

SATISFACTION AS A PREDICTOR FOR LOYALTY PROGRAMS IN TANZANIA

Shongo Mlozi*

ABSTRACT

The model proposed in this study reflects how tourists evolve from expectation and motivation into satisfaction and loyalty. Specifically, it proposes that satisfaction depends on expectations and travel motivations, and these influence loyalty. Expectation and motivation effects towards satisfaction were tested under two conditions or models, when satisfaction not entering a model as a predictor of loyalty and when satisfaction enters a model as a predictor of loyalty. This study employed convenience sampling to attractions and accommodation facilities located in Kilimanjaro and Arusha region. The questionnaire was self-administered. The analysis included a sample of 504 responses. Overall, expectations and motivations had effects on satisfaction in both models. However, the strength of their effects varied for different types of expectations and motivations in which some indicated strong effects and others least and no effects at all. Finally, it was found that satisfaction had a strong effect on loyalty across model 2 that is with satisfaction as a predictor of loyalty. The findings offer specific strategic recommendations and propose logics for establishment of loyalty programs, which is a long-term strategy for tourism business success.

Keywords: expectation; motivation; satisfaction; loyalty;

INTRODUCTION

This article analyses the relationship between expectations, motivations, satisfaction and loyalty of international tourists travelling to Tanzania. The results are important for developing the service management in the hospitality industry in Tanzania. Hospitality industry is broadly defined as a key services sector embracing satisfaction-loyalty

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* The Open University of Tanzania, Faculty of Arts and Social Sciences, Department of Tourism and Hospitality, P. O. Box 23409, Dar es Salaam, Tanzania.
Hanken School of Economics, Kauppapuistikko 2, P. O. Box 287, FI-65101, Vasa, Finland,
Email: shogo.mlozi@out.ac.tz; shogo04@gmail.com

related service marketing management. At the heart of services management programs is where consumption meets production. All of those unique situations of interaction between a consumer and service provider create an experience. Despite this uniqueness, we know it is impossible to repeat a service by strict routines, supporting technology and established management practices. Yet, to develop standardized services we search for answers from the interaction between a provider and the receptor. Tourism includes various types of services from different sectors such as transportation (e.g., logistics at airports, car rental, busses, boats and trains), accommodation (lodges, hotels, and camp sites), attractions, entertainment and other auxiliary services. All of these services include interaction between people, places and technologies. Interaction with airport personal and technology, taxi drivers, lobby personnel at hotels and chefs in local restaurants affect the tourism experience. This is particularly true for tourists traveling to Tanzania.

In Tanzania, tourism contributes significantly to the economy of the country as it creates employment, generates foreign exchange, tax revenues for the government, and brings economic benefits to the local people (MNRT, Unpublished). The tourism sector now generates about 17.5 per cent of the country's gross domestic product (GDP) and almost 25 per cent of total export earnings, the second foreign exchange earner after agriculture (Mbani, 2011). According to 2013 Tanzania Economy Report by World Travel and Tourism Council, the direct contribution of Travel and tourism to GDP is expected to grow by 5.9% pa by 2023. By 2023, Travel and tourism will account for 502,000 jobs directly, an increase of 1.9% pa over the next ten years. International tourism is an important market in the country. In 2011 and 2012, Tanzania received 867,990 and 1,077,058 international tourists and generated US \$1.353 and 1.712 billion respectively (MNRT, 2012). Despite the significant increase leakage of tourism incomes has become problematic in Tanzania due to high level of foreign ownership in hospitality industries. Pre-paid package tours significantly reduced the tourism revenues of the country. This may be tied in with unethical conduct of some decision makers or those in the position to influence on contracting permissions and bureaucratic red tape. Also, grey economic activities may explain some part of the phenomenon. Thus, it's hard for local communities and Tanzanians at large to benefit from tourism industry.

This article proposes a testable theoretical model of international tourists' visiting Tanzania. Most of the previous studies on tourists' behaviors used complex models towards visiting specific destinations focused on Western and Asian countries, but only a few were carried in Tanzania (i.e., Lindi, 1999). Barros *et al.* (2008) reported that Africa is an emerging destination choice that has not previously attracted applied research very much in and of tourism markets. Thus, this study is carried out to provide

fresh evidence on the role of satisfaction towards developing loyalty programs. It also has to be noted that, tourist behaviors change over time therefore its crucial to understand the change patterns in order to plan and manage accordingly.

