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Exploring Foreign Tourists' Image of Tanzania: A Factorial Analysis Approach

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ABSTRACT

In the last decade, the economy of African continent and Tanzania in particular has witnessed a business boom of the tourism sector. While the sector has continued to grow and become a dependable source of direct and indirect employment to youths in urban and rural areas, the sector has been awash with challenges. These challenges include terrorism attacks, energy crises and poor infrastructure. However, the impact of these challenges on the image of Tanzania as a tourist destination has not received the deserved attention. This study explores the perception of visitors towards Tanzania as a tourist destination after they have completed their tourist visit. This study employs factor analysis technique to explore country destination image. Questionnaires were administered to visitors at some of the tourists' hotels and Julius Kamabarage Nyerere International Airport (as a major exit point) in the country. Frontline employees, various tourist sites and access to services emerged to be strong tourist destination image factors. This implies that the efforts of marketing tourism destination should focus on promoting all the sites the country has.

Introduction

In the last five decades global tourism business has witnessed stiff competition among countries (Echtner & Ritchie, 2003). Following the massive changes in Information Communication Technology (ICT) and the removal of barriers on human mobility, more tourist destinations have become accessible emerged making our planet a true global village. In this respect, tourism marketers are faced with a challenge of influencing consumers' in making decisions about where to go. This situation has made tourism marketing promotion one of the hardest endeavors, especially with regards to destination image (Echtner & Ritchie, 2003). The concept of destination image has widely been studied for about the past three decades (Schneider & Sönmez, 1999) and there is plethora literature on the subject (Schneider & Sönmez, 1999; Echtner & Ritchie, 2003). However, a great deal of literature on the subject is based on the Western destination image. Much of the research conducted in the Africa continent focused on the factors that constrain the performance of the sector, and these include

such factors as policy failure, infrastructure, lack of customer service skills, and the like (Comin, 2012; Juwaheer et al., 2011; Kweka, 2004).

Tanzania has witnessed an increase in the number of visitors from 582,807 in 2004 to 770,376 in 2008. This increase is reflected in the revenue collected, whereby in 2007 it amounted to US$746 million and in 2008, the amount rose to US$1,289 million. Furthermore, the sector's contribution to the GDP was estimated to be 17% in 2008.

However, this performance has some weaknesses. It does not match the country's abundant natural resources (Comin, 2012). Empirical findings suggest that safety is among the strongest factor that influence visitors' choice of destination (Grosspietch, 2006). Nevertheless, in Kenya despite the political turmoil in the past, the number of visitors increased from 1.2 million in 2008 to 1.5 million in 2009 (Bank of Tanzania [BOT], 2009) whereas Tanzania experienced a decline in the number of visitors from 770,376 in 2008 to 714,367 in 2009.

Among the major impediments against an increase in tourism business in Africa is limited destination knowledge among the visitors on these countries and the perceived negative image resulting from political unrest and poverty (Grosspietch, 2006). However, to develop good image information tools one has to have clear knowledge of what perception visitors have towards a place in question. On the other hand, scholars in the destination image have focused much attention on developed countries such as the United States and paid less attention to developing countries (Grosspietch, 2006; Sirakaya & Sönmez, 2002). This has made the good image of developing countries and especially Africa remain unknown among visitors from Western countries. Any images that visitors do have of Africa revolve around poverty, wars and high illiteracy levels – the issues receiving wide coverage by Western media (Mohamed, 2008; Grosspietch, 2006).

Reynolds (1985) defines image as the development of a mental construct based upon a few impressions chosen from a flood of information. The sources of information to the consumer can be friends, family members, and above and/or below the line communications means. Crompton (1979) defines image as the sum of beliefs, impressions, ideas, and perceptions that people hold of an objects, behavior and events. The purpose of this study therefore is to uncover visitors' image about Tanzania as a tourist destination.

