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An Integrative Framework for Tourist Revisit Intentions: The Roles of Employee Effort, Expertise, Experience, and Surprise

SULTAN ALASWAD ALENAZI*

HASEEB ULLAH**

ABSTRACT

Objective. To presents an integrative framework of tourist re-patronage, focusing on the impact of service employee efforts and expertise, mediated by tourist experience and surprise.

Methodology. The present study developed a questionnaire containing relevant items and distributed it to visitors at eight well-established hotels in Riyadh, Saudi Arabia. Six hundred and eighty-two (682) valid responses were gathered for the seven (7) study constructs. SPSS

was utilized for data analysis, where all the assumed relationships of the hypotheses were found to be positive. **Results.** All essential tests were performed, including descriptive analysis,

construct validity assessment, calculation of means and standard deviations, as well as

hypothesis testing and correlation analysis. **Conclusion.** The framework emphasizes the significance of service employee factors in shaping tourists' experiences and their subsequent

intentions to revisit a destination or service provider. It highlights the mediating role of tourist

* King Saud University, Riyadh, Saudi Arabia. E-mail: sualenazi@ksu.edu.sa. ORCID: 0009-0007-6548-6805.

** University of Hafr Al Batin, Hafr Al-Batin, Saudi Arabia. E-mail: lamhaseebullah82@gmail.com. ORCID: 0000-0002-8061-4162.



experience and surprise in the relationship between service employee factors and re-patronage.

KEY WORDS: Employee effort, Hotel management, Tourist re-patronage, Tourist experience, Tourism industry.

Introduction

Tourism is a global industry that has experienced rapid growth in recent years, with an increasing number of people traveling for both business and leisure purposes. According to UNWTO (2021), international tourist arrivals reached 1.4 billion in 2018, representing a 6% increase over the previous year. The tourism industry plays a vital role in the global economy by providing employment and income to millions worldwide. Research indicates that tourism brings both benefits and challenges to destinations and host communities. For instance, Mason and Paggiaro (2016) highlight that tourism creates jobs and boosts revenue for local businesses. However, it can also lead to negative environmental and social effects, including overcrowding, pollution, and cultural commodification. To tackle these issues, there is increasing focus on sustainable tourism practices that strive to balance economic, environmental, and social factors. Such practices include ecotourism, community-based tourism, and responsible tourism, all designed to reduce harm while enhancing positive outcomes. In addition, the tourism industry is increasingly embracing technology to enhance the tourist experience and improve operational efficiency. For example, according to Buhalis and Amaranggana (2015), technology can be used to personalize the tourist experience, promote sustainable tourism practices, and enhance destination marketing. Overall, research suggests that tourism is a complex and dynamic industry that has significant impacts on destinations and host communities. Sustainable tourism practices and the use of technology can help to mitigate negative impacts and enhance the tourist experience, while also promoting economic growth and job creation.



Recently, tourism in the Gulf region has experienced rapid growth, driven by factors such as government investment in tourism infrastructure, increased air connectivity, and a growing interest in Middle Eastern culture and history among international tourists. According to Al-Saifi and Scott (2019), the Gulf Cooperation Council (GCC) countries have implemented various initiatives to boost tourism, including the construction of new hotels, theme parks, the addition of cultural attractions, and relaxing visa restrictions for tourists. The authors also noted that the GCC countries are investing heavily in tourism infrastructure to attract visitors from around the world. For example, Dubai has built numerous attractions, including the world's tallest building, the Burj Khalifa, and the indoor ski resort, Ski Dubai. At the same time, Abu Dhabi has developed cultural attractions, including the Louvre Abu Dhabi and the Sheikh Zayed Grand Mosque. These initiatives have contributed to the growth of tourism in the Gulf region, increasing competition among GCC countries to attract tourists.

Additionally, Al-Fadhli and Dioko (2018) highlight that the Gulf region's tourism industry is increasingly prioritizing sustainable tourism practices, including eco-tourism, cultural tourism, and heritage tourism. The authors emphasize that Gulf countries are committed to preserving their natural and cultural heritage while promoting sustainable tourism to protect the environment and support local communities. Overall, tourism in the Gulf is rapidly expanding, fueled by government investments in infrastructure and a strong focus on sustainability. While Gulf countries compete to attract tourists through new attractions and relaxed visa policies, they simultaneously stress the importance of safeguarding their unique natural and cultural assets and heritage.

Tourism in Saudi Arabia has seen significant growth and development in recent years. The Saudi government has been investing heavily in the tourism sector as part of its Vision 2030 plan, which aims to diversify the country's economy and reduce its dependence on oil. One of the key initiatives of the Vision 2030 plan is the development of tourism destinations and attractions throughout the country. Some of the major projects currently underway include the Red Sea Project, which aims to create a luxury beach destination, and NEOM, a futuristic city



in the northwest of the country. In addition to these large-scale projects, the country also boasts numerous other tourism attractions, including historical sites, museums, national parks, and cultural events. Some of the most popular attractions include the ancient city of Mada'in Saleh, the Al-Ula archaeological site, and the city of Jeddah, renowned for its traditional architecture and vibrant cultural scene. Tourism in Saudi Arabia has the potential to generate numerous new job opportunities and drive economic growth. However, some challenges need to be addressed, such as developing the necessary infrastructure and services to support tourism, as well as promoting the country's unique cultural and natural heritage.

