

## **The impact of hotel quality dimensions and hotel image on the behavioral intentions: Mediating role of memories**

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### **Abstract**

This study is first to evaluate the role of memories in the hospitality and tourism industry of Pakistan. The mediating role of memories in the relationship of staff presentation and knowledge, and hotel image on customers' behavioral intentions has been investigated in luxury hotel settings. The respondents of the study are customers of the hotel industry. The data has been collected from 354 respondents through convenience sampling technique. Data was analyzed through PLS-SEM. Findings show that memories play a role in increasing behavioral intentions of the customers. Theoretical and practical implications are discussed in detail.

**Keywords:** Staff presentation & knowledge; hotel image; push-pull motivation theory; memories; behavioral intentions

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## INTRODUCTION

As the hospitality and tourism industry is growing quickly and it has become very much challenging for the service providers to enhance the behavioral intentions of customers. The customers' behavioral intentions is recognized as a major source of customer loyalty (Oliver, 2010). The behavioral intentions of customers is recognized as a significant predictor of the actual behavior of customers (Virabhakul & Huang, 2018). In the hotel industry, customer's behavioral intentions depends upon various factors such as quality, service, image, staff behavior and the knowledge they have about the product. Customer's behavioral intentions based on their experience at hotels. Customers' assessment about their dining experience depends on various factors (Walter, Edvardsson, & Öström, 2010) i.e. image of a hotel, nature and behavior of staff, and management. These factors significantly influence the customer's decision making to revisit a place (Sungpo et al., 2018). Several factors have significant impact on customers' satisfaction and their behavioral intentions. These factors include humble and polite employees, polite and friendly staff, and capable management (Karki & Panthi, 2018). Service by staff is considered as a vital factor in making customer happy (Yi, Zhao, & Joung, 2018). As the staff's performance is a recognized as a vital factor that cause to add value to a business and also distinguish one business from its competitors (Stefanini et al., 2018).

Another important factor that matters a lot in customer's decision making for dining experience is the image of place in the minds of customers. The hotel image is recognized as the key interpreter of customer satisfaction and their revisit behavior (Jin et al., 2012a). The strong brand image cause to distinguish the hotels from their competitors (Ryu, Han, & Kim, 2008). The customer's perception builds image of a hotel in the minds of consumers (Jin, Line, & Goh, 2013). The perceived image of hotels has subsequently impact on customer loyalty (Ryu & Jang, 2008). According to researchers, the perceived image is considered a vital factor while exploring the customer's future behavior intentions (Prayag & Ryan, 2012).

The push-pull motivation provides theoretical support for the model. It consists of some push and pull elements that attracts customers. According to Dean and Suhartanto (2019), the pull factors have much importance in customer perception and significantly influence the revisit behavior of customers. The push factors include the purpose of visit of a customer and these are elicited by internal needs of customers i.e. to take rest and feel relax, to interact with their family, friends and social circles, and also includes health and fitness, status, for improving knowledge, for adventurous experiences and to explore new things in their daily life (Prebensen, Woo, Chen, & Uysal, 2013). The staff presentation and knowledge is a pull factor that attracts the customer.

The owners and hotel managers ensure that the customers must have a good memorable experience at their place (Quadri-Felitti & Fiore, 2013). Because it affects the assessment, representation, and memorability (Aho, 2001). The researcher has described the worth of memory in environmental psychology. According to Zatori, Smith, and Puczko (2018), there is an association between experiential value and the memorability experience of a customer. Larsen (2007) recognized that the experience of visitors consists of a

