Tourist Satisfaction Index in Saudi Arabia

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Abstract

This research unveils the fact and figures of the initiative taken by the Saudi Government for the promotion of tourism in the kingdom. This study also focuses on the current satisfaction index among the tourists vising the country. This study reviews the literature from government circulars and previously published data. The critical examination study model and explanatory research design were used with the statistical conclusion of the policy impact. Here the focus is on measuring the satisfaction index among the tourist and factors associated with satisfaction. Consequently, the research results point to the fact that the government is taking serious initiatives for tourism development in the kingdom. Even though there are factors where satisfaction exists, greater attention to this is needed. It could be argued that the satisfaction index can be enhanced and this is expected with recent policy amendments and it is likely that soon the satisfaction index may be increased. The Kingdom's tourism industry is already considerable in terms of both the volume of its resources and the streams of tourists it obtains and accommodates.

Keywords: Tourism, satisfaction index, tourism initiatives, Saudi Arabia, destination image.

Introduction

In recent years, Saudi Arabia's prime focus has been to diversify the economy to mitigate the risk posed by over-dependence on oil-based revenue. SCTA is a state-run organization that was set up in 2000, intending to develop the tourism sector in Saudi Arabia (Jeddah Chamber of Commerce, 2015). The Kingdom enjoys economic superiority in the Arab region and with the investments from the private sector, it is predicted that the government will be able to develop its tourist sites to satisfy and invite more tourists from offshore. Satisfaction is pleasure or disappointment that results from the comparison of the product with the expectations. If the product/service does not meet the expectations, the customer is said to be dissatisfied (Nicolaides, 2008) and if the product/service meets expectations, the customer is said to be satisfied and if the product/service exceeds expectations, the customer is said to be delighted (Ramphal & Nicolaides, 2014). Satisfaction is a result of the customer's needs, expectations, and experiences with the product/service after use (Nicolaides, 2008). Whereas customer relationship management systems enhance customer knowledge to produce innovative products or services which play a unique factor (Saeed S et.al, 2019). Hence expectation and expectation are two important factors which need to be understood while understanding customer satisfaction. Tourism and hospitality are peoples business and that means there are encounters between service providers and tourists. (Nicolaides, 2016).Today Tourism is an important economic sector for many countries. Technology today tends to provide a competitive edge in the tourism industry (Nicolaides, 2008).

Recently, Saudi Arabia has taken several initiatives to launch and promote the tourism sector in the kingdom other than a religious pilgrimage. Saudi Arabia believes in the effective role of tourism in its impact on socio-economic development hence in November 2017 Saudi Arabia announced that it would issue tourist visas and the online application would start in 2018. (online at https://scth.gov.sa/en/AboutSCTA/Pages/FAQS.aspx). The main goal for creating the Saudi

Commission for Tourism and National Heritage (SCTH), was to pay greater attention to all aspects of the tourism sector in the kingdom in its organization, development, and promotion. Promoting the unique services of a destination need continual improvement for tourism authorities, their ability to innovate, improve, and creatively market the tourist experiences in a manner that can result in ultimate success. Measuring and managing customer satisfaction is vital for the sustained development of service industries like tourism (Sirakaya, Petrick, & Choi, 2004). Therefore, it is important to develop a customer-based system and evaluate the performance based on the indexed that was developed. An evaluation system should be able to identify the relationship between the performance of individual service providers and a destination's overall performance as a perceived value by its inbound tourists (Haiyan Song et al., 2012). Since satisfaction is 'destination-determined' which is formed by the experiences, it is equally important for travel destinations to investigate satisfaction levels. Tourism destinations and market segmentation are considered as distinguishing feature of the nation's tourism sector and so relationship with non-market stakeholders in for example the tourism sector can be enhanced to the benefit of all (Nicolaides, 2015).

Research Objectives

The primary focus of the research was to explore the elements that contribute to the main components for tourist satisfaction in Saudi Arabia. The report also highlights the attitude, beliefs, and values of tourists visiting Saudi Arabia.