1-1-LITERATURE REVIEW

1-1-1- SERVICE EMPLOYEE EFFORT

Service employee effort is an important factor in delivering high-quality service across various service industries, including hospitality, healthcare, and retail. According to Yoon and Suh (2017), service employee effort refers to the extent to which service employees expend physical and/or psychological energy to perform their job tasks, and it can have a significant impact on customer satisfaction and loyalty. Research has shown that service employees who are motivated and engaged in their work are more likely to exert effort and deliver high-quality service to customers. For instance, Kim, Mattila, and Kim (2015) discovered that motivated service employees contribute positively to customer satisfaction and loyalty in the hotel industry. Likewise, Hwang and Chang (2011) found that employee engagement in the retail sector is positively linked to customer satisfaction and increased word-of-mouth referrals.

In addition, service organizations can also influence service employee effort through various management practices, such as training and development, compensation and rewards, and organizational culture. For instance, according to Homburg, Schwemmler, and Kuehnl (2015), service organizations that invest in employee training and development are more likely to have highly motivated and engaged employees who deliver high-quality service to customers.



Overall, the research suggests that service employee effort is a crucial factor in providing high-quality service across various service industries. Service organizations can enhance service employee effort by promoting employee motivation and engagement through various management practices.

1-1-2- SERVICE EMPLOYEE EXPERTISE

Service employee expertise is a key factor for delivering high-quality service across various service industries, including healthcare, hospitality, and professional services. According to Bitner, Booms, and Tetreault (1990), service employee expertise refers to the knowledge, skills, and abilities that service employees possess, which enable them to provide high-quality service to customers. Research demonstrates that service employee expertise is positively related to customer satisfaction, loyalty, and trust. For example, according to Rust, Lemon, and Zeithaml (2004), service employee expertise is a key driver of customer satisfaction in the healthcare industry. Similarly, Groth and McCullough (2016) found that service employee expertise is positively related to customer loyalty in the hospitality industry.

Additionally, service organizations can enhance service employee expertise through various training and development programs. According to Bowen and Lawler (1995), service organizations that invest in employee training and development are more likely to have highly skilled and knowledgeable employees, who, in turn, provide high-quality service to customers. Furthermore, service organizations can also promote service employee expertise through the recruitment and selection process. For example, according to Schneider and Bowen (1995), service organizations that hire employees with the necessary knowledge, skills, and abilities are more likely to have highly skilled and knowledgeable employees who deliver high-quality service to customers.

Overall, the research suggests that service employee expertise is a crucial factor in delivering high-quality service across various service industries. Service organizations can enhance their



service employee expertise through training and development programs, as well as the recruitment and selection of highly skilled and knowledgeable employees.

1-1-3- TOURIST EXPERIENCE

Tourist experience is a well-explored subject within the tourism and hospitality sectors. It encompasses the cognitive, emotional, and behavioral reactions tourists have when engaging with a destination or tourism offering (Chen & Tsai, 2007). Various elements, including the physical environment, service quality, and cultural aspects, can influence this experience. Research indicates that a positive tourist experience strongly correlates with customer satisfaction, loyalty, and word-of-mouth recommendations (Kim & Cha, 2002). For example, Kandampully and Suhartanto (2000) identified a positive tourist experience as a key predictor of satisfaction in the hotel industry. Similarly, Wang, Li, and Barnes (2018) demonstrated that tourist experience directly impacts loyalty in the cruise industry.

Moreover, delivering a positive tourist experience is crucial for the success of tourism destinations and products. Pine and Gilmore (1998) emphasized that crafting memorable and enjoyable experiences is essential for a successful tourism product. Likewise, Chen and Tsai (2007) highlighted that offering unique and authentic experiences plays a vital role in a destination's success. To achieve this, tourism organizations must thoroughly understand tourists' needs, preferences, and expectations. Pine and Gilmore (1998) suggest that tourism organizations can create a positive tourist experience by providing personalized service, creating a sensory-rich environment, and delivering a memorable and emotionally engaging experience. Overall, the research reveals that tourist experience is a critical factor in the success of the tourism and hospitality industry. Tourism organizations can enhance the tourist experience by understanding tourists' needs, preferences, and expectations, and by creating personalized and emotionally engaging experiences.

1-1-4- TOURIST SURPRISE

Tourist surprise is a relatively new concept in tourism research, referring to the unexpected and positive emotions that tourists experience during their trip (Sung, Li, & Li, 2019). Tourist surprise



can be triggered by a variety of factors, such as unexpected encounters with locals, spontaneous events, or unexpected upgrades in service quality. Research has shown that tourist surprise can significantly impact tourist satisfaction, loyalty, and behavioral intentions (Sung et al., 2019). For example, according to Chua, Luffarelli, and Soscia (2018), tourist surprise is positively related to tourist satisfaction in the museum context. Moreover, Wang and Li (2019) found that tourist surprise is a significant predictor of tourist loyalty in the theme park industry.

