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Guest Accommodation Attributes and Retention Ability of Hotels in Rivers State, Nigeria

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Abstract
This study was carried out primarily to investigate the relationship between guest accommodation attributes and guest retention in the hospitality industry in Port Harcourt, Rivers State, Nigeria. The objectives of the study were to; determine the influence of three hotel attributes (hospitality, ambience and hotel security) on retention of hotel guests. Descriptive survey research design was adopted for the study. The population of study was large and unknown. Consequently, the sample size of 246 determined using Freund and Williams formula for sample size determination from a infinite population. Primary data were collected a well structured questionnaire and administered to the guests of hotel organizations in Port Harcourt, Rivers State, Nigeria. Major findings show that the three dimensions of guest accommodation attributes had positive significant relationship with guest retention. It was recommended that, The owners/managers of hotels should take cognizance of the strategic importance of all the accommodation attributes capable of influencing guests' brand preferences. To achieve this objective, the marketing strategy towards enhancing hospitality in the hotels could involve promoting the local dishes of the community where the hotel is located, enhance the level of entertainment, improve the ambience or servicescape. Also, appropriate security measures should be taken to ensure that the hotel environment is properly secured.

Introduction

Retaining customers in the lodging industry has become increasingly more important with increasing competition. Hotels that can attract, maintain, satisfy and retain customers are more likely to survive (Choi & Chu, 2001) competition through guest satisfaction which engenders guest retention. In general, the longer the customer stays in the long-term relationship, the more profitable the relationship becomes to the organization. Customer satisfaction in the service industry has been important for many years. High quality service and enhancing customer satisfaction are widely recognized as important factors leading to the success of companies in the hotel, catering and tourism industries (Barsky & Labagh, 1992; Legoherel, 1998, Choi & Chu, 2001). It is believed that customers who are satisfied are more likely to establish loyalty, repeat purchases and favourable word-of-mouth (Fornell, 1992).

Consumers conform to consumers' purchase decision making process (Keller & Kotler, 2009) wherein they evaluate products (goods and services) by considering many product attributes. For instance, in the case of hotel choice, consumers may consider price, hotel stars, location, etc (during an initial booking). It therefore becomes imperative for hotel marketing managers who seek to promote consumer purchase and enhance satisfaction, to first determine what attributes consumers evaluate and how important to satisfaction each of these attributes is (Sungha,Liu, Kang, &Yang, 2018) to them.

In extant literature, the hotel attributes that can enhance guests' satisfaction have been confirmed to be heterogeneous (Dolnicar& Otter, 2003; Egresi, Puiu, Zotel& Alexandra 2020). This perspective is because several complex factors contribute to meeting the needs, aspirations, and the expectations of individual hotel guests. The job of the hotel marketing managers is therefore more complicated because of the inherent service characteristics of the hospitality product: perishability, inseparability perishability, intangibility, and heterogeneity (De Chernatony & Dall'Olmo Riley, 1999).

Customer satisfaction of the hotels includes many elements, such as the ambience of the hotel and hospitality of the service provided to the customer (Skogland & Signaw, 2004). "Value" has been considered to be influential in determining travellers' overall satisfaction levels and their likelihood of returning to the same hotels (Choi & Chu, 2001). The price of a hotel stay can play a considerable role in the satisfaction or retention

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of customers. However, Dube and Renaghan (2000) identified other hotel attributes, such as location, functional service, food and beverage service, room amenities, etc., that related to customer value. The gender of the customer may also affect the retention of hotel customers. Research findings on the relationship between customer satisfaction and gender have been inconclusive. Bendall-Lyon and Powers (2002) found that the satisfaction of female customers declined faster than male customers while OderkerkenSchroder et al. (2001) found that female customers benefited the retailers more than the male customers. Even though the relationship between hotel service quality and customer retention has been researched for many years, this study is extending that research to look at several antecedents of guest retention.

Several empirical studies (Kandampully & Suhartanto 2000; Chu & Choi, 2000; Chan & Wong, 2006;McCleary, Weaver & Hutchinson, 1993;Dolnicar& Otter, 2003; Parasuraman, Zeithaml & Berry, 1998) outside the shores of Nigeria have been conducted to determine the effect of hotel attributes and that of Airbnd accommodation using different dimensions of hotel attributes. This current study attempts to fill the gap in literature by examining the relationship between guest accommodation attributes and guest retention in Rivers State, Nigeria.

