The relationship between travel motives, service levels and satisfaction of nature-base tourist.

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A famous author once said that it is not a mountain we conquer, but ourselves. This study was one of the most challenging projects I have committed to and it not only contributed to my psychological enrichment, but it challenged my character at all levels of commitment, persistence and self discipline. I have now conquered my own self doubt.

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words to express the appreciation, love and respect I have for you. Thank you, thank you. You have climbed my mountain with me every step of the way. Our journey has begun.
Abstract

The literature review on tourist satisfaction revealed that a satisfied tourist leads to positive word of mouth recommendation to friends and family, loyalty (return visits), competitive advantage and long-term profitability and sustainability. These favourable benefits resulting from satisfaction are necessary for any destination to survive in the competitive tourism industry. The Addo Elephant National Park (AENP) is one of 21 national parks in South Africa and is managed by SANParks. Data captured from visitors to the (AENP) was used to achieve the objective of this study. As national, regional, local and privately owned parks (private game farms) strive to increase their share in the international and national market, it is important to understand why visitors return to a certain destination and the role service plays in the return decision. Literature on satisfaction identified two components that contribute to return visits. These were service (delivering quality service) and travel motivation (why people travel to a certain destination).

The aim of this research was to determine the relationship between satisfaction, service and travel motivations of the visitors to the AENP. To achieve this, data captured from 2005-2007 by the Institute for Tourism and Leisure Studies on the AENP was firstly used to determine the visitors’ profile and, secondly, to apply factor analyses and the t-test. The factor analyses were applied and, in both cases, four factors were identified. In the case of the service factors, hospitality services, general services, activities, and infrastructure disseminations were found and, in the case of travel motivation factors, learning experience, activities and events, escape and family socialising. The t-tests were used to determine whether or not visitors’ expectations were met. This was also used to determine the relationship between travel motives, service and satisfaction of the visitors to the AENP.

Findings indicated that the visitors whose primary travel motivation expectations were met rated the services higher than visitors whose primary travel motivation expectations were not met. The research therefore confirmed that there is a relationship between service and travel motivation. In terms of visitors’ satisfaction, the relevance of the relationship between travel motives and service is lower if the visitors’ primary travel needs are met, with a higher relevance of the relationship if
the primary travel needs are not met. Park management can use these results as tools to ensure that the product offered guarantees visitors’ satisfaction and therefore contributes to long-term park sustainability. Therefore park management can obtain the ideal tourist experience by not only focusing on the travel motives but also on the quality of service delivered at the park.

Key words: National parks, travel motivation, service, tourist satisfaction, decision-making process.
Die literatuur-studie op toerisme bevredenheid dui daarop dat 'n bevredigde toeris, 'n positiewe invloed het op aanbevolle bestemmings aan vriende en familie, lojaliteit (herbesoek), positiewe mededinging sowel as langtermyn winsgewendheid en volhoubaarheid daarvan. Die voldoening aan vereistes daargestel deur die besoeker of toeris, is noodsaaklik vir enige toerismebestemming om in die kompeterende toerismebedryf te kan oorleef. Data is versamel van besoekers aan AENP – een van die 21 nasionale parke wat onder die bestuur van SANparke is – en aangewend tot die studie. Met hul strewe na uitnemendheid as rolspelers in die internasionale en nasionale markte, is dit belangrik vir nasionale-, provinsiale-, plaaslike- en privaatwildplase om ten volle begrip te hê ten opsigte van optimale kliënte-diens, en die motivering agter toeriste se terugkeer. Die literatuur op die voldoening aan vereistes het twee komponente geïdentifiseer wat bydra tot die terugkeer; diens (die lewering van kwaliteit diens) en reismotiewe (hoekom mense na 'n sekere bestemming toe reis).

Die doel van die studie was om die verhouding tussen satisfaksie, dienslewering en reismotiewe tot besoekers aan AENP te bepaal. Ten einde die doel te bereik is die data in die tydperk vanaf 2005 tot 2007 versamel en deur die Instituut vir Toerisme en Vryetydstudies verwerk. Die data is eerstens gebruik om die besoekers-profiel te bepaal, en tweedens vir die gebruik van faktor-analise en die t-toets.

Die faktor-ontledings metodes is toegepas op beide komponente en vier faktore is op grond van resultate geïdentifiseer. In die geval van dienslewering is bevind dat gasvryheid, algemene dienste en aktiwiteite, en uitdunning van infrastruktuur 'n pertinente rol speel. Die faktore wat bydra tot die onderneming van reistogte is ervaring, aktiwiteite, wegbroek-doeleindes en sosiale familiebyeenkomste. Die t-toets is gebruik om te bepaal of daar aan die besoeker se verwagtinge en vereistes voldoen is. Die t-toets is ook gebruik om die verhouding tussen reismotiewe, diens en bevredenheid, van die besoekers aan AENP te bepaal.

Resultate het daarop gedui dat die besoekers aan wie se reis-vereistes voldoen is, die diens automaties hoog aanslaan. Die besoekers wat teleurgesteld was met die
reis-vereistes, het die diens laer gereken. Die navorsing het dus die verhouding tussen diens en reismotiewe bevestig.

Parke bestuur kan hierdie bevindinge gebruik en aanwend tot die verbetering van hul produkverwaring en vervolgens toeriste bevredenheid te waarborg dus moet parke bestuur van AENP die ideale ervaring vir toeriste beskikbaar stel deur nie net te fokus op reis-motiewe nie, maar ook op kwaliteit dienslewering.

*Sleutelwoorde:* Nasionale parke, reis-motiewe, dienslewering, toeriste bevredenheid, besluitnemings.
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Chapter 1
INTRODUCTION
& PROBLEM STATEMENT

1.1 Introduction

South Africa has always been known for its diversity in fauna and flora with wildlife features and a variety of nature-based destinations (game reserves, private game lodges, national, regional and local parks) which are globally recognised (Ballantyne, Packer & Hughes, 2008:658). Wearing and Niel (1999, as cited by Saayman, 2009a:13). These attributes play a vital role in the South African tourism industry. Therefore research emphasises that South Africa is a must-visit destination even though it is regarded as long-haul (Botha, Crompton & Seong-Seop, 1999:341).

According to the United Nation World Tourism Organisation (UNWTO) forecasting, the expected global arrivals for 2010 could research the 1 billion mark (UNWTO, 2009). Research by SAT (2010) indicated that tourist arrivals to South Africa grew from 9.6% in 2008 to 9.9% in 2009. These statistics indicted that there is a growth in arrival numbers which leads to an increase in tourism and therefore increases economic development (Ma, Ryan, & Bao, 2009:21) and resources (Okello, Manka & D’Amour, 2008:752), but will strain the natural environment and sustainability if not managed correctly (Moscardo, 2004:76).

Nature-based tourism developed so that the contact and understanding between guests, hosts, tourists and the natural environment could be developed and sustained (Wearing & Niel, 1999, as cited in Saayman, 2009a:12). Research studies in nature-based tourism indicate a growing number of tourists at nature-based destinations globally (Campbell, 1999:534; Reynolds & Braithwaite, 2001:31; Deng, King & Bauer, 2002:422; Orams, 2002:282; Shackley, 2006:868; Cousins, 2007:1020). In support, Lindberg, Furze, Staff and Black (1997, as cited in Nyaupane, Morais & Graefe, 2004:541) indicate that nature-based tourism contributes up to 7% of international tourist expenditures. The reasons for this growth rate are global population growth (Saayman & Saayman, 2009); increase in
spending patterns (Dolnicor, Crouch, Devinney, Huybers, Louviere and Oppewal, 2008:44); transport systems and education levels (Newsome, Moore, & Dowling, 2008).

In short, nature-based tourism can be described as tourism in a natural setting, largely or solely for the purpose of enjoying natural attractions, and that focuses on certain elements in the natural environment - for instance protection and preservation of natural elements (Saayman, 2009a:13). According to Eagles (2002:132) and Hoogwerf (1995, as cited in Saayman, 2009a:14) the main objectives of nature-based destinations are for conservation and protection of fauna and flora. South Africa offers 21 national parks which are managed by SANParks that meet the objective of conservation and protection.

The drive for park management is to create a sustainable park environment by finding the balance between the needs of the environment and those of the visitors. The correct balance will encourage visitors to return to the park and therefore generate revenue for national parks (Buultjens, Ratnayake, Gnanapala & Aslam, 2005:733). The importance of this balance must be stressed because of the increase in the numbers of private game farms and nature-based destinations such as Botswana, Mozambique, Namibia and Tanzania. Hence competition increases and a lack of proper management can lead to fewer visitors to a park and therefore can directly impact park revenues (Eagles & McCool, 2002:163). In addition, sustainable growth in park revenues is critical for the future survival of a park, since limited funds are available from national and local government for conservation and preservation (Eagles & McCool, 2002:163).

To overcome these concerns, it is essential to identify and satisfy the needs, motives and expectations of visitors and to be able to develop and offer products and services to ensure that satisfaction levels are met. Research indicated that satisfied tourists are more likely to repeat their decision to revisit a destination (Bramwell, 1998:36; Oppermann, 2000:78). Therefore, satisfied tourists will result in positive word of mouth recommendation to friends and family; improve the competitive advantage of the park and ultimately increase park revenue, which contributes to park sustainability in the long term (Baker & Crompton, 2000).

The purpose of this chapter is to discuss the research process that the study will follow. This will be achieved by presenting the problem statement, which will be followed by the goal and objectives, research methodology, definitions of key concepts and, lastly, the chapter classification.
1.2 Problem statement

Since tourist travel began, there has been discussion as to why individuals travel and what do tourists enjoy when travelling? These research questions have been a complex subject of research for decades in tourism research literature (Yoon & Uysal, 2005:46).

According to Moorthy, Ratchford, Talukdar, Fodness and Murray (1997:503), the decision-making process has been a subject of research for many years. The decision-making process captures the tourist’s past, present and future state of mind and the reason tourists make certain decisions (Laws, 2002:49). In addition, it must be understood that travel motives will differ from individual to individual and therefore the outcome of each individual’s decision-making process will vary (Uysal & Hagan 1993; Witt & Wright, 1992).

![Decision-making Process Diagram](image)

Figure 1.1: Decision-making Process (Saayman, 2006:21-62)

The outcome of a decision-making process, as indicated in Figure 1.1, illustrates that the process contains more challenges than just individualism. Factors such as needs, emotions, attitude, perception, previous experiences, word of mouth recommendations and media (television, radio, internet, brochures, etc) will influence the outcome of the decision-making process (Decrop 2006:8; Lamb, Halk & McDaniel, 2002). The decision-making process starts with the needs and desires of an individual which directly trigger travel motives. Crompton and McKay (1997:425) and supported by Saayman (2006:22) state
that travel motives are an essential part of the decision-making process since the decision
to travel is directly linked to the needs and desires of the tourist. Motives can only be created when an individual takes action to satisfy the need or desire. Therefore understanding the tourists' decision-making process plays a vital role in identifying and prioritising individuals' travel motives (Crompton & McKay, 1997:126). Motivation, according to Decrop (2006:9), can be defined as a process by which an individual will be driven to act or behave in a certain way. Hence, by understanding the decision-making process, destination marketers can determine visitors' behaviour and therefore determine the choice of destination. As a result, these decision-making processes will guide a destination to identify the motive for travelling to a destination and the reason of choice. Thus the process assists in satisfying tourists' motives since destinations can offer a product to suit the motive (Saayman, 2006:28). Research confirms that the relationship between tourist expectations and actual experiences (Figure 1.1) determines tourist satisfaction. According to Letho, Cai, O'Leary and Huan (2004); Ibrahim and Gill (2005) and Severt, Wang, Chen and Breiter, (2007), satisfaction of travel motives results in repeat visitors, positive word of mouth recommendations to friends and family, long term profitability and sustainability Therefore it can be assumed that there is a direct relationship between visitors' travel motives and satisfaction.

Nature-based destinations have become such a competitive environment that it is essential for destinations, in this case the AENP, to sustain the growth of visitor numbers. Therefore park management must identify the motives to travel (Figure. 1.1) and satisfy these motives by delivering the expected products or services to achieve repeat visits and positive word of mouth recommendations, resulting in competitive advantage and long term profitability and sustainability (Reichheld, 1996; Hackl & Westlund, 2000). In addition, research on national parks by Kim, Lee and Klenosky (2003); Bansal and Eiltselt (2004) and Saayman and Saayman (2009) contribute to the importance of travel motivation. The research findings established the importance of identifying travel motives, that there are different types of tourist markets and different reasons that visitors travel to national parks. Lastly, these findings contribute to the managerial and marketing strategies of park management by identifying visitors' markets. This creates opportunities for market growth, park development and advertising to potential park visitors.

The choice of a travel experience is determined by the decision-making process. A destination can determine their visitors' satisfaction by delivering an experience that exceeds their expectations. These expectations are formed by referrals from friends and family, marketing mediums such as magazines, brochures, television and past
experiences (Saayman, 2006:49). The tourists’ expectations formed during the decision-making process and will be measured by the travel experience he/she has chosen. The measurement between the expectation and the actual travel experience can only take place after visiting the destination (Crompton & McKay, 1997:426). Therefore travel experiences can be summarised as a feeling or education for the tourist in question (OED, 1991:615). As a result, according to Beeho and Prentice (1997:76), it is important to deliver the appropriate experiences, such as accommodation, service, facilities, scenic beauty, education and relaxation for the benefit of the tourist in terms of understanding, anticipating and satisfying tourist’s needs and desires. Furthermore Hamilton, Crompton and More (1991) and Hollenhorst and Gardner (2004) all stressed that tourist destinations must know what type of experiences their target marketing is seeking concerning facilities and services, since these experiences affect the quality of the tourist’s visit. Once the desired experience is achieved, the evaluation between expectation and experience will determine the level of satisfaction or dissatisfaction.

Therefore, according to Barsky and Labagh (1992) and Williams and Buswell (2003), by improving service experience levels, tourist satisfaction will improve and add to competitive advantage. Anderson and Sullivan (1993) confirmed that satisfaction or dissatisfaction can be measured by the gap between the service experience and service performance. Caruana (2002:811) agrees that delivering a quality service experience to satisfy visitors can result in repeat visitors, and positive word of mouth recommendation is generated. The above findings are supported by Baker and Crompton (2000); Caruana, Money and Berthon (2000); Alexanderis, Dimitriadis and Markata (2002); Jeong, Oh and Gregoire (2003) and indicate that there is a direct relationship between service and satisfaction as illustrated in the equation. Furthermore, the latter indicates that there is a direct relationship between travel motives (A) and satisfaction (C) as both result in repeat visits, word of mouth, loyalty, competitive advantage, profitability and sustainable growth (D).

It can by assumed, according to the equation, that there must be a relationship between travel motives (A) and service (B) since both these elements are proven to have a direct relationship to satisfaction (C) with regards to loyalty, word of mouth, competitive advantage, profitability and sustainable growth (D).
Relationship 1

\[ A \times C = D \]

Findings

\[ A \times B = D \]

A = Motivation

B = Service experience

C = Satisfaction

D = Result – positive word-of-mouth recommendations, loyalty, competitive advantage, profitability and sustainable growth

Figure 1.2: Relationship models

Therefore, the research question for the study was: to determine whether there is a relationship between travel motivation and service in terms of satisfaction (Figure 1.2) and to establish the effect of the relationship on satisfaction levels of visitors of the AENP.
1.3 Goals and objectives

The main goal and objectives of this study are as follows:

1.3.1 Main goal

To determine the relationship between tourist travel motives, service levels and satisfaction of nature-based tourists in the case of the AENP.

1.3.2 Objectives

To ensure that the goal of the study is reached, the following objectives needed to be achieved:

- **Objective 1**

  To do a literature review on the service concept as part of the tourism product.

- **Objective 2**

  To conduct a literature review on tourists' travel motivations and satisfaction and the role they play in the nature-based product.

- **Objective 3**

  To determine the effect sizes of the relationship between tourists' travel motives, service and satisfaction for AENP.

- **Objective 4**

  To make recommendations and draw conclusions in terms of the implication of service, travel motives and tourist satisfaction for the AENP.

1.4 Method of research

This is a quantitative study, collecting secondary data on the topic from existing sources and using a self-administered questionnaire to collect problem-specific data.

1.4.1 Literature study

The theoretical framework of the relationship between travel motives, service and satisfaction was reviewed and conducted by means of journal articles, theses, dissertations, newspaper articles, books and other tourism related literature as well as sources such as SANParks. Information searches have been conducted mainly through library catalogues, indexes and
the Internet. Scientific databases such as Science Direct and Ebscohost play a vital role in searching for the most recent and relevant publications and information. Through these sources, keywords such as travel motives, service and satisfaction of nature-based tourists and decision-making process have been searched and reviewed.

1.4.2 Survey data

The data used for this study was obtained from the 2009 Statistical Report on Profiles of Selected National Parks in South Africa, which was conducted by the Institute of Tourism and Leisure Studies. These surveys have been conducted over the past eight years. For the purpose of this study, only the 2005 (summer survey), 2006 (winter survey and summer survey) and 2007 (summer survey) data will be used. Questionnaire questions had change over this time (2005-2007) period but questions used for this study was still relevant to measure the objectives. The questionnaire format was divided into the following sections: Section A: Socio-demographic Detail; Section B: Economic Impact; Section C: Consumer Profile.

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<tr>
<td>Camping</td>
</tr>
<tr>
<td>18</td>
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<tr>
<td>Day Visitors</td>
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1.4.3 Statistical analysis

The following analyses will be used to process data in the research articles.

a. Factor analysis

According to Tustin, Ligthelm, Martins and Van Wyk (2005:668) a factor analysis is used to find latent variables or factors among observed variables. Factor analysis groups variables with similar characteristics. With factor analysis, a small number of factors can be identified from a large number of variables, which are capable of explaining the observed variance of
the larger number of variables (Tustin et al., 2005:668). This method will be used in chapter 4 to determine the travel motives and the services of the AENP survey.

b. $t$-test

The function of the independent $t$-test is to compare the mean scores of two different groups. The $t$-test will be used to measure the expectation of five experiences with the two factor analyses (service and travel motivation). For the purpose of this study, these factors need to be compared to the expectations to determine whether the park visitors are satisfied with their experiences of the park. The $t$-test measurement will establish the relationship between service and travel motives in terms of satisfaction for the AENP.

