



# **Role of Hotel Servicescape in Satisfaction and Revisit Intention of Consumers: Familiarity as a Moderator**

**Shuaib Ahmed Balroo <sup>a++\*</sup>**

<sup>a</sup> *College of Business Administration, King Saud University, Saudi Arabia.*

## **Author's contribution**

*The sole author designed, analysed, interpreted and prepared the manuscript.*

## **Article Information**

DOI: 10.9734/JEMT/2023/v29i111163

## **Open Peer Review History:**

This journal follows the Advanced Open Peer Review policy. Identity of the Reviewers, Editor(s) and additional Reviewers, peer review comments, different versions of the manuscript, comments of the editors, etc are available here: <https://www.sdiarticle5.com/review-history/109226>

**Original Research Article**

**Received: 02/09/2023**

**Accepted: 09/11/2023**

**Published: 11/11/2023**

## **ABSTRACT**

Globally the hospitality industry is seen immensely growing because of opening up of tourism in countries worldwide. One such growth of hospitality industry is specifically being witnessed in a middle eastern country namely Saudi Arabia. The expansion of leisure and religious tourism for diversifying the oil-based economy under the kingdom's vision 2030 is rapidly fueling growth of hotels in Saudi Arabia. However, very little is known about what aspects of these hotels lead to consumer satisfaction and revisit intentions. Moreover, modern internet hotel booking technologies by providing 360-degree images, videos of hotels and hotel rooms are helping consumers to get well familiar with the hotels beforehand their visits. Very little is also known about the effects of this beforehand familiarity of consumers on the relationship of satisfaction with revisit intention. In marketing terminology, the place where the interaction between consumers and hotel service provider takes place is called hotel servicescape. The hotel servicescape has two important aspects namely physical and social. This study examines how these two aspects of hotel servicescape leads to consumer satisfaction and revisit intentions. The study also examines the moderating role of familiarity on the relationship of satisfaction with revisit intention. The study sample comprised of 390 frequent stayers in hotels of Saudi Arabia. The study sample was

<sup>++</sup>PhD. Marketing;

<sup>\*</sup>Corresponding author: E-mail: [shuaibahmed644@gmail.com](mailto:shuaibahmed644@gmail.com);

collected using snowball sampling method. All of the hypothesized relationships of the study were examined rigorously and simultaneously using structural equation modeling technique. The results of the study revealed that both physical and social aspects of hotel's servicescape shared significant positive relationships with satisfaction. Significant positive relationship was also reported between satisfaction and revisit intention. Familiarity significantly moderated the relationship between satisfaction and revisit intention in this study. The study provided new findings on the role played by familiarity in strengthening the relationship between satisfaction and revisit intention. Some marketing implications, limitations and future research directions are also discussed in the study.

*Keywords: Hotel servicescape; physical servicescape; social servicescape; satisfaction; revisit intention; familiarity.*

## 1. INTRODUCTION

In 2022 the global hospitality industry contributed 7 trillion US dollars to the global economy [1]. The hospitality industry worldwide has witnessed an impeccable growth in terms of global market size rising from estimated 480 billion US dollars in 2014 to 4.7 trillion US dollars in 2023 [2]. This growth has been primarily fueled because of the acknowledgment of countries worldwide in accepting the importance of the hospitality sector in lifting the GDP of a country [2]. In the middle east region Saudi Arabia is seen rising ahead among its neighboring countries in terms of its hospitality industry market size [3,4]. In the year of 2022 hospitality sector in Saudi Arabia contributed more than 9% to its GDP more than its neighboring GCC countries [3,4]. Expansion of religious tourism, leisure tourism and corporate travel for diversifying the oil-based economy under the kingdom's vision 2030 objectives is propelling the growth of hospitality industry, especially growth of hotels [3,4]. In Saudi Arabia the hotel market size alone was estimated more than 27.90 billion US dollars in the year 2023 and is projected to reach 62.57 billion US dollars by the year 2030 [5]. However, very little is known about what aspects of the hotels lead to consumer satisfaction and revisit intentions in Saudi Arabian context. The place in which the service is provided by hotels to its consumers is referred to as hotel servicescape in service marketing terminology [6,7]. The hotel servicescape has two aspects namely physical servicescape and social servicescape [7]. The physical servicescape refers to the physical aspects of hotels like outer and inner aesthetics, layout, décor, ambience and room design [6,7]. Whereas the social servicescape refers to the human aspects of the hotel servicescape such as behavior and appearance of hotel employees [6,7]. Satisfaction and revisit intention of consumers are core pillars for sustainable and

