



**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF MARKETING MANAGEMENT**

RESEARCH ON

**DETERMINANTS OF CUSTOMER PERCEIVED SERVICE
QUALITY IN FOUR STAR HOTELS IN HAWASSA TOWN
SNNPR'S ETHIOPIA**

**BY
ADANECH KIFLE
ID. NUMBER: SGS/0699/2007A**

**JANUARY, 2017
ADDISABABA, ETHIOPIA**

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES IN PARTIAL FULFILMENT OF
THE REQUIREMENTS FOR THE DEGREE OF MASTER OF
MARKETING MANAGEMENT**

ADVISOR: ASFAW YILMA (PhD)

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This is to certify that Adanech Kifle carried out her thesis on “***DETERMINANTS OF CUSTOMER PERCEIVED SERVICE QUALITY IN FOUR STAR HOTELS IN HAWASSA TOWN SNNPR’S ETHIOPIA***” and submitted in partial fulfillment of the requirements for the award of the degree of Masters of Art in Marketing Management at St. Mary’s University with my approval as university advisor.

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Date: _____

Asfaw Yilma (PhD) – Advisor

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LIST OF ABBREVIATIONS AND ACRONYMS

WTTC: -	World Travel and Tourism Council
CSA: -	Central Statistics Agency
FDRE: -	Federal Democratic Republic of Ethiopia
SNNPRS: -	Southern Nation and Nationalities and Peoples Regional State
SEPDA: -	South Ethiopia Peoples Development Association
MOT: -	Moment of Truth
SQ: -	Service Quality
EFA: -	Exploratory Factor Analysis
RS: -	Responsiveness
R: -	Reliability
ASS: -	Assurance
EM: -	Empathy
T: -	Tangibility
HT: -	Hotel Technology
CHB: -	Core Hotel Benefits
KMO: -	Kaiser-Meyer-Olkin

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ABSTRACT

The main objective of this study is to identify the determinants of customer perceived service quality of four star hotels attributes and to determine the factors of service quality perception. The data for the study were collected from 124 customers drawn from two four star resort and hotels in Hawassa-Ethiopia. The survey included a questionnaire, which covers five service quality dimensions of tangibles, reliability, responsiveness, assurance and empathy furthermore core hotel benefits and technological aspects are also assessed. A modified version of SERVQUAL model was used to determine service quality perceptions from the perspective of customers using four star hotels in Hawassa. The factor analyses were run and the study result indicates three dimensions of SERVQUAL can be factored out to determine the perceptions of customers regarding service quality. The study has revealed that all dimensions in the SERVQUAL Model are not necessarily the constructs of the customers perceived service quality, instead “Reliability and/or Responsiveness.” “Core Hotel Benefits and Technologies” and “Empathy and Competence of staffs” are factored out. The outcome of the quantitative assessment of perceived service quality may offer some insights on how customers rate the service quality of the four star hotels. Thus, the findings can be used as a guide for the hotel industry to improve the crucial quality attributes and to enhance service quality and business performance.

Key words:-Service Quality, Perception, SERVQUAL, Factor Analysis, Four Star Hotels in Hawassa, Ethiopia.

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the Study

The World Economic Impact Report by the World Travel and Tourism Council (2014) shows that tourism industry continues to grow in spite of continuing economic competitiveness. Accordingly, the inspection and classification of lodging facilities emerged in the early 20th century.

Ethiopia's overall growth and the continued progress in the hospitality and tourism industry forecasted by the World Travel & Tourism Council to be 4.8% per annum over the coming decade. Thus, increasing the supply of high-quality, top-end hotel accommodation service is necessary for improved competitiveness and the economic success of the sector. To this end, Hawassa city is striving to contribute its share for this growth.

According to yearly magazine of Hawassa Municipality in 1967, Hawassa city was founded during the period of Emperor Hailesilase in 1959 G.C and it was named after Lake Hawassa. It is one of the most beautiful and rapidly growing cities in Ethiopia. It is found at the heart of the rift valley and enclosed by Lake Hawassa, which is an ideal spot for fishing, boating and bird watching. It is 275Km south of Addis Ababa. It is, currently, the head quarter of the Sidama Zone administration as well the capital of the Southern Nation, Nationalities and People's Regional State. Hawassa has become the home of over 56 Nationalities'. All are enjoying their own identity, tradition, customs and cultures. It also serves as an excellent base to explore the lower OMO valley of Ethiopia the city has registered a dramatic growth/investment and infrastructures, especially in hospitality industry.

Like many countries in the world; in Ethiopia Hotel service standard is rated by stars. According to the FDRE Ministry of Culture & Tourism, as of 2016 some of the hotels in Hawassa have got four (4) stars namely, Haile Resort & Hotel, Ker-Awud International

Hotel, Lewi Hotel & Resort, South Star International Hotel and Central Hawassa Hotel. Due to different cultural and environmental factors consumers of the aforementioned hotels services may have different perception of what service quality is depending on their experience in other cities of the country.

Hotel ratings are often used to classify hotels according to their quality. The development of the concept of hotel rating and its associated definitions display strong parallels. From the initial purpose of informing travelers on basic facilities that can be expected, the objectives of hotel rating has expanded into a focus on the hotel experience as a whole. Today the terms 'grading', 'rating', and 'classification' are used to generally refer to the same concept, that is to categorize hotels (*Hensens, Struwig & Dayan 2010*).

There are a wide variety of rating schemes used by different organizations around the world. Many have a system involving stars, with a greater number of stars indicating greater luxury. Forbes Travel Guide launched its star rating system in 1958.

Food services, entertainment, view, room variations such as size and additional amenities, spas and fitness centers, ease of access and location may be considered in establishing a standard. Hotels are independently assessed in traditional systems and rest heavily on the facilities provided. Some consider this disadvantageous to smaller hotels whose quality of accommodation could fall into one class but the lack of an item such as an elevator would prevent it from reaching a higher categorization (*Vine, P.A.L. (March 1981). "Hotel classification; art or science, International Journal of Tourism Management*).

In the highly competitive hotel industry, service becomes one of the most important elements for gaining a sustainable competitive advantage in the marketplace. Consequently, the efforts of service managers and academic researchers are directed towards understanding how customers perceive the quality of service. Customers are likely to view services as a variety of attributes that may, in different ways, contribute to their purchase intentions and perceptions of service quality. Although researchers (Grönroos 1984; Parasuraman, Berry and Zeithaml 1985, Parasuraman, Zeithaml and Berry 1988; Zeithaml, Parasuraman and Berry 1990) have focused on different aspects of service quality, they all agree that the emphasis should be on customers.

Quality in a service organization is a measure of the extent to which a delivered service meets the customer's expectations. It is determined by the customer's perception and not by the perceptions of the providers of the service. It is, therefore, very important to determine customer needs & wants and, then design the service to meet these requirements. Service quality is considered a critical determinant of competitiveness. Service quality can help an organization to differentiate itself from other organizations and gain a competitive advantage. Superior service quality is a key to improved profitability.

Interest in service quality has increased in last decade especially in the hotel industry. On the other hand, a key challenge for management is achieving customer satisfaction in an increasingly competitive marketplace. Therefore, the hospitality industry, and hotels in particular, have witnessed increasing competition for high service quality and customer satisfaction.

Consequently, in Ethiopia over the years, many hotels started to increase the number of services offered, including suites, public dining, banquet facilities, lounges and entertainment facilities; this has increased the difficulty of the activities management, sometimes moving away from the hotel core competencies. From this point of view, outsourcing is an effective way to manage these difficulties. Therefore, the hotel's management passes through the identification of variables and drivers that increase the results and performance.

And hence, this survey basically focused on assessing such performance of Four Star Hotels found in Hawassa City: Haile Hotel & Resorts and Lewi Hotel & Resort.

1.2 Statement of the Problem

Hotel which chose the application of quality concept as a key factor of success should experience the growth in the satisfaction of costumers (guests), i.e. successfully position on the market and thus gain larger profit. However, trying to reach the high level of the quality of hotel services, hotel managers very often meet with problems of an adequate measuring of the service quality. Most of the time, hotel managers do not know what their guests consider as important when evaluating the quality of hotel products and very often

do not have reliable methods for determining the expectations and perception of hotel guests when the service quality is concerned. The problem of measuring the quality appeared already at the beginning of the development of a scientific thought about the quality itself. As a solution to this problem, many authors suggest different methods for measurement of service quality and customer satisfaction.

From this initial background a number of models for quality in services were developed by academics and consultants. A model is in this sense a logical construct used in an effort to interpret and predict a real phenomenon (Simon, 1957) by breaking it down into a small number of variables that make it possible to simplify, unravel and dismantle the phenomenon so its component parts are visible for examination (Baccarani, 2010).

In most cases, SERVQUAL was considered to be the most appropriate tool to measure service quality of hotels (Fernandez, 2004). According to Markovic and Raspor (2010), the main dimensions of perceived service quality in hotels are 'reliability,' 'empathy and competence of staff,' 'accessibility,' and 'tangibles.' The dimensions of service quality play a significant role in the performance of a hotel as a service sector.

Thus, providing an excellent and satisfactory service quality is extremely important to capture and retain customers. Consequently, the efforts of hotel managers should be directed towards understanding how customers perceive the quality of service because customers may view services as a variety of attributes that may contribute to their purchase intentions and perceptions of service quality.

It is clear that the hotel market is highly competitive and like any other industry that markets a product in a highly competitive market, competing for the consumer's disposable income, it has to be aware of the quality issues. Quality is determined by imprecise individual factors: perceptions, expectations and experiences of customers and the hotelier itself. Robert E. Allen said in Fortune magazine in 1988, "Quality does all. It saves all. It sells. It satisfies."

This is especially important to the hotel situation in which there is less obvious competition on price, but centers more on issues of facilities, image, service and the

quality of that provision. Hotels have therefore, improved their service quality in order to stay competitive. Hotel businesses are increasingly aware of the importance of quality and clearly use it in their advertisement and promotion to customers and in the standards of performance set for their employees.

There is still, however, some misunderstanding in perceiving the service quality between the hotels and customers, in which research has shown that many service organizations develop their own perceptions of what customers want, which often differ from what the customers really want. Since these intangible aspects are not easy to measure, it is difficult to know whether the customer is satisfied or not.

Thus, an analysis pertaining the customer's perception on the hotel service quality and their satisfaction is needed in order to establish strategies and to ascertain steps to be taken in maximizing consumer's satisfaction which, hopefully, can form a positive image of the hotel industry in Ethiopia.

Though, different foreign and local researchers made multitude of research on service quality perspectives, less attention has been given to the **hospitality industry**¹ more specifically to hotels in our context. As a result of the above problem the researcher focuses on the determinants of customers perceived service quality in four star hotels. Therefore, the researcher has tried to find out the determinants of customer perceived service quality in four star hotels.

For this reason, this study utilized the “SERVQUAL” model and to investigate the hotel visitors’ perception of *four star hotels more specifically the two resorts in Hawassa City*. Assessing perceptions of the hotel visitors with actual served service quality will help the hotel managers to find shortfalls and subsequently improve their quality of services. Therefore, the purpose of this study is to fill the research gap that initiates the objective of the research paper.

¹**Hospitality industry** is a broad category of fields within the service **industry** that includes **lodging**, event planning, theme parks, transportation, cruise line, and additional fields within the tourism **industry**.

1.3 Objective of the Study

1.3.1 General Objective of the Study

The main objective of this study is to examine customers' perceived service quality of four star Hotels in Hawassa City.

1.3.2 Specific Objectives

This research is designed:

- To assess customers' perception level towards service quality of the four star hotels in five dimensions: tangibility, reliability, responsiveness, assurance, and empathy.
- To analyze the significant factors that contribute for customers' perceived service quality.
- To recommend possible alternatives for service providers for their optimal service quality provision to service receivers.