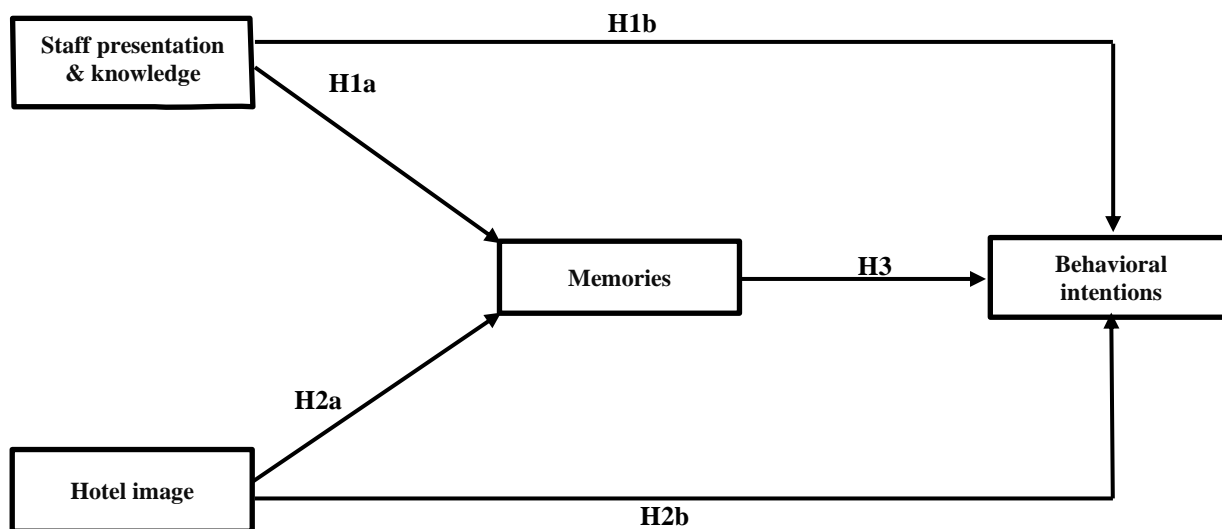
complicated process of psychology and the main focus is on the memory. Moreover, recollected experiences become a better interpreter of consumers' behavior in the future (Wirtz, Kruger, Scollon, & Diener, 2003). If the customers have robust memories about their experience at a hotel, they will build a sense of attachment and association with it (Manthiou, Kang, Hyun, & Fu, 2018). According to Marschall (2012), visitors like to revisit that place only where they have favorable and positive memories. Memory is considered an important consequence of experience as it plays an important role in the conceptualization of experience economy (Pine & Gilmore, 1998). Many researchers explained that favorable memories about the experience are linked to a high level of consumer satisfaction (Kim, Ritchie, & McCormick, 2012). Memories of the previous experience are a vital factor in developing pleasurable recalls and building effective expectations that result in the future assessment and memory (Cohen, Pham, & Andrade, 2008). The push-pull motivation theory supports our study objectives.

Keeping in mind, the above literature, a gap has been identified to understand the phenomena of hospitality and tourism industry, the cooperation of staff & customer support and good memories are crucial elements for the success of any hotel. The owners and managers make sure that the customers must have a memorable experience at their place. The prior studies have not dealt with the memories. But researchers recommended to do work on the construct of memory. Such as Zatori et al. (2018) has studied customer satisfaction with memorability and he emphasized to do further empirical research to better understand the association of memorability that is considered as the experiences' construct that link to consumer satisfaction. Similarly, Jepson, Stadler, and Spencer (2019) have suggested that there is a need to conduct research on memory creation in hospitality and tourism management or among different people or groups. The hotel industry offers experience-based service, therefore, a study is required especially on the role of psychological factor i.e. memories. The mediating role of memories in the relationship of variables of interest would give well informed insights. The recent study measures the direct as well as the mediating role of these psychological variable "memories" among the variables of interest. So, this study aims to examine a) the impact of staff presentation & knowledge and hotel image on the behavioral intentions; and, b) the mediating role of memories among the relationship of interest.

The present study has many contributions; first, it contributes to the literature of staff presentation & knowledge and hotel image by investigating the nature and behavior of staff and impact of place in the minds of a consumer. Secondly, it empirically investigates the mediating role of memories on the customers' behavioral intentions. Memories has more power to influence the customer's intentions to behave in future. Thirdly, this study helps to understand the role of behavioral intentions and contributes to the literature by identifying the factors that influence behavioral intentions.

The present study is significant for both the academia and for the hotel managers. As the researchers are interested in studying the relationship of staff presentation & knowledge and hotel image, memories, customers' revisit intentions and different variables have a direct or indirect impact on the behavioral intentions of customers in the hotel industry. Moreover, this study is also important for the managers, As managers are interested to increase revisit intentions of customers to their place. They are interested to know which

factor attract the customer more. As the behavioral intentions is recognized as a vital factor in the service industry. The findings will help managers to design strategies so that they can enhance revisits of their customer.



**Figure 1: Theoretical Framework**

## **2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT**

### **2.1 STAFF PRESENTATION AND KNOWLEDGE**

Scholars have highlighted the behavior of staff that cause enthusiasm among customers. The prior studies proposed that the staff's behavior generates happy customers, it is supported that there is a difference between eliciting the happiness and; the behaviors and attitudes that cause the happy customers. Thus, the staff's behavior that generate happy customers are the staff's friendliness nature (Torres, Fu, & Lehto, 2014) and their efforts & skills of serving (Beauchamp & Barnes, 2015). According to Ali, Kim, Li, and Jeon (2018), staff's interaction is one of the vital elements that generate happy customers, so they can have positive feelings and great memories. Moreover, Beauchamp and Barnes (2015) have explained that the demonstration of staff's efforts, skills and affect are graving elements which engender the happiness of the customer. Hence, the happy customers have great memories there.