successful running of a hospitality business [8]. Several studies [9,10,8] have found satisfaction to be an important pre cursor for achieving revisit intention among hotel consumers. However, rarely studies are seen in the marketing literature especially in Saudi Arabian context that aid in understanding how aspects of hotel servicescape lead to satisfaction and revisit intentions in consumers. Today's modern internet hotel booking technologies have also made it easily possible to familiarize the consumers well before their actual visit [11,12]. The images, videos of hotel rooms and even 360-degree views of the hotels are easily provided through hotel booking websites and smartphone applications [11,12]. Even the information provided by the hotels about services offered, advertisements and guest reviews also help consumers in familiarizing with the hotel [13,12]. In one report by Mordor Intelligence [14] on hotel booking behaviors of Saudi consumers it was estimated that around more than eighty percent of Saudi's watch images and videos of the hotel rooms before booking them online. Numerous studies [15,16,10] have suggested when consumers become highly familiarized with a product or a service, they exert less cognitive effort in evaluating its performance because of establishment of a pre knowledge structure and polarized service level expectation in their minds. Again, scant studies are seen in the marketing literature that have examined the moderating role of familiarity on relationship of satisfaction with revisit intentions in Saudi hospitality context. This paper thus aims to fulfil two research objectives. The first research objective is to examine the relationship of hotel servicescape dimensions with satisfaction and revisit intentions of Saudi consumers. The second research objective will be to examine the possible moderation effects of familiarity on relationship of satisfaction with revisit intention in Saudi Arabian hospitality context.

## 2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

### 2.1 Hotel Servicescape

The term Servicescape was given by Bitner [17] which basically refers to the physical environment in which service is delivered. Several scholars [18,19,20] have extended the Bitner's [17] servicescape model to hotels. In hoteling context, the physical setting in which the service is provided or delivered to consumers is referred to as hotel servicescape [7]. Numerous scholars [21,22,20,23] have pointed out that hotel servicescape has two facets or two dimensions namely physical servicescape and social servicescape. The physical servicescape in the context of hotels comprises of four core elements namely; ambience, layout, decor and signage [24-27]. For example, Ambience of a hotel refers to its lighting arrangements, temperature, music and smell [24,27]. The layout refers to positioning of furniture, appearance of rooms and ease of accessibility [27]. The decor refers to color of walls, floors and quality of materials used and the Signage of the hotel refers to informative signs, names and symbols used [27]. Numerous scholars [28-31] suggest that servicescape in hospitality context also consists of human elements which are as important as the physical elements in a servicescape. The human aspect of the servicescape is referred to as the social servicescape [12]. In the hoteling context the social servicescape refers to the appearance and behavior of hotel employees [6,7]. The appearance of hotel employees encompasses make up, hair style, facial features, clean and good quality apparels worn by all employees of the hotel [6,7]. The behavior of hotel employees comprises of good manners, humbleness, prompt room service, empathy and attention to genuine concerns raised by hotel guests [6,7]. Some scholars [32-34] also suggest even the presence of other customers also affects social servicescape. Asghar et al. [31] suggests the employee behavior is a crucial aspect of social servicescape and in their study in Pakistan on fast food restaurants they found appropriate employee behavior had a positive influence on consumer satisfaction. Similarly, in another study conducted in India by Nath and Agarwal [35] physical servicescape was found playing a huge role in leading to consumer satisfaction. Several scholars [36,37] have given calls for more researches in examining the relationship of the two aspects of the hotel servicescape i.e.

physical and social servicescape on satisfaction and revisit intention of customers, specifically in hoteling context. Therefore, this study proceeds with examining relationships of both physical and social servicescape on satisfaction and revisit intentions in Saudi Arabian hospitality context.

