CHAPTER 2

REVIEW OF LITERATURE

2.1 INTRODUCTION

The literature review is acknowledged as providing a valuable contribution to the advancement of science. When done well, a literature review can aid future scholars to summarise where we have been and where we need to proceed. Such a review can be used to identify gaps in the present knowledge base and suggest new directions for future research. That such endeavors are considered useful is reflected in the number published each year on this topic (Chu, Yin).

The review of literature gives an overall view of the researches conducted at international and national level to facilitate identification and understanding the areas covered as far for the purpose of the research. It also paves the way for future research. An extensive review of literature was undertaken to ascertain research gap and to identify the relevant issues for the study. This chapter provides a bird’s eye view of available relevant studies arranged logically in logically order those are carried in the yester years.

2.2 NATURE OF SERVICES OFFERED AT HOTEL INDUSTRY

Hotel industry is a large and highly diverse industry that includes a wide range of property styles, uses and qualities.
Peter Jones & Michael Dent (1994) had conducted a research study on the customer attitudes to waiting times in the hotel and restaurant industry based on Maister’s “Psychology of Waiting Lines”. The study was conducted with a sample of 100 customers – show that customer behaviour is affected by the length of time they have to wait. The study compares customer attitudes and the firm’s ability to deliver; explains specific examples of developments in service systems design and delivery in both hotels and restaurants.

Peter Jones & Andrew Lockwood (2002) defines a hotel as “a, usually large, house run for the purpose of giving travellers food, lodging etc.” Further add, “an operation that provides accommodation and ancillary services to people away from home.” Peter Jones & Andrew Lockwood (2002) provide a simple definition for hotel as, “an operation that provides accommodation and ancillary services to people away from home”. The Building Code of the City of New York defines (2002), “A hotel shall be taken to mean and include every building, or part thereof, intended, designed or used for supplying food and shelter to residents or guests, and having a general public dining-room or a café, or both and containing also more than fifteen sleeping rooms.

The study by Alex Susskind (2002) examines how the nature of service failure together with the restaurant’s service-recovery effort influences customers’ intentions to return to the restaurant and their subsequent word-of-mouth communication regarding the incident and the restaurant. The study shows how word-of-mouth communication materialises from service experiences. The author argues that the consumers evaluate the components of service viz. food, service, and ambience rather than as a total picture, and the customers form an opinion for each item individually. Word-of-mouth communication, it is argued, which relates both positive and negative evaluations of service encounters, has been shown to influence other people’s
purchase behaviour. In that sense, word-of-mouth communications, which are positive, may emerge from customers, who are satisfied with the services – whereas negative word-of-mouth communication emerges from customers who have experienced dissatisfying experiences or encounters. It is also pointed out that dissatisfied customers spread their dissatisfaction through word-of-mouth communication about their bad experience and dissatisfaction to others than the satisfied customers. The study also examines the level of complaints regarding service failure and remedies: Minor service failures may solicit smaller remedies – whereas remedies like offering free food, discounts or coupons, or the manager’s intervention are seen as corrections involving a high degree. Further argues that the degree of correction is not the only element, which influences consumers’ perceptions of the recovery process. Also it is found that negative aspects have a great influence than the positive attributes on the customers’ overall assessment. When consumers complain about service, they eventually form a judgment, consequently uncorrected service failures create increased dissatisfaction i.e. degree of level of correction is direction proportional to the customers level of satisfaction.

Sachin Gupta et al (2007) demonstrate a methodology to quantify the links between customer satisfaction, repeat-purchase intentions, and restaurant performance. The authors has constructed a series of mathematical models using the data from a national restaurant chain, that predict how the level of customer satisfaction with certain attributes of guests’ dining experience affects the likelihood that they will come back. The authors constructed two different models for this study. The first one is to explore the relationship of guest satisfaction with twenty-one distinct attributes of the dining experience; the second model to explore the relationship between restaurant performance and customers’ reported likelihood to return. The study shows how guests’ “comeback” scores and other variables affect restaurant performance. The authors argue that higher customer satisfaction
should lead to increased probability of repeat purchase, which in turn should result in greater restaurant sales. The study attempts to fill a gap in the empirical literature that focuses on the restaurant sector by linking customer satisfaction to restaurant performance.

Stephen Ball et al (2007) present a detailed historical development of the Indian hotel sector. The authors claim that the Indian hotel sector is in a period of rapid growth and change because of the rapid expansion of business activities, which is the result of the fast growing Indian economy. The book illustrates that there were about 15,000 tourist-arrivals in India in the 1950s, followed by a boom in 1986 with an inflow of about one million tourists. The book further claims that tourism and hospitality industry in India employs 25 million people and this will grow to 100 million people in the next 25 years and Indian hotel industry accounts for 50 per cent of all foreign exchange in India thus has become an economic importance. The authors point out that there is a mismatch of supply and demand in certain areas of the hospitality industry in India; weak labour market is characterised by excess labour; and the current curriculum offered by universities on hospitality education does not address the global issues.

O’Fallon & Rutherford (2010) in “Hotel Management and Operations” define “hospitality is the cordial and generous reception and entertainment of guests or strangers, either socially or commercially”.

2.3 CUSTOMER SATISFACTION

Merchant Account Glossary points out that, “Customer satisfaction is an ambiguous and abstract concept and the actual manifestation of the state of satisfaction will vary from person to person and produce/service to produce/service.....”
Berry & Parasuraman (1991) argue that since customers’ satisfaction is influenced by the availability of customer services, the provision of quality customer service has become a major concern of all businesses. Anton (1996) offers more elaboration: “customer satisfaction as a state of mind in which the customer’s needs, wants and expectations throughout the product or service life have been met or exceeded, resulting in subsequent repurchase and loyalty”. Woodruff & Gardian (1996) define “Satisfaction, then, is the evaluation or feeling that results from the disconfirmation process. It is not the comparison itself (i.e., the disconfirmation process), but it is the customer’s response to the comparison. Satisfaction has an emotional component.” Satisfaction has been broadly defined by Vavra (1997) as a satisfactory post-purchase experience with a product or service given an existing purchase expectation.

Jay Kandampully & DwiSuhartanto (2000) conducted a research study on the customer loyalty in the hotel industry. The objective is to identify factors of image and customer satisfaction, which are positively related to customer loyalty in the hotel industry. The research helps extend the understanding the relationship between customer loyalty, customer satisfaction, and image. The study identifies that competition has three major implications for the customer, which provides: increased choice; greater value for money; and augmented levels of service. The authors argue that hotels that attempt to improve their market share by discounting price, however, run the serious risk of having a negative impact on the hotel’s medium and long-term profitability. The study advocates that a dedicated focal point on customer loyalty is likely to become a crucial precondition for the future survival of hotel organisations. Using the data collected, the findings signify that hotel image and customer satisfaction with the performance of housekeeping, reception, food and beverage, and price are positively correlated to customer loyalty – whether a customer will purchase and/or recommend. The study
further illustrates that customer satisfaction with housekeeping as the only significant factor that determines customer loyalty. This argument is supported by an explanation that housekeeping, from a customer’s perspective, represents the core benefit of a hotel, while reception, food and beverage, and price are regarded as supporting factors. The study suggests that both image and customer satisfaction should be included when measuring customer loyalty.

