

# Tourist Satisfaction, Destination Quality, and Prismatic Societies: Application of Herzberg Theory in Kashmir Valley, India

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**Abstract** *The study examines tourist satisfaction vis-à-vis destination quality in Kashmir valley. Kashmir valley in India is a strange mix of natural beauty, ancient culture, hostile neighboring countries, political restlessness, and prismatic character where the contrasting aspects of destination quality coexist. The assessment of quality in such cases often becomes difficult, if the studies conducted in developed nations are replicated. This study addresses the issue of tourist satisfaction from the destinations quality using Herzberg two factor theory, which also postulates the parallel presence of satisfiers and dissatisfiers. The objective of this research is not to validate this theory but use it to examine destination quality and tourist satisfaction. The results suggest that tourists perceived less quality on most of the factors at the destination, thereby indirectly creating less satisfied tourists who have less intent to revisit but positive intent to recommend the place. This is a valuable input to destination managers, who generally view perceived risks as barriers to tourists rather than examining the quality of motivator and hygiene factors.*

**Keywords:** *Herzberg Theory, Destination Quality, Tourist Satisfaction, Tourist Loyalty, Kashmir Valley*

## BACKGROUND

Tourist satisfaction and destination quality are well researched subjects in tourism research. Many destination specific discrete studies are available in developing countries including India (Biswas et al., 2020; Erwan, 2020; Joseph et al., 2021). These countries are labeled prismatic due to the presence of parallel systems of differences in administration, governance, and social setup (Basu, 2021). The parallel narratives of prism in India pose challenges in developing measurable outcomes of abstract and relative concepts of satisfaction and quality. The replication of studies from other countries with relatively uniform societies does not provide solutions without necessary calibrations. The studies on tourist satisfaction take expectations as the base. Herzberg's two-factor theory of job satisfaction is also

used in marketing for assessing customer satisfaction (Chen et al., 2014) and can be apt in prismatic societies wherein the presence of hygiene factors can widely vary and cannot be taken as granted. Rather at some places, these can act as motivators.

This study uses Herzberg's theory to understand tourist satisfaction vis-à-vis destination quality in Kashmir valley, India. Kashmir valley is a typical case of prismatic society due to its unique historical, cultural, natural, and socio-political context. The results show the positive impact of motivators and hygiene factors on tourist satisfaction. However, the performance scores of factors against the average performance of all factors show some motivators such as food, tourist activity, and especially cost that is lesser than average. All hygiene factors were deficient except accommodation.

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## DESTINATION MANAGEMENT - DESTINATION QUALITY AND TOURIST SATISFACTION

Destination Management is the coordinated management of all the elements (attractions, amenities, access, marketing, and pricing) that make up a tourism destination (UNWTO, 2007) and tourism quality assurance is one of the KPIs of DMOs (UNWTO, 2019). Tourism destination management is a challenging task in view of the dynamics of the actors and networks involved (Baggoi, 2020; Fyall & Garrod, 2019; Ivars et al., 2017). It is concerned with the consumption of the tourism product and the value gained by the tourists over each element of the value chain to increase returns to the destination, over the supply chain (Cooper & Hall, 2008). The prime intention of destination managers is to achieve higher tourist satisfaction, which depends upon perceived and anticipated experiences from the destination (Buhalis, 2000). DMOs use unique features of destination to get tourist attention, build destination image in prospective travelers' mind (Truong et al., 2018) and leverage these for tourist satisfaction through supporting services (Jensen & Uysal, 2017). Tourism quality can play an important role in tourist satisfaction (Kumar, 2016; Vajčnerová et al., 2014; Wang et al., 2017). Tourist satisfaction can offer important insights into the quality of inputs that create tourism experiences. These insights can be used for better destination management on different KPIs.

