Development of a Destination Image Recovery Model for Enhancing the Performance of the Tourism Sector in Zimbabwe Just Before Covid-19

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Abstract: This study sought to develop a destination image (DI) recovery model for enhancing the performance of the tourism sector in developing countries with particular reference to Zimbabwe. This study was conducted just before the outbreak of the Covid-19 pandemic. This study allows tourism stakeholders to separate the current state of Zimbabwe's tourism industry after it was exposed to the pandemic from the one it was in just before Covid-19. Many countries across the world are prioritizing tourism because of the role it plays as one of drivers of inclusive growth, job creation, forex generation and environmental preservation. Tourism is one of Africa's engines of growth and development. The study was prompted by the failure of African tourism destinations to develop destination image recovery models for enhancing tourism performance and yet a number of them require destination image recovery. The study adopted a mixed method approach rooted in the pragmatist paradigm. It used the convergent parallel mixed methodology research approach and a cross sectional survey. Probability and non-probability sampling methods were employed in order to derive the sample from the population. The triangulation of sampling methods was meant to add rigor and enable a full exploration of the research problem. Data were collected in person from a sample of three hundred and nineteen respondents comprising international tourists, service providers and key informants. A structured, semi-structured questionnaire and semi-structured interview guide were used respectively. Quantitative data was analysed using the Statistical Package for Social Sciences (SPSS) and AMOS version 25 while qualitative data was analysed using NVivo version 12. Tests were conducted using descriptive statistics, exploratory factor analysis, and confirmatory factor analysis. Structural Equation Modelling (SEM) was used to analyze the multiple independent variables which included accessibility, amenities ancillary services and prices as well as dependent variables which were affective image and performance. Quantitative data were presented using tables and figures while themes were used to present qualitative data. The major findings of the study were that price, ancillary services and amenities significantly influenced affective image. Ancillary services significantly influenced destination performance. The study recommended that the Ministry of Environment, Tourism and Hospitality organizes workshops to train tourism stakeholders on the management of these destination attributes and include the generality of the host community in image recovery. The study concluded that there was need to adopt the stakeholder approach in order to achieve sustainable destination image recovery.

I. INTRODUCTION

The COVID-19 pandemic has had a profound impact on the global tourism sector. International tourism for instance, has been almost totally suspended, and domestic tourism curtailed by lockdown conditions imposed in many countries. Although some destinations have started slowly to open up, many are afraid of international travel or cannot afford it due to the economic crisis (Gopalakrishnan, Peters & Vanzetti, 2020). The global pandemic, the first of its scale in a new era of interconnectedness, has put 100 million jobs at risk, many in micro, small, and medium-sized enterprises that employ a high share of women, who represent 54 percent of the tourism workforce (Gopalakrishnan et al.,   2020). For South Africa, three strategic themes are central to tourism recovery: Re-Igniting Demand, Rejuvenating Supply and Strengthening Enabling Capability. However, in the period leading up to the outbreak of Covid-19, Zimbabwe was actually grappling with a negative tourist DI and a decline in the performance of the tourism sector. Covid-19 and the attendant lockdowns have only compounded the problem of a weak image and an equally weak tourism performance. Despite several studies, for example (Mapingure, du Plessis, & Saayman, 2019**;** Njerekai & Mabika, 2016; Nyaruwata & Runyowa, 2017; Woyo, Slabbert and Saayman (2019) which have been carried out to improve the performance of the country's tourism sector, image and performance remain problematic. So, Covid-19 has added to challenges Zimbabwe was already facing with regards to image and tourism performance. Zimbabwe's travel and tourism competitiveness index (ranking) has not been impressive despite Covid-19. In 2015, Zimbabwe was ranked 115 out of 141 tourist destinations across the world and an equally low 114 out of 136 destinations in 2017 (World Economic Forum, WEF, 2017).

Study objectives and hypotheses

This study sought to assess the current situation with regards to destination image and performance of the Tourism sector in Zimbabwe, examine the determinants of destination image and performance of the tourism sector in Zimbabwe,

investigate the extent to which destination image affects performance of the tourism sector in Zimbabwe and develop a destination image recovery model for enhancing performance of the tourism sector in Zimbabwe. Having confirmed the constructs and the respective items, the researcher went forward to develop the structural equation model. For this study, six constructs were validated and these include:

o   Price (PR), Amenities (AM)
o   Ancillary services (AN), Accessibility (AC)
o   Affective image (AF), Performance   (VA)
   Likewise, the corresponding hypotheses were:

H₁: Price is significantly positively related to affective image,

H₂: There is a significant and positive relationship between amenities and affective image,

H₃: Ancillary services have a significant relationship with affective image,

H₄: Accessibility has a significant positive on affective image,

H₅: Price significantly influences performance,

H₆: Amenities significantly influence performance,

H₇: Ancillary services significantly influence performance, and

H₈: Accessibility significantly influences performance

The concept of destination image

There has been much controversy as well as a real lack of consensus to the understanding and definition of the term image (Lopez-Guzman & Gonzalez Santa-Cruz, 2016). Furthermore, Garay and Morales Pérez (2017) noted that despite the difficulties in the conceptualization of the image of destinations, the literature agrees that it is a complex construct which consists of interrelated evaluations woven into overall impressions and beliefs based on information processing from a variety of sources over time. Image can be described as the visual idealistic formation one forms based on each individual's own understanding, beliefs and then own interpretation (Hyounggon, Kim & Richardson, 2003). The same destination may be perceived differently by two different people because the visual image will be interpreted based on the person's own experience, understanding, and beliefs which influences their interpretations (Tang, 2014). Kani, Aziz, Sambasivan, and Bojei, (2017) claim that there are almost as many definitions of image as the scholars devoted to its conceptualization. DI is defined as "a compilation of beliefs and impressions based on information processing from various sources over time that result in a mental representation of the attributes, benefits, and distinct influence sought of a destination" (Zhang, Fu, Cai, & Lu, 2014:215). This definition recognizes not only the multiplicity of components (that is, cognitive and affective) but also the formation process of a DI by the interaction between these

components. However, this study used Crompton (1979) definition which regards DI as the sum of all those emotional and aesthetic qualities such as experiences, beliefs, ideas, recollections and impressions, which a person has of a destination. Although Zimbabwe's TDI is generally weak, it seems that it is a lot weaker in the overseas markets than it is in the African source markets (ZIMSTAT, 2016).