Willard Hom (2000) presents two broadly classified customer satisfaction models vis. Macro-models, which place the customer satisfaction among a set of related constructs in marketing research and Micro-models, which theorise the elements of customer satisfaction. The paper also gives various models of customer satisfaction from the perspective of the marketing research discipline. The concepts viz. value, quality, complaining behaviour, and loyalty are labelled as „macro-models”.

The marketing research literature presented in this study extensively covers the elements that make up the concept of customer satisfaction viz. disconfirmation of expectations, equity, attribution, affect, and regret. These attributes are grouped under „micro-models”.

According to the author the macro-model underlies perceived performance, comparison standards, perceived disconfirmation, satisfaction feeling, and outcomes of satisfaction feelings. Further substantiates that this model highlights the concept of value as a driving force in produce choice and satisfaction relationship to it as a brief psychological reaction to a component of a value chain. Under the Micro-model the author lists seven models viz. (1) Expectations disconfirmation model, (2) Perceived performance model, (3) Norms models, (4) Multiple process models, (5) Attribution models, (6) Affective models, and (7) Equity models. This paper has covered a vast pool of marketing research in customer satisfaction and simplified the
presentation by grouping under macro-level and micro-levels. Schiffman & Kanuk (2004) defines customer satisfaction as “The individual’s perception of the performance of the product or service in relation to his or her expectations”.

2.4 CUSTOMERS PERCEPTION AND SATISFACTION TOWARDS SERVICE QUALITY DIMENSIONS

Quality is a substantial factor for businesses in achieving competition nowadays. Therefore, a good definition for quality is a must. Quality is defined as the collection of features based on the ability to meet the determinate or possible requirements of a product or service. There is currently used another concept together with quality. This concept is mentioned as service quality in literature. Service quality is described as the comparison of service expectations of customers with the actual performance. The importance of service quality has been emphasised by many authors has discussed on this issues elaborately. Few are discussed in this section of the study.

Cronin & Taylor (1992) in their study entitled “Measuring Service Quality: A Re-examination and Extension” reported that performance only subset instrument SERVPERF. They compared SERVPERF to SERVQUAL, their results supported the dissenters: performance scores alone account for more variation in service quality than performance minus expectations.

Getty & Thompson (1994) in their study entitled “The Relationship between Quality, Satisfaction and Recommending Behaviour in Lodging Decisions” adapted SERVQUAL to develop the LODGQUAL instrument with three dimensions of tangibles, reliability, and contact. The LODGQUAL was used to measure service quality in the lodging industry.
Eccles & Durand (1997) in their study entitled "Improving service quality: lessons and practice from the hotel sector" stated that it seeks to review recent practice undertaken within the UK hotel sector to improve customer service, and suggests ideas that could be implemented within service industries. At a time of increasing competition, hotel firms are aiming to use service enhancement as a means to gain competitive advantage, and therefore developing a range of techniques to measure levels of service quality improvement.

Garavan (1997) in his study entitled "Interpersonal skills training for quality service interactions" stated that achieving improvements in customer service is now recognised as a major challenge facing manufacturing and service industries throughout the world. This challenge is particularly pertinent to the tourism and hospitality sector. Notions of quality in the tourism and hospitality sector have changed dramatically in the past 25 years: it was once synonymous with luxury and personalised service; it now counts at all levels of price. Service quality is often presented in the literature as primarily a marketing-oriented concept; however, it has major implications for the quality of human resources and specifically for training and development activities. Focuses on the human resource dimension, specifically the behaviours which hinder and facilitate transactions between people in a service environment. Begins with a discussion of the concepts of quality, customer and service improvement, then considers the factors influencing interpersonal relationships and discusses alternative approaches to the development of interpersonal skills. Considers the nature of services and, finally, reports a study which evaluates the impact of an interpersonal training and development intervention on the quality of service provided by front-office staff in a medium-sized hotel.
Leste & Wanderley (1997) in their study entitled “The Interactive Approach to Service Quality and Management” reported the customers usually did not possess sufficient information for the available products and terms of insurance policies. They didn’t usually trust insurers and their agents and brokers. The insurance companies didn’t appear interested in improving and maintaining the various relations that support their operation. The gaps between the expected and actual results in quality improvement programs are due to the absence of a service-oriented culture in insurance companies that are not involved in the maintenance of satisfaction of their customers.

Philip & Hazlett (1997) in their study entitled “The measurement of service quality: a new P-C-P attributes model” indicated that this article has focused heavily on one of the most renowned service quality measurement tools that has been developed namely SERVQUAL, in order to assess the problems that exist in trying to develop one emphatic measurement tool for the service industry as a whole. The enormity of such a task may have proved to be impossible. While the contribution of the SERVQUAL scale to the service quality literature remains irrefutable, we believe that its five dimensions do not adequately address some of the more critical issues associated with the assessment of individual services. Against this back-drop, we put forward our P-C-P model (Pivotal-Core-Peripheral model) which we believe has the ability to span any service sector. What we have proposed is akin to a skeletal framework within which to consider respective services. As such, it does not, and cannot, provide working dimensions for each of the three levels of attributes; instead, individual service sectors, with reference to the consumer, must decide which dimensions best fit into the model attributes. Here, we are beginning to move away from one all-embracing measurement scale and pursuing the development of a service-industry specific measurement scale. We firmly believe that the P-C-P model provides
a simple, yet highly effective, general framework for assessing the service quality of any service sector.

Desombre & Eccles (1998) in their study entitled "Improving service quality in NHS Trust hospitals: lessons from the hotel sector" showed that this article looks to review recent practice undertaken within the UK hotel sector to improve customer service, and suggests ideals that could be implemented within National Health (NHS) Trust hospitals. At a time of increasing competition, hotel firms are using service enhancement as a means to gain competitive advantage, and therefore developing a range of techniques to measure levels of service quality improvement. With continued change in the health service, where greater focus now lies with patient satisfaction, so there is a requirement for managers to adapt techniques presently being offered in other service industries to improve levels of customer service and ensure patients are targeted to define their levels of satisfaction.

Mei et al (1999) in their study entitled “Analysing Service Quality in the Hospitality Industry” studied service quality in the hotel industry in Australia, using SERVQUAL, and they developed the HOLSERV scale for measure the quality of hostel. The results showed that employees, tangibles, and reliability were the three predictive dimensions of service quality, with “employees” as the best predictor.

