CHAPTER- II
RESEARCH DESIGN AND REVIEW OF LITERATURE

INTRODUCTION

In this chapter, concept of hotel industry, operational definitions, research design, study area profile and review of literature are discussed. The related literatures were studied in order to know the trends and scope for research in the chosen field. Many doctoral theses, reports and articles published in leading journals were subjected to analysis.

DEFINITIONS OF CONCEPT

Marketing

According to W.J. Stanton, “Marketing is a total system of business activities designed to plan, price, promote and distribute want-satisfying goods and services to present and potential customers”¹

Service

According to Blois, “a service is an activity offered for sale which yields benefits and satisfactions without leading to a physical change in the form of a good.”²

Hotel

An establishment that provides lodging and usually meals and other services for travellers and other paying guests.
Motels

A hotel intended primarily for those travelling by car, usually, with easy access from rooms to an area for cars. Motel= mo (tor) + (ho) tel.3

Boarding

The provision of regular meals when one stays somewhere, in return for payment or services. 4

4 star hotel

The hotel must be centrally located in a good environment. The parking areas and lawns must be well maintained. It should be centrally air conditioned and have more than 80 lettable rooms. 75% of the rooms should have colour TV with DVD. There should be a 24 hours reception counter having the latest systems, swimming pool and a well designed architectural lobby. There should be a restaurant and a coffee shop running 24 hours, banquet halls and a bar with 13 and 15 license for liquors. The kitchen should have modern equipment, qualified staff for each section. The staff in all the sections should be well trained with good uniforms. A sales and marketing office should be available.5

Suite

A single room with a drawing room, bedroom and there may be a dressing room with Color TV (DVD player), STD facility, refrigerator, fruits and Chocolates.6
OPERATIONAL DEFINITIONS

Hotel

Hotel is a place where a traveller can receive food and shelter, provided he can pay for it. It is also known as the accommodation industry and hospitality industry. Here hotel represents only boarding and lodging hotels.

Commercial hotels

Commercial hotels cater mainly to business clients and usually offer room service, coffee-shop, dining room, cocktail lounge, laundry and valet service as well as access to computers and fax services.

Conference centers

Conference centers are designed to specifically provide meeting space; they provide all services and equipment necessary to handle conventions.

Economy Hotels

Economy Hotels provide a limited service and are known for clean rooms at low prices, meeting just the basic needs of travellers.

Suite or All-suite Hotel

Suite or all-suite Hotels are hotels which offer spacious layout and design. Business people like the setting which provides space to work and entertain, separate from the bedroom.
**Residential Hotels**

Residential Hotels used to be very popular. The typical residential hotel offers long term accommodations.

**Resort Hotels**

Resort Hotels are the planned destination of guests, usually vacationers. This is because resorts are located at the ocean or in the mountains away from inner cities. Resort hotels may offer any form of entertainment to keep their guests happy and busy.

**Inns**

These are smaller in size and ideal for people travelling on a small budget.

**Lodging**

Lodges are collective structures in which people are housed temporarily.

**3 star hotel**

It should be in a good location amid having at least 80 rooms. All the rooms should have attached bath rooms, and 50% of them should be air conditioned. Rooms should have a high standard of interior decoration and sanitary fittings. It should maintain reception counter, lifts and restaurants serving 2 different cuisines along with a bar. There should also be a provision for a swimming pool.
Check in

Registration formalities made, on arrival at the hotel.

Check out

Departure formalities made, before leaving the hotel.

Single Room

A Single room should consist of a bed measuring 39” x 81” with good mattress, good pillows and an attached bathroom.

Double room

A Double room should consist of a bed of 51” x 81” and attractively decorated. Double room is suitable for accommodations for one or two people. When two people are staying in a double room, it is often a couple who intend to share a single bed. Double rooms are offered with a single larger bed or two smaller, twin or double sized beds. In some establishments, a double room may come equipped with two queen-sized beds, although these are usually upon request and may require an additional fee. Double rooms are of moderate size, usually running the size of an average household bedroom. The sizes vary depending on the establishment, but they are not usually large or expansive like a suite would be.

SERVICE QUALITY DIMENSIONS

Research suggests that customers do not perceive quality in a unidimensional way but rather judge quality, based on multiple factors relevant to the
context. The dimensions of service quality have been identified through the pioneering research of Parasuraman (1985), Valarie Zeithml (1985), and Leonard Berry (1985). Their research identified five specific dimensions of service quality that apply across a variety of services contexts.

1. **Reliability: Delivering on promises**

   Of the five dimensions, reliability has been consistently shown to be the most important determinant of perceptions of service quality among U.S customers. Reliability is defined as the ability to perform the promised service dependably and accurately. In its broadest sense, reliability assures that the company delivers on its promises, promises about delivery, service provisions, problem resolution, and pricing. Customers want to do business with companies that keep their promises, particularly their promises about the service outcomes and core service attributes.

2. **Responsiveness: Being willing to help**

   **Responsiveness** is the willingness to help customers and to provide prompt service. This dimension emphasizes attentiveness and promptness in dealing with customer requests, questions, complaints and problems. Responsiveness is communicated to customers by the length of time they have to wait for assistance, answers to questions, or attention to problems. Responsiveness also captures the notion of flexibility and ability to customize the service to customer needs.
3. Assurance: Ability to convey trust and confidence

**Assurance** is defined as employee’s knowledge and courtesy and the ability of the firm and its employees to inspire trust and confidence. This dimension is likely to be particularly important for services that customers perceive as high risk, or for services of which they feel uncertain about their ability to evaluate outcomes – for examples, banking, insurance, and brokerage, medical and legal services.

4. Empathy: Provision of caring, individualized attention

**Empathy** is defined as the caring, individualized attention that the firms provide its customers. The essence of empathy is conveying, through personalized or customized service, that customers are unique and special and that their needs are understood. It includes approachability, sense of security and the effort to understand the customer's needs.