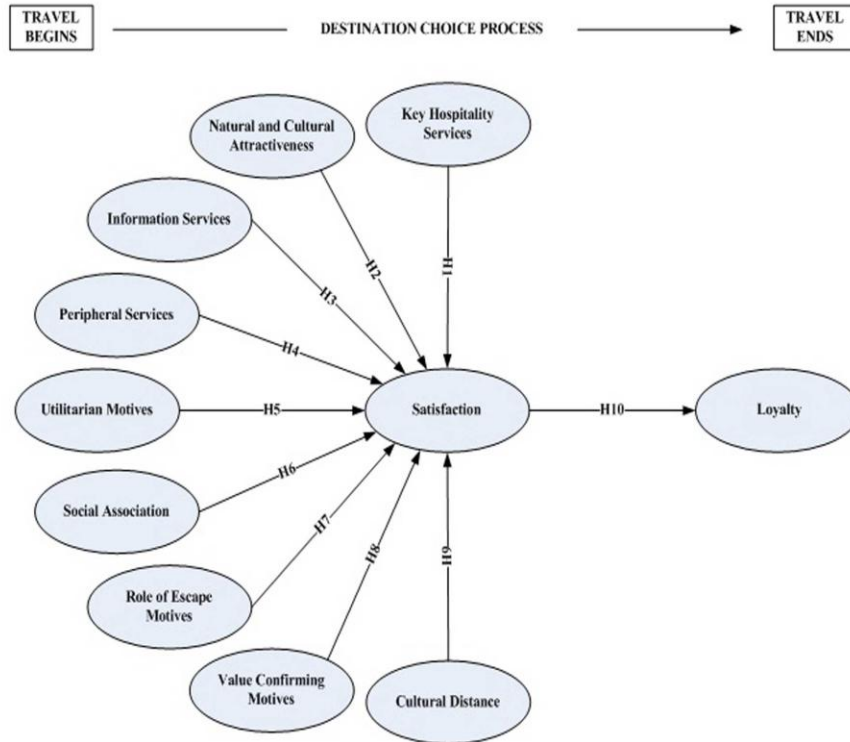
The study aims at testing conceptual model between pre-experiences, actual experiences, and post-experiences developed from behavior theoretical constructs extracted from the literature. The model reflects how tourists evolve from expectation and motivation into satisfaction and loyalty. Specifically, it proposes that satisfaction depends on expectations and travel motivations, and these influence predictions of loyalty. Also, expectation and motivation effects towards satisfaction were tested under two conditions or models, when satisfaction not entering a model as a predictor of loyalty and when satisfaction enters a model as a predictor of loyalty. These findings are argued to be important for developing service management in the tourism industry in Tanzania and similar destinations.

The rest of the article is organized as follows. In the next section, model of loyalty is presented. This is followed by the methodology that includes description of study area, measurements, sampling and data collection methods. Results from regression analysis are then reported. Arising from this work are presented along with findings from the study are discussed. Finally, the conclusions including limitations and recommendations for future research are presented.

MODEL OF LOYALTY

Figure 1 depicts the gap between pre-experiences (i.e., expectations and motivations), actual experiences (i.e., satisfaction) and post-experiences. This is well established in the marketing and hospitality literatures. As Figure 1 captures pre-, actual-, and post-experiences there is sequences outlined with directional arrows. Potential tourists develop their experiences in a path order that is early or even at the stage of planning the travel, during their stay and finally when building their attachment as well as future choices towards the destination (Jonsson-Kvist and Klefjo, 2006).

Figure 1: Proposed conceptual model for the study



The proposed model includes several constructs and their sets of indicators chosen as testable and depicted in a sequential order reflecting tourists’ experiences from expectations and motivations to loyalty. It is proposed that that satisfaction depends on expectation and travel motivation and this may further influence and predict loyalty (Figure 1). Further elaboration of the model is that “key hospitality services”, “natural and cultural attractiveness” “information services” and “peripheral services” are expectations items. On the other hand, “utilitarian motives”, “social association”, “role of escape”, “value confirming” and “cultural distance” are motivation items.