Haynes & Fryer (2000) in their study entitled "Human resources, service quality and performance: a case study" indicated that the relationship between specific “bundles” of human resource management (HRM) policies and practices and organisational performance in the hospitality industry is not well understood. Based on open-ended interviews with managerial staff, and examination of management documents, the human resource management policies and practices adopted by a luxury hotel in support of a strategic decision to enhance quality are considered in order to shed light on the nature
of the relationship between HRM bundles and effectiveness in a quality-focused service context. The main features of the HRM policy and practice changes are outlined, along with associated changes to work design and organisation structure. The changes adopted are shown to have measurable positive effects on the key indicators of service used by the organisation. Support for the most commonly discussed models of HRM in the service sector is found.

2.5 CUSTOMER SATISFACTION TOWARDS HOTEL SERVICES

Lee et al (2000) in their study entitled “An analysis of Gap of Hotel Service Quality and Customer Satisfaction” reveals that this study examined the discrepancy between performance and expectation in five service quality dimensions, and found there are statistical difference in the degree of customer satisfaction between HGG (high gap group) and LGG (low gap group). In response to the research question 1, our analysis points out that there is a discrepancy between expectation and performance across hotel grade. The degree of discrepancy between performance and expectation in five service quality dimensions showed significant differences across the hotel grades. This means that customers have high expectation, but service quality of hotels is low, and this indicates dissatisfaction. Among five service quality dimensions, the gap score between expectation and performance was the lowest in responsiveness dimension, but the gap score was highest in tangibles across the hotel grades. The results imply that top managers must improve hotel environments such as physical evidence of equipment, appearance of physical facilities, personnel, and communication materials. And the findings that responsiveness gap score was the lowest means that the manager and employees of hotel are always willing to help customers and provide prompt service to improve customer satisfaction. As a result of
research question 3 and 4, the proportions of HGG (high gap group) was higher than LGG (low gap group), and customer satisfaction score was lower in HGG than in LGG. The data suggest that although it is said that the greater service quality you provide, the greater customer satisfaction is, but there are high gap guests more than low gap guests. The ratios of HGG to LGG are 81 per cent to 19 per cent in five-star hotels, 90 per cent to 10 per cent in four-star hotels, and 89 per cent to 11 per cent in three-star hotels. Finally, hotel managers should allocate their resources into service encounter employees. The customer satisfaction was influenced by the service contact employees’ attitudes and behaviours. The quality of service is assumed to be a function of employee-customer interactions where variations in customer contact employee’s performance lead to differences in service quality (Bitner, Mary Jo).

Wirtz et al (2000) in their study entitled "Should a firm with a reputation for outstanding service quality offer a service guarantee?" showed that this studies reputation for service quality as a potential moderator of the relationship between a service guarantee and its impact on consumer perceptions of service quality, risk and purchase intent. A before-after experimental design, set in the hotel industry, was employed to explore the impacts of a service guarantee for an outstanding versus a good service provider. Contrary to what had been implied in the past, the introduction of an explicit guarantee had no negative effect for the outstanding service provider in our study. In fact, the provision of a guarantee marginally improved expected quality, reduced perceived risk, and had no effect on purchase intent. However, for the good quality provider, the impacts were all positive and strong, and apart from the impact on perceived risk, the effects were significantly stronger than those for the outstanding quality provider. Our findings thus support the hypothesised moderating role of service quality.

Rashid et al (2001) in their study entitled “Measuring Customers' Perceived Service Quality in Hotel Industry” showed that this research attempts to study customer's perceived service quality in the hotel industry. This paper aims to discover what customers think of the quality of service as can be found in the hotel industry by looking into factors influential on this perception such as personal service, technological innovations and quality of food served. The method employed to gather the research resources was adopted from SERVQUAL which is a popular method in measuring perceived service quality. The descriptive and inferential methods were also used in testing and analysing the hypotheses. Data were analysed by using the SPSS package. The research findings indicated that generally, customers were dissatisfied with the service quality provided by the hotel management. From the research, it was also discovered that personal services technology innovation and quality of food served were vital in improving customers' outlook on the service quality. Therefore, the hotelier should try to meet or exceed the customers' expectations, in order to ensure the customers are satisfied. It is very important for the hotelier to take an effort in comprehending and understanding customers' expectations in order to deliver good service, in which if the perceived service equal or exceeded the expected service, they perceived that there is a quality in the service.
Antony et al (2004) in their study entitled "Evaluating service quality in a UK hotel chain: a case study" revealed that the service quality is a growing concern for many service firms in the UK. Today service firms are paying more attention than ever to the needs and expectations of the customers by consistently improving the quality of service provided to their customers. This paper briefly explores the relation between service quality and business performance followed by an assessment of service quality as a framework. The case study focuses on a hotel group in UK, where service quality was measured at six different locations. The findings from the research unveiled that there were significant variations for service quality between the six hotels.

Su (2004) in his study entitled “Customer satisfaction measurement practice in Taiwan hotels” revealed that the primary research carried out for this study focuses on hotel guest comment cards (GCCs) and customer satisfaction management schemes in Taiwan. Content analysis was used to determine the extent to which each hotel’s comment card design corresponded to the identified best practice criteria. Results reveal that no single hotel analysed within the survey sample of this study meets all identified best practice criteria for their GCCs. It is recommended that the hotel industry in Taiwan re-examine its approach to evaluating customer satisfaction, with the goal of achieving conformity to all critical best practice criteria identified in this paper.

Schofield & Katics (2006) in their study entitled “Swedish Hotel Service Quality and Loyalty Dimensions” indicated that the relationship marketing is widely accepted as the most successful way to build customer loyalty and competitive advantage in a mature, competitive market. The study investigates customer loyalty programmes within the context of service quality in Swedish hotels using an online questionnaire survey. Five service
quality factors were identified: technical, functional, environmental, technological convenience and technological product dimensions, which supports the Northern European service quality model with the addition of technological dimensions. Five loyalty programme factors were also established and factor scores were mainly undifferentiated on the basis of socio-demographic and behavioural variables. The implications of the results are discussed and recommendations for further research are made.

Voss (2006) in his study entitled “The Importance of Customer Satisfaction and Cultural influences in the European hospitality industry. A Case Study of a four star hotel in Spain, Germany and England” revealed that this dissertation has investigated the importance of customer satisfaction and cultural influences in the European hospitality industry, with regard to the Mercure hotel and The Marriott hotel. This study highlights the strengths and weakness of service quality levels at the hotels. Research findings have established that there is a clear link between functional service quality and technical service quality, with regard to customer satisfaction and cultural theories applied underpin how multicultural customers can be satisfied through offering an “adjusted” service. Various service quality theories were examined to establish the importance of customer satisfaction within the European hospitality industry and were also applied as a basis for discovering which aspects of tangible and intangible features at all three hotels caused satisfaction and dissatisfaction to staying guests. Findings highlight that both functional and technical quality play an important part in the customer satisfaction equation, which The Marriott and The Mercure offer their staying guests. Findings from primary research revealed that staying guests at the hotels felt generally satisfied. The researcher has highlighted the general importance of customer satisfaction and cultural influences and has analysed primary research from the hotels to identify possible improvements, which can be undertaken to increase service quality. By doing so, customers will be
even more satisfied and therefore, recommend and return once again to the hotels.

