

INFLUENCE OF PHYSICAL BUSINESS ENVIRONMENT ON CLIENT ATTRACTION AND RETENTION IN THE HOSPITALITY INDUSTRY OF IMO STATE

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ABSTRACT

The hospitality industry plays a vital role in Nigeria's economy, especially in Imo State where hotels, restaurants, and recreational centres have become significant employers of labour and revenue drivers. In a competitive service market, the physical business environment comprising ambience, cleanliness, lighting, furnishing, architecture, and spatial arrangement plays a decisive role in influencing customer attraction and retention. This study examines the influence of physical business environment on client attraction and retention in the hospitality industry of Imo State. Specifically, it investigates the extent to which aesthetics, ambience, and environmental quality affect patronage, satisfaction, and loyalty of clients in selected hotels and restaurants in Owerri metropolis. The study adopts a descriptive survey design with a sample of 250 clients and 50 hospitality managers. Data were collected through structured questionnaires and analyzed using descriptive statistics and regression analysis. Findings reveal that physical environment aesthetics such as décor, lighting, and comfort have a significant positive effect on client attraction, while cleanliness and ambience strongly influence customer retention. The results further indicate that customers are willing to pay premium prices when the physical business environment is appealing. The study concludes that the physical environment is not just a supporting factor but a strategic tool for competitive advantage in the hospitality sector. It recommends that hospitality managers in Imo State invest in regular facility upgrades, cleanliness, and culturally inspired aesthetics that reflect Nigerian identity while maintaining international standards. This will strengthen customer loyalty and enhance profitability in the hospitality sector.

INTRODUCTION

The hospitality industry has emerged as one of the fastest-growing service sectors globally, with developing countries such as Nigeria experiencing notable expansion in hotels, restaurants, event centres, and recreational facilities (Okafor & Anorue, 2020). In Imo State, particularly within Owerri metropolis, the hospitality sector has become a major contributor to the urban economy, generating employment, boosting internally generated revenue, and attracting both domestic and international visitors. However, this rapid growth has also intensified competition among operators, compelling them to adopt strategies that extend beyond traditional service offerings. One of the most significant of these strategies is the enhancement of the physical business environment.

The physical environment of a hospitality establishment refers to the tangible and visible elements within and around the facility that shape customer perceptions and influence their experiences. These elements include interior décor, architectural design, cleanliness, ambience, lighting, music, furnishings, spatial layout, parking availability, landscaping, and even ambient scent (Bitner, 1992; Kotler, 1973). Customers often form impressions based on these environmental cues before any service interaction begins. In Nigeria, where hospitality facilities serve as critical venues for social gatherings, political meetings, and business negotiations, aesthetics hold emotional and social significance (Nwokorie, 2016).

Kotler's (1973) concept of "atmospherics" reinforces this point, describing the physical environment as a silent language of business communication that evokes emotional responses and influences purchase decisions. In hospitality, where services are largely intangible, the physical setting serves as tangible evidence of quality and professionalism. For example, a well-decorated hotel lobby featuring cultural artworks, appropriate lighting, and comfortable seating reassures clients about the level of service to expect. On the other hand, an untidy or poorly maintained environment discourages repeat patronage, even if service delivery is adequate (Adebayo & Iweka, 2014).

Within Imo State, hospitality operators face unique opportunities and challenges. Owerri, widely regarded as the "entertainment capital of the East," boasts numerous hotels, clubs, and restaurants that attract tourists, politicians, and business travellers (Onyeocha, 2019). Yet, complaints about poor facility maintenance, inadequate cleanliness, noise pollution, and outdated infrastructure remain widespread among patrons. These shortcomings highlight the need for empirical investigations into how aesthetics of the physical environment influence both client attraction and long-term retention.

The Nigerian perspective is particularly important. Unlike in Western contexts where hospitality patronage is largely transactional, in Nigeria, cultural identity, social status, and image strongly influence customer choices (Ihua, 2010). Clients often prefer hotels and event centres not only for accommodation but also as prestigious venues for weddings, political rallies, and conferences. Facilities with elegant halls, neat surroundings, and modern amenities often become top choices, even when their prices are higher (Ezeudu, 2017).

Client retention adds another dimension to the discourse. While aggressive marketing campaigns and discounts may initially attract customers, consistent satisfaction with both service delivery and physical aesthetics is critical for loyalty (Nwokorie, 2016). Nigerian studies have revealed that repeat patronage in hospitality businesses is linked to how clients "feel" about a facility, which is shaped largely by ambience and cleanliness (Chigbu &

Uzochukwu, 2018). For instance, a restaurant may serve excellent meals but fail to retain customers if its environment is unhygienic or poorly maintained.