Research problem

Anand, Holbrook, and Stephens, (1988) argue that an increase in cognition causes an increase in affect. That the more one knows or thinks about the object the more positive is one's affective association to it, and vice versa. For Africa's image to be seen positively, more information has to be shared globally with potential visitors. Furthermore, that information significantly influences the understanding that image the destination has among consumers. Since tourists usually make their holiday choices based on destination images, it is important to understand the determinants of forming a destination image of a place (Baloglu & McClearly, 1999). Two visitors' images can be identified; before the journey and after visits (Krakover & Stern, 1993). This study focuses on the post visitors' image.

Despite its importance in tourism business success, there is little knowledge about destination image on developing countries although the phenomenon has been studied

widely in Western countries (Hsu & Wang, 2010; Mohammed, 2008; Grosspietch, 2006). Tanzania has vast natural sites attractive to tourists. These include wild animals, hunting sites, global heritage sites – namely Serengeti and the famous highest mountain in Africa, Mount Kilimanjaro – and a rich and varied culture with art, music and dance. Despite these abundant attractive natural resources, Tanzania, unlike other East African countries, such as Kenya and Uganda fails to attract international as well as domestic visitors (Comin, 2012). There is little research on the tourist image with a focus on developing countries (Koerte, 2009; Mohamed, 2008; Grosspietch, 2006; Schneider & Sönmez, 1999).

Further, empirical studies conducted in developing countries used different techniques for data analysis to investigate destination image. For instance, Schneider and Sönmez (1999) used descriptive analysis to study Jordan's destination image. The present study used a factor analysis approach to explore destination image of Tanzania to visitors in understanding which areas to focus on during marketing promotions abroad by destination management organization (DMO).

Literature review

There is a general consensus among scholars that destination image is an accumulation of factors that partly influence travelers in making decisions on particular visitations (Baloglu & Brinberg, 1997; Gallarza, Garcia, & Saura, 2002). The global business of hospitality is becoming more and more competitive and many players are coming out with new products with developing countries facing increased competition in getting visitors from developed countries. However, the success of the marketing tourism sector depends the understanding the factors that motivate visitors in choosing where to go. As Kozak (2002) observes, it is very important to identify motivational factors that influence visitors' choice of a destination.

Studies have grouped image formation into two: cognitive/perceptions (post visitations image) and image before the visitations. Various studies which concentrated on the post-experience image of the tourists (Mazursky, 1989; Pearce, 1982) found out that tourist image usually changes after visitations. To understand the image of the object, post experience is the most important perception of the destination image (Mazursky, 1989).

In many instances, African scholars and politicians have complained that Western media reports only bad things about African countries such as wars, famine, and low standards of living. This type of information has an impact on tourists' decisions choosing where to go, particularly for family vacations. To be sure, safety has been seen as the strongest factor for tourists' choice of a country of destination (Grosspietch, 2006). Gartner and Shen (1992) and Grosspietch (2006), found that massacre has an impact on the image of a country. In this case, many home countries tend to warn their citizens against visiting certain places across the globe, on security grounds.

However, there are conflicting findings on factors such as violence and the selection of destination sites. George (2003, 2010) in a study conducted in South Africa found out that tourists are willing to revisit and can even recommend so-called violent and risky travel destinations. Furthermore, George's studies show that there is a correlation between age, the reasons for visits, nationality and the frequency of visits influencing the perception of visitors towards destination. Another study (Boakye, 2012), conducted

in Ghana, found that visitors feel more unsafe at tourist sites than they do in their hotel accommodation and in open spaces. Also Gartner and Shen (1992) in their study on the Tiananmen Square massacre in China found that human rights violation does affect a country's image in terms of its status as a tourism destination. In general, peace and safety of a certain country influences visitors' decisions on choosing destinations; hence, it is important to understand how visitors perceive certain countries along these variables to help in adopting a good promotion strategy.