5. Tangibles: Representing the service physically

**Tangibles** are defined as the appearance of physical facilities, equipment, personnel and communication materials. Tangibles provide physical representations or images of the service that customers, particularly new customers, will use to evaluate quality. Service industries that emphasize tangibles in their strategies include hospitality services in which the customers visit the establishment to receive the service, such as restaurants and hotels, retail stores and entertainment companies. 

7
SERVICES MARKETING MIX

Marketing professionals and specialists use many tactics to attract and retain their customers. These activities comprise of different concepts, the most important one being the marketing mix. There are two concepts for marketing mix: 4P and 7P. The concept of 4Ps (product, price, promotion and place) has been long used for the product industry while the latter has emerged as a successful proposition for the services industry.

7 P'S OF MARKETING MIX

PRODUCT - It must provide value to a customer but does not have to be tangible at the same time. Basically, it involves introducing new products or improving the existing products.

PRICE - Pricing must be competitive and must entail profit. The pricing strategy can comprise of discounts, offers and the like.

PLACE - It refers to the place where the customers can buy the product and how the product reaches out to that place. This is done through different channels, like Internet, wholesalers and retailers.

PROMOTION - It includes the various ways of communicating to the customers what the company has to offer. It is about communicating the benefits of using a particular product or service rather than just talking about its features.

PEOPLE - People refers to the customers, employees, management and everybody else involved in it. It is essential for everyone to realize that the reputation of the brand that you are involved with is in the people's hands.
PROCESS- It refers to the methods and process of providing a service and is hence essential to have a thorough knowledge on whether the services are helpful to the customers, if they are provided in time.

PHYSICAL EVIDENCE - It refers to the experience of using a product or service. When a service goes out to the customer, it is essential that the organization helps the customers what he is buying or not. For example, brochures, pamphlets etc serve this purpose. 

MODEL OF HOSPITALITY AND TOURIST SERVICE SYSTEM

As a major component of the dominant service sector, the hospitality and tourism industry has enjoyed rapid development and now constitute a global industry in which both the tourism generators and tourists are dispensed nationwide and hospitality put in place to cater for the needs of tourists. With enormous potential to generate income (including foreign exchange) and employment, the hospitality and tourism industry has become a crucial component of national economic development worldwide.
Figure 2.1

Model of hospitality and tourist service system

TOURIST

TRANSPORTATION

Products
Airlines
Coach
Taxi
Train
Boat & Ship

Services
Reservation
Ticketing
Scheduling
Conveyance

DESTINATION

Products
Attractions
Events
Activities

Services
Tour
Guiding
Venue Mgt.
Leisure

HOSPITALITY

Products
Rooms
Foods
Recreation

Services
Reception
Check-in
check-out
Waiter

Service Quality/Customer Satisfaction

Service Output
Service Delivery Process
Service Environment
HOTEL ASSOCIATION OF INDIA (HAI)

Hotel Association of India (HAI) established in the year 1996, is the apex organization of the hospitality industry in India. It represents the entire cross section of hotel industry ranging from small, medium and large hotels to exclusive stand-alone hotels and the major hotel groups. Its Executive committee is a combination of the commitment and experience of the hotel owners and the professionalism of hotel managers. HAI has an impressive membership of over 260 hotels. The membership includes 1 star to 5 star Deluxe category Hotels, Heritage hotels as well as Public sector and Government owned.

The mission of HAI is “To secure for the hotel industry its due place in India’s economy; project its role as a contributor to employment generation, and sustainable economic and social development; highlight its crucial role in the service to tourism industry as the largest net foreign exchange earner; help raise the standards of hoteliering and to build an image for this industry both within and outside the country”

HAI is committed to the attainment of the following objectives:

- To create through a communication programme an awareness of the particular significance of the hotel industry in contributing to general economic development and employment.
- To secure for the industry its true status as a core infrastructure industry.
• To serve the members by establishing a Data Bank to provide timely information, data, advisory and research services.

• To formulate strategies, in the areas of land, finance, taxation training procedures and legislation to accelerate growth.

• To interface with Central and state Governments and other authorities on issues concerning the hotel industry.

• To synergize with all segments of the hotel industry and apex bodies of the tourism sector in India and overseas and work for the creation of a common platform.

Among the path breaking industry the ‘first’ initiatives of Hotel association of India is the unique recognition secured for tourism and hospitality sectors in India as ‘export industries’. This was an unparalleled achievement of the association which undertook the entire groundwork and created consensus in support of according export status for hospitality industries. HAI organized series of inter-active meetings with the concerned ministers of the government of India, culminating in a high level conclave presided over by Shri Ramakrishna Hegde, then Hon’ble Minister of Commerce, Government of India, on 16th July 1998 at the Oberoi Hotel, New Delhi which cleared the decks for the action plan blue-printed by HAI receiving the official seal of approval of the Government of India manifested in the Gazette Notification of November 26th, 1988 declaring Hotels and Tourism units eligible for the benefits of service Export House/International service, Export House/ International Star service, Export House/ International Super Star service, Export House categories on the basis of their quantum of foreign exchange earnings.
HAI reached beyond the national boundaries to provide regional co-operation aiming hotels in South Asia and became the prime mover in the formation of the SAARC Hotel Association. This was achieved by developing close synergy between the hospitality industry organizations of Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan and Sri Lanka. The SAARC Hotel Association was formally launched at Mumbai on 7th April 1999 with Nepal being assigned the responsibility of hosting the SAARC body for its initial two years and later by rotation by other member countries.

The Hotel Association of India, established in April 1997, enlisted co-operation on a voluntary basis of professional hoteliers in twenty five state and fifty three cities to monitor hospitality related developments to enable the association to address the concerns of the hospitality industry at the grass-roots level.