Mahdavinia (2007) in his study entitled “Customer Satisfaction in Four star Isfahan Hotels: An Application of SERVQUAL Model” indicated that the research aims to investigate the customer satisfaction, in application of SERVQUAL model among the two, four star hotels in Isfahan, (Aseman as type A and Aliqapoo as type B) which were chosen as the two sample hotels, among all the four star hotels. The findings revealed that hotel guests’ perceptions of the offered services was below the expected average level—an index indicating that none of these hotels in Isfahan has an optimal service quality. The results differentiated between hotel A and hotel B. In fact, the quality of services at Aseman hotel (A) was to some extent slightly better than that of the Aliqapoo hotel (B). Unfortunately, the overall quality of these hotels did not match the optimal standards expected by the guests at all.

Hotel (2008) in his study entitled “Customer Perception of service quality in boutique hotel Le Six Paris” stated that this study aims to examine customer’s perception of service quality in a Parisian boutique hotel. At the same time, customer satisfaction and customer loyalty are evaluated, as these two concepts are highly related to service quality. For this purpose a survey research has been chosen as the most appropriate research method. Data were collected from 151 customers who visited boutique hotel Le Six and a benchmark has been developed to interpret the results. The results of the study show that overall service quality at hotel Le Six is highly rated by its customers. Respondents are very satisfied with their stay, although they remain price conscious. An additional contribution of this study is the reconfirmation of the general conceptual framework of service quality in hospitality firms by (Roger Hallowell et al), in the unique setting of a boutique hotel.
Wang et al (2008) in their study entitled "Cultural perspectives: Chinese perceptions of UK hotel service quality" revealed that the purpose of this paper is to assess Chinese tourists' perceptions of the UK hotel service quality, and to analyse the role of Chinese culture in influencing their expectations and perceptions. The main findings fully support the hypotheses developed, and reveal a number of shortfalls, particularly on the empathy, reliability and tangible dimensions, in UK hotel services, which have led to negative consumers' experiences. Future study requires a larger sample size with more sophisticated statistical analysis, and also additional emphasis on the price/value relationship for hotels themselves, and the hotel category.

Merican (2009) in his study entitled “Development of MBA Program-Service Quality Measurement Scale” studied the usage of the SERVQUAL model, which is commonly used to help service providers measure the level of their service quality. And give them insights on how to improve and provide a better service in the future in Islamic Insurance Industry in Malaysia.

Lungiswa (2009) in her study entitled “Customer Satisfaction In Hotels In Cape Town” revealed that the purpose of this study is to seek and identify measures that can be used in the hospitality industry for purposes of assessing and evaluating customer satisfaction and customer service effectiveness. The results from the research will enable hotel owners, managers and decision makers to identify the best practices in customer service design, culminating in customer value. The primary objective of this study is to assess customer expectations and perceptions of service quality in Cape Town based hotels, and to identify the gaps between client expectations and perceptions. This will be used as a basis to investigate the challenges that Cape Town hotels experience pertaining to internal and external customer strategy development and satisfaction. These identified challenges will be
used as learning opportunities for improvement in aspects of quality and to establish a usable model for the organisation (hotels) from which strategies can be developed for the effective management of customer relations, and to ensure that customer expectations of service quality are met. The researcher will use SERVQUAL and the Analytic Hierarchy Process (AHP) scoring method to rate the customer’s level of satisfaction with each service attribute into an overall service performance of each hotel. The researcher will recommend an appropriate quality improvement mechanism to measure, analyse and improve processes in the hospitality industry.

Mohsen (2009) in his study entitled “The Introduction of a Total Quality Management Culture in Hotels” revealed that this qualitative research study explores how TQM is approached in 5-star hotels and develops an integrated model to support the introduction of a TQM culture to 5-star hotel operations. A multiple case study approach was adopted involving document analysis and semi-structured interviews with managers and staff members in 5-star hotels to explore how hotel managers, HR managers, and staff approach quality management in 5-star hotels. Interviewees included hotel operations managers and staff members and the interview schedule explored: how hotel managers and staff define quality; major quality barriers that hotel managers and staff face; sources of information that hotel managers and staff need to deliver quality; how hotel managers approach quality management processes in their hotel operations. Critical success factors (CSFs) relating to the introduction of a TQM culture in 5-star hotel operations were identified. CSFs were teams, leadership, staff empowerment, communication, training, and customer focus. Additionally staff suggestion and reward schemes were identified as CSFs for the introduction of a TQM culture in 5-star hotels. To compare the TQM approach adopted in 5-star hotels with theoretical perspectives cross-case and cross-participant analyses were conducted to identify the difference in approaches between cases and between hotel
managers and staff. The thesis concludes with the presentation of an integrated model to underpin the introduction of a TQM culture in 5-star hotel operations based on the way hotel managers and staff approach TQM and the actual information sources and quality management processes used in 5-star hotel operations.

State & Istudor (2009) in their study entitled “The Survey of the Service Quality. Application to a Hotel using the Servqual Model” showed that Quality is a subjective concept, which depends on the individual’s perceptions and expectations. These perceptions and expectations may be different one from the other and they may evolve in time. Quality is important for clients, for the personnel, it may contribute to reducing costs and may provide a better service for the same budget. The main results of the researches have taken shape into "conceptual models of the quality of the services" (Dotchin, John A., and John S. Oakland). Some of these models can also be applied in tourism, but what is important for those working in this field is to know which these models are and how they can be used. I have chosen this field because lately people rely more and more, internationally, (49th UNWTO Commission for Europe) on the fact that tourism will be the surprise element which will help most countries to get out of the present crisis. The low quality of the services provided in the Romanian tourism is invoked wherever its evolution is being analysed. As a consequence the hotels’ management should be permanently concerned by the quality of the services their hotels provide. This is why the present survey analyses both the models to improve the quality of the tourist services, and what quality for the clients means, taking the example of a hotel in Bucharest and using the standard proceeding SERVQUAL. We found out from the survey that there are differences between the perceptions and the expectations of the clients, and that the most serious complaints of the clients of that hotel derive from
responsiveness, seriousness and empathy. Knowing all this the managers can make future decisions, according to the requests of the clients.

Bhattacharjee (2010) in his study entitled “A Novel Service Quality Measurement Method with Minimum Attributes (SERVQUAL-MA) of a Service Industry Involving Human Interactions” proposed a solution for measuring service quality in an industry or organisation having human and machine services by considering the most important three attributes like responsiveness, empathy and innovative power of the involved human beings in a real time basis.