However, in most cases, tourists form an image about a country before visiting it. In forming this image, tourists rely on secondary information. As Mansfeld (1992) suggests, visitors rely on this information to minimize the risk which may be attached to such decisions, and to create an image of destinations that would lay precedence for future justification of the choice. Kim and Morrison (2005), studying decisions before and after the World Cup event in South Korea, used factor analysis to identify five factors influencing tourists decisions: tourism sites, negative image, stability, passionate image and industrial products.

At the community level, the possibility of coming into contact with fellow travelers and sports facilities influenced tourists in deciding to visit a particular country (Echtner & Ritchie, 1991). This suggests that friends in home countries do also influence by visitors in making decisions about where to go. However, Kozack (2002) found out that British tourists do not consider mixing with fellow Britons abroad as important. Devonish and Jonsson (2008) in a study conducted in Barbados found that relaxation and pleasure were the most important motivational factors among visitors in that country. On the one hand, demographic elements such as age, gender, and income and education level are very important in influencing consumer behaviors. Despite of the significance of these elements in destination formation among tourists there is still a heated debate among scholars on what factors are important in influencing tourists' choice of a place to visit.

In understanding consumer behavior, gender is taken as the strongest factor in influencing visitors' choice of a place to visit. However, various studies on tourism destination image have conflicting results on the significance of gender. While Jenkins and Walsmley (1993) found there being variations in gender and age on image formation, Devonish and Jonsson (2008) see gender as not being a significant factor in motivating visitors in forming an image of a particular place. Furthermore, studies on image of a destination reveal the existence of differences on visitors' perception towards a destination image according to nationality (Kozak, 2002). The current study was designed to explore significant factors in the post-visit visitors' image formation, in the case of Tanzania.

Methodology

Study area and sample

This study was conducted in the two regions of Morogoro and Dar-Es-Salaam. In Morogoro the data were collected from tourist hotels only while in Dar-Es-Salaam the data were collected from tourist hotels and exit points. The two regions were selected because they are easily accessible by the researcher from his home town (Morogoro); thus they were within the budget limitations of the researcher.

Non-probability convenience sampling technique was used for data collection at the airport and tourists hotels. The technique is suitable and economical for an exploratory study (Zikmund, 2003). As for the hotels, the researcher requested the assistance of hotel managers in collecting data after securing permission from the hotel management to conduct such research at their facilities. The exit point used was Julius Nyerere International Airport. One officer was identified as a contact person on the progress of the data collection and the officers who assisted in data collection process were facilitated to carry out their tasks. The data were collected for three months, from February to mid-May in 2012.

The sample for the study on destination image has been a contested area among scholars (Grosspietch, 2006). Some scholars surveyed people who have not been in the area before (Sirakaya & Sönmez, 2002), while Dann (1996) and Brown (1998) used the sample of visitors who have been at the area at least once. In general, there is no criterion of which particular type of sample to use; what is important is the objective of the study. This study used a sample of previous visitors in investigating Tanzania's image as a tourist destination for which 260 respondents were recruited.

Measurement of destination image

Studies on destination image are criticised for lacking a conceptual framework (Echtner & Ritchie, 1993; Fakeye & Crompton, 1991; Gartner, 1993). Various measurements were suggested by scholars for those wishing to grasp a real picture of what takes place during a visitation and assists visitors to form an image of destination. To address the problem of identifying factors that influence image formation this study relied on the literature from Gartner and Shen (1992); Schneider and Sönmez (1999) and Baloglu and McClearly (1999). In general there are three suggested conceptual frameworks of the formation of image destination, namely the cognitive (Gartner, 1993), the affective (Baloglu & Bringberg, 1997), and the affective, cognitive-conative (Gartner, 1993; Baloglu & McCleary, 1999).

