A STUDY OF THE IMPACT OF BUSINESS STRATEGY ON CUSTOMERS' TOURISM BEHAVIORS, MOTIVATION, AND SATISFACTION —A CASE STUDY OF HOTELS AT KENTING, TAIWAN

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ABSTRACT

A study was conducted via questionnaire to explore the impact of business strategy of hotels at Kenting Area on customers' tourism behaviors, motivations, and satisfaction. The results of the research were as follows: the most were tourists visit Kenting on holidays, the majority of the tourists were males, aged 21-30, students, general and vocational high schools, from the southern Taiwan, with personal monthly income of NT$20,001 - NT$40,000, the most were tourists visit this hotel for the first time as individual tourist. The features of tourists was went to Kenting to play and stay overnight, and the critical for the business management of hotels was aim to leading innovation and sustainable development, followed by the most important strategy for learning experienced activities, we recommend to have such package tour for the hotel marketing, to mainly focus on the professional manpower training of hotels, and the partnership of hotels were alliance strategy to create the profit maximization.

Contribution/ Originality: This study is one of very few studies which have investigated the relation of business strategy and factors of customer aspects by quantitative methods and empirical analysis. The research results of the study could contribute to not only future studies but also hotel management practice.

1. INTRODUCTION

Tourism Industry is the most profitable and booming industry in the Twentieth Century. According to the previous reports of World Tourism Organization (WTO) and World Travel & Tourism Council (WTTC), the number of tourists reached 840 million tourists in 2006. Among them, the production value of tourism industry accounts for 10.4% the global GDP and 12.2% of total value of the global export (Ministry of Economic Affairs, 2008). In recent years, Taiwan actively promote the development of tourism industry, followed by the successful 2008~2009 "Year of travels in Taiwan", the Tourism Bureau continues the next motive power of grow up to promote "Travels in Taiwan, 100% touched your heart" by "inviting more foreign visitors to travel Taiwan and to experience the beauty of Taiwan" to create new milestone of total revenue of tourism amounting to 5,100 billion dollars, and aims to serve millions tourists within 5 years (Ministry of Transport Tourism Administration

Information, 2015). In recent years, the demands on relax hotels have become more and more rigorous since our quality of life have enhanced and the awareness of customers have risen. Hoteliers of tourism and leisure hotels must explore the relationship among business management strategy of hotel and customers, satisfaction and behavioral intention to think of the business model of hotels from the prospective of customers to serve as the reference of future development and management of hotels to achieve the win-win situation between hotels and customers.

The service sector has gradually become mainstream and receiving attention in many developed countries, frontline service employees play the important critical roles in customer service since they are the first people to contact customers when constructing and developing for the customer relationship (Liao and Chuang, 2007; Hülsheger and Schewe, 2011). The outcome of the service offered by the enterprise is a significant determinant of customers making transaction to other enterprises, in case the enterprise can offer good service so as to improve customer satisfaction and confidence level to establish relationship with customer to enhance the willingness of continuous business of customers. According to Zeithaml and Bitner (2000) and Zeithaml (2000) the scope of customer satisfaction is more extensive than the service quality, including: To measure of quality only focus on the Dimension of service quality, thus, service quality is supposed to affect customer satisfaction. In addition, Fornell and Wernerfelt (1987) and Keaveney (1995) found that services offered by the enterprise is a significant determinant of customers making transaction to other enterprises, in case the enterprise can offer good services so as to improve customer satisfaction to establish relationship between the industry and customer to enhance the willingness of continuous business of customers. From the above, we have learned that the effect of satisfaction to behavioral intention of customers.

2. LITERATURE REVIEW

2.1. Management Strategy of Hotel

The critical mission for hotel business management is to control food cost and to offer good service (Guo, 2016). Jani and Han (2015) found the effective management approach should be used to modern facilities, employee training, and service promotion to significantly enhance the performance index of hotel (Kryukova and Sokolova, 2014). Sigala (2005) argued that customer relationship management (CRM) becomes a strategic imperative for attracting and increasing guests' patronage in the hotel industry when more sensitive price of tourism tended to be less loyalty to hotels. Subramanian et al. (2016) argued that the feedback of the guests is very important for the hotels. The hotels should take proper feedbacks on their experience about the hotel for improving the weaknesses in the system. Pelsmacker et al. (2018) the research results describe digital marketing strategies and online reviews that indirectly affect hotel performance. Fraj et al. (2015) analyzed a sample of 232 hotels in Spain found that learning and innovation are important factors for competitiveness. Radojevic et al. (2018) taking business travel as a research object, the overall satisfaction of business travel was found to be significantly lower than leisure travel.

2.2. Traveling Behavior or Motivation

The word motive or motivation stems from the Latin word "mover" which means to move. Your motivation level is what moves you to participate in an activity and it affects your desire to continue the activity. Maslow (1943) suggested that the source of motivation is a drive derived from the need not being satisfied from the physical need. Fodness (1994) developed a scale to measure tourism motivation based on five dimensions related to the psychological needs of the individual to travel. Motivation measuring allows identifying and categorizing tourists, also to understand and analyze trip patterns. O'Toole et al. (1999) found that mental relaxation, emotion exchange with his or her family members, getting rid of the daily busy life, pressure and tension relaxation. A recent study for the elderly travel conducted by Jang et al. (2009) has also elements related to aforementioned studies in that they empirically arrive at the following five main push motivations: novelty seeking, self-esteem, ego-enhancement,

socialization, and rest and relaxation. Nasrudin *et al.* (2014) indicated the obstacle to travel behavior, unfavorable sidewalks and routes, hot weather and security are all major obstacles. Lee *et al.* (2012) in a study of Hong Kong residents, it was found that the motivation to travel overseas to overseas locations remained unchanged over time, and independent travel began to prevail. Šimková and Holzner (2014) hold the study proposes that the main motivation for travel is to get rid of daily life, workplaces and social needs.