Boo and Busser (2018), have identified some traits of hotel that cause customers and traveler satisfaction and cause their revisit intentions. These are conveniences of transportation mode, management of beverages and food, facilitation to tourist in reaching their destinations, and money value for them (Li, Ye, & Law, 2013); hotel, food, room, location, worth the value of money, and staff and their attitude and behavior (Zhou, Ye, Pearce, & Wu, 2014); cleanliness of material and stuff, service, facilities, value and location (Magnini, Crotts, & Zehrer, 2011). The staff helping and friendly nature, the product knowledge all are recognized as intangible pull factors. Dean and Suhartanto (2019) stated

that the importance of these elements in customer's perception and their significant influence on the customer's revisit behavior. The staff's friendliness, available services, facilities, staff's performance and inexpensiveness, all are tangible factors of pull motivation. According to the above discussion, following hypotheses are proposed:

*H<sub>1a</sub>: There is a positive association between staff presentation & knowledge and memories.*

*H<sub>1b</sub>: There is a positive association between staff presentation & knowledge and behavioral intentions.*

## 2.2 HOTEL IMAGE

The image of the brand is considered as a vital factor as it has an impact on the choices of consumer in future decisions of dining (Kim, Ok, & Canter, 2010). According to Brunner, Stöcklin, and Opwis (2008), in tourism perspective, the image of the place has strong impact on the behavior of consumer in the form of purchase intentions and revisits. To support this belief, prior studies have broadly recognized the effect of image on the future behavioral intentions of customers (Han & Hyun, 2017). The hotel's image helps as a reference point for customers. As it affects the satisfaction of customers and their future intentions to behave in a specific way (Han, Kim, & Hyun, 2011). According to Ryu et al. (2008), the image of any brand is considered as a substantial interpreter of the consumer behavior of revisits and further they will recommend it to their family members, friends, neighbors. Considering the literature, the Liu and Mattila (2015) supported that the strong brand image has significant impact on the loyalty behavior of consumer in traditional dining settings. Precisely, brand image is considered as a vital interpreter of the customer satisfaction and their intentions to behave (Jin et al., 2012b). This proposal is considered reasonable as the brand image is a crucial signal for the customers to build positive and favorable attitudes and behavior prior their actual experience for the hotels (Pavesic, 1989).

According to Kim & Jang (2016), the image is recognized as a subjective memory, that customers have about a particular thing. Sürücü, Öztürk, Okumus, and Bilgihan (2019) stated that brand image is the perceptions of a brand which is reflected through the associations and linkage held in memory of a consumer. The image of a luxury hotel can be explained as the perception of a diner at an extravagant hotel that is reflected through the linkage and connection a customer has in his/her memory about that hotel (Deng & Li, 2014). The cognitive appraisal theory suggests that the cognitive responses of a person are established through images, and illustrations. The hotel image is an experiential feature of cognition (Han & Hyun, 2017). According to cognitive appraisal theory the cognitive responses of customer are recognized as antecedents of consumers' emotions and these are elicited from their consumption experience (Ma, Gao, Scott, & Ding, 2013).

From the above discussion, following hypotheses are developed:

*H<sub>2a</sub>: There is a positive association between hotel image and memories.*

*H<sub>2b</sub>: There is a positive association between hotel image and behavioral intentions.*

### 2.3 BEHAVIORAL INTENTIONS

The experiential settings of a luxury hotel service are a stimulus of consumers' memory impressions (Morgan & Xu, 2009) that cause behavioral intentions of the customers. According to Zatori et al. (2018) there is an association between experiential value and memorability experience of customers. There are many dimensions of memories. One of them is working memory dimension is a vital feature in eating behavior domain. As it is a person's ability to continue achieving long term goals of healthy eating and battling against short term wishes that are not consistent with their long-term goal of healthy eating (Dohle, Diel, & Hofmann, 2018). According to researchers, consumption related experiences of customers depend on 4Es such as esthetic, educational, entertainment, and the escapist experiences (Pine & Gilmore, 2011). Scholars have also supported this concept (Gilmore & Pine, 2002; Quadri-Felitti & Fiore, 2013). By considering all discussed above, researchers described that the utilitarian and hedonic experience of customers cause to increase their knowledge by creating their positive memories (Tung and Ritchie, 2011) and encouraging attitude and behaviors in the form of customer's revisits, their recommendations and suggestion to family and friends (Kim et al., 2010). Memories generate the behavioral intentions of customers.

