

Retail Employees' Image on Shopping Destination: It's Impact on Their Behavioural Intention

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Abstract

The current development in retail industry shows that there is an intense competition between shopping destinations. In this competitive environment, an imperative strategy to endure and succeed is by developing a unique and favourable destination image. This study examines retail employee image on shopping destination model and its impact on their behaviour intention. This study uses 333 samples of retail employees collected from Bandung, Indonesia. The results verify the cognitive and affective component of image are critical drivers of shopping destination overall image. However, this study suggests that the overall image is not the determinant of behaviour intention. The cognitive image is the only important factor in determining retail employee behaviour intention. Further, this study shows that the differences between staff and manager on the destination image model are insignificant. The implication for retail business managers as part of the supply chain system in retail industry is discussed.

Keywords: Shopping destination, image, behaviour intention, retail employee

1. Introduction

Literature shows that shopping has an important role for the development of local economy [1] and impact positively on the destination image [2]. Accordingly, many regions put their efforts to develop their cities to attract tourist as well as resident to visit and shop in their destination. Thus, currently, an intense competition occurs between destinations to attract shoppers [3]. In this competitive destination, an important strategy to endure and succeed is by developing a unique and favourable image [4, 5]. The important of having a unique and favourable destination image is due to its effects on a person behaviour in selecting a destination, comparing of expectations with experience related to the destination, and revisiting and recommending the destination [4, 6]. As image has an important effect on influence on consumer behaviour, the destination image is intensively explored in the field of marketing [2, 7]. However, although the need of having a unique image for shopping

destination is important, most study on destination image mainly focus on customer perspective and lacks attention on the other stakeholders [7, 8]. The goal for shopping destination is to provide the best benefits for the stakeholders [9]; consequently, the image that the stakeholders have on the destination need to be considered. Further, how image affects the stakeholder behaviour and the strength of its effect differ amongst stakeholders [10]. Thus, scholars [11] suggest to further assess destination image from stakeholders other than the customer. In shopping destination context, because of their role as customers and retail service providers, retail employees are a key stakeholder [1, 12]. However, as far as the author knowledge, none of past studies has discussed the image of shopping destination from the perspective of retail employees.

Driven by these research gaps, this study examines the shopping destination image from the perspective of retail employees. Specifically, this paper points to (1) scrutinize the dimensions of destination shopping image from retailer perspective and (2) examine the shopping destination image in predicting employee behaviour intention. From a theoretical perspective, this study will expand our knowledge on the relationships among the image components and shopping behaviour intention from retail employee perspective. Practically, the study could deliver required information for local authorities and retail managers to improve their shopping destination image.

2. Theoretical Background and Hypotheses

2.1. Destination Image

The image of a destination is a complex concept and defined differently among scholars. Early scholars suggested image refers to the person traits or qualities and the overall impression an object on a person minds [13]. The image of destination as the manifestation of all preconception, impression, imaginations, and ideas an individual might possess of a certain destination [13]. Developed based on past literature, a recent study specifies destination image as a summation of beliefs, impressions, and ideas a person has of the destination [8, 11]. These definitions indicate that destination image is a

complex concept and the necessity to believe that the concept is multi-dimension rather than single dimension.

An early study conducted by suggest that destination image is multi-dimension consisting the component of the cognitive image, affective image, and conative image [13]. Based on this contention, destination image encompasses what a person understand and thinks about something (cognitive element), how a person senses about it (affective component), and how a person behaves using the information about it (conative element) [14]. Past studies have examined and reinforced the existence of the destination image dimension consisting of cognitive, affective, and conative [14, 15]. However, recent researches suggest that destination image does not comprise three but two dimensions, cognitive image and affective image [4, 16]. In this model, the destination image is shaped based on persons' views of the cognitive and affective attributes of the destination. Furthermore, the bi-dimensional image model proposes that cognitive component is the determinant of affective image [17]. Additionally, in this model, behaviour intention (in the three dimensions model called as conative) is treated as the consequence of image rather than the dimension of the image. This study follows the later because it has a strong theoretical background of the Theory of Reason Action and is commonly used [18-20].

