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THE IMPACT OF GLOBALIZATION ON WORLD BUSINESS IN THE NEW MILLENNIUM: COMPETITION, COOPERATION, ENVIRONMENT, AND DEVELOPMENT

Edited by: **Erdener Kaynak, Ph.D.;D.Sc.** Pennsylvania State University at Harrisburg **Fulya D. Sarvan,Ph.D.** Akdeniz University



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ENHANCING MANAGEMENT DEVELOPMENT KNOWLEDGE AROUND THE GLOBE FOR ONE AND A HALF DECADES

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A Path Analytic Investigation of Relationship between Destination Performance, Overall Satisfaction, and Behavioral Intention for Distinct Segments

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Destination performance, visitor satisfaction, and favorable future behavior of visitors in the form of repeat visits or positive word-of-mouth are key determinants of destination competitiveness. Most empirical work, however, investigates the relationships among product (attribute) performance, satisfaction, and behavioral intentions (revisitation intention and recommendation), in an aggregated manner (i.e. assuming that overall tourist population is homogenous). This study, in a path analytic framework, investigates the relationship between attribute-based performance, overall satisfaction, and behavioral intention (re-visitation intention and recommendation) for different segments of Canadian visitors of Las Vegas. The study found that overall satisfaction is an intervening variable between perceived performance and behavioral intention across the segments. The impact of perceived performance on overall satisfaction, however, showed variations due to segments. The study concludes that the segmented approach is more pragmatic than aggregated approach because it provides segment-specific implications for destination management and marketing.

Background

The performance of a tourist destination and satisfaction of visitors with the destination are of paramount importance to the destination competitiveness since the pleasantness of the experience is more likely to influence actual and potential tourists' future behavior. There has been a noticeable increase in the number of studies focusing on satisfaction with tourist destinations and the relationship between tourist satisfaction and behavioral intention (intention to return and recommendation) (Pizam, Neumann & Reichel, 1978; Pearce, 1980; Chon, 1992; Pizam & Milman, 1993; Ryan, 1995; Danaher & Arweiler, 1996; Rimmington & Yuksel, 1998; Kozak & Rimmington, 2000).

Thorough literature reviews on customer satisfaction and perceived performance conducted by several researchers have suggested that satisfaction is positively

behavioral intent measures related to such as recommendation (positive word-of-mouth) and return intention (e.g. Yi, 1990; Oh & Parks, 1997). The empirical work on tourist satisfaction also demonstrated the usefulness of examining the effect of experience attributes overall satisfaction to understand the relative on contribution of product/service attributes to overall experience and/or behavioral intention (Pizam & Milmann, 1993; Rimmington & Yuksel, 1998; Kozak & Rimmington, 2000). Pizam & Milman (1993) argued that when investigating tourist satisfaction, the analysis should be conducted separately for different segments because the importance of destination attributes may vary with market segments. The authors, using expectancy disconfirmation paradigm, examined the relationship between attributebased performance and overall satisfaction for three segments based on reasons for travel such as sun and sea, culture, and friends and relatives, and found that different destination attributes contributed to overall satisfaction for each segment. Their analyses also showed that the segmentspecific approach increased the explanatory power of the model in predicting overall satisfaction.

Most empirical work on tourist satisfaction, however, investigates the relationships among product (attribute) performance, satisfaction, and behavioral intentions, in an aggregated manner (i.e. assuming that overall tourist population is homogenous). Tourist destinations often offer a variety of products and tourists appealed to a destination are not a homogenous market. It is very likely that not only perceived importance of destination attributes, but also the perceived performance of the attributes and future behavior may differ from one segment to another.

The purpose of this study is to investigate the relationship among perceived destination performance, overall satisfaction, and behavioral intention (return intention and recommendation) for Canadian visitors to Las Vegas. The study, however, examines these relationships for distinct benefit (socio-psychological motivations)-visitor status (first-time and repeat visitors) segments to understand variations and similarities in hypothesized linkages due to unique nature of the segments. Based on literature review, a model was developed and tested. The model posits that perceived performance positively influences overall satisfaction which, in turn, positively influences behavioral intention. It was also hypothesized that the perceived performance positively and directly influences the behavioral intention.