### 2.2 Physical Servicescape and Satisfaction

In the hoteling context customer satisfaction refers to the post purchase evaluation of the expected level of service offered by hotels [38]. If the consumer's expectation matches the actual level of service the customer is said to be satisfied [39,40]. If the actual level of the service surpasses the expectation of the consumer he is said to be delighted and if it falls below the expectation the consumer is said to be dissatisfied [39,40]. Customer satisfaction is also considered as a subjective construct which depends on perceptions, cognitive evaluations and emotional reactions of individuals customers [41,40]. In hospitality context the physical environmental cues have been seen to influence customer satisfaction [38]. For example, in a themed restaurant setting Meng and Choi [42] found that the physical servicescape of the restaurant like decoration, ambience and layout of the furniture had positive effect on satisfaction of customers. In hoteling context consumer satisfaction is of utmost importance because on it depends whether the consumer will purchase the service again and hold revisit intentions [43,10]. Alfakhri et al. [44] conducted a phenomenological study in United Kingdom and found for the most part customers derived their satisfaction from aesthetics and design aspects of hotel servicescape. Alfakhri et al. [44] in their study reported a positive relationship between physical servicescape of hotels and consumer satisfaction. Tarmudi and Jaharuddin [45] in a study conducted in Malaysia found that mere aesthetic look of the hotel lobbies of the physical servicescape starts as a starting point for consumer satisfaction. Tarmudi and Jaharuddin [45] reported positive relationship between physical servicescape and satisfaction. Peng et al. [46] in a study conducted in Macau China on hotels and resorts found significant positive relationship of physical servicescape like décor, layout, room design with satisfaction. In the study context it can be said that physical servicescape of hotels like aesthetics, décor, layout and room design will share a positive relationship with

satisfaction for Saudi consumers. It is thus hypothesized;

H1: There is a positive relationship between physical servicescape of hotels and satisfaction.

### 2.3 Social Servicescape and Satisfaction

Numerous scholars [28-31] have projected social servicescape to be a separate dimension of servicescape and have suggested social servicescape should be examined separately. For example, in a study conducted in Malaysia on restaurant servicescape by Asghar et al. [47], they found that both physical and social servicescape equally affected consumer satisfaction. Asghar et al. [47] reported positive relationship of restaurant's social servicescape with satisfaction in their study. Chang [48] in a study conducted on hot spring resorts of Taiwan found social servicescape predicted satisfaction strongly than physical servicescape. Chang [48] also reported employee behavior to be the strongest predictor of satisfaction in their study. In hoteling context Line & Hanks [22] found in a study conducted on luxury hotels that social servicescape greatly influences the satisfaction of customers. Line & Hanks [22] reported that employee behavior and their appearances significantly affected consumer's satisfaction in their study. In another study conducted in US on hotels by Lee and Chuaung [19], behavior of employees with their good manners, prompt room service and nice appearances significantly lead to satisfaction among consumers of their study. Lee and Chuaung [19] reported positive relationship between social servicescape and satisfaction in their study. In the study context, it can be said good employee appearances and their good behavior will positively lead to consumer satisfaction. It is thus hypothesized;

H2: There is a positive relationship between social servicescape of hotels and satisfaction.

### 2.4 Satisfaction and Revisit Intention

In hospitality context, revisit intention is referred to consumer's intention of visiting again the hospitality service provider in future [49,50]. Aiming for revisit intentions in consumers helps hospitality businesses safeguard themselves from preying competition [49,50]. In hospitality context repeat business serves as the key for ensuring both long term sustainability and

profitability [50]. Number of studies [51,50,8,52] have reported satisfaction to be an important antecedent of revisit intention. For example, in a study conducted in India by Chaturvedi et al. [51] on green restaurants the authors found satisfaction as an important antecedent for forming revisit intentions in consumers. Chaturvedi et al. [51] also contended that increasing satisfaction level is important for making the customer revisit again, else they might switch to other restaurants. They reported positive relationship of satisfaction with revisit intention in their study. In another study conducted by Sharma and Bhat [50] on Indian hotels the authors found satisfaction significantly raises the likelihood of consumers revisiting the hotel again. Sharma and Bhat [50] reported positive relationship between satisfaction and revisit intention in their study. They also concluded that consumer satisfaction is an important precursor for having revisit intentions for hotels. Yu [52] in a study conducted in China on green hotels found satisfaction derived from pro-environment friendly hotels attracted consumers who value environment friendliness repeatedly. They reported a significant positive relationship between satisfaction and revisit intention in their study on green hotels. In another study on 5-star hotels in India by Tiwari and Mishra [8] satisfaction was found to be a significant and strong predictor of revisit intention among hotel customers. In the study context it can be said when Saudi consumers are satisfied, they are highly likely to revisit the hotels again. Based on the above body of literature it is thus hypothesized;

H3: There is a positive relationship between satisfaction and revisit intention.