The component of cognitive image denotes to one's comprehension and belief about the attributes of a destination, which concurrently develop a mental depiction of the destination [21]. The cognitive image contains knowledge and belief about a destination, primarily concentrating on tangible attributes of the destination [17]. Other scholars argue that cognitive image consists of a set of the feature corresponding to the resources of the destination [4]. In shopping destination context, those attributes covers, among others, the retailer' aspect related to the product, process, service, and promotion as well as shopping environment [3, 22]. All of these factors can induce a shopper to shop in a specific destination [3, 21].

The affective component of image signifies a one's emotion responses toward the destination [23]. Affective image occurs in the evaluation and selection of the destination. The view that the component of cognitive and affective should be assessed independently is backed by a number of studies in various context including in tourism study [4, 11]. However, Yuksel, et al. [15] report that in assessing the tourism destination, cognitive as well as affective component need to be integrated. The affective image is the initial stage of response to a destination and this response direct the following behaviour toward the destination [23]. Rollero and De Piccoli [24] study in environmental psychology context confirms a positive association between level of affection on cognitive evaluations of the destination's attributes. However, for the majority of studies reveal that the evaluation of the affective of destination is the consequences of the

comprehension of the destination [16]. There are many different scales to capture the affective image and the most commonly used is semantic differential scales such as sleepy-arousing and unpleasant-pleasant [19] and gloomy-exciting and distressing-relaxing [11, 19].

The concept of image refers to a sum of the understanding, impression, prejudice, and ideas that an individual has on a particular object [13]. Besides cognitive and affective component of the image, scholars [23] suggest using the overall image when dealing with tourism destination. Whang et al. [23] delineate the overall image as an inclusive opinion of a particular destination including the evaluation of both cognitive and affective aspect. This perception, either real or not real, ascertains an attitude concerning a destination and is associated with the overall positive or negative notions on the destination [23]. Overall image of shopping destination in this study is described as the shopper attitude toward the shopping destination constructed on his or her inclusive assessment of a particular shopping destination. This discussion leads to hypotheses on the association between the cognitive, affective, and overall image as follow.

- H1 : The cognitive image significantly influences the affective image.
- H2 : The cognitive image significantly influences the overall image.
- H3 : The affective image significantly influences the overall image.

2.2. Employee Behavioural Intention

The concept of behavioural intentions is well discussed in the literature and generally related to consumer. Further, the association between the customer image of a destination and consumer behavioural intention is well-presented in the literature [16, 25]. Although destination affects the other destination stakeholders behaviour [21], there is lack of study to link between destination image and future employee behaviour related to the destination.

Many theories have been developed to examine employee behaviour; among others, Social Exchange Theory, arguably, is a suitable theory that can be used as the basis to assess the linkage between shopping destination image and employee behavioural intention. The Social Exchange Theory postulates that a person assesses or exchanges based on the benefit and costs acquired from the exchange [9]. In the retail context, when a shopping destination has a good image, it will attract a large number of shoppers which eventually will improve the retail business performance in the destination. This favourable business performance will impact to the employees, in terms of improvement their rewards which finally will motivate them to work better. As a result of the benefit they received from the destination image, the retail employee, in return, will give thing to benefit for the destination. A longitudinal by Lamb and Kwok [27] to evaluate the impact of work environment stress on

employee wellbeing and performance reveals that environmental stress influences employee motivation.

Considering the retail employees role as a retail service provider, there are two things which can be expected from employees as a return of their image on the shopping destination. First, they will serve the customer better. Second, related to the image effect on person behavioural intention, the positive image on the shopping destination will spark a person intention to recommend and inform the positive thing to the destination [4, 20]. Thus, following hypothesis on the association between employee image on the shopping destination and their behavioural intention is formulated as follow.

- H4 : The cognitive image significantly influences the employee behaviour intention.
- H5 : The affective image significantly influences the employee behaviour intentions.
- H6 : The overall image significantly influences the employee behaviour intention.

In sum, the interrelationships between cognitive, affective, overall image, and retail employee behaviour intention can be summarized in Figure 1.

