

The Relationship between Hotel Guests' Satisfaction and Revisit Intentions in Bangkok, Thailand

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In a competitive market environment, the customer's role has practical implications for business as their positive publicity influences potential customers to revisit a hotel that offers a successful service. The present study investigates the significance of hotel characteristics in order to understand visitors' overall satisfaction levels in the hotel industry in Bangkok and assesses the likelihood of these visitors re-visiting the hotel in the future. Researchers distributed the questionnaire directly to visitors in the departure hall at Bangkok International Airport. A total of 402 out of 600 collected questionnaires were found to be usable, representing a 67% response rate. The questionnaire was designed using a seven-point Likert scale. SPSS 24 and PLS software was used to conduct the analysis. Using structural equation modelling, the relative importance of hotel attributes on the tourists' overall satisfaction levels, and their likelihood of re-visiting the same hotels, was investigated. Staff performance, room quality, amenities, value, IDD facilities, business service and security are key indicators which determine revisit intentions of hotel guests in Bangkok, Thailand. The practical and theoretical implications are discussed in detail, along with future research suggestions.

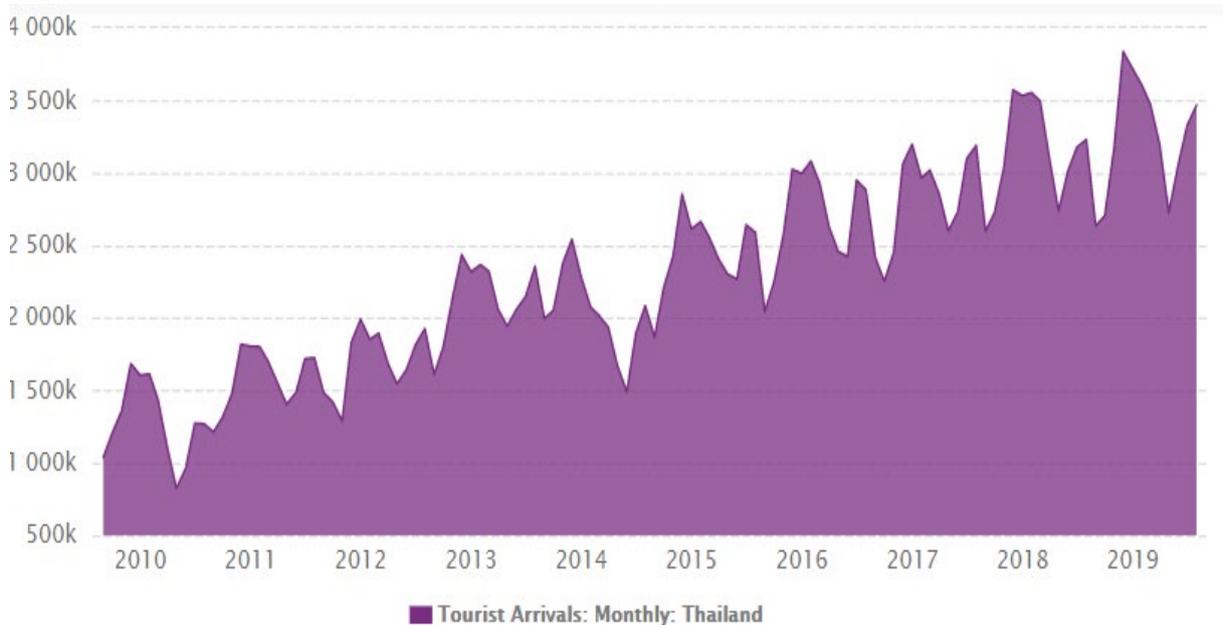
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Introduction

In recent years, research in relation to customer satisfaction has increased dramatically (Kim, Duncan, & Chung, 2015; Chienwattanasook & Jermstittiparsert, 2019). Research interest has increased due to the growth of service industries. Due to globalisation of the service industry and increased competition between service providers, high quality service and customer satisfaction became the fundamental factors showing the success of a hotel, as well as in relation to catering and the overall tourism sector (Luo & Qu, 2016; Mee-ngoan, Thongrawd,