Although there are many different segmentation bases available, the socio-psychological motivations to travel (benefits-sought) and visitor status (first-time and repeat visitors) have been the most frequently used segmentation base in travel and tourism and found useful and effective by both academicians and practitioners. First-time and repeat visitors often represent two distinct segments to a destination and their evaluation of destinations attributes is different (Fakeye & Crompton, 1991). Likewise, the benefits sought or motivations to visit destinations have tremendous impact on visitors' attitudes, satisfaction and future behavior of their inherent effect on cognitive and affective process as well as behavior (Woodside & Jacobs, 1985; Uysal & Hagan, 1993, Baloglu & Uysal, 1996, Baloglu, 2000; Frochot & Morrison, 2000). The benefit segmentation potentially provides wide implications for product development and revision, product bundles and packaging, promotion, and performance assessment (Baloglu & Uysal, 1996; Frochot & Morrison, 2000).

Methodology

Design, Sampling, and Procedures

The study utilized en route survey methodology. The major advantages of en route methodology are (1) it is cost effective, therefore, it is a preferred methodology by many travel managers; and (2) it reduces response errors (memory bias) because information is sought right after trip experience (Hurst, 1994; Danaher & Arweiler, 1996). The data were collected at Las Vegas McCarran International Airport departure gates while respondents were waiting for their flight to home. The study utilized a multi-stage sampling based on time/schedule domain through randomization. The flight schedules provided by the airport administration included all charter flights to Canada for the period of October 1999 through May 2000. The flights were mostly twice a week (Thursday and Sunday). The study focused on the October through December cluster. First, nine dates were randomly selected (five Sundays and four Thursdays).

Then, flight schedules were randomly selected on each day from morning, afternoon, evening, and late night flights. This procedure resulted in sixteen flights to be covered.

A questionnaire was developed based on discussions with selected university faculty, marketing managers of Las Vegas Convention and Visitors Authority and McCarran International Airport, print media and literature review, questionnaires used by USTTA and Tourism Canada for international travelers. The questionnaire was then pretested on 60 Canadian visitors from two separate flights at departure gates. The pre-test was conducted by two trained graduate students (one American and one Canadian) for wording, layout, content validity, and determining main data collection method. Two versions of the questionnaire were used during the pre-test: self-administered and personal interview with response category cards. The pretest showed that personal interviews took 25-30 minutes and created response fatigue whereas the respondents completed self-administered questionnaires in 10-15 minutes. Therefore, the self-administered questionnaire was judged a more appropriate data collection method for this study. The final questionnaire included sections on trip information, importance of socio-psychological travel motivations and destination attributes, performance of Las Vegas and the airport, and demographics.

Socio-psychological (push) motivations were measured by 16 items on a 7-point scale, 1 being "Not At All Important" and 7 being "Extremely Important." The performance items included 18 attributes measured on a 7point scale, 1 being "Terrible" and 7 being "Excellent." A "Don't Know " option was also provided. Respondents were asked to indicate their overall satisfaction with Las Vegas on this trip on a 7-point scale (1=Extremely Dissatisfied, 7=Extremely Satisfied). Behavioral intention was measured by three items asking revisitation intention for pleasure next year, revisitation intention for pleasure in the next 3 years (1=Definitely Will, 7=Definitely Will Not), and recommending Las Vegas to their friends and/or relatives (1=Definitely Will, 7=Definitely Will Not).

The airport authority provided all logistics for data collection, including name badges for the graduate students. The students approached the visitors who were waiting for their flight, identified themselves, explained the purpose of the study, and emphasized that participation was confidential and voluntary. They also mentioned that only one person would be filling the questionnaire in case of couples, families or groups. This condition was also written in large and boldface letters on cover page of the questionnaire. The respondents were very participatory and exhibited a high level of interest as only 9% of the travelers approached rejected to participate. The required sample size was determined based upon proportion of first-time and repeat visitors at 95% confidence interval (400). A total of 412 questionnaires were generated, 36 of which were not usable because they had excessive missing data or response bias (consistently checking a particular number on a scale). Of the remaining 376, 307 respondents indicated that the main purpose of their visit was pleasure/vacation/gaming and were focus sample for this study.