So, from the above literature we hypothesized that:

*H<sub>3</sub>: There is a positive association between memories and behavioral intentions*

### 2.4 MEMORIES AS A MEDIATOR

Higgs and Spetter (2018) described that the procedure of memory is basic essential element related to decision making of food. For instance, food and the representation of that food are associated with each other, that is eaten in the result. It reinforces the strong state of conditioning, which is saved as a memory. Higgs (2015) proposed that in the perspective of eating events, memory plays a significant role in the customer's decision making toward specific goals that shows the result of our decision. Higgs and Spetter (2018) explained it with the example of cookies. The decision about a cookie whether we should eat it or not mainly depends upon the decision of memory which has stored our last experience we got with it that is whether we have enjoyed eating cookies or not.

In hospitality and tourism industry, memories of certain event is considered the outcome of service, things or experience that is either positive or negative. According to Dao and Yang (2019), if a customer receives cooperative service, it causes transformation in the routine activities that are performed by the staff. Research scholars identified that the experiences of customers are memorable (Pine & Gilmore, 1998). Tung and Ritchie (2011), depending upon detailed interviews explained that memorable experience has four dimensions such as expectations, affect, consequentiality and recollection.



Prior research supports the evidence that the individual memories are considered most trustworthy information source that consumers utilize while their process of purchase and its significantly influence the future decision making of consumers (Sthapit, Björk, & Coudounaris, 2017; Zhang, Wu, & Buhalis, 2018). Because of hasty establishments in the hospitality and tourism industry, it has become viable for the service providers guarantee their customers that they will have a memorable and charming experience at their place (Quadri-Felitti & Fiore, 2013), so it cause to enhance revisit behavior of customers. Pine and Gilmore (2011) has identified 4Es of consumption experience that are entertainment, education, esthetic and escapism. According to him, the consumption experience of customers that turn around 4Es is cause robust memories and favorable behavior of customers. According to Mattila (2001a), those customers who are attached emotionally toward hotels and enjoy good and extraordinary dining experience there, that shows they have memorable experience there and it seems to influence the revisits of customers. So, from the above literature subsequent hypotheses are anticipated:

*H<sub>4a</sub>: Memories mediate the relationship between staff presentation & knowledge and behavioral intentions*

*H<sub>4b</sub>: Memories mediate the relationship between hotel image and behavioral intentions*

### 3. METHODOLOGY

The population of the current study includes all the hotels located in Lahore, Pakistan. Lahore has been selected because it is famous for its food and people love to explore new and traditional food. People travel here for professional and personal reasons, so there are high number of customers can be there. They are aware of surveys and eagerly participate in it. The data were collected from the four-star and five-star hotels that were selected using the simple convenience sampling technique. In the next step, the questionnaires are administered to all the customers of hotels, keeping in mind that they are free and easy. And customers have enough time to fill our questionnaires with ease. In this study, we are interested to investigate the mediating role of memories in the relationship of variables of interest.

The questionnaire has two sections. First section consists of customer' personal information such as gender, age, marital status and education level. The second section consists of items for measuring the staff presentation & knowledge, hotel image, memories and behavioral intentions. The items of all variables are measured with five-point Likert scale. The questionnaire was in English language by considering the education of the participants and no problem was found in the understanding of questions and no change of items was done. The self-administered questionnaires were distributed to the customers who are sitting in the hotel area with minimal researcher interference. The questionnaires were given to customers when they were free and were not engaging in any subtle task and are able to respond. They were guaranteed that their information will kept confidential and will be utilized only for the purpose of research. The questionnaires were collected after 10-15

minutes of distribution. We distributed 420 questionnaires keeping in mind the missing and incomplete questionnaires and we get back 354 completely filled questionnaires.

As the data were collected from individual customers of hotels, permission of the manager as well as customers of the hotels was obtained before distributing the questionnaires. The objective of the study was explained and discussed with the managers and permission was obtained from them by informing that their customer's response is important for us. The questionnaires will be filled from those customers who are volunteering to do it. The respondents were given enough time to ensure that the complete and proper responses will be obtained. It is assured that their information will remain confidential and will use only for research purpose.

### **3.1 MEASUREMENT AND SCALES**

The variables of study had been measured using empirically validated items and well-established scales. The staff presentation & knowledge were anchored on five-point Likert scale that range from 1= much worse to 5=much better. The memories, hotel image and the behavioral intentions were measured on five-point Likert scale ranging from 1= strongly disagree to 5= strongly agree.

#### **3.1.1 Staff Presentation & Knowledge**

Staff presentation & knowledge was operationalized with 9-items developed by Amin, Yahya, Ismayatim, Nasharuddin, and Kassim (2013) and Mohsin & Lockyer, (2010). A sample item is "The hotel employees appear neat".

#### **3.1.2 The Hotel Image**

The hotel image (HI) was measured with a 4-items scale developed by Kim and Kim, (2004) and Low and Lamb (2000). The sample item is i.e. "The hotel is sophisticated".