& Jermittiparsert, 2019). In order to be successful and compete with other companies, hoteliers should ensure customer service satisfaction. It is rumoured that customers become loyal once they have good experiences, which in turn motivates customers to buy the products again and spread favourable word-of-mouth reviews (Ali, 2015; Chitra and S.V. Anu, 2018). In other words, good quality service leads to loyal customers and increases the greater market share and good profits. Due to the highly competitive industry and its homogenous products and services, individual hoteliers obviously look for ways to make their products and services unique. Uniqueness will provide competitive advantages to be successful. In such situations, it is important for hoteliers to understand customers' needs and desires and meet their expectations.

Figure 1. Tourist Arrivals in Thailand (2010-2019)



Source: www.ceicdata.com

According to this graph, it can be observed that in the last 10 years tourist arrivals in Thailand steadily increased. The amount of tourists that arrived in 2010 was around 1,600,000, whereas in 2019 it was in excess of 3,800,000. However, mid 2014, the number of tourists decreased from 25,00,000 to 15,00,000. The increase in tourist arrivals in Thailand is related to hotel service. Most tourists visiting Thailand stay in hotels during their trip. If the hotel industry is unable to satisfy tourists/hotel guests, there might be a negative influence on tourist arrivals to Thailand and revisit intentions.

Table 1: Hotel Transaction Volumes in Thailand

Years	Revenue (Thai Bhat)
2008	3.80 Billion
2009	4.31 Billion
2010	4.50 Billion
2011	8.25 Billion
2012	9.01 Billion
2013	10.94 Billion
2014	13.82 Billion
2015 (1 st Quarter)	0.45 Billion

Table 1 shows hotel transaction volumes in Thailand from 2008 to the first quarter of 2015. From the year 2008 until 2014, there was a dramatic improvement in terms of hotel transactions and revenue generation. However, the increasing percentage flattened between 2008 and 2010. In 2015, the first quarter generated only 0.45 Billion which is not a good indication for the future revenues of the hotel industry.

This study aims to explore the determinants that satisfy customers and motivates them to buy the products again in the hotel industry in Bangkok. Indeed, the most important fundamental factors for a tourist destination is customer satisfaction with hotel properties (Berezina, Cobanoglu, Miller, & Kwansa, 2012). Therefore, the focus of this study is to explore how travellers experience their hotel stays in Bangkok. In order to discern the underlying factors, a total of seven hotels' attributes are considered, as perceived by travellers during their hotel stays in Bangkok. Furthermore, this study investigates the relative importance of the hotel factors which provide satisfaction during stays in hotels in Bangkok. This study assesses the relative importance of the hotel factors which result in an increase in the probability of visitors returning.

Literature Review

Perceptions of hotel services and facilities

Due to intangible, perishable, and variable services in the hotel industry, consumers' perceptions of satisfaction includes the contextual cues that allow them to assess the service quality and decide future patronage (Suh, Moon, Han, & Ham, 2015). According to previous

experience about the products and service, consumers' attitudes regarding the viewing of products includes a variety of things considered to be important while assessing the product and service (Worsfold, Fisher, McPhail, Francis, & Thomas, 2016). Rahman, Park, and Chi (2015), state that those attributes are influential factors that increase consumers' purchasing intentions and distinguish the company from its strong competitors. In the context of the hotel industry, the customer's view of a hotel refers to the degree by which travellers may find satisfactory facilities and services in the hotel.

Many studies conducted by researchers, regarding the needs and desires of travellers, are related to a hotel's attributes. Previous studies found that many hotel attributes, which include location, reputation, room rate, service quality, cleanliness and security, are highly essential aspects for visitors when evaluating the quality performance of a hotel. Wang and Hung (2015) analysed 66 hotel attributes that leisure and business visitors look for when selecting hotels. Their study suggests that two important attributes, price and location, are the most dominant characteristics governing the selection of hotels by leisure and business travellers.