1.4 Research Questions

The following research questions are formulated to identify the determinant factors of perceived service quality:-

- i. What are the factors affecting customer's perceptions in terms of Tangibles?
- ii. What are the factors affecting customer's perceptions in terms of Reliability?
- iii. What are the factors affecting customer's perceptions in terms of Responsiveness?
- iv. What are the factors affecting customer's perceptions in terms of Assurance?
- v. What are the factors affecting customer's perceptions in terms of Empathy?

1.5 Significance of the Study

The study contributes to hospitality industry especially for hotels in distinguishing which of their services are resulting in high perceived quality and it also adds to the literature in the area. Managers can also take it as a reference for their proper decision. Finally, by fulfilling

the aims, this study can help other researchers who may be focusing on understanding the concept of perceived service quality factors which results in high end performance. The notable significance of this study is the possibility that other researchers may be able to use the findings in this study for their future studies that will create an impact in Hotel industry. This study's findings can be used for other findings that might prove to be helpful in introducing changes to the hotel business.

1.6 Scope and Limitation of the Study

1.6.1 Scope

The researcher is aiming to address the theoretical and conceptual framework of perceived service quality in four star hotels.

- ✓ Geographically, the scope of the study focused on selected hotels in Hawassa city.
- ✓ It also examined only the factors that are already been identified in a SERVQUAL model and it doesn't cover different theoretical and methodological aspects.

1.6.2 Limitation

Apart from the researcher's time and finance limitations the expected resistance from respondents to disclose their actual perceptions was significant. To compensate, a recommendation for future study is provided so as to promote the continuous investigation on the issue. In this way, a continuum of learning through investigation on this issue could be promoted.

1.7 Organization of the Study

The thesis is divided into five chapters in order to provide clarity and coherence on the discussion of the determinants of perceived service quality particularly when it comes to their level of significance. The first part of the paper discusses the background, problem statement, research questions and objectives and the significance and limitations. The second chapter discusses the relevance of the study in the existing literature. It provides

studies on determinants of perceived service quality of four star hotel customers. After the presentation of the existing related literature, the researcher has provided a synthesis of the whole chapter in relation to the study.

The third part of the study discusses the methods and procedures used in the study. The chapter comprised of the presentation of the utilized techniques for data collection and research methodology. Similarly, it also contains a discussion on the used techniques in data analysis as well as the tools used to acquire the said data.

The fourth chapter is a discussion of the results of the study. Data has been presented and statistically treated in order to uncover the variables involved in the study. With the said data, the chapter has tried to address the statement of the problem distinguished in the first chapter.

The last chapter comprises of two sections: the conclusions of the study, and the recommendations. This chapter addresses the problem stated in the initial chapter of the study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2. INTRODUCTION

In this chapter theoretical and conceptual framework of the study related to the problem statement are highlighted.

2.1 Theoretical Literature

2.1.1 Service Quality

Service quality has become a major concern of service industries. Berry and Parasuraman (1991) stated that service is the essence of services marketing and that service quality is its foundation. Perceived service quality is a user's judgment about a service's overall excellence or superiority (Berry et al. 1988). In hospitality businesses and organizations, suppliers provide the same types of services, but they do not provide the same service. Wager (1966) observed, "Quality is a human concept based on highly subjective criteria and seems to be a highly personal matter." Due to the central importance of service quality, tourism businesses and organizations have commissioned research studies designed to identify, assess, or evaluate the phenomenon of service quality.

Kotler (2003) explains that the quality should start from the needs of customers and ends at the customer's perception. This means that good quality perception is not based on services provider, but based on the point of view or perception of the customer. Customer perception of service quality is a comprehensive assessment of a service benefits.

Superior service quality can be used as a tool to achieve competitive advantage for the company. According to Frandy (2001), Continuous quality improvement is not a cost but an investment to generate greater profits. Superior service quality and consistency can lead to customer satisfaction which in turn will provide various benefits, such as:

1. The relationship between the company and its customers will become more harmonious,

2. Provide a good basis for re-purchase activities,
3. Encourage customer loyalty,
4. Creating a recommendation by word of mouth (word of mouth) that benefit the company,
5. To be a good corporate reputation in the customer's mind, and
6. Company's profit will be increased.

The implications of these benefits are that each company must realize the strategic importance of quality. Thus, quality is considered as an effective strategic technique in order to improve the productivity of an organization (Hasan and Kerr, 2003). Service quality is a multi-dimensional construct and it is perceived as the attributes of service delivery system, which pertains on the level of the satisfaction of the customer as well as the connections among the different entities of the service system which describe the service encounter (Chase and Bowen, 1991). As such, efforts and strategies are aimed in improvement of quality of service, which mainly focus on front- and backend of the overall service operational (Yasin, et al., 2002).

Service delivery is an interactive and dynamic process, which from the consumer's point of view is much more than a passive exchange of money for a particular service. Characteristics of services often require customers to be actively involved in helping to create the service value either by serving themselves or by cooperating and often working collaboratively with service personnel (Claycomb, Inks & Lengnick-Hall 2001). In high-contact systems customers can influence the time of demand, the exact nature of the service, and the quality of service (Lovelock & Young 1979). If consumers somehow become better customers, that is, more knowledgeable, participative, or productive the quality of the service experience will likely be enhanced for the customer and the organization (Bowers, Martin & Luker 1990).

2.1.2 Perceived Service Quality

Quintana (2006) suggests that when it comes to customers, it is their perceptions of the quality of service one offers that determines success. The final measure of quality customer service is simply how the customer perceives it. Perceptions are considered relative to expectations. Customers perceive service in terms of the quality of the service they receive and whether or not they are satisfied with their experiences (Parasuraman, Zeithmal& Berry 1988, 1991, 1985). The perceptions that customers form are vital to service organizations, as the services they offer are intangible and sales rely heavily on a positive perception (Perreault& McCarthy, 1999).

2.1.3 Perceived Service Value

Perceived service value has been recognized in the past decade as one of the most salient determinants of purchase intention and repeat visitation (customer retention) (Chang and Wildt 1994; Bolton and Drew 1991a; Jayanti and Ghosh 1996). Although, considerable research has focused on perceived service quality as an important determinant of satisfaction and behavioral intentions (Parasuraman et al. 1988; Brown et al. 1993; Zeithaml et al. 1996), there has been relatively more empirical research conducted on perceived service value and its relationship to visitor satisfaction and behavioural intentions (Anderson et al. 1994; Cronin et al. 2000; Caruana, Money and Berthon 2000; Oh 1999; Sweeney et al. 1997). Chang and Wildt (1994) found that the purchase intention is strongly and positively influenced by perceived service value. Previous studies (Grewal, et al. 1998; Jayanti and Ghosh 1996; Oh 1999; Sweeney et al. 1997; Zeithaml 1988) suggested that the perceived service value mediates the influence of perceived price and perceived service quality.

From the way the above theory is presented, it seems the idea of SERVQUAL best fits the evaluation of service quality from the customer perspective. This is because when it is stated “perceived” and “expected” service, it is very clear that this goes to the person, who is going to or is consuming the service; who definitely is the consumer/customer.

2.2 Methodological Review

2.2.1 Models of Service Quality

As service industry has contributed significantly to a global economy in the past few decades, service quality also draws attention of many practitioners and researchers. There was various service quality models proposed and applied in different contexts.

2.2.1.1 The Gap Model

The Gaps Model of Service Quality is proposed by Parasuraman, Zeithaml, and Berry (1988). The Gap model reflects that perspective and offers service organizations a framework to identify services in the form of the gaps that exceed (or fail to meet) customers' expectations. The model posits five gaps that reflect a discrepancy between:

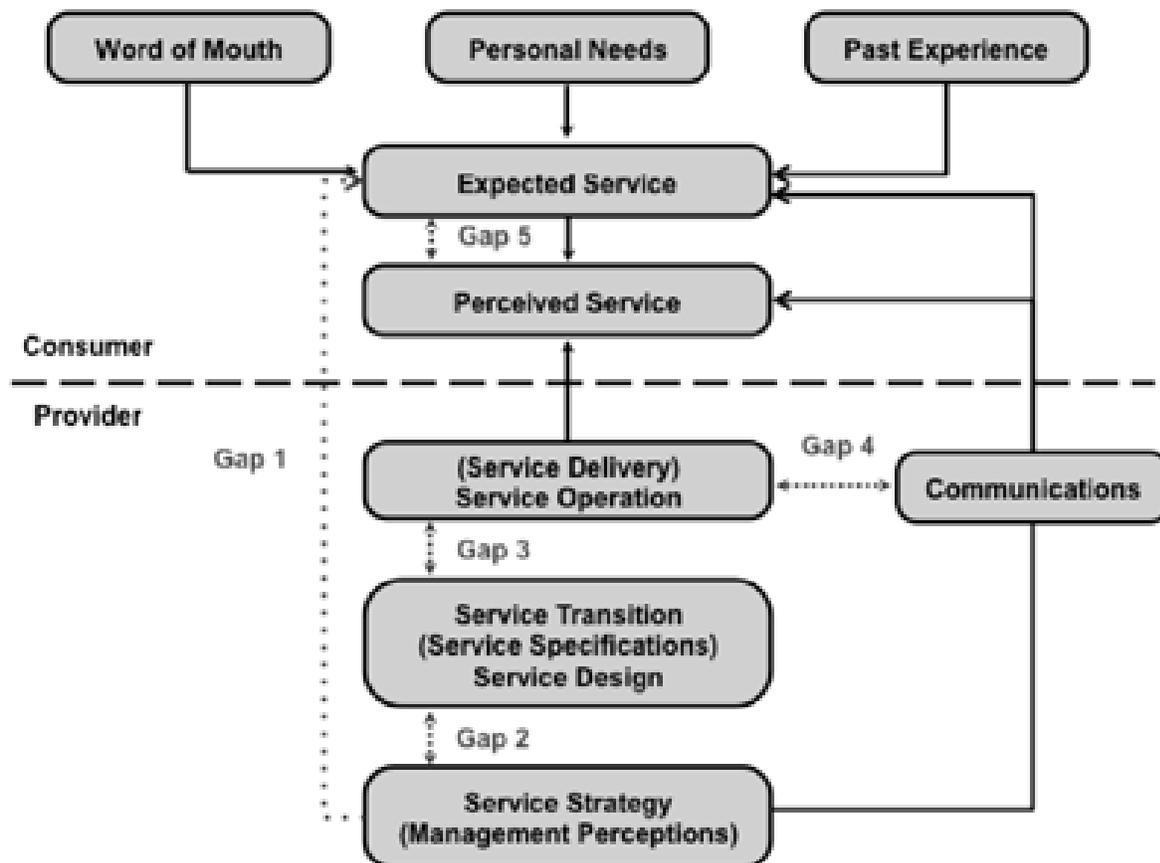


Fig-1 Gap Model

Source: Parasuraman, Zeithaml, and Berry (1988)

1. Gap 1: The positioning gap - Customers' expectations and management's perceptions of these expectations, i.e. not knowing what consumers expect;
2. Gap 2: The specification gap - Management's perceptions of customers' expectations and service quality specifications, i.e. wrong service-quality standards;
3. Gap 3: The delivery gap - Service quality specifications and actual service delivery, i.e. the service performance gap;
4. Gap 4: The communication gap - Actual service delivery and what is communicated to customers about it, i.e. when promises do not match delivery; and
5. Gap 5: The perception gap - Customers' expected services and perceived service delivered, i.e. the total of the other four gaps (Zeithaml, Parasuraman, & Berry, 1990).

The customer's gap refers the difference between the customer's expectations of the service and the perception of the service (Zeithaml, Bitner & Gremler, 2009). Management of customer gap is the key for improving service quality in an organization (Wilson et al., 2008). Gap 1-4 are called provide gaps because they take place in the organization that provides the service (Wilson et al., 2008). The gap 5 is influenced by gaps 1-4, so for improving service quality, gaps 1-4 need to be reduced (Kasper, Helsdingen & Gabbott. 2006). The fifth gap is the basis of a customer-oriented definition of service quality that examines the discrepancy between customers' expectations for excellence and their perceptions of the actual service delivered. Based on empirical evidence, Parasuraman et al. (1988) argued that in measuring service quality the level of comparison is what a consumer should expect, whereas in measuring satisfaction the level of comparison is what a consumer would expect.

