Factors Affecting DMO's Website Use Intention, and Visiting Intention: A SEM Model on the Impact of E-Destination Image and DMO's Website Design

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The aim of this study is to identify and analyze ways to increase usage of destination website and motivate website visitors' intention to actually visit the destination. The sample population is South Koreans who visit the VisitBritain website, the homepage of Britain's national tourism agency. The data for this study were collected by a self-participated online survey on the blog of VisitBritain Korea, which is directly linked to the VisitBritain Korea website. Using structural equation modeling, six hypotheses were tested. The results show that the destination image on the destination marketing organization (DMO) website, quality of the destination website design including three dimensions (information quality, system quality, and service quality), and customers' satisfaction formed by high quality of the website design have a significant impact on website visitors' use intention and increase their visiting intention to the destination. Based upon the results of the analysis, managerial implications and areas for future research are proposed.

Keywords: quality of DMO website design, DMO website use intention, DMO website satisfaction, destination image, visiting intention

Introduction

Over the last decade, the Internet has become an important means of searching for information and communicating for most industries. For destination management organizations (DMOs), the Internet is a significant information-search tool and medium of communication between travelers and DMOs. Hoffman, Novak, and Chatterjee (1995) stated that websites enable DMOs to "blend together publishing, real-time communication, broadcast, and narrowcast" (p. 4). A DMO website is in fact a pull medium, which allows consumers to actively search for travel information and to plan their trips (Gretzel, Yuan, & Fesenmaier, 2000). With commercialization of Internet, Buhalis (2003) claimed that "technology creates opportunities for one-to-one marketing that enables the management of customer relationships through establishing, maintaining, enhancing and commercializing relationships" (p. 319). The Internet provides DMOs with the ability to understand individual consumer's needs to create and deliver customized itineraries and products. The Internet serves not only as a distribution channel and a transaction channel but also a communication channel. Among

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these, the communication channel is the most important marketing tool for DMOs (So & Morrison, 2003; Destination Analysts, 2020). Nevertheless, effective destination marketing needs to integrate technology and marketing principles, so websites should include five dimensions: technical merit, information, communication, transaction, and relationship (Li & Wang, 2010; Lojo, Li, & Xu, 2020). Thus, the overall aim of this study is to develop and to test a theoretical model on how website effectiveness increases website usage, affects consumers' tourist destination choice, and influences visiting intention. Eventually, the findings of this research not only fill up research gap but also help the DMOs to discover ways which influence usage of destination website and increase website visitors' motivation to visiting the destination.

Literature Review

This section will present the conceptual framework for analyzing factors affecting customers' destination website visits and their visiting intention to the destination. The hypotheses for this study have been developed based on a review of the literature that identified three factors which influence usage of destination website and visiting intention. The three factors are: (1) destination image on DMO website; (2) quality of website design; and (3) website satisfaction. Users' intention to visit a destination website and their visiting intention to the destination are analyzed within this framework.

Destination Image

Destination image is an influential part of travelers' decision-making process and ultimately their travel behavior. Crompton (1979) defined the term as "the sum of beliefs, ideas, and impressions that people have of a place or destination" (p. 18). Milman and Pizam (1995) defined destination image as "the visual or mental impression of a place, a product, or an experience held by the general public" (p. 21). Dobni and Zinkhan (1990) further explained destination image as formed through consumers' reasoned and emotional interpretation and concluded that the image has cognitive (beliefs) and affective (feelings) components. Scholars' definitions of destination image vary, but it is generally mentioned that a destination image is a mixture of ideas about a variety of attractions and attributes addition to beliefs and overall impressions of one place based on information taken from various sources (MacKay & Fesenmaier, 1997). On the other hand, several scholars define the destination image as having both cognitive and affective dimensions. In terms of influencing a website visitor' image of a destination through a DMO website, the cognitive component can be considered a more influential factor than the affective component. A strong and favorable destination image presented on a DMO website influences website visitors to form a positive image of the destination before their actual trip (Ekinci & Hosany, 2006; Choi, Lehto, & Oleary, 2007; Afshardoost & Eshaghi, 2020).

Cognitive Image Dimension on DMO Websites

Cognitive image is formed by the external stimuli received from an object, which includes information from various sources, acquired through information processing (Baloglu & McCleary, 1999; Woosnam, Stylidis, & Ivkov, 2020). Individuals take in information about the environment, such as details of a destination's natural scenic beauty, cultural heritage, or atmosphere from DMO websites. Such information elements, which are stimuli factors (also called pull factors), are external forces that attract people to a specific tourist destination once they have made a decision to travel (Martin & Rodriguez del Bosque, 2008). Destination image on a DMO website is formed through the subjective evaluation of external stimuli, such as information and visual images, and it is vital that destination websites effectively convey symbolic content

including visual images (pictures), text images (information sources), and sensory content, such as virtual tours and simulations, as this symbolic content has a direct effect on destination image perceptions by creating a virtual experience for website visitors (Doolin, Burgess, & Cooper, 2002). The website content encourages the website user to plan a trip to the destination (Kaplanidou & Vogt, 2006). This fact emphasizes the importance of symbolic content on a destination website in influencing consumers to further use the website.

Hirschman and Holbrook (1982) argued that text images are the foundation for creating destination image, and visual images enhance the brand image of the tourist destination. Visual images include photographs—which are the most common visual stimuli—graphics, and videos. Visual images can represent a large number of associations and pieces of information related to places simply but effectively (Choi et al., 2007; Girish, Park, & Lee, 2021). In particular, the photographic images of destinations help form consumer expectations about tours during the pre-travel information search (Markwell, 1992). By using visual stimuli, a DMO can communicate various images of the destination in a compressed format through a variety of marketing communication tools, such as TV, radio, magazines, and the Internet. Among the various communication channels, the Internet is a primary means to provide virtual experience of the destination to consumers and can influence their perceived images (Gretzel et al., 2000). Therefore, visual stimuli are a significant and powerful element to build destination image on DMO websites. The power of visual images would be especially notable to first-time visitors to the website because first-time visitors who lack awareness of a destination are more likely to be influenced by the visual images of the destination than repeat visitors (Fakeye & Crompton, 1991).

