Percent of cases currently classified: 79.01.

Higher discriminant co-efficients are identified in the case of marketing and staffs attitude since their co-efficients are -0.1936 and -0.1886 respectively. It shows the higher influence of abovesaid factors in discriminant function. The higher relative contribution of factors in the TDS is noticed in the case of staff attitude and marketing and their contributions are 24.01 and 18.72 per cent respectively. The analysis reveals that the important discriminant factors among the LIG and the HIG are staffs attitude and marketing which are highly viewed by HIG than by the MIG.

CHAPTER–VII

SUMMARY OF FINDINGS, CONCLUSION AND MANAGERIAL IMPLICATIONS

The present study is accomplished in four stages. In the first stage, the background of the respondents and their nature of stay at hotels had been discussed. It is followed by the examination of the HOLSERV factors, internal and external service qualities of hotel. In the third stage, the service qualities of restaurants and service fairness had been examined. At the final stage, the service loyalty and the linkage between the various aspects in hotel industry were examined.

The specific objectives of the present study are: i) to reveal the profile of the respondents, ii) to exhibit their nature of stay at hotels; iii) to analyse the
HOLSERV, internal and external service qualities in hotel; iv) to examine the service quality of restaurants and service fairness at hotels; v) to measure the service loyalty in hotel industry; vi) to evaluate the linkage between the service quality, service fairness and service loyalty in hotel industry; and vii) to identify the important critical factors for the success of hotel industry.

Since the present study is highly depending on the primary data, a proper care was taken to design an interview schedule. The schedule consists of four important parts. The first part of the schedule covers the profile of the respondents and their nature of stay at hotels whereas the second part of the schedule includes the variables related to the HOLSERV, internal and external service qualities in hotels. The third part of the schedule covers the service quality of restaurants, service fairness and customer satisfaction whereas the fourth part of the schedule includes the service loyalty and critical factors considered to enrich the quality of hotels. The relevant variables are drawn from the review of previous studies. A pre-test was conducted among 50 respondents at various registered hotels in Madurai City. With the help of the pre-test and also the advice of experts in the field, certain modifications, corrections and deletions were carried out. The final draft of the schedule was prepared to collect the data.

In total, there are 6 star hotels and 88 registered hotels in Madurai District. Out of the 94 hotels, only 51 hotels have restaurant facilities. Hence, the present
study includes all these 51 hotels for the study. The number of samples selected from each hotel is 20. The sample size came to 1020 respondents. Since the response rate is only 57.75 per cent, the included sample size came to 589 respondents. The data collected from the respondents were processed by the appropriate statistical analysis. These are discussed in previous chapters. The summary of findings, conclusion and managerial implications are presented in this chapter.
SUMMARY OF FINDINGS

The important gender among the respondents is male which is commonly identified in the case of the LIG, the MIG and the HIG. The important age groups of the respondents are 30 to 40 and 41 to 50 years. The most important age groups of the respondents among the LIG, the MIG and the HIG are 41 to 50, 30 to 40 and 51 to 60 years respectively.

The dominant levels of education among the respondents are undergraduation and post-graduation. The most important level of education among the respondents in the LIG, the MIG and the HIG is undergraduation. The important marital status of the respondents is married with children. The most important marital status among the three group of respondents is married with children.

The important occupation among the respondents is agriculture and others. The most important occupation among the LIG and the HIG are private employment and agriculture and others respectively whereas the most important occupation among the HIG, is Government employment. The important family system among the respondents is nuclear family system.

The dominant family sizes among the respondents are 3 to 5 and less than 3 members. The most important family sizes among the LIG, the MIG and the HIG
are 3 to 5; 6 to 8 and 3 to 5 members respectively. The important numbers of
dependent population per family among the respondents are one and two. The
most important numbers of dependent population among the LIG, the MIG and the
HIG are two, one and one respectively.

The important family income per month among the respondents is above
Rs.60,000/- The most important family incomes per month among the LIG, the
MIG and the HIG are Rs.40001 to 50000; and above Rs.60000 per month
respectively. The important nativities of the respondents are urban and semi-
urban. The most important nativities among the LIG, the MIG and the HIG are
semi-urban, urban and urban respectively.