2.2.1.2 SERVQUAL

Many service quality models have been proposed (Heywood- Farmer, 1988; Beddowes et al., 1988; Phillip and Hazlett, 1997; Robledo, 2001). Of all the models, the most enduringly popular, widely cited and best researched method of assessing service quality is SERVQUAL (Asubonteng et al., 1996; Robinson, 1999; Waugh, 2002) developed by Parasuraman et al. (1985, 1988). Thus an advantage of using SERVQUAL is that “it is a tried and tested instrument which can be used comparatively for benchmarking purpose” (Bryslan & Curry, 2001, p. 389). The scale that is the focus of SERVQUAL is perceived quality, which is a customer’s judgment about the excellence of a service (Zeithaml, 1987).

Parasuraman et al. (1985) and McColl et al., (1998) have originally identified ten determinants of service quality generic to the service industry. These determinants were tangibles, reliability, responsiveness, competence, courtesy, credibility, security, access, communication, and understanding the customer.

- Reliability: the ability of an organization to accurately achieve its services in the proper time and according to the promises it has made to its clients.
- Responsiveness: the tendency and willingness of service providers to help clients and satisfy their needs, immediately reply to their inquiries, and solve their problems as quickly as possible.
- Competence: having adequate skills and knowledge that enable the employees to perform their jobs properly.
- Accessibility: providing easy access to a service in terms of location and through services provided via the telephone, the internet, or any other means of communication.
- Courtesy: treating clients respectfully in a polite friendly manner, understanding their feelings, and answering their phone calls gently.

- **Communication:** this occurs through gentlemanly listening to the client conveying information to them clearly and facilitating external communication with workers.
- **Credibility:** this can be achieved through full trust and confidence in the service provider as well as his honesty and straight forwardness.
- **Security:** this depends on whether the service is free from risks and hazards, defects or doubts so that it provides bodily safety, financial security as well as privacy.
- **Understanding/ knowing the customer:** this can be made achievable through the ability to pinpoint the customers' needs as well as understanding their individual problems.
- **Tangibility:** this includes physical aspects connected with service such as instruments and equipment, persons, physical facilities like buildings and nice decoration and other observable service facilities.

The above-mentioned ten dimensions summed up into five dimensions like reliability, responsiveness, tangibility, assurance and empathy which help reveal the customers' expectations and perception. This new model is called 'SERVQUAL'. (Parasuraman et al. 1988, 1991).

Tangibility

Zeithaml et al. (2003) define tangibles as the appearance of physical facilities, equipment, personnel, and communication material. Tangibles provide physical representations of the service that customers use to evaluate quality.

Reliability - Delivering on what has been promised

Zeithaml et al., (2003) describe reliability as the ability to perform the promised service dependably and accurately. Past research has shown reliability to be the most important determinant of perceptions of service quality among consumers. Zeithaml et al., (2003) suggest that customers want to do business with organizations that keep

their promises. Similarly, all service providers need to be aware of customers' expectations of reliability.

Responsiveness - Being willing to help

Zeithaml et al., (2003) define responsiveness as the willingness to help customers and to provide prompt service. This dimension focuses on 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 or attention to their problems. Responsiveness captures the notion of flexibility and ability to customize the service to the customers' needs. It is important that the service organization examines the process of service delivery from the customer's point of view, rather than the company's point of view.

Assurance - Inspiring trust and confidence

Zeithaml et al., (2003) define assurance as employees' knowledge and courtesy and the ability of the service organization to inspire trust and confidence. This dimension is important for services which the customers perceive as involving high risk, or about which they feel uncertain about their ability to evaluate the outcomes. This dimension of service quality refers to knowledge and courtesy of employees and their ability to instill trust and confidence. Trust and confidence may be embodied in the person that links the customer to the company.

Empathy - Treating customers as individuals

Parasuraman et al., (1988, 1991) define it as understanding the customers' personal needs, taking care of them individually and showing them all sorts of sympathy and affection, looking at them as close friends and distinguished clients. Zeithaml et al., (2003) define empathy as the caring, individualized attention a firm provides its customers. The essence of empathy conveys the message that customers are unique and special. It is suggested that employees' commitment to deliver quality services, skillfully handling of conflicts and efficient delivery of services resulted in satisfied customers for long term benefits (Nelson and Chan, 2005).

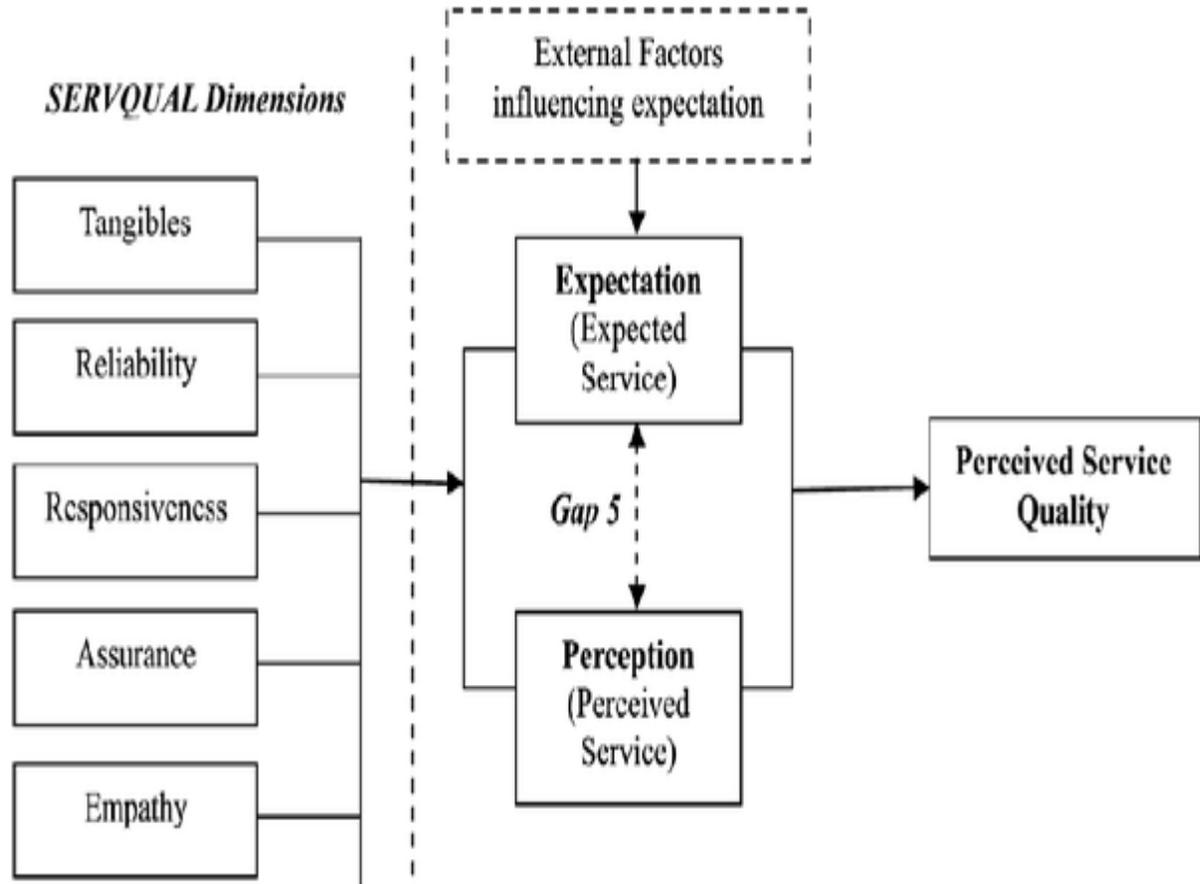


Fig-2 Service Quality SERVQUAL Model

Source: Measuring Service Quality using SERVQUAL Model (Kumar et al, 2009)

The SERVQUAL instrument is based on the gap theory (Parasuraman et al., 1985) and suggest that a consumer's perception of service quality is a function of the difference between his/her expectations about the performance of a general class of service providers and his/her assessment of the actual performance of a specific form within that class (Cronin and Taylor, 1992).

Critics of SERVQUAL Model

According to Francis Buttle, 1996, not understanding its growing popularity and widespread application, SERVQUAL has been subjected to a number of theoretical and operational criticisms which are detailed below:

Theoretical

- Paradigmatic objections: SERVQUAL is based on a disconfirmation paradigm rather than an attitudinal paradigm; and SERVQUAL fails to draw on established economic, statistical and psychological theory.
- Gaps model: there is a little evidence that customers assess service quality in terms of P-E gaps.
- Process orientation: SERVQUAL focuses on the process of service delivery, not the outcomes of the service encounter.
- Dimensionality: SERVQUAL's five dimensions are not universals; the number of dimensions comprising SQ is conceptualized; items do not always load on to the factors which one would priori expect; and there is a high degree of inter correlation between the five RATER dimensions.

Operational

- Expectations: the term expectation is polysemic; customers use standards other than expectations to evaluate SQ; and SERVQUAL fails to measure absolute SQ expectations.
- Item composition: four or five items cannot capture the validity within each SQ dimension.
- Moments of truth (MOT): customers' assessments of SQ may vary from MOT to MOT.
- Polarity: the reversed polarity of items in the scale causes respondent error.
- Two administrations: two administrations of the instrument caused boredom and confusion.
- Variance extracted. The over SERVQUAL score accounts for a disappointing proportion of item variances.

SERVQUAL has been widely used by the researchers in a variety of industrial and commercial settings like tyre retailing (Carman, 1990), Hotels (Saleh and Ryan,1991), travel and tourism (Fick and Ritchie, 1991), car-servicing (Bouman and Van der Wiele,

1992), business schools (Rigotti and Pitt, 1992), information services (Pitt et al, 1995), higher education (McElwee and Redman, 1993), health care applications (Babakus and Mangold, 1992) and many more. The present study employs Parasuraman, Zeithaml and Berry's 22-item scale and five-dimension structure of service quality for examining the research problem i.e. the quality of services offered by hotels.

2.2.1.3 SERVPERF

With an argument that Parasurman et al.'s gap theory of service quality was supported by little empirical or theoretical evidence, Cronin and Taylor (1992) develop a "performance-based" service quality measurement scale called SERVPERF. SERVPERF was derived from the SERVQUAL model by dropping the expectations and measuring service quality perceptions just by evaluating the customer is the overall feeling towards the service (Cronin and Taylor, 1992). The major difference between these two scales is that SERVQUAL operationalizes service quality by comparing the perceptions of the service received with expectations, while SERVPERF maintains only the perceptions of service quality. The SERVPERF scale consists of 22 perception items excluding any consideration of expectation.

$SERVQUAL = Performance - Expectations$

$Weighted\ SERVQUAL = Importance \times (Performance - Expectations)$

$SERVPERF = Performance$

$Weighted\ SERVPERF = Importance \times (Performance)$

This research study will be conducted using the SERVQUAL model since it is best researched method of assessing service quality (Asubonteng et al., 1996; Robinson, 1999; Waugh, 2002).

2.3 Empirical Review

The service quality construct is mostly conceptualized in the context of service marketing literature (Lee, Lee and Yoo 2000). Therefore, it deals with the concept of perceived service quality. According to Zeithaml, Parasuraman and Berry (1990), perceived service quality is the extent to which a firm successfully serves the purpose of customers.