Image Recovery

Image recovery is often used to mean the same as "reputation repair", "reputation management", "image restoration", and "recovery marketing" (Avraham & Ketter, 2017). It refers to the efforts to repair the reputation of organizations, companies, brands, and related. According to Fond, Abram, and Beyrau (2015:3), the theory of "image repair" focuses exclusively on messages designed to improve images tarnished by criticism and suspicion". In this study, the term image recovery refers to the process of strengthening the image of Zimbabwe as a tourist destination resulting in a significant improvement in the performance of the country's tourism sector. Image recovery is often used to mean the same as "reputation repair", "reputation management", "image restoration", and "recovery marketing" (Avraham & Ketter, 2016). In this study, the term image recovery refers to the process of strengthening the image of Zimbabwe as a tourist destination resulting in a significant improvement in the performance of the country's tourism sector.

Performance

Performance is difficult to define Popescu, Popa, and Dobrin (2015). "The notion of performance has an abstract character and its definition is made by reference to other concepts, on which we believe that performance is built" (Popescu et al., 2015: 311). In general terms performance can be seen as the result of activities (for example, of an organization) over a given period of time (Al-Matari, Al-Swidi, & Fadzil, 2014). Zheng, Zheng, Luo, Chen, and Liu (2018) agreed with Dobrin et al. (2012) on that performance is hard to define in totality, and its measurement is a highly dynamic exercise which entails constant change, ambiguity, uncertainty, and negotiation. However, Zheng et al. (2018) argued that these difficulties should not be allowed to frustrate efforts to address this important and meaningful aspect in tourist destination management. This study focused on economic performance of Zimbabwe's tourism economy. Economic performance refers to the destination's output in terms of tourist arrivals, tourism receipts as well as activity as reflected by indices such as tourism direct contribution to the Gross Domestic Product (GDP), total tourism contribution to GDP, tourism direct contribution to employment, tourism total contribution to employment, tourism contribution to capital investment, tourism contribution to exports, among other indices (World Travel & Tourism Council, 2016; Zimbabwe Tourism Authority, 2016). In this study economic performance was discussed with reference to tourist arrivals, tourist receipts and a number of selected indices. Bastida and

Huan (2014) argued that it is true that the core around which all these economic impacts revolve is tourism expenditure, which is considered a key variable in the analysis of the tourism market. However, in order to enjoy economic performance, there are other types of performance which should be considered. These include political, environmental, socio-cultural, technological and ecological performance. According to the World Economic Forum (2017), Zimbabwe scored 3.1 out of 7 in 2017 and 3.1 out of 7 in 2015 in terms of competitiveness. This translates to 44.3 per cent in both years. On the other hand, Botswana scored 3.4 in 2015 and 3.5 in 2017. This translates to 49 per cent and 50 per cent respectively.

II. LITERATURE REVIEW

The cognitive component of the image refers to a person's beliefs and knowledge about a destination and its attributes, which together help to form an internally accepted mental picture of the place (Kim & Perdue, 2011). It also includes a set of attributes that mainly correspond to the resources of a tourist destination (Hosany, Ekinci, & Uysal, 2006). Those resource attributes generally involve the natural environment (scenic beauty, weather, beaches); Amenities (hotels, restaurants, service quality, shops); Attractions (water sports, well - known attractions, a variety of tourist activities); Accessibility (convenient transportation, developed infrastructure, ease of access, Social Environment (personal safety - security, friendly local people, good value for money, a clean environment) (Ekinci & Hosany, 2006). All these can induce an individual to visit a specific destination. ZIMSTAT (2016) observed that Zimbabwe is endowed with world class natural and manmade tourist attractions. These include Victoria Falls which is a natural attraction and one of the Seven Wonders of the World and Great Zimbabwe, which is a World Heritage Site and Lake Kariba - one of the largest manmade lakes in Africa, wildlife and others. Although the array of tourist attractions appears to be quite impressive, there is a perception that the country's tourist product is generally tired (Zimbabwe Tourism Authority, 2015).

The affective component refers to the evaluation stage, concerning the feelings that the individual associates with the place of visit (Soonsan, Humanities, & Studies, 2017). The affective component generally covers a number of categories: distressing -relaxing, unpleasant-pleasant, boring-exciting, sleepy-lively (Stylidis, Shani, & Belhassen, 2017). The affective image component is defined as the positive or negative feelings elicited by a destination (Artuger & Cetinsoz, 2017). Stylidis et al. (2016) noted that the affective component is also a mediator of the relationship between the cognitive component and overall DI. This suggests that it is possible for a tourist destination to have very good attractions but simultaneously be viewed by tourists as boring or sleepy. This scenario does not lead to destination preference; neither does it result in visitation. The destination should conjure the right emotions in the potential visitor for it to earn a visit. Choi, Cho and Cai, (2015) remarked that the

multidimensionality of the affective component allows the incorporation of diverse emotional elements such as Pleasure-Arousal-Dominance (PAD); the Differential Emotion Scale which includes ten fundamental emotions of interest, enjoyment, anger, disgust, contempt, sadness, fear, shame, guilt, and surprise. The tourist expects the tourist destination to be interesting, pleasant, welcoming, and stimulating (Mpotaringa & Hattingh, 2019) and will make a good affective evaluation based on his or her emotional experiences in the place (Ahn & Back, 2018). This suggests that a favorable emotional experience helps to achieve image recovery and consequently to improve the performance of the tourism sector. This can only be attained if the favorable emotional experience is strong enough to lead to conative behavior. A study conducted on Zimbabwe by Nyaruwata and Runyowa (2017) found out that there was a negligible improvement in perceptions of the visitors prior to visiting Zimbabwe (10.2%), compared to after their visit to Zimbabwe (7.1%). The implication is that most of the tourists had a poor attitude of Zimbabwe as a tourist destination. This has implications for tourism performance (Baloglu & McCleary, 1999). There is therefore need for image recovery which should result in improved destination performance.