Hypothesis Development

Key hospitality services usually involve tourists spending their money on transportation, hotel, restaurants and entertainment (Hu *et al.*, 2009). Information services is used in study to refer to the availability of tourist information sources such

as interpreting facilities, quality of guides and information centers that are expected at the destination. At times, expected key hospitality services and information services prior to visiting a destination may not match with different services offered at that particular destination. Specifically, this mismatched may result from general dissatisfaction with the destination. Scholars reported that consumers are satisfied when expectations are met or exceeded, whereas dissatisfaction occurs when basic expectations are not met (e.g., Zeithaml *et al.*, 1993). Mlozi *et al.* (2012) found a significant relationship between key hospitality services and food satisfaction, meaning that key hospitality services affected the degree of perceptual attitude of food satisfaction. Therefore, the concepts in this article are consistent with previous studies. Practically, tourists are willing to spend their money on services that satisfy them. Thus, the study conjectures that availability of key hospitality services and information services affect satisfaction with the destination and propose the following hypotheses:

H1 Key hospitality services have a positive effect on satisfaction

H3 Information services have a positive effect on satisfaction

Destination attractiveness is well established in the hospitality literature and has been extensively used in conjunction with satisfaction (e.g., Goodrich, 1977; Vat Turgut & Loftus, 1977). Services provided at the destination are part of the expected or perceived attractiveness (Houet *et al.*, 2005); yet, services per se depend on the context (e.g., culture, nature) in which they are offered. Therefore, the following hypotheses are proposed for this study:

H2 Natural and cultural attractiveness positively affect satisfaction

H4 Peripheral services positively affect satisfaction

Motivation is still considered as a vital indicator and force which answers why guest behave in certain ways, although there are several factors (e.g., tourists' expectations, destination image, perceptions) which influence tourist behaviour in destination choice (Menget *et al.*, 2008). Researchers have studied travel motivation for many decades. However, there are limited studies linked motivations with other behavioural constructs as in the case of this study. Few studies have empirically examined the interrelationships among motivation and other destination choice determinants. Only few studies have proven that there are relevant relationships between tourist motivation and satisfaction with the destination (e.g., Menget *et al.*, 2008; Yoon & Uysal, 2005). Therefore, the following hypotheses are proposed for these specific motivation items to have an effect of satisfaction:

H5 Utilitarian motives positively affect satisfaction

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H6 Social association has a positive effect on satisfaction

H7 Role escape motives positively affect satisfaction

Cultural distance is the extent to which national culture is different from and similar to host culture (Shenkar, 2001). Crotts (2004) reported that countries could represent different cultural factors, attributing difference in people's responses to the distinct cultural values. In reality, cultural distance can be used to explain the effect of culture on perception of tourist destinations. Mlozi and Pesämaa (2013) indicate that cultural value confirming motives had a positive effect on satisfaction. This study argues that when tourists find some values that they appreciate, they become satisfied with the destination. Therefore, the following hypotheses are proposed:

H8 Value confirming motives positively affect satisfaction,

H9 Cultural distance has a positive effect on satisfaction.

Satisfaction is an important component for sustaining long-term relationship with guests (Dmitrović *et al.*, 2009). It affects not only repeat travel but also trust (Selnes, 1998) and reputation (Ryan *et al.*, 1999). Maximizing guests' satisfaction is a significant factor for the destination's success in the management of those destinations (Machado *et al.*, 2009). Minghetti (2003) argued that loyalty implies satisfaction, but satisfaction is not loyalty. For instance in a hotel, guests may be satisfied by their stay because the services purchased have met their expectations, but this does not mean that they return to the hotel or recommend it to relatives and friends (Bowen and Shoemaker, 1998; Shoemaker and Lewis, 1999). Some researchers have confirmed the relationship between satisfaction and loyalty both theoretically and empirically in hospitality context (Chi and Qu, 2008; Dmitrović *et al.*, 2009; Maroofi and Dehghan, 2012; Pesämaa *et al.*, 2008; Wang *et al.*, 2009; Yoon and Uysal, 2005). Therefore, this study also proposed the following hypothesis:

H10 Satisfaction has a positive effect on loyalty

METHODOLOGY

A questionnaire was developed to learn about tourists' expectations and travel motivation at their early stage of planning a trip and how loyalty is formed at the end of the journey. Satisfaction was argued to mediate the effect between loyalty and the two behavioral constructs that is expectation and motivation.