Furthermore, creating a tourist surprise is essential for the success of tourism destinations and products. According to Sung et al. (2019), tourist surprise can enhance the authenticity and uniqueness of a destination or a tourism product, leading to a more memorable and satisfying tourist experience. Xiang, Du, and Ma (2017) found that the element of tourist surprise creates positive WOM recommendations, leading to increased destination competitiveness and performance. To create tourist surprise, tourism organizations need to provide unexpected and unique experiences that exceed tourists' expectations. Sung et al. (2019) provide examples of such approaches, including offering personalized service, creating unexpected events or activities, and delivering a memorable and emotionally engaging experience.

Overall, the research suggests that the element of tourist surprise is a critical factor in the success of the tourism and hospitality industry. Tourism organizations can enhance tourist surprise by providing unique and unexpected experiences that exceed tourists' expectations.

1-1-5- TOURIST DELIGHT

Tourist delight is another essential concept in tourism research, referring to the positive emotions and feelings that tourists experience during their trip (Huang & Hsu, 2009). Tourist delight can be triggered by a variety of factors, such as friendly service, beautiful scenery, and unique experiences. Research has shown that tourist delight is a critical factor in determining tourist satisfaction, loyalty, and positive WOM recommendations (Huang & Hsu, 2009). According to Kandampully and Suhartanto (2003), tourist delight is positively related to tourist



satisfaction in the hotel context. Similarly, Park and Kim (2019) found that tourist delight is a significant predictor of tourist loyalty in the travel agency industry.

Furthermore, creating tourist delight is essential for the success of tourism destinations and products. According to Huang and Hsu (2009), tourist delight can enhance the authenticity and uniqueness of a destination or a tourism product, leading to a more memorable and satisfying tourist experience. Likewise, Chang, Chen, and Hsu (2018) suggest that tourist delight can lead to positive WOM recommendations, ultimately enhancing destination competitiveness and performance. To create tourist delight, tourism organizations need to provide excellent service quality, unique experiences, and emotional engagement. Huang and Hsu (2009) suggest that tourism organizations can create tourist delight by providing personalized service, delivering high-quality products, and providing a unique and unforgettable experience. Overall, research indicates that tourist delight is a critical factor in the success of the tourism and hospitality industry. Tourism organizations can enhance tourist delight by providing excellent service quality, unique experiences, and emotional engagement.

2.6- TOURIST RE-PATRONAGE

Tourist re-patronage, referring to the likelihood of tourists revisiting a destination or using the same tourism product again, is a key concept in tourism research (Lee & Back, 2008). Research on this topic identified several factors that influence tourist re-patronage. For example, according to Lee and Back (2008), service quality, satisfaction, and trust are significant predictors of tourist re-patronage in the hotel industry. Similarly, Kim, Im, and Kim (2018) found that perceived value, satisfaction, and destination image are significant predictors of tourist re-patronage in the tourism destination context.

Furthermore, creating positive emotional experiences and memories is essential for tourist repatronage. Kim, Im, and Kim (2018) also revealed that tourists who have positive emotional experiences during their trip are more likely to revisit the same destination or use the same tourism product again. Chen and Tsai (2007) assessed that tourist satisfaction with the overall trip experience, including the destination, accommodation, and activities, is positively related to



tourist re-patronage. To enhance tourist re-patronage, it is necessary for tourism organizations to provide excellent service quality, create positive emotional experiences, and establish trust and satisfaction among their customers. For example, according to Lee and Back (2008), hotels can enhance tourist re-patronage by providing high-quality service, personalized attention, and prompt complaint handling. Moreover, Chen and Tsai (2007) added that tourism destinations can enhance tourist re-patronage by providing a variety of activities, convenient transportation, and a clean and safe environment.

Overall, the research suggests that the success of the tourism and hospitality industry relies on re-patronage. Tourism organizations can enhance tourist re-patronage by providing excellent service quality, creating positive emotional experiences, and establishing trust and satisfaction with their customers.

2-DEVELOPMENT OF HYPOTHESES

2-1- SERVICE EMPLOYEE EFFORTS AND TOURIST EXPERIENCE

The efforts of service employees can significantly impact the tourist experience, as they are often the primary point of contact for visitors in many industries, including hospitality, tourism, and recreation. Service employees are essential in providing high-quality customer service, managing visitor expectations, and creating positive interactions that greatly influence customer satisfaction, loyalty, and word-of-mouth referrals. Several studies have explored the relationship between service employee efforts and the tourist experience. One study revealed that service employee behavior can affect customer perceptions of quality, which in turn can influence customer satisfaction and loyalty (Wang & Li, 2016). Positive interactions with service employees can enhance customer satisfaction, leading to more favorable reviews and word-of-mouth recommendations (Gursoy, Chen, & Kim, 2015).