Review Literature

In the tourism industry, the tourists are considered as a subscriber of the service (Salleh et al., 2013). Previous studies on customer satisfaction research mentioned in American Customer Satisfaction index, Norwegian Customer Satisfaction barometer, European Customer Satisfaction index, Swedish Customer Satisfaction barometer express the idea that the main output of satisfaction resulted in loyalty towards the destination (Nicolaides, 2008; Johnson et al., 2001; Som et al., 2011; Salleh et al., 2013). Various studies explore different determinants for satisfaction. Hotel / lodging attributes, local transport, shopping features, local people behavior, airport attributes, attraction attributes, and Information service attributes are prominent determinants in the Indian context (Siri et al., 2012). Al-Majali, 2012 in his study mentioned that perceived risk, the image of the country, and the climate of the country are other determinants of satisfaction. Song et al (2011), in a report of China advocated that tourist characteristics, perceived performance, assessed value, and expectations are other determinants of satisfaction. Krešic, and Prebešac, (2011) in their study at Cortia stated accommodation and catering facilities, activities in a destination, the natural features, destination aesthetics, environmental preservation, and destination marketing, are the key determinants of customer satisfaction. Destination image has a positive impact on attitude and behavioral intention (Nizar et.al 2017; Yusuf et.al 2017; Bang et.al 2019). Hong Kong PolyU Tourism Satisfaction Index stated the determinants for tourists to visit a place included the attractions, hotels, immigration, restaurants, retail shops, and transportation (Song et al., 2012).

Measuring Tourist Satisfaction

The tourist destination is the cluster location of attractions and related tourist facilities and services that a tourist or tour group experience (Goeldner et al., 2003). However, it is stated that dissatisfaction could be the result of the poor performance of the attributes of the destination (McIntyre, 1993). Richard et.al (2011) stated that the halo effect has an impact on creating a positive or negative image of the tourist destination. In contrast to Country of origin (COO) image, destination image research centers on tourism as the product category and countries as tourism brands (Beerli & Martin, 2004; Gallarza et al., 2002; Pike et al., 2004). Studies in this area show that favorable destination images increase intentions or behavior to visit/revisit the destinations. Convenience in visiting the destination also adds value to the image of the location (Jing et.al, 2019). Hence, all the components need to be analyzed separately to

understand tourist behavior well. The destination competitiveness may include many aspects such as natural resources and cultural/heritage resources, tourism infrastructure, a range of activities, entertainment, shopping, special events and festivals, quality of service, accessibility of a destination, market ties, hospitality, destination management, destination marketing, destination policy, planning and development, human resources development, the destination location, situational conditions such as competitive (micro) environment, safety and security, price competitiveness, destination awareness, market performance indicators such as visitor statistics, perception, and preferences, the contribution of tourism to the economy, economic prosperity, tourism investment, government support for tourism (Dwyer & Kim, 2003).

A study has mentioned that traditional culture of nature in a culture worldview has a positive affected on perceived value and experience (Chao et al., 2020). Satisfaction could also be measured by the impact of expectations on satisfaction, which is influenced by behavioral intentions (del Bosque & San Martín, 2008, Chen & Chen 2010). It is also advocated that tourist satisfaction is correlated with the destination's image and post-visit of experiences (Chon, 1992).

Product attributes have a direct impact on tourists' behavioral intentions. (Pandža, 2015). Tour guide service is an important attribute for tourist satisfaction [Chan, Hsu & Baum, 2015]. Tourism packages also influence destination products and tourist company products (Mehmetoglu & Normann, 2013). Overall satisfaction is influenced by actual experience that matches customers pre-conceived expectations (Wang & Davison, 2009;Yüksel & Rimmington, 1998; Fuchs & Weiermair, 2004; Füller, Matzler & Faullant, 2006; Enright & Newton, 2004, 2005). Hence destination images have a direct impact on behavioral intentions: "destination image → trip quality → perceived value → satisfaction → behavioral intentions" (Chen & Tsai, 2007).

Tourism Initiative

Tourism development policy and sustainable tourism plays a crucial role in the developing tourism industry (Grobler & Nicolaides, 2016; Yechale, 2019). Destination collaboration can best contribute to successful destination brands and building destination branding.The Chairman of the Board of Directors of the General Authority for Tourism and National Heritage, Ahmed Al-Khatib, said recently that the Kingdom issued 350 thousand tourist visas in the last 3 months of 2019. Al-Khatib added that the authority has targets during the current year far exceeding what was achieved in 2019. Al-Khatib said that the figures achieved are very encouraging, especially after the recent decisions regarding the entry of visa holders to America, Schengen, and Britain, in addition to a number of other measures. The Kingdom allowed the granting of tourist visas via the Internet or upon the arrival of vacationers to the territory of the Kingdom, and to those who hold visas from the United States or Britain or a Schengen visa for the region of European Union countries.