Destination Image and Consumers' Website Use Intention

Since tourist destination products are intangible, it is difficult for customers to evaluate them unless they visit and experience the destination in person. For this reason, it is crucial to create and promote a positive, attractive, and strong destination image to customers through DMO websites using excellent visual images because the image on the website has an effect on potential travelers' tourist destination choice. Chen and Kerstetter (1999) asserted that travelers choose one destination over another when its positive image surpasses its negative image. Some researchers also state that a destination's image should be strong as well as positive to lead customers to choose the destination (Tasci & Gartner, 2007; Chek & Lei, 2020). If positive and strong images are imprinted in customers' minds during their travel information search through the destination website, the customers are inclined to revisit the website to make a final decision, and their visiting intention would increase (Han & Mills, 2006). This means that in positioning a destination image, creating a favorable image on DMO websites is necessary because the destination image directly or indirectly influences website visitor's intention to actually visit the destination. Chen and Tsai (2007) argued that destination image has the most important influence on behavioral intentions, such as intention to revisit DMO websites or to visit and recommend destinations. Thus, to build an attractive destination image, which can influence and increase consumers' use intention toward the DMO website and their visiting intention to the destination, it is essential that the overall DMO website has favorable visual images of the destination including photographs and other visual design elements. For good image development of the destination, attractiveness, uniqueness, and inspiration can be the basic components for visual images on the DMO website (Kim & Fesenmaier, 2008, Molinilloa, Liébana-Cabanillasb, Anaya-Sáncheza, & Buhalis, 2018).

Destination Image and Website Users' Visiting Intention

Kim and Kwon (2018) asserted that consumers' visiting intentions to a tourist destination are determined by travel motivations that include personal factors, such as psychological components and stimuli factors, such as external information sources, satisfaction from previous experiences, and perceived trip quality to the destination. Potential travelers' motivations are basically related to the individual's needs, wants, and goals, and these individual motivations originate from the predicted benefits to be obtained in the use of products or expectations of achieving objectives of personal value (Mort & Rose, 2004). When travelers' feelings that are aroused by the destination image coincide with the benefit they are seeking, they tend to have a high intention of visiting the destination. Hence, holding a positive image of the tourist destination is necessary for travelers before making a decision to travel.

Thus, a key determinant that directly influences travelers' visiting intention is destination image. An attractive destination image is represented through promotional materials, which are used for establishing, reinforcing, or changing the image of a destination (Iwashita 2003; MacKay & Fesenmaier, 1997). The intangible nature of travel products or services of a destination strengthens the role of the promotional materials, especially destination websites, due to their information value. Travelers' goals and wants are stimulated by the promotion of the tourism products or services through an effective communication tool; the destination website creates awareness, produces interest, stimulates desire, and eventually results in action through verbal and visual information (Court & Lupton, 1997; Selby & Morgan, 1996).

Hankinson (2004) maintained that destination branding must include the selection and strategic combination of "a consistent mix of brand elements to identify and distinguish a destination through positive image building" (p. 117). Accordingly, marketers should make efforts to create an impressive and memorable destination brand that represents the characteristics of the destination well so that the destination brand can make travelers feel the authenticity of the destination as a unique place. Thus, the tourist destination image influences the individual's subjective perception and consequent behavior, such as revisiting a DMO website and ultimately destination choice (Afshardoost & Eshaghi, 2020). Based on the preceding analysis, the following hypotheses are proposed.

H1a: Destination image on DMO website has a positive effect on travelers' use intention toward DMO website.

H1b: Destination image on DMO website has a positive effect on travelers' visiting intention to the destination.

Quality of Website Design

The second factor influencing usage of destination website and visiting intention is the quality of destination website design. The phrase and research framework associated with "quality of website design" in this study is adopted from previous studies, including Wen's (2009). The idea that website design affects a user's perception of the website has its theoretical foundation in communication theory, which relates design to an effective website interface (Pan et al., 2004; Chan, Law, Fong, & Zhong, 2021). The theory of communication has become the theoretical foundation of several studies related to measures of effectiveness of website marketing. The most notable study is DeLone and McLean's (1992), in which they suggest six categories of measures of effective web-based information system including information quality, system quality, use, user satisfaction, individual impact, and organization impact. Therefore, the current study adopts the

communication theory as theoretical foundation to study the relationship between website design and user satisfaction or use intention. Destination website design affects destination website use intention directly and travelers' visiting intentions indirectly, and the strength of its effect depends on its quality. Cunliffe (2000) emphasized that poor quality website design caused negative experiences in consumers' website visit and resulted in a loss of 40% of potential repeat visits to the website. However, consumers' favorable perception of a website could influence the website visitors to visit the destination (Xiang & Fesenmaier, 2006). The major components of the quality of destination website design are information quality, system quality, and service quality (Wen, 2009; 2013; Chan et al., 2021). This study examines the quality of travel website design based on the effectiveness of these three dimensions to investigate website satisfaction from consumers' perspectives and to provide a set of useful guidelines for DMOs to both attract website visitors and to increase their intention to visit the destination.

Information Quality

The primary criteria for assessing information quality are accuracy, level of detail, customization, currency, variety, usefulness, and relevance (Park & Gretzel, 2007; Shodiq, Hidayatullah, & Ardianto, 2018). Information is the primary motivation for Internet users to visit websites (Huang, 2005; Jang, 2004; Jeong & Lambert, 2001), and the top reason of consumers for searching for and collecting information on a DMO website is choosing their tourist destination and planning a trip to the destination (Vogt, Fesenmaier, & Mackay, 1993). In this case, a DMO website is a perfect medium of information and communication for a DMO to promote its destination to consumers. Many travelers demand specialized and in-depth presentation of information to facilitate their choice of a destination to visit. In the decision-making process, most travelers visit the website of the tourist destination that they are considering visiting in order to get useful information on the destination. If the DMO website is perceived to be useful and favorable for searching for information, website visitors tend to stay on the website in order to use it for their trip planning. Accordingly, the information quality of the DMO website should satisfy consumers in their information search process.