#### **3.1.3 Memories**

Memories construct is operationalized with a 3-items scale of Hosany and Witham (2010). A sample item is "I will have wonderful memories about this hotel experience".

#### **3.1.4 Behavioral Intentions**

The behavioral intentions was measured with five-items of Zeithaml et al. (1996). The sample item is "I would like to come back to this hotel in the future".



## 4. Results

### 4.1. Results of PLS-SEM (Measurement Model)

The proposed model and hypotheses of the current study were tested through variance-based SEM using PLS-SEM version 3.2.8. This software is very famous in social science field because it has comprehensive analysis. Its features make it easy to use and an ideal alternative to previously famous CB-SEM. PLS-SEM (Chen, Bollen, Paxton, Curran, & Kirby, 2001). It helps to better the criterion variable locally than the one-time structural model (Mooradian, Matzler, Uzelac, & Bauer, 2016). It provides the advanced criteria to evaluate discriminate validity in PLS-SEM is Heterotrait-Monotrait ratio of correlation (HTMT) (Henseler, Hubona, & Ray, 2016). PLS-SEM has ability to estimate the model with small sample size and having numerous indicators and latent variables (Akter, D'Ambra, & Ray, 2011) as compared to CVB-SEM (Tenenhaus, Vinzi, Chatelin, & Lauro, 2005).

### 4.2 Descriptive Analysis

Descriptive analysis are shown in Table 1. It shows the association among the control variables (age, gender, qualification, marital status) and other study variables (staff presentation, and hotel Image, behavioral intentions, customer emotions and memories). According to our anticipated hypotheses, the correlation analysis shows Staff presentation & knowledge is positively associated with memories ( $r = .52^{**}$ ,  $p < 0.01$ ) and behavioral intentions ( $r = .42^{**}$ ,  $p < 0.01$ ). Both relationships are as per  $H_{1a}$  &  $H_{1b}$ . Hotel image is significantly related to with memories ( $r = .53^{**}$ ,  $p < 0.01$ ) and behavioral intentions ( $r = .43^{**}$ ,  $p < 0.01$ ). These relations are as per hypotheses  $H_{2a}$  &  $H_{2b}$ . Memories and Behavioral intentions has a positive significant association ( $r = .46^{**}$ ,  $p < 0.01$ ) as per purposed hypotheses  $H_3$ . The number of visits and gender has negative significant relation ( $r = -.12^*$ ,  $p < 0.01$ ).

**Table 1: Correlation Matrix**

S. #	Variables	Mean	SD	1	2	3	4	5	6	7	8	9
1	Gender	1.61	0.489	1								
2	Age	24.86	5.06	-.13*	1							
3	Marital Status	1.21	0.41	-0.005	.37**	1						
4	Qualification	2.18	0.58	0.08	.36**	.26**	1					
5	Frequent visit	2.21	0.92	-.12*	-0.09	0.02	-0.07	1				
6	Staff presentation & knowledge	3.98	0.59	0.03	0.05	0.05	-0.03	0.08	1			
7	Hotel image	3.93	0.62	-0.08	-0.01	-0.03	-0.02	.13*	.54**	1		
8	Memories	4.03	0.61	-0.05	-0.01	.11*	0.03	.12*	.52**	.53**	1	
9	Behavioral Intentions	3.86	0.75	0.01	-0.01	-0.04	-0.03	.12*	.42**	.43**	.46**	1

\*p < 0.05, \*\*p < 0.01, \*\*\*p < 0.001

### 4.3 EVALUATION OF MEASUREMENT MODEL

The model fit (measurement model) in variance based PLS-SEM is assessed with the internal consistence, the convergent and discriminate validity. PLS-SEM provides model's goodness of fit only if the Standardized Root Means Square Residual (SRMR) value is less than 0.08 (Hu & Bentler, 1999; Leguina, 2015). The current study has the value of SRMR (0.064) that is less than 0.08. Furthermore, the geodesic discrepancy ( $d_G$ ) is significant if these values are less than 0.05 (Hensler et al. 2016). The  $d_G$  is 0.24. Normed Fit Index (NFI) must be 0 to 1 for model fitness. If the value is closer to 1 the better fit it is. In our study NFI is 0.79. So, it gives good model fit.

#### 4.3.1 Internal Consistency

The internal consistency of study variables were measured with the composite reliability ( $\rho$ ) (Henseler et al., 2016). The reliability of variables is compared with Cronbach's Alpha (Peterson & Kim, 2013). The values of Cronbach's alpha ( $\alpha$ ) of all variables are in acceptable range (see Table 2). The composite reliability measures the internal consistency of model in PLS-SEM. The composite reliability coefficients are recognized as Dillon-Goldstein rho coefficients (Tenenhaus et al., 2005). The threshold value of composite reliability should be greater than  $\geq 0.7$ . The below table 2 presents the values of composite reliability and Rho\_A.