Objectives of the Study

The broad objective of the study is to examine the relationship between tourist accommodation and guest retention in the hotel industry operating in Rivers State, Nigeria. The specific objectives set for the study will be to;

1. Determine the influence of hospitality of a hotel on retention of hotel guests.
2. Ascertain the influence of ambience of a hotel on retention of hotel guests.
3. Determine the relationship between hotel security and retention of hotel guests.

Research Hypotheses

Working towards achieving the above stated objectives, the following hypotheses are hereby formulated in their null structures;

1. **H_{O1}:** There is no significant relationship between hospitality and guest retention of hotels in Port Harcourt.
2. **H_{O2}:** There is no significant relationship between ambience and guest retention of hotels in Port Harcourt.
3. **H_{O3}:** There is no significant relationship between security and guest retention of hotels in Port Harcourt.

Literature Review

Theoretical Review

Theory of Dynamic Capability Dynamic capability theory is a theory of competitive advantage in an environment where there is rapid changes. Learned, Christensen, Andrews and Guth (as cited in Teece, Pisano & Shuen 1997, p.513) describe the capability of an organization as "its demonstrated and potential ability to accomplish against the opposition of circumstance or competition, whatever it sets out to do".

Teece, Pisano and Shuen (1997, p.516) while explaining their approach to the explanation of the dynamic capability theory emphasised the that there are three main sources (path, processes and positions) of competitive advantage. Path describes the strategic direction of the firm, process refers to the of the way things are done in a firm, while positions describes the type of firm's assets, and relations of a firm.

The dimensions of guest accommodation (hospitality, ambience, and hotel security,) used in this current study constitute suitable resources, strategies and capabilities capable of improving the ability of organizations to respond quickly to changes in market condition (such as guest needs), creation of new markets by being the first to launch new accommodation attributes/products, taking calculated risks to exploit new market opportunities, etc. In doing so, the organization gains superior level of marketing performance in the marketplace. This presumption is in consonance with the tenets of Dynamic Capability Theory (DCT) of the firm in a competitive and dynamic business environment.

Conceptual Review

Guest Accommodation

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According to Akyeampong (2017) guest accommodation could be defined as a business established to offer its facilities and services to individuals or groups in need of accommodation. Examples include, but are not limited to hotels, motels, guesthouses, and company apartments/chalets. Put differently, guest accommodation is a facility that provides a psychological base for tourists or individuals who travel temporarily out of their usual place of residence or work (Mensah & Dei-Mensah, 2013). A facility that is utilised in the business of providing accommodation for travellers/tourists will have very unique attributes that will be able to enhance the hospitality experience of the guests. In this current study, the following attributes are considered: hospitality, ambience and hotel security.

Hospitality: Hospitality is "the need to greet, assist and serve guests" (Walker, 2006, p. 5). A guest accommodation is expected to be hospitable in order to enhance the hospitality experience of guests in a hotel or any other type of guest accommodation. In extant literature, it is argued that almost 70% of identifiable reasons why customers of service organisations brand-switch to competitors are traceable to dissatisfying service experience with a service organisational/provider during the service encounter (Whiteley, 1991).

Ambience: The special atmosphere or mood that is created by a particular environment such as a hotel defines the ambience of the organisation. The ambience of an organisation is important to both employees and visitors/customers. As noted by Bitner (1992) the physical surroundings of an organisation is considered very important as it facilitates ambient conditions that are crucial to employee productivity and interpersonal services. In the case of a hotel, the image of the organisation was found to have a significant correlation with the satisfaction of hotel guests and its departments, as well as with guest preference and subsequent loyalty (Mazenec, 1995; Kandampully & Suhartanto, 2000). In San Jose, Costa Rica, Griffin (1998) studied guests in seven small lodging operations and found that ambience was one of the several factors contributing to the marketing success of the lodging operations.

Hotel security: Hotel security connotes "the state of being free from danger or threat" (The Oxford Dictionary as cited in Ghazi, 2015, p.2). In Nigeria today, security issues are of utmost concern for hotel guests and management because of the security situation in Nigeria. The typology of security include security of systems, security of persons and the physical aspect (Singh, 2015). A hotel environment is expected to be well secured.