### 2.5 Moderating Effect of Familiarity

Familiarity refers to the accumulated product and service experiences in a consumer's mind [53,15]. These experiences can come either directly by consuming the service first hand or indirectly by hearing from others and advertisement exposures [53,15]. Researches in familiarity [54-56] have been mainly seen to be concentrated around information acquisition and pre purchase choice decisions in the context of both products and services. High familiarity has been seen associated with less cognitive effort in evaluating a service's performance because of pre-established set of expectations for performance by consumers [57,58]. However, low familiarity has been seen associated with

high cognitive effort in evaluating a service's performance because of no prior knowledge structure in consumer's mind [57,58]. Söderlund [58] in an experimental study found the consumers with high level of pre purchase familiarity had a more polarized post purchase response than with customers having low pre purchase familiarity. Söderlund [58] also reported that relationship of customer satisfaction with revisit intention strengthened when familiarity was high. Tam [57] in a restaurant service context also reported familiarity moderated the relationship of satisfaction with behavioral intentions. In the context of hotels, the process of familiarizing starts when a customer visits a travel booking website and checks images, 360-degree views and watches videos of hotel rooms before booking [59]. Additionally, guest reviews and video advertisements also make customers get well familiarized with the hotels [59]. This beforehand familiarity develops expectations in customers prior to their actual visits [60]. Since satisfaction is achieved when expectation matches performance and familiarity plays its part in formation of that expectation in consumer's mind [58]. It thus calls for studies that would examine moderation effects of familiarity on relationship of satisfaction with revisit intentions. However, negligible studies are seen in the literature especially in Saudi Arabian hotel context that have examined the possible moderation effect of familiarity on relationship of satisfaction with revisit intention. In the study context it is thus hypothesized;

H4: Familiarity moderates the relationship between satisfaction and revisit intention.

### 3. METHODOLOGY

#### 3.1 Population and Sampling Method

The population for this study comprises of all consumers who use hotels for their stays in Kingdom of Saudi Arabia. The sample consisted of consumers using hotels in different provinces of Saudi Arabia. Snowballing technique is a non-random sampling method in which the respondent forwards the questionnaire to the next respondent suitable for sampling. This study employed snowball sampling method for capturing responses from different provinces of Saudi Arabia using both offline and online questionnaires.

#### 3.2 Measurement and Research Instrument

The study questionnaire begins with a filter question asking respondents "Whether they are frequent stayers at hotels of Saudi Arabia or not". Only those were allowed to proceed who answered the filter question affirmatively. The purpose of the filter question was to ensure sample relevancy. This was followed by asking respondents how often they book hotels for their stays in Kingdom of Saudi Arabia. The respondents were also asked to select the stars of the hotels which they often book. The respondents were then asked about their age, employment status and their income. Lastly, they were prompted to answer a question about how much familiarity they hold for the hotels they book for their stays i.e. high familiarity or low familiarity. After responding to high or low familiarity the respondents were asked to respond to the main constructs of the study for the hotels they often book. The measurement scales for the constructs of the study were adopted from prior studies. For the construct of physical servicescape scales were adopted from Peng et al. [46] and adjusted to the study context. The scales for constructs social servicescape, satisfaction and revisit intention were adopted from Line & Hanks [22] and adjusted to the study context. All of the response for the said scales were recorded on 5-point Likert scale ranging for Strongly Disagree to Strongly Agree.

#### 3.3 Procedure

The study employed two statistical softwares for the data analysis namely SPSS and MPlus. The SPSS software is used first to report sample and descriptive characteristics of the study. This is followed by thorough assessment of reliability and validity for the main constructs of the study. The reliability of the items is assured by ensuring the presence of acceptable cronchbach alpha values. The construct validity is assured through ensuring the presence of convergent and discriminant validity. Once the constructs of the study are found reliable and valid, hypotheses testing is pursued using MPlus statistical software. Structural equation modelling technique is employed using MPlus software to first test the model fit i.e. inspect goodness of fit indices of the study model. Thereafter, all hypotheses of the study are examined and results are reported.