Data Analysis

Data analysis included several stages. First, a hierarchical clustering procedure by employing Ward's method and squared Euclidean distance was utilized on socio-psychological motivations to identify the number of benefit segments. This was followed by a discriminant analysis to assess the internal consistency of the benefits segments identified. The clusters (segments) were validated by activities participated. Third, a principal component analysis of the performance attributes reduced them into fewer meaningful dimensions. The varimax rotation procedure and eigenvalue/scree plot were utilized to identify the number of components. A cut-off value of 0.40 was used for item inclusion in each component. Fourth, the model variables were prepared by averaging the multi-item scores. Finally, the path model was tested for each visitor status-benefit segments by partial least squares and freeing all possible paths in the recursive model.

Results and Discussion

Profile of Respondents

The genders of respondents were evenly distributed with 54.3% female and 45.7% male. The majority of respondents (31.2%) reported an age 55 or above, which was followed by 24.3% who belonged to the 45-54 age bracket. Twenty one percent of them were in the age group 35-44. Twenty eight percent of the respondents held a university degree; 23.2% of them had some college, and 23% reported an education level of high school or less. The majority of the participants (71.7%) were currently married; 15.2% were never married. Forty-two percent of the respondents reported that their annual household income before taxes (in Canadian \$) was \$80,000 or more. This was followed by 22% in the income group of \$40,000 to \$59,999, and 20.3 % \$60,000 to \$79,999. In addition, twenty two percent of the respondents had a professional occupation; 14.5% of them were self-employed or business owner; 13.7% were retired, and 10.7% of them were in skilled/technical category.

Sixty percent traveled with spouse and 34.5% traveled with friends. About 53% had 2 persons in the immediate travel party and another 18% had four people. The majority spent 3 nights in Las Vegas (46.4%) while about 36% spent 4 nights. Only 14.1% spent a week in Las Vegas.

Benefit Segments

The cluster analysis revealed two benefit segments: "Excitement/Fun/Adventure Seekers" (n=96, 36.9%) and "Relaxation/Novelty Seekers" (n=164, 63.1%). The discriminant analysis showed that 95% of the cases were correctly classified, indicating good internal consistencies of the two segments (97.9% and 93.3%, respectively). The clusters were validated by activities participated. The "Excitement/Fun/Adventure Seekers" were more likely to participate in Thrill Rides, Special Concerts, Nightclubs and Dancing, and Regularly Scheduled Las Vegas Shows than the "Relaxation/Novelty Seekers" (p<.05).

Factor Analysis and Reliabilities

As Table 1 shows, the principal component analysis of performance attributes resulted in three components: "Quality of Product/Environment", "Value/Mass appeal", and "Variety of Activities/ Entertainment." Two attributes ("golf courses and facilities" and "outdoor activities") were excluded from the factor analysis due to extensive "don't know" responses and low communalities (Table 1). The descriptive statistics and reliabilities (Cronbach's alpha) for model variables were shown in Table 2. The reliability scores for multi-item measures were all satisfactory.

Path Analysis

The model was tested separately for each segment (Table 3). For "First-Time Visitors Excitement/Fun/Adventure Seekers", the performance dimensions of "Value/Mass Appeal" and "Variety of Activities/Entertainment" were positively related to overall satisfaction (p<0.05). The overall satisfaction had a positive impact on behavioral intention. For "First-Time Visitors -Relaxation/Novelty Seekers", only "Value/Mass Appeal" was positively related to overall satisfaction which, in turn, positively influenced behavioral intention (p<0.05). As shown in Table 3, for "Repeat Visitors Excitement/Fun/Adventure Seekers", "Quality of Product/Environment" and "Value/Mass Appeal" positively influenced overall satisfaction. Again, overall satisfaction was positively related to behavioral intention (p<0.05). Finally, for "Repeat Visitors -Relaxation/Novelty Seekers", "Quality of Product/Environment" was the only performance dimension that positively influenced overall satisfaction which, in turn, had a positive impact on behavioral intention (p<0.05).

Implications

The findings demonstrate that the impact of perceived performance on overall satisfaction show variations for different segments. Therefore, any model including perceived performance (or attribute specific measures) should be tested separately to provide more practical implications for the destinations. If tourist destinations do not have the understanding of how different destination attributes influence global evaluations (overall satisfaction) or future behavior for different segments, the implications generated by "one-for-all" models would not be useful for marketing activities. A segmented approach is more pragmatic than aggregated approach because it provides segment-specific implications for destination management and marketing. This approach, however, requires a careful identification of the segments for a destination. In other words, the destinations should first identify the most effective segmentation base to group their visitors, and then, examine how attribute-based performance is related to overall satisfaction and future behavior for the segments identified. The findings can be utilized in marketing efforts of Las Vegas to target specific Canadian visitors and to develop sound promotion and packaging tactics as well as product enhancement tactics.