Guest Retention

Simply put, customer retention means to retain customers. Extant marketing literature has established the fact that it costs more to find new customers than to retain existing ones. Organisational marketing managers are therefore expected to develop strategies that will enhance customer retention. To achieve this marketing objective, the service experience delivered should be such that is capable of enhancing customer satisfaction. For a typical hotel organisation, the marketing attributes such as hospitality, ambience and security should be able to delight hotel guests. Retained customers naturally becomes an asset to the organisations as they complain less, bring in new customers, buy more, less sensitive to price, and take less of the service providers' time (Reichheld, 1996; Reichheld & Sasser, 1990).

Empirical Review and Hypotheses Development

Hospitality and Guest Retention

Poon, and Low, (2005) investigated the factors that measured different satisfaction levels in Malaysian hotels between Asian and Western travellers. Both groups perceived hospitality as a very influential factor in discovering the overall satisfaction level of hotel guests. It was also found that Western hotel guests had more regards for hotel security and safety and food and beverage, while Asian travellers had more regard for value for money services. Nguyen, Nguyen, Phan, and Yoshiki, (2015) found that reliability, responsiveness, assurance, and empathy significantly impact on the guest satisfaction. In hotel industry of Ethiopia, Tessera, Hussain and Ahmad (2016) found that out of the five dimensions of the SERVQUAL three i.e., tangibles, responsiveness and empathy had high significant impact on customer satisfaction.

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Worlu, and Ezirim, (2021) investigated the relationship between value co-creation and customer satisfaction in Aviation Industry in Nigeria. The findings showed a significant relationship between value co-creation and customer satisfaction in Aviation Industry in Nigeria. Limpan and Phucharoen (2023) examined the deterministic factors for selecting an upscale hotel during the pandemic at Phuket which is one of the most successful tourist destinations in Thailand. The results indicated that hotel service and facilities, hotel image and reputation, and hotel location and design had significant impact on the selection of an upscale hotel

Ambience and Guest Retention

Skogland and Siguaw (2004) found that hotel's ambience positively affected word-of-mouth loyalty. Siguaw and Enz, (1999) discovered that hotel design and amenities are drivers of guest satisfaction. Sulek and Hensley (2004) found that restaurant atmosphere enhanced customer satisfaction in restaurants. Dev and Heesup (2014) found that the relationship amongst social service environment–satisfaction–behavioral intention in a hotel context was moderated by hotel ambience. Ekeke, Akpan, and Aderele, (2020) investigated the effect of factors influencing dining experience on customers' revisit intention to bars in the hospitality industry with customer satisfaction as a mediator in the garden city of Port Harcourt, Rivers State, Nigeria. The inferential statistical analysis revealed that revisit intention to the bars is driven by bar environment, food quality and service quality. The mediating role of customer satisfaction also exists significantly between dining experience and revisit intention.

Security and Guest Retention

In the context of five star hotels in Egypt, Ghazi (2015) examined security and safety measures from the hotel guests' view point, by assessing the importance and usage levels of measures. The result shows three dimensions as being highly important: guest room security, medical preparedness, and emergency preparedness though rarely usage measures. In terms of the gap existing between the importance level and the usage level of measures a statistically significant gap was found.

Adebayo and Adebayo (2015) in Jos, the Plateau state capital in north central Nigeria, conducted a research to determine the effect of Boko Haram insurgency on hospitality patronage and on health care of displaced persons. The findings showed that the insurgency had negative effect on hotel patronage and the tourists could get access to healthcare services.

Akpan (2017) found that that security challenges (armed robbery, kidnappings and killing) affected the patronage of hospitality and tourism businesses. Enz (2009) found several kinds of hotels (luxury and upscale hotels, urban and airport hotels) maintained a high level of security and safety measure unlike old, small and budget hotels. In Mexico, Andres-Rosales, et al (2018), found that insecurity had negative impact on the growth of region based on its significant effect on tourism. Badiora, & Bako, (2020) found that tourists' perception was positive as regards their safety.

Research Methodology

A descriptive survey research design was adopted for this study. The survey is considered appropriate because its focus is on people and their belief, opinion, attitude, motivation and behaviour (Osuala, 1993). The area of this study is delineated in two ways. First, the study was conducted in Rivers State, Nigeria (a developing country) in the West African sub-region. Consequently, scholars drawing on the results within different cultural milieu should be cognizant of this fact. Rivers State is chosen for this study primarily for data access and language reasons. Secondly, the proposed geographical area of coverage for the study was in the city of Port Harcourt based on the distribution of the selected hotels in the city.