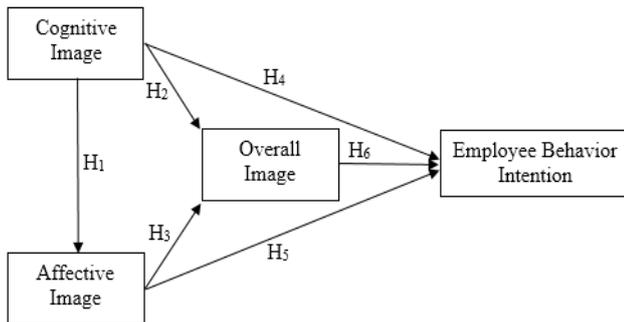


Figure 1: The shopping destination image – Employee behaviour intention model

3. Research Method

The literature has examined the constructs used in this study, thus, the measurement scale of the variables used refers to the existing literature. Table 1 depicts the measurement of the cognitive image of shopping destination is based on the attributes recognized in the shopping literature.

Table 1 Cognitive shopping image measurement scale

Attributes	Source
Offering competitive price	[3, 13]
Interesting store display	[22]
Attractive sale	[21, 26]
Excellent staff services	[22, 26]
Excellent shopping location	[3, 21]
Convenience shopping centres	[22]
Offering good quality product	[26]
Offering vary brand	[3, 26]
Interesting packaging	[21, 22]
Traffic	[13, 26]

To adjust the identified measurement scales to the context of current research, interviews to some retail employees were performed. Additionally, the few experts on shopping academics are asked their opinion on the identified scales. Based on this process, 12 items (see Table 3) reflect shopping destination elements are used as measurement scale of the cognitive image of a shopping destination. Following scholars [18], the affective component was evaluated with semantic differential scales: boring-exciting, distressing-relaxing, and sleepy-lively, and unpleasant-pleasant. Overall image is measured with one item [11, 25]. Employee behavioural intention is measured by three indicators; that are intention to serve customer better, intention to recommend, and intention to inform positive thing about the shopping destination. A 5-point Likert scale, 5 (strongly agree) and 1 (strongly disagree) we used to assess indicators of the cognitive image, overall image, and behavioural intention.

The proposed model was tested on retail employees in the Indonesian city of Bandung, which was chosen for several reasons. The study on shopping destinations in developing country is limited, and Bandung is an important destination in the region for shopping. Further, as a shopping tourism destination, the city confronts tough competitors such as Jakarta, Kuala Lumpur, and Surabaya. Thus, it is important to scrutinize how the image is shaped and planned to develop the competitiveness positioning of the shopping destination.

This study focuses on analysis of an important shopping destination stakeholder, retail employees. The questionnaires were distributed to the retail employees from various shopping areas in Bandung. The data was collected during the period of April-August, 2017. In collecting the data, the selected employees were invited to respond the questionnaire. Of 400 distributed, 333 questionnaires given back were useful to be analysed. With this sample size, the minimum sample requirements for using multivariate analysis (e.g. 10 times the number of survey instrument) as suggested by Hair and colleagues [28] is satisfied. Due to lack of sampling frame, applying random sampling methods cannot be used in this study. Thus, considering the varied respondent characteristics,

the heterogeneous purposive sampling was utilized to ensure heterogeneity and variance among the sample.

This study examines the construct validity, reliability, and hypotheses testing by applying Partial Least Squares (PLS)-based SEM. This method is also used to verify the proposed model. The arguments of using PLS is that this technique enables a researcher to assess the latent constructs using a small and medium sample and non-normality distributed data [29]. Additionally, SEM-PLS is a well acknowledge technique to estimate the coefficient path in structural models [28].

4. Results

Table 2 depicts the description of the respondent's characteristic.