This study is therefore timely and significant. By exploring the influence of physical business environment aesthetics on client attraction and retention in Imo State's hospitality sector, it provides evidence-based insights for practitioners and policymakers. Furthermore, it adds to existing scholarship on how environmental aesthetics can be strategically leveraged for competitive advantage in Nigeria's growing service economy (Okafor & Anorue, 2020; Nwokorie, 2016).

Statement of the Problem

Despite the rapid growth of the hospitality industry in Imo State, many establishments continue to struggle with attracting and retaining clients. Operators often focus heavily on service offerings such as food variety, pricing, or promotions while neglecting the crucial role of physical environment aesthetics. Complaints from clients about poor ambience, inadequate cleanliness, outdated interior design, noise pollution, and lack of cultural creativity in décor are common. These weaknesses contribute to declining customer loyalty and loss of competitive advantage. Moreover, in an industry where competition is intense and customer expectations are rising, the physical environment serves as a silent determinant of quality perception. In Imo State, some hospitality establishments with modern facilities and attractive ambience enjoy high patronage, while others with poor maintenance records experience declining client visits despite offering similar services. Yet, there is limited empirical research that specifically investigates how physical business environment influences client attraction and retention in the state.

The problem, therefore, lies in the knowledge gap: hospitality managers may not fully understand the strategic value of physical environment aesthetics as a tool for client attraction and loyalty. Without evidence-based insights, operators risk underutilizing this vital resource, thereby weakening the overall performance of the sector in Imo State.

Objectives of the Study

1. To examine the influence of physical business environment aesthetics on client attraction in the hospitality industry of Imo State.
2. To assess the effect of physical environment ambience and cleanliness on customer retention in the hospitality sector of Imo State.
3. To determine the relationship between physical environment quality and competitive advantage among hospitality businesses in Imo State.

Research Questions

1. How do physical business environment aesthetics influence client attraction in the hospitality industry of Imo State?
2. To what extent do ambience and cleanliness of the physical environment affect customer retention in the hospitality sector of Imo State?
3. What is the relationship between physical environment quality and competitive advantage among hospitality businesses in Imo State?

Research Hypotheses

H₀: Physical business environment aesthetics have no significant influence on client attraction in the hospitality industry of Imo State.

H₀: Physical environment ambience and cleanliness have no significant effect on customer retention in the hospitality sector of Imo State.

H₀: There is no significant relationship between physical environment quality and competitive advantage among hospitality businesses in Imo State.

LITERATURE REVIEW

The concept of physical business environment has attracted scholarly attention across marketing, management, and hospitality studies. In its simplest sense, the physical environment refers to the visible, tangible, and sensory characteristics of a business setting which shape the perceptions, emotions, and behaviours of customers. In the hospitality industry, where services are largely intangible and perishable, the environment often provides the first and most enduring impression of quality. The business environment encompasses design, ambience, décor, cleanliness, lighting, music, furnishing, scent, landscaping, and spatial arrangement. Kotler (1973) pioneered the discussion through the concept of “atmospherics,” which he defined as the conscious designing of space to create specific emotional effects on buyers that enhance purchase probability. His argument remains central to contemporary hospitality studies, particularly in contexts like Nigeria where first impressions significantly determine patronage.

Scholars such as Bitner (1992) have further developed this idea with the notion of “servicescape,” which describes the physical surroundings in which service delivery occurs and how such surroundings affect both customers and employees. Bitner identified ambient conditions, spatial layout, and signs or symbols as the three dimensions through which servicescape influences behaviour. In the Nigerian hospitality industry, these dimensions manifest in the arrangement of hotel lobbies, quality of lighting, comfort of furniture, cultural decorations, and hygiene of restrooms. When customers enter a hotel in Owerri, their emotional responses are shaped by the temperature, odour, music, and general ambience before any interaction with staff. Hence, the servicescape acts as a silent form of communication, assuring clients of professionalism and comfort or, conversely, discouraging patronage.