The dominant natures of origin among the respondents are North India and
South India. The most important natures of origin among the LIG, MIG and the
HIG are North India, North India and South India respectively. The important
purposes of stay at hotel are holidays and pilgrimage tour. The most important
purposes of stay at hotel among the LIG, the MIG and the HIG are holidays tour,
pilgrimage tour and holidays tour respectively.

The important frequencies of visit to Madurai among the respondents are
first time and second time. The most important frequency of visit to Madurai
among the three groups of respondents is first time. The dominant frequencies of
stay at this hotel is first and second. The most important frequency of stay at this hotel is ‘first’.

The important numbers of days stayed at this hotel are one and two only. The most important number of days stayed at this hotel among the three groups of respondents is only one. The important source of awareness about this hotel are brokers and friends and relatives. The most important source among the LIG, the MIG and the HIG is brokers.

The important variables considered to stay at this hotel among the LIG are words-of-mouth and economy whereas among the MIG, these are quality of service and reputation of the hotel. Among the HIG, these are reputation of the hotel and quality of service. Regarding the perception on variables, significant differences among the three groups of respondents have been noticed in the case of economy, quality of service, words-of-mouth, reputation of the hotel and the suitability.

The discriminant personality trait scores among the respondents are 3.01 to 4.00 and above 4.00. The personality score among the HIG is higher than the scores among the MIG and the LIG.

The highly perceived variables in the tangibility among the LIG and the MIG are access and location respectively whereas among the HIG, it is appearance
of personnel. Regarding the perception on variables in tangibility, significant difference among the three groups of respondents have been identified in the case of all the six variables in tangibility. The variables included in tangibility explain it to reliable extent.

The highly perceived variable in reliability among the LIG and the MIG are performance of the promised service and performing accurately respectively. Among the HIG, it is ‘performing accurately’. Regarding the perceptions on the variables in reliability, significant differences among the three groups of respondents have been identified in the case of all the three variables in reliability. The included three variables in reliability explain it to a reliable extent.

The highly perceived variable in responsiveness among the LIG and the MIG is ‘willingness to help customers’ whereas among the HIG, it is immediate response to customers’ call. Regarding the perception on variables in responsiveness, significant differences among the three groups of respondents have been identified in the case of all three variables. The included three variables in responsiveness explain it to a reliable extent.

Among the LIG and the MIG, the highly perceived variables in empathy is access to customers whereas among the HIG, it is also the same. But significant differences among the three groups of respondents have been noticed in all the three variables. The included three variables in empathy explain it to a reliable
extent. The highly perceived variables in information among the LIG and the HIG are error free records and readiness to provide information respectively. Among the HIG, it is error free records. Regarding the perception variables in information, significant differences among the three groups of respondents have been noticed in all the three variables. The included three variables in information explain it to a reliable extent.

The highly viewed variable in price among the LIG and the MIG is tariff in restaurant whereas among the HIG, it is tariff on rooms. Significant differences among the three groups of respondents have been noticed in the perception on all the three variables in price. The included three variables in price explain it to a reliable extent.

The highly viewed HOLSERV factors among the LIG and the MIG are responsiveness and prices respectively. Among the HIG, it is also prices. Regarding the perception on the HOLSERV factors, significant differences among the three groups of respondents have been noticed in the perception on tangibility, reliability, responsiveness, assurance, empathy and information.

The significantly associating important profile variables with the perception on the HOLSERV factors are age, occupation, family income, and frequency of stay. The important discriminant HOLSERV factors among the LIG and the MIG are empathy and responsiveness which are highly perceived by the LIG than by
the MIG. The important discriminant HOLSERV factor among the MIG and the HIG is information which is highly perceived by the MIG than by the HIG. The important discriminant HOLSERV factors among the LIG and HIG are price and assurance which are highly perceived by the LIG than by the HIG. In total, the level of perception on the HOLSERV among the LIG is higher than that among the MIG and the HIG.

The internal service quality in hotels has been measured with the help of 19 variables. The highly perceived variables in internal service quality among the LIG and the MIG are modern equipment and telling exactly what to be served respectively. Among the HIG, it is, attractive dishes. Significant differences among the three groups of respondents have been identified in the case of 11 variables out of 19 variables in internal service quality.