1.5 Definition of key concepts

The following concepts will be used during the course of the study and are therefore defined to provide clarity and indicate relevance to this particular study.

1.5.1 Travel motivation

Research refers to motivation as psychological / biological needs and wants which arouse, direct, and integrate a person’s behaviour and activity (Ajzen & Fishbein, 1977; Dann, 1981; Pearce, 1982; McIntosh & Goeldner & Ritchie, 1995; Murphy, 1991; Uysal & Hagan, 1993; Bennett, 2000; Yoon & Uysal, 2005). Furthermore, Beerli and Martin (2004:626) add that motivation is subject to personal perception of needs, and forces an individual to act on perceived needs to achieve satisfaction. According to Bennett (2000:73) and Kozak (2002:222), it is difficult to establish the reasons that individuals travel to a certain destination. According to Saayman (2006:34) motives are also the influence of internal factors (norms, culture groups, attitude, and perception) and external factors (transport, safety, finance and time). Therefore research indicates that there seems to be no homogeneous theory for tourist motivation (Iso-Ahola, 1982).

1.5.2 Service

Service is often highly complex, with a combination of interaction, exchange and performance between service employees and customers. Research studies indicate that there is much human interaction in the tourism service, which is referred to as service encounter (Bitner, Booms & Tetreault, 1990). Furthermore, tourism service has unique characteristics such as intangibility, inseparability, heterogeneity and perishability (Bateson, 1985). Therefore services offered at a tourist destination must be global
products, which include other tangible or intangible services (de Rojas & Camarero, 2008:525).

1.5.3 Nature-based tourist

According to Valentine (1992) as cited in Mehmetoglu (2007:652) and Priskin (2001:42) nature-based tourists are a single homogenous group who are primarily interested in natural areas in which the experience is enhanced by the natural settings. Laarman and Durst (1987) add that a nature-based tourist is in search of three important elements - education, recreation and adventure. Nature-based tourists are divided into three categories: hard-core, mainstream and casual nature tourists (Saayman, 2009a:14).

1.5.4 Tourist satisfaction

According to Bigne, Sánchez, and Sánchez (2001:609) satisfaction is defined as the result of the comparison between expectations and the perception of the action. Bloemer and Poiesz (1989:4) add that satisfaction can be seen as the effective outcome associated with a cognitive relationship of the present situation relative to any one or a combination of several indicator points, which may be ingrained in the past, in the future, in other persons, or in some personal or external medium. Furthermore, Bolton and Drew (1991) supported by de Rojas and Camarero (2008:525), state that satisfaction is the feeling or emotion of the experience after the purchase or experience.

Tourist satisfaction is divided into two categories, global satisfaction and facet satisfaction. Global satisfaction is described as the overall assessment of the tourist experience by the tourist, whereas facet satisfaction focuses only on parts of the tourism experience. They add that this satisfaction is closely related to motivation, assuming that need fulfilment will lead to tourist satisfaction (Tian-Cole, 2003, as cite in Saayman, 2009a:92).

1.6 Chapter classification

This study consists of five chapters. This section includes a brief outline of what the reader can expect for each of the chapters.

Chapter 1 includes the introduction, problem statement, aims and objectives, method of research and definition of key concepts. The aim of this chapter is to give an overview of the relationship between travel motivations, service and satisfaction and the impacts these will have on the AENP management. This chapter will also discuss the universal relationship and links between these elements in the case of the AENP and the benefits these relationships will yield when identified and applied as described in chapters 2 and 3.
Chapter 2 contains a comprehensive literature study of service as part of the holistic tourism product. Furthermore, chapter 2 has reviewed what service really is and identifies literature models with which to measure the level of service in terms of satisfaction. The relationship between service and satisfaction has been defined and highlights service elements to improve park management. Lastly, the chapter has offered guidelines which can be implemented by management to add to the service experience of a visitor at a destination.

Chapter 3 was an in depth review of travel motivation and satisfaction. This chapter firstly evaluated what travel motivation is and distinguished motivational models to identify why people travel to a certain destination. The second part of the chapter reviewed satisfaction as an entity of expectation and experience. An analysis of the concept of expectation and experiences was defined as well as the outcome - satisfaction. Lastly, the benefits of satisfied tourists were reviewed in terms of positive word of mouth recommendation, loyalty, and competitive advantage.

The second last chapter, chapter 4, presents the findings of the research: Firstly, the profile of visitors was given. Secondly, the factor analysis was carried out on the travel motives and services factor of the park. Lastly, the t-test was used to establish the relationship between travel motives and service in term of satisfaction of important park features.

The final chapter consists of conclusions drawn from the discussion in the first three chapters. Recommendations are made to improve and advise the AENP management to improve visitors’ numbers and to keep the park sustainable. In this chapter, a summary is given of the importance of the relationship between travel motives, service and satisfaction, especially by national park management, as well as a summary of the main issues that need to be considered when doing so.
Chapter 2
An analysis of Service

2.1 Introduction

Protected areas such as national parks have always attracted visitors who are intrigued by natural surroundings (Tonge & Moore; 2007:768). Nevertheless, over the past two decades, an increase in the demand for nature-based attractions or destinations has developed (Newsome et al., 2002; Scherl & Valentine, 1992). The increased demand is due to global awareness and protection of the natural environment, the increase of leisure time, mobility and education. This created an opportunity for nature-based destinations to compete in satisfying the growing demand (Newsome et al., 2002:6; Wight, 2002; Scherl & Valentine, 1992).

Research confirms that 73% of the conservation areas are managed by the private sector and only 5% are owned and managed by SANParks. This includes the 21 national parks of South Africa (Saayman, 2009a:346). The availability of 9000 private game farms and reserves aims to cater for different market needs, which further increases the competition for visitors in South Africa (Saayman & Du Plessis, 2003:57).

The success of the private sector is a result of offering similar products to those of national, provincial and local parks except that the emphasis is placed on offering service quality. This is driven by conservation needs. Research by Zeithaml, Parasuramam and Berry (1990:11), Rust and Metters (1996:427), Bennett (2000:91) and Horner and Swarbrooke (2005:16) has indicated that service has become a distinctive component in most industries and even more so in a service-based industry such as the tourism industry. Therefore research literature has stressed the importance of delivering a high standard of service given that the result is satisfaction which is the key to sustainable competitive advantage (MacKay & Crompton, 1988, 1990; Fick & Ritchie, 1991; Ostrowski, O’Brien & Gordon, 1993; Lewis & Chambers 1989; Rust & Metters, 1996; Gabbott & Hogg, 1998; Mei, Dean & White, 1999; Yoo, Shin & Yang, 2006; Obenour, Patterson, Pedersen & Pearson, 2006; Wu, 2007; Page & Connell, 2009; Harris, 2010). Furthermore, Sureshchandar, Rajendran and Anantharaman (2002:363-364) add that the competitive advantage gained by satisfaction leads to the outcomes of return visitors and favourable economic goals (profitability, market share, return on
investment) to uphold a destination. However, managers of a destination must note that delivering service quality is only one component of the holistic travel experience (Gustafsson & Johnson, 2003).

Service experience is one of the main components in the tourism product (Ritchie and Crouch, 2000) which will be examined throughout this chapter. Nevertheless, Reisinger (2009:238) states that service has high experience properties and can only be assessed after or during the consumption. The following section provides examples how an experience is assessed by a tourist.

Marita Coetzee states in a letter to Beeld newspaper that the service experience at the Kruger National Park for the last 22 years has always been satisfying and she will be visiting 6 other national parks soon. In contrast Lizette Beneke had the opposite experience. Her experience in the Kruger National Park was unpleasant due to bad service, hygiene and low quality food (Beneke, 2010).

These service experiences will affect the overall satisfaction levels of the visitor, which results in a positive or negative word-of-mouth reference to friends and family that, in turn, directly affects the perception of how the park is perceived by potential visitors (George, 2001:133).

Therefore the objective of this chapter is to gain a better understanding of service as a component of the tourism product. This will be achieved by firstly reviewing what influenced the changes in the service sector. Secondly, the chapter provides an in-depth understanding of what service is really about, where a service is practiced and the effect of service on word-of-month reference, competitive advantage and loyalty. Thirdly, this chapter reviews ways that service experience can be measured in terms of satisfaction by identifying service quality models that are used in research to determine service satisfaction. Further, this chapter will focus on how park management can improve park services by understanding the role of tourism as a key management component. Lastly, this chapter examines guidelines identified by research as to how the quality of service can be improved.

2.2 Booming of service sectors

In today’s fast-paced life, convenience has become a priority to most consumers. This has forced many industries to adapt to survive. For example, tourists have little time for extensive research for a holiday experience. Today, by only a click of a button or a phone call to a call centre, the tourism sector adjusts its services to make it possible for tourists to make quick
and informed decisions when booking a holiday to have a satisfying service experience. According to research, six external factors contributed to the growth in the service sectors.

- **Demographic change**
  - Life expectancy is higher in which people have more of an opportunity for leisure time of travel and tourism (Payne, 1993:4).

- **Social changes**
  - Increase in income due to two-income households has created a higher demand in consumer services (Payne, 1993:5; Horner & Swarbrooke, 2005:16).
  - The quality of life has improved.
  - The international travel and mobility product has improved allowing people to travel more frequently.
  - Complexity of life has increased in which more service products need to be available to satisfy demands.
  - Communication and travel have increased aspiration levels (Payne, 1993:5; Horner & Swarbrooke, 2005:16).
  - Education levels have increased, which leads to the awareness of products and services and the availability of the products and services.
  - The use and the availability of technology to the consumer (Horner & Swarbrooke, 2005:16).

- **Economic changes**
  - Globalisation has played key role in the communication, travel and information services.
  - Specialisation in the economy has increased and has led to more specialised services; for example, advertising, market research, credit card and electronic money transfer facilities.
  - The increase in tourist demand has encouraged new tourism businesses to develop and existing suppliers to expand tourism services and facilities (Lee, Chen & Hua, 2006:301).

- **Political and legal changes**
  - Increase in internationalism and demand of professional services.
  - The increase of global trade market has developed many supporting services such as import companies and international trading agencies and services.
  - Global travel between countries has become more accessible with the visa application approvals and travelling documents. For example, more visa services have developed to assist in the travel document approval process.
Technology

- The increase in technology such as the internet and self-service electronic systems empowers tourists to explore more of the service products that are available.
- Many service products are available to meet different travel needs through e-marketing (Cooper & Hall, 2008:94).
- Developments in technology services change tourist behaviour (Cooper & Hall, 2008:93).
- Cost savings due to the self-service technology option (Dabholkar, 1996:29).
- Communication systems, such as central reservation systems, improve the ability to cope with high tourist demand (Bennett, 2000:117).
- Service Systems have been developed that combine different tourism products (accommodation, airlines, transport and entertainment) (Bennett, 2000:122).
- New tourism products have developed which have opened up new tourism markets and opportunities (Bennett, 2000:123).
- Transport systems – private and rented car, buses and coaches, trains and airlines, as well as water transport are available that offer freedom and access to travel to a destination (Bennett, 2000:50).
- The increase in production technology and production levels has relocated the human workforce from the production section to sales and marketing to accommodate high production levels of products (Horner & Swarbrooke, 2005:16).

Competition

- New competitors enter the market competing for market share (Bennett, 2000:91).
  - Businesses have shifted from only product-orientated delivery to product and service-orientated delivery (Horner & Swarbrooke, 2005:15).
  - The threat of substitute products (Bennett, 2000:92).
  - Price transparency is offered by destinations which increases competitiveness between destinations (Saayman & Du Plessis, 2003:57).

Finally, researchers agree that these factors have a direct effect on each market sector that is service orientated. Thus the changes in the external environment need to be taken into account when developing new service experiences since the product would need to accommodate the changes in the service sector. This, however, raised the question - what is service?


### 2.3 What is service?

Throughout the literature, the concept of service has been formed and shaped by many researchers as indicated in Table 2.1. As service demand increased due to the factors mentioned previously, service definitions have changed over time.

<table>
<thead>
<tr>
<th>Author</th>
<th>Definition</th>
</tr>
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<tbody>
<tr>
<td>Harris (2010)</td>
<td>Service is often highly complex and a summation of interaction, exchange and performance between service employees and customers.</td>
</tr>
<tr>
<td>Kotler and Armstrong (2004)</td>
<td>Any activity of benefit that one party can offer to another that is essentially intangible and does not result in the ownership of anything. Its production may or may not be tied to a physical product.</td>
</tr>
<tr>
<td>Payne (1993)</td>
<td>A service is an activity which has some element of intangibility associated with it, which involves some interaction with customers or with property in their possession, and does not result in a transfer of ownership. A change in condition may occur. Production of the service may or may not be closely associated with a physical product.</td>
</tr>
<tr>
<td>Berry and Parasuraman (1991)</td>
<td>Services can be considered as performances carried out by humans.</td>
</tr>
<tr>
<td>Grönsroos (1990)</td>
<td>Service is an activity or series of activities of more or less intangible nature that normally, but not necessarily, take place in interaction between the customer and the service employee and/or physical resources or goods and/or systems of the services, which are provided as solutions to customer problems.</td>
</tr>
<tr>
<td>Kotler (1982) as cited in Law (1997)</td>
<td>An activity that one party can offer to another that is essentially intangible and does not result in the ownership of anything.</td>
</tr>
</tbody>
</table>
The table above indicates that service was first distinguished as an intangible activity which could not be owned. Later, research indicated that the growth in external factors affected the demand for the service, which consequently changed the dynamics of service. Hence researchers established that increase in service demands has affected service relevance. Therefore service has become a subject of performance complexity between two parties (supplier and receiver) which involves benefits for both parties and cannot be owned by the receiver. Hence destination managers must understand the complexity of service through the nature of service, the role service plays at a destination and, finally, visitor satisfaction. The following section will determine the role of service as a tourism product.

The tourism product is a balance of three components (Figure 2.1) a physical component, a service component and experience (Saayman; 2006:7). The three components give a clear understanding of what is required from a tourism product.

![Figure 2.1: Core elements of the tourism product (Saayman 2006:7)](image)

Firstly, as indicated in Figure 2.1, the physical component refers to the tangible aspects of the tourism product such as a hotel, a tour bus or game farm. The second component, service, forms a part of the holistic tourism product, therefore the service component can be identified as front office and game drives. In general, tourism services are misunderstood since the tourism product is more than just service that leads to a memorable experience (Saayman, 2006:7). For that reason, according to Saayman (2009b:317), the experience component is the most important component in the tourism product since it distinguishes between normal manufactured products and tourist products. Finally, as indicated in Figure 2.1, the components are inter-related and it must be stressed that, in the absence of one
component, failure will occur within the remaining two components which results in product failure. All three components are important when developing a tourism product since this portrays and sells a certain message or product to meet visitor needs (Saayman, 2006:7). Thus the correct balance of this equation offers a tourist an experience that will be forever satisfying or dissatisfying. For example, a park visitor is taken on a game viewing vehicle (physical component) for a sundowner drive. The tour guide presents an information session (service) on the surrounding environment. Afterwards the tourist enjoys the sunset while viewing the animals at a waterhole and marvels at the moment (experience).

2.3.1 Nature of service

The nature of service is complex and service is difficult to provide compared to normal manufactured products. The fundamental difference between service products and manufactured products is that service products cannot be touched, smelled or seen before purchase, whereas manufactured products are produced against set tangible industry standards (workmanship, style, colour, durability and packaging (Rushton and Carson, 1985; as cited by Horner & Swarbrooke, 2005:16).

The above section clearly shows service complexity and that it entails more that just a transaction between two parties. The following section will provide five characteristics identified by marketers that explain the uniqueness of service.

2.3.2 Characteristics of Service

Throughout marketing and tourism literature, the following characteristics were found to identify tourism services. Service is known to be intangible, inseparable, ownership, heterogeneous and imperishable (Bateson, 1985; Payne, 1993; Gabbott & Hogg 1998; Stewart, Hope & Muhlemann, 1998; Reisinger & Turner, 2003; Bennett, 2000; Resinger, 2009; Harris, 2010).

- **Intangible**

  Intangibility is one of the most important characteristics of service (Gabbott & Hogg, 1998:27). Unlike physical products that a tourist can see and inspect before a purchase, service is intangible and therefore cannot be touched, smelled or seen (Bennett, 2000:250; Horner & Swarbrooke, 2005:16). Service cannot be examined before a purchase. Tourists can only evaluate the service product after it has been experienced (Gabbott & Hogg, 1998:27). A tourist cannot sample a holiday until it is taken (Law, 1997:46).
• Inseparability
Service indicates inseparability, the provider cannot be separated from the service, given that the provider is the same person as the seller (Bennett et al., 2000:250). In short, tourism services require the presence of the tourist and the provider where the service is produced and consumed simultaneously (Reisinger, 2009:235). For example, the tourist cannot book a flight if the travel agent is not available and the travel agent cannot render a service if there are no tourists to book a flight.

• Heterogeneous
Heterogeneous is one of the characteristics that is mostly influenced by human involvement. According to Gabbott and Hogg (1998:28) and agreed by Law (1997:46), Payne (1993:9), Bennett (2000:250), Horner and Swarbooke (2005:17) and Reisinger (2009:235), a service is delivered or produced by an individual, at a certain time, under certain circumstances. Therefore each tourist will probably receive a different service experience. In short, each holiday experience will differ from the previous and each tourist will find the same holiday experience different to the next.

• Ownership
The difference between service and a physical product is that once the product is paid for, the customer has full possession of the product, whereas with service, the tourist is only given the right/or access to the facility/activity for a period. For instance, when a tourist makes a reservation at a park lodge, the tourist is only given the use of the rooms, beds, TV, towels and other tangibles for the period the tourist has paid for (Law, 1997:46).