2.3. Customer Satisfaction

The customer will live happily and feel satisfied when the above reach the certain conformity, vice versa; according to Fujiwara *et al.* (1984) and Zeithaml *et al.* (1990) satisfaction which is an attitude is the estimation of purchasing behavior and interaction with products. Oliver and Westbrook (1993) pointed out that customer satisfaction is the comprehensive of cognitive and emotional factors. Concluding each viewpoint of scholars Lazar and Kolter (1996) pointed out that satisfaction is the difference function between perception and expectation, customer satisfaction mainly comes from the perception on the function and outcome of product as well as the expectation toward products to compare the above to feel happy or disappointed sense. Deng *et al.* (2013) indicated that considering connotation of customer satisfaction, evaluation process is the core part, they are from the perspective of process to define customer satisfaction. Churchill and Surprenant (1982) concluded viewpoints of many scholars to propose the customer satisfaction theory and concluded the factors affecting the customers into the following 4 categories: 1. Customer Expectation: "Customer Expectation" refers to the expected profit offered by the product before purchasing of customers, "Customer Expectation" reflects the expected performance of product of customer. 2. Product Performance: "Product Performance" refers to the real perception of customers after purchasing to compare with the expectation before purchasing. 3. Disconfirmation: "Disconfirmation" refers to the degree of difference between the expectation and product of customer (Oliver, 1980). 4. Customer Satisfaction: "Customer Satisfaction" refers to the degree of expectation is in conformity with product (Zeithaml *et al.*, 1996; Prebensen *et al.*, 2010).

Thought, that generally speaking behavioral intention is the possibility and tendency of individual to take a certain action or certain method toward the attitude. Saleem and Raja (2014) stated that the service quality of the hotels can increase the customer loyalty and in turn; the loyalty of customers can enhance the perception of the brand image. According to Cheng and Rashid (2013), however whether customer remains loyal and stays in the same hotel again depends on how successfully hotels implement relationship management resulting in customer brand engagement which affects service quality and customer loyalty. Kozak (2001) thought that repurchase intention refers to the tendency of willingness of re-consumption of customers for the previous purchased product or service. Dodds and Monroe (1985) proposed that the relationship model of price, quality and perceived value and mentioned that perceived value is an important factor in consumers' purchasing decision process, and consumers will buy a product with high perceived value. Abramson *et al.* (2000) thought that the certain degree of satisfaction or non-satisfaction of customers to determine to purchase such product again after purchase products or service, in fact, Ali and Amin (2014) pointed out that resort hotels are highly relevant for examining determinants of customer experience because their services are primarily designed based on the overall consumption experience of the customers. Liu *et al.* (2013) found out that there was difference among customer expectation and satisfaction of customers when the same tourist went to different patterns of travel. Somewhat the hotel customer satisfaction research approach taken by Zhou *et al.* (2014) the data collected were focused on hotel facilities and service efficiency. They considered certain hotel attributes linked to hotel size and capacity (e.g. reception, swimming pool, gym, etc.) in their study of customer satisfaction on customer review websites.

3. Research Design

This study is based on questionnaires way. The target respondents of questionnaire survey are tourists check-in to lodge at tourism and leisure hotels at Kenting, Taiwan. Interviewing is performed to select the hoteliers who are willing to comply with our survey and inviting tourism recreation hoteliers at Kenting, Taiwan to release questionnaires to accommodation tenants. Data are statistically analyzed after the selection of valid questionnaires.

3.1. Research Hypothesis

Based on the result of literature review, we propose the following hypotheses:

H1. Different backgrounds of customers have a significant positive impact on business management strategy.
H2. Different backgrounds of customers have a significant positive impact on visiting motivations of customers.
H3. Different backgrounds of customers have a significant positive impact on customer satisfaction.
H4. Business management strategy has a significant positive impact on visiting motivations of customers.
H5. Business management strategy has a significant positive impact on customer satisfaction.
H6. Business management strategy has a significant positive impact on behavioral intention.
H7. Visiting motivations of customers has a significant positive impact on satisfaction.
H8. The customer satisfaction has a significant positive impact on behavioral intention.

