

Key Success Factors in managing customer satisfaction with the quality of services delivered: A case of Kruger National Park

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Abstract: Kruger National Park (KNP) is a major destination for domestic and international visitors and plays a significant role in tourism and nature conservation. However, KNP is increasingly facing stiff competition from local and regional players. Therefore, KNP needs to deliver quality services to ensure visitors' satisfaction and remain competitive by comprehending factors influencing visitors' satisfaction. If KNP is to develop effective strategies to improve visitors' satisfaction, prioritising key success factors (KSFs) that determine customer satisfaction is a prerequisite. This study, therefore, aims to identify the KSFs that KNP needs to prioritise in managing customer satisfaction. In order to achieve this, data were collected from 227 KNP visitors using a questionnaire and analysed using logistic regression. Logistic regression analysis was used to estimate the KSFs in managing customer satisfaction with the quality of service delivered at KNP. This study identified eight KSFs that determine the visitor's satisfaction with the services; safety, wildlife experience, availability of information, booking experience, guiding experience, accommodation, facilities, and direction and signage.

Keywords: Tourist satisfaction, Service delivery, Key success factors (KSFs), Kruger National Park, Logistic regression

1. Introduction

Kruger National Park (KNP) is a major tourist attraction in South Africa that provides wildlife and game viewing services or nature-based tourism services, among other services, to local and international visitors (Novellie et al., 2016:40-46). The Park is a part of the South African National Parks (SANParks), which is a public institution that manages 19 national parks and approximately 67% of the country's protected areas (Baard et al., 2017:1-2). National Parks such as KNP play a significant role in preserving natural resources and wildlife habitats and promoting sustainable use of natural resources. Therefore, they must be managed properly to maintain their vital contributions to the nation's economies. This can be done by effectively managing the tourist experience when they visit the Park since the service quality directly influences visitors' experience and satisfaction.

The importance of the tourist experience can never be overemphasised (Xu et al., 2018:856-868). Managers of important parks such as KNP must understand various aspects that contribute to creating an outstanding and unforgettable tourist experience. Such aspects include tangible and intangible attributes of a park, including wildlife experience, game viewing, natural landscape and the quality of services and products (Kim et al., 2019:998-1011), to mention a few. An outstanding and unforgettable tourist experience is determined by the level of visitor satisfaction with the services delivered (Sthapit, 2018:108-128). Therefore, it is paramount not only to focus on why tourists visit a park but also to comprehend the factors that determine their satisfaction with the services they receive at the Park (Engelbrecht et al., 2014:237-251).

Since tourist experience influences visitors' satisfaction with the services delivered, it is necessary to look at how scholars have defined both tourist experience and tourist satisfaction. Tourist experience can be understood as the interaction of tourists with the Park, which entails the attractions' views and the tourist's emotional description (Sheng and Chen 2011). The tourist experience is a product of five phases; the planning phase, the journey to the destination, the experience at the Park, the return journey and the recovery phase (Sugathan and Ranjan, 2019:207-

217; Park and Santos 2017:16-27). All these phases influence and contribute to the tourist experience, which determines tourist satisfaction.

Tourist or visitor satisfaction depends on three factors; expectations, perceptions and experience (Botha, and Engelbrecht, 2016; Skibins et al., 2016:1024-1040; Boshoff et al., 2007: 189-196). Expectations are what visitors assume or imagine based on an acquaintance or previous experiences. Tourist perceptions are the process a visitor adopts in choosing, arranging and interpreting various stimuli to produce a meaningful overall viewpoint (Xu and Chan, 2016:107-110; Fuchs, 2013: 81-92). According to Forgas-Coll et al. (2017:246-256), the tourist experience is the interaction between the tourists with the Park. The interfacing of these aspects directly impacts tourist satisfaction with the services provided to them.

Ensuring tourist satisfaction with the services delivered is increasingly becoming vital for KNP since competition with other local and international parks is increasing. KNP faces stiff competition from other nature-based tourist products across Africa and Southern Africa (Chihwai 2019:54-69). This means there is a competition to retain current tourists and attract new ones. In order to have the upper hand in this competition, KNP has to strive to satisfy its visitors by offering memorable experiences. KNP needs to improve the levels of visitors' satisfaction with the quality of the services that it delivers. This can be achieved by comprehending factors that influence visitors' satisfaction, which will ensure that the Park remains competitive through customer revisits and customer retention, as well as attracting new visitors through word of mouth.