**Table 2**  
**Composite Reliability**

Variables	Composite Reliability ( $\rho$ )	Rho_A
Staff presentation & knowledge	0.90	0.88
Hotel Image	0.83	0.73
Behavioral Intentions	0.89	0.7
Memories	0.88	0.79

#### 4.3.2 Convergent Validity

The average variance extracted (AVE) and the outer loadings of indicators are measured to assess the convergent validity (Fornell & Larcker, 1981). The outer loadings values of all variables should be greater than  $\geq 0.7$ , and the values of AVE must be greater than  $\geq 0.5$  (Fornell & Larcker, 1981). The below Tables 3 shows the values of average variance extracted (AVE) and Table 4 present the outer loadings of indicators. Most of values of outer loadings are  $\geq 0.7$  and these values are in acceptable range.

**Table 3**  
**Average Variance Extracted (AVE)**

Variables	Average Variance Extracted
Behavioral intentions	0.76
Staff presentation and knowledge	0.51
Hotel image	0.50
Memories	0.70

**Table 4**  
**Outer Loadings of Indicators**

Factors	Indicators	Loadings	Factors	Indicators	Loadings
<b>Behavioral Intentions</b>	BI3	0.87	<b>Staff Presentation &amp; Knowledge</b>	SP1	0.73
	BI4	0.87		SP2	0.68
<b>Hotel Image</b>	HI1	0.72		SP3	0.76
	HI2	0.84		SP4	0.75
	HI3	0.65		SP5	0.70
	HI4	0.70		SP6	0.70
<b>Memories</b>	M1	0.82		SP7	0.7
	M2	0.85		SP8	0.71
	M3	0.84		SP9	0.65

#### 4.3.3 Discriminate Validity

The discriminant validity of this study is evaluated using Fornell-Larcker Criterion; Heterotrait-Monotrait Ratio (HTMT) of correlations and the cross loadings. According to Fornell and Larcker (1981), the square root of the AVE for to each variable must be greater than the correlation of other variables to obtain the discriminate validity. Table 5, shows that no value of off-diagonal elements is greater than the values of diagonal elements. So, it is according to threshold criterion value. Thus, discriminate validity has been achieved. The table 6 presents Heterotrait-Monotrait Ratio (HTMT) of Correlations As the Heterotrait-Monotrait Ratio (HTMT) of Correlations of all study variables was less than 1 (Henseler et al., 2016) in this study which shows that discriminant validity has been achieved.

**Table 5**  
**Fornell-Larcker Criterion**

S. #	Variables	1	2	3	4
1	Behavioral Intentions	<b>0.87</b>			
2	Hotel Image	0.45	<b>0.73</b>		
3	Memories	0.47	0.54	<b>0.84</b>	
4	Staff Presentation and Knowledge	0.43	0.56	0.53	<b>0.71</b>

**Table 6**  
**Heterotrait-Monotrait Ratio of Correlation (HTMT)**

Variables		1	2	3	4
1.	<b>Behavioral Intentions</b>	1			
2.	<b>Hotel Image</b>	0.63			
3.	<b>Memories</b>	0.63	<b>0.72</b>		
4.	<b>Staff Presentation &amp; Knowledge</b>	0.55	0.67	<b>0.63</b>	1

#### 4.3.4 Cross Loading and Combine Loading

Results show that the outer loading of indicators is greater than the cross loadings of other constructs. This shows that the cross loading fulfills the criteria of discriminate validity. Hence, discriminate validity is obtained.

#### 4.4 HYPOTHESIS TESTING

The current study, results show that the that staff presentation & knowledge has significant impact on the memories ( $\beta = 0.33$ ,  $p < 0.05$ ) and behavioral Intentions ( $\beta = 0.17$ ,  $p < 0.05$ ). The  $H_{1a}$  and  $H_{1b}$  were supported by the study. The results show that “there is a positive relation of hotel Image with memories ( $\beta = 0.26$ ,  $p < 0.05$ ) and behavioral Intentions ( $\beta = 0.21$ ,  $p < 0.10$ ). The  $H_{2a}$  and  $H_{2b}$  were supported by the study The  $H_3$  was that “there is a positive relationship between memories and behavioral intentions”. The results indicate that memories positively and significantly influenced behavioral intentions ( $\beta = 0.26$ ,  $p < 0.05$ ). Table 7 shows the direct path coefficient of hypothesized model.