## 4. FINDINGS

### 4.1 Sample Characteristics

The total sample consisted of 390 respondents. All of the 390 respondents affirmatively responded to the filter question of being frequent stayers in hotels of Saudi Arabia. Table 1 reports the sample characteristics of the study sample. Out of the total sample of 390 respondents 43.3% of the sample booked hotels very often, 31% more often, 18.5% often and 7.2% booked hotels less often for their stays. The respondents mostly chose to book 3 star hotels for their stays (58.9%), followed by 4 star hotels (22.6%), 5 star hotels (9.3%), 2 star (6.4%) and 1 star hotels (2.8%). The respondents were mostly aged between age group of 31-40 (43.8%), followed by the age group of 21-30 (34.2%) and more than 41 years old (12.8%). The age group of less than 20 years old consisted of 9.2% of the study sample. Most of the respondents i.e. 87.7% of the sample were employed and 12.3% comprised of unemployed respondents in the

study sample. Most of the respondents identified with the income bracket of 15 to 25 thousand Saudi Arabian riyals (47.9%), followed by 5 to 15 thousand SAR (26.2%) and more than 25 thousand SAR (16.2%). 9.7% of the study sample identified with the monthly income bracket of less than 5 thousand SAR. More than 90% of the respondents were highly familiar with the hotels they book for their stays. Only 6.9% of the study sample were found to be lowly familiar with the hotels they book for their stays.

### 4.2 Descriptive Statistics

The responses for the main constructs of the study were captured on a five-point Likert scale ranging from Strongly Disagree to Strongly Agree. 1 was coded for "Strongly Disagree", 2 for "Disagree", 3 for "Neutral", 4 for "Agree" and 5 for "Strongly Agree". Table 2 reports the descriptive statistics of the study. The mean value of "3.9" for the construct of physical servicescape implies the most of the respondents lean towards the agree side. The respondents mostly agree on the

**Table 1. Sample characteristics**

	Frequency	Percent	Cumulative percent
<b>How often do you book hotels for stays</b>			
Very often	169	43.3	43.3
More often	121	31	74.3
Often	72	18.5	92.8
Less often	28	7.2	100.0
<b>Which star hotel do you book for stays</b>			
5 Star	36	9.3	9.3
4 Star	88	22.6	31.9
3 Star	230	58.9	90.8
2 Star	25	6.4	97.2
1 Star	11	2.8	100.0
<b>Age</b>			
Less than 20	36	9.2	9.2
21-30	133	34.2	43.4
31-40	171	43.8	87.2
More than 41	50	12.8	100.0
<b>Are you employed?</b>			
Yes	342	87.7	87.7
No	48	12.3	100.0
<b>Monthly Income in Saudi Arabian Riyal (SAR)</b>			
Less than 5000	38	9.7	9.7
5000-15000	102	26.2	35.9
15000-25000	187	47.9	83.8
More than 25000	63	16.2	100
<b>How much familiar are you with the hotels you choose to book?</b>			
Highly Familiar	363	93.1	93.1
Lowly Familiar	27	6.9	100.0

**Table 2. Descriptive statistics**

	<b>n</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. deviation</b>
Physical Servicescape	390	1.00	5.00	3.9	1.3
Social Servicescape	390	1.00	5.00	3.2	1.2
Satisfaction	390	1.00	5.00	3.4	1.4
Revisit Intention	390	1.00	5.00	4.1	1.6

presence of good ambience, layout, decor and signage in the hotels which respondents choose to book. The mean value of “3.2” for the construct of the social servicescape implies the respondents lean mostly towards neutral i.e. the respondents neither agree nor disagree on appearance and behaviors of employees. The mean value of “3.4” for the construct of satisfaction implies the respondents in the sample are leaning towards agree side i.e. respondents mostly agree on being satisfied with the hotels they book. The mean value of “4.1” for the construct of revisit intention implies that the respondents mostly agree with having a revisit intention for the hotels they book.