• Perishability
Physical products can be stored for a certain time and then be resold. Services cannot be stored and resold. Perishability of service describes the real time availability of a product (Gabbott & Hogg, 1998:28). A room or activity not used by a tourist on that particular day is seen as lost revenue for that day. Thus it is important to manage the demand so that rooms or activities are rendered as profitably as possible (Bennett, 2000:251; Teye & Leclerc, 1998:154).

These briefly explained distinguishing characteristics will be used to measure the quality of services to determine whether the customer is satisfied with the service provided (Akbaba, 2006:171).

2.3.3 Quality of service
Service quality refers to the appropriateness of assistance and support provided to a customer and the value and benefits the customer receives (Reisinger, 2009:238). Quality service is the ultimate goal of a service provider since this leads to tourist satisfaction. In the service literature, service quality has been discussed by Grönroos (1982), Lewis and Booms (1983), and Parasuraman, Zeithaml and Berry (1985) since it influences tourists’ choice of destination and promotes return visits due to visitors’ satisfaction. According to Lewis and Booms (1983), service quality is defined as a measurement of how well the service level delivered matches customer expectations. Therefore quality service means assessing customer expectations on a regular basis. Grönroos (1982) and Oliver (1997) agree that service quality comes to life when the consumer compares the expected service with their perception of the service they have received. If the outcome is positive, it results in customer satisfaction (Shemwell, Yavas & Bilgin, 1998:158).

2.4 Why service is important

Based on reviewed literature, the outcome of delivering a quality service can lead to service satisfaction when the expectations are exceeded by the actual service experience (Mei et al., 1999; Reichel, Lowengart & Milman, 2000:452). Many businesses have relied on a service quality strategy to retain market share (Teye & Leclerc, 1998:153). Therefore findings established that delivering service quality leads to tourist satisfaction which results in the following advantages: positive word of mouth, competitive advantage and loyalty (Berry, Bennet & Brown, 1989; Scheuing, 1999; Reichheld, 1996; Hackl & Westlund, 2000).

- **Positive word of mouth**

  Word of mouth is not only the outcome of satisfaction but influences the perception of prospective visitors (Reichel et al., 2000). Therefore a new visitor already perceives a positive destination image. A satisfactory service can create a positive destination image which results in positive word of mouth (Harris, 2010:171). Therefore the value of word of mouth must be stressed, since it is manifested every time tourists share their travel experiences (Bennett, 2000:92).

- **Competitive advantage**

  Competitive advantage is an objective every tourist destination wants to achieve. Management must therefore strive to improve the satisfaction levels to remain competitive and increase market share (Reichheld, 1996; Hackl & Westlund, 2000:820). According to Williams and Buswell (2003, cited in Obenour et al., 2006:34) competitive advantage is offering a service, activities or facility that makes a tourist chose one destination over the other.
• **Loyalty**

According to the service-profit chain, tourist satisfaction drives tourist loyalty (Cooper & Hall, 2008:320). Loyal tourists generate repeat visits and this result in destination sustainability through profitability in the long-term (Cooper & Hall, 2008:321).

To conclude, researchers stressed the importance of understanding the nature of a service product when developing or delivering a service because delivering a quality service is beneficial for the destination in terms of positive word of mouth, competitive advantage and loyalty. The following section shows that service is an activity practised by businesses, and that it is important to understand how service is practised between a supplier (destination) and receiver (visitor) as well as the dynamics that influence the state of visitors’ satisfaction.

### 2.5 Service encounter and interaction

The increase in research on the subject of service encounters is due to the favourable after effects. These are satisfaction, loyalty, and positive word of mouth if a service encounter is provided successfully (Surprenant & Solomon, 1987; Bitner *et al.*, 1990; Bitner, 1992; Ellis, Lee & Beatty, 1993; Fick, Brown & Bitner, 1993; Vogt & Fesenaier, 1995; Lovelock, 1996; Teye & Leclerc, 1998; Williams & Uysal, 2003; Reisinger & Turner, 2003; Cooper & Hall, 2008; Reisinger, 2009).

A service encounter can be defined as the exchange between customer (tourist) and the service provider (employee) in a service business (destination). Reisinger (2009:234) adds that service encounters take place in a period where the service provider (employee) and the customer (tourist) confront each other. Ellis *et al.* (1993) elaborate that the service encounter is characterised by discrete, separate, distinct events and behaviours.

According to Parasuraman, Zeithaml and Berry (1985) most services are performed by human beings which introduces the risk of human error – failure to deliver. Thus the outcome of a service encounter depends on the service provider (destination). Ironically, research by Cooper and Hall (2008:317) states that most employees at a destination are not skilled or knowledgeable, nor do they have the right personalities, experience or behaviour to deliver a quality service encounter. Therefore the responsibility lies with the management of a destination to employ people that are qualified to deliver exceptional service and to empower employees with skills so that the ideal service encounter can be delivered to satisfy tourists. Given the above, the role of service encounters at a destination is exceptionally important because of their influence on the overall tourist perception, service experience and satisfaction levels (Teye & Leclerc, 1998:154; Williams & Uysal, 2003:9).
2.6 Service Dynamics

Figure 2.2: Service dynamic theory (Moreo, 1996:6)

According to Moreo (1996:7), the service dynamics theory was developed by a philosopher and scientist, Ludwig van Bertalanffy, who stated that the dynamics theory has three contributors to the dynamics of service. Input, Feedback and Reality, as portrayed in Figure 2.2, are the elements that create service dynamics. It is important to understand service dynamics since satisfaction or dissatisfaction can occur on any level.

According to Moreo (1996:8), the input can be explained as the meeting between a service provider and the receiver of the service. For example, the action of communication towards the customer. Input is whether the customer’s needs have been understood and what service is required. Feedback is the response customers give after receiving the service. Reality is the way the customer perceives the service delivered. If one of the elements fails, it will influence the other two elements directly. For example, a tourist is upset by an incorrect booking and complains about the situation (feedback). Management deals with the situation professionally and resolves it by correcting the booking (input). The visitor receives a complimentary dinner for the inconvenience (input). At the end of the stay, the visitor refers the lodge to his friends and family (reality) Moreo (1996:8). Destination management needs to be aware of this process so that training can be given to prevent or resolve dissatisfaction in the service experience.

2.7 Measuring good service experience

The following section briefly explains the role of service experience in determining visitor satisfaction, and the research models used to measure tourist satisfaction outcomes.
2.7.1 Service experience

Service experience, according to Page and Connell (2009:563), is difficult to define, since there are many different components (perception, individualism, personal nature) which contribute to shaping an experience. According to Pine and Gilmore (1999:11), experiences can be described as the situation when a tourist destination intentionally uses services as a stage with goods as props to engage an individual.

In agreement, Pine and Gilmore (1999:11) add that that managers of a destination must understand that the service experience does not solely rely on the functional elements (stylish reception, beautiful rooms), but also on elements of emotion (friendly reception, helpfulness of tour guide). O’Sullivan and Spangler (1998:23) identified components of experience. These were Pre-experience ( Anything or anyone who is involved prior to the actual experience – bookings), Participation (the actual experience – visit to the park) and the Post-experience (What happens when the actual experience is complete – satisfaction or dissatisfaction?).

Lastly, Beeho and Prentice (1997:75) elaborate that a tourist experience is a flow of experiences, and that each tourist will respond differently. This is a result of culture, behaviour, levels of interest in nature, previous experience and social groups, all of which influence a tourist (Higginbottom; 2004:181).

In the next section, service quality models will be discussed. These service quality models assist in measuring service experiences which, in the end, influence the overall satisfaction levels of tourists. These models can be used to assist park managers in measuring and improving the service experience offered by the park so that visitor satisfaction can be achieved.

2.7.2 Models of service quality

According to Page and Connell (2009:654), there are many models that evaluate the level of tourist satisfaction by evaluating the service experience. The following section will explain the models that measure the service experience. These are the Haywood-Farmer Model, Kano’s Model of Customer Satisfaction, the Nordic Model and, lastly, the SERVQUAL.
2.7.2.1 The Haywood-Farmer Model

The Haywood-Farmer Model, as seen in Figure 2.3, was developed on a service classification cube (Saayman, 2009b:99). The Haywood-Farmer model classifies a service organisation in terms of its characteristics. The model is divided into three dimensions; degree of customisation; degree of contact and interaction, and degree of labour intensity. The model emphasises that the following aspects of service have to be provided by the company to deliver quality service:

- The systems for delivery (physical process)
- How the employees behave when delivering the service (behaviour of employee and customers)
- Judgement required to customise the services (professional judgement)

Based on the above figure, the position of a business in the cube depends on the balance between the classifications. For example, a business positioned in the bottom left quadrant is low in the degree of contact and interaction and therefore company should focus more on the physical process of service delivery. On the other hand, a service business positioned in the
top right quadrant with a high degree of contact and interaction, the focus must be more on professional judgement. Hence if the balance is wrong, the projected message to the customer will be wrong. The characteristics of the business must be measured correctly for each classification to improve the service and send the right message (satisfaction) (Saayman, 2009b:100).

2.7.2.2 Kano’s Model of Customer Satisfaction

Kano’s Model of customer satisfaction model measures and assesses the satisfaction and service of the customer. The model distinguishes three types of requirement that are needed to influence tourist satisfaction. According to Lee, Chen and Hua (2006:302), the first requirement is ‘must-have’ requirements – such as safety and hygiene in rooms or availability of a front office staff member. These requirements are necessary because the absence of the requirements will dissatisfy the customer but, if the requirements are delivered, it will not change the satisfaction level since they are expected by the customer.

The second requirement is ‘one-dimensional’ requirements. Here, the measurement of tourist satisfaction and service is measured in proportion to the level of fulfilment. This might involve an extra service such as additional swimming towels or a complimentary game drive on the way to dinner at the game farm restaurant. The higher the ‘one-dimensional’ requirements, the higher the satisfaction level (Saayman, 2009b:105).

Lastly, this model explains that the third requirements have great impact on the satisfaction level of the tourist from being satisfied to being delighted. According to Saayman (2009b:105), these requirements are something that tourists do not expect. This feature or service is tailored to the tourist behaviours and preferences, of which a destination has had to gain pre-knowledge to meet this requirement. For example, by decorating a room with roses and providing complimentary Champagne for a honeymoon couple can add to the satisfaction level since the extra services were not expected but the knowledge was gathered by the destination beforehand.

2.7.2.3 Nordic Model

The third model to evaluate service was developed by Grönroos in the 1980s. It identified two dimensions, which were the technical and the functional dimensions. The technical dimension refers to the ‘what’ and the functional to the ‘how’ (Cooper & Hall, 2008:325). The dimension can be explained as follows: a hotel guest will expect to be provided with a room
which is part of the service process in which the perceived quality of the service is experienced. However, the service quality is not only based on the room which was expected by the tourist. There are many interactions that take place that will influence the overall service quality such as front office assistance and personnel friendliness which, in the end, will influence the perception of quality. According to Cooper and Hall (2008:325), the model shows how the tourist will be influenced by the actual service (the ‘what’) and the way in which the service was performed (the ‘how’).

2.7.2.4 SERVQUAL Model

![SERVQUAL Model](Figure 2.4: SERVQUAL Model Source: Saayman (2009b:101))

Lastly, the SERVQUAL (Figure 2.4) is a method that is used by researchers to measure the difference between the expected service and the actual service experience (Parasuraman et al., 1985; Crompton & Mckay, 1989; Stewart et al., 1998; Mei et al., 1999; Obenour et al., 2006).

The SERVQUAL model is also known as the Gap Model since it identifies the gaps between perceived service and expected service. The model identifies the following gaps (Bennett, 2000:252).
• **Gap 1**: Between tourist expectations and management perceptions of the expectations
• **Gap 2**: Between management perceptions of tourist expectations and the firm’s service quality specification
• **Gap 3**: Between service quality specifications and the actual service delivery
• **Gap 4**: Between the actual service delivered and external communication about the service
• **Gap 5**: Between the quality of service a tourist perceives and her/his expectations

These five gaps will be measured by five dimensions, reliability, responsiveness, assurance, empathy and tangibility. The five dimensions are used in the pre- and post-evaluation of a service to determine the difference between the expected and actual performance/service (Cronin & Taylor, 1994; Parasuraman, Zeithaml, Berry, 1994; Zeithaml, Berry and Parasuraman, 1996; Tsang & Qu, 1998 and Cooper & Hall, 2008).

The SERVQUAL model is important for the purpose of this study, since it focuses on the tourist’s perceived service experience related to the expected service experience using the model’s five dimensions and their influence on the service provided by the AENP and visitors’ satisfaction with the park.

### 2.7.2.4.1 Service quality dimensions

The SERVQUAL made a significant contribution to research by identifying these five dimensions. Research done by Bennett (2000), Cooper and Hall (2008), Saayman (2009b) applied the dimensions to guide research in measuring the service quality of the experience. The five dimensions were composed of the following elements reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding and tangibles.

• **Reliability**
  A service company needs to be consistent and dependable in the service the company supplies. It involves the following:
  - On time delivery of accurate billing procedure
  - Delivering service as promised
- Consistent and accurate record keeping

- Responsiveness
The willingness to respond to promised services and fast feedback to customers. It involves timeliness and promptness of a service:
  - Answering customers as soon as possible on an enquiry
  - Sending though requested information to client promptly
  - Solving customer complains effectively and punctually

- Competence
Can be explained as the ownership of skills and knowledge in which a certain tasked (service) is needed to be preformed. It involves the following:
  - Knowledgeable and skilled staff
  - Training of new and unskilled employees
  - Working environment where well-informed staff members are essential.

- Access
In this context, access means the accessibly of the product to the tourist. It involves the following:
  - Communication accessibility
  - Waiting period - how long the tourist must wait until service is delivered. It must not be too long.
  - The accessibility of the infrastructure at, for instance, a resort or game lodge (swimming facilities, dinning facilities and etc.)

- Courtesy
It is to be polite, respectful, friendly and considerate toward a confronted party. It involves:
  - Physical appearance must be clean and neat
  - Staff being respectful towards tourists of different race and culture
  - Friendliness and being polite to tourists must be high on staff members job description
  - Treating tourists as special

- Communication
Communication is the way a message is both sent and received. This means:
  - That the communication medium is clear and understandable
  - That staff are able to communicate to different culture groups
Keeping tourists up to date with status changes on an enquiry

- **Credibility**
  Credibility is being honest, trustworthy, dependable and responsible towards the tourist and putting the customer first. The following components contribute to the service product credibility:
  - Employees
  - Company name
  - Company reputation
  - The way customers are treated with when they are in contact with any part of your product

- **Security**
  This means ensuring that a person is safe and out of harm’s way.
  It involves the following:
  - Physical safety – theft
  - Confidentiality – client information and transactions

- **Understanding/knowing**
  This concerns the understanding a company and its employees have for the needs of the customers. It involves:
  - Being aware of tourists and when they are in need of assistance
  - Being educated about different culture groups
  - Understanding that certain customers require special facilities and attention.

- **Tangibles**
  This includes the physical element and surroundings of the tourism service product. It involves the following:
  - Physical facilities – reception, rooms and restaurant areas
  - Appearance of staff – uniforms and general hygiene
  - Condition of equipment used by customers
  - Other tourists at the destination

These dimensions are all important when measuring the quality of a tourism product in terms of service experience. In addition, research by Saayman (2009b:354-370) focuses on what is important and what must be taken into consideration when a park is managed.

### 2.7.3 Quality park management
According to Saayman (2009a:358), the success of park management is based on three pillars, Ecotourism Management, General Management and Conservation Management as seen in Figure 2.5. The pillars cannot stand alone and must be seen as three integrated entities. Failure of one pillar causes failure in park management (Saayman, 2009a:358).

For the purpose of this study, the focus will be from an ecotourism management perspective since this research focuses on service at a national park. Ecotourism is a subset of nature-based tourism because visitors enjoy learning about nature and it surroundings and destinations are managed to contribute to conservation and preservation of the environment (Saayman, 2009a:4). Therefore ecotourism management
must determine what aspects need to be managed to meet the expectations of visitors. Figure 2.5 indicates the tourism management aspects: transport, accommodation and catering, entertainment and activities. These need to be managed to satisfy visitors’ expectations. The response of tourist expectations and the monitoring of services and facilities must be observed so that expectations that where not met can be identified and resolved. The following elements can be implemented to improve tourist service experience (Higginbottom, 2004:236; Saayman, 2009a:354-370).

Table 2.2: Elements of quality in park management

<table>
<thead>
<tr>
<th>Element of quality</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of service levels</td>
<td>• Friendliness of staff members</td>
</tr>
<tr>
<td></td>
<td>• Reliable</td>
</tr>
<tr>
<td></td>
<td>• Accessible</td>
</tr>
<tr>
<td></td>
<td>• Reception welcoming and must assist</td>
</tr>
<tr>
<td></td>
<td>• Administrative management must be up to date, reliable</td>
</tr>
<tr>
<td>Character of the facility must be suitable</td>
<td>• Use of natural materials</td>
</tr>
<tr>
<td></td>
<td>• External and internal design to complement the surroundings and local culture</td>
</tr>
<tr>
<td></td>
<td>• Provide nature-friendly products e.g. shampoos and hand wash</td>
</tr>
<tr>
<td></td>
<td>• Recycling</td>
</tr>
<tr>
<td>Park facilities need to be of quality</td>
<td>• Conference Hall – TV, Video/DVD and lighting</td>
</tr>
<tr>
<td></td>
<td>• Service area – washing machines, tumble dryers</td>
</tr>
<tr>
<td></td>
<td>• Ablutions – sufficient water flow, lighting, electricity and hygiene</td>
</tr>
<tr>
<td></td>
<td>• Cleanliness of accommodation</td>
</tr>
</tbody>
</table>
| Access to and from the park must be available for tourists who arrive and depart | Management of gate times  
Management of entrance |
|---|---|
| General access within the park | Importance of park layout  
Traffic control  
Roads – well designed, must be spread out evenly across the park  
Networking of park roads must focus on accessibility of tourists around the park |
| Quality information that is interpretive, printing materials, photos or slide shows | Exhibitions that provide information on plants, animals, culture and the environment  
Information session education material on game drives or at feasible sites  
Information provide on broachers.  
Better audiovisual presentation  
Signage around the park  
Information on best times to see animals  
Park guides need to be well managed |
Informed
- Information on where to find wildlife

- Picnic sites
- Game drives
- Swimming facilities
- Safari parks
- Bomas for bush braais
- Hiking trails
- Game walks
- Educational programmes

- Activities and facilities must be available at appropriate times

Source: Saayman (2009a:354-370)

After reviewing the table above, it can be concluded that these elements need to be implemented to meet the expected needs of the tourist and enhance the service experience of the park which, in the end, leads to success for park management.