Another study by Kim, Li, Han, and Kim (2017) found that security, value for money, cleanliness, helpfulness and courtesy are the key indicators in a traveller's selection of hotels. Similarly, employee attitudes, cleanliness, service quality, and employees are found to be the best indicator of choosing a hotel (Ali, Ryu, & Hussain, 2016). Likewise, Yang and Lau (2015) found the key factors that are mentioned by both business and leisure travellers are cleanliness and comfort, timely service, courtesy of service, employee friendliness, convenience of location, and safety and security, in relation to selecting a hotel for the first time or for repeat patronage.

Another study by Stranjancevic and Bulatovic (2015) confirms that personal service, relaxation opportunities, physical attractiveness, value for money, service standard and appealing image are the main indicators in the selection of hotels. Hotel location was found to be the best indicator of hotel selection by business travellers. Similarly, Su, Swanson, and Chen (2015) found that travellers always look for the convenience of location and overall services when selecting hotels. Fu, Cai, and Lehto (2017), carried out research regarding 510 travellers with 57 hotel attributes with respect to hotel selection. They confirmed that location and price are the most important attributes after hotel security. Additionally, rooms, hotel location and employee attitude were found to be the best indicators of selecting a hotel (Bowen & Chen McCain, 2015). Physical environment, corporate identity, quality service by the employees, and accessibility are the key attributes likely to influence visitors' perceptions of hotels. It is therefore important for hoteliers to pay attention to environmental cues in order to attract new visitors.

Customer Satisfaction

Customer satisfaction has gained great attention from academics over the years. Customer satisfaction refers to the evaluation of products and services that customers experience (Hassan, 2016). In other words, customers are satisfied when their expectations are met. Goh (2015) states that satisfaction refers to an excited reaction by customers about the services and products they use. Customer satisfaction is a complex human process that includes emotional and cognitive processes, along with physical and psychological effects. Traditionally, customer satisfaction follows both consumers satisfaction and dissatisfaction in which consumers compare the post-purchase valuation and the pre-purchase probability (Liu & Lee, 2016).

Dissatisfaction occurs once the performance level is unable to meet a certain level of expectation. During the 1980s and 1990s, a debate occurred among scholars regarding the conceptualisation of satisfaction, in the context of consumer behaviour (Gao & Lai, 2015). Among tourism scholars, this debate has had an important outcome from a conceptual and methodological point of view.

This debate has had important resonance among tourism researchers, both conceptually and methodologically. Many scholars agreed that, by nature, the tourism industry, or tourism services, is multidimensional, whereby consumers seek experiences that will satisfy their different needs at any given time, and consumers seek to be fully right (Adam, Adongo, & Dayour, 2015). Satisfaction is dependent upon the perceived difference between consumer's expectations and employee's perceived performance. Satisfaction is the individual's positive sense of experience. It is normally measured before and after the trip, in the tourism context. For instance, favourable feelings after a trip are perceived as satisfaction, while the experience of an unfavourable feeling dominates the perception of dissatisfaction (Patwary & Rashid, 2016).

Previous studies indicated that the perceived value of services affects tourists' level of satisfaction, thus, in turn, it persuades tourists to revisit a destination (Berezina et al., 2012). Besides that, tourists' total satisfaction is completely dependent upon the evaluation of a destination's features, which is based upon expectations. It is also a vital determining factor of whether to revisit a certain destination based on the prior visit experiences. A tourist's experienced feelings about a destination offers an indirect recommendation to that destination's features at different levels (Patwary, Roy, Hoque, & Khandakar, 2019). Tourist satisfaction is associated with tourism conduct because it can help identify whether the primary tour motivation has been fulfilled; if a visitor is motivated to travel to a place and the experience is what they had expected, they will be satisfied (Han & Hyun, 2015). After fulfilling a tourist's needs, destination managers have a strong chance of persuading travellers to revisit, which provides a stable source of revenue without incurring additional marketing expenses.