Components of destination image

DI comprises functional characteristics, psychological characteristics, common and unique dimensions (Whyte, 2016). Sonnleitner (2016) indicates that functional characteristics can be easily measured while psychological characteristics, on the contrary, cannot be easily measured. However, together they influence the formation of DI explaining why the use of mixed methods in DI studies has gained prominence (Stylos et al., 2016; Walters et al., 2016; Zheng et al., 2018). Figure 2.3 shows components of a DI. Common psychological attributes refer to the friendliness of the locals or beauty of the landscape, whereas unique psychological factors include feelings associated with places of religious pilgrimage or some historic event.

Destination image and Performance of the Tourism Sector Globally

While DI and performance of the tourism sector are issues of concern across the globe, it would appear that they are more of concerns in some regions of the world than in others. The problem DI and tourism performance is more severe in Africa and The Middle East than it is elsewhere.

Europe, Asia and The Americas tend to dominate the world in terms of destination image and tourism performance. Europe is the world's largest tourism region (UNWTO, 2018). As a tourist region, it is the world's number one destination and maintaining its leading market position has been set as the objective of European Union (EU) tourism policy (Chon, 2015). It enjoys 51 per cent of the global tourism market share while the Americas, Asia/Pacific, Africa and Middle East share 49 per cent (Pike & Page, 2014). According to UNWTO (2016), Europe welcomed 616 million international

tourists in 2016, equivalent to half the world total, an increase of 13 million from 2015 (UNWTO, 2017).

The Middle East led growth in terms of tourism receipts with a 13 per cent increase in 2017, followed by Africa and Europe which both registered an 8 per cent growth (UNWTO, 2018). However, Europe and the highest growth in absolute terms, registering an increase of US$50 billion to reach US$512 billion, which is 38 per cent of the world's international tourism receipts (UNWTO, 2018). This tends to suggest that Europe as a tourism region is enjoying a very strong, if not the strongest DI in the world. This is despite that Tang (2014) argued that within the global sector, however, Europe is not the fastest-growing region and its market share, with regards to international tourist arrivals and receipts, is shrinking. The study's conceptual framework is depicted below:

Conceptual Framework

The conceptual framework (Figure 1) depicts the study hypotheses, that components of the cognitive image, in this case price, amenities, accessibility and ancillary services impact both affective image and destination performance. Affective image contributes to the improvement in overall destination image especially after visiting the destination (Le, 2017). This will ultimately result in enhancing the performance of the tourism sector (destination performance) as the tourists spend money in the destination. The stakeholder theory is now often used in tourism studies (Bevan & Werhane, 2011). It informed this study.
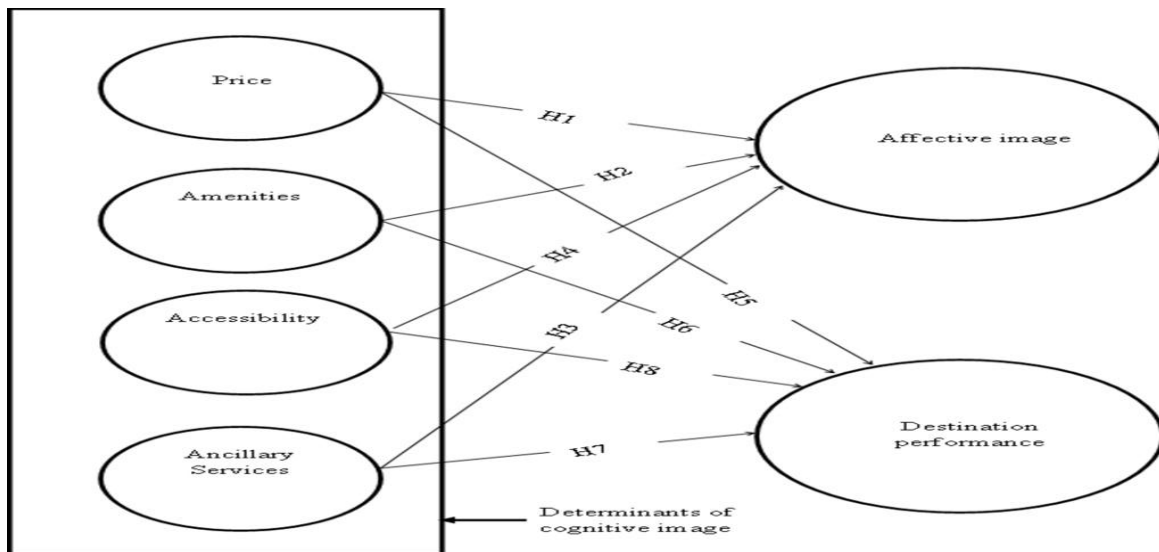
Figure 1: Conceptual Framework

Source: Author's compilation (2018)

III. METHODOLOGY

This study used the mixed methods research for a number of reasons. As Subedi (2016) postulated, there is no major area of inquiry that should be studied exclusively with one form of research methodology. The quantitative methodology typically explains the 'if' and the qualitative dimension explains the 'why' (Subedi, 2016). Therefore, mixed methods have been described as the unifying research paradigm to join these two elements (Smirnov, Kashevnik, Mikhailov, Mironov, & Petrov, 2016). The central argument of mixed methods research is that a combined use of qualitative and quantitative approaches provides a better understanding of research problems than either approach alone (Sekaran, 2011). This approach is based on the pragmatic paradigm supported by pragmatic researchers (Creswell, 2014) or the 'third methodological community' Harrison, Birks, Franklin, and Mills, 2017) for whom qualitative and quantitative research strategies are neither mutually exclusive nor interchangeable, but understood as an 'interactive continuum'.

IV. FINDINGS

Response Rate

A total of 397 respondents comprising 293 international tourists, 90 service providers and 17 key informants was targeted. However, the actual tally was 319 giving a response rate of 80% which was quite commendable (Saunders et al., 2016). This total of respondents consisted of 240 international tourists, 62 tourism and hospitality service providers and 17 key informants (Table 1).