2.8 Guidelines to manage service at a tourist destination

The focus of this chapter is to gain insight into service experience and the effect of service on the overall visitors’ satisfaction. Therefore the following section highlights a few guidelines that managers can implement to improve the service experience (Reichel et al., 2000; Bennett, 2000; Cooper & Hall, 2008; Harris, 2010).

- To understand the expected standards tourists expect from destinations
- To assess tourists’ service needs and expectations on a regular basis
- To evaluate and adjust service trends within the tourism industry
- Empowering staff members with regular training interventions to improve service encounters and delivery
- To evaluate staff members’ service delivery so that service gaps can be evaluated and resolved
- To be consistent in service delivery toward tourists
- Implementation of the correct communication methods such as electronic reservations, payments and website access
- Encourage tourists to rate their experience with recommendation cards to improve service delivery
- A loyalty programme can be introduced to advocate return visits.
- Identify the competition and competing products
- Combine service products to improve service quality
- Correct destination image must be advertised so that visitors can receive that was expected
- The use of a database of previous visitors can be used as a marketing tool – mass e-mailing and sms advertisements

2.9 Conclusion

The objective of this chapter was to gain a better understanding of service as an element of the tourism product. A thorough understanding was gained in the importance of service within the tourism industry and why a service product needs to be adjusted according to service needs to achieve maximum advantage. Furthermore, this chapter emphasised the nature of service and the role of service encounters and dynamics at a tourist destination. This chapter reviewed service quality and different models that measured the satisfaction of a service experience. However, for the purpose of this study the SERVQUAL model distinguished five dimensions that can be used to measure the effect of service experience on visitors’ satisfaction at the AENP. In addition, this literature study explains park management in terms of Ecotourism by distinguishing elements of quality to assist in improving the service experiences in a park. The importance of the relationship between service and satisfaction was emphasised throughout the chapter since it supports the outcomes of positive word of mouth, loyalty, competitive advantage and, in the end, park sustainability.

The next chapter will be an analysis of tourist travel motivation and will identify the relationship between travel motivation and satisfaction of tourists visiting a nature-based destination.

Chapter 3
3.1 Introduction

The tourism product can be distinguished as a combination of socio-psychological experiences that are influenced by a combination of physical elements (Ross & Iso-Ahola, 1991:227 & Wacker, 1996:32). Although there are many factors such as socio-demographics that affect the process of tourist behaviour, motivation is an essential aspect in determining behaviour in the field of tourism (Devesa, Laguna & Palacios, 2010:547). Travel motivation, according to motivation literature, shows that people are pushed into travel by a reason/factor because they are pulled by a destination or product’s attributes. Crompton and McKay (1997:425) elaborates that from a marketing and management perspective studying motivation firstly triggers and identifies the reason for travelling, which assists in new product development and improvement. Motivation determines the destination or where the tourist travels to. Therefore travel motivation creates the opportunity to market the right perceived image and information to the right market. Motivation also determines the overall satisfaction of a tourist’s trip. Beerli and Martin (2004:626) agree that motivation determines the overall satisfaction since motives are the need that drives an individual to act in a particular manner to satisfy the desired need. Therefore from a marketing and managerial perspective, the importance of motivation is essential in determining tourist behaviour because the outcome can add to the destination’s long term competitiveness and sustainability (Servert et al., 2007:399).

As a result, the relationship between motivation and satisfaction has been a popular research topic in tourism literature because the result of satisfied travel motivation plays a role in competitive advantage and brand loyalty (repeat purchase). Competitive advantage and loyalty are stimulated by the positive perception of a destination through positive word of mouth recommendations. This leads to sustainable market share and return on investment (Oliver, 1980; Anderson, Fornell & Lehmann, 1994; Ibrahim & Gill, 2005; Devesa et al., 2010; Servert et al., 2007).

The relevance of the relationship between motivation and satisfaction as a strategy for competitiveness has been adopted to gain the favourable benefits of return visits and positive word of mouth. According to Kim, Crompton and Botha (2000:33), it is more efficient
to secure loyal tourists and increase their spending levels than trying to generate similar profits from new tourists. Positive word of mouth recommendation is one of the most popular types of information sought when a person is planning to travel (Yoon & Uysal, 2005:46). Therefore the research questions are raised as to why people travel and what is the relationship with satisfaction.

The objectives of this chapter are, firstly, to determine the travel motives of nature-based visitors and, secondly, to establish the relationship between travel motives and satisfaction. To achieve these objectives, the following literature was reviewed. Firstly, literature on travel motives showed that there are factors (demographic, socio-economic and psychological) that influence people to travel or not to travel. Secondly, models of motivation were identified to understand how travel motives can be identified. These included Maslow’s Hierarchy of needs, the Push and Pull theory, the Wanderlust and Sunlust and Plog’s theory. An insight was gained from previous studies on the travel motives of nature-based visitors. The second part of this chapter was to gain an understanding of satisfaction and the influence of expectation and experiences on the overall satisfaction of a tourist.

3.2 What is travel motivation?

The motivation to travel starts when an awareness of needs occurs and it is perceived by an individual that a certain travel experience will result in satisfying that need (Lubbe, 1998 cited in Beh & Bruyere, 2007:1465). Research by Iso-Ahola (1999), Mansfeld (1992) and Pearce (1982:6) has indicated that motivation is the underlying force that gives direction to travel behaviours and choices. Crompton (1979) and Mayo and Jarvis (1981) further demonstrate that the nature of travel motivation is complex, given that the aroused motives differ from traveller to traveller (Uysal & Hagan, 1993; Witt & Wright, 1992).

According to Dann (1981), Pearce (1982) and Uysal and Hagan (1993), motivation comprises psychological/biological needs and wants, including forces that directly influence the tourist’s behaviour. MacCannell (1977) showed that tourist motivation is escape from day-to-day routine lifestyle in search of an authentic experience. In addition, the socio-psychological point of view divides motivations into two dimensions - seeking and avoidance (Iso-Ahola, 1982). The research of Ajzen and Fishbein (1977) and Gnoth (1997) defines motivation as both emotional (internal) and cognitive (external) motives. Emotional (internal) motives can be classified as drives, feelings and instinct whereas cognitive (external)
motives are known as the mental representatives such as beliefs and knowledge (Yoon & Uysal, 2005:46).

The underlying concept of why people travel and what they enjoy as a tourism concept has intrigued researchers to engage in investigating the importance of travel motivation. As a result, empirical studies on the topic have been examined to understand the value travel motivation as a critical function that explains tourist behaviour such as why people travel, where they travel to (destination) and whether the travel experience results are satisfying (Plog, 1974; Dann, 1977; Mayo & Jarvis, 1981; Goodall, 1988; Ross & Iso-Ahola, 1991; Witt & Wright, 1992; Uysal & Hagan, 1993; Pearce, 1993; Ryan & Glendon, 1998; Qiu & Lam, 1999; Kozak, 2002; Kim et al., 2003; Bansal & Eiselt; 2004).

Nevertheless, the studies quoted above found that, by investigating travel motives, market needs can be identified and understood. It is known that people invest in a product/service in expectation that a need will be satisfied. By identifying and understanding the motive, a tailored product/service can be offered to meet tourists' needs. Therefore the primary goal of any tourist destination is to maintain and enhance visitors' motivation (Crompton & McKay, 1997:426). Crompton and McKay (1997:426) add that satisfied needs provide a good reason to study travel motives because of the close relationship between satisfaction and motivation. By studying this relationship, a destination can gain insight on return visitors and competitive advantage and thus obtain sustainability. Motives and priorities are components of the decision-making process that need to be understood so that destination marketers can determine tourist behaviour. Thus the products offered must have certain features to appeal to the target market's needs if they are to receive favourable tourist reaction.

3.2.1 Factors that influence travel

The following section will focus on the factors that influence travel. According to research done by Bennett (2000:70-72) A schematic framework (Figure 3.1) was designed to illustrate the influence of various factors on the relationship between travel motives and travel experience. These factors can influence the tourist to choose to travel or not to travel to a certain destination. Firstly the demographic and socio-economic factors can be identified as age, income, sex, occupation, region of residence, household size, education, family life cycle and social classes. Secondly, the internal/psychological factors are determined by learning, perception, attitude, personality and self concept. By identifying these factors, literature discussed the ways that the factors determine travel behaviour in terms of motivation.
3.2.1.1 Demographic and socio-economic influence
Human living conditions have changed rapidly over recent decades and today’s consumers are vastly different. The increase of disposable income, higher education, leisure time, improved opportunities for mobility, and information exposure (internet and social networks), among others, have made it difficult to profile travellers (Bennett, 2000:69). Therefore it is essential to understand the external (demographic and socio-economic) influences on travel motivation to determine why some people travel and why others don’t (Cook, Yale & Marqua, 1999:35; George, 2001:134-136; Goeldner & Richie, 2003:319; Bennett, 2000:70-72).

- **Travel patterns related to culture and race**
  It is necessary to understand the cultural behaviour (set of beliefs, values, attitudes and habits) that has been shaped and passed down from generation to generation. A proper understanding of such behaviour will assist in determining how it influences the motivation to travel. For example, in some countries women cannot travel without being clothed in a certain way due to their cultural beliefs. This can influence many women not to travel to that country.

- **Travel patterns related to age**
  The age of tourists will determine the activities that will be indulged. A younger age group may be more interested in more adventure activities and more social and entertainment activities, whereas an older group might find more passive and low risk activities satisfying.

- **Travel patterns related to the family life stage**
  Changes in a family situation are an important consideration when analysing travel motives. For example, single people tend to travel more than people who have children, because children tend to reduce the number of trips as well as disposable income. Older people prefer to travel in groups since the need for social companionship is high, but this group has a lower need for exploring.

- **Travel Patterns related to gender**
  The changes in the social, political and economic independence of women have made marketers aware of new market opportunities. In many family frameworks, women dominate because women have become part of the business world which has led to high disposable income but little time is left for leisure and travel. For example, women have become more independent when travelling and do not need assistance as in the olden days.

- **Travel patterns related to education**
Education is important in terms of the travel demand. People that are educated tend to travel more because education broadens interest and the willingness to accept new experiences. Generally speaking, educated people earn more and therefore more disposable income is available to satisfy the interest of new boundaries.

- **Travel patterns related to income and social class**
  The demand for travel in terms of social class is affected by income. Higher social classes are more likely to travel than lower social classes due to greater disposable income. Furthermore, due to high cost, travelling is seen as a luxury product, thus travel must compete with other living expenses.

- **Travel patterns related to health issues**
  It has become popular to travel for health related issues. Many individuals visit rehabilitation centres, physicians, and health spas or even to venture into a destination’s natural products (Dead Sea, for healing purposes). In contrast, health issues can also limit travel since not all destinations cater for disabled visitors as the surroundings are undeveloped or rural.

- **Travel patterns related to fear and safety**
  Safety is one on the main reasons an individual will, or will not, travel to a certain destination. If a destination has a perceived image of being safe, an individual will be more likely to visit that destination than an unsafe destination. Therefore a county’s political and safety situation has an influence on the perceived image and visiting level of that country and, as a result, the tourist destinations in that country.

- **Travel patterns related to interest**
  Information about ‘must-see’ destinations is available from many sources (internet, travel agents, travel books and programmes). The high access levels of information have created destination interest for many tourists. An interest is only triggered by marketing a product to an individual, therefore the responsibility for information availability to create that interest relies on the marketing abilities of a destination.

3.2.1.2 Internal/psychological factors
Motivation has been understood as a significant role-player in the behaviour of tourists (McCabe, 2000:1049). The following factors that influence the travel motivation of tourists will be discussed.

**Learning**
Learning, according to Blythe (2006:125), can be defined as behaviour changes that occur over time due to external stimulus conditions. Furthermore Blythe (2006:125) and Kotler and Armstrong (2006:153) state that most behaviour is learned as a result of external experiences. Quester, McGuiggan, Perrault and McCarthy (2004:199) add that learning changes a person’s thought processes through prior experiences and therefore almost all tourist behaviour is learned. This information will be stored and recalled and will be taken into account when selecting future holidays (George, 2001:133). An example: satisfying service delivered by a travel agent. A tourist will have learned that this travel agent delivers a good experience. Therefore the tourist will return to the same travel agent since the tourist has learned that their needs will be satisfied by the agent.

**Perception**
Perception can be defined as a process through which an individual senses, organises and interprets information received from the environment (Sheth & Krishnan, 2003:140). According to Boone and Kurtz (2001:278) tourist behaviour is influenced by the way product/service is perceived. Therefore the results of perception are influenced by two factors. These are stimulus factors (characteristics of the physical product/service) and individual factors (previous experience, basic motivation and expectations). Therefore perception is a process of selecting information to satisfy tourists’ needs (Quester et al., 2004:198; Drummond & Ensor, 2005:73; Kotler & Armstrong, 2006:151). In addition, the perception process can be limited to the type of information the tourist is seeking. For example, travel agents can advertise holiday specials on a regular basis, but the tourist will only respond to the advertisement when the need for a holiday occurs.

**Attitude**
According to George (2001:133) attitude can be described as a person’s feelings and thoughts about product/service. Quester et al. (2004:199) and Boone and Kurtz (2001:281) add that attitude is an enduring point of view toward something. George (2001:133) further adds that, once an attitude is negative or positive towards an object/subject/data, it is rare that the attitude will change.

**Personality and self-concept**
Personality and self-concept influence the buying or deciding behaviour of an individual (George, 2001:133; Boone & Kurtz, 2001:284). Personality, according to Bovée and Thill (1992:160) is the way an individual responds to situations. Research found that personality is associated with the self-concept which is the internal basis of an individual’s lifestyle (Bovée & Thill, 1992:160; George, 2001:133). Lifestyle is important as it consists of interest, actives, likes and dislikes and consumer patterns. For example, a visitor with a demanding lifestyle might choose to take a holiday with little social interaction to escape their demanding lifestyle.

This section has discussed factors (demographic, socio-economic and internal psychological) that affect tourist behaviour and why people are motivated to travel to a certain destination (Middleton, 2001; 71-81). Thus an insight into what influences travel motives leads to the question, why do people travel? The following section reviews motivational models and identifies travel motives.

3.3 Motivational models

The following models and theories have been used to identify the reasons that people travel do or do not travel to a certain destination.

3.3.1 Maslow’s Hierarchy of Needs

Firstly, according to Sheth and Krishnan (2003:141) and Kotler and Armstrong (2006:148-151) motivation can be described as satisfying one’s human needs. This theory is based on five classes of needs or motives from the highest to the most basic needs. A definition that drives the theory stated by Seaton and Bennett (1996:66) is that motivation is a state of arousal of a drive or need which impels people to actively pursue a goal. Maslow’s Hierarchy of needs explains just that. Once a goal is reached, the need will be satisfied and a state of normality will exist until a new need arises.

The theory, as seen in Figure 3.2, comprises five levels of needs. These are physiological needs, safety needs, social needs, self-esteem and self-actualisation (George, 2001:132). All these needs influence the choice an individual makes when selecting a destination. Sheth and Krishnan (2003:141) add that a person has higher level needs as well as lower level needs and that, in the end, the high level needs will remain until the lower level needs are satisfied.
Therefore, a person will only explore new boundaries (self-actualisation – high level needs) once physiological needs (food and water – lower level of needs), safety needs (protection – lower level of needs), social needs (to be accepted and loved – lower level of needs) and self-esteem (self-respect – lower level of need) are satisfied (Sheth & Krishnan, 2003:142).

Figure 3.2: Maslow’s hierarchy of needs (Sheth & Krishnan, 2003:142)

Furthermore, Cook et al. (1999:36) add that travellers may seek to fulfil more that one need when taking part in tourism activities. Cook et al. (1999:36) explains;

- **Physiological**
  - Frequent rest stops on tour packages
  - Access to restaurants and, for instance, food supply shops in national parks
  - Accommodation

- **Safety**
  - Accessible medical facilities at destination
  - Availability of a tour guide at an unfamiliar location

- **Belongingness**
  - Tour group having similar people with the same interest and background
- Spending time with friends and family at a resort
- Trips made to explore one’s ancestral roots

- Esteem
  - Incentive programmes as a company’s reward system
  - Special tokens of celebration provided for a special occasion

- Self-Actualisation
  - Educational tours or game drives
  - Studying the environment before taking a hiking tour
  - Learning basic language and culture differences before travelling to the destination.

Understanding the theory creates a baseline in understanding tourist motivation to travel to a certain destination. The next section will examine a few theories that were developed as a result of this theory.

3.3.2 Push and Pull Theory

The theory is based on a two dimensional factors known as push and pull factors. Research done by Dann (1977), Crompton (1979), Pearce and Caltabiano (1983) and Fodness (1994) supports these two dimensions and this approach states that people travel because they are pushed by internal forces and pulled by external attribute forces of a destination. Therefore the push and pull factors are used as a constructive framework to identify and examine tourist motivation to travel (Dann, 1977; Klenosky, 2002).