Customers determine the perceived or cognitive value of service based on their experience with the service delivered. Ghobadian, Speller and Jones (1994) stated that customers' expectations, service delivery process and service outcome have an impact on perceived service quality. Yoo and Park (2007) found that employees, as an integral part of the service process, are a critical element in enhancing perceived service quality. Furthermore, Edvardsson (2005) pointed out that service quality perceptions are formed during the production, delivery and consumption process. The author concluded that customers' favorable and unfavorable experience, as well as their positive and negative emotions may have an important impact on perceived service quality. Similarly, O'Neill and Palmer (2003) have reported that customers' perceptions of service quality may, to a large extent, be influenced by the degree of their prior experience with a particular service.

In the hospitality industry, several studies have examined hotel attributes that guests may find important when evaluating the performed service quality. Literature review suggests that cleanliness (Atkinson 1988; Knutson 1988; Gundersen, Heide and Olsson 1996), security and safety (Atkinson, 1988; Knutson, 1988; Gundersen et al. 1996), employees' empathy and competence (Atkinson 1988; Knutson 1988; Barsky and Labagh 1992; Gundersen, Heide and Olsson 1996; Choi and Chu 2001; Markovi ć 2004), convenient location (Knutson 1988; Barsky and Labagh 1992), value for money (Atkinson 1988; Gundersen, Heide and Olsson 1996; Choi and Chu 2001) and physical facilities (Choi and Chu 2001; Markovi ć 2004) are attributes that hotel guests perceive as being important.

It should be noted that according to some authors, perceived service quality has been accepted as an antecedent of customer satisfaction (Churchill and Suprenant 1982; Oliver 1997). What is more, Rowley (1998) argued that perceived service quality is an attitude related to, but not the same, as satisfaction. It is evident that the relationship between these two concepts is complex and that they have a causal ordering.

2.3.1 Service Quality Measurement

One of the main research instruments for measuring quality in service industries is the servqual model, developed by Parasuraman Berry and Zeithaml and Parasuraman, Zeithaml, and Berry (1985; 1988). The model contains 22 items for assessing customer perceptions and expectations regarding the quality of service. A level of agreement or disagreement with a given item is rated on a seven point Likert-type scale. The level of service quality is represented by the gap between perceived and expected service. The servqual model is based on five service quality dimensions, namely tangibles (physical facilities, equipment and personnel appearance), reliability (ability to perform the promised service dependably and accurately), responsiveness (willingness to help customers and provide prompt service), assurance (knowledge and courtesy of employees and their ability to gain trust and confidence) and empathy (providing individualized attention to the customers).

Despite its wide usage, the model has been criticized by a number of academics (Carman 1990; Babakus and Boller 1992; Teas 1994). Criticism was directed at the conceptual and operational base of the model, mostly its validity, reliability, operationalization of expectations, and dimensional structure. However, there is general agreement that servqual items are reliable predictors of overall service quality (Khan 2003).

As a result of these criticisms, alternative measures of service quality for specific service settings were developed. In the tourism and hospitality industry, Knutson et al. (1991) developed lodgserv, a model utilized to measure service quality in the lodging industry. The model is based on five original servqual dimensions and contains 26 items. Getty and Thompson (1994) introduced another specific model for hotel settings, called lodgqual, as did Wong Ooi Mei, Dean and White (1999) who developed a holserv model. The lodgequal model identified three dimensions, namely tangibles, reliability and contact. On the other hand, the holserv model includes 27 items, grouped in five original servqual dimensions.

Furthermore, dineserv is a model used for measuring restaurant service quality (Stevens, Knutson and Patton 1995). It contains 29 items and five servqual dimensions. O'Neill et al. (2000) developed the diveperf model for assessing perceptions of diving services. The model consists of five servqual dimensions and 27 items. ecoserv was introduced by Khan (2003). It was utilized to measure service quality expectations in eco-tourism, using 30 items and five servqual dimensions. All of these models represent modifications of the servqual instrument, aiming to improve its original methodology. However, Cronin and Taylor (1992) argued that performance is the measure that best explains customers' perceptions of service quality, so expectations should not be included in the service quality measurement instrument. They developed a performance-only scale called servperf and tested it in four industries. Results indicated Measuring Perceived Service Quality Using servqual that the servperf model explains more of the variation in service quality than servqual; it had an excellent fit in all four industries and it contains only half the number of items that must be measured. These results were interpreted as additional support for the superiority of the servperf approach to the measurement of service quality.

Several authors used the performance-only approach to assess service quality in tourism and hospitality settings. Travelers' perceptions of hotel attributes were measured in Hong Kong's hotels (Choi and Chu 2001), hotels of Mauritius (Juwaheer 2004) and Malaysian hotels (Poon and Lock-Teng Low 2005).

The question of whether service quality should be measured as the difference between customers' perceptions and expectations, or whether some alternative approach is more appropriate remains part of an extensive debate in service quality literature.

CHAPTER THREE

RESEARCH METHODOLOGY AND DESIGN

3.1 Research Area /Study Site/

Hawassa is a city located on the shores of Lake Hawassa (from which the name of the city was derived) in the fringes of the Great Rift Valley. Its Latitudinal position, is located between 7°33'N 38°28' E, and possesses an elevation of 1,708 meters above the sea level. The city is capital of and is located in the Sidama Zone. It is also the Administrative Center of SNNPRS.

Based on the census conducted by the Central Statistical Agency Ethiopia (CSA, 2009 E.C.), the Hawassa city population is projected to be Male 166,009 and female 169,499 which is a total of 335,508.

Hawassa city was founded during the period of Emperor Haile Selassie in 1959 G.C. It is one of the most beautiful and rapidly growing cities in Ethiopia. It is found at the heart of the rift valley and enclosed by Lake Hawassa, which is an ideal spot for fishing, boating and bird watching. It is 275 Km South of Addis Ababa. It is, currently, the Head Quarter of the Sidama Zone Administration as well the Capital of the Southern Nation, Nationalities and People's Regional State. Hawassa has become the home of over 56 Nationalities'. All are enjoying their own identity, tradition, customs and cultures. It also serves as an excellent base to explore the lower OMO valley of Ethiopia and the city has registered a dramatic growth/investment and infrastructures, especially in hospitality industry.

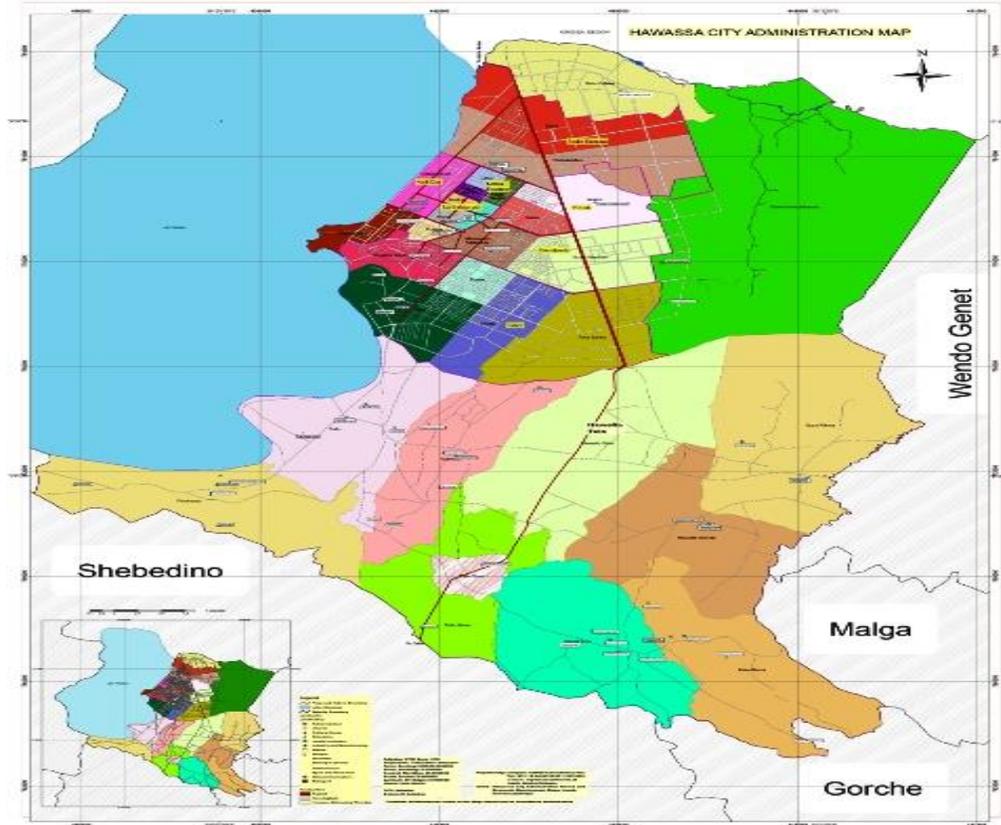


Fig-3 Map of Hawassa City Administration, Year (2016)

There are two reasons the researcher selected this study site. First, considering the emergence of building and concentration of new hotels on a new tourist destination like Hawassa and other regional cities. Furthermore, the researcher's convenience for data access is considered for selection purpose of this paper. Thus, this study focused on four star hotels residing in Hawassa as a target population.



Fig 4:- Location of Haile Hotel &Resort Hawassa



Fig 5:- Location of Lewi Hotel & Resort Hawassa

3.2 Selection of the Area

Hawassa is one of the growing cities in Ethiopia and it is a gifted land which is situated near the lake Hawassa from which the city gets its name. Moreover, Hawassa is a seat for South Nations, Nationalities and Peoples' Regional State which comprises more than 56 ethnic groups. Because it is naturally gifted and a place for multicultural community it is frequently visited by domestic and foreign tourists. According to FDRE Ministry of Culture and Tourism SNNPR is one of the highest visited Region in Ethiopia by domestic and foreign tourists annually. Following the growth of tourists to the Region Hawassa has a growing hotel industry. Currently according to Ministry of Culture and Tourism there are more than 12 standardized hotels functioning in the city and of this five have got a level of four stars from FDRE Ministry of Culture and Tourism (www.ethiohotelstar.gov.et). It is because of the above mentioned factors the researcher was triggered to focus on the city and need to study the growing hotel industry.

Even though, five of the hotels have got four star standard; two of which namely Lewi hotel and resort and Haile resorts & hotel are the interest of the researcher because they are situated at the side of the lake Hawassa and give boat transport as an entertainment; which is not found in the other four star hotels. That is why those hotels are selected by many visitors and the researcher selected those hotels purposively for this study.

3.3 Research Methodology

To be able to attain and meet the objective of the perceived service quality investigation and research, the research employed descriptive approach to gather pertinent data for analysis and to decide for the conclusion of this paper. Based on the objectives, this research can be considered as descriptive since it seeks to find the different information and aspect regard perceived service quality in four star hotels in Hawassa.

The research method that was utilized and considered in this study is based on qualitative and quantitative approach. The qualitative approach enables a repetitive and flexible

technique, while the quantitative research enables the specification of the dependent and independent variables to be utilized and considered in this study.

3.3.1 Research Design

The descriptive research design was employed. Descriptive method was utilized for this study because it helped to present the facts of the problem as it existed during the time of the study. In addition factor analysis was employed for the main investigation.

3.3.2 Data Sources

In terms of data, the study used both primary and secondary sources of information.

3.3.2.1 Secondary Data

Secondary data was collected from different sources which include Ministry of Culture and Tourism and SNNP Region Culture and Tourism Bureau, under study hotels documentations, Central Statistical Agency (CSA) and different publications.

3.3.2.2 Primary Data

Primary data was gathered from 124 customers who have stayed for more than one night in those four star hotels. They were given closed ended structured questionnaire adopted for hotel industry based on SERVQUAL quality dimensions. Purposive sampling method was used, because it helped to ensure that the entire population purposively represented and employed.

3.3.3 Sampling Design and Plan

Given that Hawassa is the new hotspot of hotel business activities and hosts four star rated hotels, the study was focused only on the resort hotels (Lewi and Haile Resort hotels) located beside Lake Hawassa. These are selected because of two primary reasons;

- 1) The hotels are found in the new hotspot- via Hawassa
- 2) The researcher's convenience for data gathering

3.3.3.1 Sampling Size Determination

The researcher recognized that it is necessary to intentionally focus the selection of sample respondents to be manageable in size. Thus, from those four star hotels, Lewi and Haile Resorts were in focus; because they were willing to provide the necessary information and support up on the researcher's convenience and wishes.

