

How Tourism Offerings and Soft Skills Drive Repeat Purchases: A Study of the Moravian-Silesian Region, Czech Republic

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Abstract

Repeat visitation is a critical measure of success in tourism. While prior studies have examined service quality and staff behaviour separately, their combined effect on visitor loyalty remains underexplored. This study investigates how service offerings and selected employee soft skills influence repeat visits to tourism establishments in the Moravian-Silesian Region of the Czech Republic. The research was conducted under the auspices of two institutional projects on regional tourism trends (2017–2022). Primary data were collected from 698 residents of the region through a structured questionnaire across 73 tourism businesses. The survey was carried out between 2018 and 2021 to capture pre-pandemic, pandemic, and post-pandemic trends. Respondents rated 10 service and behavioural attributes using a five-point Likert scale. Systematic random sampling ensured representativeness. The data were analysed using chi-square tests (SPSS), with two hypotheses tested regarding the moderating roles of gender (H1) and education (H2). The findings confirm that attractive service offerings combined with strong soft skills – such as communication, teamwork, and customer service – significantly affect repeat visitation. The statistical results show $\chi^2(3) = 1.050$ ($p = 0.789$) for H1, leading to rejection of the gender moderation hypothesis, and $\chi^2(6) = 14.982$ ($p = 0.020$) for H2, confirming education as a moderating factor. Thus, educational background influences the relationship between product knowledge and repurchasing behaviour, whereas gender does not. This study contributes to the literature by integrating service quality and human capital perspectives and emphasising the underexplored interaction between offerings, soft skills, and visitor loyalty. For practice, the results highlight the need for continuous staff development in soft skills and innovation in service design, which are vital for improving competitiveness and fostering sustainable tourism growth in the Moravian-Silesian Region and similar destinations.

Key words

repeat visits, tourism establishments, tourism product, customer experience, soft skills, moravian-silesian region.

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Introduction

Tourism plays a critical role in the socioeconomic advancement of regions and nations throughout the world. As destinations strive to attract a growing number of visitors, understanding the factors that influence tourists' decisions to return to specific establishments within a region becomes paramount (Chi & Qu, 2008; Prayag & Ryan, 2012). This study addresses a research gap by investigating the combined effect of service offerings and employee soft skills, which has been underexplored in prior literature, particularly in the Moravian-Silesian Region. The objective and

significance of this study are explicitly to evaluate these dual factors and provide region-specific managerial insights.

The European Union's tourism industry is currently experiencing a resilient resurgence following the consequences of the COVID-19 pandemic. During the first half of 2023, the volume of nights spent in tourist accommodation reached its highest point in the past decade, indicating a significant resurgence in the industry's performance across several countries. In the first six months of 2023, a total of 1,193 million nights were occupied in tourist accommodation, reflecting an increase of nearly 11 million compared to the same period in 2019 (1,182 million, +0.9%). Furthermore, there were 136 million more overnight stays compared to the first half of 2022 (1,057 million, +12.9%). In contrast to 2021 (406.8 million), this year witnessed a notable surge of 786 million additional overnight stays, and compared to 2020 (474.7 million), there were 718 million more overnight stays recorded (Eurostat, 2023).

In this context, it is essential to place greater emphasis on management, as effective leadership has a major impact on strategic management of service quality, employee professional development, and overall customer satisfaction (Zeithaml et al., 1996). Strong management can contribute to raising standards and innovation in tourism, but its success depends on the ability to balance economic objectives with the quality of the experience provided.

1. Literature review

Globalisation and rising competition have created a dynamic and turbulent environment for businesses worldwide, including those in the tourism sector. The ability of organisations to understand prevalent trends and consumer behaviour is critical to their survival and success (Daño et al., 2024; Korcsmáros et al., 2024; Srovnalíková, 2024). In tourism specifically, globalisation has expanded market opportunities but also intensified competition between destinations and service providers (Dabija et al., 2022). The pressure to differentiate places and experiences is particularly acute when competing against destinations offering lower-cost services (Leonova, 2021; Obstfeld, 2020; Sun et al., 2022).