There are different measurements of the concept of information quality (Amoako & White, 1993; Ives, Olsen, & Baroudi, 1983; Raymond, 1985), but the most important measurement is consumers' satisfaction with the information. Jeong, Oh, and Gregoire (2003) mentioned that information satisfaction is a powerful determinant of consumer behavioral intention on websites. In general, when consumers are aware of unmet needs, they will be motivated to gather information concerning ways to satisfy these needs. Information searches help consumers become aware of competing brands or products and their features. Beatty and Smith (1987) argued that with high involvement, a consumer is likely to conduct a more active information search. In a state of high involvement, a consumer may be more willing to seek out detailed information from private or public sources through the Internet, such as a DMO website. To satisfy travelers' information needs, the quality of information on a DMO website should be at a high level with detailed, accurate, clear, relevant, customized, updated, and interesting contents (Destination Analysts, 2020).

On the other hand, travelers can easily feel overwhelmed by a large volume and variety of information if they encounter it before finding the intended information, and irrelevant or untargeted information can make consumers leave the site (Choi et al., 2007; Hinostroza, Ibieta, Labbe, & Soto, 2018). This emphasizes the significance of quality in the information provided by DMOs (Kaplanidou & Vogt, 2004). If the DMO website does not provide the necessary information, the website visitors will be dissatisfied and will not return to the

website again when considering their travel destinations. Therefore, information quality means the travelers' desired characteristics of information produced by the information system. As information on tourism destinations is diversified, and consumers' discernment increases, DMOs should consider these characteristics to provide quality information, which could become a differentiating factor for destinations (Benckendorff, Xiang, & Sheldon, 2019). Specialized and detailed information on a DMO website would increase repeat visitors and facilitate travelers' decision-making in favor of the destination. In this study, accuracy, level of detail, and customization (or relevant information that meets travelers' needs) were used to measure dimension of information quality in the design of destination website.

System Quality

In evaluating the quality of website design, some researchers have focused on the processing itself. For example, Kriebel and Raviv (1980) created and tested a productivity model for computer systems to measure performance in areas, such as resource utilization and investment utilization (Kriebel, 1979). Alloway (1980) developed 26 criteria for measuring the success of data processing operations, one of which is efficacy of hardware utilization. On the other hand, several researchers have developed multiple measures of system quality. Swanson (1974) suggested the reliability of the computer system, online response time, and the ease of terminal use as measurements of system quality. Kao, Louvieris, Powell-Perry, and Buhalis (2005) argued that effective system quality of a destination website requires quick loading, clear design, and easy use and navigation. Leaderer, Maupin, Sena, and Zhuang (2000) also emphasized the importance of ease of understanding and ease of finding quality information on websites. In fact, among various instruments for measuring system quality, ease of use (or usability) as well as functionality and navigation have been the most frequently considered factors in previous studies (Hsieh, 2019). Therefore, to measure the system quality of DMO websites, three attributes were examined: functionality, navigation, and usability (usefulness and ease of use).

First, functionality is considered as one of the major website design components and also used as a key determinant to increase users' intention to use a website in several studies (Baloglu & Pekcan, 2006; Buhalis & Law, 2008; Chan et al., 2021). Functionality is generally evaluated from a user perspective to investigate the extent, scope, and comprehensiveness of website offerings (Z. Lu, J. Lu, & Zhang, 2002). In particular, travel information functionality is significantly related to website usefulness, which is an important predictor of website satisfaction and intention to travel (Kaplanidou & Vogt, 2006). Thus, functionality that contributes to effective site operation has a positive relationship between perceived functional benefits and usefulness level (Baloglu & Pekcan, 2006). In this sense, the effective functionality of a website system depends on its usability.

Second, usability is defined as "the extent to which a system can be used by specified users to achieve a specified goal with effectiveness, efficiency and satisfaction in a specified context of use" (Petre, Minocha, & Roberts, 2006, p. 190). Nielsen (1993) also defined usability as the qualitative attribute that evaluates how easy a user interface is to use and argued that usability has multiple components that are related to five usability attributes, which are: ease to learn, ease to use, memorability, low error rates, and customer satisfaction. Therefore, the perceived ease of use influences the overall satisfaction of website visitors with the website system, which is directly connected to their behavioral intention in destination selection (Kim & Fesenmaier, 2008; Kim & Kwon, 2018).

Last, ease of navigation, which is one of the core concepts of usability, is essential for a good quality of website design. According to Zhang and von Dran (2001), consumers rated navigation as the first of the three

significant elements that websites must have. Website users consider effective navigation as the successful movement through pages of a website and the ability to reach any of the major sections easily within the website (Chan et al., 2021). It is also perceived that a good navigation system entails that the website enables customers to easily find the information they are looking for without, or with a minimum of, mental effort (Zhang & von Dran, 2001). This requires well-organized pages with the presence of a navigation bar on every page and the ability to access the home page from every sub-page (Kaplanidou & Vogt, 2006). Good navigation provides user-friendly interfaces and high performance search engines so that customers can access information more easily and faster than through other websites, which can decrease search time and lead to higher levels of website satisfaction (Jeong & Lambert, 2001). For destination websites, high quality navigation allows customers to easily perform complex searches combining topics, such as type of transportation, accommodation, holiday, date, and price (Allard, Riel, Semeijn, & Pauwels, 2004). Thus, a website design and presentation that involve a navigation mechanism influences the relevance and efficacy of search results (Perdue, 2001), and a destination website that uses a clear, concise, and graphical navigational system, makes customers feel comfortable using the website and willing to revisit it (Jiménez-Barreto & Campo-Martínez, 2018).