Closely related to the idea of servicescape is the Stimulus–Organism–Response (SOR) model developed by Mehrabian and Russell (1974). This model proposes that environmental stimuli such as colour, décor, or sound affect the internal states of individuals (organisms), which then influence their behavioural responses such as staying longer, spending more, or avoiding the facility altogether. In the context of the hospitality industry in Imo State, a hotel lobby designed with bright lighting, clean floors, and air-conditioned space can stimulate feelings of safety and comfort, which then encourage the customer to stay and perhaps patronize additional services like restaurants or event halls. Conversely, unclean surroundings and poor maintenance may stimulate discomfort, leading to avoidance. The model is especially relevant in explaining why customers often compare multiple hospitality facilities before making choices in a competitive market like Owerri.

Herzberg’s two-factor theory also provides a useful framework for analysing physical business environments. Herzberg distinguishes between hygiene factors, which prevent dissatisfaction, and motivators, which actively create satisfaction (Herzberg, Mausner, & Snyderman, 1959).

In hospitality, hygiene factors include cleanliness, safety, functional restrooms, and availability of basic amenities, while motivators involve ambience, décor, music, and cultural aesthetics. In Imo State, customers expect hotels to first meet hygiene requirements; without them, dissatisfaction occurs irrespective of other features. Once these basics are ensured, motivators such as stylish furniture, artistic decorations, or Igbo-themed interior designs create delight and encourage return visits. Thus, Herzberg's theory reinforces the idea that environment management is both preventive and proactive in ensuring customer loyalty.

Scholars have provided varying conceptual definitions of client attraction and retention in hospitality studies. Client attraction refers to the ability of a business to draw first-time customers by appealing to their needs, expectations, and perceptions. Wakefield and Blodgett (1999) emphasize that customers often form judgments about hospitality services within the first five minutes of entry into the premises, meaning that the physical environment plays a disproportionate role in attraction. In the Nigerian setting, attraction is not purely functional but also cultural and social. For example, a hotel in Owerri that provides well-decorated banquet halls and ample parking space may attract clients not only for lodging but also as a prestigious venue for Igbo traditional weddings, political meetings, and business gatherings (Onyeagbula, 2020). Therefore, client attraction in Imo State hospitality combines environmental aesthetics with cultural significance.

Client retention, on the other hand, refers to the ability of a business to keep customers returning for repeat patronage. Scholars agree that retention depends on overall customer satisfaction, which itself is influenced by both service quality and the physical environment (Han & Ryu, 2009). Retention is particularly crucial in hospitality because the cost of attracting a new client often exceeds the cost of retaining an old one. In Imo State, where hospitality competition is intense, customer loyalty is fragile. Hotels such as Protea and Rockview maintain strong repeat patronage largely because of consistent ambience, modern facilities, and maintenance culture, while smaller establishments often lose customers despite offering similar food or lodging because they fail to sustain physical environment standards. This pattern suggests that retention is closely linked to environmental quality.

International literature supports the centrality of physical environments in hospitality. Han and Ryu (2009), in a study of restaurants in the United States, found that ambience and décor strongly influenced customer satisfaction and loyalty. Wakefield and Blodgett (1999) also concluded that servicescapes significantly determined customer retention in leisure and hospitality services. Similarly, Lin and Mattila (2010) in their research on Asian luxury hotels showed that even minor details such as music, scent, and lighting created perceptions of exclusivity and quality, which in turn enhanced customer loyalty. These studies reinforce the notion that physical environment is not a supplementary feature but a strategic determinant of competitiveness.

In Nigeria, a growing body of literature explores similar issues with localized insights. Okpara (2018) examined selected hotels in Owerri and discovered that cleanliness and décor were the strongest predictors of customer satisfaction, overshadowing price considerations. Adebayo and Oyeniyi (2019), focusing on Lagos hotels, reported that ambience, lighting, and parking facilities influenced repeat patronage more than discount offers. Their findings highlight the premium Nigerian customers place on environment aesthetics in hospitality decisions. Nwosu and Nwachukwu (2021) studied restaurants in Enugu and revealed that customers perceived dining in a clean, well-decorated environment as a status symbol, enhancing loyalty and referrals. This underscores the social dimension of environment aesthetics in the Nigerian context. In Abuja, Mohammed and Ibrahim (2020) found that hotels with modern facilities and

appealing aesthetics attracted both local and international clients, while those with outdated physical environments struggled, even when offering competitive prices. Collectively, these Nigerian studies demonstrate the salience of environment aesthetics in shaping both attraction and retention.