Consumer behaviour in tourism is shaped by a multitude of factors, including culture, technology, economic conditions, and environmental concerns (Bilan et al., 2023; Drábik et al., 2020; Solomon et al., 2002). Tourists are increasingly sensitive to sustainability issues, and recent studies emphasise that environmental and green practices are becoming decisive in shaping travel choices (Watson & McCracken, 2002; Valachis & Tachmatzidis, 2023). However, previous research often treats sustainability separately from service quality and staff skills, overlooking the ways in which soft skills and green practices interact in shaping visitors' perceptions. Furthermore, sustainable and green practices are insufficiently addressed in prior studies. We extend this perspective by linking environmental sustainability with tourism services and the soft skills of staff, positioning this integration as a key contribution of our study.

Service offerings such as accessibility, amenities, and attractions play a central role in shaping tourist decisions (Puciato et al., 2023; Tsao, 2019). Yet, the success of these offerings is often determined by the quality of human interaction. Soft skills, including communication, empathy, and professionalism, are consistently identified as being crucial in tourism and hospitality services (Motah, 2007; Pai et al., 2020; Shabir & Sharma, 2019). While previous studies confirm their importance, they rarely explain how these competencies translate into repeat visitation and customer loyalty (Carlisle et al., 2023; Tankovič et al., 2021). This lack of integration between service design, sustainability, and human interaction constitutes a gap that our research seeks to address.

Recent research further emphasises that consumer behaviour in tourism is uncertain and strongly influenced by emotional and social value (Horvath et al., 2021; Keller et al., 2023; Vinerean, 2013). Tourists perceive risks in their choices due to imperfect information, and soft skills can play a mediating role in reducing this uncertainty by creating trust and satisfaction. At the same time,

sustainable practices are insufficiently addressed in many prior studies, despite evidence that green strategies enhance perceived value and long-term competitiveness (Valachis & Tachmatzidis, 2023).

The Moravian–Silesian Region in the Czech Republic provides a relevant case study for exploring these dynamics. The region combines industrial heritage with natural and cultural attractions, yet it also faces structural challenges such as the need for service quality improvements and workforce upskilling (Kajzar, 2018; Kajzar & Mura, 2023; Mura & Kajzar, 2018). It represents an ideal setting for examining how tangible service offerings and the soft skills of employees interact to influence repeat visitation. Therefore, this study contributes to the literature by:

- linking globalisation, consumer behaviour, sustainability, and soft skills directly to tourism challenges;
- emphasising the underexplored interaction between green practices and soft skills in shaping visitor loyalty; and
- offering region-specific insights into how these factors influence repeat visitation in the Moravian–Silesian Region.

2. Methodology

The study was conducted within the institutional projects Tourism Trends in the Moravian–Silesian Region (MSR) 2017–2019 and Trends and Innovations in Tourism in the Czech Republic 2020–2022. Data were collected between February 2018 and December 2021. This window deliberately spans a pre-pandemic baseline (2018–2019) and the pandemic/early-recovery period (2020–2021), enabling us to observe whether the drivers of repeat visitation are stable under markedly different market conditions and to mitigate seasonality by covering multiple seasons across four calendar years.

Systematic sampling, also known as systematic random sampling, was used to obtain the primary data from the chosen tourism enterprises; Each Nth member of the tourism enterprises is chosen to be included in the study. "Every Kth item is selected to produce a sample of size n from a number of tourism enterprises of N," according to the statement made on systematic sampling. For a priori, systematic sampling needs an approximated frame, not the entire list.

The survey was designed to assess how service offerings and selected employee soft skills influence visitors' intentions to make repeat visits to tourism establishments in the MSR. Consistent with this aim, we also tested heterogeneity across key socio-demographic groups (gender, education), as reflected in the hypotheses H1–H4.

The survey involved representatives from 44 catering establishments, 10 tour operators, and 19 tourism agencies, and on the other hand, 698 participants from MSR.

The respondent had to meet several requirements, including being a resident of the MSR and at least 18 years of age. According to Kozel et al. (2006), a formula was used to choose a sample size of responders based on their unknown composition after the conditions were fulfilled.

$$n \geq (z^2 \times p \times q) / \Delta^2 \quad (1)$$

where: n – the survey's minimum number of participants; p – the percentage of survey respondents who are likely to choose option one; q – the percentage of respondents to the survey who favoured option two; z – the test significance level and Δ is the maximum error tolerance. $Z=1.96$ at a 95% confidence interval.