Service Quality

Recent studies suggest that service quality is increasingly recognized as a significant aspect of E-commerce (Pee, Jiang, & Klein, 2019). This is because the instant price comparisons on websites, which are provided by powerful search engines, results in non-price competitive advantages, such as service quality having a significant positive impact on customers' behavioral intention (Cronin, Brady, & Hult, 2000). Service quality is a primary determinant for successful e-commerce because it has active dimensions for increasing website traffic, stickiness, and customer retention (Pourabedin, 2021). High service quality enables an online company to have better financial outcomes by retaining and attracting customers than is possible through traditional channels, such as stores, magazines, or television (Cronin et al., 2000). Accordingly, service quality becomes one of the key determinants of good quality of destination website design. There is an increasing number of DMO websites offering commercial online service because it is beneficial for both the DMOs and travelers; DMOs can increase not only their service to travelers (e.g., booking and purchasing accommodations and travel products) but also their profits. Travelers can buy a wide range of travel products such as train or theater tickets and find good deals on top attractions through the website of a reliable organization (Park & Gretzel, 2007; Pourabedin, 2021). Based on the analysis of the quality of website design covered in this section, the following hypotheses are proposed.

H2a: Quality of DMO website design has a positive effect on travelers' use intention toward DMO website.

H2b: Quality of DMO website design has a positive effect on user satisfaction with DMO website.

Website Satisfaction

The third key factor analyzed in this study is website satisfaction. Several studies have been conducted to examine customer satisfaction. Oliver (1980) defined customer satisfaction as a consumer's response to the evaluation of a product or service in relationship to their needs and expectations. Rust and Oliver (1994) defined satisfaction more specifically than do other researchers as the "customer's fulfillment response", which

is not only an emotion-based response to a service but also an evaluation, indicative of the customer's belief in a possible service leading to a positive feeling. In this sense, website satisfaction can be defined as users' positive and favorable attitude toward a website in the context of its environment. DeLone and McLean (2003) argued that a key measure of the success of website design is users' website satisfaction. Website satisfaction has been examined by several researchers (Chan et al., 2021; Jiménez-Barreto & Campo-Martínez, 2018). Pee et al. (2019) indicated that the quality of the website design has an influence on the degree of website consumer satisfaction.

Thus, the quality of destination website design plays a significant role in increasing user satisfaction with a website. Consumers who are satisfied with a website's design may spend a longer time searching for information on the website, may revisit the website, and may recommend the website to others (Zhang & von Dran, 2000). For this reason, a website should provide users with a satisfactory online experience so that consumers have a reason to return to the website and strengthen their motivation to visit the destination. The higher website satisfaction online visitors have, the higher the possibility that they will revisit the website and even make a decision to visit the destination. Park and Gretzel (2007) pointed out that it is critical to maintain a high quality of website design because it increases customers' e-satisfaction and the possibility of their return to the website. Kasavana, Knuston, and Polonowski (1997) also argued that a website must provide users with a satisfactory online experience so that they will visit and return to the website, demonstrating that a high quality website design and marketing features contribute to website success. Based on the analysis above, the following hypothesis was developed.

H3: Travelers' satisfaction with DMO website has a positive effect on use intention toward DMO website.

Behavioral Intention to Use a DMO Website

To understand potential travelers' use intentions regarding a DMO website, it is worthwhile to explore intention models or theories of behavioral decisions that have been traditionally applied in social psychology. Behavioral intention has been defined in several studies. According to Fishbein and Ajzen (1975), behavioral intention is "a measure of the strength of one's intention to perform a specific behavior" (p. 288), and Swan (1981) defined the term as an individual's anticipated or planned future behavior. Among these theories or models, the technology acceptance model (TAM) (Davis, 1989), which has been widely used to predict the factors that affect customers' perceptions about the acceptance of a DMO website seems particularly relevant (Davis, Bagozzi, & Warshaw, 1989). According to the TAM, customers' perception of a website is defined by beliefs (subjective likelihood of the consequence if the website is used), attitude (positive and negative feelings about the website), and online behavioral intention (willingness to use the website) (Pourabedin, 2021). Beliefs influence user's preferences. Beliefs and attitude both determine customers' online behavioral intention and their final behavior (Luarn & Lin, 2005). The application of TAM to a destination website shows how the website performs in providing information for trip planning to website visitors, and how this usefulness affects intentions to travel to the destination (Kaplanidou & Vogt, 2006). The website users are more likely to revisit the destination website when they find the website attractive and useful in their information search process, and they are also more willing to take a future trip to the destination (So & Morrison, 2003; Pourabedin, 2021).

Accordingly, travelers' destination website use intention is influenced by external stimuli, such as quality of website design and demographic factors. Travelers' website use intention will affect their visiting intention

to the destination positively if they are convinced and satisfied by good quality website design and contented in the process of their information search (Kaplanidou & Vogt, 2006; Molinilloa et al., 2018). Yoon and Uysal (2005) also suggested that travelers' visiting intentions to a tourist destination are determined by travel motivations, such as external information sources, satisfaction from previous experiences, and perceived trip quality to the destination acquired in the information searching process. Travel motivation is related to the final decision on a destination choice through several phases including collecting information, establishing alternatives, information gathering, and assessing destination alternatives (Mathieson & Wall, 1982; Molinilloa et al., 2018), and all of these phases are associated with website use behavior. Thus, website use behavior influences an individual's subjective perception and consequent behavior, that is, destination choice. Based on the above analysis, the following hypothesis is offered.

H4: Travelers' use intention toward DMO website has a positive effect on visiting intention to the destination.