Study area

The selected study areas include Kilimanjaro and Arusha regions. The Kilimanjaro region is the home of Mount Kilimanjaro. While, Arusha region is the home of Serengeti, Lake Manyara, Tarangire and Arusha National Parks. Also, Arusha region is the home of Ngorongoro Conservation Area (Olduvai Gorge-an archaeological site of great importance, the home of humankind). The regions was chosen based on the closeness of attractions and as one of the important destinations for Tanzania tourists since it is easily reachable by tourists. There are two airports namely Kilimanjaro International Airport and Arusha Airport. The Kilimanjaro International Airport is located roughly halfway between Arusha and Moshi while, Arusha airport is located in Arusha town. Likewise, a number of accommodation facilities are located in Moshi (Kilimanjaro headquarter) and Arusha towns.

Measurements

In the first section of the questionnaire we included “Expected Attractiveness” to the destination. The scales were adopted from the work of Hou et al. (2005). The original ideas and assumptions for these measures came from the work of other researchers (i.e., Hu & Ritchie, 1993; Thach&Axinn, 1994). In their original study they used 17 items through which they generated by exploratory factor analysis five factors. These five factors were later used as observables (i.e. composite measures) to reflect ‘Destination Attractiveness’. In their study they went from the exploratory factor analysis (EFA) to a confirmatory factor analysis. They retained four composites and omitted their fifth dimension ‘Peripheral Services’ because the confirmatory factor analysis (CFA) indicated problem with residuals. A different interpretation was used here. Factor three was eliminated that Houet al. (2005) labelled as ‘Events’ because it consisted of only two items and one of them did not meet the criteria of loadings; that is exceeding .60. Respondents were asked about expectations on their visit to Tanzania on a 5-point Likert-type scale: 1 = Strongly disagree, 2 = Disagree, 3 = Neither agree nor disagree (Neutral), 4 = Agree and 5 = Strongly agree. Four dimensions were kept: (1) Key Tourism Services; (2) Natural and Cultural Attractiveness; (3) Information Services; and (4) Peripheral Services. In this item, loadings were acceptable according to the criteria exceeding .60 (loadings varied between .53 – .96).

In the second section of the questionnaire, motivation measures were developed. When developing this section one scale from consumer research (Babinet al., 1994) and four theoretical constructs from tourism literature (Houet al., 2005) were used. One construct was pre-tested based on the current study, which took into account the contextual situation of Tanzania. Note that while Houet al. (2005) used composites, so that underlying 12 observables became four reflecting one construct labelled ‘Enduring

Involvement'. The construct was changed to fit this study that its items could measure travel motivation, which is related to previous theoretical perspective. Respondents were asked to share their travel motivation by indicating how important they were in terms of travelling to Tanzania by circling the correct alternative for each statement on a 5 point Likert-type scale: 1 = Not important at all, 2 = Not important, 3 = Neither important nor unimportant (Neutral), 4 = Important and 5 = Very important. Five dimensions were kept: (1) Utilitarian Motives; (2) Social Associations Motives; (3) Role of Escaping Motives; (4) Value Confirming; and (5) Cultural Distance Motives. In this item, loadings were acceptable according to the criteria exceeding .60 (loadings varied between .61 – .86).

In the third section of the questionnaire, satisfaction measure was developed. A measure of satisfaction was developed by Arnold and Price (1993) and later modified by Pesämaa (2008). Questions to measure satisfaction followed a five point Likert scale-type. Respondents were asked to indicate their satisfaction with the adequacy of the factors/attributes of Tanzania in meeting their needs. Respondents were asked to indicate on each statement if they were 1 = Not at all satisfied, 2 = Dissatisfied, 3 = Neither satisfied nor dissatisfied (Neutral), 4 = Satisfied and 5 = Very satisfied. In analyzing reliabilities general satisfaction had a Cronbach alpha of .81). The measure also indicated unidimensionality as all loadings varied between .66 - .87.

In the last section of the questionnaire, loyalty measure was developed. A measure of loyalty was developed by Parasuraman *et al.* (2005) and later modified by Pesämaa (2008). Questions to measure loyalty followed a five point Likert scale-type. Respondents were asked to indicate their satisfaction with the adequacy of the factors/attributes of Tanzania in meeting their needs. Respondents were asked to indicate to what extents they agreed or disagreed with the following statements by circling one number for each statement: 1 = Strongly disagree, 2 = Disagree, 3 = Neither agree nor disagree (Neutral), 4 = Agree and 5 = Strongly agree. General loyalty reported reliability (Cronbach alpha .75). The measure also indicated unidimensionality as all loadings varied between .67 - .88.