The narrated internal service quality factors are reliability, safety, responsiveness, empathy, interest, tangibility and professionalism. The included variables in internal service quality factors explain it to a reliable extent. The highly perceived factors among the LIG and the MIG are tangibility and empathy respectively. Among the HIG, it is tangibility. Regarding the perception on internal service quality factors, significant differences among the three groups of respondents have been noticed in the cases of all the seven factors.
The significantly associating important profile variables with the level of perception on internal service quality factors are age, level of education, occupation, nativity and personality trait score. The important discriminant internal service quality factors (ISQFs) among the LIG and the MIG are professionalism and tangibility which are highly perceived by the LIG than by the MIG. The important discriminant ISQFS among the MIG and LIG are empathy and reliability which are highly perceived by the MIG than by the LIG. Among the LIG and HIG, the important discriminant ISQFs are interest and empathy which are highly perceived by the LIG than by the HIG. The level of perception on internal service quality is higher among the LIG than among the MIG and the HIG.

The external service quality (ESQ) has been measured with the help of 18 variables. The highly perceived ESQ variables by the LIG and MIG are availability to respond on customers’ request and afford individual attention respectively. Among the HIG, it is eagerness to service. Regarding the perception on variables in the ESQ, significant differences among the three groups of respondents have been noticed in the case of 16 variables out of the 18 variables in the ESQ.

The narrated ESQ factors by the factor analysis are caring, product, communication, organization image, safety and choice and availability. The
variables in the six ESQFS factors explain it to a reliable extent. The highly perceived ESQFs among the LIG and the MIG are availability and product respectively. Among the HIG, it is availability. Significant differences among the three groups of respondents have been identified in the perception on all the six ESQFs.

The significantly associating profile variables with the level of perception on the ESQFs are level of education, marital status, occupation and family income, the important discriminant. The ESQFs among the LIG and MIG are organization image and caring which are highly perceived by the LIG than by the MIG. Among the MIG and the HIG, the important discriminant ESQFs are communication and product which are highly perceived by the MIG than by the HIG. The important discriminant ESQFs among the LIG and the HIG are caring and organization image which are highly perceived by the LIG than by the HIG. In total, the level of perception on external service quality in higher among the LIG than among the HIG.

The quality of food has been measured with the help of four variables. The highly perceived variables in the quality of food among the LIG and the MIG are menu variety and fresh ingredients and food consistency. Among the HIG, it is menu variety. Regarding the perception on variables in quality of food, significant differences among the three groups of respondents have been identified in all the
four variables included in it. The included four variables in quality of food explain it to a reliable extent.

The quality of service in restaurant has been measured with the help of five variables. The included five variables in quality of service explain it to a reliable extent. The highly viewed variable in quality of service among the LIG and the MIG is courtesy of employees whereas among the HIG, these are equipment and appearance of employees. Regarding the perception on variables in quality of service, significant differences among the three groups of respondents have been noticed in all the five variables. The highly perceived variable in cost/value of the meals by the LIG and the MIG is competitive priced food whereas by the HIG, it is competitive priced beverages. There is a significant difference among the three group of respondents regarding their level of perception on variables in cost/value of the meals.

The level of perception on place is measured with the help of five variables. There is a significant difference among the three groups of respondents regarding their perception on all the five variables. All these five variables explain the place to a reliable extent. The highly perceived variable in place among the LIG and the MIG is telephone service whereas among the HIG, these are appearance, audience or atmosphere of the restaurant.
The highly perceived service quality factors in restaurant among the LIG are place and quality of food whereas among the MIG, these are place and quality of food. Among the HIG, these are cost/value of the meals and place. Regarding the perception on service quality restaurant factors (SQRF), significant differences among the three groups of respondents have been noticed in the perception on all five factors.

The significantly associating important profile variables with the perception on the SQRFs is age, occupation, family income and purpose of stay. The important discriminant SQRFs among the LIG and the MIG are quality of service and food which are highly perceived by the LIG than by the MIG. The important discriminant SQRFs among the MIG and HIG is cost/value of the meals which is highly perceived by the MIG than by the HIG. The important SQRFs among the LIG and HIG are quality of service and cost/value of the meals which are highly perceived by the LIG than by the HIG. In total, the level of perception on service quality of restaurant among the LIG is higher than that among the MIG and the HIG.

The significantly and positively influencing service quality on the HOLSERV factors among the LIG are internal and restaurant service qualities whereas among the MIG, it is only internal service qualities. Among the HIG, these are internal and external service qualities. The changes in the perception on
the various service qualities in hotel industry explain the perception on the HOLSERV factors to a higher extent among the LIG than among the MIG and the HIG.