## TOURIST SATISFACTION AND HERZBERG'S THEORY

Tourism satisfaction is measured using different methods and models. Many of these are borrowed from marketing and services (Cohen et al., 2014; Swarbrooke & Horner, 2007). The two-factor job satisfaction theory of Herzberg (1965) has been used in measuring customer satisfaction repeatedly (Chen et al., 2014; Maddox, 1981). It has been used in tourist satisfaction (Baker & Crompton, 2000; Crompton, 2003; Tkaczynski & Rundle-Thiele, 2013; Tichaawa & Idahosa, 2020; Uysal, 2006) and is considered to provide a better prediction and understanding of satisfaction dimensions in tourism (Chan & Baum, 2007). Jensen (2008) recommends more validation of the measurement model (Motivators & Hygiene factors) in tourism by considering a multi-item scale.

This study uses Herzberg's theory for measuring tourist satisfaction in Kashmir valley in India, with the view of context-specific actors and factors of the destination, and to explore the coexistence of satisfiers and dissatisfiers both in overall satisfaction. India is a prismatic society (Basu, 2021) and offers an interesting kaleidoscope to outside visitors and

the Kashmir valley is more so because of its geopolitical reasons. The tourist attractions in Kashmir valley are a mix of modern and traditional, which is at different stages of development. The valley is also viewed as risky in media and travel advisories (Nazir, 2017; Travel.State.Gov,----). These factors may lead to tourists visiting the valley experiencing satisfaction and dissatisfaction simultaneously at different points of the tour. Herzberg's model can effectively measure these together. It gets referred in few studies of tourist satisfaction in India (Narayan et al., 2008; Sharma, 2016).

This research intends to study simultaneity satisfiers and dissatisfiers and resultant overall tourist satisfaction. The understanding gained can be used for destination management to improve travel experiences.

## REVIEW OF LITERATURE

### Motivators and Hygiene

Herzberg (1965) explained the importance of motivators and hygiene factors that influence job satisfaction. Motivators known as satisfiers are factors that lead to satisfaction, while hygiene or maintenance factors are dissatisfiers. The theory is often referred to as two factor, dual-factor, or motivator-hygiene theory, and was originally developed by Herzberg et al. (1959) to study factors contributing to workplace satisfaction (Herzberg, 1965). Since then it has been used to study job satisfaction in different settings such as Banking (Habib et al., 2017; Shaikh et al., 2019), Hospitality (Ann & Blum, 2020; Sobaih & Hasanein, 2020), Medical science (Savitsky et al., 2021; Yasin et al., 2020), Marketing (Alfayad & Arif, 2017; Hur, 2018; Tan & Waheed, 2011), and Tourism (Kong et al., 2018; Lundberg; et al., 2009; Nukhu & Singh, 2020).

Nonetheless, the framework has received great attention in consumer satisfaction because of the existence of consumerism (Maddox, 1981). The great intuitive appeal suggests the applicability of the framework in consumer behaviour (Oliver, 2014). Consumer satisfaction is identified as two dimensional that fits well in Herzberg's framework (Chan & Baum, 2007). The two highly cited works that first applied the framework in the empirical analysis of consumer behaviour studies were Swan and Combs (1976) followed by Maddox (1981), an extension of Swan and Combs (1976). Due to the encouraging findings of earlier studies, the two-factor model was widely applied in marketing, to study the dimensionality of consumer satisfaction (Anderson & Mittal, 2000; Chen et al., 2014; Johnston, 1995; Zhang & Dran, 2000) and was extended to three-factor model by Kano (Oliver, 2014).

The motivation-hygiene framework has been successfully employed in tourism. Howard and Crompton (1980)