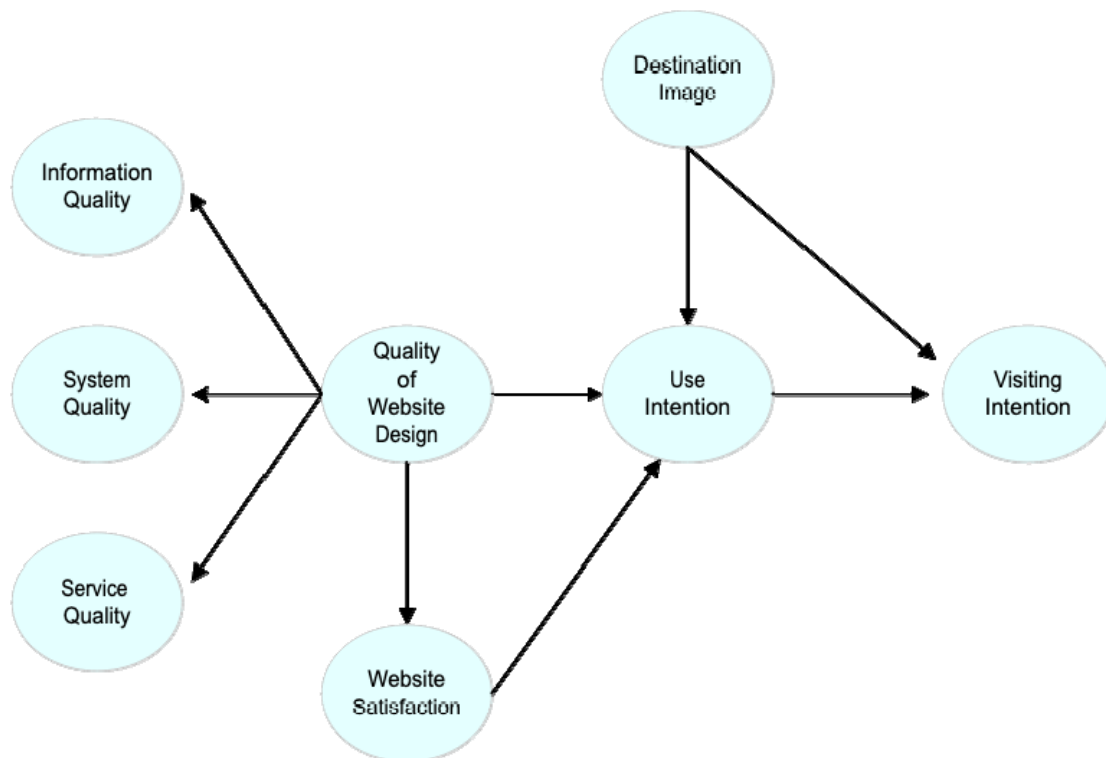Combining all the factors above, the full conceptual model is presented in Figure 1.

Figure 1. Conceptual model of this study.

Methodology

The Sample, Data Collection, and Measurements

The data for this study was collected by a self-participated online survey on the blog of VisitBritain Korea (http://blog.naver.com/visitbritain) from November 23rd to December 31st, 2010, which is directly linked to the VisitBritain Korea website (http://www.visitbritain.com/ko/KR/). The survey targeted South Korean website visitors to VisitBritain.com, the website of Britain's national tourism agency. South Korean consumers

were selected as participants because they are one of the world's most Internet savvy populations. Britain was chosen because it is one of the top tourist destinations for Korean overseas travelers, and online marketing is a priority in Britain's consumer marketing strategy. According to the VisitBritain Korea office, the number of website visitors per month is more than 15,000. The number of participants for this online survey on the VB Korea blog was 1,522.

The online survey comprised 21 questions with a 7-point Likert scale. The survey also contained a short description about the study and survey, background questions, and questions about demographic. The questionnaire includes items across the eight constructs of destination image (three items), information quality (three items), system quality (three items), service quality (three items), website satisfaction (three items), use intention (three items), and visiting intention (three items). Solid reliability from 0.791 to 0.907 can be found among seven constructs and overall Cronbach's alpha is 0.962.

Data Analysis

SPSS 18.0 and EQS 6.1 were used to analyze the data. At first, descriptive statistics was used in this study to analyze, summarize, and present the descriptive information in the data set. Then, confirmatory factor analysis (CFA) was used to test two types of validity, i.e., convergent and discriminant. These two types of validity constitute construct validity which refers to the extent to which an operationalization measures the concept it is supposed to measure (Bagozzi, Yi, & Phillips, 1991). Convergent validity has been defined as the extent to which the measures of a variable act as if they were measuring the underlying theoretical construct because they share a variance. Discriminant validity refers to the degree to which measure of two constructs are empirically distinct (Bagozzi et al., 1991; Davis, 1989). Finally, structural equation modeling (SEM) was used to examine all of the relationships within the conceptual model due to the following advantages: "(1) it provides a straightforward method of dealing with multiple relationships simultaneously while providing statistical efficiency, and (2) its ability to assess the relationships comprehensively and provide a transition from exploratory to confirmatory analysis" (Hair, Anderson, Tatham, & Black, 1998, p. 578).

Result and Discussion

Descriptive Statistics

The majority (53.4%) of survey respondents was male. The majority of survey respondents was single. Among the 1,522 respondents to the survey, the average annual household income is between $30,000 and $50,000. Three in 10 of the respondents had a bachelor's degree. The ratio of cases to observed variables was 72.5:1. The ratio of cases to estimated parameters was 28:7. This ratio is adequate given that the reliability of the subtests of the SEM model is high. There are no missing values in the data set. In relation to the assumption of linearity, it was not feasible to examine all pair-wise scatterplots to assess linearity; therefore, randomly selected pairs of scatterplots were examined using SPSS GRAPHS. All observed pairs appeared to be linearly related. There appeared to be no violation of the assumption of linearity. Through the examination of SPSS frequencies, 11 univariate outliers were detected and deleted. Using Mahalanobis distance (through SPSS Regression) and cases with the largest contributions to Mardia's coefficient (through EQS) at $p < 0.001$, eight multivariate outliers were detected and deleted. SEM analysis is performed on 1,522 participants. Given in EQS output, the determinant of the matrix was 0.3581D-04. This was larger than 0, so there was no singularity (For descriptive statistics results regarding those variables, please refer to Table 1).