HAI’s pioneered the concept of ‘Healthy Hotels’ in line with WHO’S ‘Healthy Cities’ camping by initiating programmes for the hospitality industry on ‘Hygiene Management in Hotels’ at Agra in 1997. The WHO representative in India delivered the keynote address at the first Hygiene Management Seminar.

The Association undertook a pioneering role in formulating a comprehensive set of guidelines for provision of Disabled-Friendly facilities in Hotels, especially in parking and approach areas, Lobbies, Public Areas, Lifts, Rooms, and Bathrooms and to install special fire prevention measures for the disabled.

The Hotel Association of India signed two memorandum of Understanding which aimed at fostering and promoting tourism in their respective countries by inter
alía agreeing to exchange information in respect to development and trend in the fields of tourism, hospitality and hotel sectors and encourage interaction between their respective hotels and Hospitality Association of India for Tourism Promotion and exploring investment opportunities in these sectors.

For the first time the tourism industry’s aspirations elaborated in the Hotel Association of India’s various memoranda to the Central Government were translated into “tourism-friendly” measures in the Union Budget of 2003-2004. These measures were aimed at making India more affordable destination, fuelling growth in hospitality infrastructure, facilitating business re-organisation, re-structuring hospitality industry and motivating state Governments to rationalize tourism tax regime. The major incentives extended to hospitality industries included and exemption of service tax in hotels relating to Conference and Banquet business, which have been excluded from the service tax net.

HAI pursued with the Ministry of Commerce, Government of India for grant of the zero duty import facility to hotels and standalone restaurants. The Industry has now been granted under the “Served from India scheme”, the zero duty facility to all hotels including one star, two star hotels for import of food items and alcoholic beverages sale which would make India an affordable destination.

A new promotional programme was scored by HAI for creating awareness about the world Tourism Day on 27th September 2005 amongst not only the member-hotels but also the school children. In New Delhi, HAI collaborated with the
Sanskrit school to launch a Quiz contest on Tourism for school children on the world Tourism day.

Variety of professional member services are provided by HAI to its members. These include:

- **INFORMATION BULLETINS** sent out regularly with updates on latest developments concerning hotel industries, policy changes and pronouncements by Ministry of Tourism, Ministry of Finance, Ministry of Commerce, CBEC, CBDT, State Governments and affiliated international organizations such as WTTC, IH & RA, WTO etc.,

- **HAI TODAY** - The first hospitality industry magazine of its kind in India;

- **HAI DIRECTORY OF HOTELS** - an exclusive high quality reference manual of recognized hotels in India;

- **HAI PRIVILEGE CARDS** which are offered to members in the Gold and Silver Categories entitling them to discounts on hotel room tariffs and restaurants outlets in all member hotels on reciprocal basis;

    HAI has successfully institutionalized the concept of celebrating annual green weeks in hotels to exhibit its commitment to conservation of environment through use of bio-degradable and environment-friendly products by efficient management of waste generated and by adopting measures for efficient utilization of day light to conserve electricity etc. HAI has this year celebrated its ninth annual green week, reaching out to large number of tourists, employees, their families, school children and society with its environment message.⁹
Granting infrastructure and export industry status and delinking hotel projects from commercial real estate are among measures suggested to improve the status of the hotel industry in India.

The sector was generating 31 million jobs (direct and indirect) in 2009, which was expected to grow to 40 million jobs by 2019, the study said, quoting World Travel and Tourism Council numbers.\textsuperscript{10}

\section*{RESEARCH DESIGN}

\section*{METHODOLOGY}

If any study on research is to be recognized as valid or true, it must be done in systematic and scientific manner. Hence research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. In it, we study the various steps that are generally adopted by researcher in studying his research problem along with the logic behind them.

The methodology used for carrying out the present study is explained in the forthcoming paragraphs. It covers title of the study, significance of the study, aims and objectives of the study, research hypothesis, research design, and pilot study, sampling design, sources of data, tools for data collection, method of data collection, statistical analysis and limitations of the study.
STATEMENT OF THE PROBLEM

Thanjavur district is one of the tourist spots in Tamilnadu and attracts foreign and domestic tourists. Numerous businessmen and officials make regular official visits to Thanjavur district. These activities regularly promote the floating population to Thanjavur district. Thanjavur district has been surrounded by historical monuments and places. There has been an opinion that if the district needs to attract more tourists then it must offer better boarding and lodging facilities. Considering these aspects and the hotel accommodation available in Thanjavur district, an attempt has been made to understand the visitor’s expectations and perception about the quality of hospitality industry in this District.

The key for success of any business is customer satisfaction and hence hotel industry business also faces hectic competition. The business risks are very high, by virtue of its nature. The risks are listed below:

1. Problems in demand forecasting.
2. Price changes in inputs.
3. Change in climatic conditions.
4. Shift in customer tastes and preferences.
5. Escalation in costs.
6. Attitude of customers, personnel and the Management.
NEED OR PURPOSE OF THE STUDY

Thanjavur district is attracting a lot of foreign tourists as well as domestic tourists. There is also a big contingent of floating population who come to the city for work and stays for a period ranging from three months to one year. It would be worthwhile to assess the quality of service produced by the existing hotels to the tourists, and the scope of this study is to assess and examine the perceptions of the guests of the hotels regarding the quality of the hospitality and to demonstrate ways by which these hotels can make qualitative improvements in service.

The study makes an attempt to explain the reality and perception and suggest for improvement in service quality of the hotels in Thanjavur district.

SCOPE OF THE STUDY

Thanjavur district is attracting a lot of foreign tourists as well as domestic tourists. There is also big contingent of floating population who comes to the city for work and stay for a period ranging from three months to one year. It would be worthwhile to assess the quality of service produced by the existing hotels to the tourists, and this study is to assess and examine the perceptions of the guests of the hotels regarding the quality of the hospitality and to demonstrate ways by which these hotels can make qualitative improvements in services.