Accordingly, based on the information obtained from the hotels managers (During pilot survey) the total number of customers (local & Foreign) for the last one month (that stayed for more than one night) in Lewi and Haile Resort & Hotels was 750 and 2,059 respectively. The total customers would be 2,809; and this figure was considered as the Total Population (N) in this survey. To determine the desired sample size (n), Margin of error (Confidence Interval) is considered as 0.8 and the Confidence Level is assumed to be 95% by the researcher.

Thus, the minimum sample size required to draw inferences on the population is calculated using Yamane's, (1967) formula (adopted Model). The formula and its replicable meaning set below.

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = Desired sample size

N = Total population size (2,809)

e = Margin of error or Confidence Interval² (0.08) based on 95% Confidence Level³

The total sample size becomes 148 (See the calculation below).

$$\frac{2,809}{1+2,809(0.08)^2} = \underline{\underline{148.016}} \approx \underline{\underline{148}}$$

²The *confidence interval* (also called margin of error) is a range of values so defined that there is a specified probability that the value of a parameter lies within it. Since the desired confidence interval is set by the researcher, in this survey the 'Interval' determined as 0.8 by the researcher due to the characteristics of the data; meaning that this study has an 80 per cent likelihood of detecting the truth ...

³The *confidence level* is the probability that the value of a parameter falls within a specified range of values. It is expressed as a percentage and represents how often the true percentage of the population who would pick an answer lies within the confidence interval. The 95% confidence level means it can be 95% certain;

The total sample size is shared between two resorts based on the formula shown below.

$$P = t/T$$

Where, P: - common factor t: - sample size and T: -Total population

$$P = 148/2809 = \underline{0.05269}$$

$$\text{For Lewi resort } 750 * 0.05269 \approx \underline{40}$$

$$\text{For Haile resort } 2059 * 0.05269 \approx \underline{108}$$

$$\text{Total sample size} = \underline{148}$$

In general, the determination of the data of this survey is stated in table 3.1 below.

Table 3.1 – Determined Sample Size

No	Name of Four Stare Hotel Found in Study Area (Hawassa)	No of Customers	Status	Sample Selected	Sample Coverage in %
1	Lewi Resort Hotel	750	Selected	40	27.03
2	Haile Resort Hotel	2059	Selected	108	72.97
TOTAL		2,809		148	100%

3.3.3.2 Selection of Sample Respondents

From the above two four star resort hotels in Hawassa a total of 148 visitors /sample size/ were planned to be surveyed and of which 40 customers/respondents/ of Lewi’s customers and 108 of Haile’s customers /respondents/ were apportioned to each hotel on the above formula and the respondents have been selected randomly to give equal chance for all visitors.

3.3.4 Method of Data Analysis

Combinations of quantitative and qualitative approaches were followed in the preparation of the study. The descriptive aspect highlights using charts, tables and graphs.

The quantitative method was used to identify the significant factors of customers perceived service quality and other variables. It highlights factor analysis. The primary data gathered from the respondents was checked and then the data was encoded in (Statistical Package for the Social Sciences) SPSS 20 software application.

3.4 Ethical Rules and Standards

- All research participants have been given enough information/explanation about the research;
- All potential research participants had the right not to partake in the interview or to withdraw at any stage of the research; and
- The privacy of the informant and the confidentiality of the information provided by respondents were respected.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 INTRODUCTION

This chapter deals with results and discussion of the study. In order to achieve the key objective of the research descriptive analysis and factor analysis were performed. The statistical analysis was conducted on 124 valid questionnaires. Also interview was conducted on managers. Accordingly the processed data presented below.

4.2 Reliability Test

Though, the questionnaire was partially adopted with minor customization from previous research done by Parasuraman et al., (1990) a pre-test was made for reliability and validity. Out of the 20 copies of questionnaires distributed to two four star hotels 16 questionnaires were completed and returned. The Cronbach Alpha was used to test reliability of the scales used from the pre-test sample. The Alpha coefficient range in value from 0 to 1, the higher the Alpha, the more reliable the test. Usually 0.7 and above is acceptable for internal consistency based on D.L.R Vander Waladt, T. Robello and W.J brown (2009) an alpha coefficient of = 0.896 was obtained. Thus, the data generation was reliable and free of random errors.

4.3 Response Rate

The final questionnaire was distributed to the four star hotels' which are Haile and Lewi Hotel and Resorts and distributed 108 and 40 questionnaires for each hotels customers respectively. Out of the 148 questionnaires distributed, only 126 were returned during a period of one month time. Of the total 126 questionnaires which were returned, 2 were discarded because they were not fully completed, and the rest 124 represented a response rate of 84 %.

4.4 Descriptive Data Analysis

In this section, frequencies and percentage are used to describe the sample characteristics in terms of respondents' profile.

4.4.1 The Respondents Profile

In this survey 102 Male and 22 Female four stars Hotel customers are participated. Information about the Sex, Age and Level of Education of the respondents also stated below (Table 4.1)

Table 4.1- Sex, Age and Level of Education of the Respondents

Sex of the Respondents					
	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Male	102	82.3	82.3	82.3
	Female	22	17.7	17.7	100.0
	Total	124	100.0	100.0	
Age of the Respondents					
	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	20-30 years of age	26	21.0	21.0	21.0
	31-40 years of age	39	31.5	31.5	52.4
	41-50 years of age	47	37.9	37.9	90.3
	51-60 years of age	9	7.3	7.3	97.6
	Over 60 years of age	3	2.4	2.4	100.0
	Total	124	100.0	100.0	
Level of Education of the Respondents					
	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	High school/Diploma	9	7.3	7.3	7.3
	Some Undergraduate Degree	31	25.0	25.0	32.3
	Masters Degree	66	53.2	53.2	85.5
	PhD and above	18	14.5	14.5	100.0
	Total	124	100.0	100.0	

Source: - Own Survey (2016)

As it is observed in the above table more than 82 % of the respondents are male customers and the rest are female customers.

The age groups of customers ranging from 20-50 years of age constitute 90.4% of the respondents. This in turn shows that most of such hotel users are the working group of the society.

In terms of the respondents' level of education, out of the 124 respondents 92.7% of them have had some undergraduate degree, Masters PhD and above level of education and only 7.3% of them are diploma holders. This might show, the majority of the respondents may be engaged in business activities or enjoy visiting such stared hotels.

Table 4.2- Duration of Visit of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 6 month	45	36.3	38.8	38.8
	From Six month to 1 yr	28	22.6	24.1	62.9
	More than 1 year	43	34.7	37.1	100.0
Total		116	93.5	100.0	
Missing	Missing value	4	3.2		
	System	4	3.2		
	Total	8	6.5		
Total		124	100.0		

Source: Own Survey (2016)

From the above table (Table 4.2)we can see that out of the total respondents 61.2% of them visited the hotels for long period of time, which is from six month to a year and above, and it depicts most of the respondents are loyal customers of the hotel.

The next table (table 4.3) is shows how frequently the respondents are visit the hotel. In relation to this, the result shows that, out of the 124 respondents 17.5% frequently visit the hotels within one year period of time.

The rest of the customers of the hotels visit the hotels after a year. This might imply that, the hotels have to try hard to frequently attract their customers by devising different customer relation mechanisms and to create more loyal customers.

Table 4.3- Duration of Visit of the Respondents

How Frequent the Respondents are Visited the Hotel					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Everyday	3	2.4	2.5	2.5
	Every week	1	.8	.8	3.3
	Once in a month	17	13.7	14.2	17.5
	Once in a year	48	38.7	40.0	57.5
	Other	51	41.1	42.5	100.0
	Total	120	96.8	100.0	
Missing	Missing data	2	1.6		
	System	2	1.6		
	Total	4	3.2		
	Total	124	100.0		

Source: Own Survey (2016)

The results of the descriptive statistical analysis of respondents' perceptions in the four star hotels services are shown in below table 4.4. The range of service quality perceptions items was from 1 (strongly disagree) to 5 (strongly agree). The mean scores of respondents' perceptions ranged from 3.18 to 4.82. The lowest perception item was 'Calling the customer by name,' which indicates that hotels do not give due attention to learn about their customers' name.

On the other hand, hotel guests' highest perceptions were regarding the 'Cleanliness and comfort of rooms,' furthermore, guests highly assessed the following hotel attributes: 'Hygienic bathrooms and toilets,' 'Image of the hotel,' 'Willingness of staff to provide help promptly,' 'Prompt breakfast service,' and 'Security and safety at the hotel.' These indicate

that a hotel's customers have high perceptions if the services are delivered focusing on those preferences.

Table 4.4 – The Average Mean Score of the Service Quality

	N	Mean	Std. Deviation
Modern and comfortable furniture	124	4.63	.502
Appealing interior and exterior hotel decor	124	4.62	.564
Attractive Lobby	124	4.69	.500
Cleanliness and comfort of rooms	124	4.82	.404
Spaciousness of rooms	124	4.60	.622
Hygienic bathrooms and toilets	124	4.77	.479
Convenient hotel location	124	4.52	.643
Neat and professional appearance of staff	124	4.66	.569
Availability of swimming pool, sauna and gym	124	4.41	.807
complimentary items	124	4.18	.837
Provision of clean beaches	124	3.93	.989
Provision of beach facilities	124	3.74	.978
Visually appealing brochures, Pamphlets, etc	124	3.77	.972
Availability of non-smoking areas in restaurants	124	3.92	1.025
Image of the hotel	124	4.73	.512
Staff performing services right the first time	124	4.55	.691
Performing the services at the time promised	124	4.61	.647
Well-trained and knowledgeable staff	124	4.33	.773
Experienced staff	124	4.21	.779
Staff with good communication skills	124	4.51	.704
Maintenance of error-free records	124	4.31	.830
Accuracy in billing	124	4.65	.573
Delivery of services at the time promised	124	4.49	.681
Accuracy of food orders	124	4.56	.654
Accurate information about hotel services	124	4.44	.735
Advance and accurate information about prices	124	4.39	.793
Timely housekeeping services	124	4.61	.683
Willingness of staff to provide help promptly	124	4.75	.504
Availability of staff to provide service	124	4.65	.542
Quick check-in and check-out	124	4.51	.760
Prompt breakfast service	124	4.72	.564
Friendliness of staff	124	4.43	.745
Courteous employees	124	4.54	.630
Ability of staff to instill confidence in customers	124	4.51	.669
Giving special attention to the customer	124	4.40	.685
Recognizing the hotel customer	124	4.24	.932

Calling the customer by name	124	3.18	.893
Availability of room service	124	4.25	.717
Understanding the customers' requirements	124	4.15	.793
Listening carefully to complaints	124	4.29	.784
Problem-solving abilities of staff	124	4.17	.926
Hotel to have customers' best interest at heart	124	4.22	.851
Customer loyalty problem	124	3.69	.923
Comfortable, relaxed and welcome feeling	124	4.66	.636
Quietness of rooms	124	4.64	.736
Variety/quality of sports and recreational facilities	124	4.09	.988
Security of room	124	4.63	.680
Security and safety at the hotel	124	4.73	.527
Comfortable and clean mattress, bed sheets and covers	124	4.64	.714
Reasonable room rates	124	3.63	1.137
Variety of basic products and services offered (tooth paste, soap)	124	4.03	.987
Guest room items in working order (kettle, air conditioning, lighting, toilet, fridge, etc)	124	4.26	.785
Quality of food in restaurant	124	4.40	.719
Reasonable restaurant/bar prices	124	3.90	1.003
Choice of menus, buffet, beverages and wines,	124	4.26	.697
Provision of Children's facilities (playground, baby-sitting, swimming pool, etc.)	124	3.98	.971
Provision of evening Entertainment	124	3.60	1.027
In-room technologies (telephone, voicemail on demand PC, television, internet plug, meal ordering email, wake-up system)	124	3.82	1.044
Hotel technologies (online reservation, email, internet, fax, international calling facilities, hotel website, direct hotel email, computerized feedback from special promotions on hotel website, acceptance of credit and debit cards)	124	3.74	1.073
Valid N (listwise)	124		

Source: Own Survey (2016)

The overall mean score for service quality perceptions items was 4.33. This score indicates fairly high perceptions of hotel guests regarding service quality.