More precisely, consumers compare the pre-purchase expectation with the post-purchase performance regarding products and services (Moon, Yoon, & Han, 2017). A customer becomes satisfied when their pre-purchase expectations are met or when they are gratified by the post-purchase performance of products and services. In other words, when their total experience of products is positive they show satisfaction.

In contrast, a consumer shows dissatisfaction when the actual experience, products and services does not meet their expectations. Dieck, Jung, Kim, and Moon (2017) suggested that in order to gain customer loyalty and increase repurchase intentions, customer's needs, desires, and expectations should meet or exceed expectations throughout the product life or services. Although there are a variety of definitions involved in defining customer satisfaction, the main conceptualisation relies on post-purchase evaluation judgments about products and services, as this is based upon experience.

Various researchers have identified many components of satisfaction. Pizam, Shapoval, and Ellis (2016), identified two levels of satisfaction, including functional quality and technical quality. While Loi, So, Lo, and Fong (2017) identified three important fundamentals of satisfaction, such as behaviour, product, and the environment. There are two elements in customer satisfaction such as functionality and performance delivery (Ali, Kim, Li, & Jeon, 2018). Other researchers found that the direct and indirect service of satisfaction products and service are an essential but subsidiary element of customer satisfaction (Su, Swanson, Chinchanchokchai, Hsu, & Chen, 2016). Although various authors use different terminology to conceptualise satisfaction, a basic theory is similar among research findings.

From the hospitality industry's point of view, core products, such as food and beverage, hotel room, and air ticket, deals exactly with 'what' product the customer receives from the purchase. In addition, other elements include satisfaction relating to how consumers receive products. This could include location, accessibility, availability of the product, flexibility, the atmosphere, décor and communications with facility suppliers.

Revisit Intention

Satisfaction is a good predictor of revisit intentions in the hospitality industry; when tourists are satisfied with services, they will visit the premises in the future. Satisfaction does not only help predict the revisit intentions of tourists, satisfied tourists also spread positive word of mouth reviews to friends and family (Sadeghi, Zandieh, Mohammadi, Yaghoubibijarboneh, & Nasrolahi Vosta, 2017). This study examines the relationship between international tourists' satisfaction levels, the intention to revisit and recommendations to friends, family or the online community. In addition, satisfaction and revisit intention can be measured by two main

components, which is revisiting or recommending to family or friends who are then considered future tourists (Abdullah, Jayaraman, & Kamal, 2016).

Both customer satisfaction and consumer intention to repurchase products and services are qualitatively different constructs. Customer satisfaction is purely the individual judgment which includes cognitive and affective components, while repurchase intentions comprises behavioural components (Chen, 2015). For service providers, the provision of high-quality service is the important issue. This is due to the fact that an excellent quality service can provide competitive advantages for service providers. High quality service is one way to differentiate a business from other competitors, enhance customer loyalty, build a greater corporate image, retain existing consumers, grow business performance, and attract new customers (Ozturk, Bilgihan, Nusair, & Okumus, 2016). A favourable corporate image is one of the underlying factors that increase repeat patronage.

Customer satisfaction usually influences a customer's decision regarding the consuming of a service or product from a particular brand (Hagan, 2015). Although customer satisfaction is subjective, in terms of measurement, a better understanding of it is essential for every organisation. Due to the fact that customer satisfaction may involve post-purchase performance, some essential aspects affect a customer's purchase experience, such as favourable word-of-mouth promotion after buying products (Jiang, Scott, & Ding, 2015).

It is therefore important for every hotelier to identify the hotel attributes that are more likely to influence customers' choice intentions. A study by Wu, Li, and Li (2018) identified a close relationship between customer's brand loyalty, repeat purchase intentions and a customer's initial purchase. A good understanding of customers' needs and desires, in relation to customer satisfaction, is considered to be highly important.