This Study has been focused towards the services provided by the hotel industry in Thanjavur district, marketing mix of services and customer satisfaction about hotel industries in Thanjavur district. The study focuses service quality aspects of selected 25 hotels in Thanjavur district at all levels, including small, medium and
star category. The study results can be applied for devising competitive strategy in the hotel industry in Thanjavur District; the results may throw light on pitfalls of the players in the market and may pave way for improving the satisfaction level of the customers.

**STUDY AREA PROFILE**

The study area covers Thanjavur, Kumbakonam and Pattukkottai, since these are the Taluks located in Thanjavur District.

In Thanjavur district there are more than 20 large hotels and 60 Small and Medium level hotels, Among these, the researcher has selected only 25 Large and medium size hotels Located in Thanjavur, Kumbakonam and Pattukkottai.

**Table 2.1**

**NUMBER OF HOTELS TAKEN TO THE STUDY**

<table>
<thead>
<tr>
<th>Study area</th>
<th>Small</th>
<th>Medium</th>
<th>Large</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thanjavur</td>
<td>4</td>
<td>3</td>
<td>4</td>
<td>11</td>
</tr>
<tr>
<td>Kumbakonam</td>
<td>1</td>
<td>7</td>
<td>4</td>
<td>12</td>
</tr>
<tr>
<td>Pattukkottai</td>
<td>2</td>
<td>-</td>
<td>-</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>7</td>
<td>10</td>
<td>8</td>
<td>25</td>
</tr>
</tbody>
</table>

*Source: Primary data.*
The above mentioned hotels do satisfy the needs of their guests. The study focuses on the various strategies adopted by the hotels such as Pricing, promotion, and placement which help to satisfy their customer requirements.

**ABOUT THE STUDY – AREA**

Thanjavur District lies as the East Coast of Tamil Nadu. It is situated between 9 50’ and 11 25’ of the northern latitude and 78 45’ and 70 25’ of the Eastern longitude. It extends to an area of 3396.57 sq.kms. The District is bounded on the north by the coloroon which separates it from Perambalur and Tiruchirappalli district. And on the East is bounded by the Thiruvarur and Nagapattinam districts and on the south by the Palk Strait and Pudukottai district and on the west by Pudukkottai and Tiruchirappalli districts.

The district can be divided into two distinct divisions, viz., the deltaic region and the upland area or on-deltaic region. The deltaic region covers the whole northern and eastern portions of the district where the Cauvery with its wide network of branches irrigate more than half of the district. It comprises of the whole of Kumbakonam taluk and parts of Thanjavur, Papanasam taluks. The rest of the southern and western areas of the district are non-deltaic or upland region. A good portion of upland regions which was dry has now been brought under irrigation with the help of Grand Anaicut, fed by the Cauvery-Mettur Project and by extension of the Vadavar river. Like Deltaic region, Non-deltaic region is also devoid of hills and slopes gradually seawards.

The total area of Thanjavur district is 3385.45 Sq.mts. The total population as per census 2011 is 24,02,781. Out of this 11,83,112 are males and 12,19,669
are females. The number of revenue divisions is 3, and the number of Taluks is 8. There are 906 villages, 14 Panchayat Unions, 3 municipalities and 4, 68,906 agricultural labourers.

**AGRICULTURE**

Agriculture is the main activity in the District. Paddy, sugarcane, coconut, Plantain are the major crops in the District.

**MAJOR INDUSTRIES:**

The following are the major industries functioning in Thanjavur District.

1. Thiru Arroran Sugars, Thirumandankudi (Papanasam Taluk)
2. Thiru Arroran Sugars (Distillery), Thirumandankudi (Papanasam Taluk)
3. Arignar Anna Sugars (TASCO) Kurungulam (Thanjavur Taluk)
4. TANTEX Banian Factory, Thanjavur Taluk.

There is also a scope for development of agro based industries, mainly coconut based industries and palm industry in this district.

**IMPORTANT TOURIST CENTRES IN THANJAVUR DISTRICT**

Thanjavur is one of the chief tourist destinations in Tamil Nadu. It has some of the ancient reminiscence of ancient Tamil Nadu, especially the Chola Period. Many people from various parts of our country visit Thanjavur district and they select different kinds of hotel for their stay. Some of the tourist spots in this district are listed below.
THANJAVUR TALUK

a) Sri Brahadeeswarar Temple (Big Temple)
b) The Palace.
c) The Art Gallery
d) Saraswathy Mahal Library
e) Tamil University.
f) Music Hall (Sangeetha Mahal)
g) Sivaganga Park and Tank
h) Grand Anaicut (Built by Karikal Cholan) (2\textsuperscript{nd} Century AD)

KUMBAKONAM TALUK

i) Swamimalai

- One of the Six Abodes (ARUPADAIVEEDU) dedicated to Lord Murugan.
- Swamimalai is the centre for manufacturing world famous brass and bronze icons.

ii) Darasuram

- Siva temple is located here; rare sculptures are maintained by Archaeological Department.
- Darasuram is also a silk weaving centre.
iii) Kumbakonam

- Sarangapani temple.
- Sri Kumbeswarar temple
- Sri Nageswarar temple
- Mahamaham tank - Mahamaham festival is celebrated at Kumbakonam once in 12 years. People in large number take holy dip in Mahamaham tank.
- Thirunageswaram Temple (Rahu Temple)
- Uppliappan Temple at Thirunageswaram
- Natchiarkoil - It is the centre for manufacturing bell metals and lamps.

PATTUKKOTTAI TALUK

Manora Tower is situated in Sarabendrarajapattinam village, Pattukkottai Taluk at a distance of 65 kms from Thanjavur. The 8 storeyed towers were built by King Serfoji in 1814 (Manora) and Udhayamarthandapuram birds’ sanctuary is a famous sanctuary located nearby.