Confirmatory Factor Analysis (CFA)

The CFA model specified one second-order factor—quality of website design—and four factors—destination image, website satisfaction, use intention, and visiting intention. Regarding the second-order factor, the factor of quality of website design loaded on three first-order factors, i.e., system quality information quality, and service quality. The correlations between the three first-order factors were ranged from 0.878 to 0.921. Variance (R^2) in the first-order factors accounted for by their corresponding second-order factor was all significantly large, ranging from 0.843 to 0.928 (see Table 2). The convergent and discriminant validity of these seven constructs were examined by the results of a confirmatory factor analysis (CFA) (see Table 3). The results of the CFA included estimates of covariances between the factors, loadings of the indicators on their respective factors, and the amount of measurement error for each indicator. Convergent validity means that indicators specified to measure a common underlying factor all have relatively high standardized loadings on that factor. For each set of indicators, the standardized factor loadings were all relatively high, which suggested convergent validity. The discriminant validity meant that estimated correlations between the factors were not excessively high, e.g., > 0.85 (Kline, 2005). In relation to discriminant validity, the correlations between system quality, service quality, and information quality were excessively high. The correlations range from 0.878 to 0.921, which proved the existence of a higher-order factor for system quality, service quality, and information quality. Therefore, the higher order factor (quality of website design) was created to load on those factors. The estimated factor correlations were low enough to suggest that the five factors, i.e., destination image, quality of website design, website user satisfaction, use intention, and visiting intention, were clearly distinct.

Table 1

Descriptive Statistics

Item	Mean[a]	Standard deviation
Destination Image1	5.7589	1.1520
Destination Image2	5.6518	1.2003
Destination Image3	5.8850	1.1618
InforQ1	5.2181	1.0974
InforQ2	5.2806	1.1607
InforQ3	5.2753	1.1910
SystemQ1	4.9711	1.1481
SystemQ2	5.1971	1.1663
SystemQ3	5.1846	1.1948
ServiceQ1	5.0256	1.1404
ServiceQ2	4.9580	1.1630
ServiceQ3	5.1597	1.1773
Website Satisfaction1	5.2700	1.1415
Website Satisfaction2	5.0637	1.2278
Website Satisfaction3	5.4599	1.2005
Use Intention1	5.4442	1.0956
Use Intention2	5.1091	1.2639
Use Intention3	5.4507	1.1808
Visiting Intention1	5.2700	1.1851
Visiting Intention2	5.1078	1.3319
Visiting Intention3	5.6038	1.2872

Note. [a]: The study uses a 7-point Likert scale ranging from 1 to 7.

Table 2

Standardized Solutions by Confirmatory Factor Analysis of Second-order Factor of Quality of Website Design Mode

Item	Quality of website designs		
	System quality	Information quality	Service quality
SystemQ1	0.831		
SystemQ2	0.875		
SystemQ3	0.878		
InformationQ1		0.861	
InformationQ2		0.889	
InformationQ3		0.875	
ServiceQ1			0.879
ServiceQ2			0.839
ServiceQ3			0.875

Table 3

Reliability, Discriminant Validity, and Convergent Validity

Constructs	Cronbach's alpha	Discriminant validity	Convergent validity
System quality	0.895	0.622 to 0.963	0.831 to 0.878
Service quality	0.900	0.617 to 0.956	0.839 to 0.879
Information quality	0.907	0.593 to 0.918	0.861 to 0.889
Destination image	0.845	0.593 to 0.705	0.760 to 0.842
Website satisfaction	0.882	0.703 to 0.953	0.820 to 0.875
Use intention	0.791	0.772 to 0.872	0.676 to 0.809
Visiting intention	0.866	0.638 to 0.772	0.797 to 0.849
Overall	0.962		

Table 4

Factor Correlations Among Five Factors

Factors	1	2	3	4	5
1. Quality of website design	1.00				
2. Destination image	0.646	1.00			
3. Use intention	0.872	0.705	1.00		
4. Website satisfaction	0.953	0.634	0.886	1.00	
5. Visiting intention	0.695	0.660	0.772	0.703	1.00

The measurement model specified one higher-order factor—quality of website design and four factors—destination image, website satisfaction, use intention, and visiting intention. The factor of quality of website design loaded on three factors, i.e., system quality, information quality, and service quality. In this model, each indicator was constrained to load only on the factor it was designed to measure, the residual terms for all indicators were fixed to be uncorrelated, no equality constraints on the factor loadings were imposed, and the factor covariances were free to be estimated. This model represented a good fit to the data, Satorra-Bentler Scaled χ^2 (175, $N = 1,522$) = 435.866, $p < 0.001$, NFI = 0.971, NNFI = 0.979, CFI = 0.982, IFI = 0.982, RMSEA = 0.031 (Confidence interval = 0.028-0.035). Variance (R^2) in the indicators accounted for by their corresponding constructs was all significantly large, ranging from 0.457 to 0.790. Factor correlations among the five factors are presented in Table 4. The strongest factor correlation, $r = 953$, was between quality

of website design and website satisfaction and the next strongest, $r = 0.886$, between use intention and website satisfaction.

Structural Equation Model Analysis (SEM)

To examine the goodness of fit of the hypothesized model, the measurement model was re-specified by imposing the structure of each model. The results of the proposed structural parameters (see Figure 2) are summarized in Table 5, and the detailed results of the measurement part appear in the appendix. Final SEM model output is given in Figure 2 on the next page.

Compared with the model previously examined in the mediation analysis stages, this model featured an increased number of constrained path coefficients as well as an ordered independent-mediating-dependent construct structure. The fit indices of the hypothesized model indicated that the model represented a good fit to the data [Satorra-Bentler Scaled χ^2 (178, N = 1,522) = 585.1295, $p < 0.001$, NFI = 0.961, NNFI = 0.968, CFI = 0.973, IFI = 0.973, RMSEA = 0.039 (Confidence interval = 0.035-0.042)].

To summarize, with the fit index of 0.961 and 0.973 for both NFI and CFI, the significant parameter estimates, and the parsimony and meaningfulness of the paths included in the model, the hypothesized model is considered a fairly good fit to the current data (see Figure 2). The Wald test indicated that all free parameters were reasonable and statistically significant. Additional careful examinations of individual parameters of the model in the appendix ensured that the model fit the data well: No evidence of improper solutions was found, all measurement parameters were statistically significant, the confirmatory factor loadings were of relatively large size, and the measurement errors were relatively small. Based on the results of the analysis, the following three equations were generated by decomposition of the model variables. All three proposed structural equations were supported by the results of the analysis.

