations are met they will also be satisfied with factors which includes responsiveness at the restaurant, quality at the restaurant and payment for restaurant offerings (level).

It is noticed from Table 5.17 that expectations met at the accommodation establishment, has a large negative correlation with the following factor which contributes to customer satisfaction:

- Service delivery of restaurant employees, this is statistically significant ($\rho = -0.556$, $p = 0.000$).

This correlation indicates that if customers' expectations are met, they will also regard the factor service delivery of restaurant employees as an important contributor to customer satisfaction.

Table 5.17 shows that expectations met at the accommodation establishment, has a large negative correlation with following levels:

- Customer convenience at the establishment, this is statistically significant ($\rho = -0.540$, $p = 0.000$).
- Up keeping of the establishment, this is statistically significant ($\rho = -0.523$, $p = 0.000$).

- Assurance at the restaurant, this is statistically significant ($\rho = -0.505$, $p = 0.000$).
- Service delivery of the hotel, this is statistically significant ($\rho = -0.553$, $p = 0.000$).
- Quality of hotel rooms, this is statistically significant ($\rho = -0.511$, $p = 0.000$).

These correlations indicate that if customers' expectations are met, they will also be satisfied with factors which includes customer convenience at the establishment, up keeping of the establishment and assurance at the restaurant.

5.3.8.2.3. Correlations for the expectations exceeded at the accommodation establishment

Table 5.17 shows that expectations exceeded at the accommodation establishment, has a medium negative correlation with the following factors which contribute to customer satisfaction:

- Accessibility of the establishment, this is statistically significant ($\rho = -0.174$, $p = 0.084$).
- Quality assurance of restaurant offerings, this is statistically significant ($\rho = -0.237$, $p = 0.018$).
- Service delivery of restaurant employees, this is statistically significant ($\rho = -0.347$, $p = 0.000$).
- Sufficiency of restaurant employees, this is statistically significant ($\rho = -0.207$, $p = 0.039$).
- Variety of restaurant offerings, this is statistically significant ($\rho = -0.195$, $p = 0.052$).
- Payment for restaurant offerings (factor), this is statistically significant ($\rho = -0.245$, $p = 0.014$).
- Employees' ability to deliver reliable services at the hotel, this is statistically significant ($\rho = -0.243$, $p = 0.015$).
- Effectiveness of hotel employees, this is statistically significant ($\rho = -0.189$, $p = 0.060$).
- Convenience of hotel's services, this is statistically significant ($\rho = -0.156$, $p = 0.121$).

- Responsiveness of hotel employees, this is statistically significant ($\rho = -0.258$, $p = 0.010$).

These correlations indicate that if customers' expectations are exceeded, they will also regard factors which includes accessibility of the establishment, quality assurance of restaurant offerings and service delivery of restaurant employees, as important contributors to customer satisfaction.

It can be seen from Table 5.17 that expectations exceeded at the accommodation establishment, has a medium negative correlation with the following levels:

- Customer convenience at the establishment, this is statistically significant ($\rho = -0.326$, $p = 0.001$).
- Up keeping of the establishment, this is statistically significant ($\rho = -0.469$, $p = 0.000$).
- Responsiveness at the restaurant, this is statistically significant ($\rho = -0.362$, $p = 0.000$).
- Assurance at the restaurant, this is statistically significant ($\rho = -0.457$, $p = 0.000$).
- Quality at the restaurant, this is statistically significant ($\rho = -0.379$, $p = 0.000$).
- Payment for restaurant offerings (level), this is statistically significant ($\rho = -0.366$, $p = 0.000$).
- Service delivery of the hotel, this is statistically significant ($\rho = -0.468$, $p = 0.000$).
- Ambience of the hotel, this is statistically significant ($\rho = -0.449$, $p = 0.000$).
- Payment for hotel services, this is statistically significant ($\rho = -0.233$, $p = 0.020$).
- Quality of hotel rooms, this is statistically significant ($\rho = -0.428$, $p = 0.000$).

These correlations indicate that if customers' expectations are exceeded, they will also be satisfied with factors which includes customer convenience at the establishment, up keeping of the establishment and responsiveness at the restaurant.

5.3.9. Comparison of customer satisfaction factors with gender and working status

The purpose of this section is to determine whether there are statistical differences between customer satisfaction factors and certain demographic variables. To determine this, a *t*-test was conducted to show the statistical differences between customer satisfaction factors and gender, as well as working status. A *t*-test is used to compare the mean value of two variables, gender and working status are the only two questions that had two variables. Furthermore, Spearman Rank Order Correlations was used to analyse the relationship of the remaining variables.

5.3.9.1. Comparison of customer satisfaction factors and gender

A *t*-test is used when there are two groups, such as male and female. The purpose of a *t*-test is to compare the mean score on some continuous variables (Pallant, 2010:105). The reason why a *t*-test was used is to determine if there is a statistically significant difference between genders in terms of their satisfaction levels. A *p*-value of less than 0.05 is an indication that there is a statistical difference between the mean values of the two groups (Pallant, 2010:241). It can be seen from Table 5.18 that there is no statistical significant difference between females and males regarding their level of satisfaction, because the majority of the *p*-values are above 0.05. It should be noted that the *p*-value for up keeping of the establishment is 0.060 and effectiveness of the hotel employees is 0.066, this is close to 0.05, thus calling for management attention.