TOURISTS ARRIVALS IN THANJAVUR DISTRICT

Tourists throng the big temple in Thanjavur throughout the year. The big temple has its majestic status even now after 1000 years. It has been recorded by UNESCO as a world Traditional symbol. In 2005, 25 lakhs tourists visited the temple and now it has increased to 34 lakhs,
Table 2.2

TOURISTS’ ARRIVAL IN THANJAVUR DISTRICT

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Year</th>
<th>Domestic Tourists (No. of Tourists)</th>
<th>Foreign Tourists (No. of Tourists)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>2005</td>
<td>24,70,000</td>
<td>30,000</td>
</tr>
<tr>
<td>2.</td>
<td>2006</td>
<td>25,70,000</td>
<td>30,000</td>
</tr>
<tr>
<td>3.</td>
<td>2007</td>
<td>27,50,000</td>
<td>31,500</td>
</tr>
<tr>
<td>4.</td>
<td>2008</td>
<td>29,00,000</td>
<td>28,000</td>
</tr>
<tr>
<td>5.</td>
<td>2009</td>
<td>28,96,000</td>
<td>29,000</td>
</tr>
<tr>
<td>6.</td>
<td>2010</td>
<td>33,17,000</td>
<td>33,000</td>
</tr>
</tbody>
</table>


Table No.2.2 highlights details about the domestic and foreign tourists’ arrival in Thanjavur district. The domestic as well as foreign tourists’ arrival increased year after year from 2005 to 2010.
ACCOMMODATION FACILITY AVAILABLE IN THE STUDY AREA

The study area covers Thanjavur, Kumbakonam and Pattukkottai, since these are the Taluks located in Thanjavur District.

Table 2.3

ACCOMMODATION FACILITIES IN THANJAVUR DISTRICT

<table>
<thead>
<tr>
<th>Study area</th>
<th>Boarding Lodging</th>
<th>Lodging only</th>
<th>Resorts</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thanjavur</td>
<td>16</td>
<td>18</td>
<td>2</td>
<td>36</td>
</tr>
<tr>
<td>Kumbakonam</td>
<td>10</td>
<td>30</td>
<td>4</td>
<td>44</td>
</tr>
<tr>
<td>Pattukkottai</td>
<td>3</td>
<td>6</td>
<td>-</td>
<td>9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>29</strong></td>
<td><strong>54</strong></td>
<td><strong>6</strong></td>
<td><strong>89</strong></td>
</tr>
</tbody>
</table>

Source: Primary data.

Table No. 2.3 reveals the accommodation facilities available in the study area. There are 29 boarding and lodging hotels, 54 lodging hotels and 6 resorts available in Thanjavur, Kumbakonam and Pattukkottai taluks. The researcher has selected only 25 hotels out of these 89 hotels.

Out of these 25 hotels, 6 hotels are in star category. They are Hotel Gnanam, Hotel Parisutham, Oriental Towers, Hotel Sangam, Le Garden and Le Garden Inn. Two resorts are also taken into research - Paradise resort and Riverside resort.
OBJECTIVES OF THE STUDY

This study has been made with the following objectives:

1. To study the marketing services provided by the hotel industry in Thanjavur District.

2. To analyze the services mix of the hotel industry in the study area.

3. To assess the customer’s satisfaction towards the hotels in Thanjavur district.

4. To measure the service quality of the hotel industry. (By administering SERVQUAL instrument)

5. To suggest suitable measures for the improvement of hotel industry.

PILOT STUDY

Pilot study is necessary for carrying out a proper research. Pilot study is the preliminary study of the universe to get an early idea about the study.

Pilot study was conducted in Thanjavur district after evaluation of academics and experts in the hospitality industry. This ensured reliability and validity of the Questionnaire. The pilot study was conducted with 10 guests in the hotel and 5 hotel owners in Thanjavur District. After conducting the pilot study necessary modifications were made in the questionnaire.
DATA COLLECTION

In this study the Researcher has collected both primary and secondary data. Primary data were collected from customers and hotel owners through schedule and questionnaire. Secondary data were collected from the published and unpublished sources. The standard books, journals & websites were also referred.

SAMPLING UNIT

Sample unit is any Tourist visiting Thanjavur district and staying in any of the hotels in Thanjavur district. Number of Taluks in this district is 8 and the researcher concentrates only on 3 Taluks. They are Thanjavur, Kumbakonam and Pattukottai because, these three places are tourist spots. Thanjavur is famous for Big temple, historic places and architecture, Kumbakonam is famous for Navagraha temple and Pattukottai is famous for the 8 storeyed tower built by king Serfoji in 1814 (Manora) and Udhayamarthandapuram birds sanctuary.

SAMPLE SIZE

The primary data is collected from 302 customers including foreign tourists, those who regularly stay in the hotel. The total boarding and lodging hotels in Thanjavur district is 89. Out of this 30% of the hotels are taken into study. In this 12 are in Kumbakonam, 11 in Thanjavur and 2 in Pattukottai.

PERIOD OF STUDY

The study covers a period of 5 years from 2006-07 to 2010-11.
SAMPLING DESIGN

In this study Judgment sampling is used. Population characteristics or qualities may not be known, but sample has to be selected. In such instances, judgement sampling method is used.

In this method, the sample selection is purely based on the judgment of the investigator or the researcher. This is because the researcher may lack information regarding the population from which he has to collect the sample.

STATISTICAL TOOLS USED

Statistical tools like Correlation, Percentage analysis, ANOVA, Chi-square analysis using SPSS package, and SERVQUAL model are to be used for the analysis. Tables, graphs and diagrams will also be used to present the processed data.

HYPOTHESES (Null)

1. There is no significant relationship between age of the Respondent and purpose of visit.
2. There is no significant relationship between length of stay and purpose of visit.
3. There is no significant relationship between marital status of the Respondent and purpose of visit.
4. There is no significant relationship between Educational qualification and purpose of visit.
5. There is no significant relationship between length of stay and cost of accommodation.