To further profile Canadian visitor segments and target them effectively, a series of chi-square tests were employed at 0.05 probability level. The results indicated that first-time visitors seeking excitement and adventure are more likely to be ages between 21 and 34. On the other hand, the firsttime visitors seeking relaxation and/or novelty are more likely to belong to 35-44 age bracket. The repeat visitors seeking relaxation and/or novelty are more likely to be 55 or older. Both first-time and repeat visitors seeking relaxation and/or novelty are more likely to be married. They are also more likely to travel with their spouse. The first-time visitors seeking excitement are less likely to travel with family or relatives, but more likely to travel with friend(s). The first-time and repeat visitors seeking excitement and adventure are more likely to take thrill rides. The repeat visitors seeking excitement and adventure are more likely to attend special concerts and go to nightclubs whereas the first-time visitors seeking the same benefits are more likely to go to regularly scheduled Las Vegas shows.

From theoretical standpoint, the findings also indicated that the overall satisfaction serve as an intervening variable between attribute-based performance and behavioral intention. Across the segments, the overall satisfaction was the only significant variable on behavioral intention. Therefore, the global evaluations seemed to be better predictor of future visitations and word-of-mouth than attribute-based performance.

It should be noted that the model was also tested for each segment by treating re-visitation intention and recommendation behavior separately. They all produced consistent results and were not different from model in which a composite measure of the two was used.

Pizam and Milman (1993) used expectancy disconfirmation paradigm (EDP) and found variations between "sun-seeker" and "culture-seeker" market. This study used performance only measure and confirmed some variations due to different segments. Future study can focus on different segments and/or both EDP and performance only measures to advance our understanding on the nature of relationship between attribute-based performance, satisfaction, and behavioral intention for distinct markets.

The model assumed unidirectional relationships between the variables and constructs. Therefore, the findings are limited to recursive model because bidirectional linkages were not investigated. The results are limited to the time period of data collection and destination attributes included the study. The study measured overall satisfaction by a single-item global measure and relied on its nomological validity. Future research would use multiple measures as several authors argue that the satisfaction construct has both cognitive and affective dimensions (see Oliver, 1993). The findings are also limited to period when data were collected and to those Canadian travelers who use air travel as their mode of transportation. Therefore, the findings would not be generalizable over Canadian visitors to Las Vegas.

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Laure	1.	Principal	Component	Analysis	of Performance	Attributor
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1790日日 (1299年) (日本) (日本) (日本) (日本) (日本) (日本) (日本) (日本)	Quality of Product/ Environment	Value/ Mass Appeal	Variety of Activities/	
Quality of lodging	.73		Sitertumient	
Resort atmosphere	.71			
Standard hygiene and cleanliness	.65			
Safety and security	.63			
Quality of gaming facilities	.60	49		
Reliable weather	.59	.17		
Value for money		70		
Suitability for different types of vacations		.70		
Spectator events		.07		
Sightseeing opportunities		.05	10	
Affordable room rates	42	.00	.42	
Variety of activities	.12	.59	in all dealers and the set of the set of	
Variety of natural attractions			.68	
Quality of restaurants			.64	
Shopping facilities			.62	
Entertainment			.59	
Eigen-value	6.00	1.40	.54	
Variance explained (%)	0.08	1.42	1.28	
Cumulative Variance $(\%)$	38.0	8.9	7.9	
Kaiser Meyer Olkin Maggura of Sameline	38.0	46.9	54.8	
Bartlett's Test of Sphericity: 756.142(120 d	f., .000)	~		

Table 2. Descriptive Statistics and Reliability Coefficients for Model Variables

					Standard	Number of	Cronbach's		0	
Variables	Mean	Deviat	tion	Items	Alpha					
Quality of Product/En	vironment	5.77	.70	6	.7748					
Value/Mass Appeal	5.06	.89	5	.775	9					
Variety of Activities/I	Entertainment	5.49	.66	5	.7121			*		
Overall Satisfaction	5.48	1.13	1	NA						
Behavioral Intention	5.45	1.41	3	.825	2					

Note: All variables were measured on a 7-point scale.