Table 1: Response rate

Narration	Targeted respondents	Actual respondents	Response rate percentage
International tourists	293	240	82
Service providers	90	62	69
Key informants	17	17	100
Total	400	319	80

Source: Field Survey (2018)

In terms of relative frequencies, the key informants dominated with 100 percent. However, in terms of absolute frequencies, the tourists dominated with 240 participants followed by service providers, 62. This was quite appropriate to the study in the sense that the tourists served the purpose of highlighting both the image recovery and performance dimensions while service providers brought out the destination performance aspect. Through their interactions with tourists, they brought to the fore the DI recovery aspects as well. Past researches on DI have sought views of international tourists (Kani et al., 2017; Marso & Gunawan, 2018; Stylidis et al., 2017; Stylos et al., 2016; Wijaya, Wahyudi, Kusuma, & Sugianto, 2018; Xu & Ye, 2018). However, these studies did not factor in the views of tourism and hospitality service providers who are central in tourism given that they receive customer feedback. These studies also did not include key tourism and hospitality stakeholders who are also central in DI recovery and tourism in general given that they have a bird's eye view of and regulate the industry. Furthermore, they play a mediatory role between tourists and service providers. The triangulation of respondents in this study supports the stakeholder theory which is pivotal in DI recovery and in tourism in general.

Demographic characteristics of respondents

In a study sample of 319, fifty-three percent were males while forty-seven were females. The slight dominance of males could be due to the fact that men travelled more for tourism than their female counterparts and feel more motivated to meet their need for sport and adventure experiences than females (World Bank, 2017). The World Bank (2017) further noted that there were more men than women in the business world and a lot of business travel occurs across the world and as a result, men tended to travel more than females. Respondents aged between 25-35years old formed the largest group (25.2%) followed by those aged between 35-44years old (18.1), 17.2% of the respondents were in age group 45-54 years old, 15.1% of the respondents were in age group 55-65 years old, age group 66 or older constituted 13.4% of respondents, and age group 18-24years old were 10.9%. The results showed that most of the tourists ranged from young to middle aged. The study findings resonate with those by ZimStat (2016). A Visitor Exit Survey which was conducted at Zimbabwe's ports of entry by ZimStat (2016) revealed that the majority of visitors to Zimbabwe were young (35-39) years (16.4%) and middle-aged (40-49) years (13.9%). A study which was conducted in Egypt by Yacout and Hefny (2015) focusing on cultural dimensions, demographics, and information sources as antecedents to cognitive and affective DI found out that tourists in the age ranges 26–35 and 36–50 were more likely to use the Internet, while younger (aged 18-25) and older (51-65) were less likely to use it.

Slightly more than a third of the tourists (37.5%) received an income of US$50 000 and more before tax per annum followed by those who were earning between US$10001 and US$20000 (17.9%), and those who earned between US$20001 and US$30000 (11.9%), those who earned between US$30001 and US$40000 (10%) and those who earned US$ 40001 to US$50000 (10%). There is limited research which has directly examined the relationship between destination attractiveness and income of the tourists. Woyo et al. (2019) noted that in a study conducted in Taiwan, it was found that income was an influencer of tourist behavior. Tourists with a higher income tended to travel internationally more and were likely to stay in luxury hotels. On the other hand, travelers with less income tended to be associated with domestic trips rather than international vacations. In that regard, income was found to be an important determinant of destination choice (Woyo et al., 2019)

Table 2: Reliability Analysis

		Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Price	0.900				
Lodging Prices		12.42	6.011	0.582	0.938
Prices of Restaurant Food		12.53	4.969	0.892	0.826
Prices of Restaurant Beverages		12.51	5.004	0.883	0.830
Prices of Goods and Services		12.41	5.542	0.767	0.874
Affective Image	0.881				
Destination's capacity to Relieve Stress		16.22	10.162	0.729	0.852
Destination's Capacity to Provide Relaxation		16.16	10.223	0.793	0.838
Destination as a Pleasant Place		16.04	11.278	0.682	0.865

Destination as an Arousing Place		16.46	9.779	0.696	0.862
Destination as a Provider of Excitement		16.41	9.985	0.703	0.859
Amenities	0.842				
Conference Facilities		11.08	7.261	0.726	0.776
Facilities for Young Children		10.88	7.433	0.729	0.775
Facilities for People living with Disabilities		10.65	7.841	0.724	0.779
Shopping Facilities		10.67	8.766	0.533	0.857
Ancillary Services	0.759				
Cleanliness		16.80	6.030	0.569	0.702
Tourist Information		16.97	5.629	0.602	0.688
Quietness		17.15	5.580	0.548	0.709
Friendliness of Local People		16.72	6.631	0.514	0.725
ICT Readiness		17.14	6.100	0.431	0.753
Accessibility	0.801				
Zimbabwe's Accessibility as a Destination		12.17	5.384	0.524	0.793
Infrastructure at the entry point		12.29	4.295	0.736	0.685
Service at Immigration		12.20	4.679	0.685	0.714
Accessibility Destinations		12.00	5.926	0.533	0.789
Value	0.854				
Value as a Vacation Destination		7.24	2.248	0.633	0.612
Value as a Business Destination		7.44	2.329	0.553	0.711
Overall Quality of the Destination		6.97	2.615	0.571	0.688
Attractions	0.636				
Natural Landscape		4.32	0.591	0.472	.
Climate		4.48	0.433	0.472	.

Source: Field Survey (2018)

From the results above (Table 2), the Cronbach's Alpha statistic was 0.900, and being greater than 0.7, it follows that the construct price was internally consistent and reliable. Further, assessing the corrected item-total correlation, none of the items had a coefficient less than 0.3 as recommended by Field (2016) and this means that all the items extracted using PCA were reliable. For affective image, the Cronbach's alpha statistic was 0.881. This was greater than the threshold of 0.7, and thus validates that affective image was internally consistent. On the other hand, none of the items had a corrected item-total correlation that was less than 0.3. Effectively, this meant that all the items were internally consistent.