4.5 Inferential Data Analysis

4.5.1 Exploratory Factor Analysis

An Exploratory Factor Analysis (EFA) was appropriate for this research because the researcher was trying to determine the latent dimensions of perceived service quality for four star hotels customers' based on services provided by the hotels.

The primary purpose of factor analysis is to group variables that are similar to measure latent variables that might not be directly observable or quantifiable. Exploratory factor analysis (EFA) is used to reduce a large number of quantitative variables into groupings, or factors, which are not observable. The strength of factor analysis is its ability to obtain latent factors without the need of a dependent variable. Since many of the constructs in customer perceived service quality researches are subjective and are not directly observable, factor analysis has been used to discover patterns in measureable data.

Factor analysis attempts to identify underlying variables, or factors, that explain the pattern of correlations within a set of observed variables. Factor analysis is often used in data reduction to identify a small number of factors that explain most of the variance that is observed in a much larger number of manifest variables. Factor analysis can also be used to generate hypotheses regarding causal mechanisms or to screen variables for subsequent analysis (for example, to identify collinearity prior to performing a linear regression analysis).

Before applying the factor analysis, Kaiser Meyer-Olkin (KMO) and Bartlett's test of sphericity were used for establishing whether the data were suitable for conducting factor analysis. The first step in conducting principal components analysis was carried out and the Bartlett test of sphericity value and the Kaiser-Meyer-Olkin (KMO) overall measure of sampling adequacy, in order to confirm the acceptability of the factor examination.

KMO is used to assess which variables to drop from the model due to multicollinearity problem. The value of KMO varies from 0 to 1, and KMO overall should be 0.60 or higher to perform factor analysis. If this does not have achieved, then it is necessary to

drop the variables with lowest value until KMO overall rises above 0.60. Result for the Bartlett's Test of Sphericity and the KMO reveal that both were highly significant and eventually concluded that this variable was suitable for the factor analysis.

Therefore, Exploratory Factor Analysis (EFA) with varimax rotation was employed to survey data to identify the dimensions of key constructs of the conceptual model. The assumptions of factor analysis were conducted by the Bartlett test of sphericity and the measure of sampling adequacy (MSA). Items with factor loadings of 0.4 or higher were considered as acceptable variables to measure constructs. The factors with Eigenvalues greater than 1.0 were considered significant.

The KMO score of sampling adequacy was reported on 0.790 while the Barlett's test of sphericity had a value of 4922.951, df of 1711 (p value = 0.000). Both examinations indicated that factor analysis was suitable for this study.

Table 4.5 - KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.790
	Approx. Chi-Square	4922.951
Bartlett's Test of Sphericity	df	1711
	Sig.	.000

Source: Own Survey (2016)

The exploratory factor analysis extracted three factors, which accounted for 41.57 per cent of variance in the data at the initial Eigenvalue of 3. Most of the factor loadings were greater than 0.60, implying a reasonably high correlation between extracted factors and their individual items. The communalities of 40 items ranged from 0.505 to 0.764 indicating that a large amount of variance has been extracted by the factor solution (Table 4.6).

Table 4.6 - Factor Analysis on Perceived Service Quality of Four Star Hotel Customers

(n = 124)

Structure Matrix

	Factor		
	1	2	3
Prompt breakfast service – v31 RS	.764		
Availability of staff to provide service – v29 RS	.743		
Willingness of staff to provide help promptly – v28 RS	.695		
Accuracy of food orders – v24 R	.690		
Giving special attention to the customer – v35 EM	.683		
Staff with good communication skills – v20 R	.658		
Accurate information about hotel services – v25R	.649		
Quick check-in and check-out – v30 RS	.642		
Staff performing services right the first time – v16 R	.641		
Comfortable, relaxed and welcome feeling – v44 CHB	.630		
Ability of staff to instill confidence in customers – v34 ASS	.628		
Listening carefully to complaints – v40 EM	.615		
Well-trained and knowledgeable staff – v18 R	.613		
Timely housekeeping services – v27 R	.609		
Delivery of services at the time promised – v23 R	.604		
Courteous employees –v 33 ASS	.603		
Performing the services at the time promised – v17 R	.601		
Advance and accurate information about prices – v26 R	.585		
Experienced staff –v19 R	.585		
Maintenance of error-free records – v21 R	.567		
Understanding the customers' requirements –v 39 EM	.554		
Friendliness of staff – v32 ASS	.541		
Neat and professional appearance of staff –v 8 T	.535		
Accuracy in billing – v 22 R	.522		
Hygienic bathrooms and toilets – v6 T	.513		
Hotel to have customers' best interest at heart – v42 EM	.513		
Quality of food in restaurant v53 CHB	.505		
Security of room –v 47 CHB		.651	
Security and safety at the hotel – v48 CHB		.626	
Provision of beach facilities – v 12 T		.600	
Variety/quality of sports and recreational facilities – v46 CHB		.576	
In-room technologies (telephone, voicemail on demand PC, television, internet plug, meal ordering email, wake-up system) – v58 HT		.563	
Provision of Children's facilities (playground, baby-sitting, swimming pool, etc.) –v 56 CHB		.524	
Quietness of rooms – v 45 CHB		.514	
Reasonable restaurant/bar prices – v 54 CHB			.742
Provision of evening Entertainment – v 57 CHB			.716
Reasonable room rates – v 50 CHB			.655
Calling the customer by name – v 37 EM			.575
Customer loyalty problem – v 43 EM			.548
Visually appealing brochures, Pamphlets, etc – v 13 T			.522

Extraction Method: Principal Axis Factoring.

Rotation Method: Oblimin with Kaiser Normalization.

Source: Own Survey (2016)

From the total of 59 variables the communalities of 40 variables range from 0.505 to 0.764 indicating large amount of variance has been extracted by the factor solution. It is evident that all the variables are highly loaded in the first 3 factors. In other words, 40 variables are grouped into three factors on the basis of the inter relationship among themselves.

To define the factors clearly, two criteria have been employed. First, it was decided to delete any variable having loading below ± 0.50 . Second, it was decided that a factor must be defined by at least two variables. This criterion is consonant with the observations made by Rahtz et al. (1988). With this criterion in mind, a series of factor analysis was performed on the data.

Following each analysis, items which did not meet the criteria were deleted from the analysis. After these preliminary steps, Factor Analysis with Principal axis factoring. Analysis as an extraction method was performed on the remaining 40-item scale. Furthermore, it was observed that the variable 36 and 41 were cross loaded in F1 and F3; that variable too was eliminated (as per the recommendation of Hair et al. 2010) from the instrument. Factor Analysis was rerun on the remaining 40-item scale defined by three factors.

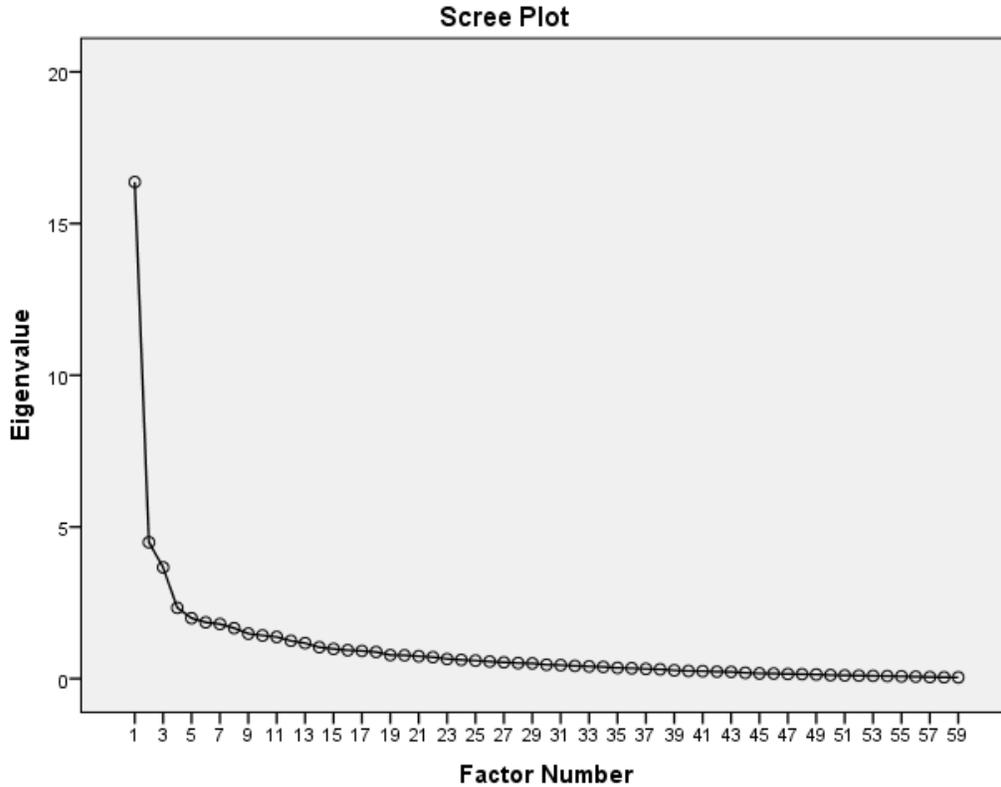


Figure – 6 Scree Plot

The above scree plot (Figure 6) has also clearly depicts whether the Factors are identified or grouped based on the initial Eigenvalues of 3.

Factor 1 is loaded with 27 variables: prompt breakfast service, availability of staffs to provide service, accuracy of food orders, staff with good communication skills, accurate information about the hotel services, staffs performing services right at the first time, well trained and knowledgeable staff and timely housekeeping services. This factor can be labeled as *“Reliability and/or Responsiveness.”*

Factor 2 is loaded with 7 variables: Security of rooms, security and safety at the hotel, provision of beach facilities, variety of recreational facilities and in room technologies. Hence, factor 2 can be named as *“Core Hotel Benefits and Technologies”*

Factor 3 is loaded with 6 variables: reasonable restaurant/bar prices, provision of evening entertainment, reasonable room rates and calling the customers by name. Thus, factor 3 can be called by “*Empathy and Competence of staffs*”.

Table 4.7 Reliability Analysis

Reliability Statistics		
Items	Cronbach's Alpha	Specification
Tangibility	.788	Reflective
Reliability	.888	Reflective
Responsiveness	.806	Reflective
Assurance	.812	Reflective
Empathy	.858	Reflective
Core benefits	.821	Reflective
Technology	.884	Reflective

Source: Own Survey (2016)

The Cronbach’s alphas for the extracted factors are shown in the Table 4.7, along with their labels and specification. All the alphas were above 0.80, which was an indicator of a very high level of reliability. The factors were all reflective because their indicators were highly correlated and are largely interchangeable (Jarvis et al. 2003).

Thus, the three factors, which have emerged from the EFA, were reliability and responsiveness, core hotel benefits and/or technologies and empathy. The study revealed that the respondents who have stayed in those hotels were satisfied most with the variables of reliability and responsiveness (methods of serving) and staffs of the hotels and these factors have direct influence on the perceived service quality views customers. This finding is similar to Knutson et al. (1991) and Juwaheer’s (2004) research conducted in hotel settings.