adapted it to the leisure and recreation field, to study visitor satisfaction with leisure and recreation facilities. Maddox (1985) validated the delight-terrible scale in satisfaction with tourism and applied the two-factor theory to categorize incidents with tourism into good and bad. Subsequently, various studies used it to study the impact of motivators and hygiene factors on festivals and events quality (Baker & Crompton, 2000; Crompton, 2003; Tkaczynski & Rundle-Thiele, 2013; Tichaawa & Idahosa, 2020). Others applied it in the cruise and hospitality sector to provide a competitive edge on aspects of importance in the hospitality industry (Balmer & Baum, 1993; Xu & Li, 2016). Park et al. (2020) and Bogicevic et al. (2013) validated the applicability of the Herzberg framework in airlines wherein satisfaction depends upon the performance of airline attributes that act as satisfiers and dissatisfiers. Few other studies applied it to tourism with limited destination attributes and identified that perceived low quality hygiene factors are inversely related to motivators however, motivators have a positive impact on tourist satisfaction (Jensen, 2008; Uysal, 2006). Attempts were made to study tourist satisfaction and dissatisfaction where positive items were treated as motivators and negative items as hygiene factors (Chaudhary, 2000; Alegre & Garau, 2010). The presence of hygiene factors was found to have a positive influence on destination image, tourist satisfaction, and revisit intentions (Fajriyati et al., 2020; Narayan et al., 2008). In tourism motivators or satisfiers are primarily viewed as intangibles and hygiene or maintenance factors as more tangible elements (Chan & Baum, 2007). The main tourist attractions such as natural and cultural environment, entertainment, and tourist activity are treated as motivators, while peripheral elements such as room, transport, and toilets are treated as hygiene factors (Crompton, 2003; Chan & Baum, 2007; Jensen, 2008). Tourist experiences with core elements determine the degree of tourist satisfaction, while experiences with peripheral elements determine the degree of tourist dissatisfaction (George et al., 2010). Others view that tourist satisfaction is predominately driven by motivators while hygiene factors are essentials that serve tourists to prevent from being dissatisfied (Chan et al., 2015; Vengesai et al., 2009). Motivators and hygiene factors determine satisfaction from the tour and subsequent perception of destination quality.

## Tourist Satisfaction and Loyalty

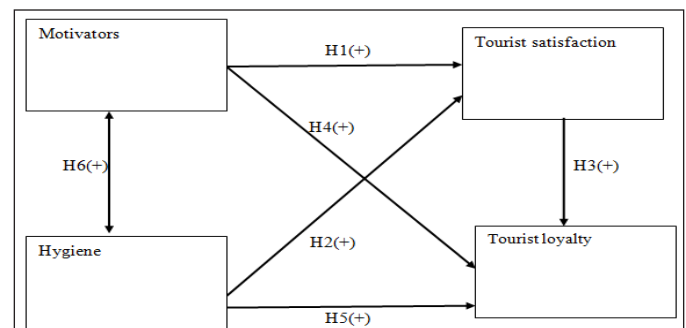
Tourist satisfaction is an important factor in tourist behaviour because of its influence on tourist revisits, word of mouth, and destination image (Barker & Crompton, 2000; Chen & Chen 2010; Cho, 1998; Qu et al., 2011; Woodside & Dubelaar, 2002). “The measurement of tourist satisfaction provides information related to how well a destination is currently meeting the tourists’ needs and therefore helps destination marketers adjust their efforts on improving the

quality of products and services, or offering the products and services that are appealing to tourists” (Fang et al., 2008). Satisfaction assessment regarding destination features is considered useful for making changes, and modifications in the tourism programs and facilities of a given destination (Cho, 1998).

In marketing and tourism literature satisfaction has been widely studied using confirmation-disconfirmation arising from the discrepancies between expected and perceived experiences (Moutinho, 1987; Oliver, 1980). The smaller gap between expected and perceived experience leads to higher satisfaction (Reisinger & Turner, 2003). A satisfied tourist reacts in positive way towards revisiting while a dissatisfied does not (Dwaikat et al., 2019; Park et al., 2018; Prayag & Ryan, 2012; Woyo & Slabbert, 2020; Yoon & Uysal, 2005). Destination attributes and tourist satisfaction are identified as important antecedents of tourists’ loyalty (Albaity & Melhem, 2017; Cong, 2021; Ozturk & Gogtas, 2016). A destination with high tourism quality and better management of services is seen to have higher impacts on tourist satisfaction leading to positive retelling and revisits (Kumar, 2016; Verma & Sarangi, 2019).

## Conceptual Model

The conceptual model for this study is based on the relationships between motivation-hygiene factors, tourist satisfaction, and tourist loyalty identified from the literature. The model in Fig. 1 provides the hypotheses of the study.