Sampling and Data Collection

Questionnaires were self-administered during data collection process. This process involved respondents filling the questions on the interview form themselves in the presence of the researcher. To get a valid representation, the study focused on data collection during high tourists' season in Tanzania. The data for this study was collected from different tourist attractions, airports, and in accommodation facilities in August and September 2010. The target population was international tourists who visited Northern Circuit during the time of survey. A total of 700 responses were

collected using convenience-sampling method and only 504 responses were retained for analysis. Since the precise data regarding the size of this population was not available, convenience-sampling method was more suitable for the researcher to carry out this study. Data were analyzed using the Statistical Package for the Social Sciences (SPSS 15.0). Table 1 reports the sample profile of the collected cross-sectional sample.

Table 1: Sample profile

Characteristics	Distribution of answers
Gender	Male:45%; Female:55%
Age	≤20:7.7%; 21-30: 42.9%; 31-40:25.4%; 41-50:11.3%; 51-60:8.1%; >60:4.6%
Education level	Primary school:1%; High school:15.9%; 2-3 years (college):7.6%; 4 years (univ.):40.0%; Postgraduate:35.5%
Occupation	Student:23.2%; Self-employed:12.5%; Employed:57.1%; Retired:5.6%; Unemployed:1.6%
Marital status	Single: 50.5%; Married: 43.7%; Divorced: 4.2%; Widowed: 1.6%;
Income (\$)	<1000:7.4%; 1000-2000:17.5%; 2001-3000:21.6%; 3001-4000:19.7%; 4001-5000:14.5%; 5001-6000:12.1%; >6000:7.2%
Nationality	American:14.5%; English:22%; Germany:12.9%; Dutch:8.1%; Australian:6.2%; French:5.4%; Canadian:5.2%; Spanish: 4% ; Other nationalities:21.7%
Length of stay until survey (days)	Three:7.7%; Four:9%; Five:9.5%; Six:15.4%; Seven:25.3%; Eight: 12.2%; Nine:7.0%; Ten:9.9%; Eleven:1%; Others: 3.0%
Expected total length of stay (days)	Five:1.4%; Six:2.0%; Seven:6.7%; Eight:7.8%; Nine:8.7%; Ten:15.9%; Eleven:9.8%; Twelve:18.0%; Thirteen:12%; Fourteen:13.5%; Others: 2.2%
Number of visit to Tanzania	Visited once:7.3%; Visited twice:2.0%; >Twice:5% ; First time visit:85.7%
Purpose of travel	VFR:9.6%; Leisure:32.6%; MICE:3.5%; Nature:44.0%; Study:4.7%; Work:0.8%; Volunteering: 4.0%

REGRESSION ANALYSIS RESULTS

The tested regression model strength of explanatory power such as R^2 for the overall sample explained 21 percent variance in loyalty without satisfaction entering the model (Model 1 in Table 1) and 52 percent when satisfactions enter the same model (Model 2 in Table 1). First, it was hypothesized (H1) that there is a positive significant effect of key hospitality services on satisfaction. The result indicated that there was no support for this hypothesis. Key hospitality services had no significant effect on satisfaction in both model 1 that is without satisfaction as a predictor of loyalty ($\beta = .001$; $p > .1$), and model 2 that is with satisfaction as a predictor of loyalty ($\beta = .04$; $p > .1$). Second, it

was conjectured that (H2) natural and cultural attractiveness affect satisfaction. The results indicate that natural and cultural attractiveness had significant effect on satisfaction ($\beta = .18; p < .1$). The same support was found when satisfaction entered the model (Table 1 Model 2) to predict loyalty ($\beta = .07; p < .05$).

Third, it was proposed that (H3) information services affect satisfaction. The findings indicated that information services had no significant effect on satisfaction in both model 1 that is without satisfaction as a predictor of loyalty ($\beta = -.028; p > .1$), and model 2, which is with satisfaction as a predictor of loyalty ($\beta = -.05; p > .1$). Therefore, the results imply that there was no support for this path. Fourth, (H4) it was expected that peripheral services breed satisfaction. The results showed that peripheral services had no significant effect on satisfaction to both model 1 that is without satisfaction as a predictor of loyalty ($\beta = -.002; p > .1$), and model 2, which is with satisfaction as a predictor of loyalty ($\beta = -.02; p > .1$).