Moreover, employee satisfaction can positively impact customer satisfaction, ultimately leading to improved financial performance of the organization (Chi & Gursoy, 2009). Service employees who feel appreciated and supported tend to deliver higher-quality service and foster positive experiences for visitors. Overall, service employee efforts are critical in shaping the tourist



experience. Positive interactions with service employees can lead to increased satisfaction and loyalty, whereas negative interactions can lead to dissatisfaction and negative WOM. Therefore, the hospitality, tourism, and recreation industries should prioritize employee training, development, and support to ensure that their service employees deliver exceptional customer service and create positive visitor experiences.

H₁: Service employee efforts have a positive impact on tourist experience.

2-2- SERVICE EMPLOYEE EXPERTISE AND TOURIST EXPERIENCE

Service employee expertise is a crucial factor in creating a positive tourist experience. According to Kim, Kim, and Han (2019), service employees' knowledge, skills, and abilities are essential components of service quality. The authors found that the expertise of service employees positively affected customer satisfaction and loyalty. In addition, Chen and Chen (2020) found that service employees' expertise is particularly important in the tourism industry, where customers rely heavily on the expertise of service providers to make informed decisions about their travel plans. The authors found that service employees' expertise has a positive impact on customers' trust in the service provider and their overall satisfaction with the tourist experience.

Overall, research suggests that service employee expertise is a critical component of delivering high-quality tourist experiences. Service providers in the tourism industry should invest in training and development programs to enhance their employees' knowledge, skills, and abilities.

H₂: Service employee expertise has a positive impact on tourist experience.

2-3- TOURIST EXPERIENCE AND TOURIST SURPRISE

The tourist experience is a complex phenomenon influenced by various factors, including tourist surprise. Tourist surprise is the unexpected or surprising elements that enhance the tourist experience. According to Kim and Tussyadiah (2020), tourist surprise is a crucial factor in creating memorable and enjoyable tourist experiences. The authors found that tourists who



experienced surprise during their travel were more likely to demonstrate positive emotions, which, in turn, led to greater satisfaction and loyalty. Tourist surprise can take many forms, such as unexpected upgrades, personalized experiences, or unique cultural experiences.

In addition, Kock and Josiassen (2017) found that service providers can intentionally create tourist surprise through the use of surprise elements, such as sensory stimuli, surprise events, or personalized services. The authors found that creating tourist surprise can lead to greater customer satisfaction and positive WOM, which can have significant benefits for the tourism industry.

Overall, these studies suggest that tourist surprise is a critical factor in creating memorable and enjoyable tourist experiences. Service providers in the tourism industry should consider incorporating surprise elements into their offerings to enhance the overall tourist experience.

H₃: Tourist experience has a positive impact on tourist surprise.

2-4- TOURIST EXPERIENCE AND TOURIST RE-PATRONAGE

The tourist experience is a key factor in determining tourist satisfaction and loyalty, which can lead to tourist re-patronage. According to Hsu and Sung (2017), tourist experience is a complex and multifaceted phenomenon influenced by various factors, including destination attributes, tourist expectations, and service quality. Creating positive tourist experiences through quality services, unique experiences, and personalization led to greater satisfaction, loyalty, and re-patronage. Tourist experience can take many forms, such as cognitive, affective, and behavioral components, and can result from a variety of factors that influence tourists' perceptions and evaluations of their experiences.

In addition, Wang, Li, and Fu (2019) found that tourist satisfaction and loyalty were positively related to tourist re-patronage intentions. Creating positive tourist experiences through personalized services, unique cultural experiences, and environmental quality increased tourist satisfaction and loyalty, which, in turn, led to greater intentions to re-patronize the destination or service provider. Overall, research suggests that creating positive tourist experiences through high-quality services, unique experiences, and personalization can lead to greater



satisfaction, loyalty, and re-patronage. Service providers in the tourism industry should focus on creating enjoyable and memorable tourist experiences that exceed customers' expectations, thereby enhancing customer satisfaction, loyalty, and re-patronage.

H4: Tourist experience has a positive impact on tourist re-patronage.

2-5- TOURIST SURPRISE AND TOURIST DELIGHT

Tourist surprise and tourist delight are two related but distinct concepts in the tourism literature. Tourist surprise refers to unexpected or surprising elements that enhance the tourist experience, while tourist delight refers to the positive emotional responses that result from these surprise elements. According to Wang and Li (2019), tourist surprise can lead to tourist delight, which, in turn, can lead to greater satisfaction and loyalty. The authors found that creating tourist surprise through unexpected or unique experiences increased tourist delight, which significantly benefited the tourism industry. Tourist delight can take many forms, such as joy, excitement, or pleasure. It can result from a variety of surprise elements, such as unexpected upgrades, personalized services, or unique cultural experiences.