The price fairness among the respondents has been measured by two variables. These two variables explain the price fairness to a reliable extent. The highly perceived variable in price fairness among the LIG and the MIG is reasonable pricing whereas among the HIG, it is worthy pricing. Regarding the perception on variables in price fairness, significant differences among the three groups of respondents have been noticed in the two variables in price fairness. The highly viewed variable in procedural fairness among the LIG and the MIG are timely service and seating in the order of arrival respectively. Among the HIG, it is timely service. Regarding the perception on variables in procedural fairness significant differences among the three groups of respondents have been noticed in the perception on all the four variables in procedural fairness.

The outcome fairness among the respondents has been measured with the help of the variables. The highly perceived variable among the LIG, the MIG and the HIG is better service than the expected service. Significant differences among the three groups of respondents have been noticed in the perception on all this variables in outcome fairness. In the case of interactional fairness, significant differences among the three groups of respondents have been noticed. The highly
perceived variable in interactional fairness among the LIG and the MIG is ‘friendly server’ whereas among the HIG, it is also the same.

The included variables in each service fairness explain it to a reliable extent. The highly perceived service fairesses among the LIG and the MIG are price fairness and intellectual fairness respectively. Among the HIG, it is price fairness. Regarding the perception on the various price fairesses, significant differences among the three groups of respondents have been noticed in the perception on all the service fairness factors.

The significantly associating profile variables with the perception on service fairness among the respondents are age, level of education, occupation, number of dependent population, family income, nativity and personality trait score. The important discriminant service fairness components (SFC) among the LIG and the MIG are price fairness and international fairness which are highly perceived by the LIG than by the MIG. The important discriminant SFC components among the MIG and LIG are outcome and interactional fairness which are highly perceived by the MIG than by the HIG. The important discriminant SFC among the LIG and the HIG are interactional and price fairness which are highly perceived by the LIG than by the HIG. The level of perception on service fairness is identified as higher among the LIG than among the other two groups of respondents.
The customers’ satisfaction towards the hotel has been measured with the help of 14 variables. The highly viewed variables by the LIG are knowledge of staffs and freshness whereas among the MIG, these two are promptness and understand needs. Among the HIG, these are helpfulness and attentiveness. Regarding the perception on variables in customers’ satisfaction, significant differences among the three groups of respondents have been noticed in the perception on 11 variables and of 14 variables included. The included 14 variables in customers satisfaction explain it to a reliable extent. In total the level of customers satisfaction is identified as higher among the LIG compared to the other two groups of respondents.

A cognitive loyalty among the respondents with the help of 4 variables. The highly perceived variable by the LIG and that MIG is willingness to pay more in the next visit and whereas among the HIG, it is better service at this hotel. Regarding the perception on variables in cognitive loyalty, significant differences among the three groups of respondents have been noticed in two variables out of the 4 variables in cognitive loyalty.

The respondents’ view on affective loyalty is measured with the help of four variables. The highly viewed variables by the LIG and the MIG are ‘appreciate this hotel in the city’ and ‘liking to stay in this hotel’ respectively. Among the HIG, it is ‘enjoying the most in this hotel’. Regarding the perception
on the variables in affective loyalty, significant differences among the three groups of respondents have been noticed in all four variables in affective loyalty.

The highly viewed variable in intention loyalty by the LIG and MIG is ‘intend to stay in this hotel again’. Among the HIG, it is also the same. Regarding the perception on variables in intention loyalty, significant differences among the three groups of respondents have been noticed in 3 variables out of four variables in intention loyalty. The highly viewed variable in behavioural loyalty by the LIG and the MIG are ‘stay in this hotel when I come here’ and ‘Used more of the services in this hotel compared to others. Regarding the perception on variables in behavioural loyalty, significant differences among the three groups of respondents have been noticed in 3 variables out of the 4 variables in behavioural loyalty.

The included variables in various components of service loyalty explain it to a reliable extent. The highly viewed service loyalty component by the LIG and the MIG is affective loyalty whereas among the HIG, it is intention loyalty. Regarding the level of service loyalty, significant differences among the three groups of respondents have been identified in the case of cognitive, affective and behavioural loyalty.