Table 5.18: T-test for comparison of customer satisfaction factors by gender

Customer satisfaction factors	Female N=55		Male N=45		T-value	P-value
	Mean value	Std dev.	Mean value	Std dev.		
Customer convenience	4.45	0.59	4.34	0.64	0.891	0.375
Up keeping of the establishment	4.67	0.48	4.47	0.55	1.905	0.060
Accessibility of the establishment	4.75	0.67	4.71	0.48	0.327	0.745

User-friendliness of the establishment	4.69	0.55	4.60	0.55	0.789	0.432
Responsiveness	4.72	0.44	4.52	0.80	1.470	0.146
Assurance	4.66	0.51	4.57	0.53	0.835	0.406
Quality	4.66	0.49	4.56	0.75	0.779	0.438
Payment for restaurant offerings (level)	4.37	0.79	4.21	0.85	0.985	0.327
Quality assurance of restaurant offerings	4.80	0.59	4.81	0.34	-0.112	0.911
Service delivery of restaurant employees	4.90	0.26	4.83	0.33	1.125	0.263
Sufficiency of restaurant employees	4.84	0.35	4.64	0.75	1.625	0.110
Variety of restaurant offerings	4.80	0.50	4.73	0.58	0.619	0.537
Payment for restaurant offerings (factor)	4.73	0.69	4.71	0.59	0.124	0.902
Service delivery of hotel employees	4.74	0.49	4.53	0.74	1.617	0.110
Ambience of the hotel	4.55	0.62	4.49	0.73	0.464	0.644
Payment for hotel services	4.49	0.72	4.39	0.82	0.662	0.510
Quality of hotel rooms	4.58	0.48	4.42	0.90	1.071	0.288
Employees' ability to deliver reliable service	4.89	0.32	4.86	0.34	0.463	0.645
Effectiveness of hotel employees	4.88	0.31	4.65	0.76	1.875	0.066
Convenience of hotel's services	4.72	0.68	4.68	0.65	0.252	0.801
Responsiveness of hotel employees	4.91	0.24	4.86	0.34	0.833	0.407

$p < 0.05$

5.3.9.2. Comparison of customer satisfaction factors and working status

The reason why a *t*-test was used is to determine if there is a statistically significant difference between working status in terms of customers' satisfaction levels. Due to the reason that individual's working status might have an influence on the factors that they regard as important. A p-value of less than 0.05 is an indication that there is a statistical difference between the mean values of the two groups (Pallant, 2010:241). It can be seen from Table 5.19 that there is no statistical significant difference between customers with a permanent working status and customers who has a non-permanent working status regarding their level of satisfaction, because the majority of the p-values are above 0.05. It should be noted that the p-value for accessibility of the establishment is 0.059 and user-friendliness of the establishment is 0.043, this is close to and below 0.05, thus calling for management attention.

Table 5.19: T-test for comparison of customer satisfaction factors by working status

Customer satisfaction factors	Permanent working status N=82		Non-permanent working status N=18		T-value	P-value
	Mean value	Std dev.	Mean value	Std dev.		
Customer convenience	4.41	0.60	4.36	0.66	0.324	0.747
Up keeping of the establishment	4.55	0.52	4.71	0.49	-1.162	0.248
Accessibility of the establishment	4.82	0.39	4.32	1.05	2.013	0.059
User-friendliness of the establishment	4.72	0.45	4.30	0.80	2.168	0.043
Responsiveness	4.61	0.68	4.72	0.37	-0.650	0.517
Assurance	4.60	0.54	4.71	0.41	-0.944	0.352
Quality	4.63	0.65	4.56	0.47	0.458	0.648
Payment for restaurant offerings (level)	4.29	0.81	4.33	0.86	-0.190	0.849

Quality assurance of restaurant offerings	4.85	0.31	4.60	0.96	1.086	0.292
Service delivery of restaurant employees	4.87	0.30	4.90	0.27	-0.403	0.688
Sufficiency of restaurant employees	4.75	0.60	4.78	0.43	-0.199	0.843
Variety of restaurant offerings	4.84	0.39	4.47	0.92	1.652	0.116
Payment for restaurant offerings (factor)	4.76	0.54	4.53	0.99	0.971	0.343
Service delivery of hotel employees	4.62	0.65	4.75	0.40	-0.788	0.432
Ambience of the hotel	4.52	0.68	4.56	0.62	-0.225	0.823
Payment for hotel services	4.41	0.78	4.61	0.68	-1.017	0.311
Quality of hotel rooms	4.48	0.74	4.67	0.46	-1.046	0.298
Employees' ability to deliver reliable service	4.89	0.32	4.81	0.38	0.950	0.344
Effectiveness of hotel employees	4.78	0.60	4.78	0.44	-0.009	0.993
Convenience of hotel's services	4.75	0.55	4.46	1.02	1.162	0.259
Responsiveness of hotel employees	4.90	0.27	4.81	0.36	1.008	0.325

$p < 0.05$

5.4. CONCLUSION

This chapter presented the descriptive and exploratory results in an endeavour to achieve the objectives of this study. This was achieved in three phases. Firstly, the demographic aspects of the customers, trip related variables, and the level of customer satisfaction including the factors that affect the satisfaction level of customers were presented.