Based on this, research questions were formulated:

RQ1: How do the offerings and services provided by tourism establishments in the Moravian–Silesian region influence the decision-making process of visitors in choosing to make repeat visits?

RQ2: What is the influence of the soft skills exhibited by the staff at these establishments on visitor decisions to return for subsequent visits in the Moravian–Silesian Region.

This study used international journals and professional publications as secondary sources. Primary sources were processed using the Statistical Package for the Social Sciences (SPSS) and the Chi-square test. Based on statistical hypotheses, it was possible to determine whether or not customers would repurchase the tourism product based on the differences in responses to surveys regarding service quality characteristics from the perspectives of selected enterprises and customers.

To find out if there is a significant association between two nominal (categorical) variables, apply the chi-square test of independence. How to manually compute the chi-square statistic. The expected values of the two nominal variables must first be determined. Using the following formula, we can determine the expected values of the two nominal variables:

The Chi-square is denoted by χ^2 (equation 2):

$$\chi^2 = \sum (O_i - E_i)^2 / E_i \quad (2)$$

where O_i – observed value (actual value); E_i – expected value.

The respondents were asked to rank 10 selected characteristics in order of significance on a five-point rating scale, where 1 = not important and 5 = very important. The authors of this research concentrated exclusively on the factors that most influence the selection of an international tourism establishment. Table 1 displays the responses and their findings. This is how the rating was completed: The points were totalled for each factor after being multiplied by the number of responses. For example, if 10 respondents marked something as unimportant, $10 \times 1 = 10$.

Table 1. The importance of selected factors in the repeat purchase of a selected product in tourism from a customer's point of view.

Rank	Factor	Points	Points %
1	Atmosphere in tourism enterprises	1,998	14.87
2	Opinions of friends	1,980	14.74
3	Right choice of music	1,934	14.39
4	Location	1,881	14.00
5	Reviews by tripadvisor, booking,...	1,774	13.20
6	Complex facilities	1,697	12.63
7	New service	1,640	12.21
8	Parking	1,589	11.83
9	Possibility of payment by card	1,499	11.16
10	Membership cards	1,432	10.66

Source: Developed by authors.

A total of 403 women and 295 men participated in the study. Among the 698 study participants, 401 participants had completed their secondary education and graduated, 165 participants had merely their secondary education and 132 had earned a university degree.

The following hypotheses were formulated:

H3: The impact of professional behaviour on repeat purchases of tourism products varies between genders.

H4: Education moderates the relationship between knowledge of tourism products and repeat purchases.

3. Research results

According to the survey, customers are more inclined to select a tourism establishment that offers a pleasant atmosphere, is conveniently located, and has received favourable feedback from other customers. Additionally, customers appreciate having a variety of amenities at their disposal, such as parking and card payment options. This implies that word-of-mouth advertising remains a successful

strategy to connect with potential clients. The highest and least important criteria had ratings that differed by more than 500 points (4.21%). In summary, the survey findings offer a significant understanding of the variables that influence the selection of MSR tourist facilities by customers. This information can be used by tourism-related companies to create consumer attraction and retention strategies.

Figure 1 shows that this study highlights the importance of consumers giving significant factors a careful thought before deciding to make additional purchases from tour operators and travel agencies.

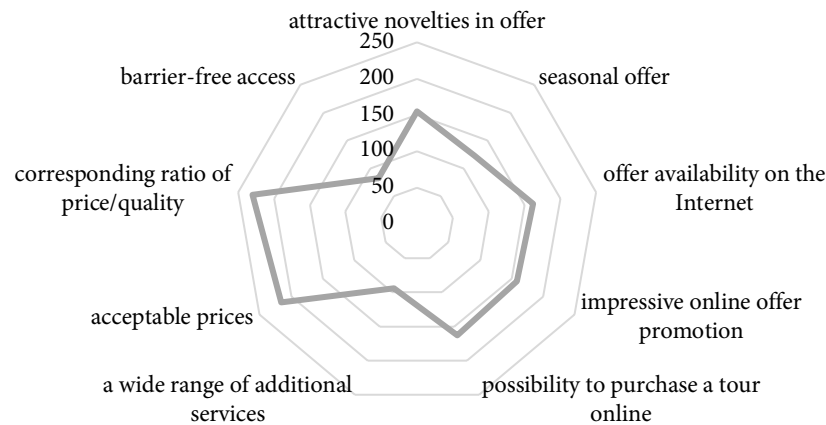


Figure 1. Considerable elements that affect the decision to repurchase a package tour from Tourism operators (Travel agencies) from the point of view of selected tourism enterprises.