For this study, the population chosen were the hotel guests who were found lodging in the upscale hotels in the city of Port Harcourt at the time of carrying out the study. Due to the nature of the population, it could be described as being unknown or infinite. To qualify as respondents, the guests must have patronized the hotels for the past one year (between November 2021 and October 2022). The required sample unit (n) of hotel guests (observation unit) indicated above was determined by using Zigmund formula which is suitable for an infinite population.

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Based on the computation above, a sample of 246 hotel guests in the selected hotels was used for this study. Consequent on the above, the sample of 246 who were apportioned among the 10 luxury hotels as shown above was chosen from their entire population using the purposive or judgmental sampling which is a non-probability technique. The justification for choosing this technique is because the "researcher has the necessary background knowledge and information about the respondents" (Onodugo, et al 2010,p.72). The questionnaires will be administered to the hotel guests through their respective front office supervisors.

The principal instrument that was used for data collection in this study is a well structured Questionnaire. The questionnaire is made up of two principal parts. Part A consist of the demographic characteristics of the respondents; Part B is made up of the key constructs of the hypothesized relationships for hotel guests. The specific questions used in the survey to measure the constructs of the hypothesized framework is provided in the questionnaire. The measuring scale for the variables is interval scale, while nominal scale has been used for the respondents' demographic variables. Items were measured, using a five-point Likert Scale that anchors by; Strongly Disagree [SD](1). Disagree [D](2), Agree [A](3), Agree fairly strongly(4) and Strongly Agree [SA](5). The primary data was the responses generated from hotel guests (a mixed categories of tourists and travelers). The study sample were targeted at the selected hotel guests while lodging in the hotels.

The analysis of the distribution of questionnaire to respondents and retrieval shows that two hundred and forty six questionnaires were administered, while two hundred and ten (210) copies (85.4%) were retrieved. A total of thirty 36 (14.6%) copies distributed questionnaire were not retrieved. The Two hundred and ten (210) questionnaires were all useful.

The analysis of the distribution based on gender of respondents showed that 97 respondents (46.2%) were male, while 113 respondents (53.8%) were female. This information implies that majority of the respondents were female. The marital status of respondents revealed that 78 respondents (37.1%) were single, 122 respondents (58.1%) were married, 10 respondents (4.8%) were divorced. This information implies that majority of the respondents were married. Information on occupational status revealed that (81) respondents (38.6%) were civil servant, (73) respondents (34.8%) were entrepreneur, while (56) respondents (26.7%) were students. This implies that civil servants were of the majority. Information on age brackets of the respondents indicated that 48 respondents (22.9%), were within 18-25 years, 78 respondents (37.1%) were within 26–35 years, 56 respondents (26.7%) were within 36–45, 17 respondents (8.1%) were within 46-55 years, while 11 respondents (5.2%) were greater than 56 years. This information shows that majority of the respondents were within the ages of 26 – 35 years. The descriptive statistics on educational background of respondents revealed the following: O'level (22) (10.5%), OND/HND (40) (19.1%), B.Sc (76) (36.2%), M.Sc/MBA (51) (27.1%), Ph.D (15) (7.1%). From the information it shows that respondents with B.SC are of the majority.

TEST OF HYPOTHESES

Correlation Analysis

DECISION RULE

If PV < 0.05 = Reject Ho
PV >0.05 = Accept Ho

Relationship between hospitality and guest retention

HO_1: There is no positive and significant relationship between hospitality and guest retention

HA_1: There is positive and significant relationship between hospitality and guest retention

Linear Regression Analysis showing the relationship between hospitality and guest retention