This was followed by the exploratory analysis. There were 10 factors identified that influences the satisfaction level of customers, and 11 factors identified that contributes to customer satisfaction. The relationships were determined with which customers are satisfied and the factors customers regard as important contributors to customer satisfaction, as well as with trip related variables which includes length of time stayed and expectations met, and two selected demographic variables, gender and working status. The relationship and differences of these were determined by means of Spearman Rank Order Correlation and an independent *t*-test. The results revealed that the 10 factors that affect the satisfaction level of customers are all related to one another, the customers regard the 11 factors as important contributors to their satisfaction level, and the trip related and demographic variables influence the satisfaction level of the customers to a greater or lesser extent.

The results from the empirical investigation are integrated and interpreted more comprehensively in Chapter 6. Furthermore, Chapter 6 also provides recommendations as to how accommodation establishments can achieve a higher level of customer satisfaction.

CHAPTER 6:

CONCLUSIONS AND RECOMMENDATIONS

6.1. INTRODUCTION

The previous chapter provided a discussion on the empirical results in which the findings of the study were analysed and interpreted. The main goal of this study was to determine customer satisfaction and the factors that contribute to customer satisfaction, based on a case study at an accommodation establishment in the Vaal Region. Customer satisfaction is very important in any organisation, because customer satisfaction offers a variety of benefits to an organisation. It is important to investigate the satisfaction of customers because there are many factors that could influence the satisfaction of customers these should be adhered to by management.

To achieve the main goal of this study, the following objectives were formulated:

- Conducted a literature review to identify the factors that affect customer satisfaction at an accommodation establishment.
- In addition, the literature also assisted to develop a measuring instrument to determine customer satisfaction at an accommodation establishment.
- Furthermore, an empirical analysis was conducted to measure the level of performance of the identified factors at an accommodation establishment in the Vaal Region.
- Additionally, an empirical analysis was conducted to determine the factors that contribute to the satisfaction of the customers at a specific accommodation establishment in the Vaal Region.
- Thereafter, an empirical analysis was conducted to determine the difference between the factors that are regarded as important contributors to customer satisfaction and the factors with which customers are satisfied with at an accommodation establishment.
- Moreover, an empirical analysis was conducted to determine the difference between customer satisfaction factors across trip-related and demographic variables at an accommodation establishment.
- Finally, recommendations were made regarding the empirical results and for future research.

The overall conclusion of this study is now provided, and the recommendations are made as to how the management of the accommodation establishment in the Vaal Region, as well as other tourism organisations, can improve the satisfaction of their customers and ensure long term success. Afterwards, the value of the study and the limitations of the study are discussed.

6.2. CONCLUSION

The literature and empirical conclusions are subsequently stated.

6.2.1. Literature conclusion

- The tourism industry consists of four main sectors, transportation hospitality, attractions and support services. The accommodation establishment in the Vaal region forms part of the hospitality sector (c.f. 2.2).
- Tourism has four distinguishing characteristics that can influence the satisfaction of customers. These are known as the IHIP service characteristics and are described as Intangibility, Heterogeneity, Inseparability and Perishability (c.f. 2.3).
- There are a variety of types of tourism. The eight main types of tourism are adventure, sport, business, eco, religious, culture, medical and entertainment. The accommodation establishment in the Vaal Region forms part of entertainment tourism, due to the variety of activities the accommodation establishment offers (c.f. 2.4).
- Customer satisfaction has a variety of definitions. However, the most suitable definition for this study is: customer satisfaction is a person's feelings of pleasure or disappointment resulting from comparing a product's perceived performance with their own expectations (c.f. 2.5).
- There are many theories that have been used to understand the process through which customers form their satisfaction judgment. These theories are known as the disconfirmation theory, assimilation theory, contrast theory, assimilation-contrast theory and generalised negativity theory. Four of these theories can be applied to this study of the accommodation establishment in the Vaal Region (c.f. 2.6).

- The Kano model of customer satisfaction is used to improve understanding of the different aspects of how customers select, analyse and recognise quality attributes. There are five groups of customer demands that must be taken into consideration by the accommodation establishment in the Vaal Region. These groups are known as attractive quality, one-dimensional quality, must-be quality, indifferent quality and reverse quality (c.f. 2.7).
- The SERVQUAL scale has been seen as a successful service quality measuring instrument in today's market research and it measures; tangibility, reliability, responsiveness, assurance and empathy. Many previous researchers have used the SERVQUAL model to measure customer satisfaction and service quality in a variety of settings (c.f. 2.8).
- Customers are influenced and affected by a variety of factors. These factors must be taken into consideration by the accommodation establishment in the Vaal Region to ensure that customer satisfaction is achieved. (c.f. 2.9).
- Service marketing is a large part of any business. To ensure quality of services and achieve customer satisfaction, there are a few effective marketing strategies that any establishment can follow. If the accommodation establishment ensures that their customers are satisfied and markets its products and services to a chosen target market, then the accommodation establishment will eventually benefit by it (c.f. 2.10).
- Once customer satisfaction is achieved, the accommodation establishment in the Vaal Region will benefit and gain advantages. Such advantages are positive word-of-mouth, creation of a positive image, attraction of new customers, customer loyalty, competitive advantage and an increase in profit (c.f. 2.11).
- A measuring instrument is defined as a data collection tool that consists of a variety of questions used to gather information from people through different systems. A questionnaire was discussed in depth and used to achieve one of the objectives of the study, to develop a measuring instrument to determine customer satisfaction at an accommodation establishment (c.f. 3.2).
- Different measuring instruments were used in past studies. However, in most of the studies, the measuring instrument used was a questionnaire to measure the satisfaction of customers (c.f. 3.3).