Karunaratne & Jayawardena (2010) in their study entitled “Assessment of Customer Satisfaction in a Five Star Hotel - A Case Study” revealed that Tourism industry has become one of the most profitable industries in the world. Customer satisfaction has been identified as a key performance indicator in hotel industry. This study focused on customer satisfaction of a five - star hotel in Kandy district. Servqual model was employed in the assessment of customer satisfaction of the hotel. The overall objective of this study was to examine the level of customer satisfaction and major factors contributing to customer satisfaction in a five star hotel. The data were collected using a questionnaire containing 49 questions based on 22 variables of the five dimensions of Tangibility, Reliability, Responsiveness, Assurance and Empathy. Sixty residential customers of the hotel were randomly selected. Focus group discussions and a perception survey among hotel staff were also conducted to enrich the findings. Data were analysed using descriptive statistics, MINITAB Version 14 with Two Sample T- test. Majority of the customers expressed their satisfaction with the overall service they received from the hotel, especially regarding Tangibility, Responsiveness and Assurance. Findings revealed that the hotel had not fulfilled the customers’ satisfaction with regard to Reliability and Empathy. It was note-
worthy that a minority of customers felt overall dissatisfied with the service of
the hotel. Customers seemed to have perceived the same service differently.
Customers’ expectations had been influenced by their knowledge about
general standards of hotel practices.

Mohsin & Lockyer (2010) in their study entitled "Customer
perceptions of service quality in luxury hotels in New Delhi, India: an
Exploratory Study" showed that the aim of the study is to assess the service
quality perception of customers of luxury hotels, New Delhi in India and to
help the hotel management identify areas that need attention to meet and
exceed customer expectations. The importance-performance analysis shows
that, for responses relating to front office, room service and in-house
cafe/restaurant, the importance score is statistically significant to and higher
than the performance rating. Overall, the results indicate significant difference
between expectations of the guests and actual experiences, thus highlighting
managerial implications.

Nur (2010) in her study entitled “Service Quality and customer
satisfaction in the hotel industry” showed that this study attempts to identify
the quality attributes of the hotel services. To measure service quality and
customer satisfaction in the hotel industry, there are some models. However,
in this study, three most popular and quite complete models which are
SERVQUAL, HOLSERV and LODGING QUALITY INDEX are chosen for
analysis. Moreover, it reports the difference in the customer expectations and
perceptions for men and women, Asian and European guests related to the
hotel services. It includes more detailed analysis such as service offerings,
hotel facilities, hotels factors, etc. that affect their choices. It also provides
suggestions of disable people about the hotel services. To have the statistic
data for the study, one survey with 23 questions was implemented. As a
result, 114 respondents answered the questionnaire. The last part of this study is to report the findings and analyse the results of survey.

Alak (2011) in his study entitled “An Assessment of Guest Perceptions of Service Quality in Luxury Hotels in Kuala Lumpur, Malaysia” indicated that the purpose of this exploratory study was to investigate and assess guest perceptions of service quality in luxury hotels in Kuala Lumpur (KL), Malaysia. A convenient sample of 463 guests drawn from eleven luxury hotels was used in the analytical stage. Overall, the results clearly indicate significant differences between guests’ expectations and their actual experiences, thus highlighting managerial implications. It was recommended that hotel management should identify, prioritise and improve the areas of service flaws and distribute important resources to the most effective areas with a view to increasing guest satisfaction towards the hotel services.

Alsini et al (2011) in their study entitled “The Antecedents of Employee Service Quality in the Hospitality Industry: Service Orientation and Organisational Justice Perspectives” showed that the purpose of this study was to explore the antecedents of employee service quality (ESQ) in the hotel industry by focusing on variables that were believed to be direct and indirect antecedents. Individual service orientation (ISO), organisational service orientation (OSO) and organisational justice (OJ) were proposed as the indirect antecedents of ESQ. Employees’ attitudes towards work (job satisfaction (JS) and organisational commitment) and their behaviours at work (in-role behaviour (IRB) and organisational citizenship behaviour (OCB)) were proposed as mediators between the predictors and the outcome. The relationships between these constructs were tested using a sample of front-line employees and their direct managers working in four- and five-star hotels in Saudi Arabia. Contrary to the hypothesised model, the results suggested that ISO, IRB and OCB are the direct antecedents of ESQ. In addition, OSO, OJ
and JS are indirect antecedents of ESQ. However, affective organisational commitment (AOC) plays no role in predicting ESQ.

Maghzi et al (2011) in their study entitled “Brand Trust in Hotel Industry: Influence of Service Quality and Customer Satisfaction” stated that the objective of current study is to understand the influence of service quality and customer satisfaction on brand trust for hotel services in Dubai. In order to achieve this goal, a total of 100 local and international hotel customers have been investigated. The self-employed questionnaire survey was employed to collect data from respondents. The relationship among the variables was studied by applying Pearson Correlation analysis. The results reflect the fact that both service quality and customer satisfaction have positive influence on brand trust. In addition, based on the data analysis, service quality has higher impact on brand trust in compare with customer satisfaction.

Manjunath&Kurian (2011) in their study entitled “Impact of Quality Work Life of the Hotel Employees in Customer Satisfaction – A Study on Star Hotels in Bangalore” indicated that the Hospitality and Tourism Industry requires more adequate policies and standards in the Human Resource Management in order to minimise the highest rate attrition prevailing in this sector. Since the employee satisfaction is directly linked with customer satisfaction, it is very important that hotel management gives more focus on to retention of their employees and improve their work culture in order to optimise the productivity and the satisfaction. This study reveals major areas where the hotel employees expressed their dissatisfaction. It is also the fact that all the five star hotels in Bangalore are understaffed. Catering Institutes are not able to support the industry because of many other lucrative job options are available for the hospitality graduates. It is clear from the study that it is high time now to revamp the human resources
policies and strategies so as to give importance to employee satisfaction thereby retaining their customers with highest satisfaction index.

Naseem et al (2011) in their study entitled “Improvement of Hotel Service Quality: An Empirical Research in Pakistan” revealed that Service quality is considered substantial when it comes to define organisational success. The winning strategy is to deliver excellent quality service to customers. In the present milieu, need to improve service quality in Pakistan hotel industry have come under limelight due to stiff competition where hotels are trying to carve competitive advantage through the human factor. Excellent quality service not only results in a profit strategy but also it is energising for employees to perform to their potential to meet challenges. By providing quality service, organisations can sustain customers’ confidence and competitive advantages over their competitors. This study scrutinises the effects of various elements of hotel industry which affects customer satisfaction. In this research paper, both qualitative and quantitative studies were used. The data was collected through questionnaire which contained multiple choice questions. Results of different correlations, T-test and sequence graphs revealed a great deal of existing services with customer satisfaction. Mainly courtesy of attendants, comfort in guestroom, cleanliness and environment of hotel have played vital role in creating serenity and subsequent contentment among customers. Our study confirms direct relation between organisational success and customer satisfaction. It seems judicious to believe that understanding of customer satisfaction role is extremely significant as it appears key factor in the success of modern organisation.