The Cronbach's alpha for amenities was computed to be 0.842 and this was greater than 0.7. These results validate that amenities, as a construct, was reliable. Regarding the corrected item to total correlation, the minimum observed was 0.533. This again, does fall below the 0.3 threshold set by scholars. In this regard, the researcher confirmed that amenities as a construct was reliable. With respect to ancillary services, the construct was internally consistent since the alpha statistic was 0.759, which is greater than the minimum expected 0.7. With respect to the corrected item-total correlation, the minimum was 0.431 and being greater than 0.3, none of the items was to be dropped.

From the results above, the Cronbach's alpha for accessibility was 0.801 and being greater than 0.7, it follows, therefore, that the construct was internally consistent and reliable. With respect to the corrected item-total correlation, the lowest observed was 0.524 and because this was greater than the minimum 0.3, the researcher confirms that all the items making up the construct accessibility were reliable. The next construct that was tested was value/performance. The corresponding Cronbach's alpha for value/performance was 0.754 and being greater than 0.7, it can be confirmed that the construct was reliable and internally consistent. With respect to the corrected item-total correlation coefficient, the lowest observed was 0.553 and being greater than 0.3, it followed that all the items were very reliable. The construct attractions had a Cronbach alpha statistic of 0.636, this was less than the

expected minimum of 0.7 and effectively, this meant that the construct was not so reliable. This is, however, despite that the corrected item-total correlation coefficients were greater than 0.3. Overall, from the reliability analysis, it was confirmed that the reliable constructs were: Price, Affective Image, Amenities, Ancillary Services, Accessibility and Value/Performance.

Current situation with regards to destination image and performance of the tourism sector in Zimbabwe

This section looks at the current situation with regards to tourist destination image and destination performance (Refer to Table 5.7). Table 5.7 show the tourists' main reasons for visiting Zimbabwe. The study results in Table 5.5 show that (13.5%) of respondents indicated that they had travelled for business reasons, (5.2%) attending conferences, (6.3%) sports and recreation, (11.1%) for cultural reasons, (2.8%) for religious reasons, (21.6) friends and relatives, (0.7%) for health reasons, (10.5%) for fun and (28.2% for rest and relaxation. Responding to a question about the major issues currently affecting the economic performance of their organization (Refer to Appendix C), one manager indicated that:

> *Well, there are quite a number probably let me try and pick what I think could be of much significance. Ahh the major problem, one problem is the cost of doing business. it is too high for the industry*

Another manager said:

> *I think..., we need to lobby for the improvement of accessibility, we need a reliable national carrier.*

Determinants of destination image and performance of the tourism sector in Zimbabwe

Lodging prices were rated the most important destination attribute (24.2%), followed by overall quality of the destination (22.9%), value as a vacation destination (18.8%), immigration infrastructure (17.5%) and facilities for young children (16.7%). Chu et al. (2016) indicated that the creation of pleasant, favorable and memorable experiences is an important factor for any tourist destination and is a key driver of the performance of any tourism business. The generation of the positive experiences requires that there be a balance between the destination's attributes in terms of meeting customer expectations. Prices should be associated with value for money, the immigration infrastructure should provide sufficiency in terms of accessing and exiting the destination, destination facilities should offer convenience and overall destination quality should be good. Together, these dimensions of a destination help to provide customer satisfaction.

Viet (2019) argued that tourist satisfaction contributed to the creation of a positive affective image of the destination. A positive affective image leads to a positive conative image which results in the tourist having favorable future behavioral

intentions (Artuger & Cetinsoz, 2017). Given the intense competition between tourist destinations, it is critical that destination marketers create a competitive advantage for their tourist products. Unique tourist products stand a better chance of being preferred by tourists thereby giving the destination a competitive edge.

Responding to the interview question on determinants of destination image and tourism performance (Refer to Appendix C), an executive director said:

> *Since the introduction of the American dollar and the multi-currency package, Zimbabwe has become an expensive destination. However some markets are comfortable with the prices being offered in the market. That's why the industry has been able to sustain itself and also increase tourist arrivals.*

A manager highlighted that:

> *The pricing… if we are talking in relation to tourism, our pricing is a bit on the upper side. For example, if you go to Victoria Falls, if you go across to Livingstone and go to a restaurant for lunch, our prices are high, in terms of accommodation, our pricing is high. This situation needs serious attention.*

Pricing is a key issue in hospitality and tourism. Griffin et al. (2017) argued that having recognized the importance of pricing to the accommodation sector, it could be said that pricing is one of the key business aspects which should be mastered by hospitality entrepreneurs. The role of the ZTA in the performance of tourism and hospitality organisations was interrogated. A notable percentage of the respondents (41. 9 %) were of the view that ZTA was contributing notably to the performance of their organizations. They were followed by 33.9% who were unsure and 24.2% indicated that ZTA was not contributing in a meaningful way to the performance of their businesses.

Effect of destination image on performance of the tourism sector in Zimbabwe

A notable number of tourists (46.7%) had budgeted to spend less than US$1000, 33.3% had planned to spend between US1000 and US$3000, and 10.4% had budgeted to spend between US$3003 and US$5000 while 9.6% had budgeted to spend more than US$5000. This was despite that most of the tourists (37.5%) earned an annual household income of at least US$50 000. Generally, the tourists had not budgeted to spend a lot of money during their stay in Zimbabwe. This could probably be due to their perceptions of limited tourist activities or perceptions of high prices when they compared Zimbabwe with neighboring destinations. This tended to suggest that destination image influenced tourism performance to a significant and large extent. Gibbs et al. (2018) conducted a study in which they applied a hedonic pricing model on airbnb listings and found that extant literature did not provide full answers to the question of

whether or not hosts associated their prices with the features of their product offerings. It would appear that a destination with a wide variety of attractions and activities to undertake tends to be associated with more tourist expenditure than a destination with limited products and activities to offer. There is a lack of research on how destination image has affected the performance of tourism and hospitality firms in Zimbabwe. However, ZimStat (2016) noted that the highest expenditure by tourists in Zimbabwe has been on food and beverages (28%) followed by accommodation (18%). This tends to suggest that few tourists used overnight hotel accommodation.