### 4.3 Reliability and Validity

The reliability of the items is assured through inspection of the Cronbach alpha values. The minimum acceptable value for the Cronbach alpha that assures reliability is “.70” [61,62]. Table 3 reports the Cronbach value for the items measuring the main constructs of the study. As evident from Table 3, all of the Cronbach alpha values are seen well above the acceptable value of “.70”. Thus, the measures of the study can be said reliable. For the constructs to be valid

presence of both convergent validity and discriminant validity is mandatory [63]. Convergent validity ensures that the constructs which theoretically are supposed to relate to each other are actually relating [64]. Convergent validity is assessed through inspection of average variances extracted (AVE) and composite reliability (CR) values [64]. For assurance of convergent validity Fornell & Larcker [64] have suggested the average variance extracted (AVE) and composite reliability (CR) values should be above “.5” and “.6”. Table 3 reports the AVE and CR values for all constructs of the study. As evident from Table 3 the AVE and CR values for all constructs of the study are seen well above “.5” and “.6” values. Thus, the presence of convergent validity is said to be assured.

However, for full assurance of non-violation of construct validity the presence of discriminant validity is also paramount [65]. Discriminant validity is ensured when the square root of the average variance extracted (AVE) are bigger than the individual correlations of the constructs [65]. Table 4 reports the individual correlations of the constructs and presents the square root of the AVE values diagonally in bold letters.

**Table 3. Standardized factor loadings, Cronbach alpha, AVE & CR**

<b>Constructs</b>	<b>Items</b>	<b>Factor loadings</b>	<b>AVE</b>	<b>CR</b>
Physical Servicescape Alpha (.76)	The hotel which I book has aesthetic outer design.	.82	.65	.90
	The hotel which I book has good ambience.	.79		
	The hotel which I book has nice décor	.84		
	The hotel which I book has nice layout	.80		
Social Servicescape Alpha (.84)	The hotel which I book has nice quality rooms	.78	.63	.87
	The hotel which I book have well behaved employees.	.81		
	The hotel which I book keeps clean and good-looking employees.	.78		
	The hotel which I book has prompt room service.	.77		
Satisfaction Alpha (.76)	The hotel which I book keeps humble and efficient employees	.82	.60	.85
	I was satisfied with the hotel I booked for my stay	.78		
	I found the hotel I booked worthy of staying	.74		
	The stay in hotel was good	.82		

Constructs	Items	Factor loadings	AVE	CR
Revisit Intention Alpha (.72)	I felt benefited by choosing the hotel I booked for my stay	.76	.63	.87
	It would like to visit the hotel I booked again	.81		
	If would choose the booked hotel over others in that area for my next stay	.79		
	I would choose the booked hotel again for future trips	.76		
	I would like to recommend the booked hotel to family and friends	.83		

**Table 4. Discriminant validity**

Constructs	1	2	3	4
1.Physical Servicescape	<b>.80</b>			
2.Social Servicescape	.292	<b>.79</b>		
3.Satisfaction	.084	.265	<b>.77</b>	
4.Revisit Intention	.215	.429	.475	<b>.79</b>

As can be seen in Table 4 all individual correlations of the constructs both in rows and columns are less than the square root of the average variance extracted (AVE) presented diagonally in bold numbers. Thus, discriminant validity can be said to be assured.

**5. RESULTS**

After confirming reliability and validity of the constructs, all hypotheses of the study are tested using structural equation modelling (SEM) with the help of Mplus statistical software. But before employing SEM the check for goodness of fit of a study’s model is mandatory [66]. Goodness of fit basically implies how well the data fits in the model and are inspected through goodness of fit indices [66]. For concrete assurance of a good model fit the goodness of fit indices like chi square ( $\chi^2$ ) should be insignificant, CFI >.9, RMSEA <.08 and SRMR <.05 [66,67]. As it can be seen from Table 5 the study model has a good fit as  $\chi^2 = 413.72$  ( $p$  value >.05) is

insignificant, CFI =.93 (>.9), SRMR =.035 (<.05) and RMSEA = 065 (<.08).