The significantly associating profile variables with the level of various components of service loyalty are level of education, occupation, family income, and personality trait, score. The important discriminant components of service
loyalty (CSL) among the LIG and the MIG in behavioural loyalty which is higher among the LIG than among the MIG. The important CSL among the MIG and the HIG is affective loyalty which is higher among the MIG than among the HIG. The important CSL among the LIG and the HIG is affective loyalty which is highly received by the LIG than by the HIG. The level of service loyalty among the HIG is lower than that among the other two groups of respondents.

The significantly and positively influencing HOLSERV factors on the customers’ satisfaction among the LIG is tangibility, responsiveness, assurance and prices whereas among the MIG, these are tangibility, reliability, responsiveness and empathy. Among the HIG, these factors are reliability, responsiveness, assurance, empathy and information. The changes on the perception on HOLSERV factors explain the changes in customers’ satisfaction to a higher extent among the HIG than among other two groups of respondents.

The significantly and positively influencing HOLSERV factors on service loyalty among the LIG are empathy and price whereas among the MIG, it is information. The changes in the perception on the HOLSERV factors explain the changes in service loyalty to a higher extent among the LIG than that among the MIG. No other variable has such a significant impact of service loyalty among the HIG.
The significantly and positively influencing service qualities on the customers’ satisfaction among the LIG are internal service quality and service fairness whereas among the MIG, these are also the same internal service quality and service fairness. Among the HIG, the internal external service quality, and service fairness have a significant positive influence on the customers’ satisfaction. The changes in the perception on internal, external service quality and service fairness explain the customers satisfaction to a higher extent among the HIG than among the LIG and the MIG.

The significantly and positively influencing service qualities on service loyalty among the LIG are internal service quality and service fairness whereas among the MIG, it is internal service quality alone. Among the HIG, it is internal service quality. The changes in the perception on service qualities and service fairness explain the service loyalty to a higher extent among the LIG than among MIG and the HIG.

The critical success factors in the hotel industry have been discussed with the help of nine factors namely staff attitude, conference and banqueting, human resource management, guest accommodation, leisure operations, marketing, food and beverage, lack of house operations and; accounting and control. The respondent views on staff attitude have been measured with the help of three variables. The highly viewed variables in staff attitude among the LIG and the
MIG are staff appearance and enquiry handling respectively. Among the HIG, it is enquiry handling. Regarding the perception on variables in staff attitude, significant differences among the three groups of respondents have been noticed in all three variables in staff behaviour.

The respondents’ views on conference and banqueting (CAB) have been measured with the help of four variables. The highly viewed variables by the LIG and the MIG are reservation management and flexibility of facilities respectively. Among the HIG, it is quality of facilities. Regarding the perception on variables in the CAB, significant differences among the three groups of respondents have been noticed in the case of two variables out of the four variables in the CAB.

The levels of importance attached with Human Resource Management (HRM) have been measured with the help of two variables. The highly viewed variables in HRM among the LIG and the MIG are morale and loyalty of the staff. Among the HIG, it is staff development. Regarding the levels of importance attached with the variables in HRM, significant differences among the three groups of respondents have been noticed in two variables included in the HRM. The highly viewed variable in guest accommodation by the LIG and the MIG is accommodation management whereas among the HIG, it is also the same. Significant differences among the three groups of respondents have been noticed in the case of staff training and accommodation management.
The highly viewed variable in leisure operations among the LIG and the MIG is customers safety whereas among the HIG, it is also customer safety. Regarding the level of view on leisure operation’s, significant differences among the three groups of respondents have been noticed in the case of range of facilities. The highly perceived variables in marketing among the LIG and the MIG are client database and quality of sales team whereas among the HIG, it is client database. Regarding the perception on variables in marketing, significant differences among the three groups of respondents have been noticed in the case of quality of sales term, client data base and effective advertising.

The highly perceived variable in food and beverages (FAB) by the LIG and the MIG is high level service whereas among the HIG, it is high level service. Regarding the perception on the variables in the FAB, significant differences among the three groups of respondents have been noticed in all the four variables in the FAB. The highly viewed variables in back house operations (BOHO) among the LIG and the MIG are guest safety and effective cleaning regimes whereas among the HIG, it is effective cleaning regimes. Regarding the perception on the variables in the BOHO, significant differences among the three groups of respondents have been noticed in the perception on planned maintenance programme and laundry quality and efficiency.
The highly viewed variable in accounting and control among the LIG and the MIG is the prompt payment of all monies whereas among the HIG, it is accurate financial reports. Regarding the perception on the variables accounting and control, significant differences among the three groups of respondents have been noticed in all the two variables in accounting and control. The included variables in success factors explain it to a reliable extent.