Source: Developed by authors.

These components are necessary to attract and retain customers. Customers frequently search for reasonably priced excursions. Maintaining a balance between the experience's cost and quality is essential. Recurring business and customer loyalty are nurtured when expectations are fulfilled or surpassed. Pricing plays a critical role in the decision-making process of customers. When tour packages are offered at competitive and affordable prices, customers are more likely to find them attractive and make more reservations with the company. Finding the optimal ratio between price and quality is essential. Providing a seamless on-line booking experience is also essential. For many travellers, making online reservations is more convenient. Encouraging repeat business can also be achieved by ensuring that customers can easily explore, choose, and complete their reservations online. Online tour packages are a vital requirement in the digital age.

From the vantage point of tourism business management, it is imperative to maintain a strategic equilibrium among pricing, service quality, and customer expectations to achieve sustained success over time. Managers are required to implement data-informed pricing methodologies that not only ensure market competitiveness but also uphold profitability. The allocation of resources toward the development of efficient digital infrastructure, particularly in the realm of user-centric online booking platforms, is vital for the enhancement of the customer experience and the promotion of repeat patronage. Furthermore, effective management necessitates ongoing market analysis to modify service offerings in accordance with the shifting preferences of consumers and advancements in technology. The fortification of customer relationships through tailored services, loyalty initiatives, and engagement following purchases significantly enhances customer retention and drives business expansion within the intensely competitive tourism industry.

Figure 2 shows the importance of selected soft skills in repeat purchase. Customers' decisions to make repeat purchases are significantly influenced by the professionalism of the staff's behaviour.

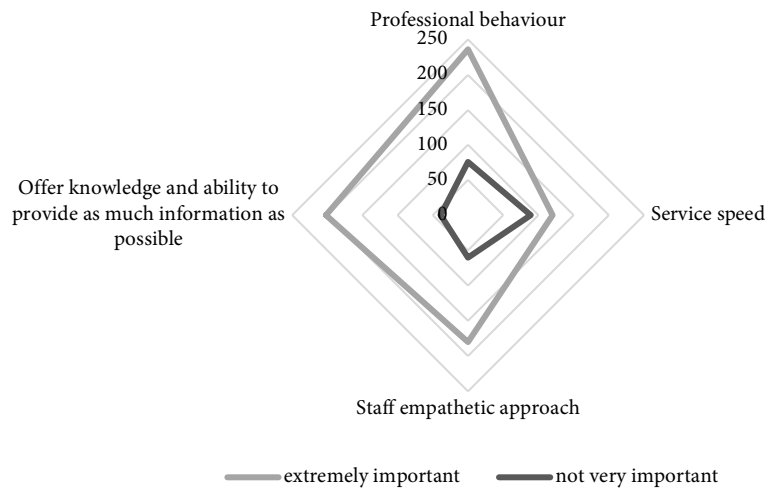


Figure 2. Importance of selected soft skills that affect the decision to repurchase a package tour from tourism operators (travel agencies) from the point of view of selected tourism enterprises.

Source: Developed by authors.

Customers appreciate working with well-trained and polite employees who can successfully handle their requirements and problems. Customers are more likely to return when the travel agency is presented in a professional manner that builds confidence in it. According to the chosen tourism enterprises, another crucial element is the sympathetic and understanding demeanour of the staff, which is crucial to building rapport with the clients. Customers frequently ask for one-on-one support and attention, particularly when they run into unforeseen problems. Sympathetic staff members can create a great experience from a potentially bad one, which promotes customer loyalty and repeat business. Knowledge and the ability to provide as much information as possible is another factor that influences customers. Decision making is greatly aided by competent and informed staff who can provide complete information about travel packages, locations, and activities. When it comes to making informed decisions, customers value having access to comprehensive information. Providing information and responding to inquiries enhances the client experience and encourages return business.