The research argues that the capacity of KNP to attract a steady flow of domestic and international tourists is directly dependent on its ability to satisfy its visitors by providing quality services. This is echoed by scholars such as Gowreesunkar and Varvaressos (2017:185-200), Pietila and Kangas (2015:26-36), and Leask (2016:334-361), who postulate that the capacity of national parks to remain sustainably financially viable depends to a larger extent on their ability to offer quality services and conduct research in understanding service quality and customer satisfaction.

It is, therefore, necessary for KNP to ensure visitors' satisfaction by delivering quality services by understanding the aspects that contribute to tourist satisfaction with the services delivered. These aspects can be referred to as key success factors (KSFs) or critical success factors (CSFs) (Engelbrecht et al., 2014:237-251). KSFs or CSFs are elements that are essential for an organisation to achieve its mission. These are several dimensions that, when properly managed, can ensure the attainment of success in a competitive environment (Leidecker, and Bruno, 1984:23-32; Rockart, 1979:81-93; Fuentes-Medina et al., 2018).

Management needs to recognise areas vital for a park to achieve customer satisfaction and attain the institution's overall goals. Identifying and prioritising the KSFs is the foundation for working towards high performance in all the organisation's activities that fall under the highlighted key areas. Activities that are connected with KSFs must be carried out with the utmost care and eminence. This will enable the organisation to achieve its goal of satisfying its visitors through delivering quality services.

If KNP is to develop effective strategies to improve visitors' satisfaction and successfully manage the quality of services it delivers, comprehending and prioritising the KSFs that enable the institution to deliver quality services and satisfy customers is a prerequisite. Therefore, this study aims to identify the KSFs that managers need to prioritise in managing the quality-of-service delivery and customer satisfaction at KNP. Understanding KSFs can form the basis for designing strategies to satisfy KNP visitors. Furthermore, it will lead to a more satisfying tourist experience, resulting in customer retention by the Park.

2. Literature Review

Critical success factors (CSFs) or key success factors (KSFs), which can also be referred to as key result areas (KAR) (Chingarande, and Saayman, 2018:800-818; Engelbrecht et al. (2014:237-251), were initially used in the area of Information Systems (IS) (Marais et al., 2017:1-12). The concept was then adopted and applied in other areas, such as management (Pinto and Pinto, 2021:253-270). According to Marais et al. (2017:1-12), Daniel (1961) was the first scholar to utilise the Critical Success Factors strategy to organise critical information requirements for managers. The Critical Success Factors approach is a strategy organisations use to identify and prioritise vital areas that management needs to concentrate on (Byers and Blume 1994). The notion of KSFs is based on the focused specialisation that emphasises the concentration of resources and energy on those aspects that have the potential to

deliver a comparative advantage in a competitive environment (Tuan, 2021:1-2; Brotherton and Shaw, 1996:114; Boynton and Zmud, 1984:17-27, Rockart, 1979:81-93). According to Marais et al. (2017:1-12) and Avcikurt et al. (2011), key success factors can be viewed as the few selected aspects that have to go well to enable the organisation to be successful in achieving its goals. Key success factors are specific areas, aspects, elements, variables or activities that demand attention because of their absolute importance in determining the achievement of an organisation's goals (Chingarande, and Saayman, 2018:800-818; Saxena and McDonagh, 2017; Boynton and Zmud, 1984:17-27). If the KSFs are properly identified, prioritised, and managed, they have the potential to put an organisation in a position to achieve the desired goals, such as improved financial performance (Luo et al., 2021:1-2).

Customer satisfaction can be a very important resource that organisations can use to strengthen their competitiveness to enhance sustainable success (Park et al., 2019:186-190; Yeh et al., 2019:1041; Gowreesunkar and Varvaressos, 2017:185-200). This is because satisfied customers will likely be retained by the organisation, which is good for the financial performance of the organisation. Therefore, management needs to recognise vital areas that require special attention for a park to achieve customer satisfaction and attain the institution's overall goals, among them financial sustainability. In the tourism industry, it is important to note that tourist satisfaction is not homogeneous; it usually differs from person to person, which necessitates that park management comprehends KSFs for them to concentrate resources on those aspects that will ensure visitors satisfaction (Engelbrecht et al., 2014:237-251).