3.2. Conceptual Framework

The study was to investigate the visiting motivation, satisfaction and behavioral intention of different backgrounds of customers under the business management strategy of hotels. Based upon the purpose of this research and result of literature review, the research structure of this study is confirmed as follows.
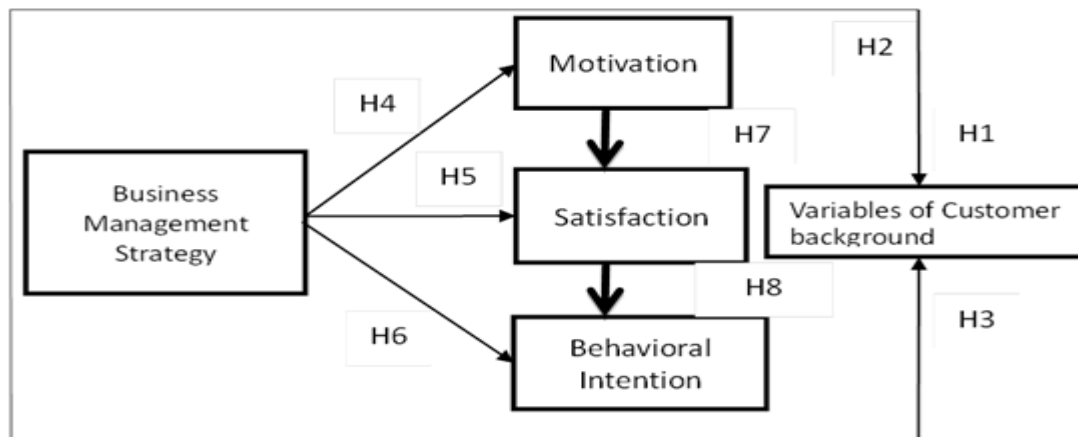

Figure-1. Study Structure

3.3. Subjects of Research

The sampling focuses on the consumers travel to hotels in Kenting for consumption, among them, those who are travel to homestay and hotels are not subjects for this research. Deleting such customers from the samples, in addition to the capability of filing questionnaires of respondents, this study chooses the customers aged above 18 as the target subjects.

3.4. Sampling Methods

In the study, a questionnaire survey method was used to take samples from 3 tourism hotels, 105 hotels, and 626 B&B. First of all, we make an inquiry to select the hotel owners who are willing to comply with our study and to invite tourism hotels at Kenting Area in Taiwan to deliver questionnaires to their room guests.

3.5. Questionnaire Design

Questionnaire Investigation method was used in this study to collect data. The questionnaire was consisted of four parts, the first part Particulars of Customers, the second part hotel management indicator, the third part

Customers 'Lodging Motivation, and the fourth part customer satisfaction and revisit intention. We use Likert's five-point scale to analyze; the scale of business management is classified into five scales "Very unimportant", "Unimportant," "Neutral", "Important", and "Very important". The scale of questionnaire of motivations is classified into "Strongly disagree", "Disagree", "General", "Agree", and "Strongly agree". The scale of questionnaire of satisfaction degree is classified into "The least satisfied," "Not satisfied," "Neutral," "Satisfied," and "Very satisfied." The score of the above is from 1 to 5 points.

3.6. Data Analysis

The questionnaire survey is designed from research objectives, conceptual framework, and research hypothesis. A questionnaire was employed to collect the data needed, and was analyzed the reliability, validity of scale, correlation analysis, ANOVA, and regression analysis with statistical software.

3.6.1. Reliability Analysis of Scale

The reliability coefficient of a scale or questionnaire is preferably above 0.80, while 0.70–0.80 is considered to be acceptable; the reliability coefficient of a subscale or questionnaire is preferably above 0.70, while 0.60–0.70 is considered to be acceptable. As shown in the table 3.6.1 and 3.6.2 below, the Cronbach's α of Hotel Business Management Indicator was 0.974; the Cronbach's α of customer satisfaction was 0.949. It indicated that the reliability of both hotel business management indicator and customer satisfaction was good and the internal-consistent reliability was good.

Table-3.6.1. Reliability Analysis of Hotel Business Management Indicator

Facets	Average Value	Standard Deviation	Number of Questions	Cronbach's α Value
Leadership	3.86	0.870	6	0.895
Policy	3.95	0.863	6	0.899
Manpower	3.98	0.880	6	0.896
Partnership	3.96	0.828	4	0.845
Process	3.98	0.886	4	0.861
Customer	3.97	0.882	6	0.893
Employee	3.98	0.858	8	0.922
Society	4.01	0.837	4	0.860
Key performan e	4.01	0.882	4	0.845
Total Scale Reliability				0.974

Table-3.6.2. Reliability Analysis of Customer Satisfaction

Facets	Average Value	Standard Deviation	Number of Questions	Cronbach's α Value
Hotel Facilities	4.12	0.815	6	0.885
Hotel Environment	4. 8	0.808	5	0.864
Hotel Services	4.07	0.828	7	0.902
Total Scale Reliability				0.949

3.6.2. Correlation Analysis of Business Strategy, Motivation, Satisfaction, and Behavior Intention

As shown in Table 3.6.3, regarding the correlation analysis of business strategy, motivation, satisfaction, and behavior intention, business strategy (correlation coefficient=0.770) was positively correlated with motivation; business strategy (correlation coefficient=0.627), motivation (correlation coefficient=0.671) was positively correlated with satisfaction; business strategy (correlation coefficient=0.384), motivation (correlation coefficient =0.422), satisfaction (correlation coefficient=0.609) was positively correlated with behavior intention, indicating that the better the business strategy of hotels, the higher the stay motivation, satisfaction, and behavior intention; the higher the motivation of tourists, the higher the satisfaction and behavior intention; the higher the tourists

satisfaction, the higher the behavior intention. The result of the analysis indicated that business strategy, motivation, satisfaction, and behavior intention affected each other, and was positively associated with each other.