- **Push factors**

  According to Kim et al. (2003:170) the need (motivational push factors) to travel will arise when disequilibrium occurs in the motivational system. These aroused needs will lead to or create a desire to travel (Dann, 1977, 1981; Crompton, 1979; Iso-Ahola, 1982, 1989; Pearce & Caltabiano, 1983; Pyo, Mihalik & Uysal, 1989; Yuan & McDonald, 1990; Uysal & Hagan, 1993). Crompton (1979) identified seven push motives, which were escape, self exploration, relaxation, prestige, regression, kinship enhancement and social interaction. In addition, Willson (1991) adds the importance of novelty as a motive to travel. Furthermore Cha, McCleary, Uysal (1995); McCabe (2000); Nicholson and Pearce (2001); Jang and Cai (2002) and Lee, Lee and Wicks (2004) found that the most common push factors identified are knowledge, seeking, relaxation and family togetherness. To conclude, the push factors are to be
considered as socio-psychological constructs made up by both the tourists and their environment (Saayman, 2006:32).

- **Pull Factors**

According to Deversa *et al.* (2010:547), pull factors are linked to external, situational or cognitive aspects, of which the attributes of a destination (leisure infrastructure, cultural or natural features) influence where to travel. In addition, tourist perceptions and expectations are also known to be attributes the may reinforce push motivations (Dann, 1977, 1981; Crompton, 1979; Uysal & Hagan, 1993). Research done by Crompton (1979); Willson (1991); Cha *et al.* (1995); Nicholson & Pearce (2001) and Jang and Cai (2002) found the following push factors: budget, ease of travel, culture and history, wilderness, cosmopolitan environment, facilities and hunting, novelty and education, safety.

An understanding of the push and pull factors can offer a destination and researchers the advantage of offering both push and pull forces simultaneously to meet the needs of the tourist (Saayman, 2006:35). The table below, according to Cook *et al.* (1999:35), summarises most identified push and pull factors.

**Table 3.1: Push and Pull travel motivations**

<table>
<thead>
<tr>
<th>Push Factors</th>
<th>Pull Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desire for escape</td>
<td>Beaches</td>
</tr>
<tr>
<td>Rest and relaxation</td>
<td>Recreation facilities</td>
</tr>
<tr>
<td>Health and fitness</td>
<td>Historic sites</td>
</tr>
<tr>
<td>Adventure</td>
<td>Budget</td>
</tr>
<tr>
<td>Prestige</td>
<td>Cultural resources</td>
</tr>
<tr>
<td>Social interaction</td>
<td>Undisturbed nature</td>
</tr>
<tr>
<td>Novelty seeking</td>
<td>Ease of access</td>
</tr>
<tr>
<td>Exploration</td>
<td>Cosmopolitan environment</td>
</tr>
<tr>
<td>Enhancement of relationships</td>
<td>Opportunities to increase knowledge</td>
</tr>
<tr>
<td>Evaluation of self</td>
<td>Opportunities to experience a different culture</td>
</tr>
<tr>
<td>Regression</td>
<td></td>
</tr>
<tr>
<td>Learning new things</td>
<td></td>
</tr>
<tr>
<td>Desire for comfort/pampering</td>
<td></td>
</tr>
<tr>
<td>Being entertained</td>
<td></td>
</tr>
<tr>
<td>Hobbies</td>
<td></td>
</tr>
</tbody>
</table>

*Source: Cook *et al.* (1999:35)*
3.3.3 Sunlust and Wanderlust theory

This travel motive is known as sunlust and wanderlust. The wanderlust motive is known as the desire to go from the known to the unknown whereas the sunlust motive is known as a destination that can provide specific facilities which do not exist at the traveller’s own residence (Mansfeld, 1992). The main focus of the theory is that both motives are motivated to break away from day-to-day routine life (Saayman, 2006:27). The characteristics of the two motives are listed in Table 3.2.

Table 3.2: Sunlust and Wanderlust characteristics

<table>
<thead>
<tr>
<th>SUNLUST</th>
<th>WANDERLUST</th>
</tr>
</thead>
<tbody>
<tr>
<td>o Refuge, holiday (vacations)</td>
<td>o Tourist business</td>
</tr>
<tr>
<td>o Visit one’s country</td>
<td>o Probably more that one country</td>
</tr>
<tr>
<td>o Travellers look for local attractions and facilities</td>
<td>o Travellers look for different cultures, intuitions are art of cooking</td>
</tr>
<tr>
<td>o Special natural characteristics are essential (especially climate)</td>
<td>o Special physical characteristics (climate less important)</td>
</tr>
<tr>
<td>o Travel is an insignificant consideration after arrival at destination</td>
<td>o Travel is important throughout the visits</td>
</tr>
<tr>
<td>o Either rest and relax or very active</td>
<td>o Not relaxed or sporting – probably education</td>
</tr>
</tbody>
</table>

Source: Saayman (2006:27)

Saayman (2006:27) adds that the deciding difference between the two is the extent to which they presumably create international, rather than local tourism and therefore wanderlust tourist tends to form part of international travel and sunlust tourism is more based on an individuals’ home country.

3.3.4 Plog’s theory

Plog’s theory (1974) is a significant approach towards tourism motivation. The approach is known to be a conceptual approach toward motivation (Plog, 1974, 1991, 2002). According to Goeldner and Ritchie (2003:247), the theory categorises a traveller as psychocentric or allocentric. Psychocentrics can be described as non-adventurous and inward-looking and...
allocentrics as adventurous and outward-looking. Furthermore, Plog (1974:55-58) also identifies the push and pull concept, except for the categorisation of destinations in the push and pull concept, which will be explained as follows.

![Figure 3.3: Plog’s Model of travel motivation (Plog, 1974:55-58)](image)

As cited in Figure 3.3, the push factors are known as the origin. It is explained that one is pushed to a destination by the need for relaxation, escape, socio-demographics, excitement, socialisation, prestige and other benefits. Therefore a tourist is pulled by a destination for historical, natural, and cultural attractions, quality of experience, accessibility and by the destination image.

In closing, the theories mentioned will determine the reasons people travel to a certain destination. For the purpose of this study, the focus will be on why people travel to national parks. The table below has identified and summarised the travel motive though studies conducted at national parks.
<table>
<thead>
<tr>
<th>Researcher/s</th>
<th>Study</th>
<th>Travel motives</th>
</tr>
</thead>
</table>
| Saayman and Saayman (2009)       | Travel motivation and socio-demographics of the Addo Elephant National Park in South Africa | • Nature  
• Activities  
• Family  
• Escape  
• Attractions  
• Photography |
| Kruger and Saayman (2008)        | Travel motives to Kruger and Tsitsikamma National Parks: a comparative study | • Knowledge seeking  
• Activities  
• Park attributes  
• Nostalgia  
• Novelty  
• Escape and relaxation  
• Nature experience  
• Photography |
| Pan and Ryan (2007)              | Motivation and determinants of satisfaction of visitors to Pirongia Forest Park, New Zealand | • Relaxation  
• Social  
• Belonging  
• Mastery  
• Intellectual |
| Mehmetoglu (2007)                | Typologising nature-based tourists activity (Northern Norway)        | • Nature  
• Physical activities  
• Novelty / learning  
• Mundane everyday  
• Social contact  
• Ego status |
| Beh and Bruyere (2007)           | Visitor motivation in three Kenya national reserves.                 | • Escape  
• Culture  
• Personal growth  
• Mega-fauna  
• Adventure  
• Learning |
<table>
<thead>
<tr>
<th>Authors (Year)</th>
<th>Research Focus</th>
<th>Motives</th>
</tr>
</thead>
</table>
| Awaritefe (2004)                                  | Tourists travel motivations to Nigeria                                          | • Self actualisation  
• Educational/cultural context  
• Recreational or leisure pursuits |
| Kerstetter, Hou and Lin (2004)                    | Profiling Taiwanese eco-tourists using a behavioural approach                  | • Adventure  
• Education  
• Holistic |
| Saayman and Van der Merwe (2004)                  | Managing game farms from a tourism perspective                                  | • Nature  
• Activities  
• Attractions  
• Nostalgia  
• Novelty  
• Escape |
| Toa, Eagles and Smith (2004)                      | Motivation of Asian tourists using a behavioural approach                       | • Learning about nature  
• Participating in recreation activities |
| Uysal, McDonal and Martin (1994)                  | Travel motives of Australian tourists to US national parks and nature areas    | • Relaxation  
• Novelty  
• Enhancement of kinship relationships  
• Escape  
• Prestige |

The table above shows that research studies on nature-based destinations found that the escape and nature travel motives were the only motives that are repeated. As a result, escape and nature motives can be regarded as the most common motives for travelling to national parks or nature areas. Furthermore the results emphasise that different visitors to different parks have different travelling motives. Therefore it can be concluded that park managers need to address the particular type of motive of tourists visiting their park. Bennett (2000:64) adds that managers will have to research and investigate the motives and
expectations of tourists and customise their offering in such a manner as to attract and satisfy the needs and expectations of tourists. Realising the value of identifying travel motives is crucial for any destination, but it is even more important that, once the motives are identified, they should be clearly understood and then used to maximise customer satisfaction. The following section will discuss the satisfaction, how satisfaction is determined and the outcomes when a visitor is satisfied or dissatisfied.

3.4 Satisfaction

Satisfaction has been a concept of research since it was introduced into the tourism study field (Swan & Combs, 1976; Choi & Chu, 2000; Kozak & Rimmington, 2000; Yu & Goulden, 2004; Gallarza & Saura, 2006; Wang & Qu, 2006; Lin, 2007; Hui, Wan & Ho, 2007; De Rojas & Camarero, 2008; Tonge & Moore, 2007; Del Bosque & Martín, 2008; Hutchinson, Lai & Wang, 2009; Alegre & Garau, 2010). The concept of satisfaction is that satisfaction is driven by the choice to fulfil needs that are currently unfulfilled (Saayman, 2006:43). Satisfaction can be interpreted differently by each individual. Petrick and Backman (2002:252) and Bigné et al. (2001:609) state that satisfaction is “the result of comparison between expectations and the perception of the performance”. Bolton and Drew (1991:375) define satisfaction as the surprise a customer experiences after a purchase. According to De Rojas and Camarero (2008) and Del Bosque and Martín (2008:552), satisfaction is the sensations or feelings generated by both cognitive and emotional aspects of the goods and services, as well as the accumulated evaluation of various components and features. Researchers such as Bowen (2001), Oliver (1980:1993) and Yüksel and Yüksel (2001) describe satisfaction as the evaluation of tourist’s perceived quality from their expectations. According to Hunt (1977) tourist satisfaction is defined by tourists’ post-purchase assessment of services delivered and the comparison of tourist expectations and the actual service experienced. De Rojas and Camarero (2008) conclude that there is a relationship between perceived quality and expectations which is fundamental for the evaluation of tourist satisfaction.

According to Faché (2000:358), visitors’ perceived quality and satisfaction is often defined as the relationship between the visitor’s expectations of the destination product and his/her perception of the destination product. Tourism satisfaction with a destination has therefore been examined as a gap analysis between pre-travel expectations and post-travel expectations and post-travel experiences (Mountinho, 1987; Pizam, Neumann & Reichel, 1978). The dominant model in visitor satisfaction research is the expectation/disconfirmation paradigm by Oliver, (1980). The paradigm has four elements; pre-purchase expectations, perceived performance, disconfirmation and satisfaction and it assumes that satisfaction is
the outcome of a comparison between expectations and perceived performance of a product or service. The model posits that the degree to which perceived performance exceeds expectations (positive disconfirmation) increases the level of satisfaction, while performance levels below expectations (negative disconfirmation) decreases the level of satisfaction (Anderson, 1973; Oliver, 1980, 1993; Liu & Jang, 2008:12). Visitors or market segments can differ greatly in their expectations and may attach different importance to single satisfaction dimensions (Matzler, Füller & Faullant, 2007:410). For this reason, managers at a destination are determined to delight or surprise their visitors and enhance their satisfaction (Scott, Tian, Wang and Munson, 1995).

Bowen and Clarke (2002) furthermore found that overall satisfaction and intentions to recommend and revisit are largely a function of the types of benefits tourists experience during their visit. Because of this, tourism destinations need to promote these benefits to both current and potential tourists. It is suggested that the ongoing systematic measurement of satisfaction with a destination is a valuable exercise that will have tangible benefits, but acknowledges the difficulties of doing this in a meaningful manner (Foster, 2000:1). Understanding tourists’ levels of satisfaction and their reaction to their experience in the destination is thus essential for destination managers to improve their products and services, and effectively promote them to target markets to gain new and repeat tourists (Yu & Goulden, 2006:1333). Anderson et al. (1994:55) add that loyalty is the result of satisfied tourists. Loyalty generates benefits such as reduced cost to gain new visitors since old visitors return, positive destination image and this adds to destination competitiveness and long-term profitability. Hornback and Eagles (1999) agree, and add that knowledge of visitor satisfaction allows tourism managers to provide facilities and services that match visitor’s expectations, while also validating that visitors are satisfied with their experiences.

### 3.5 Expectation and Experience vs. Satisfaction

According to Oliver (1997), each interpretation visitors make at a destination is related to different types of expectations. Expectations are defined as the individual’s (tourist’s) ability to anticipate, to form beliefs about, and to predict future events and states (Higgs, Polonsky & Hllick, 2005). Gilbert and Wong (2003:519) add that expectations are the pre-consumption beliefs that visitors draw upon as the probabilities of the occurrence of positive or negative events. Expectations play a key role in visitors’ decision-making process and choice of destination (Oom de Valle, Correia & Rebelo, 2008:207). In short, expectations can be defined as the product and service performance anticipated by the visitor (Gnoth, 1997:283; del Bosque, Martin & Collado, 2006:411).
With regard to the components of visitor expectations, there are many studies contributing theoretically to visitor expectations formulation in very different contexts (del Bosque, Martin & Collado, 2006:411). According to De Rojas and Camarero (2006:3), expectations are formed from several sources of information: advertising and commercial communication, word of mouth referrals and prior experience. Other factors that influence expectations include: the visitor’s self-perceived competency, motivations, external communications (MacKay & Crompton, 1988; Zeithaml et al., 1990; Gnoth, 1997:283). Although visitors cannot realistically form expectations about a destination of which they have little knowledge, empirical research suggests that even visitors without any prior experience do form expectations (McGill & Lacobucci, 1992).

According to Johnson, Nader and Fornell (1996:163) and O’Connor, Trinh and Shewchuk (2000:8), expectations of a destination is a strong predictor of delivered experience and can have a positive or negative effect on tourist satisfaction. Yu and Goulden (2004:1333) add that, if tourism products match tourists’ expectations, they would be satisfied and leave the destination with a fond memory. In the long run, the visitor’s satisfaction formation process rests on the interplay among visitors’ a priori expectations of a destination, their subsequent evaluations of that destination and their disconfirmation, or the degree to which their perceptions of performance differ from their expectations (Burke, Kovar & Prenshaw, 2003:45). Understanding exactly what visitors expect is therefore the most crucial step in defining and delivering a high-quality tourist product that satisfies the tourists’ needs (Zeithaml, Parasuraman & Berry, 1996).

With this in mind, Hamilton and Crompton (1991:212) and Hollenhorst and Gardner (1994:902), stressed that it is also important for tourism destinations to know how the opportunities provided, especially their facilities and services, affect the quality of visitors’ experience. According to OED (1991:615) Experience can be defined as “something felt or learned by personal contact and therefore as the subjective mental state(s) felt by participants.” Saayman (2009b:90) concluded that the more visitors have experienced, the higher their expectations. Expectation and experience are therefore connected. According to Beeho and Prentice (1997:76), it is also important to deliver the appropriate experience and benefits to the tourist (in terms of understanding, anticipating and satisfying tourist’s needs and wants). If experience is ignored, managers of tourist attractions are, in effect, ignoring their publics and, in particular, their tourists’ expectations and experience (Beeho & Prentice, 1997:75). Destinations therefore need to create, provide and maintain an experience that is
able to attract a visitor’s attention, stimulate their interest and meet their expectations as well as raise them (Beeho & Prentice, 1997:76).

Experience, like expectations, becomes a key concept in satisfaction as tourist satisfaction is often determined by the global experience obtained. Tourists seek a total experience, including accommodation, service, food and beverage and entertainment (Murphy, 2008:4). According to Chi and Qu (2008:625), tourists’ positive experience of destination products and other resources can produce repeat visits as well as positive word of mouth recommendations to friends and/or relatives. Maintaining high-quality experiences is therefore essential for tourism facilities/destinations to remain competitive with other forms of tourism (Tonge & Moore, 2007:768).

3.6 Conclusion

The objective of this chapter was to review literature on the concept of travel motivation and satisfaction. The literature review indicated that there is a relationship between travel motives and satisfaction, since satisfaction occurs when a motive (need) is satisfied. Literature further indicated that travel motive occurs when an individual is pushed by a certain need and pulled by an attribute of a destination that can satisfy the need. Research also showed that there are external factors such as demographic, socio-economic and internal/psychological that influence a person to travel or not. Insight was gained into identifying and understanding travel motivation by applying motivation models. Research on travel motivation in terms of nature-based destinations identified motives that are similar to each nature-based study and concluded that the escape motive is the main reason that people travelled to such destinations. In addition, research explains the importance of satisfaction in terms of positive word of mouth recommendations, competitive advantages, loyalty and long-term profitability. Lastly, the chapter reviewed research literature that distinguished how satisfaction is gained through meeting visitors expectations with an experience.

In the end, if travel motivations are known, they can assist product owners such as SANParks to develop products that will satisfy tourists so that they will return and generate new visitors as a result of positive recommendations.

In the next chapter, the survey data will be discussed. The outcome of service vs. satisfaction (chapter 2) and motivation vs. satisfaction and whether there is a relationship between service and travel motivation will be determined.
4.1 Introduction

The aim of this chapter is to determine the statistical relationship between travel motives, satisfaction and service experience of visitors to the AENP. Statistical research methods (factor analysis and the t-test) were used to gain a better understanding of the relationship between service and travel motivation in the literature framework of satisfaction.