The capacity for KNP to attract a steady flow of domestic and international tourists is directly dependent on its ability to satisfy its visitors by providing quality services. In an effort to provide quality service delivery, SANParks is implementing various infrastructure projects to improve the condition of its assets through maintenance, renovations and re-capitalisation. A recent condition assessment of all the above infrastructure confirmed a huge shortfall in the operational maintenance budget and re-capitalisation needs. The outcome of the process confirmed the condition of each of the 15,221 infrastructure assets with a replacement value of 16 billion Rand. In addition, the average health portfolio grade of infrastructure is 56.86% and is regarded as good. The objective is to retain infrastructure in good condition and improve the portfolio health grade to stop further deterioration. The tourism product offering requires renewal, and this is specifically the case in Kruger National Park.

Understanding KSFs that determine the visitor's satisfaction is the basis for management to design products and services that cater to the tourists' needs. If visitors' needs are not fulfilled by the services and products delivered, this will result in poor customer retention, negatively impacting the Park's financial performance in the long run. This implies that the overall success of the Park significantly depends on the level of visitor satisfaction with the services delivered (Gowreesunkar and Varvaressos, 2017:185-200). KNP has to pay significant attention to KSFs to focus resources and effort on addressing those key areas that will give the Park a competitive advantage. The competitive edge will emanate from delivering services that satisfy visitors.

3. Materials and Methods

The questionnaire used in the survey was based on research by Chihwai et al. (2019:54-69). The questionnaire was divided into 5 sections. Firstly, Section A captured the demographic details and the general characteristics of the participants. Then, Section B captured the degree of satisfaction with the booking experience provided to visitors. Section C captured factors that affect the degree of satisfaction of visiting tourists. Section D captured the ease of using facilities and amenities such as ATMs in Kruger National Park. Lastly, section E captured the perception held by visitors on the quality of services provided to them at the Park.

3.1 Sampling

Data was collected from local and international tourists at KNP as part of the survey. The sample was calculated using Raosoft Online Sample Size Calculator (2019) software. In the calculations, the level of significance was set at 5%. The required number of completed questionnaires for this study was 193 completed questionnaires. The total number of questionnaires ultimately completed in this study was 227, which was sufficient for the study (Levy and Lemeshow, 2013:102).

3.2 Variables in the study

Variables included in the study were selected from the literature on key success factors. Preference was given to variables used in literature that addressed key success factors in the tourism industry. Variables were also selected for inclusion in this study based on their relevance to the scope of this research. The variables used in this study are shown below.

Table 1 Variables included in the study

Variable	Cited authors
Safety	Chingarande, and Saayman, (2018); Erasmus (2011), Yeh, and Lin, (2012), Saayman, et al (2012), Hua et al (2009), Pikkemaat, and Schuckert, (2007)
Wildlife experience	Engelbrecht, et al (2014), van der Westhuizen (2003)
Availability of information	Campos et al (2014), Marais (2009), van der Westhuizen (2003),
Booking experience	Engelbrecht, et al (2014), Van der Westhuizen, and Saayman, (2007)
Guiding experience	Engelbrecht, et al (2014), Ortigueira, and Gómez-Selemeneva, (2012), van der Westhuizen (2003),
Accommodation	Erasmus (2011), van der Westhuizen (2003), Marais, et al (2017), Marais (2016), Wang, and Hung, (2015)
Facilities	Erasmus (2011), van der Westhuizen (2003), Marais (2009), Engelbrecht, et al (2014), Marais, et al (2017), Marais (2016), Wang, and Hung, (2015), Du Plessis et al (2014)
Direction and signage	Engelbrecht, et al (2014), Marais, and Saayman, (2011)

3.3 Data Analysis

Data were captured in Microsoft Excel for preliminary cleaning and validation and thereafter exported into IBM Software: Statistical Package for the Social Sciences (SPSS), package 25. The data were first analysed using simple descriptive statistics to show the overview of the sample. The logistic regression model was then used to estimate the key success factors in managing visitors’ satisfaction with service quality.