Table-3.6.3. Correlation Matrix Table of Business Strategy, Motivation, Satisfaction, and Behavior Intention

	Business Strategy	Motivation	Satisfaction	Behavior Intention
Business Strategy	-	0.770 (0.000)	0.627 (0.000)	0.384 (0.000)
Motivation		-	0.671 (0.000)	0.422 (0.000)
Satisfaction			-	0.609 (0.000)
Behavior Intention				-

*p<.05 ** p <0.01 ***p<.001

4. RESEARCH FINDINGS AND ANALYSIS

The purpose of this study was aim to explore the stay motivation, satisfaction, and behavior intention of different particulars of customers by business strategy of hotels. Data was first collected through questionnaires and then analyzed the particulars of tourists via descriptive statistics, and analysis of variance (ANOVA).

4.1. Descriptive Statistics

4.1.1. Data Analysis of Particulars of Tourists

Valid samples of this study indicated that 126 tourists went to Kenting on holidays, occupying for 63%; 74 tourists went to Kenting on weekday, occupying for 37%. The particulars of tourists included 8 items: gender, age, occupation, education, personal monthly income, residence, numbers of visit (including this time), and types of tourists. The findings showed that data were analyzed for 133 males, the proportion of male cases in total sample account for 66.5% while 63 females account for 31.5%. 4 tourists left it blank on the items of gender account for 2% in total samples, accordingly, more male tourists than female students were likely to visit Kenting account for 65%.

Among age structure distribution, most of the tourists were aged 21-30 for 78 persons, occupying for 39%, second was for 31-40 years old for 45 persons, occupying for 22.5%, 18-20 years old for 44 persons, occupying for 22%, both of 41-50 years old and 51-60 years old for 16 persons, occupying for 8%; only 1 person left it blank on the item of age, occupying for 0.5%. As the result of our research indicated that tourists aged 21-30 accounted for the highest proportion of tourists visiting Kenting surpassed 40 percent in the total population of the country. Among occupation structure distribution, most of the tourists were students for 48 persons, occupying for 24%, followed by service business with 34 persons. Occupying for 17%; both soldiers, public servants, and teachers and businessmen for 28 persons, occupying for 14%; labors for 22 persons, occupying for 11/5; retirees for 11 persons, occupying for 5.5%; freelancers for 10 persons, occupying for 5%; housekeepers for 7 persons, occupying for 3.5%; farmers for 5 persons, occupying for 2.5%; 7 persons left it blank on items of occupation, occupying for 3.5%. Among the educational attainment of tourists, most of tourists were general and vocational high schools for 99 persons, occupying for 49,5%; followed by college graduates for 32 persons, occupying for 6%; graduate school and above for 18 persons, occupying for 9%; junior high schools for 14 persons, occupying for 7%; junior colleges for 13 persons, occupying for 6.5%; elementary schools or below for 10 persons, occupying 5%; the illiterate for 9 persons, occupying for 4.5%; 5 persons left it blank on items of education, occupying for 2.5% in the total samples. Regarding the distribution of personal monthly income of tourists, most of tourists were with monthly income ranging from NT$20001 to NT$40000 for 79 persons, occupying for 39.5%; followed by monthly income less than NT$20000 for 49 persons, occupying for 24.5%; monthly income ranging from NT$40001 to NT$60000 for 44 persons, occupying for 22%; monthly income ranging from NT$80001 to NT$100000 for 10 persons, occupying for 5%; monthly income of both ranging from NT$60001 to NT$80000 and NT$100000 for 9 persons, occupying for 4.5%. Among the distribution of residence of tourists, tourists were mainly tourists from the southern Taiwan for 78 persons,

occupying 39%; followed by tourists from the central Taiwan for 47 persons, occupying for 23.5%; tourists from the northern Taiwan for 42 persons, occupying for 21%; tourists from the eastern Taiwan for 27 persons, occupying for 13.5%; 6 tourists left it blank on items of Residence, occupying for 3%. Among the distribution of number of visits of tourists, the most frequent was 72 persons who were the first time to visit this hotel, occupying for 36%; followed by 60 persons visited this hotel twice, occupying for 30%; 37 persons visited this hotel more than 5 times, occupying 18.5%; 19 persons for 3 times, occupying for 9.5%; 8 persons for 4 times, occupying for 4%; 4 tourists left it blank for items of number of visits, occupying for 2%.

We classified types of tourists as the individual tourists and for the group tourists, among them, involving 145 individual tourists for occupying 72.5%, and 54 group tourists for occupying 27%; 1 tourist left it blank on item of Types of Customer, occupying for 0.5%.

4.1.2. Analysis of Hotel Business Management Indicator

Tourists tend to consider the key performance when choosing lodging hotels, implied that average hotel room rate, hotel services and activities, the extension services and values of hotels, features and brands of hotels were the main factors affecting lodging hotels as shown in, the hotel business management indicators for tourists to choose hotels were ranked in order: key performance (M=4.01), result (M=4.00), manpower (M=3.98), process (M=3.98)and employee results (M=3.98), customer results (M=3.97), partnership (M=3.96), strategic guidelines (M=3.95), and leadership (M=3.86), The hotel business management indicators were analyzed as follows:

The leadership indicators were ranked in order as follows: innovation & sustainable development (M=3.95), cross-disciplinary talents training (M=3.87), corporate culture (M=3.86), employee centripetal force (M=3.85), brand image (M=3.84), evaluation system introduction (M=3.79); strategic guidelines/activities were ranked in order as follows: learning experienced activities (M=4.01), designing for safety (M=3.95), package tour (M=3.94), and tour guide service (M=3.94), well-known landscapes (M=3.93), itineraries recommended (M=3.91).