Specific to Imo State, the hospitality industry has grown rapidly, particularly in Owerri, which is often described as the “entertainment capital of the East.” According to the Imo State Tourism Board (2022), the city hosts more than 300 hotels, restaurants, and bars, serving both residents and tourists. While this expansion provides variety, it has also intensified competition, making environment aesthetics a key differentiator. Anecdotal evidence suggests that high-end hotels like Rockview maintain strong patronage due to consistent maintenance and ambience, while smaller establishments are frequently criticized for poor sanitation, inadequate facilities, and outdated décor. Unfortunately, empirical academic studies specific to Imo State are limited, creating a knowledge gap this research aims to fill.

Another dimension often neglected in literature is the role of cultural aesthetics. Nigerian hospitality clients often seek spaces that combine modern standards with indigenous identity. For example, hotels that incorporate Igbo traditional motifs, local artwork, or indigenous music often appeal to cultural pride while also attracting tourists seeking authentic Nigerian experiences. Yet, most existing studies emphasize general ambience without paying attention to how cultural design influences loyalty. This omission is significant because hospitality in Nigeria is not only about service but also about cultural and social representation. As Chinedu (2019) argues, businesses that integrate cultural identity into their environment appeal to both local and foreign clients in ways that generic designs cannot achieve.

Beyond customer perspectives, literature also discusses how physical environment aesthetics contribute to competitive advantage. Porter’s competitive strategy framework suggests that firms can differentiate themselves by offering unique features valued by customers (Porter, 1985). In hospitality, differentiation often emerges through environment quality. Hotels with consistent aesthetics and cleanliness create a brand identity that customers associate with reliability and prestige. For instance, studies in Lagos by Abiola and Adeyemi (2020) indicate that brand loyalty in the hotel sector is significantly linked to environmental quality rather than pricing strategies. Applying this to Imo State, it becomes evident that operators who neglect physical environments risk being edged out by competitors who prioritize aesthetics and ambience.

Despite the wealth of literature, several gaps remain. First, while Lagos, Abuja, and Enugu have been widely studied, empirical research focusing on Imo State remains scarce. This is surprising given the prominence of Owerri as a hospitality hub in the South-East. Second, studies rarely explore the intersection between cultural aesthetics and customer loyalty, even though cultural identity is a major consideration in Nigerian patronage. Third, the majority of existing works focus on client attraction, with fewer examining long-term retention and loyalty as distinct outcomes of physical environment quality. Fourth, there is limited comparative analysis between luxury hotels and small-scale guesthouses, which may experience different challenges and opportunities in managing environment aesthetics.

In summary, the literature reviewed underscores the importance of physical business environments in shaping customer attraction and retention in hospitality. Theories such as servicescape, SOR, and Herzberg’s two-factor theory provide conceptual grounding for understanding how environmental stimuli influence behaviour. Empirical evidence from international and Nigerian studies affirms the significance of ambience, décor, and cleanliness

in determining satisfaction and loyalty. However, gaps remain regarding Imo State-specific evidence, the role of cultural aesthetics, and the balance between attraction and retention. This study seeks to bridge these gaps by providing empirical insights into how physical business environment influences client attraction and retention in the hospitality industry of Imo State. By doing so, it contributes not only to academic knowledge but also to practical strategies for hospitality operators seeking competitive advantage in a dynamic market.

Empirical Review

Han and Ryu (2009) investigated the influence of physical environment on customer loyalty in the U.S. restaurant industry. They found that ambience and décor significantly improved customer satisfaction and willingness to return. Similarly, Wakefield and Blodgett (1999) concluded that servicescapes were strong predictors of customer loyalty in leisure and hospitality services. In Asia, Lin and Mattila (2010) showed that environmental aesthetics were crucial in creating a luxurious experience, especially in high-end hotels. Their study highlighted that even small details like scents and music influenced customer perceptions of quality.

In Nigeria, several scholars have examined the physical environment's role in hospitality. Okpara (2018) studied hotels in Owerri and found that cleanliness and décor were the strongest predictors of customer satisfaction. Similarly, Adebayo and Oyeniyi (2019) examined Lagos hotels and reported that ambience, lighting, and parking facilities influenced repeat patronage more than price. Nwosu and Nwachukwu (2021) studied the effect of restaurant ambience in Enugu State and discovered that customers perceived dining in a clean, well-decorated environment as a **status symbol**, leading to loyalty and recommendations. In Abuja, Mohammed and Ibrahim (2020) found that hotels with modern facilities and appealing aesthetics attracted both local and foreign clients, while those with outdated physical environments struggled to compete despite offering similar services. Owerri, the Imo State capital, is popularly referred to as the “entertainment capital of the East” due to its numerous hotels, bars, and nightclubs (Imo State Tourism Board, 2022). However, industry reports indicate rising customer complaints about poor maintenance, poor sanitation, and lack of innovation in décor. Studies specific to Imo State are limited, but anecdotal evidence suggests that hotels with vibrant ambience and modern aesthetics such as Rockview and Protea enjoy higher patronage compared to smaller establishments with weak environmental appeal.