Nelloh et al (2011) in their study entitled “Analysis of the congruency between brand personality with self-image and service quality to build customer satisfaction and loyalty in hotel sector” stated that hotel business is one of the growing businesses in Surabaya, one of them is
D’season Hotel in which achieved highest repeated guests. Therefore, this case study is meant to give references in how D’season led in the emergence of competitions between two perspectives: theoretical reviewed and empirical data. This case study will test whether the previous studies of congruence between brand personality and self-image will affect customer satisfaction and lead to customer loyalty or not. Hence, the study also added one famous variable in services sectors such as service quality in D’season Hotel. Data were collected from 150 guests that are staying in D’season hotel using maximum likelihood model and purposive sample techniques. To test the hypothesis, this study used structural equation modelling (SEM) and Amos 16 as an analysis tool. The hypothesis testing results showed that the congruence of brand personality significantly affect on customer satisfaction, while service quality doesn’t showed the positive effect on loyalty but give significant positive effect on customer satisfaction. The results also showed that customer satisfaction significantly affect on loyalty. This study also presents important implications for D’season hotel and hotel sectors in general to better understanding about customers’ congruence between brand personality and self-image, service quality, customer and satisfaction in order to build loyalty and lead the competition in Surabaya.

Mohsin et al (2011) in his study entitled “Exploring Service Quality in Luxury Hotels: Case of Lahore, Pakistan” stated that the aim of this study is to assess service and product quality perceptions of guests staying in luxury hotels in Lahore, Pakistan. The study should help hotel management to identify features that need attention to meet hotel guests’ expectations. Areas such as front office, housekeeping, room service and restaurant within luxury hotels were chosen to apply a survey and interview technique to accumulate information for analysis using SPSS version16. Overall results indicate statistical significance in 29 out of 31 areas assessed highlighting difference
between expectations of hotel guests and their actual experience. Findings suggest managerial implications.

Ariffin & Maghzi (2012) in their study entitled “A preliminary study on customer expectations of hotel hospitality: Influences of personal and hotel factors” revealed that this study attempts to explain the influence of personal and hotel factors on the expectation level of hotel hospitality as well as to propose a scale to measure commercial hospitality for hotel services. A total of 101 local and international hotel guests were involved in the study. The results revealed that the expectations of hotel hospitality are influenced by personal factors such as gender, purpose of stay, nationality, and private domain of hospitality. The hotel’s star rating is the only hotel factor that might have strong association with hotel hospitality.

Bakhat & Aziz (2012) in their study entitled “The Impact Of Information Technology & Hospitality Services On Customer Satisfaction-A Case Study Of Fast Food Industry In Pakistan” stated that this study explores the relationship mainly between customer satisfaction and Information technology in the Hospitality services (example) KFC Pakistan. This paper explains how data explodes from information system’s which guides the restaurant/sales operation team for daily work and also help the potential customers for better services. The Information technology is the tool for getting operation excellence while we know that product quality, customer services, Ambience are significant variable in the fast food industry. In this paper we are also examining fast food chain on the basis of information system. The research objective is to visible IT impacts on the business unit level which correlates to organisational performance. The hospitality & IT services are directly involved in the positive attitude of the customer which reflects in the customer satisfaction and customer loyalty. Business performance metrics are maintained to be used in the pre and post
implementation phases for result comparisons in fast food chain to determine IT service like webpage, online delivery, CRM with hospitality service variables impact on the customer satisfaction.

Golder et al (2012) in their study entitled “What Is Quality? An Integrative Framework of Processes and States” indicated that Quality is a central element in business strategy and academic research. Despite important research on quality, an opportunity for an integrative framework remains. The authors present an integrative framework of quality that captures how firms and customers produce quality (the quality production process), how firms deliver and customers experience quality (the quality experience process), and how customers evaluate quality (the quality evaluation process). The framework extends the literature in several ways. First, the authors describe important linkages between the three processes, including links reflecting the role of co-production. Second, they point to overlooked aspects of the quality processes that influence how quality is conceptualised and should be managed. These include customer heterogeneity in measurement knowledge and motivation; the role of emotion in quality production, experience, and evaluation; and a new typology of attributes. Third, they propose a quality state residing within each quality process and describe what gives rise to these states, which will enhance decision makers’ ability to measure and manage quality processes. Finally, they offer theoretical and managerial implications derived from their integrative quality framework including 20 strategies to increase customer satisfaction.

Li & Krit (2012) in their study entitled “Service is Power: Exploring Service Quality in Hotel’s Business, Yunnan, China” showed that this study seeks to evaluate the service quality of hotels in the Yunnan province of China and to explore the effects of changes in service quality on customer satisfaction, customer loyalty, and brand image. This study uses
both quantitative and qualitative methodologies. A total of 412 questionnaires were returned by study participants and Structural Equation Modelling techniques were used to analyse the data received. Qualitative data collection primarily consisted of in-depth, face-to-face interviews. This study yielded the following results: First, service quality has a positive effect on customer satisfaction, customer loyalty and brand image. Second, customer satisfaction has positive effects on customer loyalty and brand image. Third, customer loyalty has a positive effect on brand image. Finally, by researching the service quality in Yunnan’s hotels, this study has provided a reference for hotel service quality management in Yunnan province.

Mohajerani & Miremadi (2012) in their study entitled “Customer Satisfaction Modelling in Hotel Industry: A Case Study of Kish Island in Iran” revealed that the hotel Industry is one of the most substantial factors for Tourism Industry. It could provide the necessary substructures for Tourism. Therefore the growth in Tourism industry depends on growth in Hotel industry. Hotel industry had a major growth in recent years in Iran; therefore the purpose of this paper is to explore the customer satisfaction in hotel industry. This paper aims to identify the relation between customer satisfactions as dependent variable with other independent variables such image, customer expectation, service quality, perceived value, locality, and complaining behaviour. The second goal of this study was to propose a customer satisfaction model for hotel industry in Kish Island (IRAN). The findings are that the correlation of image, customer expectation, service quality, perceived value, and customer loyalty are significant enough to show the correlation with customer satisfaction in hotel industry in Iran, furthermore the correlation of complaining behaviour and customer was weak and negative, complaint behaviour and customer satisfaction is negatively related, which means the lower complaint behaviour was, the higher customer
satisfaction obtained. Therefore, the findings of this study will contribute to both hotel management and tourism industry improvement in Iran.

Mohamed et al (2012) in their study entitled “Measuring Perceived Service Quality of 4 Star Hotel: A Case Study of UK Hotel” showed that in any service business, the service quality and customer satisfaction are the two most important key marketing strategies for competitive differentiation and customer retention. An understanding of this issue will help enterprises to become more successful. Due to the competition in the service business, customer satisfaction measurement has become common practice in the hotel throughout the world with the aim of assessing the quality of existing management practice and suggesting the direction for improvement. The aim of this study is to investigate the components of service quality in the hotel and to examine the perception on service quality according to the different segment/group. A questionnaire survey which is designed according to the SERVQUAL model was used to measure service quality. The result revealed that the SERVQUAL scale and other related variables are reliable and valid. Additionally, the findings from the application of Independent t-test and One way ANOVA illustrate that there is a significance difference on perception of service quality to the different segment/group. Finally, results indicate that the respondents are more likely satisfied with the hotel. Therefore, the management of the hotel could capitalise on the outcome of this research and work towards improving their services and facilities continuously in order to increase their competitive power in the market place.