In 2019, Saudi Arabia launched a visa granting system that allows tourists from 49 countries to visit, with the aim of placing tourism at the top of the list of the country's main sources of income. Al-Khatib pointed out that the Tourism Authority is working to reformulate hotel licenses to be more attractive to investors, and is also working to train cadres significantly, stressing the launch of new investments in the sector. SCTH is reviewing its strategies to align with Vision 2030 and contribute to achieving the goals of the National Transformation Program (NTP) 2020. He further added that SR9.93 billion ($2.64 billion) was allocated for tourism projects in 2017 (available online at https://scth.gov.sa/en/AboutSCTA/Pages/FAQS.aspx).

Saudi Arabia as the 'cradle of Islam', with its exceptional geographical, economic and cultural characteristics possesses a rich natural and cultural heritage. It has an acceptable transportation infrastructure as well as the overall infrastructure mechanisms to develop the tourism industry and make it sustainable. The advancement of the domestic tourism market is the core of the strategy for the

development of the tourism industry, and Saudi tourism products must be able to compete on quality with global competition. Ramphal and Nicolaides (2018) assert that all organizations need to be constantly committed to doing the best job possible and making the best decisions. Six Sigma for example requires that the hotel guest be prioritized as the first step to effectively restoring an issue of defective service that has been created by a service provider. Six Sigma then is a process which can be considered as it reduces defects by analyzing the methods and business processes of hotels, and travel businesses, which are defective in terms of efficacy, and then it leads to crafting high quality ideal products and services which tourists want to be satisfied.

Research Methodology

Groups of approaches, strategies, and methods that should be followed by a researcher to perform research and to arrive at the solutions for the proposed research problems are known as a research methodology (Creswell, 2003). The process of ensuring the validity of collected data is also included in the research methodology. The research methodology is usually developed based on the research design, which is the blueprint of the study (Creswell, 2003). With a proper research design, the researchers could validate the collected data effectively (Sekaran, 2003).

To achieve the research objectives, a quantitative, and descriptive and cross-sectional study were conducted based on an e-mailed survey. Determination of the nature of the research variables as well as the relationship between these variables and experimental analysis of these variables was done with the help of a quantitative approach. Both mathematical hypotheses and models are used by this approach (Black, 1999). Qualitative research is used to determine and answer the personal view of some tourists. The research process determines a person's view of the issue and some peoples' attitudes and features. Using this technique, the tourist's behavior over social and professional situations can be predicted (Punch, 2005). The study was carried out in Saudi Arabia and data was collected through questionnaires and interviews from 100 respondents. A structured questionnaire was developed to measure tourist satisfaction. The implementation of a questionnaire approach was simple and easy and the outcome obtained from the process is more effective.

The defined target population was used to guide the construction of a list of population elements, or sampling frame, from which the sample was drawn (Zikmund, 2003). For obtaining information related to the attitude of tourists a LIKERT scale was used. The elements that were excluded from the desired target population in order to form the defined target population are referred to as the excluded population (Ross, 1991). In the present study adult tourists (aged greater than 20 years served as a target population. Both the male and female population were targeted.

Random sampling was used in this study since it is the best-known form of probability sample and selects a sample without showing a bias for any personal characteristics (Barbie, 2001). In random sampling, each element has an equal chance of selection independent of any other event in the selection process (Barbie, 2001).

Data Analysis: Useable Sample

By means of procedural and in a transparent manner the data analysis process was carried out (Bachiochi & Wiener, 2002; Creswell, 1998). In order to obtain a high quality of information, the interview process was done in such a manner that the appropriate analytical data was collected (Smith, 1990). The first step of the data analysis process was to screen the data to ensure it was usable, reliable, and valid to proceed further with statistical analyses. Therefore, the completed questionnaires where quality checked using cross-tabulations. This resulted in a useable sample as shown in the table below. The data collected by means of the interview surveys was recorded and transcribed in the existing study. The collected data was analyzed using a statistical package. To examine the survey, the researcher made use of the Statistics Package for Social Science software (SPSS 24.0).

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Country Group	Country	Frequency	Percent
Saudi Arabia	Saudi Arabia	45	76.27%
Others	Others	14	23.73%
Countries in Others Group	Indian	10	16.95%
	Jordanian	1	1.69%
	UK	1	1.69%
	USA	1	1.69%
	Yemen	1	1.69%
Total		59	100%

Table 1

Demographic Profile of the Respondents

The demographic profile of the 59 visitors (useable responses), was split by two stats (Saudi Arabia and others), univariate descriptive statistics were calculated and analyzed based on age-groups, education, profession, income-group, where the respondent lives, education, and household income, family size, the prime purpose of visit, visiting along with, money amount of money spent, and duration of the visit (in days) as shown in the table below.