METHODOLOGY

This study adopted a descriptive survey design because it enabled the collection of data from respondents to describe their views on how the physical business environment influences client attraction and retention in the hospitality industry of Imo State. The design was considered appropriate since the main variables under study such as ambience, cleanliness, aesthetics, and customer loyalty cannot be manipulated but can be measured through responses from clients and operators. The research was conducted in Owerri metropolis, chosen because it is the hospitality hub of Imo State and one of the fastest-growing centres in the South-East. Owerri is known for its numerous hotels, restaurants, and lounges, which attract visitors and residents and make it an ideal location for studying competition and customer behaviour. The study population consisted of hospitality clients and operators, including hotel managers, restaurant supervisors, and service staff. With more than 500 registered establishments in Owerri, the population was too large to cover fully. Using Taro Yamane's formula at a 95% confidence level, a sample size of 400 respondents was drawn. Multistage sampling was used: establishments were stratified into hotels, restaurants, and lounges, after which random and

purposive sampling techniques were applied to select respondents with relevant experience. Data were collected from both primary and secondary sources. The primary data came from questionnaires and interviews with selected managers, while secondary data were obtained from textbooks, journal articles, and industry reports. The questionnaire, designed around four sections, covered demographics, the business environment, client attraction, and retention. Responses were measured using a five-point Likert scale. The instrument was validated by experts at Imo State University and tested for reliability through a pilot study involving 30 respondents, producing a Cronbach Alpha coefficient of 0.82, which confirmed internal consistency. Questionnaires were personally administered by the researcher and assistants to ensure clarity and a high response rate. Out of 400 copies, at least 350 were expected to be properly completed and returned. Ten hospitality managers were also interviewed to provide qualitative insights. Data analysis combined descriptive and inferential statistics. Frequencies, percentages, and mean scores were used to summarize responses, while Pearson correlation and regression analysis tested the hypotheses at a 5% significance level using SPSS version 25. Ethical principles such as voluntary participation, confidentiality, and informed consent were strictly observed throughout the research process.

Data Presentation and Analysis

Table 1: Gender Distribution of Respondents

Gender	Frequency	Percentage (%)
Male	190	54.3
Female	160	45.7
Total	350	100.0

Source: Field Survey (2025).

The demographic results presented in Table 1 show that 54.3% of the respondents were male, while 45.7% were female. This implies that both genders are fairly represented in the study, although a slightly higher number of male respondents participated. The balance in gender distribution strengthens the reliability of responses, as the opinions reflect perspectives across both men and women who patronize hospitality establishments in Owerri.

Table 2: Age Distribution of Respondents

Age Group	Frequency	Percentage (%)
18–25 years	80	22.9
26–35 years	140	40.0
36–45 years	85	24.3
46 years+	45	12.8
Total	350	100.0

Source: Field Survey (2025).

table 2 reveals that the majority of respondents (40%) were between the ages of 26 and 35 years, followed by 24.3% who fell within the 36–45 age bracket. About 22.9% were between 18 and 25 years, while only 12.8% were 46 years and above. This age distribution indicates that the hospitality industry in Imo State is largely driven by young and middle-aged individuals, who are often socially active and more likely to patronize hotels, restaurants, and lounges. This finding aligns with the observation of Okonkwo (2021) that younger demographics constitute the dominant consumer base for Nigeria's hospitality industry.

Table 3: Descriptive Statistics of Key Variables (n = 350)

Variables (Physical Environment)	Mean Score	Std. Deviation	Decision ($\geq 3.0 = \text{Agree}$)
Ambience of hospitality outlets	4.21	0.83	Agree
Cleanliness and hygiene	4.35	0.76	Agree
Aesthetic décor and furnishing	4.10	0.88	Agree
Location and accessibility	3.95	0.92	Agree
Security and safety environment	4.28	0.80	Agree
Client Attraction	4.30	0.70	Agree
Client Retention	4.15	0.82	Agree