Ramanathan (2012) in his study entitled "An exploratory study of marketing, physical and people related performance criteria in hotels" showed that the purpose of this paper is to explore how the performance of hotels in terms of various criteria influences loyalty behaviour of customers. The criterion related to marketing management (Value for money) was found to be
the most important criterion influencing loyalty behaviour of customers in UK hotels. Further, it was found that good performance of hotels in terms of physical-product management can significantly influence the intentions of business guests to stay again, whereas leisure guests expect good performance both in terms of physical-product management and people and process management. While guests of independent hotels value performance in terms of people and process management, guests of chain hotels value both physical-product management and people and process management. Finally, it was found that the significance of criteria related to physical-product management and people and process management generally varies across star ratings.

Tolpa (2012) in her study entitled “Measuring Customer Expectations of Service Quality: Case Airline Industry” revealed that the first objective of this study is to discuss the concept of service quality and find out the different approaches to measure service quality. The second objective is to define a process model for measuring service quality in air transportation based on literature review. Empirical objectives are to test the process model on selected customer group. Then, the results are used to investigate what services customers consider as the cornerstones of their flight experience, and if there are any differences in service quality preferences between respondent groups (such as male/female travellers, as well as business/leisure travellers). The research concluded that the customers value basic services in service process such as information on tickets and flight schedule, communication in case of flight delay as well as no delays in baggage delivery. No significant differences were found between male and female passengers, expect for one case: male respondents evaluated employees’ appearance and attitude as more important compared to female respondents. Finally, from close correlations between some of the attributes, the conclusion can be made that the
respondents do not differentiate between in-flight or ground services, and view the air travel experience as a whole.

Yunus (2012) in his study entitled “The Relationship between Internal Satisfaction and External Satisfaction amongst Hotel customers in Malaysia” stated that this paper is focused on hotel customers' internal and external satisfaction. Some previous studies had only focused on the customers' external satisfaction and only a few studies had managed to link between the two variables. The study also looked into factors which may act as internal variables such as the employer-employee relationship, employee relationship as well as employee-customer relationship. As for the external variables, these may involve looking into other aspects of satisfaction, such as customer satisfaction towards the service and facilities provided by the hotel. The main focus of the study was to view the relationship between the customers' intrinsic satisfaction with the customers' external satisfaction and the factors which may influence the customers. The data had been randomly gathered from 120 samples by questionnaire distribution among hotel guests and employees in Kuala Lumpur, Port Dickson, Penang, Trengganu and Kota Kinabalu. Overall, this study had managed to uncover the factors which influenced customers' internal and external satisfaction and also discovered possible relationship between the two types of satisfaction.

Bhavani & Pawar (2013) in their study entitled “Customer’s Expectations of Hospitality Services - A Study on Five Star Hotels in Hyderabad City” showed that this paper analyses the customer’s expectations and their satisfaction levels with regard to services offered by five star hotels in Hyderabad city. A structured questionnaire has been used to obtain feedback from the 150 customers of from five star hotels based on convenience sample method. Statistical tools such as Chi-square and Pearson’s correlation were employed to validate the results. Findings of the
study are (i) there is a relationship between expectations of the customers and
the services provided by the star hotels (ii) there is a relationship between
customers satisfaction with regard to price charged by the star hotels for the
quality of services offered. It is also proved that there is a positive correlation
among the above presented parameters. It is suggested that the application of
customer relationship management (CRM) is the need of the hour to fulfil the
expectations of customer services.

Kangogo et al (2013) in their study entitled “Effect of Customer
Satisfaction on Performance of the Hotel Industry in the Western Tourism
Circuit of Kenya” showed that the hotel industry is one of the fastest growth
sectors of the global economies; its significant contribution is seen to be on an
upward trend, as evidenced even here in Kenya where international hotel
chains are opening its branches to reap the market rewards from this
competitive industry. The purpose of this research project was to find out the
effect of customer satisfaction in this industry. The researcher employed
descriptive research design, simple random sampling was used, questionnaire
as the research instrument was used for data collection, and descriptive
statistics was used in analysing data. Presentation of data was done through
use of bar graphs, pie chart and frequency tables. The research findings
showed, hotels strive to meet the expectations of the hotel customers through
provision of excellent services in pursuit of customer satisfaction, and the
customers appreciate this by becoming not only regular, but also loyal
clients’, hence good performance of the hotel. The hotel industry in western
tourism circuit of Kenya has low performance as compared to what other
tourism regions has, yet the tourism circuit has unique and great potential to
offer. These research findings suggested some appropriate hotel strategies that
may enhance customer satisfaction.
Katarne & Kadu (2013) in their study entitled “Hotel Industry’s Service Quality Measurement in the Context of Non Metro City of Maharashtra” revealed that the sector of hospitality has not grown because focus on this sector was neither sustained nor articulate. The hospitality industry is still in fragment and has vast possible to grow and be one of the high growth services industries capable of capturing India into preferred destinations. The ever-changing distribution landscape, customer’s expectation of personalized experience, environment friendly stay and need for actionable insights are becoming more important than ever. Travellers are engaging in social media like never before. It is becoming a challenge for hoteliers to manage their brand reputation, understand customer sentiments and resolve issues proactively. In this research paper an attempt has been made to present, discuss and analysis of customers satisfaction and service quality/facility provided by employees of three-star category hotels in the city of Maharashtra. A questionnaire survey was carried out to collect the data. Questionnaire was designed for customers. A self-structured survey questionnaire targeted to Non metropolis Aurangabad city of Maharashtra.

Mbuthia et al (2013) in their study entitled “Hotel Service Quality: Perceptions and Satisfaction among Domestic Guests In Kenya” stated that the Kenya tourism industry is a key contributor to its GDP. Hotel subsector benefits directly from growth of tourism but sustainable customer base would require polished customer service. Domestic hotel guests to play an important role in bridging the seasonality gap that is the core of the international tourism business model. The ability to harness this capacity is dependent on the extent to which they perceive the services provided as being worth their money value. This study therefore aimed at determining the guest actual experience and evaluation from the stay hence assess how the hotel performed against perceived quality and the effect on guest satisfaction. Descriptive Survey design was adopted for the study. Cluster sampling was applied to select the
hotels from which customers were derived. The study self-administered questionnaires to 182 guests. 26 items were used to measure perceived service quality on using a seven-point Likert-type scale for their responses. The study found out that tangibility as a service is rated highly. However confidence and communication dimensions of quality scored low means hence low rating. The path leading from “service quality” to “emotional satisfaction” had a coefficient of 0.701, with a p-value of 3.621. The path was significant; we therefore reject the null hypothesis and conclude that emotional satisfaction is dependent on service quality which supports that that emotional satisfaction is dependent on service quality. This study has revealed moderate influences of quality dimensions such as reliability, responsiveness and communication as given in their path coefficients on service quality. The study concludes that emotional satisfaction was derived from service-quality evaluation and agrees with Bagozzi’s (1992) conclusion that cognitive evaluations precede emotional responses. The study recommends that service delivery capacity of employees be improved in the said hotels so that for example the customer can feel that their needs are anticipated, better communication is achieved, employees become more responsive as well as reliable. The management of these hotels may also pursue other motivating strategies to improve service quality.