Table 2. The respondent demographic characteristics

Variable	Description	Frequency	%
Gender	Male	143	43%
	Female	190	57%
Age	17-25 years	7	2%
	26-35 years	47	14%
	36-45 years	130	39%
	>45 years	150	45%
Highest education level	<high Scholl	43	13%
	High Scholl	173	52%
	Bachelor/Diploma	100	30%
	Post Graduate	20	6%
Retailer Job Position	Staff	240	72%
	Supervisor	93	28%

4.1. The dimension of shopping destination image

To assess the dimensions of shopping destination image from the perspective of retail employees, this study employs factor analysis on 16 items to measure destination image. This study utilizes Principal Component Analysis as a method of extraction and a Varimax rotation with Kaiser Normalization as recommended by [30] for a parsimonious description of the dimensions. The result (Table 3) exposes the 14 items can be grouped into two factors covering 64.9% of the variance. The result of Bartlett's test of sphericity ($p < 0.01$) and Kaiser-Meyer-Olkin test (0.807) indicate support for the sampling adequacy and convergent validity of the instruments.

Table 3 the Result of Exploratory Factor Analysis

	Component	
	Cognitive	Affective
- Offering competitive price	0.608	0.036
- Interesting store display	0.564	-0.139
- Attractive sale	0.490	-0.197
- Excellent staff services	0.528	0.029
- Excellent shopping location	0.573	-0.139
- Convenience shopping centres	0.541	-0.455
- Offering good quality product	0.630	-0.339
- Offering vary brand	0.520	-0.184
- Interesting packaging	0.615	-0.120
- Traffic	0.608	-0.022
- Providing famous brand	0.375	0.365
- Store opening operation	0.346	0.297
- Distressing – Relaxing	0.232	0.684
- Unpleasant – Pleasant	0.375	0.708
- Boring – Exciting	0.330	0.798
- Sleepy – Lively	0.181	0.657

Table 3 shows that the exploratory factor analysis extracts two underlying factors of the shopping destination image. The first factor contains 10 items is labelled cognitive image. The second factor consists of four items is referred to affective image. While item 'Providing famous brand' and 'Store opening schedule' are excluded as their loading factor is below 0.4.

4.2. Measurement model

To assess the proposed model, this study uses two stages of examination. The first stage examines the measurement model by evaluation the average variance extracted (AVE), outer loading, and composite reliability (CR) to examine both the discriminant and convergent validity and the construct reliability. The convergent validity test (Table 4) reveals that the prerequisite for validity is fulfilled as AVE higher than 0.5 [30]. This result shows that the requirement of discriminant validity of the construct variables is satisfied.

Table 4. Measurement Model Indicators

	α	CR	AVE
Cognitive image	0.81	0.85	0.59
Affective image	0.68	0.81	0.51
Overall Image (1 item)	-	-	-
Behavioural intention	0.75	0.86	0.67

Heterotrait-Monotrait Ratio (HTMT) is a suitable method to check construct discriminant validity [31]. Table 5 depicts that the requirement of discriminant validity among the constructs are satisfied as none of the value of HTMT is higher than 0.9 [31]. The reliability test specifies that the constructs are consistent with the values of the composite reliability are over the advocated the level of 0.7 [30]. Cronbach Alpha is also more that cut of level of 0.7, except for affective (retailer) marginally undercut of the recommended level (0.68).

Table 5. Heterotrait-Monotrait Ratio (HTMT)

	Cognitive image	Affective image	Conative image
Cognitive image			
Affective image	0.38		
Conative image	0.25	0.39	
Overall image	0.40	0.24	0.12

4.3. Structural Model

To test the hypotheses stated, this study uses SmartPLS 3.0. In testing the structural model this study uses the procedure of bootstrapping with 5000 repetitions to evaluate the significance of indicators and the coefficient of the path [29]. The R^2 as well as average geometric mean were applied to assess the model fit. As shown in Table 6, GOF of the model has a value of 0.38 suggesting the satisfactory model [32]. In other words, this finding suggests that the proposed model of shopping destination image can be used to the retail employee sample.