The study sample (useable responses) had more local visitors as compared to foreign visitors, with most of the visitors being the young in the age-group of 20-39 (30, 50.85%), undergraduates, and graduate students. The majority of the visitors had a small family size consisting of (2-4) members only.

Dimension	Category	Total		Saudi Arabia		Others	
		N	%	N	%	N	%
Age Groups	0- 19	13	22.03%	13	28.89%	-	-
	20 – 29	21	35.59%	18	40.00%	3	21.43%
	30- 39	9	11.86%	5	11.11%	4	28-57%
	40 -49	12	20.34%	7	15.56%	5	35.71%
	> 50	4	6.78%	2	4.44%	2	14.29%
Education	Post Graduate	16	27.12%	4	8.89%	12	85.71%
	Secondary School	10	16.95%	10	22.22%	-	-
	Undergraduate	33	55.93%	31	68.89%	2	14.29%
Profession	Assistant professor	1	1.69%	-	-	1	7.14%
	Business man	2	3.39%	2	4.44%	-	-
	Dentist	1	1.69%	-	-	1	7.14%
	Employee	20	33.90%	10	22.22%	10	71.43%
	Housewife	2	3.39%	-	-	2	14.29%
	Student	33	55.93%	33	73.331%	-	-
Income Group	< 5000	32	54.24%	28	62.22%	4	28.57%
	10000 - < 15000	9	15.25%	4	8.89%	5	35.71%
	15000 - <25000	12	20.34%	9	20.00%	3	21.43%
	25000 - < 50000	1	1.69%	-	-	1	7.14%

	5000 - < 10000	5	8.47%	4	8.89%	1	7.14%
Family Size	2 – 4	27	45.76%	15	33.33%	12	85.71%
	5 – 7	14	22.03%	13	28.89%	1	7.14%
	8 – 10	8	13.56%	6	13.33%	2	14.29%
	> 10	9	10.17%	9	20.00%	-	-
Purpose of Visit	Visit to friends and family	26	44.07%	23	51.11%	3	21.43%
	Religious Visit(Haj/ Umrah)	14	23.73%	7	15.56%	7	50.00%
	Holiday and Leisure	16	27.12%	13	28.89%	3	21.43%
	Business Visit	3	5.08%	2	4.44%	1	7.14%
Visit with	Family	51	86.44%	38	84.44%	13	92.86%
	Friends	5	8.47%	4	8.89%	1	7.14%
	Single	3	5.08%	3	6.67%	-	-
Amount Spent During Visit	< 5000	29	49.15%	21	46.67%	8	57.14%
	5000 - 10000	17	28.81%	15	33.33%	2	14.29%
	10000 – 15000	11	18.64%	7	15.56%	4	28.57%
	> 15000	2	3.39%	2	4.44%	-	-
Duration of days spent	< 1 week	29	49.15%	24	55.33%	5	35.71%
	1 week-10 days	23	38.98%	17	37.78%	6	42.86%
	I week-15 days	4	6.78%	2	4.44%	2	14.29%
	> 15 days	3	5.08%	2	4.44%	1	7.14%

Table 2. Validity and Reliability

Cronbach's alpha is most commonly used to assess the reliability when you have multiple choice questions in a survey/questionnaire that form a scale and you wish to determine if the scale is reliable. As a rule of thumb, the minimum acceptable Cronbach's alpha of 0.70 (Nunnally & Bernstein, 1994) and was used as a benchmark for acceptable construct reliability. As evident from the table below, a coefficient of 0.8 and higher were obtained for all the dimensions(variables), therefore all the variables are considered in the Exploratory Factor Analysis.

Destination Image.	Infrastructure	Safety Level	Support Service	Cleannes s	Cost and Value for money
0.906	0.878	0.860	0.924	0.879	0.868

Table 3.

Research Question: Perception about Destination Image

The table below shows the results for individual statements referring to visitors' perception towards tourist destination, wherein we find there is no statistical difference between the two comparators (Saudis Arabia and Others) on all parameters (question), except on: The destination organizes carnivals and festival.