One of the managers remarked:

> *Right, Air Zimbabwe being the national flag carrier or national airline, you really cannot separate the image of the country from the image of the airline, its one and the same thing. So whatever happens to the image of the country, will have a very strong bearing on the image of the airline. So, whether good things are happening or bad things are happening, will have a direct*

The above comments are supported by literature. Tourist satisfaction is fundamental to the successful marketing of a tourist destination (Viet, 2019). This is because it influences destination choice as well as the purchase and consumption of goods and services and the revisit intention. Also, as noted by Hamalainen (2015), it is difficult to separate the image of the national airline from that of the country as a tourist destination. The next section focused on the modelling process.

Model Results

The structural equation modeling using IBM SPSS Amos v26 was then used to test the above hypotheses. The results are presented in Table 3 below.

Table 3: Structural Equation Model - Regression Weights

			Estimate	S.E.	C.R.	P	Standardised
AF	<---	PR	.237	.051	4.681	.000	.320
VA	<---	PR	-.114	.065	-1.750	.080	-.128
AF	<---	AM	.089	.044	1.995	.046	.135
VA	<---	AM	.072	.062	1.173	.241	.091
AF	<---	AC	.025	.046	.543	.587	.036
VA	<---	AC	-.070	.066	-1.071	.284	-.083
AF	<---	AN	.586	.146	4.003	.000	.345
VA	<---	AN	.356	.172	2.066	.039	.175

Source: Data Survey (2018)

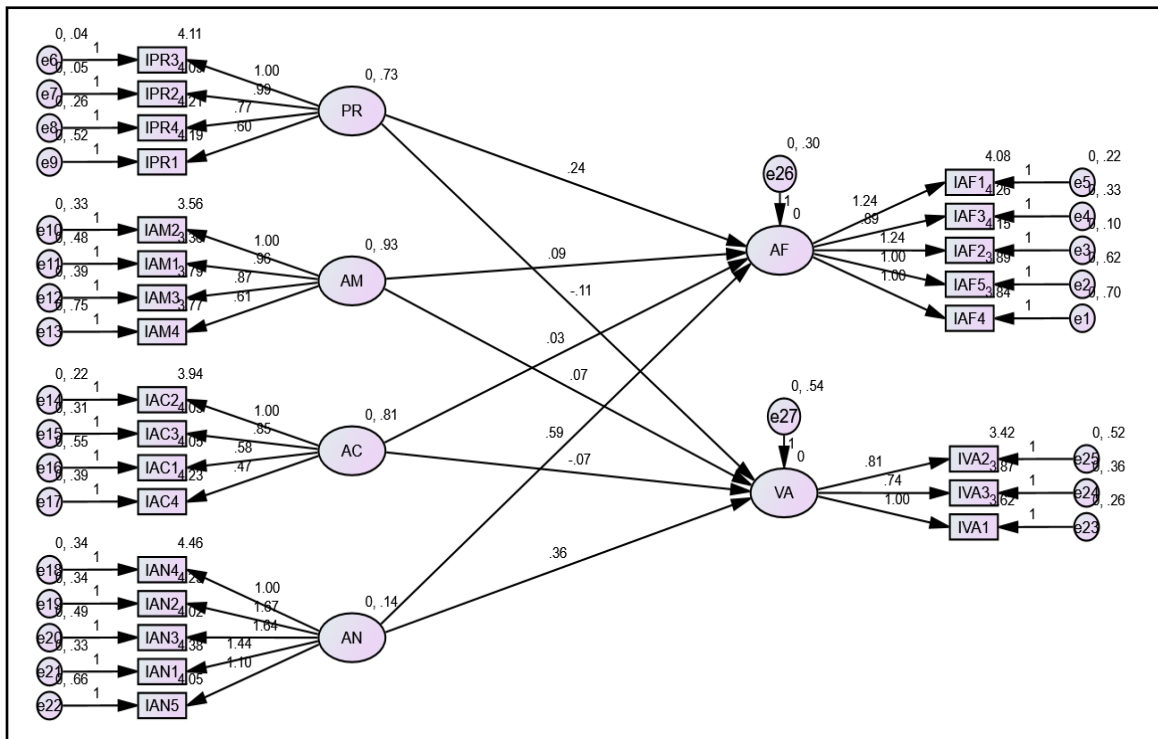The resultant model is presented in Figure 2 below.

Figure 2: Structural Equation Model

Source: Data Survey (2018)

The corresponding table with the detailed results is presented in Table 4 below.

Table 4: Structural Equation Model - Regression Weights

			Estimate	S.E.	C.R.	P	Standardised
AF	<---	PR	.237	.051	4.681	.000	.320
VA	<---	PR	-.114	.065	-1.750	.080	-.128
AF	<---	AM	.089	.044	1.995	.046	.135
VA	<---	AM	.072	.062	1.173	.241	.091
AF	<---	AC	.025	.046	.543	.587	.036
VA	<---	AC	-.070	.066	-1.071	.284	-.083
AF	<---	AN	.586	.146	4.003	.000	.345
VA	<---	AN	.356	.172	2.066	.039	.175

Source: Data Survey (2018)

From the results above, the strongest relationship was found to exist between ancillary services and affective image, whose standardized coefficient was 0.345 and this was seconded by price and affective image, with a standardized coefficient of 0.320. The p-value was less than 0.05 for the relationship between Price and Affective Image (p<0.01), amenities and affective image (p<0.05), ancillary services and affective image (p<0.01) as well as ancillary and value. It should be noted that only one of the four hypotheses linking performance was significant. The conclusions to the research hypotheses are indicated below:

Dependent Variable: Affective Image

With respect to the dependent variable, affective image, the key hypothesis decisions are summarized below:

H_1: Price is significantly positively related to affective image

Significant (CR=4.681; p=0.000<0.05)

The hypothesis is therefore accepted.

H_2: There is a significant and positive relationship between amenities and affective image

Significant (CR = 1.995; p=0.046<0.05)

The hypothesis is therefore accepted.