Additionally, the influence of customer satisfaction on repurchasing and word of mouth publicity is critical for successful organisations. For example, customer satisfaction works as an advertisement for a company and is free of cost (Melián-González & Bulchand-Gidumal, 2016). By way of word-of-mouth marketing, customers provide practical implications for businesses since positive publicity influences potential customers to revisit hotels which ultimately provide successful business. In such situations, failure to understand the hotel attributes that influence customer satisfaction, and repurchase intentions, can lead to greater dissatisfaction (Patwary & Omar, 2016). Eventually, dissatisfaction will lead to a decrease in repurchase intention. Hence, it is imperative for hoteliers to explore the comparative importance of hotel attributes.

Methodology

The Instrument

This study comprises a questionnaire with seven hotel attributes in order to measure travellers' visit experiences and revisit intentions regarding the products and services they receive from hotels in Bangkok. The above attributes are considered the most important elements in determining tourist satisfaction levels and intentions to return on a future trip. The attributes include value for money, the familiarity of a hotel, room quality, convenience of location, and service provider–guest interaction (Ladhari, Souiden, & Dufour, 2017). To provide a broader level of understanding, the questionnaire was designed in English as this is well-understood by tourists from most countries. Moreover, the researcher used five bilingual enumerators (in German, Chinese, Bahasa Indonesia, Japanese and Korean) in order to explain the questionnaire in a tourists' own language.

The questionnaire comprises three sections. The first section covers the travellers' demographic characteristics. Visitors were also asked to provide their opinion on seven attributes on a seven-point Likert scale. In the third section, travellers provided their opinions about their overall satisfaction levels during their stay hotel with a seven-point Likert scale ranging from 'strongly satisfied (7)' to 'strongly dissatisfied (1)'. The seven-point Likert scale, ranging from 'most likely (7)' to 'most unlikely (1)', was designed to elicit opinions about returning to the hotel again. For better understanding, a pre-test was conducted on 44 tourists from various countries, departing from Bangkok International Airport. With the recommendations obtained from the pre-test, a few modifications were made to the questionnaire.

The sample

International visitors departing from Bangkok International Airport were the target population for this study. Researchers distributed the questionnaire directly to visitors in the departure hall at Bangkok International Airport. Temporary visitors, business travellers, overnight stayers, and other visitors involved an exchange of money to be considered for this study. Following the systematic sampling method, every 10th traveller to pass through the airport security check points was approached for an interview. A total of 402 out of 600 collected questionnaires were found to be usable, representing a 67% response rate. The questionnaire was designed using a seven-point Likert scale.

Data Analysis

To analyse the travellers' demographic characteristics, a distribution analysis of the descriptive statistical method was used. Exploratory factor analysis was employed with principal component analysis and included a varimax rotation to extract the seven attributes. The factor analysis provides a better understanding of the underlying structure of the data. Furthermore, it provides simplified regression procedures for analysis. Factor analysis follows the eigenvalue greater than 1 and factor loading greater than 0.50 or equal to 0.50 (Kim, Duncan & Chung, 2015).

The descriptive statistics for the ultimate variables are shown in the following table. For easy interpretation of the results of the descriptive analysis, the range of the five-point Likert scale was classified into three equal size classes, namely low, moderate and high. The mean scores of less than 3.5 were treated as low; the mean scores between 3.50 and 4.90 were treated as moderate, and the mean scores of greater than 4.90 were considered high (Hair, Black, Babin, & Anderson, 2013).

Table 2: Descriptive Statistics and Mean Difference of Guest Satisfaction

Factors	Gender	N	Mean	Std. Deviation	Std. Error Mean
Staff Service	Male	240	5.5958	1.02642	.06626
	Female	162	5.6173	.84247	.06619
Room Quality	Male	240	5.5958	.89114	.05752
	Female	162	5.6420	.86776	.06818
Amenities	Male	240	2.3625	1.41342	.09124
	Female	162	2.3210	1.45600	.11439
Value	Male	240	5.6167	.88864	.05736
	Female	162	5.7469	.96080	.07549
IDD Facilities	Male	240	5.3667	.90033	.05812
	Female	162	5.4321	.81809	.06428
Business Service	Male	240	5.4833	.86284	.05570
	Female	162	5.5741	.79443	.06242
Security	Male	240	5.7000	.89255	.05761
	Female	162	5.7716	.98608	.07747

From the above table, it is evident that the mean values for Guest Satisfaction fall within the range of 2.3210 and 5.7716, which concludes that, most of the respondents had a mixed response (somewhat disagreed to agreed) to the statements in the variables.