**Table 7**  
**Direct Path Coefficient of Hypothesized Model**

Hypothesis	Paths	Purposed Effect	$\beta$ Beta	T Statistics	P Values	Hypotheses Support
H <sub>1a</sub>	Staff presentation and knowledge → Memories	+ve	0.33	6.14	0.00	Supported
H <sub>1b</sub>	Staff presentation and knowledge → Behavioral Intentions	+ve	0.17	2.67	0.00	Supported
H <sub>2a</sub>	Hotel Image → Memories	+ve	0.26	4.03	0.00	Supported
H <sub>2b</sub>	Hotel Image → Behavioral Intentions	+ve	0.21	2.98	0.00	Supported
H <sub>3</sub>	Memories → Behavioral Intentions	+ve	0.26	4.03	0.00	Supported

\*p <0.10, \*\*p <0.05, \*\*\*p <0.01

The mediation has been tested in the present study using 5000 bootstrapping (resampling). The indirect effect of the hotel image on behavioral intentions was significant positive ( $\beta=0.09$ ,  $p<0.05$ ). The indirect effect of staff presentation and knowledge on behavioral intentions positively significant ( $\beta=0.08$ ,  $p<0.05$ ). Table 8 presents combined indirect path coefficient of hypothesized model.

**Table 8**  
**Combined Indirect Path Coefficient of Hypothesized Model**

Hypothesis	Proposed Paths	Path Coefficient	T Statistics	P Values	Hypothesis Support
H <sub>4a</sub>	Hotel Image → Memories → Behavioral Intentions	0.09	3.18	0.00	Supported
H <sub>4b</sub>	Staff Presentation & knowledge → Memories → Behavioral Intentions	0.08	3.40	0.00	Supported

\*p <0.10, \*\*p <0.05, \*\*\*p <0.01

## 5. DISCUSSION

The current study is conducted to empirically investigate the impact of staff presentation & knowledge and hotel image on the consumer behavioral intentions. Furthermore, the mediating role of memories among the variables of interest is also studied. The study empirically investigates the impact of staff presentation & knowledge on memories (H<sub>1a</sub>); and on consumer behavioral intentions (H<sub>1b</sub>). It is founded consistent with the study of Nam et al. (2011), they demonstrate that the staff behavior and employee satisfaction significantly influence the customer satisfaction with their brand experience. Many scholars have recognized that the staff's attitude and behavior toward their service considers a vital factor in the evaluation of service quality. According to Beauchamp and Barnes (2015), there are some crucial elements that cause the customer's happiness i.e. expertise, and efforts of staff, and affect. Hence, the happy customers have great memories there. The behavior and attitude of staff are stored in minds of the customers, and moreover, the courteous behavior of staff generates the customers revisit behavior toward the place.



The results found that hotel image significantly influence memories ( $H_{2a}$ ) and behavioral intentions ( $H_{2b}$ ). According to Saleem & Raja (2014) image of a brand is actually the reflection of a brand that is stored in the memory of a customer. Further, they said that when a customer sees a brand, the thoughts that come in the minds of customers formulate the image of the hotel. The findings of the current study are consistent with Kim (2018), he suggested that the auspicious image of hotel inspires the consumer's intentions to revisit the place and it also cause to prevail favorable and positive word of mouth. According to researchers, the perceived image is a recognized as a crucial factor in exploring the future behavioral intentions of customer's (Assaker, Vinzi, & Connor, 2011; Prayag & Ryan, 2012).

The current study empirically investigates that memories positively related to the behavioral intentions of the customer ( $H_3$ ). Zatori et al. (2018) stated experiential value and memorability experience of customers are associated with each other. Memories are considered as an important construct of the customer experience in the industry of hospitality and tourism (Joseph Pine & Gilmore, 2011). The strongest memories of a customer at any place, cause to establish attachment to that place and encourages revisit behavior in the future (Manthiou et al., 2018).

Results empirically investigate the mediation of memories on the relationship of staff presentation & knowledge and behavioral intentions ( $H_{4a}$ ); and hotel image and consumer behavioral intentions ( $H_{4b}$ ). It is supported that memories are an essential consequence of customer experience (Pine & Gilmore, 1998). According to the scholars, favorite memories about the experience are linked to the higher consumer satisfaction (Kim, Ritchie, & McCormick, 2012). It plays a significant role in customer decision making. If the staff is courteous and helping, then the behavior of the staff is stored in the minds of customers that helps them to revisit a place. Similarly, customer recalls their experience spent at any place, then revisit intentions are established. The hypothesis  $H_{4a}$  and  $H_{4b}$  are supported by the current study. Memories mediate the relationship of staff presentation & knowledge and behavioral intentions ( $H_{4a}$ ); and hotel image and the consumer behavioral intentions ( $H_{4b}$ ).