The highly viewed success factors among the LIG are accounting and control and guest accommodation whereas among the MIG, these are human resource management and conference and banqueting. Among the HIG, these are staff attitude and ‘conference and banqueting’. Regarding the perception on the importance given on the success factors, significant differences among the three groups of respondents have been noticed in the case of staff attitude, conference and banqueting, human resource management, guest accommodation and food and beverage.

The significantly associating important profile variables with the importance attached on the success factors have been identified in the case of age, number of dependent, population, nature of origin, occupation, level of education and nativity. The important discriminant success factors among the LIG and the MIG are accounting and control and human resource management. The important discriminant success factors among the MIG and the HIG are food and beverages.
which are highly viewed by the HIG than by the MIG. The important discriminant success factors among the LIG and the HIG are staff attitude and marketing which are highly viewed by the HIG than by the MIG.

CONCLUDING REMARKS

The present study concludes that the important HOLSERV factors are tangibility, reliability, responsiveness, assurance, empathy, information and prices. The internal service quality in hotel industry is having a significant impact on the external service quality offered by the hotel industry. Both the internal and external service qualities have a significant positive impact on customers’ satisfaction. The degree of impact is identified as higher among the higher income groups compared to that of the lower and medium income groups. Eventhough the service quality and service fairness have a significant impact on the customers’ satisfaction, the degree of impact on service loyalty in lesser. The service loyalty is very poor among the higher income group whereas it is lesser among the other two groups of respondents. Hence, the linkage between service quality, service fairness, customers’ satisfaction and the service loyalty are proved through this research work. The important factors considered to enrich the quality of hotels are staff attitude, conference and banqueting, guest accommodation, leisure operations, marketing food and beverage, back house operations and accounting and control. Since the level of expectations on these aspects are differing among
the different income groups, the hoteliers have to formulate appropriate marketing strategy to satisfy all customers segments.

**MANAGERIAL IMPLICATIONS**

Based on the findings of the study, the following suggestions are drawn:

The study reveals the close link between the internal and external service qualities in hotel industry. It also exposed that the external service quality of hotel depends upon the internal service quality. These findings insist the importance of generating better internal service quality in hotel in order to provide better external service quality.

Since the level of perception on the HOLSERV factors among the different income groups are differing from one another it shows the necessity of differentiating service strategies to meet the requirements of all segments of consumers in the hotel industry. It is very difficult to satisfy the higher income class compared to the other income classes, the hoteliers should be very careful to design appropriate product service mixes to meet the requirements of the various customers’ segments.

The perception on service fairness among the respondents is only at moderate level. The service fairness is an outcome of evaluation of the services offered by the hotel at per with other competitive hotels. Hence, it is concluded
that the hotelier should consider the service offered by their competitors and also the prices fixed by them before formulating their service strategy and also the price strategy.

The ultimate aim of the service providers is establishment of service loyalty among the customers. The result of the present study shows that the level of service loyalty is comparatively lesser than the customers’ satisfaction on the hotel services. It shows that majority of the hoteliers are unable to convert their satisfied customers into loyal customers. The hoteliers are advised to formulate suitable strategy to enrich their service loyalty among their customers since the cost of retaining existing customers is lesser than the cost of attracting new customers. Apart from this, the loyal customers are the real asset to the hotel because of their positive words of mouth about the hotel to others.

Since the profile of the respondents especially age, level of education, income and personality traits have a significant association with their levels of perception on service quality, service fairness, customers satisfaction and service loyalty, the hoteliers should consider the demographic variables of the respondents before designing their product and service strategy in order to satisfy all customers segments based on their profile.