**Fig. 1: Conceptual Model**

- H1 - Positive experience with motivators leads to tourist satisfaction.
- H2 - Positive experience with hygiene factors leads to tourist satisfaction.
- H3 - Tourist satisfaction leads to tourist loyalty.
- H4 - Tourist satisfaction mediates the impact of motivators on tourist satisfaction.
- H5 - Tourist satisfaction mediates the impact of hygiene factors on tourist satisfaction.

H6 - Motivators are positively associated with hygiene factors.

## METHODOLOGY

The data to test the veracity of hypothesized associations was obtained through primary sources using the survey method. A questionnaire was developed on 5 point scale notations of very low (=1) to very high (=5) for independent constructs and strongly disagree (=1) to strongly agree (=5) for dependent constructs. The items were based on previous studies (Albaity & Melhem, 2017; Das et al., 2007; Krešić & Prebežac, 2011). The information related to tourist characteristics such as gender, age, education, origin, mode of travel, and previous experience was also collected. Content analysis was conducted with the help of 5 senior professors before the distribution of the questionnaire to the target sample. This stage helped in the development of the final questionnaire that was pilot tested on 50 tourists in Srinagar and Gulmarg, Kashmir to ensure the reliability and clarity of the questionnaire (Malhotra et al., 2017). Overall the results of the pilot study were good and no major issues were found in the design, wording and sequence of items.

The study adopted purposive sampling method and 400 respondents were approached for their feedback. The number of respondents was consistent with Hair et al. (2010). Before the distribution of the questionnaire, the respondents were briefed about the importance of the study and their feedback to ensure effective answers and minimize incomplete feedback. The questionnaire were distributed at Srinagar, Gulmarg, Pahalgam and Sonmarg. These are popular tourist sites in Kashmir valley among national and international visitors (Rather, 2020). Both national and international tourists visiting these sites were approached and 100 questionnaires at each site were got filled out of which 370 valid questionnaires with a response rate of 92.5 percent were recorded for data analysis.

The data has been analyzed with the help of SPSS and AMOS. Descriptive statistics such as mean standard deviation, skewness, and kurtosis were checked (Appendix A). The exploratory and confirmatory factor analysis was conducted to check the factor structure and reliability in the

data set. The structural equation modeling was applied to verify the study hypotheses.

## RESULTS

### Demographic Analysis

The demographic profile of respondents is given in Table 1.

**Table 1: Tourist Profile**

Variables		Number	Percent
Gender	Male	205	55.4
	Female	165	44.6
Age	Below 50	331	89.5
	Above 50	39	10.5
Qualification	Below graduate	53	14.3
	Above Graduate	317	85.7
Mode of travel	Road	152	41.1
	Air	271	73.2
No. of visit	First visit	231	62.4
	Repeat	139	37.6
Origin	Indian	201	54.3
	Foreign	169	45.7

The analysis of the respondent's profile shows that the majority of tourists in the data set are male, young, and had higher qualifications. Most of the tourists travel by air and were on their first visit.

### Exploratory Factor Analysis (EFA)

The results showed measures of sample adequacy (MSA = 0.838) above 0.50 and significant Bartlett's test of sphericity at 0.001 (9624.46, DF = 82). These two tests indicate that data is suitable for EFA (Hair et al., 2010). The dimension reduction was conducted through principal component analysis under orthogonal rotation. Based on the eigenvalue above 1, ten factors were identified that shared 70.4 percent of the variance.

**Table 2: EFA**

Factors	Loading	Eigenvalue	Variance %	Alpha
<b>F1-Cultural Attractions</b>		9.882	24.102	0.944
X1-Monuments	0.923			
X2- Hospitality	0.912			
X3-Costume	0.852			
X4-Handicrafts	0.844			