3.4 Logistic regression model

Logistic regression was deemed appropriate for analysis because the dependent variable, satisfaction with the quality of services delivered by KNP, was coded as a binary/categorical variable. This renders other techniques, such as ordinary least squares regression analysis, inappropriate since they require the dependent variable to be continuous. Logistic regression analysis is a statistical method for examining data sets in which explanatory variables can be categorical or continuous and are used to predict a binary dependent variable (Yamana 2021:5-9).

Following Gujarati (2003), the model specification for logistic regression is as follows:

$$P_i = E(Y_i=1 | X_i) = 1 / 1 + e^{(\beta_1 + \beta_2 X_i)} \tag{1}$$

Where P_i represents the probability that participant i was satisfied with the quality of services provisioned by KNP.

$(Y_i=1)$ means that the event occurs; that is, participant i was satisfied with the quality of services provisioned by KNP.

$(Y_i=0)$ means that the event does not occur; that is, participant i was not satisfied with the quality of services provisioned by KNP.

X_i represents the independent variables (Safety, wildlife experience, and availability of enough information, booking experience, guiding experience, accommodation, facilities, direction and signage).

The following empirical model was therefore formulated:

$$F(Y_i) = (\text{Safety, wildlife experience, availability of enough information, booking experience, guiding experience, accommodation, facilities, direction and signage} + \epsilon).$$

Where Y_i = satisfaction with the quality of services delivered by KNP

ϵ = error term

4. Results

This section presents an overview of the sample of visitors to KNP and discusses the results from the regression analysis.

4.1 Overview of the sample of visitors to KNP

The demographic profile of the participants is presented in Table 2. In terms of age, most of the participants were between the age of 41 and 70 years old. Male participants comprised 62.6% of the total sample, while females contributed 37.4%. The majority of the visitors were from Africa (51.5%), followed by Europe (37%) and North America (7.5%). All other continents contributed less than 4% combined. Concerning education level, most visitors had a Certificate (26%), followed by those with a National Diploma / Diploma (22%), and then those with an Honours Degree / Post-Graduate Diploma (19.8%), other education level categories contributed relatively fewer participants.

Table 2 Demographic characteristics of the participants

Variable	Categories	Frequency	Percentage
Age	31 to 35 years old	5	2.2
	36 to 40 years old	12	5.3
	41 to 50 years old	33	14.5
	51 to 60 years old	74	32.6
	61 to 70 years old	66	29.1
	71 years old or older	37	16.3
	Total	227	100
Gender	Male	142	62.6
	Female	85	37.4
	Total	227	100
Income	R10, 000 or less	6	2.6
	R10, 001 to R30, 000	36	15.9
	R30, 001 to R50, 000	53	23.3
	R50, 001 to R100, 000	77	33.9
	R100, 001 or more	55	24.2
	Total	227	100
Continent	Africa	117	51.5
	Europe	84	37.0
	Asia	4	1.8
	North America	17	7.5
	South America	2	0.9
	Australia	3	1.3
	Total	227	100
Qualifications	Grade 12/Matric level or less	21	9.3
	Certificate	59	26.0
	National Diploma / Diploma	50	22.0
	Bachelor Degree / Advanced Diploma / B Tech	32	14.1
	Honours Degree / Post Graduate Diploma	45	19.8
	Master's Degree	20	8.8

	Total	227	100
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4.2 Regression analysis

Table 3 Regression results

Variable	Odds ratios	Standard error	p-value
Safety			
Yes	1		
No	0.41	0.25	0.00
Wildlife experience			
Very bad	1		
Bad	1.02	0.15	1.05
Good	1.65	1.14	0.04
Excellent	1.71	0.11	0.01
Availability information			
Yes	1		
No	0.39	0.107	0.06
Booking experience			
Very bad	1		
Bad	0.89	0.85	1.43
Good	1.51	1.64	0.01
Excellent	1.59	0.51	0.00
Guiding experience			
Very bad	1		
Bad	0.54	1.15	0.85
Good	1.68	1.01	0.07
Excellent	1.81	0.33	0.00
Accommodation			
Good	1		
Bad	0.25	0.17	0.02
Facilities			
Good	1		
Bad	0.21	0.22	0.05
Direction and signage			
Bad	1		
Unclear	0.22	0.84	0.74
Useful	1.44	1.33	0.09