The qualitative aspects of the research were made based on the interview with key informants, who are the managers of the hotels under study, though they have understood the service provided by the hotels might have the few problems, they have agreed the current status in their service provision could be cited as very good.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary

- ✓ The study has revealed that all dimensions in the SERVQUAL Model are not necessarily the constructs of the customers perceived service quality.
- ✓ The 59 variables which was designed and used by the SERVQUAL Model for hospitality industry can be regrouped into three major factors or dimensions.
- ✓ The variability of the customers perceived service quality majorly explained by reliability and responsiveness dimension and, this finding is similar to Knutson et al. (1991) and Juwaheer's (2004) research conducted in hotel settings.

5.2 Conclusions

This paper attempts to find out the decisive determinants of service quality in hotel industry and consequently provides an instrument to measure hotel customer perceptions of service quality. The results showed that service quality could be conceptualized and measured as a three -dimensional construct consisting of:-

- (1) Reliability and Responsiveness,
- (2) Core Hotel Benefits and Technologies and
- (3) Empathy and competence of staffs.

The 40 items making up the instrument are indicators of quality as reported by the hotel customers since out of the 59 items originally proposed, customers, through their responses choose 40 items in influencing their perceptions of service quality.

(1) Reliability and Responsiveness:- reliability include the quality or state of being reliable which includes the ability to perform the expected service dependably and accurately- Staff performing services right the first time and having a well trained staff and

Performing the services at the time promised whereas responsiveness include willingness to respond to customer inquiries and needs.

The results showed that ***Reliability and Responsiveness*** is the most important dimension of perceived service quality followed by Core Hotel Benefits and Technologies and Empathy. It is very important for hotel Managers to have better information on those variables of Reliability and responsiveness such as prompt breakfast service, availability of staffs to provide service, accuracy of food orders, staff with good communication skills, accurate information about the hotel services, staffs performing services right at the first time, well trained and knowledgeable staff and timely housekeeping services.

(2) Core Hotel Benefits and Technologies:– This dimension is also very important for hotel Managers to be aware on what other core benefits are to be offered for their customers and to work hard in order to reduce the insecurity associated with the hotel industry. Managers should insist to deliver exactly the way it was promised. The core hotel benefits and technologies – include Security of rooms, security and safety at the hotel, provision of beach facilities, variety of recreational facilities and in room technologies.

(3) Empathy and Competence of Staffs: – include calling the customers by name, reasonable restaurant/bar prices, and provision of evening entertainment, reasonable room rates and other augmented benefits for customers. Perhaps the most important conclusions here is that it offers valuable information on hotel customers' perceived evaluations that will help hotel managers to make decisions as to what is important for customers and what quality parameters they need to consider to keep their customers satisfied.

The major limitation of this study is that the outcome is based on limited four star hotels, the existing perceived service quality literature and on a non-detailed hotel managers opinions (interviews) these inputs might not have captured the service quality construct for the hotel industry completely.

This research provides valuable advice for hotel managers, academics and practitioners in the hotel industry. This paper helps managers to understand and appreciate the most important dimensions of service quality and thus it guides them towards the required improvements.

The managers can employ the service quality instrument to identify distinct customer clusters or segments with varying perceptions about service quality.

Finally,

- i. What are the factors affecting customer's perceptions in terms of Tangibles?
In terms of tangibles, though there are some variables such as Neat and professional appearance of staff, Hygienic bathrooms and toilets, and Provision of beach facilities contributing to customers perceptions, other variables did not have significant impact on their perceptions.
- ii. What are the factors affecting customer's perceptions in terms of Reliability?
Reliability dimension in the SERVQUAL model was found to have higher factor loading to explain the variability of the construct. It includes Accuracy of food orders, Staff with good communication skills, Accurate information about hotel services, Staff performing services right the first time, Well-trained and knowledgeable staff, Timely housekeeping services Delivery of services at the time promised and others can be cited.
- iii. What are the factors affecting customer's perceptions in terms of Responsiveness?
The second most SERVQUAL dimension that was found to have higher factor loading in association with reliability variables was responsiveness. It includes Prompt breakfast service, Willingness of staff to provide help promptly, Availability of staff to provide service. But its variables were highly correlated with reliability variables.
- iv. What are the factors affecting customer's perceptions in terms of Assurance?
It was a least contributor for customers' perception of service quality. It has least correlation with other variables of the model and is only explained by one variable i.e. Ability of staff to instill confidence in customers.

- v. What are the factors affecting customer's perceptions in terms of Empathy?

This dimension was found to have higher correlation with other variables and have higher factor loading in the model. Empathy includes: Giving special attention to the customer, listening carefully to complaints, Understanding the customers' requirements, Hotel to have customers' best interest at heart, Problem-solving abilities of staff and Calling the customer by name.

5.3 Recommendations

The researcher would like to recommend the following to the Hotel Managers and for those who are operating on sector:

- Managers should give due attention to superior service offerings based on the customers' needs.
- Managers should employ leading marketing practices to retain loyal and dependable customers in order to continuously achieve good performance.
- Managers as well as hotel personnel should be focusing on the reliability aspects of their services

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APPENDIX- A

QUESTIONNAIRE PREPARED FOR SURVEY

TITLE- “Determinants of Customer Perceived Service Quality in Four Star Hotel in Hawassa Town, SNNPR’S – Ethiopia”

My name is Adanech Kifle, MA candidate at *St. Mary’s University in Marketing Management*. I am seeking your cooperation in completing this questionnaire, which will serve as a primary data for my Research Work. Thus, please complete the questionnaire as accurately as possible and your answers will be maintained strictly confidential. Thank you.

PART ONE: *please put a tick ‘√’ in the box provided as requested to indicate your answer to each of the questions within the range strongly agree – Strongly Disagree.*

S. No	Title	Strongly Agree	Agree	No opinion	Disagree	Strongly Disagree
1	TANGIBILITY (Physical facilities, equipment and appearance of personnel)					
1.1	Modern and comfortable furniture					
1.2	Appealing interior and exterior hotel décor					
1.3	Attractive lobby					
1.4	Cleanliness and comfort of rooms					
1.5	Spaciousness of rooms					
1.6	Hygienic bathrooms and toilets					
1.7	Convenient hotel location					
1.8	Neat and professional appearance of staff					
1.9	Availability of swimming pool, sauna and gym					

S. No	Title	Strongly Agree	Agree	No opinion	Disagree	Strongly Disagree
1.10	Complimentary items					
1.11	Provision of clean beaches					
1.12	Provision of beach facilities (beach mattresses, umbrellas, beach towels, etc.)					
1.13	Visually appealing brochures, pamphlets, etc.					
1.14	Availability of non-smoking areas in restaurants					
1.15	Image of the hotel					
2	RELIABILITY (Ability To Perform The Expected Service Dependably And Accurately)					
2.1	Staff performing services right the first time					
2.2	Performing the services at the time promised					
2.3	Well-trained and knowledgeable staff					
2.4	Experienced staff					
2.5	Staff with good communication skills					
2.6	Maintenance of error-free records					
2.7	Accuracy in billing					
2.8	Delivery of services at the time promised					
2.9	Accuracy of food orders					
2.10	Accurate information about hotel services					
2.11	Advance and accurate information about prices					
2.12	Timely housekeeping services					
3	RESPONSIVENESS (Willingness To Provide Prompt Service)					
3.1	Willingness of staff to provide help promptly					
3.2	Availability of staff to provide service					
3.3	Quick check-in and check-out					

S. No	Title	Strongly Agree	Agree	No opinion	Disagree	Strongly Disagree
3.4	Prompt breakfast service					
4	ASSURANCE (Courtesy Displayed By Hotel Staff And Their Ability to Inspire Trust And Confidence)					
4.1	Friendliness of staff					
4.2	Courteous employees					
4.3	Ability of staff to instill confidence in customers					
5	EMPATHY (Caring, Individualized Attention Provided To Guests By Hotel Staff)					
5.1	Giving special attention to the customer					
5.2	Recognizing the hotel customer					
5.3	Calling the customer by name					
5.4	Availability of room service					
5.5	Understanding the customers' requirements					
5.6	Listening carefully to complaints					
5.7	Problem-solving abilities of staff					
5.8	Hotel to have customers' best interest at heart					
5.9	Customer loyalty program					
6	CORE HOTEL BENEFITS (The Central Aspects Of The Service: Benefits To Hotel Customers)					
6.1	Comfortable, relaxed and welcome feeling					
6.2	Quietness of rooms					
6.3	Variety/quality of sports and recreational facilities					
6.4	Security of room					
6.5	Security and safety at the hotel					

S. No	Title	Strongly Agree	Agree	No opinion	Disagree	Strongly Disagree
6.6	Comfortable and clean mattress, pillow, bed sheets and covers					
6.7	Reasonable room rates					
6.8	Variety of basic products and services offered (toothpaste, soap, shampoo, towels, toilet paper, stationery, laundry, ironing, tea, coffee, drinking water)					
6.9	Guest room items in working order (kettle, air conditioning, lighting, toilet, fridge, etc.)					
6.10	Quality of food in restaurant					
6.11	Reasonable restaurant/bar prices					
6.12	Choice of menus, buffet, beverages and wines					
6.13	Provision of children's facilities (playground, baby-sitting, swimming pool, etc.)					
6.14	Provision of evening entertainment					
7	HOTEL TECHNOLOGIES (Technological Services Available To Hotel Guests)					
7.1	In-room technologies (telephone, voicemail, on demand PC, television, internet plug, meal ordering, email, wake-up system)					
7.2	Hotel technologies (online reservation, email, internet, fax, international calling facilities, hotel website, direct hotel email, computerized feedback form, special promotions on hotel website, acceptance of credit and debit cards)					

Please feel free to write anything that you count it relevant for this Study_____

II. PART TWO

DEMOGRAPHIC QUESTIONS

Direction1- Please Circle among the alternatives

1. Sex

- a. *Male*
- b. *Female*

2. Indicate your age group

- a. *20-30 years*
- b. *31-40 years*
- c. *41-50 years*
- d. *51-60 years*
- e. *Over 60 years*

3. Level of Education

- a. *Below High school/Diploma*
- b. *High school/Diploma*
- c. *Some Undergraduate degree*
- d. *Masters Degree*
- e. *PhD and above*

4. How long you have been customer of this hotel?

- a. *Less than 6 Month*
- b. *From Six Month to 1 year*
- c. *More than 1 year*

5. How frequent you have visited this Hotel?

- a. *Everyday*
- b. *Every week*
- c. *Every two weeks*
- d. *Once in a month*
- e. *Once in a year*
- f. *Other -----*



APPENDIX-B

“Determinants of Customer Perceived Service Quality in Four Star Hotel in Hawassa Town, SNNPRS – Ethiopia”

በሚል ርዕስ የሚሰራ ጥናትን አስመልክቶ የተዘጋጀ መጠይቅ

ስሜ አዳኝነት ክፍሉ ይባላል፤ በቅድስተማርያም ዩኒቨርሲቲ በገበያ ሥራ አመራር የሁለተኛ ዲግሪ እጩ ተመራቂ ተማሪ ስሆን ከላይ በተጠቀሰው ርዕስ ላይ ትኩረት የሚያደርግ የድግሪ ማሟያ ፅሁፍ እያዘጋጀሁ እገኛለሁ። በዚህ መሰረት በሃገራችን ያሉ ባለአራት ኮከብ ሆቴሎች ሥራ አተገባባር ዙሪያ ያለውን ሁኔታ ለማወቅ ጥናት ለማካሄድ በዝግጅት ላይ እገኛለሁ። ስለዚህ የዕርስዎ ምላሽ በጣም አስፈላጊና ትልቅ ግምት የሚሰጠው በመሆኑ የቀረቡትን ጥያቄዎች በየክፍሉ በሚሠጡ መመሪያዎች መሠረት በጥሞናና ፍፁም ነጻ በሆነ ሥሜት ተመልክተው ምላሽዎን በተገቢው ቦታ እንዲያሰፍሩ በታላቅ አክብሮት እየጠየቅሁ የሚሠጧቸው መረጃዎች በሙሉ ለጥናቱ ዓላማ የሚውሉና ምሥጢራዊነታቸው የተጠበቀ መሆኑን ለማረጋገጥ እወዳለሁ። አመሰግናለሁ።