The study can now thus safely proceed for testing all hypotheses of the study using SEM technique. Table 6 reports the structural path coefficients along with their  $p$  values from the study’s model. As can be seen from Table 6 there is a statistically significant positive relationship seen between physical servicescape and satisfaction ( $\beta=.451$ ,  $p<.001$ ). Thus, hypothesis H1 is supported. Table 6 also reports statistically significant positive relationship between social servicescape and satisfaction ( $\beta=.328$ ,  $p<.001$ ). Thus, supporting hypothesis H2. In Table 6 statistically significant positive relationship between satisfaction and revisit intention ( $\beta=.523$ ,  $p<.001$ ) is also seen clearly evident. Thus, supporting hypothesis H3. In Table 6 Familiarity can be seen statistically and significantly ( $\beta=.257$ ,  $p<.001$ ) moderating the relationship between satisfaction and revisit intention. Thus, hypothesis H4 stands supported.

**Table 5. Goodness of fit indices**

CFA model	Chi-square $\chi^2$	Df	CFI	SRMR	RMSEA	90% CI for RMSEA	
						LL	UL
Model	413.72 ( $p$ value = .19)	388	.93	.035	.065	.055	.071

**Table 6. Structural path estimates**

Hypotheses	Path	Estimate	S.E.	p-value
H1	Physical Servicescape → Satisfaction	.451	.091	0.000
H2	Social Servicescape → Satisfaction	.328	.088	0.000
H3	Satisfaction → Revisit Intention	.523	.075	0.000
H4	Satisfaction* Familiarity → Revisit Intention	.257	.059	0.000



## 6. DISCUSSION AND CONCLUSION

The results of the study reported a statistically significant positive relationship between physical servicescape and satisfaction. The significant positive relationship of physical servicescape and satisfaction is in agreement with previous studies [2,44-46]. From the results it is clearly inferred that the aspects of hotel's physical servicescape like decoration, ambience, layout of the furniture and room design has a positive effect on Saudi consumer's satisfaction. The aesthetics and design aspects of hotels in Saudi Arabia is indeed seen playing a part in deriving satisfaction among Saudi consumers. The results also reported statistically significant positive relationship between social servicescape and satisfaction. The results are widely in agreement with the previous studies [48,22,19] that have reported significant positive relationship between social servicescape and satisfaction. The role of employees is seen to be playing an important role in leading to satisfaction among Saudi consumers. The aspects of hotel's social servicescape like employee behavior, employee appearance and presence of other customers is clearly seen to be making a significant positive influence on satisfaction of consumers. Statistically significant positive relationship was also reported in this study between the relationship of satisfaction and revisit intention. The results are in line with the prior studies [50,62,8] which have previously reported significant positive relationships between satisfaction and revisit intention. From the results of the study satisfaction among Saudi consumers is seen as an important pre cursor in determining the revisit intention among them. Increasing satisfaction level is important for making consumers revisit again so that they don't switch to competitor hotels. In hospitality services, revisit intention in consumers is of utmost importance because repeat business forms the ultimate key in ensuring long term sustainability and profitability. The study also lifted curtains on the role played by familiarity in strengthening or weakening the relationship between satisfaction and revisit intention. The results of this study appeared similar to the previous studies [58,57] conducted in restaurant context. Familiarity positively moderated the relationship between satisfaction and revisit intention in this study. The consumers of this study mostly weighed on high familiarity with the hotels they chose to book. This familiarity therefore thus can be said to be leading to less cognitive effort in evaluating a hotel's performance because of the development

of pre-established structure of expectations in consumers' minds. Thus, implying when consumers get familiar with the hotels and are satisfied, the intention to revisit again the same hotel gets stronger. In conclusion this study helped in developing an understanding of how hotel servicescape dimensions affects satisfaction and revisit intentions of prospective customers. The study revealed that both the dimensions of hotel's servicescape namely physical and social play an indispensable role in leading to consumer satisfaction. The outer and inner aesthetics, layout, décor, ambience and room design all play their part in leading to satisfaction in consumers. However, physical servicescape is best complemented with social servicescape. The appearance of employees, their behaviors, manners and even presence of other consumers plays a crucial part in leading to satisfaction. It is then through the satisfaction that the road to revisit intention is paved. Nonetheless, familiarity is also seen playing a part in leading to revisit intention along with satisfaction. Familiarity positively moderated the relationship between satisfaction and revisit intention. Which in simpler terms means the relationship can be both strengthened as well as weakened between satisfaction and revisit intention through high or low familiarity. Familiarity basically helps consumers in forming structure of expectations. This expectation of consumers then becomes a yardstick of satisfaction upon which they decide whether the hotels came up to their expectations or not and accordingly form revisit intentions.