4.2.1 Safety

Safety and security rank high on the list of the most important aspects tourists consider when planning visiting a park. According to Chihwai et al. (2019: 54-69), security and safety perceptions about a park is a very important aspect that determines tourist satisfaction levels. In a logistic regression model predicting satisfaction with the quality-of-service delivery by KNP, results suggested that visitors who did not feel safe were 43% less likely than visitors who felt safe to be satisfied with the quality of services delivered by KNP. These findings imply that the more visitors feel safe, the more they will likely be satisfied with the service quality. Therefore, safety is a key success factor in determining visitors’ satisfaction with service quality.

4.2.2 Wildlife experience

Wildlife experience entails game viewing availability and visibility of wildlife and wild birdlife in the Park. The wildlife experience is very important to visitors since it is one of the main reasons why people visit national parks like KNP. Results from this study showed that visitors who indicated they had a good wildlife experience were 65% more likely than visitors who indicated that their wildlife experience was very bad to be satisfied with the quality of services delivered by KNP. In the same vein, visitors who indicated that they had an excellent wildlife experience

were 71% more likely to be satisfied with the quality of services delivered by KNP than those who indicated that their wildlife experience was very bad. There were no statistically significant differences in satisfaction with the quality of services delivered by KNP between visitors who indicated that their wildlife experience was bad and those who indicated that their wildlife experience was very bad. These results suggest that quality wildlife experience is a key success factor in determining visitors' satisfaction with the quality of services provisioned.

4.2.3 Availability information

Availability of enough information includes the availability of information centres in parks, information on the history of the Park and information on fauna and flora in the Park and the presence of interpretative centres. Results from this study showed that visitors who indicated that was not enough information available at KNP were 61% less likely than those who indicated that was enough information available at KNP to be satisfied with the quality of services delivered by KNP. If KNP ensures that there are enough information centres and information on the history of the Park, for example, it will result in more visitors being satisfied with the services offered by the Park. These results suggest that the availability of information is a key success factor in determining visitors' satisfaction with the quality of services provisioned by KNP.

4.2.4 Booking experience

A significant part of visitors who visit tourist parks goes through the booking process in one way or another. Therefore, in this study, it was vital that the researcher considers booking experience as one of the important variables determining customer satisfaction with the quality of services provided. This also warranted its inclusion in the regression model predicting satisfaction with the quality-of-service delivery by KNP to its customers. Results revealed that visitors who indicated they had a good booking experience were 51% more likely than visitors who indicated that their booking experience was very bad to be satisfied with the quality of services delivered by KNP. Visitors who indicated that they had an excellent booking experience were 59% more likely to be satisfied with the quality of services delivered by KNP than visitors who indicated that their wildlife experience was very bad. There were no statistically significant differences in satisfaction with the quality of services delivered by KNP between visitors who indicated that their booking experience was bad and those who indicated that their booking experience was very bad. These findings infer that when visitors have a trouble-free booking experience, they are highly likely to be satisfied with the quality of services delivered. Therefore, the booking experience can be considered a key success factor in ensuring visitors' satisfaction with the quality of services provided.

4.2.5 Guiding experience

This encompasses the general guiding experience provisioned to visitors who visit a park. It can also be understood as the quality of the guiding services that the tour guides of a park provide to their customers. Results from the regression model revealed that visitors who indicated they had a good guiding experience were 68% more likely than visitors who indicated that their guiding experience was very bad to be satisfied with the quality of services delivered by KNP. Results also showed that visitors who indicated they had an excellent guiding experience were 81% more likely than visitors who indicated that their guiding experience was very bad to be satisfied with the quality of services delivered by KNP. There were no statistically significant differences in satisfaction with the quality of services delivered by KNP between visitors who indicated that their guiding experience was bad and those who indicated that their guiding experience was very bad. These results imply that the quality of the guiding experience offered by the Park is a key success factor in managing customer satisfaction since it significantly determines visitors' satisfaction with the quality of services delivered.