Table 6. Goodness of Fit (GoF) index

	AVE	R^2	Q^2
Cognitive image	0.59		
Affective image	0.51	0.10	0.04
Overall image	0.67	0.31	0.06
Behaviour intention	1.00	0.58	0.09
Average score	0.69	0.11	
AVE x R^2		0.08	
GoF = $\sqrt{(AVE \times R^2)}$		0.38	

R^2 indicates the independent variables explanation power on the dependent variable. The cognitive explains affective 10%. Both cognitive and affective component of image explain 31% variance of overall image. Further, these components of image and overall image explain 58% of employee behavioural intention variance. To assess the predictive of relevance the construct, Chin [29] recommends using the predictive sample reuse technique (Q^2). Q^2 indicates whether the data can be empirically restructured by means of the model and the parameter of PLS. Table 6 indicates that the Q^2 of all constructs exceed the cut off level recommended and has a positive value [29]. Thus, all of the constructs have an acceptable predictive relevance. The hypothesis testing results are depicted in Table 7.

Table 7. Structural estimates

Hypothesis/Path	β	t-values	p-value
H ₁ : Cognitive image \Rightarrow Affective image	0.310	4.878	0.000**
H ₂ : Cognitive image \Rightarrow Overall image	0.151	2.183	0.030*
H ₃ : Affective image \Rightarrow Overall image	0.283	3.290	0.001**
H ₄ : Cognitive image \Rightarrow Behaviour intention	0.294	3.609	0.000**
H ₅ : Affective image \Rightarrow Behaviour intention	0.093	1.088	0.277
H ₆ : Overall image \Rightarrow Behaviour intention	0.009	0.128	0.898

**Significant at $p < 0.01$, *Significant at $p < 0.05$

Table 7 exhibits the relationships between the tested variables perform as hypothesized. The findings suggest that there is a support for the relationship between cognitive and affective component of image (H₁),

cognitive image and overall image (H₂), affective and overall image (H₃) and between cognitive and behaviour intention (H₄). The relationship between affective image and employee behavioural intention (H₅) with $\beta = 0.093$ and between the overall image on employee behaviour intention (H₆) with $\beta = 0.009$ are not significant ($p > 0.05$). Thus, there is a support for hypothesis H₅ and H₆.

4.4. Multi-group Analysis

Table 8. Multi-group Analysis

Path	Path Coefficient			p-value
	Staff	Manager	Differences	
H ₁ : Cognitive image \Rightarrow Affective image	0.261	0.511	0.250	0.998
H ₂ : Cognitive image \Rightarrow Overall image	0.080	0.256	0.176	0.949
H ₃ : Affective image \Rightarrow Overall image	0.305	0.459	0.154	0.902
H ₄ : Cognitive image \Rightarrow Behaviour intention	0.329	0.334	0.005	0.516
H ₅ : Affective image \Rightarrow Behaviour intention	0.101	0.328	0.228	0.985
H ₆ : Overall image \Rightarrow Behaviour intention	0.025	0.126	0.101	0.842

To assess the distinction between the path of the relationships between the construct between staff and manager, a Multi-Group Analysis test was conducted [31]. The result (Table 8) shows that β differences between the paths across samples are too small, demonstrating that there are no significant variations between the relationships tested across staffs and managers.

5. Discussion

The purpose of this study is to assess the image of shopping destination (cognitive image and affective image), overall image from the perspective of retail employees and its impact of their behaviour intention. The findings of this study offer a new understanding as none of the past studies has explored this issue in shopping destination context from the perspective of retail employees. Largely, the result of this study reveals that the proposed model of shopping destination image can be used to the retail employee sample.

This study reveals that the shopping destination model is fit. This finding suggests that the shopping destination image model consisting the component of cognitive and affective, overall image, and employee behavioural intention can be utilized to explain the retail employee sample. Different from previous study on consumer image which exclusively focus on the component of cognitive, affective, and conative [14, 15], the proposed model extends our understanding of the process of how shopping destination image predicts retail employee future behaviour. Further, the Multi-group Analysis suggests that the different on the relationships between constructs tested is not significant. Thus, this finding assists researchers recognize on how comprehensive image on shopping destination and future retail employee behaviour intention are formed. The model also helps shopping destination organization by offering the endorsement for marketing strategies development to position of the shopping destination in a favourable way.