6. There is no significant relationship between age and media attraction.

7. There is no significant relationship between waiting time and reasons for waiting.

LIMITATIONS

The following are the limitations of the study:

1. The study is confined only to hotels in Thanjavur District.

2. The study covers current period for collection of primary data.

3. In this study the researcher considers only tourists spots like Thanjavur, Kumbakonam and Pattukkottai.

CHAPTERISATION OF THE THESIS

The report of the study has been presented in six chapters as detailed below:

Chapter – I – Introduction

The researcher intends to provide here, a brief idea of the study and the nature of the topic in detail. In this chapter, definitions of service marketing concept, service quality, service quality dimensions, the brief history of the hotels, classification of hotels, general information regarding the hotels are detailed.
Chapter – II – Research design and Review of Literature

The researcher explains the literature survey connected with the stated problem. Hence, the earlier studies, if any, which are similar to the study in hand, should be carefully studied. It also explains the study area profile, need, scope, objectives, methodology, limitations and chapterisations of the study.

Chapter – III – Services provided by the hotel industry

Here the researcher analyze the data collected, and tabulates the data using statistical analysis relating to services provided by the hotel industry. Interpretation is also made below each table with the help of statistical inferences.

Chapter – IV – Services mix of the hotels

Here the researcher analyses the services mix provided by the hotel industry and the customers using various kinds of services mix.

Chapter – V – Customers’ satisfaction towards the hotel services

Here the researcher explains the level of satisfaction of the customers and the SERVQUAL measures used to study the quality of services.

Chapter – VI – Findings, suggestions and conclusion

Here the researcher reveals his findings about the study and suggestions that can improve the service quality in the hotel industry. Here the researcher explores her ideas about the study.
REVIEW OF LITERATURE

The related literatures were studied in order to know the trends and scope for research in the chosen field. Many doctoral theses, reports and articles published in leading journals were subjected to analysis.

CUSTOMER SATISFACTION AND LOYALTY

Carev Danijel (2008) in his M.S thesis titled “Guest satisfaction and loyalty study for hotel industry” has analysed factors such as ambience service, as well as the guest’s overall satisfaction with the hotel along with their loyalty behavior. This study analysed the relationship between customer satisfaction and customer loyalty. He has stressed the factors promoting guest loyalty with the purpose of proposing a method to assist hotels in identifying attributes increasing customer loyalty.12

Riscinto-Kozub, Kristen A (2008) in his doctoral thesis titled “The effects of service recovery satisfaction on customer loyalty and future behavioral intentions: an exploratory study in the luxury hotel industry” has highlighted the common perception by practitioners in the hotel industry today. He has strongly recommended the unique relationship between pre-failure loyalty and emotion with on-going satisfaction, post-recovery loyalty and the customer’s Future Behavioural Intentions (FBI) towards the organization. 13

Jacobs. Kimberly Jean, (2000) in his M.S thesis titled “Identifying critical service incidents that have an effect on guest satisfaction in a central luxury hotel” has analyzed the differences between Latin American and North American guest perceptions.14
Jeong, Miyoung,(1993) in his M.S thesis titled “Consumer’s attitudes of fast food restaurants in hotels”. The findings of the study will help fast food operators to understand customers’ expectation of in-hotel fast food restaurants and to develop their marketing strategy which will focused on making their products and advertisements consistent with customers’ perceived expectations of the restaurants.\textsuperscript{15}

King. Carol A, (1992) in his doctoral thesis titled “Organizational characteristics, service encounters and guest satisfaction in hotels” analyzed employee satisfaction in relation to company supportiveness and recognition, training and supervision and employees were also asked to evaluate the quality of service offered in their hotel. Their responses correlated highly with guest satisfaction ratings.\textsuperscript{16}

Barsky,Jonathan.Daniel(1991) in his doctoral thesis titled “Customer satisfaction in the hotel industry: Meaning and measurement” addressed two critical problems affecting customer satisfaction research and provided specific directions for business and academic pursuit.\textsuperscript{17}

Fu. Yao-Yi, (2003) in his Ph.D., thesis titled “The impact of service failure and service recovery on consumers’ satisfaction updating process in the lodging industry” said that service failure and recovery can have considerable negative influences on hotel guests’ cumulative overall satisfaction.\textsuperscript{18}
CUSTOMER PERCEPTION AND SERVICE QUALITY

I-Hua, Lin, (2006) in his study “Perceptions of service failure, service recovery strategies, and behavioral intentions of hotel guests in Orlando, Florida” has focused the service failure from the managers’ viewpoint because this study considered service failure and service recovery only from the hotel guests’ perceptions.19

Lin. Chen-Hsjen (2005) in his Ph.D thesis titled “Relationship between guest perceptions of service quality and customer loyalty in the hotel industry in south Florida” found no difference regarding perceptions between males and females. However, there was a significant difference for the patronage based on education level.20

Ndhlovu, Jabulani (2001) in his study titled “An examination of customer service employee’s self-efficacy, job satisfaction, demographic factors, and customer perception of hotel service quality delivery in Jamaica” revealed that customers perception of service quality in hotels differed by age and education. The perception of hotel service quality did not differ by gender.21

Daniela- Tatiana Corodeanu Agheorghiesei and Maria viorica Bedrule-Grigoriuta Alexandru Ioan Cuza University (2007) in their article titled “Steps towards a Behavioral Model Based on Managerial Instruments concerning quality in Romanian hotel services” has directed the quality of provided services and the image promoted by Romanian hotel units.22
Oh. Haemoon, (1997) in his doctoral thesis titled “Structural assessments of the customer satisfaction and service quality models with lodging services: EDM, SERVQUAL, and SERVPREF” indicate that among the three models considered, EDM appears to be the most appropriate basis for measuring CS and SQ in the lodging industry.\(^{23}\)

Roundtree. Robert Irving, (1996) in his Ph.D., thesis titled “The effects of price and brand on consumers’ perceptions of service quality, service value and behavioral intentions: Pre-purchase versus post-purchase” suggest a moderating role for actual service performance in consumers’ evaluation of post-purchase perceived monetary sacrifice.\(^ {24}\)