Questions	Country	N	Mean	Standard Deviation	Over All Mean	p-value	Difference in Mean	Confidence Intervals
It is easy to get VISA for visiting Saudi Arabia	Saudi Arabia	45	3.60	1.45	3.69	0.339	0.40	-0.431, 1,231
	Others	14	4.00	0.96				
The immigration process in Saudi Arabia is fast and efficient	Saudi Arabia	45	3.76	1.52	3.76	0.947	0.030	-0.876,0.936
	Others	14	3.79	1.32				
The destination is well accessible by transport service	Saudi Arabia	45	4.22	1.20	4.10	0.193	0.508	-1.281, 0.265
	Others	14	3.71	1.44				
The destination has enough natural attractions	Saudi Arabia	45	4.02	1.34	3.95	0.455	0.308	-1.127, 0.511
	Others	14	3.71	1.20				
The destination has historical and cultural heritages.	Saudi Arabia	45	3.87	1.44	3.95	0.403	0.348	0.478, 1,174
	Others	14	4.21	0.95				
The destination organize carnivals and festival	Saudi Arabia	45	4.11	1.37	3.90	*0.038*	0.897	-1.743, -0.050
	Others	14	3.21	1.42				
The destination has religious attractiveness	Saudi Arabia	45	3.93	1.34	4.03	0.295	0.424	-0.364, 1,211
	Others	14	4.36	1.22				
The destination climate is soothing	Saudi Arabia	45	3.69	1.13	3.53	0.065	0.689	-1.422, 0.045
	Others	14	3.00	1.41				
The destination has excellent accommodation facilities	Saudi Arabia	45	3.98	1.29	4.00	0.812	0.094	0.693, 0.880
	Others	14	4.07	1.27				

The destination offers excellent comfort facilities	Saudi Arabia	45	4.02	1.23	4.03	0.901	0.049	--0.737,0.836
	Others	14	4.07	1.44				
The ambiance of the destination is very satisfying	Saudi Arabia	45	3.80	1.38	3.80	0.973	0.014	-0.848, 0.820
	Others	14	3.79	1.31				
Overall I am satisfied with the destination image	Saudi Arabia	45	3.91	1.28	3.93	0.820	0.089	-0.688, 0.866
	Others	14	4.00	1.24				

Table No: 4(a)

Research Question: Perception about Destination Infrastructure

The table below shows the results for individual statements referring to visitors' perception about tourist destination infra-structure, wherein we find there is no statistical difference between the two comparators (Saudis Arabia and Others) on all parameters (question).

Questions	Country	N	Mean	Standard Deviation	Over All Mean	p-value	Difference in Mean	Confidence Intervals
Good quality of restaurants and hotels are available	Saudi Arabia	45	4.07	1.11	4.10	0.668	0.148	-0.537, 0.832
	Others	14	4.21	1.12				
High speed internet & network services are available in sites	Saudi Arabia	45	3.84	1.28	3.85	0.974	0.013	-0.756, 0.781
	Others	14	3.86	1.17				
The cities has standardized malls and shopping complex	Saudi Arabia	45	4.29	1.12	4.27	0.824	0.075	-0.742, 0.593
	Others	14	4.21	1.17				
Availability of Prayer facilities.	Saudi Arabia	45	4.29	1.22	4.34	0.564	0.211	-0.518, 0.940
	Others	14	4.50	1.10				
Architectural arrangement of the city and destination	Saudi Arabia	45	3.98	1.36	3.97	0.904	0.049	-0.861,0.762
	Others	14	3.93	1.21				
Overall I am satisfied with destination infrastructure	Saudi Arabia	45	3.71	1.46	3.76	0.626	0.217	-0.672, 1.107
	Others	14	3.93	1.44				

Table 4(b)

Research Question: Perception about Safety Level

The table below shows the results for individual statements referring to visitors' perception about tourist destination safety level, wherein we find there is no statistical difference between the two comparators (Saudis Arabia and Others) on all parameters (question).

Questions	Country	N	Mean	Standard Deviation	Over All Mean	p-value	Difference in Mean	Confidence Intervals
Safety level regarding policies and measures are well implemented safety and security.	Saudi Arabia	45	4.02	1.22	4.03	0.895	-0.049	-0.694, 0.793
	Others	14	4.07	1.21				
The destination has sufficient measures to for health concerns.	Saudi Arabia	45	4.04	1.15	3.93	0.212	0.473	-1.223,0.277
	Others	14	3.57	1.45				
Overall I am satisfied with the government measures for safety and security.	Saudi Arabia	45	4.04	1.26	4.00	0,631	0.187	-0.964,0.590
	Others	14	3.86	1.29				

Table 4(c)

Research Question: Perception about Support Service

The table below shows the results for individual statements referring to visitors' perception about tourist destination support services, wherein we find there is no statistical difference between the two comparators (Saudis Arabia and Others) on all parameters (question).