H_3: Ancillary services have a significant relationship with affective image

Significant (CR=4.003; p=0.000<0.05)

The hypothesis is therefore accepted.

H_4: Accessibility has a significant positive influence on affective image

Not Significant (CR=0.543; p=0.578>0.05)

The hypothesis is therefore not accepted. Table 5.22 presents hypothesis testing results.

Table 5: Hypothesis testing

		CR	p	Result	Decision
H1	Price is significantly positively related to affective image	4,681	0,000	p<0,05	H▶ S
H2	There is a significant and positive relationship between amenities and affective image	1,995	0,046	p<0,05	S
H3	Ancillary services have a significant relationship with affective image	4,003	0,000	p<0,05	S
H4	Accessibility has a significant positive influence on affective image	0,543	0,578	p><0,05	H▶ R
H5	Price significantly influences performance	1,759	0,080	p><0,05	R
H6	Amenities significantly influence performance	1,173	0,241	p><0,05	R
H7	Ancillary services significantly influence performance	1,066	0,039	p<0,05	S
H8	Accessibility significantly influences performance	1,071	0,284	p><0,05	R

Source: Data Survey (2018)

Key: S: Hypothesis Supported

R: Hypothesis Rejected

From these findings, it was established that the significant factors affecting the affective image were price, amenities and ancillary services. Further review into the respective magnitudes, using the critical ratios, the findings above do confirm that the most significant of the three is the issue of price. In other words, lodging prices, prices of restaurant food, prices of restaurant beverages and prices of goods and services play the most significant role towards improving the affective image. On the other hand, ancillary services such as cleanliness, tourist information, quietness, friendliness of local people as well as ICT readiness were found to be the second most important factor that has a significant positive influence on affective image. Amenities, while significant, was not so important, comparing with the above two that is price and ancillary services.

Performance

With regards to the second dependent variable, that is, value/performance, it emerged that there was only one significant determinant and this was ancillary services as shown below.

H_5: Price significantly influences performance

Not Significant (CR=-1.759; p=0.080>0.05)

The hypothesis is therefore not accepted.

H_6: Amenities significantly influence performance

Not Significant (CR=1.173; p=0.241>0.05)

The hypothesis is therefore not accepted.

H_7: Ancillary services significantly influence performance

Significant (CR=1.066; p=0.039<0.05)

The hypothesis is therefore accepted.

H_8: Accessibility significantly influences performance

Not Significant (CR=-1.071; p=0.284>0.05)

The hypothesis is therefore not accepted.

From the outcome above, accessibility, amenities and price were not significant determinants of performance. However, ancillary services were. One of the key aspects in the ancillary services category was the friendliness of local people. In this regard, it follows that the value of tourists was shaped more buy ancillary sub-factors such as friendliness of local people, more than traditionally known factors such as accommodation, amenities and price.

The lack of significance of tourism resources such as amenities could be an indication of the evolving nature of the type of tourists now visiting Zimbabwe. Generally, the friendliness of local people is a known attribute that is valued by drifters and explorers, or rather allocentric and near allocentric tourists (Cohen, 2009). The lack of significance of amenities could mean that the nature of the tourists visiting Zimbabwe has drifted from being mass tourists, who from the literature, are divorced from the local people, to being drifters and explorers, who tend to interact with the local people, and will try to blend with the host community. This is further validated by the fact that attractions such as the natural landscape and climate had been dropped as not being valid, again, another indication of the evolving interests of tourists, from focusing on the attractions to showing interest in mixing with the host community. This tends to suggest the need to develop community and cultural tourism. Cultural tourism entails interacting with the local people in order to understand their history, present and future (Ismail, Masron, & Ahmad, 2014).

Squared Multiple Correlations

The researcher went on to evaluate the overall squared multiple correlations for the two dependent variables, that is,

affective image and value. The corresponding results are presented in Table 6.

Table 6: Squared Multiple Correlations

			Estimate
VA			.204
AF			.467

Source: Data Survey (2018)

From the results above, the r-square for value was 0.204 while that for affective image was 0.467. It follows from the above finding that the independent variables price, amenities, ancillary services, accessibility and attractions explained the greatest variance in affective image (46.7%) than in value (20.4%). What this means is that the independent variables determined more of the destination's capacity to relieve stress, the destination's capacity to provide relaxation, the destination as a pleasant place, the destination as an arousing place as well as the destination as a provider of excitement than they defined the value of the destination.

Research Model Equation

The research model originally comprised of two endogenous variables as well as four main exogenous variables and these are presented in the quotations below:

Initial Equation 1:

$$AF = PR_{ai1...ai4} + AM_{bi1...bi4} + AC_{ci1...ci4} + AN_{di1...di5}$$
$$+ \varepsilon_{ai1...ai4} + \varepsilon_{bi1...bi4} + \varepsilon_{ci1...ci4} + \varepsilon_{di1...di5}$$

Price, amenities, and accessibility had four items each, and hence *i1-i4*, while ancillary services had five items, and hence *i1-i5*. The equation in simple terms was,

$$AF = \alpha PR + \varphi AM + \vartheta AN + \eta AC + \kappa_1 + \varepsilon_1 ...[1]$$

Where:

i	Items
κ	intercept
ε	Error term
α, φ, ϑ, η	Path coefficients
PR	Price
AM	Amenities
AN	Ancillary services
AC	Accessibility
AF	Affective image

Initial Equation 2:

Again, for equation 2, price, amenities, and accessibility had four items each, and hence *i1-i4*, while ancillary services had five items, and hence *i1-i5*.

$$VA = PR_{ai1...ai4} + AM_{bi1...bi4} + AC_{ci1...ci4} + AN_{di1...di5}$$
$$+\varepsilon_{ai1...ai4} + \varepsilon_{bi1...bi4} + \varepsilon_{ci1...ci4} + \varepsilon_{di1...di5}$$

The equation in simple terms was:

$$VA = \beta PR + \varepsilon AM + \chi AN + \lambda AC + k_2 + \varepsilon_2 ...[2]$$

Where:

i	Items
κ	Intercept
ε	Error term
ε,β, χ, λ	Path coefficients
PR	Price
AM	Amenities
AN	Ancillary services
AC	Accessibility
VA	Performance

From the above, ε,β, χ, λ, α, φ, ϑ, η were all weights of the exogenous variables that were used to predict the endogenous variables. κ was the intercept and ε was the error term, or residuals. Nevertheless, upon testing the structural equation model, some of the variables were dropped off after their p-values were found to be non-significant (p>0.05). In this regard, the original equations were subsequently revised.