Ismail, Morrison, and Rezende-Parker (2003) observed that measurement methodologies and techniques for understanding the formation of image destination vary. This study used the cognitive dimension in formation the image of Tanzania. Studies using the cognitive dimensions in measuring image were conducted by Schneider and Sönmez (1999) who measured tourist image of Jordan; Bignon, Hammitt, and Norman (1998), who measured tourist destination image of France, and Dimanche and Moody (1998) who measured the destination image of America. Furthermore, the current study adapted the framework which was used by Gartner and Shen (1992) which was also used by Schneider and Sönmez (1999) in their study on Jordan's tourist image. The cognitive component is defined as an evaluation of known attributes of the product or the understanding of the product in an intellectual way (Gartner, 1993). The questionnaire used in this study had two major parts: the first part was on demography and its questions included age, gender and country of origin, and the second part was on the tourist image of Tanzania (see sample questions in Appendix 1) based on the cited. The second part of questionnaire consists of 18 statements on itemised 5 Likert scale (1 = strongly disagree to 5 = strongly agree) about Tanzania's safety, tourist sites, frontline employees, availability of services and the like.

A paper copy of the questionnaire was pre-tested using international visitors at hotels in Morogoro due to the researcher's ease in accessing those respondents and budget constraints. In response to feedback, minor modifications to question wording were altered to represent the Tanzania context. Some of the concepts added are that Tanzania has interesting historical sites, national parks, banker professional treat us very well, medical professionals treat us very well. These were added to meet changes that have taken place in Tanzania and the impact on its destination image. The final version of the questionnaire was evaluated in terms of instructions, ease of use, reading level, clarity, item wording and response formats and was judged to process face and context validity (De Vellis, 2003).

Factor analysis technique

Principal components and Varimax rotational procedures were used throughout this study to identify measures for the sample taken. Different studies in tourist image destination used factor analysis for data analysis, for example Chan, Choi, and Wu (1999) for Hong Kong and Ismail et al. (2003) for Brazil. In the current study, factors with more than 1 Eigen value were used; those below that number were dropped. The Eigen value 1 criterion is generally accepted and respected in social science as the basis for excluding or including factors (Kaiser, 1960; Anderson, Black, Hair, & Tatham, 1998). As Anderson et al. (1998) suggest, factor loading should be based on the sample size; and the sample size of 200 was suggested as a cut-off level (see Anderson, Black, Hair, & Tatham, 2010, for details). In this research decision rules which have been applied to select variables required to be at least ± 0.5.

Findings

Demographic profile of the respondents

The study recruited 260 respondents 62% were males and 38% of the respondents were females. Individuals with age range of from 31 to 40 years comprised 33% of the respondents; those between 41 and 50 comprised 26% and those at the age range of 21 and 30 years comprised 16% of the total respondents. The largest number of respondents (58%) came from Europe. These data are similar to those reported by the National Bureau of Statistics' (2012) tourism report for 2010, showing visitors from Europe comprised 52% of the total visitors in the country.

Results of factor analysis

Scale reliability refers to the extent to which a scale can reproduce the same measurement results in repeated trials. Random error produces inconsistent results in scale measurements leading to lower scale reliability (Bush, Hair, & Ortnan, 2006). There are various techniques which can be used to test reliability of the scales; this study used *Cronbach's alpha* (coefficient alpha). Bush et al. (2006) suggest a *Cronbach's alpha* valued at less than 0.6 as unsatisfactory. Nunnally (1978) suggests a threshold level of equal to or greater than 0.50 for exploratory research work. This research used Cronbach's alpha threshold of 0.930, and which Kaiser (1974) classifies as "marvellous."

Table 1. Principal Components Factor Analysis with Varimax Rotation for Images of Tanzania.

Components	Frontline employees(1)	Tourist sites(2)	Services access (3)	h^2
		Factor number		
Safe		.825		.763
Good people		.851		.802
National park		.799		.716
Beaches		.723		.621
Historical sites		.691		.667
Hunting sites		.600		.679
Food	.599			.556
Transportation	.672			.576
Affordable	.699			.646
Convenient	.698			.630
Taxi drivers	.733			.656
Tour guides	.775			.699
Hoteliers	.705			.624
Shopping	.661			.609
Policing	.618			.639
Visa requirements			.782	.706
Medical services			.807	.692
Banking services			.792	.742
Eigenvalues	9.07	1.81	1.15	
Variance	50.39	10.04	6.37	
Cumulative variance	50.39	60.43	66.80	

As shown in Table 1, the factor analysis of 18 image items identifies three underlying domains. As noted all factors have Eigen values greater than one. They accounted for 67% of the total variance.