Effective leadership within tourism enterprises should emphasize the cultivation of fundamental soft skills among personnel to augment customer satisfaction and loyalty. Ongoing training initiatives centered on professionalism, empathy, and comprehensive product knowledge are instrumental in enhancing service quality. Allocating resources towards employee development not only fortifies brand reputation but also cultivates customer trust. Furthermore, management is obligated to establish explicit service standards and conduct performance assessments to guarantee uniformity in customer experiences. A proficiently trained and motivated workforce represents a competitive advantage in the tourism sector, directly influencing elevated customer retention and repeat patronage.

From the perspective of catering customers, it has also been found that a pleasant customer experience is largely dependent on the atmosphere and comfort of the tourism establishment. When visiting a tourism business, customers want to feel at ease and welcome. Any tourism business must have effective communication and cohesive cooperation to be successful. A smooth and pleasant experience requires that employees be able to interact successfully with both customers and with each other. This can be achieved through a variety of methods, including clear and concise communication, training and development, and a positive work environment.

From the point of view of catering establishments, speed of service and reasonable price/quality are the most important factor that affects repurchase of tourist product. Speed of service is an important factor for businesses in any industry, but it is especially important for tourism enterprises.

Businesses can improve their speed of service by streamlining their processes, using technology to automate tasks, and also training employees on how to prioritize tasks. A reasonable price/quality ratio is also an important factor for businesses not only in tourism industry and hospitality. Customers want to get the most for their money, and they are more likely to return to a business that offers good value for money. Businesses can improve their price/quality ratio, for example, by offering competitive pricing and using high-quality products and services.

The strategic management of the company should also focus on ensuring an attractive price/quality ratio, for example through competitive pricing and the use of quality raw materials and services. Strong and proactive leadership is key to maintaining customer loyalty, improving the efficiency of business processes and long-term sustainability in the competitive environment of the tourism and catering industry.

This part of the research focuses on the testing and confirmation of hypotheses through the use of SPSS.

H1: Professional behaviour has the same impact on repeat purchases of tourism products for the genders.

H2: Professional behaviour has a different impact on repeat purchases of tourism products for the genders.

According to the result (Table 2), the H1 hypothesis cannot be rejected and that means that professional behaviour has the same impact on repeat purchases of tourism products for men and women.

Table 2. Chi-square tests (Professional behaviour impact).

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	1.050a	3	0.789
Likelihood Ratio	1.071	3	0.784
Linear-by-Linear Association	0.086	1	0.769
N of Valid Cases	698		

Note: a. 3 cells (37.5%) have expected count less than 5. The minimum expected count is 2.54; $\chi^2(3) = 1.050$, $p = 0.789$, $0.789 > 0.05$.

Source: Developed by authors.

The findings substantiate that professional conduct is instrumental in influencing repeat purchases of tourism-related products, irrespective of gender considerations. In light of its considerable effect on visitor satisfaction and the calibre of service, it is imperative that management prioritizes the establishment and enforcement of standards pertaining to professional conduct within tourism enterprises.

To realize this objective, management ought to institute systematic training programs that centre on professionalism, customer service, and ethical behaviour. Regular assessment and performance monitoring are also critical to ensure that personnel comply with elevated service standards. Furthermore, cultivating a corporate culture that esteems professionalism may enhance employee engagement and motivation, which in turn can lead to improved customer retention.

Robust leadership and strategic management are pivotal in entrenching professional conduct as a fundamental value within the organization. By accentuating high service quality and staff professionalism, tourism enterprises can fortify their market position, cultivate customer trust, and augment repeat patronage, thereby ensuring long-term viability in an intensely competitive sector.

H3: Education does not moderate the relationship between knowledge of tourism products and repeat purchases.

H4: Education moderates the relationship between knowledge of tourism products and repeat purchases.

Based on the result (Table 3), the H3 hypothesis is rejected and the H4 hypothesis was approved, education moderates the relationship between knowledge of tourism products and repeat purchases.