Hu and Wall (2017) found that incorporating surprise elements to create tourist delight can lead to positive word-of-mouth and higher chances of repeat visits, offering substantial economic advantages for the tourism industry. Their research showed that tourists who experience delight are more inclined to share their experiences and recommend the destination or service provider to others. Overall, these findings suggest that delivering unexpected or unique experiences that generate tourist surprise and delight can significantly benefit the tourism sector. To enhance the overall tourist experience and boost satisfaction, loyalty, and positive word-of-mouth, service providers should consider integrating surprise elements into their offerings.

H5: Tourist surprise has a positive impact on tourist delight.

2-6- TOURIST SURPRISE AND TOURIST RE-PATRONAGE

As described above, tourist surprise is an important aspect of creating positive tourist experiences. This, in turn, can lead to tourist satisfaction and re-patronage. According to Wang



and Chen (2017), tourist surprise refers to a positive and unexpected experience that exceeds tourists' expectations, resulting in greater satisfaction, loyalty, and re-patronage intentions. The authors discovered that creating tourist surprise through unique experiences, personalized services, and unexpected events can increase tourist satisfaction and loyalty, which, in turn, can lead to greater intentions to re-patronize the destination or service provider. Tourist surprise can take many forms, such as unexpected upgrades, gifts, or interactions with locals.

Furthermore, Kim, Lee, and Kwon (2019) found that tourist surprise has a significant positive effect on tourist satisfaction and loyalty, which can lead to greater intentions to re-patronize the destination or service provider. The authors found that creating tourist surprise through unique experiences, personalized services, and unexpected events can increase tourist satisfaction and loyalty, which, in turn, can lead to greater intentions to re-patronize the destination or service provider. Overall, these findings suggest that creating tourist surprise through unique experiences, personalized services, and unexpected events can lead to greater tourist satisfaction, loyalty, and re-patronage. Service providers in the tourism industry should focus on creating positive and unexpected tourist experiences that exceed customers' expectations, thereby enhancing customer satisfaction, loyalty, and re-patronage.

H₆: Tourist surprise has a positive impact on tourist re-patronage.

2-7- TOURIST DELIGHT AND TOURIST RE-PATRONAGE

As mentioned earlier, tourist delight is a crucial factor in creating positive tourist experiences, and it can also lead to re-patronage. Tourist re-patronage refers to the likelihood that tourists will return to a destination or service provider for future visits. According to Yoon and Uysal (2017), tourist delight can lead to greater satisfaction, which, in turn, can result in greater loyalty and re-patronage. Tourist delight can take many forms, such as joy, excitement, or pleasure, and can result from a variety of surprise elements or personalized services.

In addition, Hennig-Thurau, Gwinner, Walsh, and Gremler (2004) found that customer delight can have a significant impact on customer loyalty and re-patronage in the service industry. The authors found that customers who experience delight are more likely to become loyal

customers, make positive recommendations to others, and have a higher lifetime value to the service provider. Overall, the research suggests that generating tourist delight through surprise elements and personalized services can lead to greater customer satisfaction, loyalty, and re-patronage. Service providers in the tourism industry should focus on creating memorable and enjoyable tourist experiences that exceed customers' expectations to enhance customer satisfaction, loyalty, and re-patronage.

H₇: Tourist delight has a positive impact on tourist re-patronage.