Questions	Country	N	Mean	Standard Deviation	Over All Mean	p-value	Difference in Mean	Confidence Intervals
Numbers of Banks and ATM machines are available in site location.	Saudi Arabia	45	4.02	1.29	4.10	0.895	0.335	0.694, 0.793
	Others	14	4.36	1.08				
Car for rentals are easily for tourists.	Saudi Arabia	45	4.09	1.18	4.08	0.212	0.017	-1.223,0.277
	Others	14	4.07	1.38				
The local acquaintance has hospitality nature	Saudi Arabia	45	4.22	1.22	4.14	0.631	0.365	-0.964, 0.590
	Others	14	3.86	1.23				
Hotels and restaurants have hospitality attributes.	Saudi Arabia	45	4.20	1.10	4.07	0.121	0.557	-1.267, 0152
	Others	14	3.64	1.34				

The destination has facility for cards and online payments	Saudi Arabia	45	4.09	1.33	4.12	0.748	0.125	-0.653, 0.904
	Others	14	4.21	1.05				
Sufficient fresh water supply is available in the destination	Saudi Arabia	45	3.91	1.41	3.97	0.576	0.232	-0.593, 1.057
	Others	14	4.14	1.10				
Sufficient service allocation.	Saudi Arabia	45	3.78	1.33	3.76	0.873	0.063	-0.853, 0.726
	Others	14	3.71	1.14				
Roads and highways are well navigated by road signage.	Saudi Arabia	45	3.89	1.25	3.98	0.294	0.397	-0.353, 1.146
	Others	14	4.29	1.14				
Overall I am satisfied with the service provided by the destination.	Saudi Arabia	45	3.84	1.38	3.88	0.702	0.156	-0.656, 0.967
	Others	14	4.00	1.11				

Table 4(d)

Research Question: Perception about Cost and Value for Money

The table below shows the results for individual statements referring to visitors' perception about tourist destination about the cost and value for their money, wherein we find there is no statistical difference between the two comparators (Saudis Arabia and Others) on all parameters (question).

Questions	Country	N	Mean	Standard Deviation	Over All Mean	p-value	Difference in Mean	Confidence Intervals
I am satisfied with the Value Spent for Food	Saudi Arabia	45	3.53	1.56	3.56	0.812	0.110	-0.810, 1.029
	Others	14	3.64	1.28				
I am satisfied with the Value Spent for Lodging and accommodation	Saudi Arabia	45	3.24	1.58	3.37	0.240	0.541	-0.372, 1.455
	Others	14	3.79	1.12				
I am satisfied with the Value Spent for Transportation	Saudi Arabia	45	3.49	1.42	3.54	0.595	0.225	-0.619,1.069
	Others	14	3.71	1.20				
Overall I am satisfied with my visit to the Kingdom	Saudi Arabia	45	4.16	1.31	4.12	0.694	0.156	-0.942, 0.631
	Others	14	4.00	1.18				

Table 4(e)

Research Question: Perception about Cleanliness

The table below shows the results for individual statements referring to visitors' perception about tourist destination cleanliness, wherein we find there is no statistical difference between the two comparators (Saudis Arabia and Others) on all parameters (question).

Questions	Country	N	Mean	Standard Deviation	Over All Mean	p-value	Difference in Mean	Confidence Intervals
The destination maintains clean and hygienic environment	Saudi Arabia	45	3.84	1.35	3.90	0.575	0.227	-0.580, 1.034
	Others	14	4.07	1.12				
Public area maintains hygienic and clean environment.	Saudi Arabia	45	3.87	1.25	3.85	0.830	0.081	-0.638, 1.203
	Others	14	3.79	1.22				
Public toilets are hygienic and clean.	Saudi Arabia	45	3.29	1.58	3.36	0.541	0.283	-0.810, 1.029
	Others	14	3.57	1.22				
Overall I am satisfied with Cleanness of the destination.	Saudi Arabia	45	3.76	1.33	3.78	0.799	0.102	-0.372, 1.455
	Others	14	3.86	1.17				

Table No 4(f)

Exploratory Factor Analysis

The main objective of factor analysis is first to extract set factors from a data set. An initial principal component analysis using a Varimax rotated matrix yielded a six-factor solution accounting for a cumulative rotation sum of the squared loadings of 52.934%, which means that all the ariables(factors), namely: Destination Image, Infrastructure, Safety Level, Support Service, Cleanness and Cost-Value for Money as identified from the literature review are acceptable. Further, Thurstone's criteria to determine what a significant loading is? With a sample size of say 59 participants, loadings of 0 .50 or higher can be considered significant, or at least salient components (question/parameter) of the variables.