Chapter 4 consist of two sections. Section A will focus on the visitors’ profile of the AENP. The visitors profile was compiled by an annual park research report published by the Institute for Tourism and Leisure Studies at North West University. Section B will comprise two factor analyses and the t-tests. The first factor analysis determines the service factors of the park and the second analysis determines the visitors’ travel motives. The t-tests will determine visitors’ satisfaction levels by measuring visitors’ expectations. The conclusion ends the chapter.

4.2 Section A: Visitors Profile of the AENP

The park research report compiled by the Institute for Tourism and Leisure Studies gives an insight into the visitors’ profile of the AENP. The report contains data collected over the years 2005 to 2007. Table 4.1 gives a summary of the visitors’ profile according to the purpose of this study.

Table 4.1: Visitors Profile of the AENP

<table>
<thead>
<tr>
<th>Language</th>
<th>Afrikaans/English speaking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>50-64 years of age</td>
</tr>
<tr>
<td></td>
<td>35-49 years of age</td>
</tr>
<tr>
<td>Level of education</td>
<td>Well educated</td>
</tr>
<tr>
<td></td>
<td>Diploma/Degree</td>
</tr>
<tr>
<td><strong>Times visited</strong></td>
<td>Postgraduate</td>
</tr>
<tr>
<td>---------------------------</td>
<td>--------------</td>
</tr>
<tr>
<td><strong>Why this park is preferred</strong></td>
<td>2-6 times</td>
</tr>
<tr>
<td>Variety of wildlife</td>
<td></td>
</tr>
<tr>
<td>Wilderness experience (elephants and location)</td>
<td></td>
</tr>
<tr>
<td><strong>Reason for travel</strong></td>
<td>Relaxation</td>
</tr>
<tr>
<td></td>
<td>Breaking away from regular routine</td>
</tr>
<tr>
<td></td>
<td>Family recreation</td>
</tr>
<tr>
<td></td>
<td>Learning about animals in general</td>
</tr>
<tr>
<td></td>
<td>Exploring a new destination</td>
</tr>
<tr>
<td></td>
<td>Photographing animals</td>
</tr>
<tr>
<td><strong>Recreation activities</strong></td>
<td>Education activities:</td>
</tr>
<tr>
<td></td>
<td>Guided walks</td>
</tr>
<tr>
<td></td>
<td>Nature videos</td>
</tr>
<tr>
<td></td>
<td>Parent and child activities</td>
</tr>
<tr>
<td></td>
<td>Educational talks</td>
</tr>
<tr>
<td></td>
<td>Games</td>
</tr>
<tr>
<td><strong>Heard about the park</strong></td>
<td>Family and friends</td>
</tr>
<tr>
<td></td>
<td>Word of mouth</td>
</tr>
<tr>
<td></td>
<td>Website</td>
</tr>
<tr>
<td><strong>Brand</strong></td>
<td>Visitors are brand loyal</td>
</tr>
<tr>
<td><strong>Number of People paid</strong></td>
<td>1-2 people</td>
</tr>
<tr>
<td></td>
<td>3-4 people</td>
</tr>
</tbody>
</table>

*Source: Saayman, Kruger & Fouché, 2009:3-9*
The profile (Table 4.1) indicates that visitors to the AENP are well educated and therefore visitors have a need for knowledge and learning which is linked to the travel reason - recreational activities. Secondly, the profile indicated that the number of people paid for is 1-2 or 3-4 which indicates that people travel in groups and this correlates with the travel reason of family recreation. Thirdly, the profile highlighted that visitors are loyal towards the park since the number of park visits range between 2-6 times. Lastly, the AENP visitors’ profile indicates that the reasons people travel to the park are to escape from their day-to-day routine lives, to relax and enjoy the wildlife surroundings.

The AENP visitors’ profile reveals that people travel to the park to escape, relax and spend time with friends and family while enjoying recreational activities and the wildlife surroundings.

4.3 Results
In the following section, a factor analysis of the service factors and motivation factors of the park and park visitors will be determined and the results will be discussed. Thereafter the results from the factor analysis of service and travel motivation will be subjected to t-tests. The result of the t-test will determine tourist expectations regarding the services factors and travel motivation factors.

4.3.1 Results of the Factors Analysis: Service factors
The results of the principal component factor analysis, in which pattern matrix factor analysis revealed four factors, are shown in Table 4.2. The Kaiser-Meyer-Olkin method criterion confirmed that the four factors identified were grouped according to the same similarities. The total of 71.4% for the total variance was explained by the four factors. The reliability coefficient which ranges from 0.79 (the lowest) to 0.89 (the highest) appears high according to the factor analysis. Furthermore, it can be assumed that because the average inter-item correlation coefficient values lie between 0.48 and 0.62, the factors have internal consistency. Also the factors that were loaded had loadings greater than 0.3, which is a relatively high factor loading which indicates that there is a reasonably high correlation between the delineated factors and their individual items. It is stated by Field (2005:640) that if Kaiser-Meyer-Olkin measures a sampling adequacy of 0.78, it indicates that the patterns of correlation are relatively compact and yield distinct and reliable factors. Lastly, the factorability of the correlation matrix is supported by Bartlett’s Test of Sphericity reaching statistical significance (p < 0.001).
Table 4.2: Factor analysis results of *Service factors for visiting AENP*

<table>
<thead>
<tr>
<th>Factor 1: Hospitality Services</th>
<th>Mean Value</th>
<th>Cronbach's Alpha</th>
<th>Average Inter-item Correlation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Friendliness and service of park personnel</td>
<td>4.13</td>
<td>0.82</td>
<td>0.60</td>
</tr>
<tr>
<td>Reception</td>
<td>0.79</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Layout of the park in general</td>
<td>0.70</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Factor 2: Services</th>
<th>Mean Value</th>
<th>Cronbach's Alpha</th>
<th>Average Inter-item Correlation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Laundry service</td>
<td>0.90</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Picnic sites</td>
<td>0.87</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Braai facilities at chalet/tent</td>
<td>0.57</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Factor 3: Activities</th>
<th>Mean Value</th>
<th>Cronbach's Alpha</th>
<th>Average Inter-item Correlation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bush Braais (arranged by SANParks)</td>
<td>0.55</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restaurant</td>
<td>0.77</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hiking trails</td>
<td>0.60</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Game drives (where applicable)</td>
<td>0.60</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Game walks (where applicable)</td>
<td>0.51</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Factor 4: Information dissemination</th>
<th>Mean Value</th>
<th>Cronbach's Alpha</th>
<th>Average Inter-item Correlation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pamphlets/brochures (purchased)</td>
<td>0.91</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Free pamphlets/brochures</td>
<td>0.85</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Directions</td>
<td>0.53</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shop</td>
<td>0.47</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The Factor scores were calculated as the average of all items contributing to a specific factor so that they could be interpreted on the original 5-point Likert scale of measurements. As shown in Table 4.2, the following service factors were identified.

- **Factor 1: Hospitality Services**
Factor 1 was categorised as *Hospitality service* and consists of the following aspects: Friendliness and service of park personnel, Reception, Layout of the park in general. Factor 1 received the highest mean value of 4.13, a reliability coefficient of 0.82 and an average inter-item correlation of 0.60. This of the service factor is supported by research done by Saayman (2009a:370) and Ballantyne *et al.* (2008:5) this factor is important as it guides park management to improve the service experience in the park. Furthermore, Pine and Gilmore (1999:11) distinguished factor 1 as an emotional element of the service experience that can influence the visitors’ park experience positively or negatively.

- **Factor 2: Services**
*Services* factor 2 covers the following aspects: laundry service, picnic sites and braai facilities at chalet/tent. Pine and Gilmore (1999:11) establish that factor 2 is mainly part of the functional elements that created a service experience. Furthermore, *services* received a mean value of 3.68 and was supported by a reliability coefficient of 0.82 and an average inter-item correlation of 0.61. These results indicate that factor 2, according to Higginbottom (2004:236); Ballantyne *et al.* (2008:5) and Saayman (2009a:354-370), adds value through the conveniences of these services thus adding to the visitors park experience and therefore also to the success of park management.

- **Factor 3: Activities**
Factor 3 is identified as *Activities* and can be indicated as bush braais (arranged by SANParks), restaurant, hiking trails, game drives (where applicable), game drives (where applicable), and game walks (where applicable). *Activities* received the lowest mean value of 3.16, a reliability coefficient of 0.89 and an average inter-item correlation of 0.43. Quality of activities was highlighted by Higginbottom (2004:236); Ballantyne *et al.* (2008:5) and Saayman (2009b:354-370) as a role player in the visitors’ park experience. Park management can create new activities or adjust existing activities to meet the needs of park visitors.
Factor 4: Information dissemination

Factor 4 is labelled as Information dissemination which entails pamphlets/brochures (purchased), free pamphlets/brochures, directions and shop. Factor 4 Information dissemination had the second highest mean value of 3.89 with a reliability coefficient of 0.79 and an average inter-item correlation of 0.48. Factor 4 is identified by Higginbottom (2004:236) and Saayman (2009:354-370) as an element of quality in managing a park successfully. These results indicated the importance of the Information dissemination factor as part of the visitors’ experience by adding value to the Learning experience in the park.

Based on these results of the AENP visitors, it is clear that services and information dissemination are important to the visitors’ service experience of the park. Park management must still take all four factors into account when managing the park since these factors all add value to the overall visitors’ experience and therefore add to the overall visitors’ satisfaction.

4.3.2 Results of the Factors Analysis: Travel motivation factors

The pattern matrix of the principal component factor analysis using Oblimin rotation with the Kaiser normalisation identified four factors that were named according to similar characteristics (Table 4.4). The four factors explained 57.7% of the total variance. All factors had relatively high reliability coefficients ranging from 0.51 (the lowest) to 0.86 (the highest). The average inter-item correlation coefficients with values between 0.27 and 0.45 also imply internal consistency for all factors. Moreover, all factors loaded on a factor with a loading greater that 0.3 and relatively high factor loadings indicate a reasonably high correlation between the delineated factors and their individual items. The Kaiser-Meyer-Olkin measure of sampling adequacy of 0.83 also indicated that the patterns of correlation are relatively compact and yield distinct and reliable factors (Field, 2005:640). Bartlett’s Test of Sphericity also reached statistical significance (p < 0.001), supporting the factorability of the correlation matrix (Pallant, 2007:197).
Table 4.3: Factor analysis results of motivation factors offered at the AENP

<table>
<thead>
<tr>
<th>Factor 1: Learning experience</th>
<th>Factor</th>
<th>Mean Value</th>
<th>Chronbach’s Alpha</th>
<th>Inter Item Correlation</th>
</tr>
</thead>
<tbody>
<tr>
<td>To learn about animals in general</td>
<td>0.87</td>
<td>3.08</td>
<td>0.86</td>
<td>0.44</td>
</tr>
<tr>
<td>To learn about endangered species</td>
<td>0.87</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To learn about specific animals</td>
<td>0.78</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To learn about plants</td>
<td>0.75</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Primarily for education reasons (to learn things, increase my knowledge)</td>
<td>0.65</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>So that other members in my party could learn about nature</td>
<td>0.33</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To photograph plants</td>
<td>0.46</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To photograph animals</td>
<td>0.59</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Factor 2: Activities and events</th>
<th>Factor</th>
<th>Mean Value</th>
<th>Chronbach’s Alpha</th>
<th>Inter Item Correlation</th>
</tr>
</thead>
<tbody>
<tr>
<td>For conferences</td>
<td>0.89</td>
<td>2.01</td>
<td>0.82</td>
<td>0.45</td>
</tr>
<tr>
<td>For events in the area</td>
<td>0.84</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Because I grew up with the park</td>
<td>0.74</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To do hiking trails</td>
<td>0.73</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I prefer this area, because of its climate</td>
<td>0.36</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>It is a well-known brand; therefore everybody knows it</td>
<td>0.66</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Factor 3: Escape</th>
<th>Factor</th>
<th>Mean Value</th>
<th>Chronbach’s Alpha</th>
<th>Inter Item Correlation</th>
</tr>
</thead>
<tbody>
<tr>
<td>To relax</td>
<td>0.76</td>
<td>3.45</td>
<td>0.68</td>
<td>0.27</td>
</tr>
<tr>
<td>To get away from my routine</td>
<td>0.76</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The park has great accommodation and facilities | 0.63 |
---|---|
For family recreation (to be with family) or to spend time with someone special | 0.51 |
To spend time with my friends | 0.38 |
To explore a new destination | 0.35 |
**Factor 4: Family and Socialising** | 3.02 | 0.51 | 0.28 |
For the benefit of my children | 0.68 |
So that other members in my party could develop an appreciation for endangered species and wildlife | 0.66 |

The Factor scores were calculated as the average of all items contributing to a specific factor so that they could be interpreted on the original 5-point Likert scale of measurements. As shown in Table 4.3, the travel motivation factors were identified.

- **Factor 1: Learning experience**
  Factor 1 was named *Learning experience* and includes the following aspects: to learn about animals in general, to learn about endangered species, to learn about specific animals, to learn about plants, primarily for education reasons (to learn things, increase my knowledge), so that members in my party could learn about nature, to photograph plants, to photograph animals. Factor 1 *Learning experience* received the second highest mean value of 3.08 with a supporting reliability coefficient of 0.82 and an average inter-item correlation of 0.44. A literature study conducted on nature-based destinations supports the result that Learning experience is a motive to travel to a park (Awaritfe, 2004; Kerstetter et al., 2004; Toa et al., 2004; Beh & Bruyere, 2007; Kruger & Saayman, 2008). Although it is rated highly it is not the primary motive for tourists to visit the AENP.

- **Factor 2: Activities and events**
  Activities and events (factor 2) included the following: for conferences, for events in the area, because I grew up with the park, to do hiking trails, I prefer this area, because of its climate, it is a well-known brand, and therefore everybody knows it. Factor 2 *Activities and events* received the lowest mean value of 2.01 a reliability coefficient of 0.82 and an average inter-item correlation of 0.45. Results therefore confirm that *Activities and events* are not the
primary reason visitors travel to a park due to the low rating indicated in Table 4.3. The results are confirmed by research studies conducted of national parks in South Africa that factor 2 is not the primary motive for people to travel to a park (Saayman & Van der Merwe, 2004; Kruger & Saayman, 2008; Saayman & Saayman, 2009).

- **Factor 3: Escape**
  Factor 3 is Escape and includes the following: to relax, to get away from my routine, the park has great accommodation and facilities, for family recreation (to be with family) or to spend time with someone special, to spend time with my friends, to explore a new destination. Escape (factor 3) received the highest mean value of 3.45, a reliability coefficient of 0.68 and an average inter-item correlation of 0.27. According to research, escape motivation is the primary reason that tourists travel to parks (Uysal et al., 1994; Saayman & Van der Merwe, 2004; Beh & Bruyere, 2007; Kruger & Saayman, 2008; Saayman & Saayman, 2009). Travel motivation theories agree that the escape motive (to get away from day-to-day routine) is a primary reason that people travel (Plog, 1974; Crompton, 1979; Mansfield, 1992).

- **Factor 4: Family and socialising**
  Family and socialising is identified as factor 4. Factor 4 consists of: for the benefit of my children and so that other members in my party could develop an appreciation for endangered species and wildlife. Family and socialising received a mean value 3.02 (third highest), a reliability coefficient of 0.51 and an average inter-item correlation of 0.28. Research by Uysal et al. (1994); Mehmetoglu (2007); Pan and Ryan (2007) and Saayman and Saayman (2009) indicated that spending time with friends and family is an important motive for tourists when visiting a park.

### 4.3.3 Results from the independent t-test

The following section determines the results of the independent t-test. A t-test is used when two mean scores of two different groups of variables are compared to determine whether there is a significant difference. For the purpose of this study, the difference between visitors’ expectations regarding accommodation, nature and wildlife, facilities, activities and tourist recommendation was measured and compared to the identified service and travel motivation factors. Furthermore the results will determine the effect size with small (<= 0.2), medium (<= 0.5) and large (<= 0.8) of the statistically significant differences.
Table 4.4: T-test results of expectations met regarding accommodation

<table>
<thead>
<tr>
<th>Variables</th>
<th>Yes</th>
<th>No</th>
<th>t-value</th>
<th>P</th>
<th>Effect Size</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mean</td>
<td>Std.Dev</td>
<td>N</td>
<td>Mean</td>
<td>Std.Dev</td>
</tr>
<tr>
<td>Travel Motivation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Factors</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Learning experience</td>
<td>3.09</td>
<td>0.99</td>
<td>424</td>
<td>2.90</td>
<td>0.84</td>
</tr>
<tr>
<td>Activities and events</td>
<td>2.01</td>
<td>0.96</td>
<td>413</td>
<td>1.83</td>
<td>0.87</td>
</tr>
<tr>
<td>Escape</td>
<td>3.48</td>
<td>0.85</td>
<td>424</td>
<td>3.26</td>
<td>0.91</td>
</tr>
<tr>
<td>Family and socialising</td>
<td>3.06</td>
<td>1.44</td>
<td>407</td>
<td>2.62</td>
<td>1.41</td>
</tr>
</tbody>
</table>

*Statistically significant difference: p < 0.05*

Table 4.4 shows that there is no statistically significant difference regarding accommodation based on the travel motivation factor, Learning experience, Activities and events, Escape and Family and socialising. Visitors who indicated that their expectations were met with regards to accommodation at the park rated the Learning experience, Activities and events, Escape and Family and socialising higher than those visitors whose expectations of accommodation were not met.