Table 3: Independent Sample t-test for guest satisfaction and gender

		Levene's Test		Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval	
									Lower	Upper
Staff Service	Equal variances assumed	5.183	.023	-.221	400	.826	-.02145	.09727	-.21268	.16978
	Equal variances not assumed			-.229	384.935	.819	-.02145	.09365	-.20559	.16269
Room Quality	Equal variances assumed	.073	.787	-.515	400	.607	-.04614	.08966	-.22241	.13013
	Equal variances not assumed			-.517	351.735	.605	-.04614	.08920	-.22158	.12930
Amenities	Equal variances assumed	1.416	.235	.285	400	.776	.04151	.14548	-.24449	.32751
	Equal variances not assumed			.284	338.659	.777	.04151	.14632	-.24630	.32933
Value	Equal variances assumed	.581	.446	-1.395	400	.164	-.13025	.09338	-.31383	.05333
	Equal variances not assumed			-1.374	327.135	.170	-.13025	.09481	-.31676	.05626
IDD Facilities	Equal variances assumed	2.349	.126	-.741	400	.459	-.06543	.08828	-.23898	.10812

	Equal variances not assumed			-.755	366.735	.451	-.06543	.08665	-.23583	.10497
Business Service	Equal variances assumed	1.421	.234	-1.067	400	.286	-.09074	.08501	-.25785	.07637
	Equal variances not assumed			-1.085	364.003	.279	-.09074	.08365	-.25525	.07376
Security	Equal variances assumed	1.068	.302	-.756	400	.450	-.07160	.09470	-.25778	.11457
	Equal variances not assumed			-.742	321.979	.459	-.07160	.09655	-.26155	.11834

A summary of the t-test of differences is tabulated in Table 3. Based on gender, there were no significant differences in the mean scores (0.607, 0.776, 0.164, 0.459, 0.286 and 0.450 respectively) of guest satisfaction between male and female.

Table 4: Descriptive Statistics and Mean Difference of Revisit Intention

	Gender	N	Mean	Std. Deviation	Std. Error Mean
I would like to visit this hotel again	Male	240	5.5861	.54546	.03521
	Female	162	5.6420	.51015	.04008
I will recommend this hotel to my friends	Male	240	2.3327	1.08021	.06973
	Female	162	2.2275	.85545	.06721
I will visit this hotel again in 6 months	Male	240	5.7635	.41238	.02662
	Female	162	5.7577	.50496	.03967

From the above table, it is apparent that the mean values for Revisit Intention falls within the range of 2.2275 and 5.7635, which concludes that, most of the respondents had a mixed response (somewhat disagreed to agreed) to the statements in the variables.

Table 5: Independent Sample t-test for Revisit Intention and Gender

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
I would like to visit this hotel again	Equal variances assumed	1.962	.162	-1.034	400	.302	-.05586	.05405	-.16212	.05039
	Equal variances not assumed			-1.047	360.671	.296	-.05586	.05335	-.16078	.04905
I will recommend this hotel to my friends	Equal variances assumed	4.714	.031	1.039	400	.299	.10522	.10126	-.09385	.30430
	Equal variances not assumed			1.087	389.850	.278	.10522	.09685	-.08518	.29563
I will visit this hotel again in 6 months	Equal variances assumed	5.618	.018	.127	400	.899	.00583	.04595	-.08452	.09617
	Equal variances not assumed			.122	297.913	.903	.00583	.04778	-.08820	.09985

A summary of the t-test of differences is tabulated in Table 3. Based on gender (male and female), there was no significant difference in the mean scores (0.302, 0.299 and 0.899 respectively) of guest satisfaction between male and female.