Manpower was ranked in order as follows: professional training of hotels (M=4.03) and planning workforce on activities (M=4.03), license professional manpower (M=4.01), internship manpower (M=3.95), service professional manpower (M=3.92), events guiding and tour guide service manpower (M=3.91). The partnership indicators were ranked in order as follows: alliance strategies (M=4.07), horizontal alliances (M=3.95) and academia-industry collaboration (M=3.95), outsourcing operation (M=3.88). The process indicators were ranked in order as follows: employee process chart (M=4.10), risk management process (M=4.01), customer service process (M=3.92), activity planning and (M=3.89). The customer result indicators were ranked in order as follows: occupancy rates (M=4.16), customer satisfaction (M=4.03), repeat customer rate (M=3.95), number of participants (M=3.93), Customer Recommending Rate (M=3.90), customer response feedback system (M=3.84). The employee result indicators were ranked in order as follows: absence, attendance, evaluation on turnover rate (M=4.10), healthy image and accomplishment (M=4.03), salary and welfare Satisfaction on the employment situation (M=3.99)and learning and growth opportunities and Satisfaction(M=3.99), aggressiveness and job involvement motivation (M=3.97), job adjustment and job competence satisfaction (M=3.96), satisfaction on communication and leadership style (M=3.91) and organizational commitment (M=3.91). The social result indicators were ranked in order as follows: to expedite community recreation (M=4.13), to cultivate localized identification (M=4.04), to develop healthy communities (M=3.94), to develop cultural and creative industry (M=3.92). The employee result indicators were ranked in order as follows: average room rate (M=4.13), to develop feature and brand (M=4.03), total business turnover of service / learning activities (M=3.96), extension services and product prices (M=3.93).

4.1.3. Analysis of Stat Motivation

When choosing the lodging hotels, tourists prefer the function, concessions program and living environment offered by hotels instead of the convenience of hotels. The primary consideration should be a hotel to embody the

emotion among family members and friends (M=4.13), followed by lodging concessions program frequently offered by hotels (M=4.12), beautiful living environment of hotels (M=4.11), a hotel to experience the local customs and culture at Kenting (M=4.10), to experience the local natural ecosystems (M=4.05), to release the daily pressure and anxiety (M=4.03), to change the daily life tempo (M=4.03), a hotel to offer preferential parents-child campaign (M=4.03), the atmosphere of this hotel to feel like home (M=4.03), their service personnel to offer the satisfied service quality (M=4.02), their service personnel were well-trained (M=4.02), to buy featured good and products at Kenting (M=3.99), to relax my body and soul to regenerate my vitality (M=3.99), their service personnel to offer the professional attitude (M=3.99), a hotel to offer good and cheap package tour (M=3.98), gourmet food at restaurant to offer featured cuisine (M=3.96), the traffic of this hotel is convenient (M=3.82).

4.1.4. Analysis of Satisfaction

The better facilities of hotels have, the higher satisfactions will get from tourists. The satisfaction of tourists on hotels were ranked as follows: facilities of hotels (M=4.12), environment of hotels (M=4.08), hotel services, (M=4.07); regarding the facilities of hotel, the tourists satisfaction were ranked as follows: quality of activities facilities (M=4.36), parking services of parking lot of hotels (M=4.13), facilities maintenance (M=4.08), space of activities facilities (M=4.07), clear guiding of marks of facilities of hotels (M=4.03), and atmosphere building of facilities (M=4.02).

Regarding the environment of hotels, the tourists' satisfactions were ranked as follows: clearness of environment of restaurant (M=4.17), beautiful landscape of the entire environment of hotels (M=4.09), space design and routes design inside hotels (M=4.07), clearness of guest rooms of hotels (M=4.06), planning and design of guest rooms (M=4.02)

On the aspect of hotel services, the tourists satisfaction were ranked in order as follows: hotel attendants were enthusiastic about services (M=4.15), can handle and troubleshoot the questions of customers in time (M=4.08), hotel attendants optimistically offer various information of hotels to their customers (M=4.08), hotel attendants were kind and polite (M=4.08), hotel attendants can actively solve problems of customers (M=4.08), hotel attendants can offer services in need (M=4.00), hotel attendants were eligible for enough professional knowledge to cope with any situations (M=3.99).

4.1.5. Analysis of Behavior Intention

70% tourists indicated that they will visit this hotel to show that tourists had higher behavior intention that reflected not only the very higher satisfaction of tourists but also high acceptance of hotels they chosen.