The findings in Table 4.4 indicate that visitors’ expectations regarding accommodation were met. Thus the overall feeling of park accommodation is satisfying. A literature review on nature-based destinations indicated that accommodation is not a primary motive for visiting a park although it remains important from a service point of view (Uysal et al., 1994; Awaritefe, 2004; Bansal & Eiselt, 2004; Kerstetter et al., 2004; Saayman & Van der Merwe, 2004; Toa et al., 2004; Beh & Bruyere, 2007; Mehmetoglu, 2007; Pan & Ryan, 2007; Kruger & Saayman, 2008; Saayman & Saayman, 2009). Therefore park management must provide sufficient and quality accommodation for visitors since this adds to the visitor’s overall experience of the park which, in the end, adds to the satisfaction levels.
Table 4.5: T-test results of expectation met regarding nature and wildlife

<table>
<thead>
<tr>
<th>Variables</th>
<th>Yes</th>
<th>No</th>
<th>t-value</th>
<th>p</th>
<th>Effect Size</th>
</tr>
</thead>
<tbody>
<tr>
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<td>Mean</td>
<td>Std.Dev</td>
<td>N</td>
<td>Mean</td>
<td>Std.Dev</td>
</tr>
<tr>
<td>Travel Motivation Factors</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Learning experience</td>
<td>3.11</td>
<td>0.96</td>
<td>410</td>
<td>2.88</td>
<td>1.01</td>
</tr>
<tr>
<td>Activities and events</td>
<td>2.00</td>
<td>0.91</td>
<td>400</td>
<td>2.06</td>
<td>1.19</td>
</tr>
<tr>
<td>Escape</td>
<td>3.50</td>
<td>0.86</td>
<td>410</td>
<td>3.36</td>
<td>0.71</td>
</tr>
<tr>
<td>Family and socialising</td>
<td>3.03</td>
<td>1.45</td>
<td>391</td>
<td>2.95</td>
<td>1.36</td>
</tr>
</tbody>
</table>

- Statistically significant difference: p < 0.05

The results in Table 4.5 concerning nature and wildlife indicated similar results as confirmed in Table 4.4 that there is no statistically significant difference based on the travel motivation factor, Learning experience, Escape and Family and socialising. Visitors who indicated that their expectations were met with regards to nature and wildlife at the park rated the Learning experience, Escape and Family and socialising higher that those visitors whose expectations towards nature and wildlife were not met. In contrast, visitors’ results indicated that their Activities and events expectations were not met with regards to nature and wildlife at the park.

The results in Table 4.5 indicated that visitors’ expectations were met regarding nature and wildlife. Therefore visitors’ nature and wildlife experience of the park exceeded visitors’ expectations. This shows that visitors' motives are satisfied. Research studies by Uysal et al. (1994); Awaritefe (2004); Bansal and Eiselt (2004); Kerstetter et al. (2004); Toa et al. (2004); Beh and Bruyere (2007); Mehmetoglu (2007); Pan and Ryan (2007); Kruger and Saayman (2008); Saayman and Van der Merwe (2004) and Saayman and Saayman (2009) indicate that nature and wildlife is a key motive for people to travel to a nature-based destination. The findings therefore support the visitors’ profile and prove that nature and wildlife is a reason that visitors travel to the park. However, results regarding visitors’ expectations with nature and wildlife indicated that there is a level of dissatisfaction with the travel motive Activities and events regarding nature and wildlife. Park management must therefore improve park activities to meet visitors' expectations so that an ideal park experience can be delivered and
received by visitors which will add to the overall visitor satisfaction of the park experience (Beeho & Prentice, 1997:76).

Table 4.6: T-test results of expectations met regarding facilities

<table>
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<tr>
<th>Variables</th>
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<th>No</th>
<th>t-value</th>
<th>P</th>
<th>Effect Size</th>
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</thead>
<tbody>
<tr>
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<td>Mean</td>
<td>Std.Dev</td>
<td>N</td>
<td>Mean</td>
<td>Std.Dev</td>
</tr>
<tr>
<td>Travel Motivation Factors</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Learning experience</td>
<td>3.09</td>
<td>0.98</td>
<td>406</td>
<td>2.94</td>
<td>0.91</td>
</tr>
<tr>
<td>Activities and events</td>
<td>1.97</td>
<td>0.92</td>
<td>397</td>
<td>2.14</td>
<td>1.05</td>
</tr>
<tr>
<td>Escape</td>
<td>3.47</td>
<td>0.84</td>
<td>407</td>
<td>3.50</td>
<td>0.86</td>
</tr>
<tr>
<td>Family and socialising</td>
<td>3.03</td>
<td>1.45</td>
<td>392</td>
<td>2.93</td>
<td>1.40</td>
</tr>
</tbody>
</table>

* Statistically significant difference: p < 0.05

Table 4.6 indicated that there is no statistically significant difference based on the travel motivation factors, Learning experience, Escape and Family and socialising. Visitors who indicated that their expectations were met with regards to facilities at the park rated the Learning experience, Escape and Family and socialising higher than those visitors whose expectations towards facilities were not met. Except for Activities and events, visitors indicated that their expectations were not met with regards to facilities at the park.

Findings in Table 4.6 indicated that the majority of visitors' expectations regarding facilities were met. However, facilities are not the primary motives for travelling to the park, visitors are still satisfied that the facilities accommodate their motives (Uysal et al., 1994; Awaritefe, 2004; Bansal & Eiselt, 2004; Kerstetter et al., 2004; Saayman & Van der Merwe, 2004; Toa et al., 2004; Beh & Bruyere, 2007; Mehmetoglu, 2007; Pan & Ryan, 2007; Kruger & Saayman, 2008; Saayman & Saayman, 2009). Lastly, the results indicated that the visitor motive Activities and events was not satisfied by the facilities of the park. It can be assumed that there is a lack of facilities or that the facilities that the park offers are not up to standard.
Table 4.7: T-test results of expectations met regarding activities

<table>
<thead>
<tr>
<th>Variables</th>
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<th>No</th>
<th>t-value</th>
<th>P</th>
<th>Effect Size</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Mean</td>
<td>Std.Dev</td>
<td>N</td>
<td>Mean</td>
<td>Std.Dev</td>
</tr>
<tr>
<td>Travel Motivation Factors</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Learning experience</td>
<td>3.05</td>
<td>0.96</td>
<td>325</td>
<td>3.08</td>
<td>1.01</td>
</tr>
<tr>
<td>Activities and events</td>
<td>1.97</td>
<td>0.88</td>
<td>321</td>
<td>2.08</td>
<td>1.18</td>
</tr>
<tr>
<td>Escape</td>
<td>3.44</td>
<td>0.85</td>
<td>325</td>
<td>3.60</td>
<td>0.71</td>
</tr>
<tr>
<td>Family and socialising</td>
<td>2.98</td>
<td>1.49</td>
<td>317</td>
<td>3.43</td>
<td>1.16</td>
</tr>
</tbody>
</table>

- Statistically significant difference: p < 0.05

The t-test regarding activities (Table 4.7) indicated that there are statistically significant differences between the visitors who indicated that their expectations regarding activities were met and those visitors whose expectations were not met based on the travel motivation factor, *Family and socialising* (p<0.022). Furthermore, visitors whose expectations were not met regarding activities rated the travel motivation factor (*Family and socialising*) lower than those visitors whose expectations were met. It can be added that, when looking at the effect size of the travel motivation, *Family and socialising* (-0.31) has a medium effect on the visitors’ expectations with regards to activities. Therefore, even though there is a significant difference, the effect on the satisfaction level is medium.

Even though there is no statistically significant difference based on the travel motivation factors, *Learning experience* and *Escape*, visitors who indicated that their expectations were met with regards to activities at the park rated the *Learning experience* and *Escape* higher than those visitors whose expectations towards activities were not met. In contrast, the travel motive *Activities and events* of visitors regarding activities indicated that their expectations were not met at the park and this influenced the visitors’ park experience and also visitors’ satisfaction.

*Family and socialising*, according to the findings, indicated that visitors’ expectations were not fulfilled regarding activities and this created a level of dissatisfaction. The literature review concerning travel motives identified that family and socialising is one of the motives for people to visit parks (Uysal *et al.*, 1994; Mehmetoglu, 2007; Pan & Ryan, 2007 Saayman...
Motivation models indicated that spending time with family and socialising is a motive to travel (Plog, 1974: 55-58; Cook et al. 1999:35-36). The visitors profile supports the finding and therefore proves that one of the reasons visitors travel to the park is for family and socialising. Thus it can be assumed that visitors whose main travel motive is family and socialising have a need for better activities in the park. However results from the factor analysis of travel motives to the AENP (Table 2.3) indicated that Family and socialising is not the primary reason (escape) why people travel to the AENP. Therefore, in terms of successful park management, park activities must be improved to meet visitors’ expectations. To achieve park sustainability, park management can not only satisfy the primary motive but other visitors’ motives (needs) so that overall park satisfaction is ensured and this can lead to positive word of mouth recommendation from visitors to friends and family (Oliver, 1980; Anderson et al., 1994; Ibrahim & Gill, 2005; Devesa et al., 2009; Servert et al., 2007).

Table 4.8: T-test results of expectations met regarding recommendation

<table>
<thead>
<tr>
<th>Variables</th>
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<th>No</th>
<th>t-value</th>
<th>p</th>
<th>Effect Size</th>
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<tbody>
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<td></td>
<td>Mean</td>
<td>Std.Dev</td>
<td>N</td>
<td>Mean</td>
<td>Std.Dev</td>
</tr>
<tr>
<td>Travel Motivation Factors</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Learning experience</td>
<td>3.07</td>
<td>0.99</td>
<td>455</td>
<td>3.11</td>
<td>0.81</td>
</tr>
<tr>
<td>Activities and events</td>
<td>2.00</td>
<td>0.95</td>
<td>443</td>
<td>2.21</td>
<td>1.25</td>
</tr>
<tr>
<td>Escape</td>
<td>3.48</td>
<td>0.86</td>
<td>456</td>
<td>3.16</td>
<td>0.67</td>
</tr>
<tr>
<td>Family and socialising</td>
<td>3.00</td>
<td>1.46</td>
<td>434</td>
<td>3.16</td>
<td>1.14</td>
</tr>
</tbody>
</table>

*Statistically significant difference: p < 0.05*

Table 4.8 indicated whether visitors would recommend the park to friends and family and that there is no statistically significant difference based on the travel motivations factors, Learning experience, Activities and events, Escape and Family and socialising. Visitors who indicated that their expectations were not met with regards to recommending the park rated the Learning experience, Activities and events, and Family and socialising higher that those visitors whose expectation towards recommendations were met. Visitors who indicated than their expectations were met with regards to recommendations at the park rated Escape higher that those visitors whose expectations towards recommendations were not met.
The results in Table 4.8 were interesting findings. According to the results, the travel motive *Escape* was the only factor regarding recommendations that exceeded visitors’ expectation. The Escape motive, according to the travel motivation factor analysis, shows that escape was the primary travel motive for visitors to travel to the AENP due the high mean value of 3.45. The results according to the *t*-test (Table 4.8) revealed that the visitors motive (*Escape*) was satisfied. Thus visitors will recommend the park to friends and family thus proving that satisfaction of travel motives leads the positive word of mouth recommendation and can lead to visitor loyalty, competitive advantage and, lastly, park sustainability can be achieved. To conclude, the research determined that the primary visitors’ motives where satisfied which confirms that the park product is satisfying. However park management must adjust the product in term of the motivation factors *Learning experience, Activities and events and Family and socialising* to achieve the ideal park experience and levels of satisfaction.

Table 4.9: *T*-test results of expectations met regarding accommodation

<table>
<thead>
<tr>
<th>Variables</th>
<th>Yes</th>
<th>No</th>
<th>t-value</th>
<th>P</th>
<th>Effect Size</th>
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<tr>
<td></td>
<td>Mean</td>
<td>Std.Dev</td>
<td>N</td>
<td>Mean</td>
<td>Std.Dev</td>
</tr>
<tr>
<td><strong>Service Factors</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hospitality services</td>
<td>4.15</td>
<td>0.81</td>
<td>408</td>
<td>3.87</td>
<td>0.81</td>
</tr>
<tr>
<td>Services</td>
<td>3.75</td>
<td>1.08</td>
<td>313</td>
<td>3.16</td>
<td>1.46</td>
</tr>
<tr>
<td>Activities</td>
<td>3.67</td>
<td>0.95</td>
<td>328</td>
<td>3.08</td>
<td>1.26</td>
</tr>
<tr>
<td>Information dissemination</td>
<td>3.91</td>
<td>0.81</td>
<td>411</td>
<td>3.72</td>
<td>0.80</td>
</tr>
</tbody>
</table>

* Statistically significant difference: p < 0.05

The *t*-test regarding accommodation (Table 4.10) indicated that there are statistically significant differences between the visitors who indicated that their expectations regarding accommodation were met and those visitors whose expectations were not met based on the service factors, *Hospitality services* (p < 0.039), *Services* (p < 0.008) and *Information dissemination* (p < 0.002).

Therefore visitors whose expectations were met regarding accommodation rated the service factors (*Hospitality services, Services and Information dissemination*) higher than those visitors whose expectations were not met. It can be added that when looking at the effect size of the service factors, *Hospitality services* (0.35), *Services* (0.40) and *Information dissemination* (0.47)
dissemination (0.47) had medium effect on the visitors’ expectations with regards to accommodation.

Lastly, even though there is no statistically significant difference based on the service factor, Activities, visitors who indicated that their expectations were met with regards to accommodation at the park rated the Activities higher than those visitors whose expectations towards accommodation were not met.

The findings imply that the visitors are all satisfied with the services regarding accommodation. In addition, accommodation in terms of service quality is one of the dimensions used to measure visitors’ satisfaction. Results indicated that, in general, staff members of the park are friendly and that laundry, picnic and braai facility services are up to standard and services regarding information (pamphlets, directions and shops) are satisfying. Therefore, the results conclude that visitors’ service experiences in the park are satisfied.

Table 4.10: T-test results of expectations met regarding nature and wildlife

<table>
<thead>
<tr>
<th>Variables</th>
<th>Yes</th>
<th>No</th>
<th>t-value</th>
<th>P</th>
<th>Effect Size</th>
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<td>Mean</td>
<td>Std.Dev.</td>
<td>N</td>
<td>Mean</td>
<td>Std.Dev.</td>
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<tr>
<td>Service Factors</td>
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<td></td>
</tr>
<tr>
<td>Hospitality services</td>
<td>4.16</td>
<td>0.80</td>
<td>394</td>
<td>3.87</td>
<td>0.89</td>
</tr>
<tr>
<td>Services</td>
<td>3.70</td>
<td>1.10</td>
<td>298</td>
<td>3.45</td>
<td>1.29</td>
</tr>
<tr>
<td>Activities</td>
<td>3.92</td>
<td>0.81</td>
<td>396</td>
<td>3.67</td>
<td>0.89</td>
</tr>
<tr>
<td>Information dissemination</td>
<td>3.69</td>
<td>0.94</td>
<td>312</td>
<td>3.15</td>
<td>1.18</td>
</tr>
</tbody>
</table>

* Statistically significant difference: p < 0.05

The t-test results regarding nature and wildlife (Table 4.10) indicate that there are statistically significant differences between the visitors who indicated that their expectations were met regarding nature and wildlife and visitors whose expectations were not met based on the service factors, Hospitality services (p< 0.009), Activities (p< 0.045) and lastly Information dissemination (p< 0.001).

It was found that those whose expectations were met regarding nature and wildlife rated the service factors (Hospitality services, Activities and Information dissemination) higher than the visitors whose expectations were not met. Secondly, Table 4.10 indicated that there is a medium effect size on the service factors, Hospitality services (0.37), Activities (0.28) and
Information dissemination (0.45) between visitors whose expectations were met and those visitors whose expectations were not. Thus the service factors only have a medium effect on visitors’ satisfaction levels.

As can be seen in Table 4.10, there is no statistically significant difference based on the service factor, Services. Visitors expectations that were met regarding nature and wildlife rated Services higher than those visitors whose expectation towards nature and wildlife were not met.

Thus the results in Table 4.10 indicated that visitors’ expectations regarding nature and wildlife were generally exceeded and therefore they are satisfied. Lastly, the effect size indicated that the effect on satisfaction was medium with regard to nature and wildlife.

Table 4.11: T-test results of expectations met regarding facilities

<table>
<thead>
<tr>
<th>Variables</th>
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<th>No</th>
<th>t-value</th>
<th>P</th>
<th>Effect Size</th>
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<td>Mean</td>
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<tr>
<td>Hospitality services</td>
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<td>0.80</td>
<td>396</td>
<td>4.11</td>
<td>0.87</td>
</tr>
<tr>
<td>Services</td>
<td>3.74</td>
<td>1.10</td>
<td>306</td>
<td>3.29</td>
<td>1.18</td>
</tr>
<tr>
<td>Activities</td>
<td>3.89</td>
<td>0.81</td>
<td>399</td>
<td>3.95</td>
<td>0.87</td>
</tr>
<tr>
<td>Information dissemination</td>
<td>3.63</td>
<td>0.99</td>
<td>323</td>
<td>3.52</td>
<td>1.05</td>
</tr>
</tbody>
</table>

* Statistically significant difference: p < 0.05

The results of the t-test shown in Table 4.12 indicated that there is only one statistically significant difference between the visitors who indicated that their expectations were met regarding facilities and those tourists whose expectations were not met based on the service factor Services (p < 0.033).

The result implies that the service factor Services is rated higher by visitors whose expectations were met in comparison to those tourists whose expectations were not met regarding facilities. It can be added that the effect size of the service factor Services (0.39) had a medium effect on the matter of visitors’ expectations regarding facilities and therefore
a medium effect on the satisfaction level regarding facilities, which indicated that visitors are generally satisfied with park facilities.

It can be added that even though there are no statistically significant differences based on the service factors, *Hospitality services, Activities and Information dissemination*, visitors who indicated that their expectations were met rated the service factors higher than the visitors whose expectations concerning facilities were not met.