Factor loadings were used to assign a name to each factor. Specifically, items with higher loadings were considered as more important and as having a greater influence on factor naming Anderson et al. (1998). Factor 1 was named 'frontline employee', the following factors loaded significantly in factor one: tour guide (.775), taxi drivers (.733), hotelier (.705), affordable (.699), convenient (.698), transportation (.672), shopping (.661), police officers (.618) and food (.599). Factor 2 was named 'various tourism sites' and the following elements loaded significantly for factor two: good people (.851), safe (.825), national park (.799), beaches (.723), historical sites (.691) and hunting sites (.600). Factor 3 included the following elements which loaded significantly: medical professional (.807), professional bankers (.792) and visa (.782). This factor was named 'services accesses'.

Discussion and interpretations

Factor I: Frontline employees

In the services sector, employees have a great impact on the success of the company. This study found that frontline employees have an impact on the destination image of Tanzania. According to Bitner, Booms, and Tetreault (1990) and Berry, Parasuraman, & Zeithaml (1988), frontline employees reflect the type of services rendered by an entire organization, and the consumer uses these employees as the point of evaluation. The services offered by tour guides have a big role to play in forming the image the frontline sub sector. Tour guides usually have a large role in visiting specialized attractions such as animal parks and mountain climbing. Thus, the finding about the important role of

frontline employees such as tour guides implies that a good number of tourists visiting the country do so in order to enjoy such attractions.

Currently in Tanzania, tour guide courses are offered at the University of Dar-Es-Salaam and two centers (Mikumi and Arusha) under the Vocational Education and Training Authority (VETA). However, the course, which is offered at certificate level to students, has no subjects which focus on customer service. Furthermore, in the country, tour guides are marginalized and get low pay (Daily News, 2012); this trend is a limitation on the growth of the sector in the country. In a study on frontline employees in food services, Shin, Yang, and Yoo (2006) found that recognition is a good motivation for employees. Therefore, a reasonable step to improve the tourist image of Tanzania is to provide more training in customer service to guides, and also to provide them with at least proper recognition of their important work, as well as greater pay.

Another element which was found to be strong was taxi transport services. Taxi drivers have a great role to play as frontline employees in the tourism industry. This is due to the fact that in most cases, tourists get a lot of support from taxi drivers. The challenge however is that often this job is taken up by people with little or no formal education. This sector is not monitored and since the liberalization policy in the 1990s, anyone can enter and exit the sector freely. This arrangement not only limits the formalization of the sector, but it also jeopardizes the tourism sector which is booming because these are the points where visitors get to see the true color of the country. Thus visitors' high expectations are expected to be realized through these drivers. However, the country has not invested much in the transport sub sector in terms of tourism given tour taxi drivers' short courses on customer service, and/or knowledge about tour guides.

Another group of frontline employees is hoteliers, who have a great impact on creating the moment of truth to visitors especially at different points when they come into contacts with visitors. According to Frenkel and Sergeant (2000), the ability of frontline employees to satisfy a customer is more important than having a new technology. Currently, the sector is awash with problems of recruiting people who are not knowledgeable and motivated. Some universities in the country, namely Tumaini University Dar-Es-Salaam campus, University of Dar-Es-Salaam, Kampala International University-Dar-Es-Salaam campus, the Open University of Tanzania and Sokoine University of Agriculture offer courses on hospitality industry from certificate to Masters Level.