Yi Wang, Marcelo Royo Vela, Katherine Tyler, (2008) in their article titled “Cultural perspectives: Chinese perceptions of UK hotel service quality” said about the fresh insight on the interrelationships of cultural influences and customers’ evaluations of service quality.\(^ {25}\)

Jessica Prois (2009) in her article titled “Study measures value of guest experience” said that travellers still expect a top-notch experience, even though hotels are cutting back. But a quality hotel experience doesn't necessarily mean providing more, but rather something different. Overall, the study’s findings are an efficient management tool for hoteliers.\(^ {26}\)

T. Vannirajan, (2009) in his article titled “A tool for measuring service quality in Restaurants” revealed that the restaurant owners were fully committed to gain a competitive edge, and to do so was imperative for them to continually strive to
increase the level of overall service quality of their restaurants by laying emphasis on the five important DINESERV variables.\textsuperscript{27}

Atilla Akbaba (2006) in his article titled “Measuring service quality in the hotel industry: A study in a business hotel in turkey” said that the SERVQUAL scale was a very useful tool as a concept. It could be adapted for the specific service segments and for the cultural context within which it was used.\textsuperscript{28}

**HOTEL EMPLOYEE PERCEPTIONS**

Pandit. Ravindra Vinayaka, in his doctoral thesis titled “Hotel employee perceptions of management practices and customer satisfaction and their relationship to learning and performance” provided new insights on the effect of learning and performance orientations of employees with low and high self-efficacy levels on their perceptions of customer satisfaction.\textsuperscript{29}

Petrillose. Michael John, (1995) in his Ph.D thesis titled “An empirical analysis of service orientation and its impact on employee job performance in upscale hotels” has highlighted that Hogan instrument was not a valid measure for predicting the relationship between service orientation and employee job performance in these properties.\textsuperscript{30}

Muchnick. Marc Howard, (1992) in his Ph.D thesis titled “The meaning and functions of customer service as perceived by employees in major full service hotels” said that the employees who reported they had high direct contact with guests assigned significantly greater importance to service orientation factor scale items than did employees who reported they had low direct contact with guests.\textsuperscript{31}
Rihn. Beverley Lorraine, (1993) in his M.S thesis titled “An evaluation of hotel service by employees and guests and its internal marketing implications” said that there were significant differences in the ratings of many of the importance items, but not many of the performance items. This indicates to management that there are gaps between employee and guest expectations.

Philmore Alleyne, Liz Doherty, Dion Greenidge, (2006) in their article titled “Human resource management and performance in the Barbados hotel industry” said that no major support for external fit, universal relevance and internal fit in the Barbados hotel industry.

Lina Anastassova, Kate Purcell (1995) in their article titled “Human resource management in the Bulgarian hotel industry: from command to empowerment?” said that culturally entrenched custom and practice presents formidable obstacles to change, but that the transition to privatization, sensitively handled, could provide the catharsis required to enable the industry to move into new markets.

Chun-Fang Chiang and SooCheong (Shawn) Jang (2008) in their article titled “An expectancy model for hotel employee motivation” said that intrinsic motivation factors are more influential than extrinsic factors for hotel employees, suggesting that hotel managers need to focus more on intrinsic factors to better motivate employees.

Liz Doherty and Simonetta Manfredi, (2001) in their article titled “Women’s employment in Italian and UK hotels” said each Government’s approach to implementing the European Directive on Parental Leave, and concludes that EU
attempts at convergence through legislation are likely to be effective as different countries will interpret and implement the legislation in very different ways.\textsuperscript{36}

Jane Lutz and Chris Ryan, (1993) in their article titled “Hotels and the business woman: An analysis of businesswomen’s perceptions of hotel services” said that there is a commonality of concern between the sexes; females are more sensitive than their male counterparts.\textsuperscript{37}

Alan R Nankervis and Yaw Debrah (1995) in their article titled “Human resource management in hotels: A comparative study” said that hotels in Singapore suffer from labour scarcity and have been forced to employ a broad range of HRM strategies to ensure adequate staffing. Conversely, Australian hotels have an available labour market but require sophisticated training and career development programmes to assure service quality and productivity.\textsuperscript{38}

Chun-Min Kuo, (2009) in his article titled “The managerial implications of an analysis of tourist profiles and international hotel employee service attitude” said that marketers and personnel managers are therefore well advised to develop training strategies emphasizing empathy, gracious problem solving, and prompt individual attention to Taiwanese, Japanese, and American tourists, respectively.\textsuperscript{39}

**INNOVATION BEHAVIOUR IN THE HOTEL INDUSTRY**

Francina Orfilla-Sintes and Rafel Crespi-Cladera, (2005) in their article titled “Innovation activity in the hotel industry: Evidence from Balearic Islands” said that the hotel industry is a supplier-driven sector that innovates introducing R&D embodied technology rather than undertaking internal R&D activities.\textsuperscript{40}
Francina Orfila-sintes and Jan Mattsson, (2009) in their article titled "Innovation behavior in the hotel industry" said that the main findings verify the model indicating the effects of these determinants on innovation and the positive impact of the innovation on the hotels performance.\textsuperscript{41}

**OTHERS**

Tim Lockyer (2003) in his article titled "Hotel cleanliness-how do guests view it? Let us get specific. A New Zealand study" said about the accommodation management in specific direction pertaining to cleanliness and guest expectation, indicating that there is a significant difference between performance and importance in some areas where results show expectations to be higher than performance.\textsuperscript{42}

Anna Mattila (1997) in her article titled “Investment returns and opportunities for hotels in Asia: A comparison of money-partners’ expectations” said that the current investment climate in Southeast Asia is good and its future outlook appears bright, but investment funds from western sources remain absent due to perceptions of risk.\textsuperscript{43}