- To measure customer satisfaction, a well-developed research questionnaire is needed. There are a variety of factors to take into consideration when designing a questionnaire for measuring customer satisfaction (c.f. 3.4).

6.2.2. Empirical conclusion

- The majority of the respondents were female (c.f. 5.2.1.1).
- The ethnicity of the majority of the respondents was white (c.f. 5.2.1.2).
- The majority of the respondents' home language was Afrikaans (c.f. 5.2.1.3).
- The majority of the respondents were between 30 – 39 years of age (c.f. 5.2.1.4).
- The majority of the respondents were married (c.f. 5.2.1.5).
- The majority of the respondents' highest level of education was Matric (c.f. 5.2.6).
- The majority of the respondents received a monthly income between R20 000 and R34 999 (c.f. 5.2.1.7).
- The majority of the respondents were full time employees (c.f. 5.2.1.8).
- The majority of the respondents reside outside the Vaal Triangle but is still within Gauteng (c.f. 5.2.1.9 and 5.2.1.10).
- The majority of the respondents stayed at the accommodation establishment between 1-2 nights (c.f. 5.2.2.1).
- The majority of the respondents stayed in a Double Deluxe Room with breakfast (c.f. 5.2.2.2).
- The majority of the respondents visited the accommodation establishment for leisure purposes (c.f. 5.2.2.3).
- The majority of the respondents identified the accommodation establishment through word-of-mouth (c.f. 5.2.2.4).
- The majority of the respondents visited the accommodation establishment more than once a year (c.f. 5.2.2.5).
- The majority of the visitors would definitely recommend and revisit the accommodation establishment (c.f. 5.2.2.6).
- The majority of the respondents stated that they are definitely loyal customers (c.f. 5. 2.2.7).
- The majority of the respondents' expectations have definitely been met and exceeded (c.f. 5. 2.2.8).
- The majority of the respondents were overall totally satisfied (c.f. 5.2.2.9).

- The majority of the respondents were totally satisfied with a variety of items and also indicated these items as very important contributors to customer satisfaction with regards to the entire establishment, restaurant and accommodation (c.f. 5.2.3.1, 5.2.3.2 and 5.2.3.3).
- Ten factors that influence the satisfaction level of customers were identified. These factors are: customer convenience with the entire establishment, up keeping of the establishment, responsiveness, assurance and quality of the restaurant facilities, payment for restaurant offerings, service delivery by hotel employees, ambience of the hotel, payment for hotel services, and quality of hotel rooms (c.f. 5.3.7).
- A total of 11 factors contributing to customer satisfaction were identified. These factors are; accessibility of the establishment, user-friendliness of the establishment, quality assurance of restaurant offerings, service delivery and sufficiency of restaurant employees, variety of restaurant offerings, payment for restaurant offerings, employees' ability to deliver reliable services, effectiveness and responsiveness of hotel employees, and convenience of hotel's services (c.f. 5.3.7).
- Customers who are satisfied with customer convenience at the establishment also regard factors which includes accessibility of the establishment as important contributors to customer satisfaction (c.f. 5.3.8.1.1).
- Customers who are satisfied with customer convenience at the establishment are also satisfied with the factor ambience of the hotel (c.f. 5.3.8.1.1).
- Customers who are satisfied with up keeping of the establishment also regard factors which includes user-friendliness of the establishment as important contributors to customer satisfaction (c.f. 5.3.8.1.2).
- Customers who are satisfied with up keeping of the establishment are also satisfied with factors which includes accessibility of the establishment (c.f. 5.3.8.1.2).
- Customers who regard the factor accessibility of the establishment as an important contributor to customer satisfaction also regard factors which includes user-friendliness of the establishment as important contributors to customer satisfaction (c.f. 5.3.8.1.3).

- Customers who regard the factor accessibility of the establishment as an important contributor to customer satisfaction are also satisfied with factors which includes customer convenience at the establishment (c.f. 5.3.8.1.3).
- Customers who regard the factor user-friendliness of the establishment as an important contributor to customer satisfaction also regard factors which includes service delivery of restaurant employees as important contributors to customer satisfaction (c.f. 5.3.8.1.4).
- Customers who regard the factor user-friendliness of the establishment as an important contributor to customer satisfaction are also satisfied with factors which includes the up keeping of the establishment (c.f. 5.3.8.1.4).
- Customers who are satisfied with responsiveness at the restaurant also regard factors which includes accessibility of the establishment as important contributors to customer satisfaction (c.f. 5.3.8.1.5).
- Customers who are satisfied with responsiveness at the restaurant are also satisfied with factors which includes customer convenience at the establishment (c.f. 5.3.8.1.5).
- Customers who are satisfied with assurance at the restaurant also regard factors which includes accessibility of the establishment as important contributors to customer satisfaction (c.f. 5.3.8.1.6).
- Customers who are satisfied with assurance at the restaurant are also satisfied with factors which includes customer convenience at the establishment (c.f. 5.3.8.1.6).
- Customers who are satisfied with quality at the restaurant also regard factors which includes accessibility of the establishment as important contributors to customer satisfaction (c.f. 5.3.8.1.7).
- Customers who are satisfied with quality at the restaurant are also satisfied with the factor payment for hotel services (c.f. 5.3.8.1.7).
- Customers who are satisfied with payment for restaurant offerings (level) also regard factors which includes accessibility of the establishment as important contributors to customer satisfaction (c.f. 5.3.8.1.8).
- Customers who are satisfied with payment for restaurant offerings (level) are also satisfied with the factor ambience of the hotel (c.f. 5.3.8.1.8).