ክፍልአንድ፡ከዚህ በታች ለቀረቡ ጥያቄዎች ከቀረቡት አማራጭ ምላሾች ውስጥ ስምምነትዎን በስተቀኝ በኩል ባሉ ሳጥኖች ውስጥ የ «✓» ምልክት በማድረግ ይግለፁልኝ።

ተ.ቁጥር	መግለጫ	በጣም እስማማለሁ	እስማማለሁ	መልስ የለኝም	አልስማማም	በጣም አልስማማም
1	ተጨባጭነት (አካላዊአቅርቦት, መገልገያቁሳቁሶች፣ የሠራተኞቹ አለባበስና እይታ የሚኖራቸው ተፅዕኖ)					
1.1	ምቹና ዘመናዊ እቃዎች መኖራቸው					
1.2	ማራኪ የውስጥና የውጪ ጌጣጌጦች መኖራቸው					
1.3	ሳቢ የሆነ መወያያ/መተላለፊ ሥፍራ መኖሩ					
1.4	የመኝታ ክፍሉ ንፅህናና ምቹነት					
1.5	የመኝታ ክፍሉ ስፋት					
1.6	ንፅህናውን የጠበቀ መታጠቢያ ክፍልና መጸዳጃ ቤት					
1.7	ሆቴሉ ያለበት ስፍራ ምቹነት					
1.8	የሰራተኞቹ የሙያተኝነት ደረጃና ንፅህና					
1.9	የመዋኛ ገንዳ ሳውና እና ጂም መኖር					

ተ.ቁጥር	መግለጫ	በጣም እስማማለሁ	እስማማለሁ	መልስ የለኝም	አልስማማም	በጣም አልስማማም
1.10	የተሟሉና የሚሰሩ /ተጨማሪ/ ነገሮች መኖር					
1.11	ንፁህ የሆነ የባህር ዳርቻ መኖር					
1.12	የተሟሉ የባህር ዳርቻ ዕቃዎች መኖራቸው (ፍራሽ፣ ዣንጥላና ፎጣ)					
1.13	ሲታዩ የሚማርኩ ብሮሽሮች እና በራሪ ወረቀቶች ያሉት መሆኑ					
1.14	በምግብ ቤቱ ውስጥ የማይጨስበት ስፍራ መኖር					
1.15	የሆቴሉ አጠቃላይ ገፅታ					
2	አስተማማኝነት /የሚጠበቀበትን አገልግሎት በአግባቡና በትክክል የመስጠት ችሎታ/					
2.1	ሠራተኞቹ ሥራቸውን በአንዴና በታዘዙት መሠረት ማከናወናቸው					
2.2	ሥራቸውን ባሉት ሰዓት ማከናወናቸው					
2.3	የሰለጠኑና በቂ እውቀት ያላቸው መሆናቸው					
2.4	በቂ ልምድ ያላቸው መሆናቸው					
2.5	ጥሩ የመግባባት ችሎታ ያላቸው ሠራተኞች መሆናቸው					
2.6	የተሰጡ አገልግሎቶችን በአግባቡ ያለስህተት መመዘገባቸው					
2.7	ትክክለኛ ደረሰኞችን ማዘጋጀታቸው					
2.8	ቃል የተገባውን አገልግሎት በሚፈለገው ጊዜ ማቅረባቸው					
2.9	የምግብ ትእዛዞችን ያለስህተት ማቅረብ					
2.10	ሰራተኞቹ ሆቴሉ ስለሚሰጠው አገልግሎት ትክክለኛ መረጃ ያላቸው መሆኑ					
2.11	ከፍተኛና ትክክለኛ የዋጋ መረጃ ያላቸው መሆኑ					
2.12	በሚፈለገው ጊዜ የቤት አያያዝ አገልግሎት የሚሰጡ መሆናቸው					
3	ፈጣን ምላሽ መስጠት/ፈቃደኝነት					
3.1	ሠራተኞቹ ፈጣን ምላሽ ለመስጠትና ለመርዳት ያላቸው ፍላጎት					
3.2	አገልግሎቱን ለመስጠት የሚችሉ ሠራተኞች መኖራቸው					

ተ.ቁጥር	መግለጫ	በጣም እስማማለሁ	እስማማለሁ	መልስ የለኝም	አልስማማም	በጣም አልስማማም
3.3	ፈጣን የሆነ የመግቢያ እና የመውጫያ ሒደት መኖሩ					
3.4	ፈጣን የሆነ የቁርስ አገልግሎት መኖሩ					
4	እርግጠኝነት (ይሉኝታ ወይም መልካም እርዳታ)					
4.1	የሠራተኞቹ አቅርቦትና ተግባቢነት					
4.2	ትህትና ያላቸው ሠራተኞች መኖራቸው					
4.3	ለደንበኞች መተማመንን የሚፈጥሩ ሠራተኞች መኖራቸው					
5	የሰው ችግር እንደራስ ማየት (ለሰው መጠንቀቅ, ለእያንዳንዱ ደንበኛ ተገቢውን ክትትል እና ክብር ያለው ግልጋሎት መስጠት)					
5.1	ለደንበኞች ልዩ ክትትል ማድረጋቸው					
5.2	የሆቴሉን ደንበኞች ለይተው ማወቃቸው					
5.3	ደንበኞችን በስማቸው መጥራት መቻላቸው					
5.4	የክፍል ውስጥ አገልግሎቶችን ማቅረባቸው					
5.5	የደንበኞችን ፍላጎት መረዳታቸው					
5.6	ቅሬታዎችን በአግባቡ ማዳመጣቸው					
5.7	የሠራተኞቹ ችግርን የመፍታት ችሎታቸው					
5.8	የደንበኞች የልብ ፍላጎትን ማስተናገድ የሚችሉ መሆናቸው					
5.9	የታማኝ ደንበኞች አገልግሎት ፕሮግራም ያላቸው መሆኑ					
6	ዋና ዋና የሆቴሉ ጥቅማ ጥቅሞች (ለደንበኞቹ የሚሰጣቸው ጥቅሞች)					
6.1	ምቹ የሚያዝናና እና የእንግዳ ተቀባይነት ስሜት መፍጠር መቻሉ					
6.2	የመኝታ ክፍሎቹ ፀጥታ					
6.3	የተለያዩና ጥራት ያላቸው የስፖርት እና የመዝናኛ አቅርቦቶች መኖራቸው					

ተ.ቁጥር	መግለጫ	በጣም እስማማለሁ	እስማማለሁ	መልስ የሌላኝም	አልሰማምም	በጣም አልሰማምም
6.4	የክፍሎቹ ደህንነት					
6.5	ንፁህና ምቹ ፍራሽ፣ ትራስ፣ አልጋ፣ አንሶላ እና አልጋ ልብስ መኖሩ					
6.6	ተመጣጣኝ የክፍሎች ክፍያ ያላቸው መሆኑ					
6.7	የተለያዩ እና አስፈላጊ ግብዓቶች መኖራቸው (የጥርስ ሳሙና፣ ሳሙና፣ ሻንፖ፣ ፎጣ፣ ሶፍት፣ ለውንደሪ፣ ካውያ፣ ሻይ፣ ቡና እና የሚጠጣ ውሐ)					
6.8	የመኝታ ክፍል ውስጥ የሚያስፈልጉ እቃዎች መኖራቸው (የሻይ/ቡናማፍያ፣ ኤርኮንዲሽነር፣ የመብራት ብርሐን ሁኔታን መቆጣጠሪያ፣ ማቀዝቀዣ ወዘተ.)					
6.9	ጥራት ያለው ምግብ መኖሩ					
6.10	ተመጣጣኝ የምግብ ቤትና የቡና ቤት ዋጋ መኖሩ					
6.11	የምግብና የመጠጥ ምርጫ መኖሩ					
6.12	የልጆች መጫወጫ ስፍራ መኖሩ					
6.13	የምሽት መዝኛኛ ሥፍራ መኖሩ					
6.14	ምቹ የሚያዝናና እና የእንግዳ ተቀባይነት ስሜት መፍጠር መቻሉ					
7	የሆቴሉ የቴክኖሎጂ አቅርቦት					
7.1	የመኝታ ክፍል ውስጥ የቴክኖሎጂ አቅርቦት መኖራቸው (ቴሌፎን፣ የድምፅ መልዕክት መቀበያ፣ ሲፊለግ የሚቀርብ ኮምፒውተር፣ ቴሌቪዥን፣ የኢንተርኔት መጠቀሚያ ሶኬት፣ የምግብ ማዘዣና አላርም)					
7.2	ከሆቴሉ ውጪ የሚጠቀሙባቸው ቴክኖሎጂዎች መኖራቸው (አንላዩን አገልግሎት ማስያዣ፣ ኢሜይል፣ ፋክስ፣ ዓለምአቀፍ ጥሪ ማድረጊያ፣ ዌብሳይት፣ ግብረ መልስ መስጫ የክሬዲት እና ዴቢት ካርድ መቀበያ ስርዓት)።					

እባክዎትን ተጨማሪ አስተያየት ካልዎት ከታች ባለው ክፍት ቦታ ላይ ይጻፉ፡ - _____

ክፍል ሁለት:-ግለ-ታሪክ

(ምላሽዎትን “በማክበብ” ምልክት በማድረግ እንዲመልሱልኝ በአክብሮት እጠይቃለሁ።)

1. ጾታ?

ሀ. ወንድ

ለ. ሴት

2. በየትኛው የእድሜ ክልል ውስጥ ይገኛሉ?

ሀ. ከ 18-30

ለ. ከ 31 -40

ሐ. ከ 41- 50

መ. ከ 51-60

ሠ. ከ60 ዓመት በላይ

3. የትምህርት ደረጃዎን ቢገልጹልኝ?

ሀ. ከዲፕሎማ በታች

ለ. ዲፕሎማ

ሐ. የመጀመሪያ ዲግሪ

መ. ማስተርስ ዲግሪ

ሠ. ፒ ኤች ዲ እና ከዚያ በላይ

4. የድርጅቱ ደንበኛ ከሆኑ ምን ያህል ጊዜ ይሆንዎታል?

ሀ. ከ 6 ወር - 1 ዓመት

ለ. ከ 1 ዓመት በላይ

5. ወደ ድርጅቱ በምን ያህል ጊዜ እየመጡ ይገለገላሉ?

ሀ. በየቀኑ

ለ. በየሳምንቱ

ሐ. በ15 ቀን አንዴ

መ. በወር አንዴ

ሠ. በ6 ወር አንዴ

ረ. በዓመት አንዴ

ሰ. ሌላ-----



APPENDIX -C

Interview with Hotel manager

1. When was your hotel/resort established?
2. When did you get four star standards?
3. Who gave the standard?
4. What service do you deliver? Hotel, Bar, Spa Resort.....?
5. How many customers do you serve after you got the standard?
6. Do you have quality control policy & plan?
7. How many customers do you serve per year? Month? Day?
8. Do you have management policy or plan?
9. Who manages the hotels?
10. Do you have qualified professionals in the all fields?
11. Do you have customer handling policy?
12. Do you have a Future plan?
13. Company profile? Map?
14. How many staffs? How many bed rooms?
15. Do you have customer feedback?

Thank you!

DECLARATION

I, Adanech Kifle declare that the work I am submitting for assessment entitled **“DETERMINANTS OF CUSTOMER PERCEIVED SERVICE QUALITY IN FOUR STAR HOTELS IN HAWASSA TOWN, SNNPR’S ETHIOPIA”** is my original work and that it has never been presented to any University or Institution for an award of any academic qualification. No section copied in whole or in part from any other source unless explicitly identified in quotation marks and with detailed, complete and accurate referencing.

Signature of the Candidate

Adanech Kifle

ID. Number: SGS/0699/2007A

Date Dec, 2016