Dexter J.L. Choy, (1985) in his article titled "Forecasting hotel-industry performance" said that the empirical application of the method demonstrates that it can generate reasonably accurate forecasts of annual industry performance and can be useful to managers in their evaluation of the future competitive environment.\textsuperscript{44}

Hanny N. Nasution and Felix T. Mavondo (2008) in their article titled "Customer value in the hotel industry: What managers believe they deliver and what customers experience" said that there is a need to align management and customer
perspectives to optimize customer value as delivered and experienced. Specifically, hotels should invest in customer understanding and customer linking activities.\textsuperscript{45}

Gunjan M. Sanjeev (2007) in his article titled “Measuring efficiency of the hotel and restaurant sector: the case of India” said that the decision-making units are the hotel and restaurant companies. The study further explores if there exists a relationship between the efficiency and size of the hotel and restaurant companies.\textsuperscript{46}

Padma srinivasan (2009) in her article titled “Strategic value chain costing and accounting in the Indian Hotel Industry” has tried to look at the hotel’s value chain and how the industry adds value for the price charged and the way such exchange is recorded in the books. Value centers are created with a mild impact on cost but can leverage the business of the hotels.\textsuperscript{47}

Cho. Jangwon (2006) in his M.S thesis titled “The determinants of price tolerance in the casino hotel industry” exhibited that there was a positive relationship between satisfaction and price tolerance and that switching costs also positively influenced price tolerance. The result of the study indicated that casino loyalty program members possessed higher switching costs and price tolerance than non-members did.\textsuperscript{48}

Bilgihan. Fehmi Anil, (2009) in his M.S thesis titled “An analysis of in-room entertainment technologies in hotels” provide guidance in developing short-term and long-term strategies for the application of technology in hotel guests’ services offerings.\textsuperscript{49}

Ghej. Ajay, (1997) in his Ph.D thesis titled “A cross-cultural analysis of interpersonal work values: Field-theoretic evidence from American and Indian managers” said that managers in both cultures desired to move in the future to a similar interpersonal work-related heuristic values that incorporated aspects of completion, cooperation and compliance. 

Cobanoglu. Cihan, (2001) in his doctoral thesis titled “Analysis of business travelers’ hotel selection and satisfaction” said that the overall perceived performance score of hotel selection attributes were found to differ significantly between male and female business travellers. 

Stanislav Ivanov, (2006) in his article titled “Management of overbookings in the hotel industry-basic concepts and practical challenges” said about the possibilities to manage the overbookings in the hotel industry and discussed the operational procedures connected with walking guests. 

Mary Ipe, (2008) in her article titled “Soft skills: core competencies in the hospitality sector” said about the experiences of various hotel chains in India and concludes that the travellers in the future will be tech-savvy and discerning. 

Swati Soni, JP Sharma and Makarand Updhyaya (2009) in their article titled “Communicating corporate identity for the hotel industry” said about the
corporate identity communication that occurs at four levels - internal, external, formal and informal and provide a strategic framework for any hotel chain management for implementing a new corporate identity.  

Jeff Weinstein (2005) in his article titled “Hotel an extension of Home” said that hoteliers just have to figure out what consumers want now. May be it is a complete high-tech experience both in public spaces and guestrooms.  

Jung Hwan Koh, SooCheong (shawn) Jang (2009) in their article titled “Determinants of using operating lease in the hotel industry” said that their findings will contribute to further understandings of hotel industry-specific information regarding what drives hotel firms to use operating lease.  

Jeong-Gil Choi, Michael D. Olsen, Francis A. Kwansa and Eliza Ching-Yick Tse (1999) in their article titled “Forecasting industry turning points: the US hotel industry cycle model” provide useful guideposts for taking every possible advantage of the cycle study to the practitioners and researchers in the hotel industry.  

Sanja Cizmar and Sanda Webwe (2000) in their article titled “Marketing effectiveness of the hotel industry in Croatia” said that the marketing effectiveness is positively associated with the performance level and the scope of marketing activities. The way marketing information is used in strategic and operational management and also with the status of the marketing department within the hotel company is also discussed.  

Robert Dahlstrom, Sven A. Haugland, Arne Nvgaard and Aksel I. Rokkan (2009) in their article titled “Governance structures in the hotel industry” analysed the
choice between independent ownership and affiliation with a voluntary chain as well as the choice between integration and franchising.  

Morten Heide, Kirsti Laerdal and Kjell Gronhaug (2007) in their article titled “The design and management of ambience-Implications for hotel architecture and service” said that the study identified important differences in the two groups’ understanding of the importance of various ambience-enhancing factors and the benefits and risks associated with investing in ambience.  

A.Assaf, C.P Barros and A. Josiassen (2009) in their article titled “Hotel efficiency: A bootstrapped metafrontier approach” said that the size, ownership and classification of a particular hotel have significant impact on its efficiency.  

Murat Emeksiz, Dogan Gursov and Orhan Icoz (2006) in their article titled “A yield management model for five-star hotels: Computerised and non-computerised implementation” said that the application of the model is likely to improve the operational and financial performance for both type of properties.  

All these literatures are seen to customer satisfaction, determinants of price tolerance, service quality and customer loyalty, employee’s self efficacy, job satisfaction, marketing effectiveness, women employment and human resource management in hotels. This review enabled the researcher to identify the area and themes for the study. Hence, the researcher preferred to research on the services of hotel industry in Thanjavur district.
CONCLUSION:

This chapter explains the review of literature and research design. This chapter outlines what the researcher has analysed in this thesis. This includes brief introduction about services mix, service quality, review of literature, objectives of the study, study area profile, limitations of the study and chapterisation.
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5. Ibid page 4
8. Dr. P.N. Reddy, Prof.H.R. Appannaiah, Dr.S. Anil Kumar and Dr. Nirmala. Services Marketing. Himalaya Publishing House, Mumbai.