- Customers who regard the factor quality assurance of restaurant offerings as an important contributor to customer satisfaction also regard factors which includes accessibility of the establishment as important contributors to customer satisfaction (c.f. 5.3.8.1.9).
- Customers who regard the factor quality assurance of restaurant offerings as an important contributor to customer satisfaction are also satisfied with factors which includes customer convenience at the establishment (c.f. 5.3.8.1.9).
- Customers who regard the factor service delivery of restaurant employees as an important contributor to customer satisfaction also regard factors which includes accessibility of the establishment as important contributors to customer satisfaction (c.f. 5.3.8.1.10).
- Customers who regard the factor service delivery of restaurant employees as an important contributor to customer satisfaction are also satisfied with factors which includes customer convenience (c.f. 5.3.8.1.10).
- Customers who regard the factor sufficiency of restaurant employees as an important contributor to customer satisfaction also regard factors which includes accessibility of the establishment as important contributors to customer satisfaction (c.f. 5.3.8.1.11).
- Customers who regard the factor sufficiency of restaurant employees as an important contributor to customer satisfaction are also satisfied with factors which includes customer convenience at the establishment (c.f. 5.3.8.1.11).
- Customers who regard the factor variety of restaurant offerings as an important contributor to customer satisfaction also regard factors which includes accessibility of the establishment as important contributors to customer satisfaction (c.f. 5.3.8.1.12).
- Customers who regard the factor variety of restaurant offerings as an important contributor to customer satisfaction are also satisfied with factors which includes customer convenience at the establishment (c.f. 5.3.8.1.12).
- Customers who regard the factor payment for restaurant offerings (factor) as an important contributor to customer satisfaction also regard factors which includes accessibility of the establishment as important contributors to customer satisfaction (c.f. 5.3.8.1.13).

- Customers who regard the factor payment for restaurant offerings (factor) as an important contributor to customer satisfaction are also satisfied with factors which includes customer convenience at the establishment (c.f. 5.3.8.1.13).
- Customers who are satisfied with the service delivery by hotel employees also regard factors which includes accessibility of the establishment as important contributors to customer satisfaction (c.f. 5.3.8.1.14).
- Customers who are satisfied with service delivery by hotel employees are also satisfied with factors which includes customer convenience at the establishment (c.f. 5.3.8.1.14).
- Customers who are satisfied with the ambience of the hotel also regard factors which includes accessibility of the establishment as important contributors to customer satisfaction (c.f. 5.3.8.1.15).
- Customers who are satisfied with the ambience of the hotel are also satisfied with factors which includes customer convenience at this establishment (c.f. 5.3.8.1.15).
- Customers who are satisfied with the payment for hotel services also regard factors which includes accessibility of the establishment as important contributors to customer satisfaction (c.f. 5.3.8.1.16).
- Customers who are satisfied with payment for hotel services are also satisfied with factors which includes up keeping of the establishment (c.f. 5.3.8.1.16).
- Customers who are satisfied with the quality of hotel rooms also regard factors which includes accessibility of the establishment as important contributions to customer satisfaction (c.f. 5.3.8.1.17).
- Customers who are satisfied with the quality of hotel rooms are also satisfied with factors which includes customer convenience at the establishment (c.f. 5.3.8.1.17).
- Customers who regard the factor employees' ability to deliver reliable services as an important contributor to customer satisfaction also regard factors which includes accessibility of the establishment as important contributors to customer satisfaction (c.f. 5.3.8.1.18).
- Customers who regard the factor employees' ability to deliver reliable services at the hotel as an important contributor to customer satisfaction are also satisfied

with factors which includes customer convenience at the establishment (c.f. 5.3.8.1.18).

- Customers who regard the factor effectiveness of hotel employees as an important contributor to customer satisfaction also regard factors which includes accessibility of the establishment as important contributors to customer satisfaction (c.f. 5.3.8.1.19).
- Customers who regard the factor effectiveness of hotel employees as an important contributor to customer satisfaction are also satisfied with factors which includes customer convenience at this establishment (c.f. 5.3.8.1.19).
- Customers who regard the factor convenience of hotel's services as an important contributor to customer satisfaction also regard factors which includes user-friendliness of the establishment as important contributors to customer satisfaction (c.f. 5.3.8.1.20).
- Customers who regard the factor convenience of hotel's services as an important contributor to customer satisfaction are also satisfied with factors which includes customer convenience at the establishment (c.f. 5.3.8.1.20).
- Customers who regard the factor responsiveness of hotel employees as an important contributor to customer satisfaction also regard factors which includes accessibility of the establishment as important contributors to customer satisfaction (c.f. 5.3.8.1.21).
- Customers who regard the factor responsiveness of hotel employees as an important contributor to customer satisfaction are also satisfied with factors which includes customer convenience at the establishment (c.f. 5.3.8.1.21).
- If customers regard factors which include accessibility of the establishment as important contributor to customer satisfaction, they are likely to stay longer (c.f. 5.3.8.2.1).
- If customers are satisfied with factors which include customer convenience at the establishment, they are likely to stay longer (c.f. 5.3.8.2.1).
- If customers' expectations are met, they will also regard factors which include accessibility of the establishment as important contributor to customer satisfaction (c.f. 5.3.8.2.2).
- If customers' expectations are met, they will also be satisfied with factors which include responsiveness at the restaurant (level) (c.f. 5.3.8.2.2).