Y *website satisfaction* = 0.954 (quality of website design) + *D6*

Y *use intention* = 0.182 (quality of website design) + 0.573 (website satisfaction) + 0.229 (destination image) + *D7*

Y *visiting intention* = 0.626 (use intention) + 0.218 (destination image) + *D8*

Table 5 provides the results lending support for the six hypotheses. Destination image showed a positive impact on travelers' use intention toward destination website (Hypothesis 1a). The better the destination image potential travelers hold of a destination, the higher intention they will have to use the destination website to search for information regarding the destination. In addition, an attractive and favorable destination image also exercises positive influence on potential travelers' visiting intention to the destination (Hypothesis 1b).

Table 5

Results of Hypotheses Testing

|	Hypothesis	Results
H1a	Destination image on DMO website has a positive effect on travelers' use intention toward DMO website	Significant
H1b	Destination image on DMO website has a positive effect on travelers' visiting intention to the destination	Significant
H2a	Quality of DMO website design has a positive effect on travelers' use intention toward DMO website	Significant
H2b	Quality of DMO website design has a positive effect on user satisfaction with DMO website	Significant
H3	Travelers' satisfaction with DMO website has a positive effect on use intention toward DMO website	Significant
H4	Travelers' use intention toward DMO website has a positive effect on visiting intention to the destination	Significant
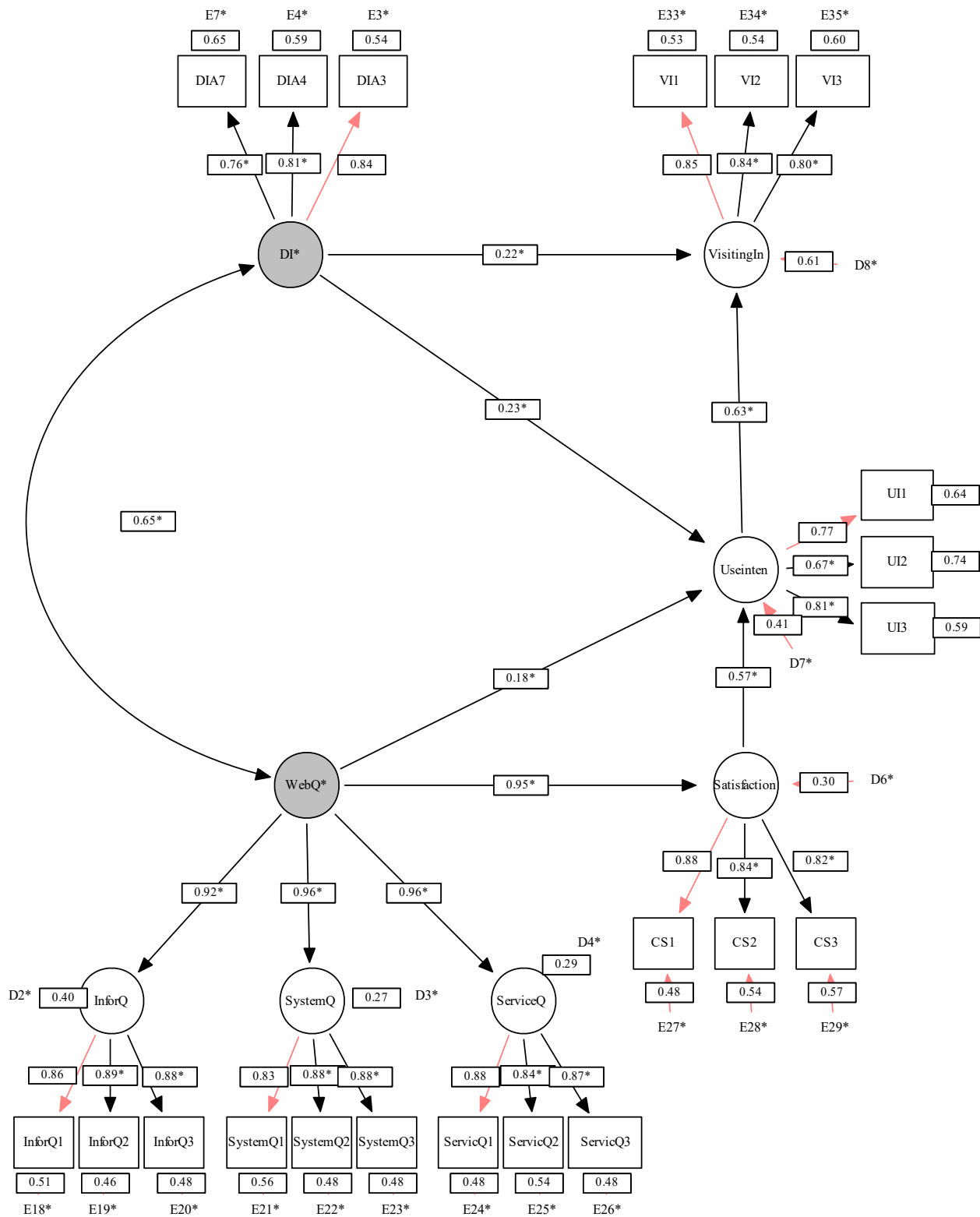
Figure 2. Final SEM model output.

A positive and favorable affective image of the tourist destination can strengthen potential travelers' visiting intention to the destination. In particular, when consumers' travel motivations, in particular the benefit

sought, match the destination image, their visiting intention to the destination becomes high. The quality of website design had a significantly positive impact on use intention toward the destination website (Hypothesis 2a). The quality of website design also appeared to exert a significant positive effect on website satisfaction, which supports Hypothesis 2b. High quality of website design in terms of information, system, and service quality is expected to positively influence potential travelers' experience with the destination website, and useful and effective website design would increase their satisfaction. Customers' website satisfaction showed considerable positive impact on use intention toward the destination website, which supports Hypothesis 3. Finally, use intention showed a significant influence on potential travelers' visiting intention to destination (Hypothesis 4). This suggests that as the use intention of visitors to a destination website increases, their visiting intention will increase. The EQS also examined indirect effects whose constructs mediated other constructs. In general, most of the indirect effects appeared to be statistically significant ($p < 0.05$). The results indicated that the proposed path structure was meaningful. In particular, the indirect effects of the quality of website design, destination image, and website satisfaction via use intention were significant. This model explained approximately 91.9% of the variance in website user satisfaction, 83% of the variance in use intention, and 63.2 % in visiting intention. The direct effect, indirect effect, total effect, and R^2 are summarized in Table 6.