### 6.1 Marketing Implications

There are several marketing implications which can be drawn from this study for hoteliers. The study results reported both physical and social servicescape significantly lead to satisfaction. The hotel's investment in its physical appearances indeed helps it in attaining consumer satisfaction. The hotel's appearance, its layout, its lighting arrangements, room designs, color of the walls, quality of the materials used, temperature, smell, and ease of accessibility all are crucial elements which hoteliers need to uplift, maintain and enhance time to time. However, physical servicescape will only best work in satisfying the consumers when it matches the expectation of consumers in terms of its social servicescape aspect. No matter how well the hotels seems to be designed and well on its décor, if employee behavior is not appropriate

and their appearances are lousy, achieving satisfaction in consumers would be a very difficult task. The human element is as important as physical elements in a hotel's servicescape. The appearance and behaviors of employees should be always up to the mark. The hotel employees should excel in wearing clean and good quality apparels and should be carrying a cheerful personality. The employees should not deal with its customers in an arrogant, rude or careless manner. Their good appearance and good behavior should go hand in hand in targeting consumer satisfaction. So that the physical servicescape and social servicescape of the hotels both reflect good quality in providing satisfaction to its consumers. The other marketing implication which can be drawn from this study is that the hotels should always target delight of consumers instead of satisfaction. The study results showed that satisfaction shares a positive relationship with revisit intention. Which indicates when consumers are satisfied with the hotels, they are also going to hold revisit intentions. However, this relationship also implies if the consumers derive no satisfaction from the hotel's servicescape they will also hold no revisit intentions. In simple words dissatisfaction in consumers should be avoided at all costs because it will only lead to zero revisit intention. Dissatisfaction can even cause much worse situations like spread of negative word of mouth which if went viral will render great harm to hotel's long-term sustainability and profitability. This study reported positive moderation of familiarity on relationship of satisfaction with revisit intention. The process of familiarity begins right when consumers engage in booking of hotels on hotel booking websites. The consumers check both external and internal appearance of hotels, their layout, décor and even appearance of employees. The guest reviews also help consumers in providing some kind of expectations about how employees will behave and interact with them. This familiarity gets completed with the actual visit and thereafter plays an important moderating role in either strengthening or weakening the relationship between satisfaction and revisit intention. The touchpoints from where the familiarity process of consumer starts should be well kept in mind by hoteliers and minimal discrepancies should be insured between online and offline appearance of hotels and employee behaviors. So that familiarity of consumers is put to strengthening rather than in weakening the relationship between satisfaction and revisit intention.

## 6.2 Limitations and Future Research Directions

One of the limitations of the study is that it cannot distinguish between levels of satisfaction among consumers and their respective effects on revisit intentions. Like for example, some consumers might be in delight rather than just satisfied and might have stronger revisit intention than just satisfied consumers. The study model also cannot tell anything about less satisfied consumers whether they also hold a revisit intention equally as that of delighted consumers. Another limitation of the study's model is that it cannot tell anything whether high or low price of the hotel rooms play a role or not in achieving satisfaction among consumers and their revisit intentions. Given the same level of hotel's physical and social service scape provided does increasing or decreasing the price of per night stays increase or decrease satisfaction and affect revisit intention. The study's model is not able to encompass the effect of price on satisfaction and revisit intentions of consumers. Future researches can thus be conducted to examine any potential differences in the study's model across consumers with varying levels of satisfaction. Future researchers can also examine moderation effects of highly and lowly satisfied consumers on the relationship of satisfaction with revisit intention. Highly satisfied consumers which hold revisit intentions for hotels may also like to share positive word of mouth about their experiences on the internet with others. Future researches can also include word of mouth in the study's model and examine effects of physical servicescape, social servicescape on satisfaction, word of mouth and revisit intention. Discounts and price promotions given to both normal and revisiting hotel consumers may also play a role in satisfying consumers. Future researches can thus investigate the role of price played in satisfying and triggering of revisit intentions among hotel consumers.

## COMPETING INTERESTS

Author has declared that no competing interests exist.

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