Tourists felt satisfied about the overall satisfaction of hotel. Among items of question, 92 persons (46%) felt strongly agreed, 84 persons (42%) felt strongly agreed, 20 persons (10%) felt neutral, 1 person (0.5%) felt disagreed, 1 person felt strongly disagreed (0.5%), and 2 persons (1%) left it blank. The result of this analysis showed that tourists of nearly 90 percent felt satisfied at the overall services of hotels; regarding item of question stating that tourists feel happy for choosing this hotel for lodging, 48 persons (24%) felt strongly agreed, 111 persons (55.5%) felt agreed, 35 persons (17.5%) felt neutral, 4 persons (2%) felt disagreed, 1 person (0.5%) felt strongly disagreed, 1 person (0.5%) left it blank. 80 percent felt happy to choose this hotel to stay overnight; Tourists felt the overall services of this hotel were honest and sincere. There were 57 persons (28.5%) felt strongly agreed, 93 persons (46.5%) felt agreed, 45 persons (22.5%) felt neutral, 2 persons (1%) felt disagreed, 2 persons (1%) felt strongly disagreed, 1 person (0.5%) left it blank, 75 % felt the overall services of this hotel were honest and sincere; regarding items of question stating that tourists recommend their relatives and friends to this hotel, 57 persons (28.5%) felt strongly agreed, 101 persons (50.5%) felt agreed, 31 persons (15.5%) felt neutral, 5 persons (2.5%) felt disagreed, 4 persons (2%) felt strongly disagreed, 2 persons (1%) left it blank, accordingly, tourists of nearly 80 percent would recommend this hotel to their relatives and friends; Willingness to Return of this hotel of tourists.

69 persons (34.5%) Strongly agree; 85 persons (42.5%) Agree; 38 persons (19%) Somewhat agree; 4 persons (2%) Disagree; 3 persons (1.5%) "Strongly disagree;" 1 person (0.5%) left it blank for this question. Tourists had very high willingness to recommend (M=4.02) and high willingness to return to this hotel (M=4.07), i.e., tourists had high willingness to recommend this hotel to their relatives and friends, and they also had high willingness to stay overnight of this hotel when they revisit Kenting next time.

4.2. Analysis of Variances

The purpose of this analysis was aim to explore the relationship among background, business strategy, motivation, satisfaction, and behavior intention of tourists. We analyzed 8 variables including gender, age, occupation, education, personal monthly income, residence, number of visits, and types of tourist to discuss via the statistics results to understand the differences on background of tourists among business strategy, motivation, satisfaction, and behavior intention, both gender and types of tourist were analyzed via the independent T-test while other variables of backgrounds of tourists were analyzed via one-way ANOVA, in case the result appeared the significant difference (p<0.05), and Scheffé's method was further used in the Post hoc comparison, in case there was no significant difference via the analysis of Post hoc comparison, then we concluded that there was no significant difference among each variable.

4.2.1. A Comparison of Differences among Business Strategy, Motivation, Satisfaction, and Behavior Intention of Different Genders

As shown in the result of analysis of Table 4.2.1, there was no significant difference among business strategy, motivation, satisfaction, and behavior intention of different genders since they appeared no significant difference.

Table-4.2.1. Table of Analysis of Variances among Business Strategy, Motivation, Satisfaction, And Behavior Intention of Tourists of Different Genders

Variable	Male		Female		t	p
	M	SD	M	SD		
Business Strategy	3.96	0.568	4.05	0.550	0.007	0.933
Motivation	4.00	0.576	4.07	0.505	0.417	0.519
Satisfaction	4.06	0.584	4.15	0.608	0.129	0.720
Behavior Intention	4.07	0.625	4.12	0.737	1.321	0.252

*p<.05 ** p <0.01 ***p<.001

4.2.2. A Comparison of Differences among Business Strategy, Motivation, Satisfaction, And Behavior Intention of Tourists of Different Ages

As shown in Table 4.2.2, there was significant differences on the variable of Business Strategy of tourists of different ages (F=3.296,P<0.05), and LSD post-hoc comparison methods was used to find out that the consideration on business strategy of hotels of tourists aged 18-20 were higher than those aged 21-30; consideration on business strategy of hotels of tourists aged 18-20 were higher than those aged 41-50; consideration on business strategy of hotels of tourists aged 18-20 were higher than those aged 51-60; consideration on business strategy of hotels of tourists aged 31-40 were higher than those aged 51-60, it indicated that tourists of different ages appeared no significant difference on variable of motivation, satisfaction, and behavior intention, that is, there was no significant difference on business strategy, motivation, satisfaction, and behavior intention of tourists of different ages.

Table-4.2.2. Table of Analysis of Variances of among Business Strategy, Motivation, Satisfaction, And Behavior Intention of Tourists of Different Ages

Test Variables	Sources of Variation	Sum of Square	DOF	The Average Sum of Squares	F	p	LSD Post Hoc Comparisons
Business Strategy	Between Groups	4.286	4	1.071	3.296	0.012	18-20 years of age > 21-30 years old ; 18-20 years of age > 41-50 years old ; 18-20years of age > 51-60years old ; 31-40 years of age > 51-60 years old
	The Group	62.743	193	0.325			
	Sum	67.029	197				
Motivation	Between groups	1.169	4	0.292	0.970	0.425	
	The Group	58.122	193	0.301			
	Sum	59.291	197				
Satisfaction	Between groups	3.255	4	0.814	2.420	0.050	
	The Group	64.907	193	0.336			
	Sum	68.162	197				
Behavioral Intention	Between Groups	3.694	4	0.923	2.137	0.078	
	The Group	83.414	193	0.432			
	Sum	87.108	197				

*p<.05 ** p <0.01 ***p<.001

4.2.3. A Comparison of Differences among Stay Motivation, Service Quality, and Satisfaction of Tourists of Different Occupation

As shown in the result of analysis in Table 4.2.3, tourists of different occupations appeared no significant difference on business strategy, motivation, satisfaction, and behavior intention, that is, there was no significant difference among the above variables.