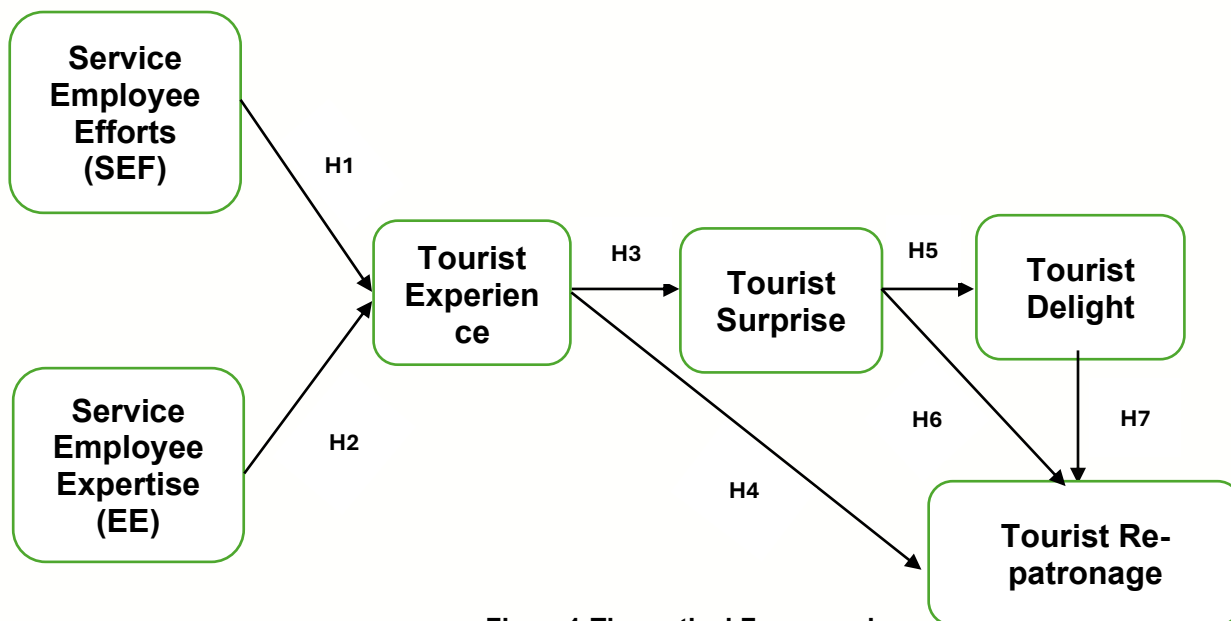


Figure1:Theoretical Framework

3-RESEARCH METHODOLOGY

A survey questionnaire was developed based on the aforementioned theoretical study framework. Six (6) constructs and seven (7) hypotheses were developed. Items for the questionnaires were adopted from the previous studies. A 5-point Likert scale ranging from 1 to 5 was used. For data collection purposes, eight (8) top-class hotels in Riyadh, Saudi Arabia, were randomly chosen based on their ranking and guests' positive reviews. One hundred (100)



samples of questionnaires were distributed to each hotel. A total of 800 surveys were distributed, and 682 valid responses were recorded.

4- DATA ANALYSIS

4-1- MEASUREMENTS

Data was collected from visitors across seven (7) different hotels, with survey respondents randomly selected from each hotel's clientele. The questionnaire consisted of twenty-five (25) items representing six (6) variables, and five (5) hypotheses were formulated accordingly. Although the original plan aimed for 100 respondents per hotel, unforeseen challenges during the early stages of data collection led to a total of six hundred and eighty-two (682) valid responses.

To ensure the adequacy of the sample size, the study adhered to the recommendations of Hair et al. (2010), which suggest that the sample should be at least seven times the number of items—equating to a minimum of one hundred and seventy-five (175) respondents for 25 items. This benchmark was surpassed. The construct items were evaluated using a 5-point Likert scale ranging from (1) Strongly Disagree to (5) Strongly Agree.

4-2- DESCRIPTIVE ANALYSIS

The descriptive analysis encompassed key demographic details of the respondents, including gender, age group, nationality, education level, marital status, monthly income, and occupation. A total of 682 valid responses were collected, with 445 males and 237 females. Among them, 177 were Saudi nationals, while 505 were non-Saudis. The largest age group represented was between 31 and 40 years, accounting for 321 respondents. Additionally, 583 participants were married, and 302 held a university degree. Most respondents reported being business owners, with a majority indicating a monthly income ranging from 15,001 to 20,000. A detailed breakdown of these demographic characteristics is provided in the table below.

Table 1: Respondents Demographics

| Demographics | Options (if any) | Frequency Total = 682 | Percentage % |
|--------------|------------------|-----------------------|--------------|
| Gender- | Male | 445 | 65.24 |



| | | | |
|-----------------------|-------------------------------|--------------|---------------|
| | Female | 237 N=682 | 34.75 100% |
| Nationality- | Saudi Nationals | 177 | 25.95 |
| | Non- Saudi Nationals N=682 | 505 N=682 | 74.04 100% |
| Age- | Up to 20 Years | 20 | 02.93 |
| | 21-30 | 233 | 34.16 |
| | 31-40 | 321 | 47.06 |
| | 41-50 | 70 | 10.26 |
| | 50 & above N=682 | 38 N=682 | 05.57 100% |
| Marital Status | Married | 583 | 85.48 |
| | Non-Married N=682 | 99 N=682 | 14.51 100% |
| Education- | Diploma & / Certificate. | 77 | 11.29 |
| | Undergraduate (UG) | 233 | 34.16 |
| | Graduate | 302 | 44.28 |
| | Ph.D | 16 | 02.34 |
| | None of the Above. N=682 | 54 N=682 | 07.91 100% |
| Occupation | Full time Employee | 231 | 33.87 |
| | Part Time Employee | 22 | 03.22 |
| | Own Business | 349 | 51.17 |
| | Retired | 66 | 09.67 |
| | Un-employed | 14 | 02.05 |
| | | N=682 | 100% |
| Income/Month | Less than 1000 SR | 9 | 01.31 |
| | 1001-5000 | 22 | 03.22 |
| | 5001-10000 | 28 | 04.10 |
| | 10001-15000 | 82 | 12.02 |
| | 15001-20000 | 289 | 42.37 |
| | 20001 & Above N=682 | 252 N=682 | 36.95 100% |

4-3- MEASUREMENT VALIDITY AND RELIABILITY ANALYSIS

Composite Reliability (CR) and Cronbach's alpha are among the most widely used tools for assessing measurement reliability in social science research. Accordingly, this study employed both CR and Cronbach's alpha to examine the reliability and internal consistency of the construct items (Cronbach, 1951). As noted by Vinzi et al. (2010), a minimum threshold of 0.70 is required for acceptable reliability. The analysis was conducted using SPSS, and the resulting CR values, all of which meet or exceed the required standard, are presented in the table below.