However, job attrition in the industry is very high in the country, and this is due to unfavorable working conditions including low wages (Daily News, 2012). This trend compels a lot of potential graduates to join other institutions in both private and public sectors. As a result, the tourism industry, which at 25% is the second largest foreign exchange earner in the country after agriculture (Mbani, 2011), gets unqualified staff. It can be argued, however, that entrepreneurs in the sector can still get unqualified staff initially and decide to train them in professional skills through in-house training and short courses. However, most of the company owners refuse to train their employees for fear that after graduation such trained staff will look for new jobs in other companies. Therefore, some human resource policy and programming that links training to job tenure may help the industry. For example, employers may reimburse employees for training expenses if they complete a full year's service. Or, employees may be partnered with more experienced employees before they are permitted to work independently with tourists.

According to Babakus, Karatepe, and Yavas (2007), customer orientation and job satisfaction reduces labor turnover in the services industry. On the other hand, frontline employees have a great chance of influencing visitors in making decisions about where to go. This implies that there is a need for the actors in the tourism industry in the country to improve the outlook of their frontline employees on various aspects such as training on soft skills, including business communication and dress code. Some organizations in the tourism industry in the country have already started to address this problem. For instance, in 2011, Precision Air, which is the leading airline in the country, unveiled its new uniforms; soon afterwards other public companies, such as Air Tanzania Company Limited (ATCL), followed suit. DMO can use dressing of their employees, websites, fliers, posters and news-letters for advertisement. However, some of the mushrooming family-owned tourist service providers, especially in the hospitality sector in the country, do not have uniforms for their staff.

Factor II: 'Various tourism sites'

Tanzania is famous in the world as a home of global heritage Serengeti and its beautiful Safaris. The study findings have revealed that the country has various tourist sites which would give tourists an opportunity of enjoying the natural beauty of the country. However, the challenges which the country faces include the rise of poaching activities which threatens the existence of the already endangered species such as elephants and rhinos. Moreover, sites in northern Tanzania are better known than those in the southern part of the country. Lack of promotion of the southern tourism circuit is very counterproductive for the prosperity of the sector. As Morrison and Stepchenkova (2006) argue, the emerging economies have a lot of information to share with potential visitors but they (these economies) lack some skills to influence well targeted potential visitors. This is what is happening in the country now, whereby the southern circuit tourist sites such as Mikumi, Ruaha, and Katavi national parks, as well as the long beautiful beaches stretching from Dar-Es-Salaam to Mtwara coastline seem to be forgotten. Accentuating the problems is the fact that despite these rich tourism sites in the south, there are no good road networks to connect these areas with other areas in the northern circuit.

Another variable which was found important is safety. Safety is one of the top concerns for every tourist destination, especially if the destination is rife with a history of unrest (Grosspietch, 2006). Tanzania is well known in the world as a peaceful country. However, the performance of the tourism industry in the country is not as impressive as that of neighboring countries like Kenya and Uganda who have had more internal disruptions than Tanzania in the past two decades. Nonetheless, Tanzania's tourism lags behind Kenya. This finding implies that the country's destination promoters have not advertised the country to potential visitors very well.

Factor III: 'Services access'

Factor three which was named 'services access' shows that Africa has been regarded as the Dark Continent by westerners for some years. And the fact that the western media portray the continent as a deadly zone perpetuates that negative image among world citizens. Visitors have some things to consider before coming to Africa, therefore it is

very important for the continent to portray a good image to new generations in the western countries. This study has shown that one of the elements that forms visitors' image about a country and in this case Tanzania seems to be availability of professional doctors.

The establishment of state-of-the-art hospitals in Dar-Es-Salaam such as the Agha Khan Hospital and Regency, on the other hand, will promote tourism in the country. Currently the country has six higher learning institutions that offer human medicine curricula at degree and specialized levels: these are Muhimbili University of Health and Allied Sciences (MUHAS), Hubert Kairuki Memorial University, International Medical and Technology University (IMTU), Kilimanjaro Christian Medical University College (KCMUCO), Catholic University of Health Allied Sciences (CUHAS), Agha Khan Medical Health College and Kampala International University. However, there is a problem of internal brain drain due to various factors which are beyond the scope of this study; most of the graduate doctors in the country join international NGOs to work as researchers and administrators. This lack of medical personnel is a limiting factor of the future growth of tourism sector.