The descriptive statistics in Table 3 show that respondents generally agreed that the physical business environment influences both attraction and retention of clients. Cleanliness and hygiene recorded the highest mean score of 4.35, indicating that customers place great importance on the sanitary conditions of hospitality outlets. Ambience (mean = 4.21), security (mean = 4.28), and décor (mean = 4.10) were also highly rated. Location and accessibility, though slightly lower (mean = 3.95), still scored above the decision rule of 3.0, showing that it remains a factor in patronage decisions. On average, client attraction (mean = 4.30) and client retention (mean = 4.15) also scored strongly, confirming that the majority of respondents consider the business environment as a determinant of whether they choose to patronize or return to an establishment. This finding supports the assertion of Eze and Ugochukwu (2019) that in Nigeria, the appeal of a business environment contributes significantly to customer satisfaction and loyalty.

Table 4: Correlation Analysis between Business Environment, Client Attraction, and Retention

Variables	Business Environment	Client Attraction	Client Retention
Business Environment	1.000	0.712**	0.685**
Client Attraction	0.712**	1.000	0.640**
Client Retention	0.685**	0.640**	1.000

The correlation analysis in Table 4 further strengthens this conclusion. The results indicate a strong positive correlation between the physical business environment and client attraction ($r = 0.712$, $p < 0.01$). This means that as the quality of the physical environment improves, the likelihood of attracting customers also increases. Similarly, the relationship between the business environment and client retention is also strong and positive ($r = 0.685$, $p < 0.01$). This suggests that beyond the initial attraction, customers are more likely to return if the

environment is aesthetically appealing and well-maintained. Additionally, there is a significant relationship between client attraction and client retention ($r = 0.640$, $p < 0.01$), implying that once customers are attracted to a business because of its environment, they are more likely to become loyal patrons.

Table 5: Regression Analysis (Effect of Business Environment on Attraction and Retention)

Model Variables	Beta (β)	t-value	Sig. (p-value)	Decision
Business Environment → Client Attraction	0.68	12.45	0.000	Significant
Business Environment → Client Retention	0.64	11.32	0.000	Significant

The regression analysis presented in Table 5 confirms these findings. The model shows that the physical business environment has a statistically significant effect on both client attraction ($\beta = 0.68$, $p = 0.000$) and client retention ($\beta = 0.64$, $p = 0.000$). The R^2 values indicate that the business environment explains 58% of the variance in client attraction and 55% in client retention. These results suggest that more than half of customers' decisions to patronize and return to hospitality establishments can be explained by environmental factors such as ambience, cleanliness, décor, and security. This finding is consistent with studies by Nwaeke and Edeh (2020), which showed that environmental aesthetics significantly shape customer satisfaction and loyalty in Nigerian service industries.

Conclusion

This study examined the influence of the physical business environment on client attraction and retention in the hospitality industry of Imo State, using Owerri metropolis as a case study. The findings clearly demonstrate that the business environment is a critical determinant of customers' decisions to patronize and remain loyal to hospitality establishments. Specifically, factors such as ambience, cleanliness, décor, security, and accessibility were found to significantly shape customer experiences and perceptions. Among these, cleanliness and hygiene ranked highest, showing that clients value a safe and sanitary environment above all else. The correlation and regression analyses confirmed that the physical business environment strongly influences both attraction and retention, explaining more than half of the variance in these outcomes. This suggests that investments in environmental aesthetics are not merely cosmetic but strategic, as they directly translate into higher customer patronage and loyalty. Furthermore, the study established a positive relationship between attraction and retention, implying that once customers are drawn into an establishment by its environment, they are more likely to return and even recommend it to others.

Recommendations

Based on the findings, the following recommendations are made:

1. Hospitality operators should ensure that their facilities meet high standards of cleanliness. Regular sanitation of rooms, kitchens, lounges, and open spaces should be strictly observed, as this is the most influential factor in client attraction and retention.
2. Hotels, restaurants, and lounges should focus on interior and exterior décor, lighting, and general ambience. A well-designed environment creates a lasting impression and serves as a silent marketing tool that attracts new clients.

3. Clients place significant value on security within hospitality establishments. Operators should ensure adequate safety through surveillance systems, well-trained security personnel, and secure parking spaces to give customers peace of mind.
4. Although slightly less influential than other factors, location still affects patronage. Operators should ensure that their premises are easily accessible and that pathways, signage, and surrounding areas are well-maintained.
5. Since attraction and retention are strongly linked, operators should continuously engage customers to gather feedback on the physical environment and respond promptly to their preferences.

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