Ramanathan & Ramanathan (2013) in their study entitled "Investigating the impact of resource capabilities on customer loyalty: a structural equation approach for the UK hotels using online ratings" stated that the aim was to examine the impact of resource capabilities on customer loyalty of UK hotels. Understanding this impact will help organisations to improve customer satisfaction in order to obtain improved customer loyalty. The results indicate that there is a significant positive influence of resource capabilities on customer loyalty. They further found that the significant influence of resource capabilities on customer loyalty does not differ across hotels with various star ratings. The most important managerial implication is
that good resource capabilities of firms translate well into customer loyalty. Thus, managers should ensure good performance in terms of various hotel attributes – cleanliness, quality of room, facilities, and customer service – and also ensure that customers perceive good value for their money while staying in the hotel.

Rao & Sahu (2013) in their study entitled “Impact of Service Quality on Customer Satisfaction in Hotel Industry” shows that the customer satisfaction means that how the customer perceives service delivery. That customer satisfaction is a function of service performance relative to the customer expectation. For this reason, it is important to understand how customer expectation is formed in order to identify the factors of service satisfaction in the hotel industry. As different customers have different expectations, based on their knowledge of a product or service Reisig& Chandek (2001). This can be implied that a customer may estimate what the service performance will be or may think what the performance ought to be. If the service performance meets or exceeds customers’ expectation, the customers will be satisfied. Previous research explored customer satisfaction regarding the service quality of all areas in the hotel so that the hotel can assess the customer perception. This study identified five factors of service quality by focusing on the front office staff only, and explored the customers’ expectations and perception levels of these services. The results of this quantitative assessment of service quality might provide some insights into how customers rate the service quality and assessed customers’ satisfactions.

Tari et al (2013) in their study entitled “Internal and External drivers for quality certification in the service industry: Do they have different impacts on success?” indicates that this paper presents the results of a study of hotels that are certified for quality management to identify the reasons for seeking quality certification. The authors analyse whether internal or external
drivers for seeking certification have different impacts on benefits and the use of quality tools in the hotel industry. The analysis groups hotels according to the importance of their internal reasons for certification, and uses cluster analysis to identify the significant differences between groups of hotels. The findings for the 32 hotels analysed show that hotels that pursued certification for internal reasons develop better quality tools and have increased levels of benefits.

Giritlioglu et al (2014) in their study entitled "Measuring food and beverage service quality in spa hotels: A case study in Balikesir, Turkey" indicated that the aim of this study was three-fold: first, to develop an instrument to evaluate food and beverage service quality in spa hotels; second, to identify aspects of food and beverage service quality of which customers had the highest expectations, i.e. the key dimensions of food and beverage service quality in spa hotels; third, to measure customer perceptions of the spa hotels in this study and to identify those dimensions with the largest gap between customer expectations and perceptions. Factor analysis revealed six quality dimensions: “assurance and employee knowledge”; “healthy and attractive food”; “empathy”; “tangibles”; “responsiveness of service delivery”; “reliability”. Customer expectations were highest for “tangibles” and “assurance and employee knowledge”. The largest gaps between perceptions and expectations were for “healthy and attractive food” and “tangibles”. Key dimensions for food and beverage service quality in spa hotels were identified and a reliable instrument for measuring provision was developed. This should be applied by managers on an on-going basis to evaluate their performance and give them a better understanding of food and beverage service quality in spa hotels. The study provides specific information on the performance of Turkish spa hotels in relation to food and beverage service quality.

Jakada & Gambo (2014) in their study entitled “A Conceptual Analysis of Market Orientation Philosophy in the Hospitality Industry of
"Nigeria” revealed that marketing is a universal discipline which is applicable to different areas of human endeavour in both profit and non-profit organisation. In this paper an attempt is made to discuss on the practice of market orientation in the Nigerian hotel industry. It is essentially a literature based paper which utilises document analysis techniques. It views hospitality as a consumer oriented activity which calls for identification of tourist’s needs, packaging the services and pricing them appropriately, distributing information about the service mix to the target tourist as well as promoting the tourists packages consistently and aggressively. It shows that an organisation’s degree of market orientation has a positive effect on business performance, especially profitability, perceived quality, customer satisfaction as well as creation and delivery of superior customer value. It is therefore recommended that hotels and other hospitality businesses should invest in building a customer oriented work culture through widespread training programs geared towards customer-service personnel and other supporting staff. They should also endeavour to be more proactive and efficient in responding to the market needs and demands.

Ozer & Basgoze (2014) in their study entitled “Does the Consequences of overall service quality and transaction specific service quality differ?” stated that the goal of the present paper is to propose an integrated model that assessing the relative impact of “overall service quality” and “transaction specific service quality” on customer (dis)satisfaction, complaint behaviour, word of mouth and repurchase intention independently. A model is proposed that integrates the overall service quality and transaction specific service quality under a single framework. The paper uses confirmatory factor analysis and structural equation modelling to analyse and confirm the conceptual model proposed in this research. According to findings, consumers feel dissatisfaction and complaint if they perceive transaction specific service quality low. However, overall service quality significantly effects loyalty and word of mouth behaviour of hotel visitors.
Saleem & Raja (2014) in their study entitled “The Impact of Service Quality on Customer Satisfaction, Customer Loyalty and Brand Image: Evidence from Hotel Industry of Pakistan” showed that the rationale of this study is to look at the association between services quality of Pakistani hotel and to scrutinise cause on customer satisfaction, brand image and customer loyalty. The primary data was collected from 5 and 8 star hotels of Pakistan. The response rate was 86 per cent. Structural equation modelling (SEM) technique was used to analyse the data. The findings suggested that high quality of services boost up the customer satisfaction and then afterward this satisfaction will strengthen the customer loyalty, our results also matched with Brodie et al (2009). Last but not the least strong customer loyalty directly related to strong brand image (Kassim, Norisan, and Nor Asiah Abdullah).

2.6 RESEARCH GAP

To develop a background and theoretical framework for the current study, a literature review relating to service quality in hotels was reviewed extensively by the researcher. The elaborate literature review shows that service quality in hotels continues to be an area for wider global research. As it is strong significance is related to customer satisfaction and repeat business from the same customers. Researcher observed that though there are number of research work conducted in the past focusing on the service quality, only few studies had focused on the hospitality industry in general or hotel service in particular. The prevailing dearth of research work in the area of hotel industry and on its service quality dimensions have motivated the researcher for the conduct of this study. This study aims to analyse customer satisfaction towards service quality of star hotels. This empirical study is focused on customer satisfaction towards service quality of star hotels in Coimbatore District.