Other dimensions which significantly loaded under services access are: bankers and visa. The emergence of commercial banks and arrival of international financial institutions with foreign cards banks facilitates the incoming of tourists. Some of the banks accept international debit cards such as VISA and MasterCard such as CRDB bank, EXIM bank and national Bank of Commerce. Access to visa for travel made easy whereby visitors can get to while they at the entry points such as airport.

Conclusions and managerial implications

The success of a global tourism business is built on destination images; this means promotion managers have to design messages that would influence visitors to make decisions in favor of their areas. Nevertheless, the biggest challenge destination promotional managers face revolve around designing effective marketing strategies (Echtner & Ritchie, 2003). The aim of this study was to empirically examine the image of Tanzania as a tourist destination as perceived by visitors. The findings and implications of the study will be very important for the Tanzanian government and private businesses in establishing tourism policies and promotion strategies for the country.

Also, the study adds to the body of knowledge on literature on post-visitors image in Africa with a focus on Tanzania, a country with abundant natural resources and tourist sites. The major findings and marketing implications are as follows.

First, the frontline employees who interact with tourists have a great role to play in creating a positive tourist experience. Thus, Tanzania government must assure that qualified labor force is available and engaged in the rapidly-growing tourist sector. Currently, there are a growing number of institutions under NACTE and VETA that claim to be offering training on tourism education in the country. However, most of these institutions' offerings are less than a year in length and they are not accredited to offer diplomas in Tourism and Hospitality Management. Tanzania has to invest in tourism education to have people with good skills in areas such as tour guiding, housekeeping and beverage and food services. Public institutions that offer courses at mid-level in tourism education include National Tourism College in Dar-Es-Salaam

and VETA, but the demands resulting from the speedy growth of the sector are high. Tourism training should not just target guides and those working for tourist agencies but also other players who have an impact on a tourist's experience such as taxi drivers and police officers.

Also, training has to be provided to all people who interact with tourists; for example, all immigration officers can be trained on issues of customer care and the treatment of tourists. Short courses can be designed for drivers from different companies that provide services at entry points such as Julius Kambarage Nyerere International airport. This will improve customer services and hence improve performance of the tourism sector in Tanzania. The results show that overall, word of mouth has a positive influence on tourists' satisfaction (Chen, Prebensen, & Skallerud, 2010). This implies that once frontline employees provide good customer services the organizations can be assisted in marketing promotion through word of mouth by these ex-customers. The country has to ensure that in the long run all actors in the tourism industry undergo training in customer care.

Second is the protection and promotion of other tourism sites. For example, under factor 2, various tourist sites, we have findings similar to those reported in studies by Kim and Morrison (2005) and Hsu and Wang (2010) who found that availability of tourism resources is an important factor. Tanzania is famous for major safari tourism and national parks such as Mikumi, Serengeti and Ruaha, and the highest mountain in Africa, Mount Kilimanjaro. Currently, the country is faces challenges of illegal hunting and poaching which threaten the existence of endangered species such as rhinos.

A third factor is services access. The findings of this research have shown that availability of professional medical services is one of the strongest factors that influences tourists' decision to visit a certain country. The tourism sector in African countries depends heavily on visitors from outside the continent. However, visitors do not have a positive image about healthcare and treatment on the continent. Thus, recent development in health service provision in Africa has to be part of the information package to potential tourists. Therefore, DMOs must design websites, flyers, and newsletters that meet information needs of potential tourists (Hyman & Luna-Nevarez, 2012). According to Hyman and Luna-Nevarez (2012), during a search stage, people during use their knowledge and expertise to identify keywords for retrieving information with a search engine. Thus, DMOs websites have also to indicate issues on availability of medical services in their home countries to influence decisions of visitors.