- If customers' expectations are exceeded, they will also regard factors which include accessibility of the establishment as important contributors to customer satisfaction (c.f. 5.3.8.2.3).
- If customers' expectations are exceeded, they will also be satisfied with factors which include customer convenience at the establishment (c.f. 5.3.8.2.3).
- There is no statistical difference between females and males regarding their level of satisfaction, however the management has to provide more attention on the upkeep of the establishment and the effectiveness of hotel employees (c.f. 5.3.9.1).
- There is no statistical difference between customers with a permanent working status and customers with a non-permanent working status regarding their level of satisfaction, however the management has to provide more attention on the accessibility and user friendliness of the establishment (c.f. 5.3.9.2).

6.3. RECOMMENDATIONS

These recommendations are made based on the results of the study, as well as the recommendations for future research.

6.3.1. Recommendations regarding the empirical results

The following recommendations can be made based on the empirical findings. The accommodation establishment should:

- Consider the demographic information for future marketing purposes to ensure that they target customers similar to their current customer profile, such as families from Gauteng and offer them the services that they are interested in, such as family related activities (Aquadome) as this will contribute towards an increase in customer satisfaction.
- Ensure that they keep their current customers satisfied by taking into account the factors that influence customer satisfaction. This will ensure that their customers will continue to spread positive word-of-mouth to potential customers, thus earning loyal and new customers.
- Consider the relationships between the factors, to determine which factors have an effect on each other concerning increasing the satisfaction level, as well as making an important contribution towards customer satisfaction. For example,

the most significant correlation is service delivery with sufficiency of restaurant employees.

- Use and adapt the questionnaire used in this study to ensure they keep on measuring the satisfaction of their customers in future. The questionnaire can also be tested in different context, such as leisure and business.

6.3.2. Recommendations with regards to further research

The following recommendations can be made for further research of this field of study:

- Further research can be done in other similar tourism organisations to indicate whether the results are comparable or different.
- A mixed-method research project can also be done to have a deeper understanding on satisfaction of customers at an accommodation establishment in South Africa.

6.4. VALUE OF STUDY

This study adds value in the following ways:

- Shows the importance of customer satisfaction in the tourism industry.
- Provide the accommodation establishment and other tourism organisations with certain factors that affect customers' overall satisfaction.
- Indicates the advantages the accommodation establishment could obtain when customers are satisfied.
- Provides the accommodation establishment and other tourism organisations with recommendations regarding customer satisfaction.
- Provides guidelines on how to develop a well-developed questionnaire to measure customer satisfaction in the tourism sector.
- Provides a customer satisfaction measurement instrument for future studies within the tourism context.
- Provides the accommodation establishment with descriptive and empirical results on the survey.

6.5. LIMITATIONS

The following limitations were evident:

- This study was conducted at only one accommodation establishment in the Vaal Region.
- The sample size was a limitation because customers travelled in groups and only one person per group completed the survey, as well as there were repeat customers who have already completed a questionnaire. Thus, the sample size was much smaller than anticipated.

6.6. CONCLUDING REMARKS

It can be concluded that the customers were satisfied with the following factors: customer convenience, upkeep of the establishment, responsiveness, assurance, quality, payment for the restaurant offerings (level), service delivery of the hotel employees, ambience at the hotel, payment for the hotel services, and quality of the hotel rooms. Also, the main factors that contributed to the satisfaction of the customers were: accessibility of the establishment, user-friendliness of the establishment, quality assurance of the restaurant offerings, service delivery of the restaurant employees, sufficiency of the restaurant employees, variety of the restaurant offerings, payment for the restaurant offerings (factor), employees' ability to deliver reliable services, effectiveness of the hotel employees, convenience of the hotel services, and responsiveness of the hotel employees.

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ANNEXURES



VUT

Vaal University of Technology
Your world to a better future
RESEARCH DIRECTORATE
Tel: (016) 950 9531

Research and Innovation Ethical Clearance Certificate

Applicant:	CD Cilliers (MTech Tourism Management)
Project:	Determining customer satisfaction: a case study of a tourism establishment in the Vaal Region
Institution:	Vaal University of Technology
Date Approved:	8 May 2017
Ethical Clearance Number:	ECN33-2017
Approved: Yes/No	Yes

DR SM NELANA
CHAIRPERSON: RESEARCH & INNOVATION ETHICS COMMITTEE

Date: 9 May 2017

**Vaal University of Technology***Your world to a better future***Department of Hospitality, Tourism and PR
Management****Tel: +27(0)16 950 9403**

To who it may concern

I hope this letter finds you well. I am writing to you to request permission on behalf of a student to conduct a research study on your premises. The student, Charmaine Cilliers, conducted a pilot study at your premises during March and April 2017. She now needs to conduct a follow-up study on customer satisfaction.

The details of the study are described below.