Table-4.2.3. Table of Analysis of Variances among Stay Motivation, Service Quality, and Satisfaction of Tourists of Different Occupation

Test Variables	Sources of Variation	Sum of Square	DOF	The Average Sum of Squares	F	p
Business Strategy	Between Groups	2.366	8	0.296	0.854	0.556
	The Group	63.361	183	0.346		
	Sum	65.727	191			
Motivation	Between Groups	1.674	8	0.209	0.676	0.713
	The Group	56.660	183	0.310		
	Sum	58.333	191			
Satisfaction	Between Groups	2.377	8	0.297	0.828	0.579
	The Group	65.636	183	0.359		
	Sum	68.012	191			
Behavior Intention	Between Groups	2.955	8	0.369	0.825	0.582
	The Group	81.974	183	0.448		
	Sum	84.930	191			

*p<.05 ** p <0.01 ***p<.001

4.2.4. A Comparison of Differences among Stay Motivation, Service Quality, and Satisfaction of Tourists of Different Education

As shown in the result of analysis in Table 4.2.4, tourists of different education appeared no significant difference on business strategy, motivation, satisfaction, and behavior intention, that is, there was no significant difference among the above variables.

Table-4.2.4. Table of Analysis of Variances among Stay Motivation, Service Quality, and Satisfaction of Tourists of Different Education

Sources of Variation	Sum of Square		DOF	The Average Sum of Squares	F	p	p
Business Strategy	Between Groups	2.103	6	0.350	1.023	0.412	
	The Group	64.072	187	0.343			
	Sum	66.175	193				
Motivation	Between Groups	1.792	6	0.299	0.969	0.447	
	The Group	57.612	187	0.308			
	Sum	59.403	193				
Satisfaction	Between Groups	2.119	6	0.353	1.012	0.419	
	The Group	65.261	187	0.349			
	Sum	67.380	193				
Behavior Intention	Between Groups	2.213	6	0.369	0.830	0.548	
	The Group	83.092	187	0.444			
	Sum	85.305	193				

*p<.05 ** p <0.01 ***p<.001

4.2.5. A Comparison of Differences among Business Strategy, Motivation, Satisfaction, and Behavior Intention of Tourists of Different Monthly Income

As shown in the result of analysis in Table 4.2.5, tourists of different monthly income appeared significant difference on the variable of business strategy (F=2.906,P<0.05), the finding of analysis via LSD used in the Post hoc comparison indicated that the behavior intention of tourists with a personal monthly income less than NT$20000 was higher than those with a personal monthly income more than NT$100000; the behavior intention of tourists with a personal monthly income between NT$20001-NT$40000 was higher than those with a personal monthly income more than NT$100000; the behavior intention of tourists with a personal monthly income between NT$40001-NT$60000 was higher than those with a personal monthly income more than NT$100000; the behavior intention of tourists with a personal monthly income between NT$60001-NT$40000 was higher than those with a personal monthly income more than NT$100000, tourists of different monthly income appeared no significant difference on the variables of business strategy, motivation, and satisfaction, that is, there was no significant difference among of business strategy, motivation, and satisfaction of tourists of different personal monthly income.

Table-4.2.5. Table of Analysis of Variances of among Business Strategy, Motivation, Satisfaction, And Behavior Intention of Tourists of Different Monthly Income

Test Variables	Sources of Variation	Sum of Square	DOF	MS	F	p	LSD Used in the Post Hoc Comparison
Business Strategy	Between Groups	0.437	5	0.087	0.253	0.938	Less than NT$20000 >More than NT$100000;
	The Group	66.593	193	0.345			Less than NT$ 20001-NT$40000 >More than NT$ 100000; Less than NT$ 40001-NT$60000>More than NT$ 100000; NT$ 60001-80000 >NT$80001-100000; NT$60001-80000 > More than NT$ 100000
	Sum	67.029	198				
Motivation	Between Groups	1.294	5	0.259	0.856	0.512	
	The Group	58.330	193	0.302			
	sum	59.624	198				
Satisfaction	Between Groups	3.235	5	0.647	1.899	0.096	
	The Group	65.764	193	0.341			
	sum	68.999	198				
Behavior Intention	Between groups	6.099	5	1.220	2.906	0.015	
	The Group	81.017	193	0.420			
	Sum	87.116	198				

*p<.05 ** p <0.01 ***p<.001

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4.2.6. A Comparison of Differences among Business Strategy, Motivation, Satisfaction, and Behavior Intention of Tourists of Different Regions

As shown in the result of analysis in Table 4.2.6, tourists of different regions appeared no significant difference on business strategy, motivation, satisfaction, and behavior intention, that is, there was no significant difference among the above variables.