Thus, based on the information in the above table, we can arrange the factors in terms of importance on the foundation of the factor loading as on the next page.
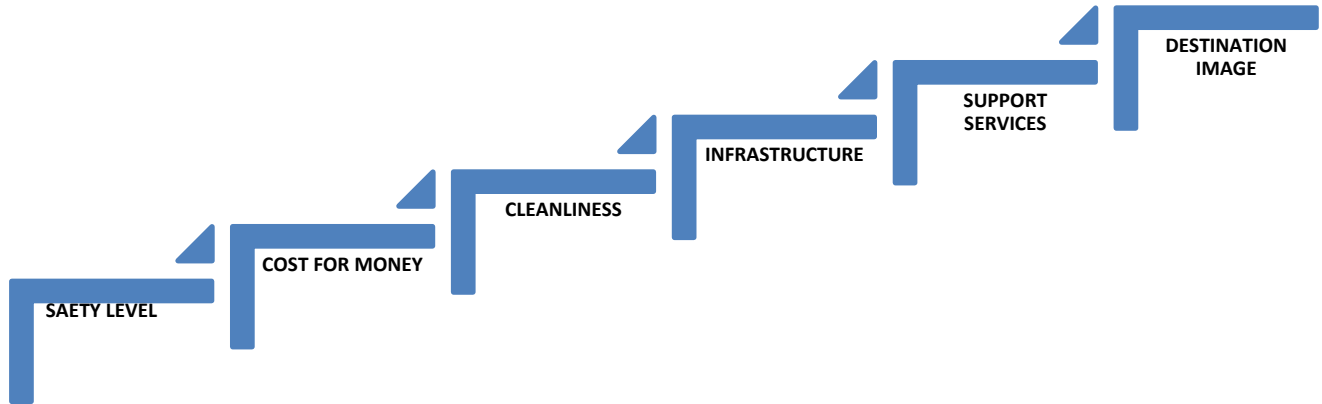
Questions		Destination Image	Support Service	Infrastructure	Cleanliness	Cost for Money	Safety Level
Destination Image	It is easy to get VISA for visiting Saudi Arabia	0.13	0.05	0.01	0.10	0.04	0.86
	The immigration process in Saudi Arabia is fast and efficient	0.14	0.18	0.09	0.08	0.23	0.86
	The destination is well accessible by transport service	0.47	0.07	0.08	0.15	0.64	0.32
	The destination has enough natural attractions	0.30	0.11	0.14	0.30	0.53	0.11
	The destination has historical and cultural heritages.	0.20	0.27	0.28	0.26	0.08	0.32
	The destination organize carnivals and festival	0.71	0.09	0.14	0.09	0.21	-0.03
	The destination has religious attractiveness	0.45	0.60	0.00	0.18	0.12	0.16
	The destination climate is soothing	0.55	0.22	0.09	0.03	0.27	0.06
	The destination has excellent accommodation facilities	0.45	0.12	0.39	0.05	0.41	0.32
	The destination offers excellent comfort facilities	0.50	0.24	0.48	0.07	0.27	0.18