Table 3. Results of Path Model for Visitor Status - Benefit Segments

First-Time Visitors - Excitement/Fun/Adventure Seekers (N=38)

and a state of the state	Overall Satisfact	Behavioral Intention					(β) B		(β)	B VIF	
Constant	-6.04*	and the second states	-2	.40		a falan a		12021-0	erre Fibe		nes Classica
Quality of Produ	act/Environment	.083.19	91.03	.110.30	041.04						
Value/Mass App	beal .367*	.951*	1.17	045	134	1.44					
Variety of Activities/Entertainment .472*			.990*	1.15	.207.5	011.60					
Overall Satisfac	tion		.531*	.612*	2.03						
F-value (signific	cance level) 11.	7 (.000)	A Peter	7.2 (.00	(00	01 387	P() 4	N.Logi	2 77	n bahn	nu ži
R2	.508	.467									
Adjusted R2	.464	.40)3	teni kitun							

(β): Standardized coefficient B: Unstandardized coefficient VIF: Variance Inflation Factor

*: Significant at 0.05 or better probability level

First-Time Visitors - Relaxation/Novelty Seekers (N=36)

	Overall Sati	isfaction	Behav	ioral	Intention			(B) B	VIF	(B)	B
VIF								(P) D	, 11	(P)	D
Constant	-2.97		2.91					1944 - Constanting of the Constant of the Const			
Quality of Product/E	nvironment	.173.3821.4	42	278	782	1.48					
Value/Mass Appeal	.472*	.870* 1.0	62	050	117	2.06					
Variety of Activities/	Entertainmen	nt.191.3791.3	39 .:	200	.504	1.47					
Overall Satisfaction		.59	98* .	761*	1.97						
F-value (significance	level) 10	.4 (.000)	4	.2 (.00	(8)						
R2 .49	3	.354									
Adjusted R2	.446	.270									

(β): Standardized coefficient B: Unstandardized coefficient VIF: Variance Inflation Factor *: Significant at .05 or better probability level

Table 3. Results of Path Model for Visitor Status - Benefit Segments (Cont'd)

Repeat Visitors - Excitement/Fun/Adventure Seekers (N=54)

Overall Satisfaction	ioral Intention			(B) B	VIF	(B)	R	VIE	
Constant -4.68*	-1	.34			 (P) D	, 11	(P)	D	VII.
Quality of Product/Environment .406*	.677*	1.29058	105	1.63					
Value/Mass Appeal .322* .718*	1.43	.096.2351.41		1105					
Variety of Activities/Entertainment.179.4	241.69	.266.6911.35							
Overall Satisfaction	.429*	.470* 1.51							
F-value (significance level) 17.5 (.000)		8.7 (.000)			 				
R2 .512 .417		0.17 (1000)							
Adjusted R2 .483 .3	70								
(B). Standardined D. II							-		

(β): Standardized coefficient B: Unstandardized coefficient VIF: Variance Inflation Factor*: Significant at 0.05 or better probability level

Repeat Visitor - Relaxation/Novelty Seekers (N=128)

VIF	Overall Satisfaction	on Behavi	oral Intention	1	(β) Β	VIF	(β) Β	
Constant	-2.08	3.23			-			
Quality οφ Προδυχτ	/Ενωιρονμεντ .	362* .655*	1.16	059118	1.34			
ςαλυε/Μασσ Αππεα	ιλ .161.393	1.22014	030 1.1	25	2101			
ςαριετψ οφ Αχτιωιτ	πεσ/Εντερταινμεντ	.139.3251.1	6053	136 1	19			
Ο σεραλλ Σατισφαχ	τιον		.662* .7	30* 1.35	.17			
Φ-walue (σιγνιφιχ	ανχε λεσελ) 14.5	(.000)	19.2 (.000)					
P2 .25	9.385	alada a Misi a	,			Sdr. Rasel - prikt		
Αδφυστεδ Ρ2	.241	.365						
(β): Standardized coe	efficient B: Unstar	dardized coeffi	cient	heterstant a				

*: Significant at .05 or better probability level

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