Next, different motives were examined. It was hypothesized that (H5) utilitarian motives affect satisfaction. The findings indicated that utilitarian motives had no significant effect on satisfaction (See Table 1 Model 1: $\beta = -.006; p > .1$). This path remained insignificant for Model 2 when satisfaction enter a model as a predictor of loyalty ($\beta = -.03; p > .1$). Further, it was hypothesized (H6) that social association motives affect satisfaction. The results showed that social association motives had no significant effect on satisfaction ($\beta = .10; p > .1$) in model 1 that is without satisfaction as a predictor of loyalty. Same hypothesis (H6) remained insignificant for model 2 when satisfaction entered as a predictor of loyalty ($\beta = .04; p > .1$).

The seventh hypothesis (H7) tested the effect of role escape motives on satisfaction. The hypothesis was significant but the relationship is negative ($\beta = -.11; p < .05$) in model 1 that is without satisfaction as a predictor of loyalty. Model 2 had a similar pattern that is with satisfaction as a predictor of loyalty ($\beta = -.11; p < .01$). The next hypothesis (H8) examined the effect of value confirming motives on satisfaction. It was found that value confirming motives had significant effect on satisfaction in both model 1 that is without satisfaction as a predictor of loyalty ($\beta = .23; p < .01$), and model 2 that is with satisfaction as a predictor of loyalty ($\beta = .14; p < .01$).

Table 1: Regression results

N=504		
Path	Model 1	Model 2
Exp1→Sat	.00 ^{N.S} (.05)	.04 ^{N.S} (1.14)
Exp2→Sat	.18*** (4.07)	.07** (2.17)
Exp3→Sat	-.028 ^{N.S} (-.59)	-.05 ^{N.S} (-1.29)
Exp4→Sat	-.00 ^{N.S} (-.08)	-.02 ^{N.S} (-.62)
Mot1→Sat	-.006 ^{N.S} (-.13)	-.03 ^{N.S} (-1.00)
Mot2→Sat	.10 ^{N.S} (1.95)	.04 ^{N.S} (.94)
Mot3→Sat	-.11** (-2.34)	-.11*** (-3.06)
Mot4→Sat	.23*** (4.61)	.14*** (3.60)
Mot5→Sat	.213*** (4.27)	.15*** (3.84)
Sat→Loy	.60*** (17.96)	
R ² Loy	.21	.52
Adj R ²	.19	.51

*p<.1; **p<.05; ***p<.01

Hypothesis nine (H9) tested the effects of cultural distance motives on satisfaction. It was found that cultural distance motives had significant effect on satisfaction in both model 1 that is without satisfaction as a predictor of loyalty ($\beta = .213$; $p < .1$), and model 2 which is with satisfaction as a predictor of loyalty ($\beta = .15$; $p < .1$). Finally, H10 examined the relationship between general satisfaction and loyalty. It was found that satisfaction had a strong effect on loyalty ($\beta = .60$; $p < .01$), across model 2 that is satisfaction as a predictor of loyalty.

DISCUSSIONS

Findings indicated that some expectation components affect satisfaction. The general concepts of this study were consistent with previous studies (i.e., expectations affect satisfaction). For instance, Bosque *et al.* (2006) demonstrated that tourist satisfaction

was positively affected by tourist expectations. In addition, Wang *et al.* (2009) described that tourist expectations had a significant positive impact on tourist satisfaction. In this study, only natural and cultural attractiveness services had effect of satisfaction (H2). This means that visitors travelling to Tanzania expect cultural and natural attractiveness to develop satisfaction on loyalty in both models. So in order to find loyal customers there is a need to make sure that cultural and natural expectations are established on satisfaction. On the other hand, the other three types of expectations namely key hospitality services, information services and peripheral services had no effect on satisfaction in both models (H1, H3 and H4). These observations imply that visitors to Tanzania do not expect key hospitality services, information services and peripheral services to develop satisfaction in both models. This is one of the unique contributions of this study.