Table 3. Chi-square tests (Education impact).

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	14.982a	6	0.020
Likelihood Ratio	16.239	6	0.013
Linear-by-Linear Association	0.020	1	0.887
N of Valid Cases	698		

Note: a. 4 cells (33,3%) have expected count less than 5. The minimum expected count is 0.76; $\chi^2(6) = 14.982$, $p = 0.020$; $0.020 < 0,05$.

Source: Developed by authors.

The research findings elucidate the pivotal significance of education and product knowledge in shaping the propensity for repeat purchases of tourism services, thereby accentuating the necessity of strategic management in the cultivation of customer experiences. To leverage this correlation, entities within the tourism sector must allocate resources toward the implementation of efficacious customer education and information dissemination methodologies.

From a managerial standpoint, it is imperative to furnish clear, comprehensive, and readily accessible information regarding tourism products, destinations, and services. This objective can be realized through the development of meticulously designed websites, thorough travel guides, interactive content, and well-informed frontline personnel capable of effectively articulating essential details to clientele. Moreover, the provision of educational workshops, webinars, or tailored consultations can significantly augment customer awareness and engagement.

In addition, training initiatives for employees ought to prioritize not only product knowledge but also proficient communication abilities, thereby ensuring that staff can relay valuable information in an engaging and customer-centric fashion. By nurturing an informed customer demographic, tourism enterprises can enhance customer satisfaction, cultivate trust, and ultimately promote repeat purchases, thereby contributing to the long-term sustainability and competitive edge of businesses within the tourism industry.

4. Discussion

Based on the results of the research, it was found that long-term success in the fiercely competitive and dynamic tourist sector depends on the retention and happiness of clients. In addition to being valuable assets, loyal consumers also act as strong brand ambassadors, spreading good word of mouth and recommendations. To encourage return business, tourism suppliers must pay equal attention to the calibre of their offerings and the skills of their staff. This is consistent with the findings of Yoon and Uysal (2005), who highlighted the central role of customer satisfaction in fostering loyalty and repeat visits, with satisfied customers being more likely to recommend destinations to others. Our findings confirm prior literature but also reveal contrasts. For example, while Yoon and Uysal (2005) emphasized emotions in loyalty, our study highlights the measurable role of staff professionalism and product diversity. This represents a novel contribution to the field.

For the first research question (RQ1), it was found that the decisions made by tourists in the Moravian-Silesian region about whether or not to return are greatly influenced by the products and services offered by these companies. This effect is influenced by a number of things, including:

Variety and Diversity of Experiences and Activities: The area provides a wide choice of experiences and activities to suit different interests and tastes, allowing travellers to customize their travels to their own requirements and preferences. This diversity makes it more likely that guests will discover things to do that they enjoy enhancing their overall experience and increasing the likelihood of repeat visits. Yoon and Uysal (2005) found that providing diverse offerings tailored to tourists' preferences significantly enhances their satisfaction, thus encouraging repeat visits. **Excellence of Services:** Travelers look for excellent services that are provided in a timely, professional, and detail-oriented manner. This covers elements such as friendliness, promptness, proactive communication of staff members, and problem-solving skills, all of which are crucial for customer retention. Additionally,

Widayati et al. (2021) emphasized that excellent service directly influences the likelihood of repeat business in tourism.

Value for Money and Affordability: Customers value reasonable prices that provide excellent value. This implies that the total cost of vacation, which includes lodging, travel, meals, and activities, should be based on the perceived value of the experiences that are provided. Oppermann (2000) similarly argued that tourists are more likely to return when they perceive good value for their money, particularly when pricing aligns with the quality of the experience. Reasonable prices can increase the chance of repeat business and help create a favorable impression of the location. Reasonably priced excursions are a common request from customers. It is crucial to strike a balance between the price and quality of the experience. When expectations are met or exceeded, repeat business and consumer loyalty are promoted. Customers consider pricing to be very important when making decisions. Customers are more likely to find tour packages intriguing and make more reservations with the company when they are offered at competitive and reasonable costs. Determining the ideal balance between cost and value is crucial.