The impact of the cognitive image on the affective image and the overall image is noteworthy. The results of this study in line with past studies identifying a positive association between cognitive image and affective image as well as between both the cognitive image and affective image and overall image [16, 20, 25]. These results also corroborate with studies reporting a significant effect of affective image and overall image [25]. Related to employee behavioural intention, component of cognitive and affective have different impact. Although cognitive image has a significant impact on employee intentions, the affective component doesn't. the positive impact of cognitive image is consistent with most of past studies on destination image as reported by Zhang et al. [4]. This result is partly coherent with Li et al. [20] and Agapito et al. [14] study, which reveals the influence of cognitive image on behavioural intention, but fails to verify their affective image influence on behavioural intention. Further, these findings oppose Qu et al. [25] and Agapito et al. [8] study which report that consumer intention to recommend is determined solely by overall senses of the destination rather than by the destination components. Thus, these findings recommend that to comprehend the retail employee behavioural processes it is important to consider the cognitive image components.

Some studies report the positive effect of overall image on customer future behaviour, but other scholars [19] suggests a direct association of cognitive component and affective component on consumer future behaviour. In contrary, the result of this study reveals that only cognitive not affective and overall image influence employee future behaviour. The insignificant association between the overall image and behavioural intention is consistent with Wang and Hsu [16] study in China which suggests that there is no significant linkage between consumer intention to recommend and the overall destination image. As past studies reporting a significant effect of the overall image directly on behavioural intention and indirectly through customer satisfaction [16], the insignificant of the association between overall image and behaviour intention in this study most likely due to the influence of overall image on behavioural intention is through customer satisfaction.

From a theoretical perspective, this study offers two significant contributions. First, this study demonstrates that the cognitive and affective image instrument is a reliable and valid measure for shopping destination image from the retail employee's perspective. The shopping destination image is delineated from retail employee perspective consists of the dimension of cognitive and affective. The results are important as this is the first empirical research that identifies a valid and reliable scale for measuring retail employee' perceptions of shopping destination image. Second, this study extend our understanding that both cognitive and affective components are important determinant of overall image, consumer behaviour intention, and retail employee behaviour intention. Further, these findings provide a

support for past study postulation that the cognitive image, affective image, and overall image should be considered to capture destination image [13].

From managerial perspective, this study reveals that the most important antecedent of the overall image is cognitive component. Further, regarding the driver of employee behavioural intention, this study suggests that the cognitive component is pivotal in determining employee future intention to serve better, recommend, and inform a positive thing about shopping destination to others. As having an overall favourable image and employee behavioural intention key for the competitiveness of a shopping destination, the cognitive image should become the focus of the development of destination competitiveness. To develop the cognitive component of the shopping destination, retail business managers as part of the supply chain system in retail industry should coordinate their activities to formulate a positive cognitive component of destination image by focusing on tangible elements of the shopping destination. Specifically, they should focus on providing excellent shopping facilities, the high value of product and services, as well as attractive and safe shopping environment as the whole.

6. Conclusion and Future Research

This study has demonstrated the important of employee perspective on the shopping destination image in influencing their future behaviour intention. This research is intended to assess the retail' employee image on shopping destination (including cognitive and affective component), overall image and its impact of their behaviour intention. The results of this study offer a new knowledge as none of the past studies has explored this issue in shopping destination context from the perspective of retail employees. Largely, the result of this study reveals that the proposed model of shopping destination image can be used to the retail employee sample.

Although revealing some important findings, this study suffers limitation related to sample used in this study, retail employees in Bandung Indonesia. As employee' behaviour is influenced by culture, the result of this study has the limitation regarding its generalizability. Thus, a further study can re-examine the proposed shopping destination model retail employee in other shopping destination, region, or country. Second, the literature indicates that besides image, many other variables influence employee behavioural intention such as job engagement and job satisfaction. To get a better understanding of the behaviour intention drivers, future study should incorporate these variables into the model. The inclusion of these variables can help understanding the consequence of shopping destination image on employee future behaviour compare to other new variables as well as disclosing the indirect relationships between shopping destination image and employee behaviour intention. Last, this study focuses on one

shopping destination stakeholders, retail employee. Besides these stakeholders there are also other stakeholders such as customer and local authorities that have interest in the shopping destination. To get a comprehensive understanding of shopping destination image, testing a comprehensive model including all of these destination stakeholders is recommended.

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