Table-4.2.6. Table of Analysis of Variances among Business Strategy, Motivation, Satisfaction, and Behavior Intention of Tourists of Different Regions

Sources of Variation		Sum of Square	DOF	The Average Sum of Squares	MS	F	p
Business Strategy	Between Groups	0.339	3		0.113	0.344	0.794
	The Group	62.120	189		0.329		
	Sum	62.459	192				
Motivation	Between Groups	0.388	3		0.129	0.420	0.739
	The Group	58.158	189		0.308		
	Sum	58.546	192				
Satisfaction	Between Groups	0.201	3		0.067	0.185	0.907
	The Group	68.434	189		0.362		
	Sum	68.635	192				
Behavior Intention	Between Groups	0.425	3		0.142	0.314	0.815
	The Group	85.295	189		0.451		
	Sum	85.720	192				

*$p<.05$ ** $p<0.01$ ***$p<.001$

4.2.7. A Comparison of Differences among Business Strategy, Motivation, Satisfaction, and Behavior Intention of Tourists of Different Numbers of Visit

As shown in the result of analysis in Table 4.2.7, tourists of different numbers of visit appeared no significant difference on business strategy, motivation, satisfaction, and behavior intention, that is, there was no significant difference among the above variables.

Table-4.2.7. Table of Analysis of Variances of among Business Strategy, Motivation, Satisfaction, and Behavior Intention of Tourists of Different Numbers of Visit

Sources of Variation		Sum of Square	DOF	The Average Sum of Squares	MS	F	p
Business Strategy	Between Groups	2.055	4		0.514	1.507	0.202
	The Group	64.740	190		0.341		
	Sum	66.795	194				
Motivation	Between Groups	3.762	4		0.940	3.200	0.14
	The Group	55.835	190		0.294		
	Sum	59.597	194				
Satisfaction	Between Groups	2.014	4		0.504	1.436	0.224
	The Group	66.617	190		0.351		
	Sum	68.631	194				
Behavior Intention	Between Groups	1.377	4		0.344	0.772	0.545
	The Group	84.763	190		0.446		
	Sum	86.141	194				

*$p<.05$ ** $p<0.01$ ***$p<.001$

4.2.8. A Comparison of Differences among Business Strategy, Motivation, Satisfaction, and Behavior Intention of Tourists of Different Types

According to the result of analysis of table 4.2.8, tourists of different types appeared no significant difference on business strategy, motivation, satisfaction, and behavior intention, that is, there was no significant difference among the above variables.

Table-4.2.8. Table of Analysis of Variances among Business Strategy, Motivation, Satisfaction, And Behavior Intention of Tourists of Different Types

Variable	Individual Tourist		Group Tourist		t	p
	M	SD	M	SD		
Business Strategy	3.96	0.581	4.01	0.593	0.036	0.850
Motivation	4.02	0.527	4.04	0.613	0.238	0.626
Satisfaction	4.08	0.578	4.11	0.632	0.201	0.654
Behavior Intention	4.09	0.679	4.07	0.633	0.005	0.945

*p<.05 ** p <0.01 ***p<.001

5. CONCLUSION

5.1. Conclusions of this Study

Among the customers, the most were tourists visit Kenting on holidays, male fallen within a 21-30 years old group. Their occupation and education level is student and general and vocational high schools. Most of them live in southern area of Taiwan with a monthly personal income between 20,001NT-40,000NT. Tourists were the first time to this hotel and the individual tourist, visit Kenting to play and stay overnight, we suggested to offer such populations or groups the appropriate lodging program or package tour to satisfy the requirements of tourists.

The most important for business management strategy of hotels is the innovation and sustainable development, followed by the learning experienced activities as the most important strategic guidelines, especially for the professional training manpower of hotels, the partnership of hotels in pursuit of the alliance to create the profit maximization, in addition, it was necessary for hotels to launch the professional training of operation process on employees, the results of occupancy rates of customers would affect the sustainable management of hotels, furthermore, absence, attendance, and estimation on turnover rate of employees, great impact on the normal business operation and management of hotels, regarding the social support, the hotel business management would affect the community recreation, the critical for the key performance of the business management of hotels was average room rate, the result of the analysis of the stay motivation of tourists was to tie the emotions among family members and friends, the quality of facilities, environment, the overall service enthusiasm of hotels, and tourists satisfaction would further affect the willingness of revisit of tourists. Therefore, the most important for the management of hotels was careful nurturing, this study suggested that the certain service quality to be maintained, to have every tourist being well treated, to get every tourists felt value-for-money, felt like home, to become the best word-of-mouth, and good reputation and careful nurturing was the best business strategy for the sustainable development of hotels.

5.2. Limitations of the Study and Recommendations for Future

There were few potential drawbacks in these studies, such as small sample size since the study distributed 200 questionnaires, moreover, there were four dimensions for questionnaires to develop too many items of questionnaire to assume several interviewed tourists fill in their answers under no consideration from data filings, and such action influenced the status of the related dimension of such questionnaire. We suggested that increasing number of questionnaires but decreasing the dimension of questions on the questionnaire planning so that the interviewed tourists would fill in the questionnaire without patience since there were too many questions to simplify the study and to deeply explore the research objectives. In addition, the study aimed to investigate the hotels and tourists at Kenting Area, yet the study failed to classify according the size of hotels after deleting illegal hotel owners which was also a defect of this study. We suggested that the future researchers may distinct according to the hotel sized and simplify explore the relationship among several dimension.

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