**Table 4.12: T-test results of expectations met regarding activities**

<table>
<thead>
<tr>
<th>Variables</th>
<th>Yes</th>
<th></th>
<th></th>
<th></th>
<th>No</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mean</td>
<td>Std.Dev.</td>
<td>N</td>
<td>Mean</td>
<td>Std.Dev.</td>
<td>N</td>
<td>t-value</td>
</tr>
<tr>
<td>Service Factors</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hospitality services</td>
<td>4.15</td>
<td>0.83</td>
<td>316</td>
<td>3.99</td>
<td>0.87</td>
<td>62</td>
<td>1.29</td>
</tr>
<tr>
<td>Services</td>
<td>3.70</td>
<td>1.13</td>
<td>238</td>
<td>3.55</td>
<td>1.19</td>
<td>56</td>
<td>0.90</td>
</tr>
<tr>
<td>Activities</td>
<td>3.93</td>
<td>0.80</td>
<td>320</td>
<td>3.93</td>
<td>0.92</td>
<td>62</td>
<td>1.90</td>
</tr>
<tr>
<td>Information dissemination</td>
<td>3.70</td>
<td>0.96</td>
<td>262</td>
<td>3.35</td>
<td>1.08</td>
<td>48</td>
<td>2.25</td>
</tr>
</tbody>
</table>

* Statistically significant difference: p < 0.05

Table 4.12 indicated only one statistically significant difference between the visitors who indicated that their expectations regarding activities were met compared to those visitors whose expectations were not met based on the service factor, *Information dissemination* (p< 0.025).

Thus visitors whose expectations were met regarding activities rated the service factor *Information dissemination* higher than those visitors whose expectations were not met. The results revealed that the effect size (0.32) of service factor had a medium effect on the visitors’ satisfaction levels regarding activities.

However, Table 4.12 indicated there is no statistically significant difference based on the service factors *Hospitality services, Services, and Activities*, visitors who indicated that their expectations were met with regards to activities at the park rated the *Hospitality services, Services, and Activities* higher that those visitors whose expectation towards activities were not met.
Thus visitors’ expectation of *Information dissemination* regarding activities were satisfied with the park’s activities and this indicates that the *information dissemination* experience is satisfied with only a medium effect on the visitors’ satisfaction levels regarding activities in the park.

Table 4.13: T-test results of expectations met regarding recommendations

<table>
<thead>
<tr>
<th>Variables</th>
<th>Yes</th>
<th>No</th>
<th>t-value</th>
<th>P</th>
<th>Effect Size</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mean</td>
<td>Std.Dev</td>
<td>N</td>
<td>Mean</td>
<td>Std.Dev</td>
</tr>
<tr>
<td><strong>Service Factors</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hospitality services</td>
<td>4.17</td>
<td>0.80</td>
<td>434</td>
<td>3.40</td>
<td>0.74</td>
</tr>
<tr>
<td>Services</td>
<td>3.72</td>
<td>1.09</td>
<td>332</td>
<td>2.99</td>
<td>1.47</td>
</tr>
<tr>
<td>Activities</td>
<td>3.93</td>
<td>0.78</td>
<td>434</td>
<td>3.14</td>
<td>0.99</td>
</tr>
<tr>
<td>Information dissemination</td>
<td>3.69</td>
<td>0.93</td>
<td>341</td>
<td>2.48</td>
<td>1.34</td>
</tr>
</tbody>
</table>

* Statistically significant difference: p < 0.05

The results of the t-test regarding recommendations (Table 4.13) indicates that all service factors *Hospitality services* (p< 0.00), *Services* (p< 0.016), *Activities* (p< 0.00) and *Information dissemination* (p< 0.00) show statistically significant differences between the visitors who indicated that their expectations regarding recommendations were met and those visitors whose expectations that were not met.

The results prove that visitors whose expectations were met regarding recommendations rated the service factors *Hospitality services*, *Services*, *Activities* and *Information dissemination* higher than those visitors whose expectations were not met. In addition, the results indicated a significant difference compared to the results and effect sizes shown in Tables 4.4 – 4.12. The effect size addressed medium (*Services*, 0.5) to large (*Hospitality services*, 0.96; *Activities*, 0.80 and *Information dissemination*, 0.90) effects of the service factors on the visitors’ expectations regarding recommendations.

The findings in Table 4.14 have indicated interesting results. All the service factors regarding recommendation have shown that visitors are satisfied with the park. Thus expectations were exceeded therefore visitors are satisfied which leads to positive (highly satisfied) word of mouth recommendations. Reichel *et al.* (2000); Bennett (2000:92) and Harris (2010:171),
state that satisfaction leads to positive word of mouth recommendation, as well as loyalty that can lead to long term profitability and park sustainability. These researchers therefore support the findings. Lastly, the effect sizes have indicated that visitors have high levels of satisfaction with park services. Therefore it can be concluded that visitors’ service experiences in the AENP are satisfying.

4.4 Conclusion
The objective of this chapter was to determine the relationship between service, travel motivations and satisfaction. Firstly, the factor analyses each had four factors that were used to determine whether or not the visitors’ expectations were met by indicating a level of visitors’ satisfaction. Secondly, the results revealed (t-tests) that there is a relationship between service and satisfaction and a relationship between travel motivation and satisfaction in the case of the AENP. These findings therefore established that there is a positive relationship between service and positive travel motivation. In addition, the effect sizes throughout the results indicated that the relationship between service and travel motives is not strong and therefore only has a small effect on visitors’ satisfaction. Therefore, to conclude, the results reveal that if the primary travel motive (Escape) is satisfied by an experience, all other experiences (service) do not have a large effect on the overall satisfaction level of the visitor.
Chapter 5
Findings and Recommendations

5.1 Introduction

The aim of this chapter is to draw conclusions and make recommendations based on results of the study. The goal was to determine the relationship between travel motivation, service levels and satisfaction. The following objectives were identified and achieved:

**Objectives 1: To do a literature review of the service concept as part of the tourism product (Chapter 2)**

The objective was met in Chapter 2 by analysing the service as an experience based product. The main aspects covered were: Firstly, what affects service sectors to grow; secondly what service really is; thirdly the importance of service; fourthly models of quality service in terms of satisfaction; fifthly review successful park management in term of service delivery; lastly guidelines to improve service experience.

**Objective 2: To conduct a literature review of tourists’ travel motivates and satisfaction and the role it plays in the nature-based product (Chapter 3)**

The objective was met in Chapter 3 by analysing the aspects of importance, regarding travel motivation of tourist’s to nature-based destination. The main aspects of this chapter was firstly, to determine what travel motive was; secondly, to review factors that influences the travel motives; Thirdly, to determine models that distinguished type of travel motives. Lastly, a literature review of satisfaction resulting from experience and expectations was considered in depth.

**Objective 3: To determine the effect sizes of the relationship between travel motives, service and satisfaction**

Objective 3 was met in Chapter 4 and represented the empirical study for the AENP visitors for 2005-2007. Firstly, a visitors profile was conducted. Secondly, service and travel motivation factor analyses were carried out and, lastly, t-tests was conducted to determine whether visitors’ expectations of the park were met by the park experience thus determining the satisfaction/dissatisfaction levels of the park visitors. The results therefore reveal the relationship between service and travel motivation.
Objective 4: To make recommendations and draw conclusions in terms of the implication of service, travel motives and tourist satisfaction for the AENP.

The final objective is met in this chapter, where the main conclusion and recommendations of the study are provide for future research.

5.2 Conclusions

The conclusions of this study are structured as follows:

Firstly, conclusions will be drawn regarding the literature reviews (Chapter 2 and 3) and, secondly, conclusions will be drawn with regards to the empirical results.

5.2.1 Conclusions regarding the literature review, Chapter 2

- Service has become a vital component in the South African tourism industry in the case of nature-based destinations due to the level of competition (c.f. 2.1).

- The service sector has grown due to the development of changing factors over time. Service providers have had to adapt to the changing factors to remain competitive and sustainable. The changing factors influencing the service industry are as follows – demographic, social, economic, political and legal, technology and competition (c.f. 2.2).

- The impact of the growth has changed the definition of service over time – the complexity of service can therefore be defined as complex interactions and exchanges between a destination and its visitors (c.f. 2.3).

- The tourism product differs from manufactured products since the tourism product consists of three interrelated components – the service, the physical component and the tourist experience. These components cannot be delivered or function without each other. If a delivery takes place without any one of the components - product failure will occur thereby causing dissatisfaction (c.f. 2.3).

- The nature of service can be distinguished by its characteristics of intangibility, inseparability, heterogeneity, ownership and perishability. These features are used in methods of measuring quality service to determine visitor satisfaction (c.f. 2.3.2).

- Service quality is the desired goal of a destination in order to gain visitors satisfaction. Quality service can be perceived as favourable value a visitor receives from a delivered service. Quality service can be defined when a service delivery meets or
exceeds the expectations of the visitor. Thus service quality determines visitor satisfaction (c.f. 2.3.3).

- Service satisfaction leads to positive word of mouth recommendation, competitive advantage and loyalty. These benefits can be achieved if a quality service is delivered by a destination (c.f. 2.4).

- Service products need to be developed and delivered to achieve favourable benefits – positive word of mouth recommendations, loyalty and competitive advantage (c.f. 2.4).

- Quality service delivered through a service encounter leads to satisfied visitors and destinations achieve positive word of mouth recommendations, competitive advantage and loyalty (c.f. 2.5).

- The satisfaction of an experience can be determined by measuring the visitor’s experience with the following service quality dimensions - reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding and tangibility (c.f. 2.7.2.4.1).

5.2.2 Conclusions from the literature review Chapter 3

- Travel motivation directly triggers satisfaction of visitors at a destination. The outcome of the relationship between travel motivation and satisfaction leads to positive word of mouth recommendations, loyalty and competitive advantage (c.f. 3.1)

- Motivation is stimulated by an individual’s psychological and biological needs that require fulfilment. Motivation is thus the trigger towards satisfaction. Motivation determines the choice of experience and can be linked to tourism behaviour (c.f. 3.2).

- The motivation to travel is influenced by the following factors: demographic and socio-economic (culture and race; age; family life stage; gender; education; income and social class; health issues; fear and safety; interest) and, lastly, psychological factors (learning, perception, attitude and personality). These factors influence an individual’s decision whether or not to a visit a certain destination/experience (c.f. 3.2.1.1).

- The primary travel motives for visitors travelling to a nature-based destination are escape, relaxation, spending time with friends and family, activities and education (c.f. 3.3.4).
• Satisfaction is the need to satisfy unfulfilled needs and varies from person to person (c.f. 3.4).
• Satisfaction is determined by the relationship between expectation and experience (c.f. 3.4).
• Overall visitors’ satisfaction of a destination leads to positive word of mouth recommendation to friends and family and can lead to new visitors (c.f. 3.4).
• Loyalty can grow if the travel experience satisfies the visitor’s travel motives (needs) which increase destination profitability and long-term sustainability (c.f. 3.4).
• Park managers can accept that if visitors return to a destination the facilities and service experience were satisfying in terms of the expectations of the visitors (c.f. 3.4).
• Visitors’ expectations are shaped by individuals’ belief systems and external factors – recommendation and external communication mediums (c.f. 3.5).
• Expectations have a strong influence on the outcome of visitors’ satisfaction. Visitors whose expectations were met by the experience will have satisfying results (c.f. 3.5).
• Experience is the feeling or knowledge that has been learned through an action or being in contact with a person (c.f. 3.5).
• The satisfaction of visitors is determined by the relationship between expectation and experience. A destination must understand this relationship since it influences visitors’ satisfaction levels and therefore influences word of mouth recommendation, loyalty and competitive advantage (c.f. 3.5).

5.2.3 Conclusion from the empirical study

The following section will summarise the important findings of Chapter 4 (objective 3), which consists of the visitor profile, service and travel motivation factor analysis and t-tests.

The AENP visitors’ profile (c.f. 4.2) was determined, which indicated the type of visitors that travel to the park. The profile indicated the following important highlights:

• Visitors, according to the profile, are grouped between the ages 34-49 and 50-64 and therefore visitors enjoy the park and the restful surroundings. Park management can develop park services that correlate with the needs of the age market.

• The visitors are well educated and therefore have the need to be stimulated by educational recreational activities. Education and knowledge is one of the motives that visitors travel to the park, even though it is the primary reason.
Visitors prefer the park for its wildlife, natural settings and the experiences with the elephants.

The AENP profile indicated that one of the main reasons for travelling to the park is to escape from routine life and for relaxation.

The profile indicted that visitors have visited the park between 1-6 times, which indicates that visitors are satisfied with the park experience and have become loyal to the park.

A factor analysis was conducted from data captured on the visitors of the AENP to determine, firstly the service factors of the park and, secondly, the travel motives.

Service Factors (c.f. 4.3.1)

- **Hospitality Services** which included aspects such as: Friendliness and service of park personnel, Reception and Layout of the park in general.
- **Services** which included aspects, such as: laundry service, picnic sites and braai facilities at chalet/tent.
- **Activities** which included aspects such as: Bush braais (arranged by SANParks), restaurant, hiking trails, game drives (where applicable), game drives (where applicable), and game walks (where applicable).
- **Information dissemination** which included aspects, such as: pamphlets/brochures (purchased), free pamphlets/brochures, directions and shop.

Park travel motives (c.f. 4.3.2)

- **Learning experience** which included aspects such as: to learn about animals in general, to learn about endangered species, to learn about specific animals, to learn about plants, primarily for education reasons (to learn things, increase my knowledge), so that members in my party could learn about nature, to photograph plants, to photograph animals.
- **Activities and events** which included aspects such as: for conferences, for events in the area, because I grew up with the park, to do hiking trails, I prefer this area, because of its climate, it is a well-known brand, therefore everybody knows it.
- **Escape** which included aspects, such as: to relax, to get away from my routine, the park has great accommodation and facilities, for family recreation (to be with family) or to spend time with someone special, to spend time with my friends, to explore a new destination.
- **Family and socialising** consists of the following: for the benefit of my children and so that other members in my party could develop an appreciation for endangered species and wildlife.

From the results, it can be concluded that *Hospitality service; Information dissemination* and *Services* are rated highly by the visitors. Results indicated that the park staff and reception are friendly and that the information on the park is available and sufficient. The availability of services (laundry service, picnic site and braai facilities) provided by the park adds to the convenience of visitors. The lowest service factor was *Activities* which indicated that there is a lack of park activities for visitors. Therefore the need for more park activities needs to be reviewed by park management to provide the ideal visitors’ experience. Lastly, results as to why visitors travel to the park indicated that *Escape* was the primary reason. The learning experience and friends and family were rated second and third in importance. In addition, and similar to the service factor, *Activities* was rated the lowest, so participating in activities at the AENP is not the primary reason for travelling to the park.

The *t*-test determined the relationship between travel motives, service and satisfaction of the visitors to the AENP. The following results were found (c.f. 4.3.2):

- The results confirmed a relationship between travel motivation and satisfaction. Results revealed that escape was the primary reason that people travel to the park. Further, the results indicted that the visitors whose primary motive was to escape would recommend the park to friends and family which happens when a visitor is satisfied. Therefore the results confirm the relationship between travel motivation and satisfaction and that it leads to positive word of mouth recommendations.

- That service and satisfaction are in direct relationships with each other. The findings implied that visitors were highly satisfied (medium to large effect size) with all four service factors in the park (*Hospitality service, Service, information dissemination and Activities and events*) and that visitors would recommend the park to friends and family. Therefore positive word of mouth recommendation to friends and family is achieved only if a visitor is satisfied. This confirms the relationship between service and satisfaction.

- Results therefore prove that there is a relationship between service and travel motives because both relationships indicated that visitors will recommend the park to friends and family which proves that visitors are satisfied with their park experience. The relationship confirms that if the primary motive (escape) is satisfied, visitors will
rate the park experience (service) satisfying. Park management must therefore provide an experience that satisfies the primary motive, but must also supply quality supporting services to create the ideal park experience that will keep visitors satisfied and therefore obtain positive word of mouth recommendations, loyalty, profitability and park sustainability.

5.3 Recommendations
Recommendations are divided into two sections and will be discussed below.

5.3.1 Recommendations from the study

- Results indicated that activities are not the main motive for visiting a park but park management needs to satisfy visitors’ needs and activities could contribute towards the goal of overall visitor satisfaction. Child-orientated activities such as a children-only guided hiking tails with an education programme that teaches children about the natural surroundings and survival skills could be included to satisfy this need. Adult-orientated activities might include a sundowners educational programme that can be enjoyed at a waterhole while informing visitors about the history of the park and the natural surroundings while experiencing wildlife with refreshing beverages. By satisfying all travel motives, a park creates the ideal visitor experience and therefore obtains competitive advantages and greater market share.

- Visitors rated learning experience as second highest in terms of travel motives. By improving their information services, park management will add to the total value of the park experience. The following guidelines can be used. A free park information booklet could be given to visitors when entering the park. The information in the booklet can have general information about the park and its surroundings (did you know, questions). More specific information on the park can be given (gate, restaurant, shop time and emergency numbers) and when and where activities take place. The booklet can have interesting visuals and games to entertain the children and a park layout can be inserted. The booklet can also contain information on activities taking place with activity descriptions and contact numbers.

- By providing and promoting a toll-free visitors line or e-mail service where visitors can freely express their recommendations, needs and complaints. This service would empower park management to know the needs of the market and to assist a dissatisfied visitor promptly.
Social networks, such as Facebook and Twitter are today’s future in communications. The AENP can use its profile to advertise park events and activities and also to give the visitor the opportunity to recommend the park on the site.

The results indicated that the facilities as a service are satisfying. Therefore it is important for park management to constantly maintain the facilities. A dedicated maintenance team must be available to maintain the facilities on a daily basis by dedicating a long term and short term maintenance checklist so that the quality of maintenance adds value to the park experience.

Lastly, the visitors travel to the park to escape their day-to-day routine life and to relax. To keep these motives satisfied, the accommodation and service facilities must always be clean and in working condition. To obtain a high level of hygiene and maintenance, park staff members must be properly trained so that the accommodation and facilities can add value to the visitors’ experience.

5.3.2 Recommendations for further studies

Similar research should be conducted to determine the relationship between service and travel motives in other national parks in South Africa. This will enhance the marketing strategies of SANParks.

Research can be conducted to analyse the relationship between service and travel motives with regard to different markets such as visitors staying in chalets and tents. These difference can assist in developing new or improving existing park products and services.

Further research can be conducted to rate only the quality service the park offers by implementing the SERVQUAL or ECOSERV method to gain further insight into satisfaction levels concerning park services.


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an empirical test of a model of service quality, satisfaction and relationship oriented outcome.

Learning.