Table 6

Direct, Indirect, and Total Effects, R^2 of Each Construct

Effect	Direct effect	Indirect effect	Total effect	R^2
On satisfaction of quality of website design	0.954***	N/A	0.954***	0.911
On use intention				0.830
of destination image on DMO website	0.229***	N/A	0.229***	
of quality of website design	0.182*	0.547***	0.729***	
of website satisfaction	0.573***	N/A	0.573***	
On visiting intention				0.632
of destination image on DMO website	0.218***	0.143**	0.361***	
of use intention	0.626***	N/A	0.626***	
of website satisfaction	N/A	0.359***	0.359***	
of quality of website design	N/A	0.456***	0.456***	

Notes. N/A mean there is no indirect effect associated with that construct; * $p < 0.1$; ** $p < 0.05$; *** $p < 0.001$.

Conclusions

This study proposed a comprehensive model which was useful and applicable to explore the factors influencing usage of destination website and visiting intention. It focused on the elements that affect destination image formation on DMO websites, quality of a DMO website design, and website satisfaction in connection with DMO websites' visitors' use intention and visiting intention. All six proposed hypotheses were supported by the results of the data analysis. The three key factors, destination image, quality of website design, and website satisfaction were shown to have a significant effect upon use intention and visiting intention. Of the three, the quality of website design appears to have the highest total effect on website satisfaction. Its effect on visiting intention also is high given its independent total effect of 0.456 and its indirect effects on use intention and website satisfaction. With limited budgets, this suggests that DMOs should focus on the quality of website design to increase the use intention and in turn visiting intention of website visitors.

This research revealed, first, that regarding the effect of destination image, VisitBritain (VB) Korea website users have a favorable and positive destination image about Britain (e.g., that Britain has many places of interest to visit, natural scenic beauty, and exotic atmosphere), and such an image of Britain as a tourist destination on the VB Korea website has a positively significant impact on website visitors' use intention on the website and can turn their possible visit to Britain to a certain visit. As Beerli and Martin (2004) maintained that the tourist destination image on the website influences the individual's subjective perception and consequent behavior, such as revisiting a DMO website and ultimately destination choice, the DMO website with better destination image would increase their intention to use that destination website to search for information regarding the destination, and a favorable destination image also exercises a positive influence on potential travelers' visiting intention to the destination.

Second, one of the main focuses of this study was to determine whether quality of destination website design would be a major factor to indicate the probability of customer satisfaction and their use intention. As the test results demonstrated, the three components of quality of destination website design (information quality, system quality, and service quality) contributed substantial influence on customer satisfaction and more significant effect on use intention than destination image; the DMO website with better technical design would positively influence consumers' satisfaction and use intention, as a well designed DMO website would bring consumers a positive information search experience. Most important, a DMO website with good design would indirectly have a significantly positive impact on consumers' visiting intention to the destination. Consumers who have visited the VB Korea website agreed that the website's design is better than that of other DMO websites in terms of information quality, system quality, and service quality. Those three dimensions (information quality, system quality, and service quality) were used to measure the quality of the DMO website design. The response of VB Korea website visitors proved that the high quality of a DMO website design significantly positively affects both use intention and website users' satisfaction, and their highly satisfactory website experience positively influences the use intention of both experienced and inexperienced website users, and even indirectly strengthens their motivation to visit the destination. The results correspond with the assertions of Cunliffe (2000), who emphasizes that good quality website design increases the number of repeat visitors to the website, and Xiang and Fesenmaier (2006), who suggested that consumers' favorable perception of a website influences the website visitors' intention to actually visit the destination.

Finally, consumers' satisfaction with the VB Korea website design and an attractive and positive image of Britain as a tourist destination on the website are positively correlated to consumers' revisiting the website. Because when website visitors are satisfied with a destination website, they would spend a longer time in searching for information they need at the website and would revisit the website. The results also show that user satisfaction has an indirect effect on consumers' visiting intention to the destination: this counters the argument of Kao et al. (2005) that website satisfaction is not correlated to website users' visiting intention to the destination. Additionally, as the results of this study show, the factor with the most significant effect on visiting intention to Britain is website visitors' use intention. That is, the higher the use intention consumers have toward the VB Korea website, the greater the possibility that they would actually visit Britain.

However, one of the significant results of the tests on the VB Korea website is that consumers who have never been to Britain presented, on average, more positive responses on all the five factors—destination image, quality of website design, website satisfaction, use intention, and visiting intention—than the group of

respondents who have been to Britain. This result also corresponds to the findings in the previous literature on destination image (Fakeye & Crompton, 1991) that the power of destination image is notable to first-time visitors to the website. This means that DMO websites have a high possibility of leading first-time visitors to the website to become repeat visitors and also to motivate the repeat visitors of destination website into actual visitors to the destinations, depending on the maximum use of the websites, which entails both quality and quantity. That is, depending on how DMOs use their websites as a marketing tool, they can attract as many first-time visitors to the website as possible and motivate them to actually visit the destination.

Thus, this study established a new comprehensive model for effective destination website marketing, emphasizing the importance of good quality of website design. The results of this study provide a foundation on which destination marketers can base their efforts to develop and implement effective website marketing strategies that increase both repeat visitors to a website and the number of travelers to their destinations.

Limitations and Future Research

This study has several limitations. First, the study has a geographical limitation as it is restricted to South Koreans who use the VB Korea website. Future research should include participants from various geographic and cultural contexts to obtain data from a more general population in order to generalize the results. Second, the research found that the participants who were satisfied with the website indicated that they may visit Britain, but it was not known whether they actually purchase a trip to Britain. To overcome this limitation, future research needs to include a follow-up survey to ascertain whether or not website visitors actually visited the destination under consideration. There are also a wide range of qualitative variables that were not analyzed in this study that future researchers could include in their analysis by expanding the model developed in this study or developing an entirely new approach.

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