Factors	Loading	Eigenvalue	Variance %	Alpha
<b>F2-Tourist Amenities</b>		3.373	8.226	0.830
X5-Cellular service	0.773			
X6-Internet service	0.753			
X7-Banking and ATMs	0.680			
X8-Information centers	0.665			
X9-Guides	0.567			
X10-Toilets and wash rooms	0.560			
<b>F3-Tourist Activity</b>		2.900	7.072	0.918
X11-Heritage walk	0.914			
X12-Shopping	0.906			
X13-Sightseeing opportunities	0.877			
X14-Recreational activities	0.800			
<b>F4-Natural Beauty</b>		2.583	6.229	0.858
X15-Water bodies	0.886			
X16-Wildlife	0.873			
X17-Ganrdens and valleys	0.793			
X18-Mountains and Hills	0.757			
<b>F5-Cleanliness</b>		2.205	5.378	0.849
X19-At sites	0.757			
X20-At transportation	0.753			
X21-At accommodation	0.738			
X22-At food outlets	0.738			
<b>F6-Transport Facilities</b>		1.920	4.682	0.854
X23-Transport connectivity	0.801			
X24-Transport quality	0.760			
X25-Accessibility	0.697			
X26-Road signage's	0.656			
<b>F7-Food Attractions</b>		1.686	4.113	0.830
X27-Food quality	0.803			
X28-Local food	0.750			
X29-Food varieties	0.734			
X30-Customer support	0.566			
<b>F8-Site Attractions</b>		1.559	3.803	0.800
X31-Pahalgam	0.842			
X32-Sonmarg	0.802			
X33-Gulmarg	0.783			
X34-Srinagar	0.597			
<b>F9-Accommodation Facilities</b>		1.440	3.512	0.837
X35-Accommodation varieties	0.815			
X36-Accommodation location	0.773			
X37-Accommodation quality	0.762			
<b>F10-Cost</b>		1.299	3.169	0.714
X38-Transport cost	0.805			
X39-Food cost	0.756			
X40-Accommodation cost	0.656			
X41-Prices of tours	0.617			

Notes: Motivators=F1, F3, F4, F7, F8, F10; Hygiene=F2, F5, F6, F9.

The identified factors have loading and reliability greater than 0.50 and 0.70 respectively (Hair et al., 2010). The factors were categorized into motivators and hygiene based on previous studies (Crompton, 2003; Chan & Baum, 2007; Jensen, 2008) and are presented in Table 2.

## Validity and Reliability Test

Following Anderson and Garbing (1988) confirmatory factor analysis (CFA) was conducted to test the measurement model. This was done through maximum likelihood estimation. The item loading was restricted to 0.50 and items having loading <0.50 were dropped (Hair et al., 2010). It was observed that the loading of items X8, X9, X18, and X41 was <0.50. The low loading of these items was affecting the AVE of corresponding factors. Based on these statistical reasons these items were removed and CFA was rerun. The analysis showed no concerns in fit indices (CMIN/DF = 1.952, SRMR = 0.036, GFI = 0.910, CFI = 0.930, and RMSEA = 0.054). The standard factor loading (SFL) was >0.50 and significant at 0.001 ( $p < 0.001$ ) confirming items to be valid (see Table 3).

**Table 3: Convergent Validity**

Construct	SFL	T-Values	CR	AVE	MSV
F1			0.809	0.524	0.247
X1	0.966				
X2	0.984	54.608			
X3	0.868	29.970			
X4	0.794	23.420			
F2			0.809	0.524	0.247
X5	0.862				
X6	0.837	16.783			
X7	0.597	11.660			
X10	0.544	10.466			
F3			0.923	0.752	0.093
X11	0.936				
X12	0.931	32.305			
X13	0.893	28.765			
X14	0.684	16.392			
F4			0.877	0.717	0.083
X15	0.983				
X16	0.953	34.667			
X17	0.533	11.663			

Construct	SFL	T-Values	CR	AVE	MSV
F5			0.85	0.586	0.351
X19	0.773				
X20	0.816	15.410			
X21	0.734	13.857			
X22	0.737	13.930			
F6			0.86	0.608	0.351
X23	0.863				
X24	0.802	17.680			
X25	0.760	16.472			
X26	0.682	14.238			
F7			0.834	0.559	0.303
X27	0.782				
X28	0.643	12.084			
X29	0.825	15.630			
X30	0.728	13.824			
F8			0.806	0.515	0.098
X31	0.822				
X32	0.756	13.810			
X33	0.716	13.177			
X34	0.548	9.977			
F9			0.838	0.633	0.303
X35	0.820				
X36	0.755	14.661			
X37	0.810	15.605			
F10			0.759	0.527	0.096
X38	0.938				
X39	0.656	9.876			
X40	0.520	8.489			
TS			0.874	0.638	0.121
TS1	0.955				
TS2	0.794	18.079			
TL			0.828	0.710	0.634
TL1	0.726				
TL2	0.945	14.862			

Notes: TS = tourist satisfaction; TL = tourist loyalty.