Background:

I am supervising a student registered for an MTech degree in Tourism Management. For the purpose of her studies, she needs to complete a research project. In particular, the student is interested in measuring the level of customer satisfaction at a tourism establishment. Customer satisfaction is associated with numerous important benefits including: repeat visitation, loyalty and positive word-of-mouth.

For the purpose of this study a questionnaire, measuring customer satisfaction, has been developed. The questionnaire needs to be completed by visitors to a tourism establishment. The questionnaire consists of three sections and require approximately 10 minutes to complete. The first section of the questionnaire focuses on demographic information of visitors to the establishment, the second section comprises of the characteristics of visitors stay at the establishment, and the third section measures visitors' satisfaction with various aspects at the establishment.

There are no anticipated risks or discomforts related to this research. In addition, this project is completely anonymous and confidential. Thus, meaning that your establishment, employees and customers will be kept completely anonymous throughout the study. If you

or any of your visitors feel uncomfortable with any part of this study at any time, you have the right to terminate participation without any consequence.

The results of this study will be presented in the form of a dissertation for the purpose of examination. In addition, the results may be published in academic journals read by industry professionals and academic researchers. At no time, however, will the name of your establishment be used or any identifying information be revealed. Afterwards, a detailed report of the results of the study will be made available to you.

The most important outcomes of the study is that it will provide you with a profile of your visitors as well as with an accurate description of visitors' overall level of satisfaction with several aspects offered at the establishment.

Furthermore, your establishment will not have any expenses relating to this procedure. This is an opportunity for you to measure the satisfaction level of your visitors free of charge and with no extra work or stress.

If you agree to participate in this research, I would like to set up an appointment with you to discuss the above-mentioned in more detail. Kindly advice a date and time that will best suit you.

Thank you,
Looking forward to hear from you

Kind regards
Dr Elizna Burger



Vaal University of Technology

Your world to a better future

DETERMINING CUSTOMER SATISFACTION: A CASE STUDY OF A TOURISM ESTABLISHMENT IN THE VAAL REGION

Dear visitor,

The general manager of this establishment has given permission for this study to be conducted. The questionnaire has been approved by the Research and Innovation Ethics Committee of Vaal University of Technology. The ethical clearance number is ECN33-2017.

Customer satisfaction is a vital goal for any industry and the managers and employees strive to meet the needs of the customers. However, achieving this goal is not possible without a clear understanding of the factors affecting customer satisfaction as well as knowledge of customers' level of satisfaction. Therefore, the purpose of this research project is to identify the factors affecting customer satisfaction and also to determine the level of customer satisfaction.

- If you decide to take part in this study, you will be required to complete the questionnaire in full which will not take longer than 15 minutes.
- Individuals younger than 18 years of age are not eligible to complete the questionnaire.
- Completion of this questionnaire will involve no foreseeable emotional discomfort or inconvenience to you.
- Your anonymity is guaranteed as no information is required for this academic study which could identify you.
- You may withdraw from the study at any stage while completing the questionnaire.
- All questions with a * are compulsory to complete.
- Section C consists of two questions per table, "how satisfied are you with the following?" and "how important are the following to you?" **Kindly complete both questions.**
- By answering the questions of this questionnaire, I the participant acknowledge that I do so out of my own free will and that I consent that the information provided will be use for the purpose of an academic study. I understand that my participation in this academic study will be kept anonymous.

If you require any further information about this study you may contact the student or supervisor at the contact details given below.

Yours sincerely,

Charmaine Cilliers
M Tech Student
 charmainec@vut.ac.za
 016 950 7715

Dr Elizna Burger
M Tech Supervisor
 susannab@vut.ac.za
 016 950 9403

Questionnaire number (not to be completed by the respondent):

Turn Page

SECTION A: DEMOGRAPHIC SECTION

7. What is your monthly income?	
R0.00 - R2499	1
R2500 - R4999	2
R5000 - R9999	3
R10 000 - R14 999	4
R15 000 - R19 999	5
R20 000 – R34 000	6
R35 000 +	7

SECTION B: TRIP RELATED VARIABLES

*11. Overall, how satisfied are you with your experience at this establishment?	Totally dissatisfied	Dissatisfied	Unsure	Satisfied	Totally satisfied
	1	2	3	4	5

SECTION C: CUSTOMERS SATISFACTION

KINDLY ANSWER BOTH QUESTIONS ON EITHER SIDE OF THE TABLES

How satisfied are you with the following?					How important are the following to you?						
Totally dissatisfied	Dissatisfied	Unsure	Satisfied	Totally satisfied	Questions relating to the: <u>OVERALL ESTABLISHMENT</u>	Not important at all	Not important	Unsure	Important	Very important	
1	2	3	4	5		*1. Safety and security at this establishment	1	2	3	4	5
1	2	3	4	5		*2. Scenery at this establishment	1	2	3	4	5
1	2	3	4	5		*3. Signage at this establishment (e.g. bathroom signs)	1	2	3	4	5
1	2	3	4	5		*4. Availability of parking space at this establishment	1	2	3	4	5
1	2	3	4	5		*5. Location (accessibility) of this establishment	1	2	3	4	5
1	2	3	4	5		*6. User-friendliness of this establishment's website	1	2	3	4	5
1	2	3	4	5		*7. Convenience of this establishment's booking system	1	2	3	4	5
1	2	3	4	5		*8. Maintenance of this establishment (e.g. plumbing and electricity)	1	2	3	4	5
1	2	3	4	5		*9. Child friendliness of this establishment	1	2	3	4	5