Assessment of Measurement Model

In the measurement model of the study, the outer loadings were good enough to fit into the construct (Figure 2 and Table 6). Outer loadings of the study for Guest satisfaction were Staff Service 0.714, Room Qualities 0.694, Amenities 0.798, Value 0.824, IDD Facilities 0.816, Business Service 0.761 and Security 0.791. On the other hand, the outer loading for Revisit Intentions were 0.907, 0.888 and 0.834, respectively.

Figure 2: Measurement Model of the Study

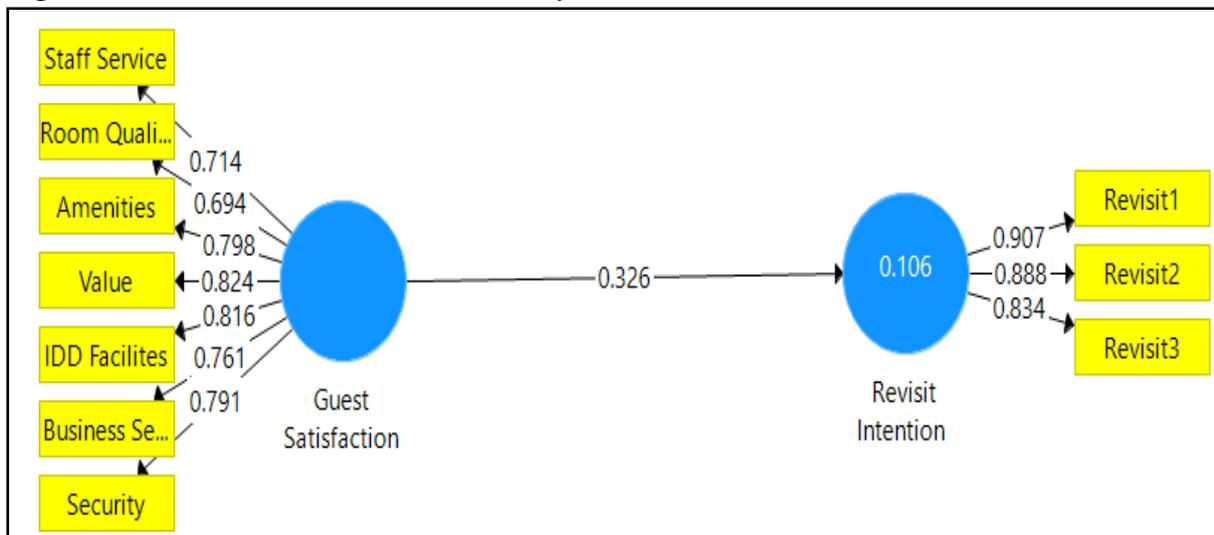


Table 6: Measurement Model of the Study

Construct	Items	Loadings/Weight	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Guest Satisfaction	Staff Service	0.714	0.890	0.918	0.912	0.597
	Room Qualities	0.694				
	Amenities	0.798				
	Value	0.824				

	IDD Facilities	0.816				
	Business Service	0.761				
	Security	0.791				
Revisit intention	Revisit1	0.907	0.850	0.857	0.909	0.769
	Revisit2	0.888				
	Revisit3	0.834				

Assessment of Structural Model

The diagram in figure 3 is shown to demonstrate the structural model of the study. T-values of the model are showing high efficiency in the construct. The influence of independent variable to dependent variable is positively significant.