The composite reliability (CR) >0.70 and above average variance extracted (AVE) indicates good reliability of constructs. More importantly, the AVE was above 0.50 and greater than the maximum shared variance (MSV). Further, the square root of AVE presented in Table 4 is greater than intercorrelations generating the discriminant validity (Fornell & Larcker, 1981).

**Table 4: Discriminant Validity**

Constructs	Mean	S.D	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	TS	TL
F1	3.980	0.50	0.897											
F2	2.833	0.49	0.305	0.724										
F3	3.407	0.43	0.108	0.241	0.867									
F4	4.335	0.43	0.077	0.105	0.058	0.847								
F5	3.402	0.42	0.285	0.470	0.188	0.120	0.766							
F6	3.267	0.42	0.309	0.497	0.298	0.118	0.593	0.780						
F7	3.552	0.39	0.516	0.429	0.157	0.081	0.432	0.492	0.748					
F8	4.007	0.40	0.200	0.232	0.274	0.076	0.257	0.308	0.313	0.718				
F9	3.846	0.45	0.427	0.326	0.121	0.075	0.474	0.425	0.550	0.294	0.796			
F10	3.314	0.51	0.135	0.192	0.305	0.028	0.191	0.309	0.231	0.158	0.247	0.726		
TS	4.420	0.37	0.270	0.230	0.201	0.288	0.297	0.309	0.292	0.29	0.348	0.168	0.798	
TL	4.280	0.40	0.198	0.197	0.172	0.287	0.244	0.286	0.237	0.260	0.317	0.130	0.796	0.843

Through convergent and discriminant tests results of the model were valid and reliable. Hence fit for hypotheses analysis.

### Hypotheses Testing

The final step was confirmation of the structural model. This was done through SEM. Fit analysis showed data fits in structural model (CMIN/DF = 2.678, SRMR = 0.065,

GFI = 0.930, CFI = 0.929, and RMSEA = 0.067). The result presented in Table 5, explains that all paths are significant except the direct impact of motivators on tourist loyalty. Motivators significantly impact tourist satisfaction ( $\beta = 0.34$ ,  $t = 4.787$ ), hygiene significantly impacts tourist satisfaction ( $\beta = 0.20$ ,  $t = 4.303$ ), and tourist satisfaction significantly impacts tourist loyalty ( $\beta = 0.78$ ,  $t = 10.678$ ). Through these results H1, H2, and H3 are corroborated.

**Table 5: Structural Model Results**

Hypotheses	Path	Direct Impact	Indirect Impact	T-Value	Result
H1	MOT → TS	0.34***		4.787	H1 accepted
H2	HYG → TS	0.20***		3.303	H2 accepted
H3	TS → TL	0.78***		10.678	H3 accepted
H4	MOT → TS → FI	0.039 <sup>ns</sup>	0.265**		H4 accepted (Full mediation)
H5	HYG → TS → FI	0.112*	0.153**		H5 accepted (Partial mediation)
H6	MOT-HYG	0.258***		7.427	H6 accepted

Notes: \*\*\*p = <0.001; \*\*p = <0.01; \*p = <0.50; MOT = motivators; HYG = hygiene ns = not significant.

The indirect impact analysis verified the mediating impact of tourist satisfaction. Hence H4 and H5 are accepted. In the case of motivators and tourist loyalty direct effect ( $\beta = 0.039$ ,  $p > 0.466$ ) is not significant and the indirect effect ( $\beta = 0.265$ ,  $p < 0.001$ ) is highly significant confirming full mediation. While, the path hygiene to tourist loyalty has a direct ( $\beta = 0.112$ ,  $p < 0.50$ ) and indirect (0.153,  $p < 0.01$ ) significant impact indicating partial mediation.