From a managerial standpoint, the results of this study helps restaurant managers who observe that customers have become more demanding in terms of
the level of quality. Understanding the crucial quality attributes that distinguish highly satisfied diners allows restaurants to make improvements in those areas that lead to greater satisfaction with the restaurant experience. Since food is an essential component of the restaurant experience, there may be no doubt that the food has, and will continue to have a substantial influence on consumers’ satisfaction. Considering the demands of a more foodsavvy clientele, restaurants should provide tasty food above the customer standards in an attempt to win over the competitors. When decorating for food presentation, selecting an elaborate garnish and platers that blend into dishes is important for satisfying guests with a sense of aesthetics.

In the hedonic nature of restaurant experience, the role of atmospherics has an increasing intuitive appeal for management. This study shows that attractive interior design, spatial seating arrangement, and pleasant music are important attributes in stimulating high satisfaction in diners. Realizing the importance of interior design, the restaurant operators need to pursue strategies with fancy and distinctive décor in order to please customers. Calling attention to the selection of appealing interior design may upgrade the image of the restaurant setting and help to establish an overall tone for the atmosphere. Since lighting is an important factor, which can make or break an atmosphere more than any other design element, restaurants might establish upward lighting to make the restaurant appear softer and more flattering. As for the design and layout, restaurant managers
should recognize the fact that the customers value functionality along with aesthetics, accordingly they prefer to have ample space to preserve their own privacy. Music also appeared to be a significant attribute that elicits customers’ satisfaction and so appropriate music should be deemed necessary to add spice to restaurants.

Furthermore, what occurs in the interaction between customer and service provider can have a substantial impact on consumer evaluation of a restaurant service. The findings suggest that restaurant managers should recognize the level of service that the restaurant expects to provide for their customers. Although empathy is required of restaurant services, reliability, responsiveness and competency were found to be more significant to ensure high satisfaction. Therefore, service operators in restaurant where customers spend time interacting with service providers need to pay close attention to train server present the appropriate traits.

Identifying critical quality attributes among diverse candidates is vital in maximizing customer satisfaction. The results of this study can be useful for restaurant managers to achieve a balance in their focus on the three facets of restaurant quality, and aim at prioritizing limited business resources for improving more critical quality attributes that intensify customers’ satisfaction, and eventually future favourable behaviours.
The managers of the hotels must establish priorities among the strategic moves that are likely to improve a customers repeat purchase. The manager must decide on the expense of making the necessary investment in improving hotel quality and service attentiveness. To identify the most profitable actions, the manager must place values (in terms of money, time or both) on the investment needed in each service attribute to achieve a targeted increase in repeat patronage.

The hotel managers are advised to introduce the value added services to their customers along with high tech care service quality. They are also advised to diversify the hotel products in regional specialties and also at the international specialties.

This study also provides the base information for investigating which aspects of service fairness are critical in eliciting favourable emotional and behavioural consequences. For example, the violation of procedural fairness may cause negative emotions and lead to behavioural outcomes. Also, the excellence of interpersonal interaction between the customer and contact employee could affect consumer emotions in a positive way. Therefore, the managers should improve the probability of favourable behavioural intentions by establishing procedural fairness and improving the quality of the patronage behaviour.

The findings of the study imply that the managers of hotels should focus on internal service quality issues if they wish to improve external service quality, e.g.
enhance internal communication and collaboration among departments that are linked in workflow and help remove bottlenecks and engage in problem solving. The result of the study indicates that better service quality results in customers’ satisfaction but not in customer loyalty. Hence the managers are advised to satisfy their customers at a high level and repeated satisfaction. Then only they can establish customers’ loyalty.

**SCOPE FOR FUTURE RESEARCH**

The present study is a base for future research. The scope for future research may be extended to the hotel industry at Tamilnadu. The comparative study on service quality of hotel at metro-cities and towns in Tamilnadu may be focused on future. The customers’ satisfaction and its consequences in the hotel industry may be studied in near future. The present study analyses the linkage between the service quality, service fairness and service fairness in hotel industry though direct effect only. In future, it may be extended to study the direct and indirect effect of service quality on service loyalty though customers’ satisfaction in future. The future study may examine the service quality of restaurant alone in future research work. Since there is mushroom growth of street hotels in India, future study may be focused on the various aspects related to street hotels in India, as per the views of the customers. The future study may be related to the
LODGSEV developed by Krutson et al., (1990)\textsuperscript{151} and the DINESERV developed by Lee et al., (1995)\textsuperscript{152} and the TANGSERV developed by Raajpoot (2002)\textsuperscript{153}.

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