**Table 2: Cronbach's Alpha values**

| Constructs | Values of Cronbach Alpha |
|----------------------------------|--------------------------|
| Service Employee Effort (SEF) | 0.922 |
| Service Employee Expertise (SEE) | 0.879 |
| Tourist Experience (TE) | 0.831 |
| Tourist Surprise (TS) | 0.880 |
| Tourist Delight (TD) | 0.889 |
| Tourist Re-patronage (TRP) | 0.976 |

4-4- STANDARD DEVIATION AND MEAN VALUE

The standard deviation indicates the average variability within a dataset and reflects how much the values deviate from the mean (Pritha Bhandari, 2023). Lower standard deviation values suggest that data points are closely clustered around the mean. The table below presents the calculated mean, standard deviation, and corresponding mean levels for each construct.

The mean value for Service Employee Friendliness (SEF) was 5.892, with a standard deviation of 0.933, indicating a moderate level. Service Employee Engagement (SEE) recorded a mean of 4.182 and a standard deviation of 0.857, also reflecting a moderate level. The mean for the next variable was 3.347, with a standard deviation of 0.760, considered to be at the mid-level. Similarly, Tourist Satisfaction (TS) had a mean of 4.176 and a standard deviation of 0.992, again indicating a moderate level. Tourist Delight (TD) showed a mean of 3.295 with a standard deviation of 0.388, which is also regarded as a mid-level. Lastly, the mean value for Tourist Revisit Potential (TRP) was 4.501, with a standard deviation of 1.185, falling within the moderate range as well.

Table 3: Means & Standard Deviation

| Constructs | Mean | Standard Deviation | Mean Level |
|----------------------------------|-------|--------------------|------------|
| Service Employee Effort (SEF) | 5.892 | 0.933 | Middle |
| Service Employee Expertise (SEE) | 4.182 | 0.857 | Middle |
| Tourist Experience (TE) | 3.347 | 0.760 | Middle |
| Tourist Surprise (TS) | 4.176 | 0.992 | Middle |
| Tourist Delight (TD) | 3.295 | 0.388 | Middle |
| Tourist Re-patronage (TRP) | 4.501 | 1.185 | Middle |

4-5- HYPOTHESES AND CORRELATION TEST



To examine the correlation and associations among the constructs, a Pearson correlation test was performed using a two-tailed significance level. The results, summarized in Table 4 below, indicate statistically significant relationships between the variables. Constructs such as Service Employee Friendliness, Service Employee Engagement, Tourist Experience, Tourist Surprise, Tourist Delight, and Tourist Revisit Potential were all tested using SPSS. As per the standard rule of thumb, all correlations were found to be significant at the 0.01 level (2-tailed).

Table 4: Hypotheses Correlation Test

| | | Correlation of Variables | | | | | |
|-----------------------------------|---------------------|---------------------------------|-----------------------------------|---------------------------|-------------------------|------------------------|-----------------------------|
| | | Service Employee Effort | Service Employee expertise | Tourist Experience | Tourist Surprise | Tourist Delight | Tourist Re-patronage |
| Service Employee Effort | Pearson Correlation | .918** | .212** | .314** | .572** | .312** | .535** |
| | Sig. (2-tailed) | | .000 | .000 | .000 | .000 | .000 |
| | N | 682 | 682 | 682 | 682 | 682 | 682 |
| Service Employee expertise | Pearson Correlation | .851** | .430** | .712** | .858** | .478** | .388** |
| | Sig. (2-tailed) | .000 | | .000 | .000 | .000 | .000 |
| | N | 682 | 682 | 682 | 682 | 682 | 682 |
| Tourist Experience | Pearson Correlation | .476** | .501** | .581** | .788** | .773** | .314** |
| | Sig. (2-tailed) | .000 | .000 | | .000 | .000 | .000 |
| | N | 682 | 682 | 682 | 682 | 682 | 682 |
| Tourist Surprise | Pearson Correlation | .935** | .323** | .378** | .819** | .636** | .789** |
| | Sig. (2-tailed) | .000 | .000 | .000 | | .000 | .000 |
| | N | 682 | 682 | 682 | 682 | 682 | 682 |
| Tourist Delight | Pearson Correlation | .881** | .492** | .527** | .841** | .789** | .781 |



| | | | | | | | |
|-----------------------------|-----------------|--------|--------|--------|--------|--------|--------|
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | | .000 |
| | N | 682 | 682 | 682 | 682 | 682 | 682 |
| Tourist Re-patronage | Pearson | .793** | .601** | .619** | .746** | .671** | .627** |
| | Correlation | .000 | .000 | .000 | .000 | .000 | |
| | Sig. (2-tailed) | 682 | 682 | 682 | 682 | 682 | 682 |
| | N | | | | | | |

*Correlations are significant at 0.01 level (2-tailed)