The association analysis between motivators and hygiene factors is estimated to be 0.258 significant at 0.001. These

values indicate that motivators and hygiene factors are positively associated with each other. Hence H6 is accepted.

### DISCUSSION AND CONCLUSION

The results of this study showed motivators and hygiene are equally important for tourist satisfaction and coexist. Ten factors are identified from the variables chosen for studying satisfaction out of which six are categorized as motivating and four as hygiene. These are internally benchmarked into satisfiers and dissatisfiers following the Herzberg framework.

**Table 6: Motivators and Hygiene Factors in Kashmir Valley**

Construct	Factor	Perception about Factor (Performance)	Position of Factor Relative to Average Value (3.594)
Natural beauty	Motivators	4.335	Satisfier (Present)
Sites attraction	Motivators	4.007	Satisfier (Present)
Cultural attractions	Motivators	3.980	Satisfier (Present)
Food attraction	Motivators	3.552	Satisfier (Deficient)
Tourist activity	Motivators	3.407	Satisfier (Deficient)
Cost	Motivators	3.314	Satisfier (Deficient)
Accommodation facilities	Hygiene	3.846	Dissatisfier (Present)
Cleanliness	Hygiene	3.402	Dissatisfier (Deficient)
Transport facilities	Hygiene	3.267	Dissatisfier (Deficient)
Tourist amenities	Hygiene	2.833	Dissatisfier (Deficient)

Table 6 provides the performance scores of each factor and shows that some factors have higher performance ratings compared to others as revealed by the position of the performance scores of each factor against the average values of all factors. The important inference is that performance on important motivators such as food, tourist activity, and the cost is lesser than average and all hygiene factors were deficient except accommodation. This does not bode well for the destinations and tourist sites as unless hygiene factors are in place even the motivator will not be effective.

The results of SEM showed the positive and significant impact of motivators on tourist satisfaction. The hygiene factors also have a positive impact on tourist satisfaction. However, the impact is low when compared to that of the motivators. This finding asserts towards the importance of hygiene factors at the destination and supports Herzberg's (1965) framework in the context of tourist satisfaction. All hygiene factors, in this case, are manmade giving enough scope for improvements for enhanced tourist satisfaction. The findings echo the results of previous studies that identified that tourist satisfaction mainly resulted from motivators while hygiene factors had a limited impact on tourist satisfaction (Baker & Crompton, 2000; Crompton, 2003; Jensen, 2008; Tichaawa & Idahosa, 2020).

The study also finds that tourist satisfaction mediates the impact of motivators and hygiene on tourist loyalty. Full and partial mediation was found between motivators-tourist loyalty and hygiene-tourist loyalty respectively (Hair et al., 2010; Kline, 2005; West et al., 2012). This finding validates the earlier finding of Battour et al. (2010), Kumar (2016), and Reitsamer and Sperdin (2015) that find satisfaction mediating the relationship between destination and future travel behaviors of tourists.

## Theoretical Implications

The study investigates the destination attractions and supporting services of a very beautiful and distressed destination. It extends the Herzberg theory to tourists in prismatic society and finds that this is validated hereto. Secondly, it responds to the need for continuous research with the multi-item scale of motivators and hygiene factors (Jensen, 2008) and the classification of factors into satisfiers and dissatisfiers (Narayan et al., 2008). The study contributes to the tourism literature by validating the existing assumptions in a completely different setting of an emerging country. The findings form the theoretical base to be used for further studies.

## Practical Implications

The examination of destination quality based on the hygiene and motivating factors of Herzberg finds deficiency in motivators and basic hygiene factors leading to dissatisfied tourists who have weak intent to revisit the valley but strong intent to recommend it to others. The high opinion of tourists about accommodation points towards the presence of commercial hotels as silos that provide good facilities to the tourists but the other needed facilities of cleanliness, transport, and amenities are not up to the expectation that is often experienced at tourist sites. Even the motivators are deficient possibly because tourists link these to perceived quality. The findings of this study bring a very important point that destination managers need to look beyond the common talk of perceived risks in the Kashmir valley. Tourists reach a destination after rationalizing risks and the quality of the tourism experience becomes more important

after that. Moreover, all hygiene factors are part of the built environment and can be provisioned.