4.2.6 Accommodation

The accommodation was included in the regression model since accommodation facilities are likely to significantly influence whether a visitor is satisfied with the services offered by a park. Results from this study revealed that visitors who indicated that they felt that accommodation was bad were 75% less likely than those who indicated that they felt that accommodation was good to be satisfied with the quality of services delivered by KNP. In other words, good quality accommodation significantly influences the level of satisfaction of visitors with the overall quality of services delivered. These results suggest that the quality of the accommodation offered by the Park is a key success factor in managing customer satisfaction since it significantly determines visitors' satisfaction.

4.2.7 Facilities

Other amenities besides accommodation are also important in determining overall customer satisfaction with services delivered. Results from this study revealed that visitors who indicated that they felt that facilities were bad were 79% less likely to be satisfied with the quality of services delivered by KNP than those who indicated that they felt that facilities were good. These results suggest that the quality of facilities has an effect on the level of satisfaction of visitors with the overall quality of services delivered. Improving the quality of facilities at the Park is a key success factor in managing customer satisfaction with the quality of services delivered.

4.2.8 Direction and signage

Direction and signage at parks are likely to leave an impression on the quality of service offered by the Park. It was there for the reasons that the researcher included it in the regression model. Results also showed that visitors who felt that direction and signage were useful were 44% more likely than those who indicated that they felt that direction and signage were bad to be satisfied with the quality of services delivered by KNP. There were no statistically significant differences in satisfaction with the quality of services delivered by KNP between visitors who indicated that direction and signage were unclear and those who indicated that direction and signage were bad. In other words, direction and signage significantly influence the level of satisfaction of visitors with the overall quality of services delivered. These results suggest that the quality of direction and signage at a park is a very important factor in ensuring customer satisfaction since it significantly determines visitors' satisfaction with the quality of services delivered.

4.3 Diagnostic tests

Diagnostic tests were carried out to estimate the suitability of the independent variables for inclusion in the regression model. The tests that were used were the multicollinearity test as well as the goodness of fit test.

4.4 Multicollinearity test

Multicollinearity occurs when the independent variables in a regression model are highly correlated, leading to skewed and misleading results. It is important to test for multicollinearity because independent variables should not highly correlate with each other according to the regression analysis assumptions (Obite et al., 2020:22-33). This study used Variance Inflation Factor (VIF) to test for multicollinearity. This is necessary because a regression model that suffers from multicollinearity will produce coefficients that cannot be specified and stand infinite errors. This increases the probability of committing type one error (rejecting the null hypothesis when it is true) (Asar 2017: 2576-2586). All this means that coefficients cannot be accurately estimated, and the results cannot be trusted (Gujarati 2007). In this study, the mean VIF was less than 1.2, suggesting that there were insignificant direct correlations among the model's variables. This, therefore, justifies the inclusion of the variable in the model.

4.5 Goodness of fit test

This test estimates how well the estimates from the model accurately reflect and fit the real data. It summarises the divergence between the observed and anticipated values (Shah and Bühlmann, 2018:113-135). The goodness of fit test approximates how well the model fits the data (Hosmer et al., 2013; Gujarati, 2007). This study produced a Hosmer-Lemeshow value which was not statistically significant, implying that there was no evidence of lack of fit. In other words, the regression model was a good fit for the data.

5. Findings and Implications

This study identified eight KSFs that determine the visitor's satisfaction with the quality of services delivered by KNP. The KSFs identified in this study are safety, wildlife experience, availability of information, booking experience, guiding experience, accommodation, facilities, and direction and signage. Findings from this study confirm literature as far as KSFs are concerned: safety (Erasmus, 2011; Yeh and Lin, 2012; Saayman et al., 2012; Hua et al., 2009; Pikkemaat and Schuckert, 2007), wildlife experience (Engelbrecht et al., 2014; van der Westhuizen, 2003), availability of enough information (Campos et al., 2014; Marais 2009; van der Westhuizen 2003), booking experience (Engelbrecht et al., 2014; Van der Westhuizen, and Saayman, 2007), guiding experience (Engelbrecht et

al., 2014; Ortigueira, and Gómez-Selemeneva, 2012; van der Westhuizen 2003), accommodation (Erasmus 2011; Marais et al., 2017; Marais 2016; Wang, and Hung, 2015), facilities (Erasmus 2011; van der Westhuizen 2003; Marais 2009; Engelbrecht et al., 2014; Marais et al., 2017; Marais 2016; Wang, and Hung, 2015; Du Plessis et al., 2014), and direction and signage (Engelbrecht et al., 2014; Marais, and Saayman, 2011). Even though the study did not explore the order of importance of the identified factors, the researcher sustains that managers and policymakers at KNP can adopt and use these factors as a general guideline of the key areas that they can focus on and prioritise to ensure visitor's satisfaction with the quality of services delivered by KNP.