4-6- HYPOTHESES RESULTS

Table 5 presents the results of the study's hypotheses. H1, examining the link between (SEE) and (TE), was found to be significant at $p = 0.000$ with a t-value of 9.123, indicating a positive relationship. H2, linking (SEF) and (TE), also showed significance at $p = 0.000$ and a t-value of 8.874, confirming a positive association. Similarly, H3, which tested the relationship between (TE) and (TS), was significant at $p = 0.000$ with a t-value of 8.825, indicating a positive link. H4, connecting (TE) with (TR-P), showed significance at $p = 0.000$ and a t-value of 8.213, suggesting a positive relationship. H5, examining the connection between (TS) and (TD), was significant at $p = 0.000$ with a t-value of 9.787, confirming a positive association. H6, linking (TS) and (TR-P), was also found significant at $p = 0.000$ with a t-value of 9.098. Finally, H7, which examined the relationship between (TD) and (TR-P), was significant at $p = 0.000$ with a t-value of 9.009, indicating a strong positive link.

Table 5: Hypotheses Results

| | Constructs | t-value | Significant | Result |
|----------------|---|----------------|--------------------|---------------|
| H ₁ | Service Employee Effort — Tourist Experience | 9.123 | 0.000 | Positive |
| H ₂ | Service Employee Expertise — Tourist Experience | 8.874 | 0.000 | Positive |
| H ₃ | Tourist Experience — Tourist Surprise | 8.825 | 0.000 | Positive |
| H ₄ | Tourist Experience — Tourist Re-patronage | 8.213 | 0.000 | Positive |
| H ₅ | Tourist Surprise — Tourist Delight | 9.787 | 0.000 | Positive |
| H ₆ | Tourist Surprise — Tourist Re-Patronage | 9.098 | 0.000 | Positive |
| H ₇ | Tourist Delight — Tourist Re-Patronage | 9.009 | 0.000 | Positive |

5-DISCUSSION



The contemporary study framework of tourist re-patronage focuses on understanding the factors that influence tourists' decisions to revisit a destination or a service provider. In this context, two key factors are the service employees' efforts and expertise, which can significantly impact tourists' experiences. This framework also considers the mediating role of tourist experience and surprise in the relationship between service employee efforts and expertise, and tourist re-patronage. Let's explore these components in more detail: Service Employee Efforts and Expertise: The efforts and expertise of service employees play a crucial role in shaping tourists' perceptions and experiences. Service employees' efforts refer to the extent to which they go above and beyond to meet customer needs, provide personalized attention, and deliver exceptional service. Their expertise refers to their knowledge, skills, and competence in delivering high-quality service. Both these factors contribute to creating a positive service encounter for tourists. Tourist Experience: The tourist experience encompasses the overall encounter and interaction a tourist has with a destination or service provider. It includes various aspects, such as the quality of service, the atmosphere, attractions, and interactions with service employees.

A positive tourist experience enhances satisfaction, creates emotional connections, and fosters positive memories, all of which influence tourists' intentions to revisit. *Surprise*: it is a vital element within the tourist experience. It refers to unexpected and positive events or experiences that exceed tourists' expectations. When tourists encounter surprises during their visit, it adds novelty and excitement to their experience. Surprises can be created through personalized gestures, unexpected upgrades, unique activities, or other means that exceed what tourists typically anticipate. Surprises contribute to enhancing tourists' overall satisfaction and increasing their desire to revisit.

In this framework, tourist experience and surprise act as mediators between service employee efforts and expertise, and tourist re-patronage. This means that the effects of service employee efforts and expertise on re-patronage are partially explained by the positive experiences tourists have and the surprises they encounter during their visit. Tourist experience and surprise serve



as intermediate variables that help to bridge the gap between service employee factors and tourists' intentions to revisit.

Consequently, this integrative framework highlights the importance of service employee efforts and expertise in shaping tourist experiences, as well as the role of those experiences and surprises in influencing tourists' intentions to re-patronize a destination or service provider. By understanding and managing these factors, businesses and destinations can enhance customer satisfaction, foster positive memories, and ultimately increase the likelihood of repeat visits by tourists.

6-CONCLUSION AND FUTURE RESEARCH DIRECTIONS

In conclusion, the integrative framework of tourist re-patronage provides a comprehensive understanding of the factors influencing tourists' decisions to revisit a destination or service provider. The framework emphasizes the significance of service employees' efforts and expertise in shaping tourist experiences, as well as the mediating role of tourist experiences, and the role of surprise in the relationship between service employee factors and re-patronage. Looking ahead, future research should explore several promising directions within this framework. These include investigating the impact of technology and automation, exploring personalization and customization strategies, examining emotional and sensorial experiences, considering cross-cultural and contextual factors, exploring the long-term impact and sustainability aspects, and further investigating the mediation and moderation effects.

By advancing research in these areas, we can deepen our understanding of the complex dynamics that influence tourist re-patronage and provide valuable insight for businesses and destination management organizations to enhance customer satisfaction, loyalty, and sustainable growth. Ultimately, this research contributes to the development of effective strategies that foster positive tourist experiences and encourage repeat visits, benefiting both tourists and the tourism industry as a whole.

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