Further, the results indicated that some motivation items affect satisfaction. The current study is consistent with previous literature that confirmed the relationship between motivation and satisfaction (e.g., Menget *al.*, 2008; Yoon & Uysal, 2005). Specifically, findings indicated that role escape motives affected satisfaction (H7). This implies that visitors travelling to Tanzania are motivated to escape from their usual environment (i.e., get opportunity to be themselves, get away from daily routine pressures) to form satisfaction in both models. The study also found that value confirming motives affected satisfaction (H8). This implies that visitors travelling to Tanzania are motivated to confirm their values with those found at the destination in order to identify themselves as a result of developing satisfaction on loyalty in both models. Lastly with regard to motivation it was found that cultural distance affected satisfaction (H9). This means that visitors travelling to Tanzania are motivated to search to what extent their cultures are different from and similar to culture of the host as a result of building up satisfaction in both models. Conversely, two types of motivations namely utilitarian and social association motives had no effect on satisfaction (H5 and H6). These findings imply that for visitors travelling to Tanzania, utilitarian and social association motives were important motivation into building up satisfaction on loyalty in both models.

Finally, findings indicate that satisfaction affects loyalty (H10). This study is consistent with previous studies, which confirmed the relationship between satisfaction and loyalty both theoretically and empirically in tourism context (Chi and Qu, 2008; Dmitrovic *et al.*, 2009; Maroofi and Dehghan 2012; Pesämaa *et al.*, 2008; Wang *et al.*, 2009; Yoon and Uysal, 2005).

CONTRIBUTION OF THE STUDY

The current study examined the effects of (1) different expectation items on satisfaction; (2) different travel motivation items on satisfaction; and (3) satisfaction on loyalty. These concepts were inspired by the fact that there is limited literature reported and confirmed in the context of Tanzania. Generally, this model contributes to an understanding of tourist behaviors and their preferences of specific destination such as Tanzania. The results confirmed in this study will be a knowledge base for other researchers to build more robust models for tourists visiting other similar destinations in Africa. Mlozi et al. (2012) earlier study argued that loyalty programs may become the key approaches to increasing tourist demand in any destination. Also the study note that many of these programs are difficult to implement because of the complexities associated with service combination. Further, this study argues that the African continent has not provided the context within which to ground the theoretical foundations of tourist's loyalty and its antecedents. Thus, researchers should not assume that findings in developed economy would be equally applicable in emerging economy and developing countries. A replication and extension of previous studies in a different cultural and geographic context is required to provide robust relationships between the studied constructs. This study would benefit practitioners in planning their tourism activities. In particular, managers would understand the role of satisfaction and that must be considered in loyalty segmentation. Given that several managers invest resources in developing loyalty programs, this should also help them in resources planning and distribution.

CONCLUSIONS

The objective of the study was to test a conceptual model developed from behavior theoretical constructs extracted from the literature. The model reflects how tourists evolve from expectation and motivation into satisfaction and loyalty. In specific the model shows that satisfaction depends on expectations and travel motivations, and later these predict loyalty. The effect of expectation and motivation towards satisfaction were tested under two conditions or models. These include one, when satisfaction not entering a model as a predictor of loyalty and two, when satisfaction enters a model as a predictor of loyalty. These results are argued to be of a great significance for practitioners particularly in developing service management in the tourism industry in Tanzania and other similar destinations.

Limitations

This study addresses a number of limitations. First, this was a snapshot study in which it took place over a couple of hours or days, focusing on behaviors of adventure tourists. In this case, it's not known how the effect would develop over time, thus, limiting the understanding and the validity of the research as it was not to determine whether extraneous factors lead to the results without repeating the study. Another limitation is that only those variables considered to be the most relevant for achieving the study's objectives were included such as expectation and motivation. It would be of interest to study other antecedents of satisfaction and loyalty (i.e., perceived image, destination image).

Recommendation for future researchers

As usual as any research would do, this research provides many definitive results but also it leaves us with better room for improvement in future. Even though the scope of this study was on international tourists to Tanzania, it would be of great interest to study this phenomenon in other diverse worlds regions where other forms of tourism do exist. Additionally, applying the study method in other destinations will help to increase the establishing of the generalizability of the model. Also, future research could also focus on different control variables (i.e., first time visits vs. repeat visitors, short stay vs. long stay etc.). Examining relationships with control variables would provide more insight into the studied phenomenon. Further, future researchers may consider looking at the relationship between different service providers to see how loyalty programs are planned, built and utilized.

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