This study confirms the importance of security in contributing to the visitors' satisfaction with services delivered within the tourism industry (Erasmus, 2011; Yeh and Lin, 2012; Saayman et al., 2012). Security and safety perceptions about a park are very important factors in determining tourist satisfaction levels (Chihwai 2019: 54-69). It is therefore recommended that managers ensure that visitors feel safe since this will improve customer satisfaction.

Wildlife experience is also very important to visitors since it is one of the main reasons visitors visit parks such as KNP (Engelbrecht et al., 2014). Based on the results of this study, providing a memorable wildlife experience to KNP visitors will result in customer satisfaction. These results suggest that wildlife experience is a key factor in determining visitors' satisfaction with the quality of services provisioned. Managers at KNP should therefore focus more effort and resources towards ensuring the delivery of quality wildlife experience.

This study also confirmed that the availability of adequate information through mediums like information and interpretative centres is vital in contributing to visitors' satisfaction with services delivered (Campos et al., 2014; Marais, 2009; van der Westhuizen, 2003). This research recommends that if KNP management ensures the availability of sufficient information, it will result in more visitors being satisfied with the services offered by the Park.

This study also confirmed that the booking experience is a significant factor in determining customer satisfaction with their services. Therefore, KNP management must ensure an excellent booking experience for its visitors.

Results from this study also found that the quality of the guiding experience that KNP offers is a very important factor in managing customer satisfaction since it significantly determines visitors' satisfaction with the quality of services delivered. These results are confirmed by Engelbrecht et al. (2014) and Ortigueira and Gómez-Selemeneva (2012).

According to Marais (2016), accommodation and facilities significantly influence whether a visitor is satisfied with the services offered by a park. Other scholars, such as Erasmus (2011); Marais et al. (2017:1-12); Wang and Hung (2015); Du Plessis et al. (2014), also concur. Based on these results, managers at KNP should focus on ensuring the provisioning of quality accommodation and facilities since this will significantly influence visitors' satisfaction with the quality of services delivered.

These results also confirmed that the quality of direction and signage at a park is a very important factor in ensuring customer satisfaction (Engelbrecht et al., 2014; Marais and Saayman, 2011) since it significantly determines visitor satisfaction with the quality of services delivered by KNP. It is therefore recommended that managers ensure that direction and signage are up to standards since this will improve customer satisfaction.

6. Conclusions

The study aimed to identify the KSFs that managers need to prioritise when managing the quality-of-service delivery and customer satisfaction at KNP. This is based on the notion that understanding KSFs can form the basis for designing strategies to satisfy KNP visitors. The study found that safety, wildlife experience, availability information, booking experience, guiding experience, accommodation, facilities, and direction and signage are KSFs in managing visitor satisfaction with the quality of services delivered by KNP. Based on the results from this study, it was evident that there are specific KSFs that KNP management needs to be aware of and implement so that the KNP can deliver services that satisfy visitors. These KSFs will enable management to focus scarce resources and effort towards those activities and aspects that will ensure visitor satisfaction with the service delivered.

7. Limitations and future research implications

Due to funding limitations, the study was limited to the Kruger National Park; therefore, the outcomes and findings may alter slightly if the same research was conducted in a different location.

The study did not consider external factors, such as visa requirements and political perceptions about South Africa, which may potentially influence perception.

The study sample is limited to Kruger National Park; a larger sample that includes other national parks could yield results that can be more generalised. Future studies should confirm the current findings in a broader sampling of national parks, and the outcomes should be contrasted and compared.

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Declaration of interest statement

The researcher(s) declare no potential conflict of interest.

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