How satisfied are you with the following?					How important are the following to you?					
Totally dissatisfied	Dissatisfied	Unsure	Satisfied	Totally satisfied	Questions relating to the: <u>RESTAURANT</u>	Not important at all	Not important	Unsure	Important	Very important
1	2	3	4	5	*10. Attractiveness of this restaurant	1	2	3	4	5
1	2	3	4	5	*11. Overall cleanliness of this restaurant	1	2	3	4	5
1	2	3	4	5	*12. Atmosphere at this restaurant	1	2	3	4	5
1	2	3	4	5	*13. Payment facilities at this restaurant	1	2	3	4	5
1	2	3	4	5	*14. Quality of the food and beverages offered at this restaurant	1	2	3	4	5
1	2	3	4	5	*15. Variety of food and beverages offered at this restaurant	1	2	3	4	5
1	2	3	4	5	*16. Overall services offered at this restaurant	1	2	3	4	5
1	2	3	4	5	*17. Price of the food and beverages offered at this restaurant	1	2	3	4	5
1	2	3	4	5	*18. Employees' appearance at this restaurant	1	2	3	4	5
1	2	3	4	5	*19. Reliability of employees at this restaurant	1	2	3	4	5
1	2	3	4	5	*20. Promptness of employees at this restaurant	1	2	3	4	5
1	2	3	4	5	*21. Friendliness of employees at this restaurant	1	2	3	4	5
1	2	3	4	5	*22. Politeness of employees at this restaurant	1	2	3	4	5
1	2	3	4	5	*23. Individual attention provided by employees at this restaurant	1	2	3	4	5
1	2	3	4	5	*24. Flexibility of employees at this restaurant to meet your needs	1	2	3	4	5
1	2	3	4	5	*25. Helpfulness of employees at this restaurant	1	2	3	4	5
1	2	3	4	5	*26. Employees' communication skills at this restaurant	1	2	3	4	5
1	2	3	4	5	*27. Attitude of employees towards customers at this restaurant	1	2	3	4	5
1	2	3	4	5	*28. Professionalism of employees at this restaurant	1	2	3	4	5
1	2	3	4	5	*29. Number of employees working at this restaurant	1	2	3	4	5

How satisfied are you with the following?					How important are the following to you?					
Totally dissatisfied	Dissatisfied	Unsure	Satisfied	Totally satisfied	Questions relating to the: <u>ACCOMMODATION</u>	Not important at all	Not important	Unsure	Important	Very important
1	2	3	4	5	*30. Attractiveness of this accommodation establishment	1	2	3	4	5
1	2	3	4	5	*31. Overall cleanliness of this accommodation establishment	1	2	3	4	5
1	2	3	4	5	*32. Atmosphere at this accommodation establishment	1	2	3	4	5
1	2	3	4	5	*33. Payment facilities at this accommodation establishment	1	2	3	4	5
1	2	3	4	5	*34. Quality of the rooms at this accommodation establishment	1	2	3	4	5
1	2	3	4	5	*35. Size of the rooms at this accommodation establishment	1	2	3	4	5
1	2	3	4	5	*36. Room service at this accommodation establishment	1	2	3	4	5
1	2	3	4	5	*37. Overall services offered at this accommodation establishment	1	2	3	4	5
1	2	3	4	5	*38. Price of the accommodation	1	2	3	4	5
1	2	3	4	5	*39. Employees' appearance at this accommodation establishment	1	2	3	4	5
1	2	3	4	5	*40. Reliability of employees at this accommodation establishment	1	2	3	4	5
1	2	3	4	5	*41. Promptness of employees at this accommodation establishment	1	2	3	4	5
1	2	3	4	5	*42. Friendliness of employees at this accommodation establishment	1	2	3	4	5
1	2	3	4	5	*43. Politeness of employees at this accommodation establishment	1	2	3	4	5
1	2	3	4	5	*44. Individual attention provided by employees at this accommodation establishment	1	2	3	4	5
1	2	3	4	5	*45. Flexibility of employees at this accommodation establishment to meet your needs	1	2	3	4	5
1	2	3	4	5	*46. Helpfulness of employees at this accommodation establishment	1	2	3	4	5
1	2	3	4	5	*47. Employees' communication skills at this accommodation establishment	1	2	3	4	5
1	2	3	4	5	*48. Attitude of employees towards the customers at this accommodation establishment	1	2	3	4	5
1	2	3	4	5	*49. Professionalism of employees at this accommodation establishment	1	2	3	4	5
1	2	3	4	5	*50. Number of employees working at this accommodation establishment	1	2	3	4	5
1	2	3	4	5	*51. Effectiveness of the check in and check out procedures at this accommodation establishment	1	2	3	4	5

**THANK YOU FOR YOUR TIME
YOUR FEEDBACK IS HIGHLY APPRECIATED**

Rod Taylor

Language editor & proofreader

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9 March 2018

To whom it may concern

Language Editing – Masters dissertation – C. Cilliers

I have reviewed the dissertation entitled “Determining customer satisfaction: a case study of a tourism establishment in the Vaal Region” in terms of spelling, language, and grammar and have made recommendations to the author concerning the changes necessary.



R. Taylor
MBA BSc DTM