Upon structural equation modeling, for equation 1, accessibility was dropped off as it did not have a significant effect on affective image and the subsequent equation comprised one endogenous variable and three exogenous variables as shown below:

Revised Equation 1:

$$AF = \alpha PR + \varphi AM + \vartheta AN + \kappa_1 + \varepsilon_1 ...[1]$$

On the other hand, for equation 2, price, amenities and accessibility did not have a significant impact on value (performance), and in this regard, these were dropped off and the subsequent equation comprised one endogenous variable and one exogenous variable as shown below:

Revised Equation 2:

$$VA = \chi AN + k_2 + \varepsilon_2 ...[2]$$

Where:

κ	Intercept
ε,χ	Path coefficients
AN	Ancillary services
VA	Performance

Model Fit Test

The Root Mean Square Error of Approximation (RMSEA statistic), was found to be 0.052. Because the observed statistic was less than the expected maximum of 0.08, if follows, therefore, the model was valid. Table 7 depicts the RMSEA statistic.

Table 7: RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.052	.044	.060	.313
Independence model	.198	.193	.204	.000

Source: Data Survey (2018)

To test for the sampling adequacy for the model, the researcher considered the use of the Hoelter's statistics as prescribed by Sharma *et al. (2005),* Brrett (2007) *and CY* Boyle *et al.* (2011). Table 8 shows sampling adequacy.

Table 8: Sampling Adequacy

Model	HOELTER HOELTER 0,05 0,01
Default model Independence model	397 404 245 248

Minimization:	0.703
Miscellaneous:	3.219
Bootstrap:	0.000
Total:	3.922

Barrett (2007) and Hair et al. (2008) argue that a critical N of 200 or higher indicates a satisfactory fit. From the results above, both the independence model and the default model had Ns greater than 200, and thus confirming the adequacy of the samples used for this study. Overall, the above tests confirmed the validity of the model as well as the model results.

The conceptual framework suggested the relationships between four components of the cognitive image, namely price, amenities, accessibility and ancillary services and affective image and destination performance. In order to improve destination image, the study found that ancillary services were more significant than accessibility. This was because ancillary services had a bigger influence on affective image than accessibility. Also, price did not significantly influence tourism performance. Amenities tended to influence tourism performance much more than price. This tended to contradict general perceptions among tourism and hospitality stakeholders. This also contradicted conventional wisdom. Price, amenities and ancillary services had a notable influence on affective image while price did not significantly impact tourism performance**.** Affective image is known in literature to be a significant factor in image formation (Artuger & Cetinsoz, 2017). In summary, the conceptual framework was

supported by the model with regards to the significant influence of ancillary services on affective image and the significant influence of ancillary services on performance.

The proposed destination image recovery model for enhancing performance of the tourism sector

According to the proposed model, price, amenities and ancillary services had a significant influence on affective image. Ancillary services had a significant effect on tourism performance. Accessibility of Zimbabwe as a destination was found not to be significantly affecting destination performance. It can be derived from this that accessing the destination on its own is not the panacea for tourism firms to grow sales and profitability. This is because the tourist could still be constrained by prices when they are in the destination. From the study, the strongest relationship was found to exist between ancillary services and affective image. This suggests that a destination's support services could influence a tourist's feelings towards a place. In literature, a lot of attention tends to be put on tourist attractions-both natural and man-made and their capacity to draw tourists to the destination. Also, it appears that the role of tourist attractions in turning around a tourist destination image maybe overrated. In view of the high prices of goods and services in Zimbabwe, accessibility becomes more of a hygiene factor than a key mover of destination image and tourism performance. This finding suggested that accessibility would only be relevant in Zimbabwe's tourism matrix only if the more important drivers of image and performance such as prices, amenities and ancillary services were right.

Implications for theory, practice, policy and further research

Past destination image recovery models assume that image recovery is synonymous with tourism performance. They appear to make no attempt to isolate factors which influence image and the extent to which they affect it and to identify factors which influence performance of the tourism sector and establish the extent to which they influence performance. This study has contributed to knowledge in that it identified specific components which form the cognitive image, measured them and established the extent to which they influence destination image. It is therefore a tool which destination marketers can depend on in influencing the perceptions of the markets towards Zimbabwe as a destination.

The model has implications for policy. It was established that price is a key factor in terms of the formation of the affective image. This implies that in order for tourists to have a favourable view of Zimbabwe as a tourist destination, more attention should be given to pricing. The stakeholder approach which informed this study as indicated in the theoretical framework, needs to be adopted especially given that pricing is a key feature in the tourism value chain. Affective image influences potential tourists to consider the destination among many and influences destination choice (Clouse & Dixit, 2018). Also, it was established that the friendliness of local

people played a critical role in the performance of the tourism sector in Zimbabwe. ZTA (2017) highlighted this although it may not have been based on empirical evidence. Evidence is there to show the importance of the host community in tourism performance and this should be reflected in policy. ZTA with other tourism stakeholders, needs to conduct workshops across the country educating people on what is expected of them as key resources in tourism. The local people also needed to be trained on what tourism is and their role and how they should conduct themselves in order to be good destination ambassadors.

The limitations of the study suggested that further research could be required on strategic public-private partnerships and destination image recovery in tourism. Also, future research could explore the value attached by the tourism and hospitality industry on research. There seems to be a strong perception that the tourism and hospitality industry does not attach a lot of importance on research, preferring to focus on customer service. Further research needs to look at DI and performance of the tourism sector during times of Covid-19 or later on, post-Covid-19.

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