	The ambiance of the destination is very satisfying	0.62	0.48	0.11	0.11	0.15	0.25
	Overall I am satisfied with the destination image	0.69	0.24	0.10	0.09	0.38	0.11
Infrastructure	Good quality of restaurants and hotels are available	0.64	0.15	0.27	0.15	0.26	0.12
	High speed internet & network services are available in sites	0.08	0.29	0.69	0.38	0.15	0.04
	The cities has standardized malls and shopping complex	0.54	0.17	0.60	0.02	0.24	-0.07
	Availability of Prayer facilities.	0.67	0.50	0.05	0.23	0.11	0.24
	Architectural arrangement of the city and destination	0.28	0.62	0.46	-0.04	0.23	0.15
	Overall I am satisfied with destination infrastructure	0.25	0.63	0.37	0.25	0.05	0.07
Safety Levels	Safety level regarding policies and measures are well implemented safety and security.	0.35	0.55	0.22	0.31	0.12	0.14
	The destination has sufficient measures to for health concerns.	0.46	0.22	0.25	0.22	0.34	0.12
	Overall I am satisfied with the government measures for safety and security.	0.56	0.43	0.08	0.23	0.32	0.40
Support Service	Numbers of Banks and ATM machines are available in site location.	0.79	0.29	0.22	0.24	0.10	0.13
	Car for rentals are easily for tourists.	0.66	0.27	0.23	0.18	0.33	0.19
	The local acquaintance has hospitality nature	0.28	0.31	0.16	0.01	0.71	0.05

	Hotels and restaurants have hospitality attributes.	0.36	0.05	0.60	0.11	0.49	0.13
	The destination has facility for cards and online payments	0.69	0.24	0.22	0.44	0.14	0.06
	Sufficient fresh water supply is available in the destination	0.27	0.77	0.37	0.20	0.19	0.09
	Sufficient service allocation.	0.50	0.52	0.21	0.20	0.28	0.16
	Roads and highways are well navigated by road signage.	0.17	0.43	0.58	0.40	0.15	-0.12
	Overall I am satisfied with the service provided by the destination.	0.51	0.32	0.38	0.36	0.17	0.06
Cleanliness	The destination maintains clean and hygienic environment	0.35	0.53	0.08	0.62	0.15	0.21
	Public area maintains hygienic and clean environment.	0.45	0.17	0.23	0.70	0.18	0.16
	Public toilets are hygienic and clean.	0.05	0.20	0.15	0.78	0.02	0.13
	Overall I am satisfied with Cleanness of the destination.	0.39	-0.01	0.40	0.66	0.00	0.03
Cost for Money	I am satisfied with the Value Spent for Food	0.10	0.31	0.59	0.26	-0.03	0.20
	I am satisfied with the Value Spent for Lodging and accommodation	0.59	0.09	0.46	0.23	-0.19	0.34
	I am satisfied with the Value Spent for Transportation	0.50	0.24	0.44	0.19	-0.18	0.41
	Overall I am satisfied with my visit to the Kingdom	0.69	0.17	0.21	0.26	0.17	0.23

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 23 iterations.

Table 5.

Conclusion and Recommendations

Tourism in Saudi Arabia has shown a paradigm shift from a pilgrimage to a leisure visit. Growth in the tourism industry will generate jobs in the market (Nicolaides, 2015). Saudi Arabia recorded a total of 15

million tourists in 2018, ranking 29th in the world in absolute terms hence generating around 16.98 billion US dollars in the tourism sector alone. Saudi Arabia has in recent years amended several aspects in tourism policy to promote tourism in the Kingdom. Initiatives have been made towards sustainable development of tourism in the Kingdom by adhering to the strict development standards as well as design guidelines. Quality assurance systems and standards (QASS) are essential for competitive purposes and need greater attention in certain dimensions like safety and cost of money which ranked at the bottom of the satisfaction ladder.

Therefore, the promotion of domestic tourism is the epicenter for the strategic development of the tourism industry in the Kingdom to meet the requirements of foreign travelers. The overall framework for all the factors for the satisfaction index needs to be addressed and requires streamlining and expansion. Registration and licensing should be required by all the tourism establishments in order to be internationally compatible with the minimum standards (mentioned in a report by the Supreme Commission for Tourism) of safety and security, hygiene and sanitation must be defined for the purposes of licensing and registration. Hence the government regulation will fill the gap for the lag as observed in the response of the tourist for the factors associated with the satisfaction index. Funding provision also needs to be made available for the initial establishment costs of the public sector organizations. It is also perceived from the study is that Saudi Arabia is more expensive for vacationing purposes than other countries. Furthermore, Saudi Arabia has to focus on the exceptionality of the destination like archaeological and cultural background and its deep heritage. The potentials in the Kingdom need to optimized like the desert areas, and coral reefs of the Red Sea, the Gulf and the mountains of the southern region of Najran and Jazan need to be emphasized. Product development needs to be emphasized like 'white sand resorts', and 'desert camps' need to be the option while the travelers visit the Kingdom. National Parks need to be part of the recreational visit for the visitors. The tourism industry is already being observed to be in the growing stage as it has potential resources and also additional inflows of tourists.

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