## 5.1 THEORETICAL IMPLICATIONS

The present study has theoretical implications. Firstly, it extends the research of memories and behavioral intentions. Earlier studies have focused on only food quality. But there are many other hotel quality dimensions that have much importance in hotel industry such as staff presentation & knowledge, and hotel image. Secondly, this study contributes by examining the mediating role of memories in the relationship of staff presentation & knowledge and hotel image on consumer behavioral intentions. As Kim et al. (2019) have proposed to study the psychological characteristics in the hospitality and tourism industry to get more insights about customers. So, the role of the memories has been studied. Finally, the present study meets the future direction of Jepson et al. (2019); and Zatori et al. (2018). The current study investigates the reasons that cause to enhance the revisit behavior of customer in the hotel industry. It is essential to study which factors have significant impact on the customer's decision making about hotels.

## 5.2 PRACTICAL IMPLICATIONS

According to Tasci and Milman (2019) experience marketing is a new notion that causes to generate coherent, innovative and emotional experiences of customers significantly influence the consumption behavior of customers. It can help managers to design different strategies to enhance the behavioral intentions of customers. Such knowledge would be helpful for hotels' managers and owners in measuring the effectiveness of their strategies and variables such as staff presentation & knowledge and hotel image, so that they link the customer relationship development and customer retention; and encourage behavioral intentions of customers.

Memories is considered as a vital construct of customer experience. The hotels must maintain and upgrade their experiential settings because these settings are stored in the minds of customers. Jepson et al. (2019) demonstrate that customer's memorable experience has a significant influence the customer behavior. Companies are concentrating on creating memory creation with their customers so that they can retain their customers in the future. Similarly, hotels are also concerned on providing a memorable dining experience to enhance revisit intentions. It is stated that if more customers return to the brand/place or a hotel, it is considered as the outstanding performance of a hotel (Park et al., 2019). The researcher has concentrated on the revisit behavior of customers. Every company is trying to enhance its customer's revisit behavior so that they maintain the competitiveness of the business. They design different types strategies to enhance customers' revisits.

## 5.3 LIMITATIONS AND FUTURE DIRECTIONS

Like other studies, the recent study also has some limitations and directions for future researchers. Firstly, the current study follows cross-sectional design. It may be conducted in the longitudinal time frame and there is a possibility to get better understanding. The recent study controlled the age, gender, number of visits in a month and qualification. These variables might be a study variable like staff presentation & knowledge and hotel image, consumer behavioral intentions, customer emotions, and memories. As Kim et al. (2019) have studied the moderating role of age and gender and he further stated to study the impact of these variables. He also has suggested studying these variables and their impact on the hotel industry. Moreover, Park et al. (2019) has suggested studying the moderating role of the number of visits. It has been ignored in our study. So, the number of visits of customer in a hotel can be suggested to study in future studies.

The respondents of the study are the customers of hotels of Lahore, Pakistan. Thus, the results may not be the representative of the whole culture. This study generalizability is limited to one single city. The future study with large sample size may be conducted to generalize the findings of recent study to the other diverse contexts. All hotel managers and owners are interested to know what factors influence their behavior to visit their place, in the current study impact of staff presentation & knowledge and hotel image on consumer behavioral intentions are measured. Moreover, memories have been studied as mediating

variables. Kim et al. (2019) has suggested studying psychological characteristics in the industry of hospitality and tourism.

#### 5.4 CONCLUSION

It is a difficult task in the industry of hospitality and tourism management to enhance revisit intentions of the customer. Now the circumstances are diverse from prior eras where managers want to realize their efforts in the form of high purchase/visit behavior. In recent times, businesses are growing through such relationships with customers that encourages them to include in different types of behaviors toward their hotel. Therefore, more research is needed to conduct underlying variables responsible for customers' revisit behavior and willingness to refer it to their family, friends, and neighbors.

The current study is conducted to empirically investigate the impact of staff presentation & knowledge and hotel image on consumer behavioral intentions. The behavioral intentions of customers was measured for hotels located in Lahore, Punjab. Furthermore, memories as a mediating variable is also tested among the relationships of variables of interest. The recent study provides meaningful insights that prove helpful in future. The study provides empirical support for all relationships except the relationship of with memories and behavioral intentions. All results are found significant. It means that the servicescape elements i.e. staff presentation & knowledge and hotel image plays an important role in encouraging customer's behavioral intentions.

Lastly, the study investigates the mediation of memories in the variables of interest. But memories have a direct and indirect relationship with only staff presentation & knowledge, hotel image, and consumer behavioral intentions. It is empirically found significant. Memories mediate the relationship of variables of interest. The results of the study show that the impact created by staff presentation & knowledge and hotel image on consumer behavioral intentions is strong and direct. Partial mediation of memories is found. The mediation of psychological variables, i.e. memories have not been investigated in the relationships of variables of interest in hospitality and tourism context and further work is needed to reconfirm the results.

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