Table 1 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.823[a]	.678	.676	.51286

a. Predictors: (Constant), Hospitality

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Table 2 ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	115.119	1	115.119	437.673	.000[b]
	Residual	54.709	208	.263		
	Total	169.829	209			

a. Dependent Variable: Guest Retention
b. Predictors: (Constant), Hospitality

The Table 1 shows that R is .823, R Square is .678 and adjusted R square is .676. This is an indication that 67.8% of the variance in guest retention can be explained by the changes in independent variables of hospitality. As a general rule, this model is considered as a 'good fit' as this, simple regression model is able to explain above 60% (threshold) of variance in the dependent variable: guest retention (Moosa & Hassan, 2015).
Information in Table 1 shows the result of linear regression analysis. The correlation coefficient (r) = .784. This value shows that a strong positive relationship exist between hospitality and guest retention. The positive sign of the correlation coefficient is an indication that a direct association exist between hospitality and guest retention.
The ANOVA Table 2 also shows that F = 332.652 & p=.000< 0.05 indicating significant relationship between the constructs. Based on this result, the null hypothesis is rejected. It means therefore that there is a significant relationship between hospitality and guest retention Accordingly therefore, we reject the null hypothesis and accept the alternative hypothesis.

Relationship between ambience and guest retention
HO_2: There is no positive and significant relationship between ambience and guest retention
HA_2: There is positive and significant relationship between ambience and guest retention de
Table 3-4 Linear Regression Analysis showing the relationship between ambience and guest retention

Table 3 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.903[a]	.815	.814	.38849

a. Predictors: (Constant), Ambience

Table 4 ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	138.435	1	138.435	917.227	.000[b]
	Residual	31.393	208	.151		
	Total	169.829	209			

a. Dependent Variable: Guest Retention
b. Predictors: (Constant), Ambience

The Table 3 shows that r is .903, R Square is .815 and adjusted R square is .814. This is an indication that 81.5% of the variance in guest retention can be explained by the changes in independent variables of ambience. As a general rule, this model is considered as a 'good fit' as this, simple regression model is able to explain above 60% (threshold) of variance in the dependent variable: guest retention (Moosa & Hassan, 2015). This

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value shows that a strong positive relationship exist between ambience and guest retention. The positive sign of the correlation coefficient is an indication that a direct association exist between ambience and guest retention.

The ANOVA Table 4 also shows that F = 917.227 & p=.000< 0.05 indicating significant relationship between the constructs. Based on this result, the null hypothesis is rejected. It means therefore that there is a significant relationship between ambience and guest retention. Accordingly therefore, we reject the null hypothesis and accept the alternative hypothesis.

Relationship between hotel security and guest retention

HO_3: There is no positive and significant relationship between hotel security and guest retention

HA_3: There is positive and significant relationship between hotel security and guest retention

Table 5-6 Linear Regression Analysis showing the relationship between hotel security and guest retention

Table 4. 17 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.709[a]	.503	.501	.63683

a. Predictors: (Constant), Hotel Security

Table 4.18 ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	85.473	1	85.473	210.757	.000[b]
	Residual	84.355	208	.406		
	Total	169.829	209			

a. Dependent Variable: Guest Retention
b. Predictors: (Constant), Hotel Security

The Table 4.17 shows that R is .709, R Square is .503 and adjusted R square is .501. This is an indication that 61.5% of the variance in guest retention can be explained by the changes in independent variables of hotel security. As a general rule, this model is considered as a 'good fit' as this, simple regression model is able to explain above 60% (threshold) of variance in the dependent variable: guest retention (Moosa & Hassan, 2015). Information in Table 4.17 shows the result of linear regression analysis. The correlation coefficient (r) = .709. This value shows that a strong positive relationship exist between hotel security and guest retention. The positive sign of the correlation coefficient is an indication that a direct association exist between hotel security and guest retention.

The ANOVA Table 4. 18 also shows that F = 332.652 & p=.000< 0.05 indicating significant relationship between the constructs. Based on this result, the null hypothesis is rejected. It means therefore that there is a significant relationship between hotel security and guest retention Accordingly therefore, we reject the null hypothesis and accept the alternative hypothesis.

Discussion

This section discusses the findings of the study. It indicates how this study and previous studies are related or differ in certain perspectives

Relationship between hospitality and guest retention

The study finding shows that hospitality as a service experience in the hotel industry relates positively with guest retention. Specifically, hospitality service experience has significant relationship with guest retention of hotels in terms of brand loyalty and repurchase intention (r=.543;p=000<.050). This finding is consistent with previous empirical studies such as Poon and Low, (2005).