Tanzania, through the Ministry of Natural Resources and Tourism, has been engaged in marketing promotion in the US, Europe and Asia. The country's tourism marketing promotion slogans have changed over the years. Since this study has shown that the factors influencing tourist destination image include the availability of various tourist sites, then the implication here is that government agencies (i.e., Tanzania Tourist Board) has to promote other sites which appear to be marginalized, especially the ones in the southern circuits.

The promotion of various tourist sites such as beaches along major lakes, namely Victoria, Tanganyika and Nyasa, which are found in the country, as well as the beaches along the coastline from the Northern part (Tanga) to the Southern part (Mtwara) will improve the destination image of the country. In developing countries including

Tanzania, they have '*sun and sand*' tourists like Italy (Prebensen, 2005); therefore they can attract tourists who come from countries such as the UK and Germany (Witt, 1980). Tourism marketing organizations in Tanzania have to focus on other tourist sites and not only focus on mountain Kilimanjaro. The country agencies have to show photographs of various sites, beaches, and cultural activities of high quality producing authentic stories of fauna and flora and producing hand books for tourists for take back home. This information can be shared on websites, at our embassies abroad and at major exit points like airports.

Three of the factors that emerged from the analysis were equivalent to the factors found by Echtner and Ritchie (1993) and modified by Schneider and Sönmez (1999) in the study conducted in Jordan. These results from developing economies support their suggestion that this method provides a generalized framework that can be used to compare and contrast the images of most tourist destinations across the world.

The findings of this study are to be taken with caution, because the method employed in the research is exploratory and the sample size used for the study was a small segment of the whole population. Future studies can be conducted on the impact of culture and destination image. This is because Tanzania hosts a good number of foreign tourists as opposed to domestic tourists. Furthermore, this study focused on post visitation and the visitors were not asked whether this was their first time visiting the country. Future studies have to focus on re-visitors and first time visitors. Furthermore, DMOs can use this information to market potential tourist areas in Tanzania based on what the visitors perceive. Choi, Lehto, & O'Leary (2007), found that DMO can promote and market specific destination such as a city, a state, a region or a country to potential visitors depending on the object that exist in the mind of the visitors. This will appeal to visitors' emotions, needs, and interests it would also capture visitors' attention and differentiate the featured destination from other destinations (Gretzel & Park, 2007).

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Appendix 1: A survey Questionnaire

Hallo! I am conducting a research to assess visitors' perception about Tanzania tourist destination. This questionnaire will take about 30 minutes of your time. Thanks.

Number……………………………   Date……………………………..

Part A.

(1) How old are you? (please circle your age)
   (a) 10-20
   (b) 21-30
   (c) 31-40
   (d) 41-50
   (e) 51-60
   (f) 60 and above
(2) Please circle your gender (a) Female (b) Male
(3) Please indicate your nationality……………………………………

Part B.

Now tell us how do you rate the following statements about Tanzania as the tourist destinations, 1= strongly disagree and 5= strongly agree.

Items	Strongly disagree 1	Disagree 2	Undecided 3	Agree 4	Strongly agree 5
Tanzania is a safe place to visit					
The people in Tanzania make you feel at home					
Tanzania has good national parks (safaris) to visit					
Tanzania has good sand beaches					
Tanzania has interesting historical sites					
Tanzania offers adventurous hunting sites					
The food in Tanzania is good					
Transportation within Tanzania is convenient					
Tanzania is an affordable place to visit					
Travelling to Tanzania from my country is convenient					
Tanzania taxi drivers treat visitors very well					
Tanzania tour guides treat visitors very well					
Tanzania hotelier treat tourists very well					
Tanzania is a good place to go for shopping					
Tanzania police officers treat visitors very well					
Procedure of getting visa to Tanzania are not difficult					
Tanzania medical professionals treat us very well					
Tanzania bankers treat us very well					