The destination managers need to consider the fact that tourists tend to travel globally and their expectations on quality get fixed accordingly irrespective of the nature of the destination.

The study used data from intersections of 2 years (2018-19) but the Herzberg scale can be continuously used to assess tourists' quality perceptions and resultant satisfaction. The possibility of tourists' accelerated need for more facilities with every passing year cannot be ruled out in a competitive market. Tracking tourist satisfaction, improvisation of services, and constant innovation can offer an edge to the valley.

## LIMITATIONS AND FUTURE RESEARCH

The study has few limitations. The study is cross-sectional and confined to quantitative data. Future studies must consider longitudinal studies using qualitative methodologies for an enhanced understanding of the dynamics of tourist behaviour. The study is based in Kashmir valley, India. Therefore, the generalizability of findings is limited. A similar study can be conducted at other destinations of India or different countries. The role of demographic variables is not ruled out in this study. Therefore, it is recommended for future studies to identify the role of demographics in tourist behaviour.

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## APPENDIX A

### Statistics for the Data Collected

Item	Mean	Standard Deviation	Skewness	Kurtosis
Mountains and hills	4.52	0.722	-1.924	5.020
Gardens and valleys	4.44	0.749	-1.459	2.542
Gulmarg	4.24	0.899	-1.087	0.813
Water-bodies	4.21	0.937	-1.272	1.444
Wildlife	4.17	0.988	-1.194	0.917
Hospitality	4.04	0.970	-0.928	0.563
Local costume	4.02	1.005	-0.806	-0.032
Local monuments	3.98	0.977	-0.793	0.276
Accommodation location	3.97	0.844	-0.542	0.147
Pahalgam	3.97	0.952	-0.565	-0.252
Srinagar	3.92	0.943	-0.591	-0.089
Sonmarg	3.90	0.948	-0.395	-0.435
Local handicrafts	3.88	1.071	-0.753	-0.068
Accommodation varieties	3.81	0.841	-0.291	-0.236
Accommodation quality	3.76	0.827	-0.145	-0.320
Customer support	3.65	0.881	-0.343	0.106
Hygiene and cleanliness at accommodation units	3.62	0.888	-0.162	-0.264
Local food	3.55	0.948	-0.291	-0.112
Quality of food and beverages	3.54	0.883	-0.424	0.552
Shopping	3.47	1.020	-0.304	-0.420

Item	Mean	Standard Deviation	Skewness	Kurtosis
Heritage walk	3.44	1.005	-0.199	-0.362
Hygiene and cleanliness at sites	3.40	0.969	-0.345	-0.031
Recreational activities	3.39	1.012	-0.185	-0.336
Cost of accommodation	3.39	0.820	0.282	0.177
Food and beverages varieties	3.36	0.928	-0.166	0.235
Cost of food and beverages	3.35	0.846	-0.004	0.484
Sightseeing opportunities	3.33	0.982	-0.044	-0.359
Transport connectivity	3.33	1.011	-0.343	-0.295
Hygiene and cleanliness at transport	3.32	0.951	-0.138	-0.261
Cost of transport	3.29	0.934	-0.145	0.139
Hygiene and cleanliness at food	3.27	0.949	0.054	-0.161
Quality of transport	3.27	0.944	-0.265	-0.024
Accessibility	3.24	1.039	-0.238	-0.382
Road signage's	3.23	1.004	-0.350	-0.143
Price of tours in Kashmir valley compared to similar other destinations of India or world	3.23	0.954	0.141	-0.154
Banking and ATMs	3.05	1.015	-0.014	-0.209
Tourist information centres	3.01	1.027	-0.107	-0.273
Government licensed guides	2.98	1.074	-0.062	-0.414
Toilets and washrooms	2.96	1.043	0.033	-0.389
Internet services	2.54	1.262	0.392	-0.870
Cellular services	2.46	1.252	0.443	-0.808
<b>Other items</b>				
Satisfied	4.43	0.707	-1.103	1.143
Pleased	4.16	0.641	-0.280	-0.105
Recommend	4.41	0.768	-1.315	1.832
Revisit	4.15	0.922	-0.931	0.305