For the second research question (RQ2), it was found that the soft skills of staff in the Moravian-Silesian significantly impact tourists' decisions to return to future visits. Soft skills such as communication, empathy, problem-solving, and professionalism create positive experiences that enhance customer satisfaction and loyalty. Sumihar et al. (2019) have emphasized the importance of these soft skills in the tourism industry, noting that employees who demonstrate effective communication and empathy are more likely to foster customer loyalty. Kajzar (2022) further supports this, stating that soft skills like problem-solving and interpersonal communication are vital for creating memorable customer experiences, which in turn increase the likelihood of repeat visits.

Creating a Positive First Impression. Visitors who have a positive first impression of the staff are more likely to have a positive overall experience and return. Sharma et al. (2020) found that first impressions play a critical role in shaping overall satisfaction, with well-trained staff often making the difference between a one-time visitor and a repeat customer.

Increasing Customer Satisfaction. The soft skills of the staff help to increase customer satisfaction by providing personalized service and solving problems effectively. Mohammed (2017) similarly found that staff empathy and problem-solving abilities were critical in enhancing satisfaction and ensuring that visitors had a positive experience.

Professionalism and Customer Loyalty. Staff professionalism, including clear communication and adherence to company policies, is key in creating a positive impression and encouraging repeat visits. This aligns with the findings of Kajzar (2022), who concluded that the professional demeanour of staff significantly influences tourists' decision to return to a destination.

Employers of tourism establishments in the Moravian-Silesian region should invest in developing the soft skills of their staff, as these skills directly affect the quality of the customer experience and, ultimately, customer loyalty. This can be achieved through training, mentoring, and other development activities. This approach is supported by Sharma et al. (2020) and Kajzar (2022), who both highlighted the importance of continuous staff training to ensure that employees are equipped with the interpersonal skills necessary for exceptional service.

From the perspective of tourism management, it is crucial that strategies aimed at retaining customers and increasing customer satisfaction are implemented systematically and effectively. Long-term success in the competitive and dynamic tourism sector requires not only a quality service offering but also well-trained staff with developed soft skills.

Conclusions

This study investigated the impact of service offerings and employee soft skills on repeat visitation to selected tourist facilities in the Moravian-Silesian Region. The findings confirm that the long-term success and competitiveness of tourism enterprises significantly depend on two interrelated factors:

the attractiveness and value of tourism offerings, and the professional behaviour of staff, especially in terms of soft skills.

From a scientific standpoint, the research contributes to the growing body of knowledge that emphasizes the dual influence of product value and human capital in shaping customer satisfaction and loyalty in tourism. It confirms that professional behaviour – characterized by effective communication, teamwork, problem-solving abilities, and ethical conduct – plays a pivotal role in encouraging repeat visits. In the context of tourism establishments such as hotels, restaurants, and travel agencies, these skills translate into tangible outcomes: communication skills allow staff to provide clear information and resolve visitor concerns; teamwork ensures smooth and coordinated service delivery across departments; problem-solving enables quick handling of unexpected issues such as booking errors or service disruptions; and ethical conduct fosters trust, transparency, and a sense of security for guests. Together, these mechanisms enhance the visitor experience and directly increase the likelihood of repeat visits.

From a practical perspective, the findings underscore the need for tourism businesses to invest in continuous staff development, especially in soft skills training, and to enhance the quality and diversity of their offerings. Doing so can significantly improve customer experience, foster loyalty, and enhance the overall competitiveness of the region. Tourism managers and policymakers should prioritize strategic initiatives aimed at both product innovation and employee skill enhancement to ensure sustainable growth.

The added value of this research lies in its comprehensive examination of the synergistic effect between service attributes and human resource competencies on tourist behaviour. By applying this framework to the context of the Moravian-Silesian Region, the study provides a region-specific understanding that can be adapted for broader application in similar destinations. To achieve long-term success and maintain a competitive edge, tourism enterprises must prioritize human capital development and continuous service innovation. Investments in employee training and the enhancement of product offerings are essential strategies to foster customer loyalty and increase repeat visits – contributing not only to individual business performance but also to the sustainable development of the tourism sector in the Moravian-Silesian Region and beyond. The regional focus may reduce generalizability, and reliance on self-reported data may introduce bias. Future research should expand cross-regional comparisons and include longitudinal analyses.

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