Figure 3. Structural Model of the Study

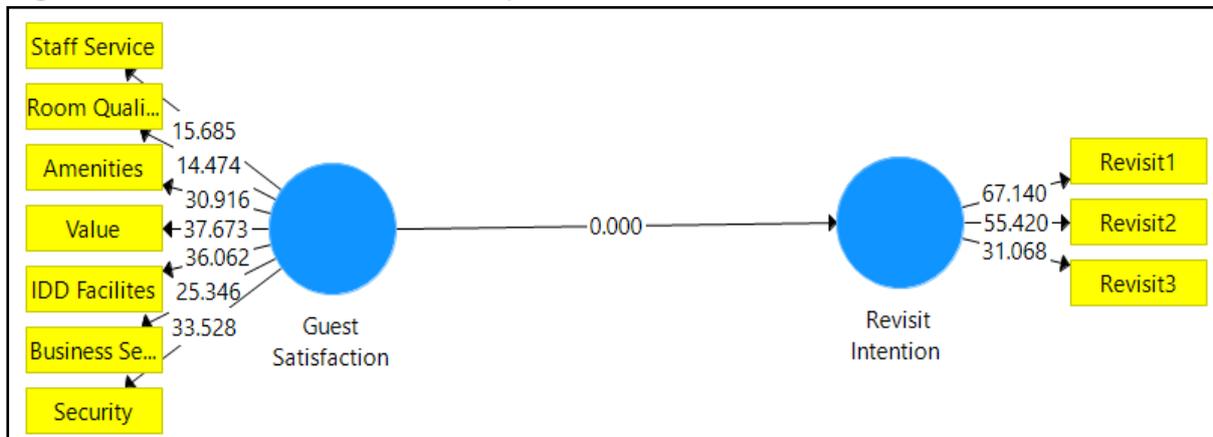


Table 4: Results of Structural Model of the Study

Relationships	Direct/indirect Effect	t-value	p value	Effect Size (f^2)	Supported
Guest Satisfaction → Revisit Intention	0.326	7.824	0.000	1.119	Yes

As shown in Table 4, the effect size among independent and dependent variables is higher (f^2 = guest satisfaction 1.119), which shows the good fitness of the model. The p value shows a higher significant level with value. While considering the direct/indirect effects of the model,

the path coefficient of the direct relationship is for guest satisfaction 0.326, which shows a positive relationship among the constructs.

Discussion and Conclusion

To attract, satisfy, maintain, and retain customers, and to be more likely to survive in the long run, hoteliers should apply a long-term investment approach. Since the success of hotels depend upon customer satisfaction regarding services and facilities provided by the hotels they stay in, it is therefore important to understand the relationship between visitors' levels of satisfaction and hotel products and services. One of the findings in this study shows that visitors are more likely to visit hotels once they are satisfied with hotel products and services. It could be concluded that repurchase intention has a consistent relationship with customer satisfaction, brand loyalty, and word-of-mouth advertising. Customer satisfaction serves as a reinforcement that constantly supports the brand's vision and intentions to reuse the brand.

The study examined seven vital hotel aspects that are considered most important for visitors: safety, hotel service quality, business services, room comfort, convenient amenities, price and IDD services. The results showed that these seven aspects are important factors affecting overall visitor satisfaction and likelihood of revisiting the hotel.

The results of these factors are very useful for the hotel industry. The result provides a clear indication to develop service provisions in the hotel industry in Bangkok. Hotel managers may identify any potential problems that are likely to happen in the hotel industry by taking note of the present study findings. Hotel managers understand the needs and desires of their customers and gain from their experience, as this study provides a clear definition of hotel convenience related to customer satisfaction and does not just respond to dissatisfaction. It is important that Bangkok hotels share a large and more stable market share; thus, hotel marketers should focus on increasing the number of re-visiting customers and in many cases, guests may choose to stay longer if the services provided by the hotel are satisfactory.

Although some factors are key to success in a competitive market place, other related factors that satisfy customers include general amenities, business services, security, and IDD facilities and should not be ignored. Therefore, these lesser important factors should be maintained by hoteliers in order to increase overall satisfaction levels and the likelihood of people returning to a hotel. Needs and wants are part of the satisfaction process of travellers. It should be noted that a failure to provide these above factors results in customer dissatisfaction. Additionally, the combination of the most important and less important factors may lead to a positive image,

and subsequently, a reputable image is more likely to bring new customers and help hotels retain existing customers in the competitive marketplace of the hotel industry.

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