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As expected, the empirical results showed that hospitality service experience had significant effect on guest retention with r= .543, *pv*= 0.000 < 0.05. Tourist accommodation include 'all establishments offering overnight accommodation on a commercial or 'quasi-commercial' basis to all categories of visitors" (Middleton & Clarke 2010, p.387). In the absence of same-day visitors to tourist attraction sites from home, every other form of tourism involves overnight accommodation.

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Relationship between ambience and guest retention

The findings of this study indicate that ambience has positive effect on guest retention in the hotel industry in Nigeria. Specifically, ambience has significant effect on guest retention of hotels (r=.545;*p*=.000<.050). The result is consistent with previous studies which established that ambience has positive and significant effect on guest retention such as Skogland and Signuaw (2004). In a more general consideration, the environment where services are offered is very crucial because of its ability to affect customers' behavioural intentions.

Relationship between hotel security and guest retention

The findings of this study indicate that hotel security has positive effect on guest retention in the hotel industry in Nigeria. Specifically, hotel security has significant effect on guest retention of hotels (r=.545;*p*=.000<.050). The result is consistent with previous studies which established that ambience has positive and significant on guests' positive behavioural intentions (Enz, 2009). In another empirical evidence, Adebayo and Adebayo (2015) found that insecurity affected hospitality patronage in Jos, Nigeria.

Conclusion

Overall, this study examined the strategic importance of guest accommodation attributes towards guest retention from the hotel guests' behavioural perspective. From the guests' behavioural perspective, the results of the empirical analyses have revealed that value for money, hospitality, and ambience, and hotel security are very important factors in contributing to the loyalty of hotel guests which manifests in guests' retention. It is believed that these findings are very important to both academic researcher and hospitality practitioners with regard to behavioural intentions of guests towards hotels.

Accordingly therefore, this study provides a better understanding of guests' behavioural intention towards guest accommodation attributes brand initiatives of hotels towards the achievement of guest retention objectives. Thus, the empirical evidence offered by this study offers actionable information to all managers and owners of hotels on the fact that as a service oriented industry concerted effort should be made towards building hotel brand attributes which helps to enhance the hospitality experience of hotel guests with a view to achieving the marketing objectives in terms of guest retention.

Consequently, the findings of the study lends support to the theory of dynamic capability as it explains how and why organisations gain competitive advantage in rapidly changing environments with its capabilities. As described by Learned, Christensen, Andrews and Guth (as cited in Teece, Pisano & Shuen 1997, p.513) the capability of an organization finds full expression in "its demonstrated and potential ability to accomplish against the opposition of circumstance or competition, whatever it sets out to do". In the hospitality industry where there the services offered are almost the same, the development of hotel attributes that is capable of leading to the achievement of differential advantage becomes a source of competitive advantage.

Recommendations

(i.) The statistical results showed that hospitality had strong, positive and significant relationship with guest retention in hotels in Port Harcourt, Rivers State, Nigeria. To enhance guest retention therefore, the customer service profile of the hotel organisations should make

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provisions for care and kindness to be shown to the guests. Efforts should also be made to improve the level of entertainment which should delight the hotel guests. Big hotels that could afford the cost can bring in celebrity singers to entertain the hotel guests during weekends. Also, to promote the cultural heritage of the community where the hotel is situated, local dance groups could be engaged to entertain the hotel guests.

(ii.) Further means of enhancing hospitality in the hotels could involve promoting the local dishes of the community where the hotel is located.

(iii.) The statistical results revealed that ambience had strong, positive and significant relationship with guest retention in hotels in Port Harcourt, Rivers State, Nigeria. It is recommended that to improve the ambience or servicescape, the two environments consisting of physical and social environments should be improved simultaneously. The hotel managers should improve hotels' ambient conditions by controlling ambient temperatures and humidity in alignment with prevailing season/whether conditions.

(iv.) Appropriate security measures should be taken to ensure that the hotel environment is properly secured.

Limitation and Areas for Further Study

The research had some limitations;

(i) Data were obtained in one geographical area (Port Harcourt) and specific time of year (January, 2023) in a developing country, Nigeria. It is important that in future research efforts, other geographical efforts should be involved.

(ii) Only hotels operating in the hospitality sector (commercial) were involved. Further studies should include guest houses that are managed by organisations operating in Nigeria. It is also envisaged that further studies should consider other sectors of hospitality in Nigeria such as entertainment and Quick Service Restaurants (QSRs).

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