



# **Hotel Management and Customer Satisfaction: Case of A Five Star Hotel**

**A Thesis Submitted as the Degree Requirement of  
Master of Philosophy in Tourism and Hospitality Management**

**Submitted By**

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## DECLARATION

I, hereby affirm that this dissertation titled “**Hotel Management and Customer Satisfaction: Case Study of a Five Star Hotel**” is an original work produced by myself. All materials that has been used or cited is acknowledged and identified with corresponding references.

I also affirm I had not previously submitted this study article for any other reason.

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## **SUPERVISOR CERTIFICATE**

I am pleased to certify that the academic paper titled “**Hotel Management and Customer Satisfaction: Case Study of a Five Star Hotel**” has been prepared by **Mr. Md. Shakawath Hossain** under my supervision and direction as his dissertation for the Master of Philosophy degree at the Department of Tourism and Hospitality Management, University of Dhaka. Mr. Hossain diligently worked on this academic paper, which I believe is his own writing in his field and context of study, and therefore, qualifies him for a Master of Philosophy degree in Tourism and Hospitality Management according as per the regulations of the University of Dhaka.

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**Md. Shakawath Hossain**

## **DEDICATION**

I am dedicating this work to my parents who never stopped believing in me, my beloved wife Fatema Shakawath who supported me throughout the entire time, my lovely sweet daughter Nazafath Shakawath Mishell who inspired me with her sweet words, and my beloved little daughter, Mersiha Shakawath Nuhaad, who is with the Almighty Allah now but left us with so many fond memories.

## **Abstract**

The field of hotel management revolves around ensuring impeccable hospitality experience for the guests. This experience is ensured through the operation of a collection of interrelated service departments with which hotels in-general are managed.

This research focuses on the elements of hotel management that have profound impact in generating customer satisfaction at The Westin Dhaka, which is one of the leading hotels in Dhaka city. In doing so, the paper focuses on evaluating customer expectations and perceptions and looks for possible gaps in the levels of expectations and satisfaction. As the theoretical framework, this paper utilizes the Expectation disconfirmation theory and the SERVQUAL Model to evaluate the perception-level and expectation of the guests. To identify these, the researcher has developed the research instrument (the questionnaire) utilizing Parasuraman et al. (1988)'s conceptualization on service efficiency that coined a 22-attribute framework with specific focus on dimensions e.g., tangibility, reliability, responsiveness, assurance and empathy. The instrument has been utilized to accumulate primary data from The Westin Dhaka's guests for three different weeks which is then used to conduct a Gap Analysis of the SERVQUAL dimensions.

Finally, the data is analyzed through IBM SPSS Statistics software to determine whether the SERVQUAL dimensions have impact in guest satisfaction at The Westin Dhaka.

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# **1. Introduction**

## **1.1. Background of the Study**

Customer satisfaction in hotel industry is a significant concern. In this context several studies and research have been conducted. For the hotel industry, customer satisfaction seems to have become a key measure of performance as it demonstrates the magnitude of the correlation between the service provider and the client. As customer's lifestyles have changed, their needs and expectations have significantly shifted. In the hospitality industry, its growth and diversification have increased dramatically over a number of years. Since the hotel sector falls under the service industry, face-to-face communication between customer and service provider is very important. Marketing is based on knowing and understanding the customer to the extent that the product or service suits the person and sells with ease. The consumers now-a-days are at the center of attention in developing management policy to ensure success. In light of this, the most prudent strategy to retain customer is to ensure a customer satisfaction to the highest-level, which is projected to result into loyalty (Kotler et al., 2009). The personalized service provision in this industry focuses on three key components: enhanced personalization, greater technology applications and a greater awareness among the ever-changing demographics. Especially, Hospitality customers can no longer be considered as a regular segment and will not accept the "one size fits everyone" attitude. Service organizations also have to tailor their offerings to meet their clients' needs and demands, so that they can ensure a competitive position in the market. Knowing the industry trends, consumers will seek for goods, services and communication that are individually tailored and only agile hotels will be successful to communicate with all these customers with specific needs and expectations addressed.

The hospitality industry is composed of the corporate actors who provide their clients with a mix of the three principal services: food, beverage, and lodging services (Foskett and Ceserani, 2007). Since a lot of today's economies are subjugated by the service industry, building and maintaining congenial relations with clients will develop partnerships which are both rich and fruitful.

Customer satisfaction focuses around providing customers what they anticipate; it is fundamentally about surpassing customers' needs for them to become and stay loyal to the brand. Gaining the satisfaction of the customers is all about providing them with what they look for, basically surpassing their expectations so that a sense of loyalty creates and sustains towards the brand. Customer satisfaction is defined as a concept used to measure how a business delivers goods and services rendered by a company meet or exceed expectations of the clients (Aga and Safakli, 2007). Customer satisfaction is frequently seen as a differentiating factor and a key component of business strategy. As the basis for assessing the service customers taking services of different hotels generally use and evaluate service encountered in various departments, such as reception, food and beverage, and housekeeping, according to previous research, and the satisfaction level with regard to the experienced with the hotel depends greatly on the results of these assessments. Consumers have become more conscientious and knowledgeable in a fierce setting e.g., the hostel industry, in which quality of rendered service is critical, and customers are more astute and informed because of abundant access to information and tech-innovations. Here the requirement for a concrete evaluation of customer satisfaction metrics is crucial as they impact the level of customer loyalty and the intent to show repeat-purchase pattern. Customer satisfaction differs from the attitude concept in that, while guests have pre-purchase expectations, their satisfaction or dissatisfaction happens only in the post-consumption period.

Therefore, guests who were picked to fill out the questionnaires were either staying in the hotel at the time or had visited the hotel at least once in the previous three months. The intention of this research is to determine the level of customer satisfaction among the guests of The Westin Dhaka, a luxury five-star hotel of Marriott International Inc. The study also attempted to make numerous recommendations for the hotel service providers and their managements so that they can improve their offerings and services.

## **1.2. Significance of the Study**

Traveling for the business-purpose and leisure has become an inseparable part of peoples' lives in recent years. One of the world's quickest flourishing business areas right now is the hotel industry. All industries, particularly the hotel industry, are working hard to improve service quality so that guests are pleased with service-quality. Hotel authorities are focusing more on commonly-sought features to satisfy their customers' fundamental needs and aspirations. The true measure of a company's success in the hotel industry is its ability to consistently meet customers.

Presently, the emphasis is no longer solely on gaining bigger audience, but also on fulfilling and retaining a customer base that a hotel already has, which ensures positive word-of-mouth referrals and future business. Indeed, it is vital as businesses try to distinguish their services and compete successfully with quality of service and the satisfaction of guests.

To determine the underlying sources of satisfaction of the customers in the hotel industry, we will evaluate different service parameters of The Westin Dhaka, an upper-upscale hotel of

Marriott International operating in Dhaka, Bangladesh. The significance of the study on this leading Bangladeshi five-star hotel lies in:

### **Academic Interest**

In academic or scientific issues, this study may assist other researchers in this field in conducting additional research in the same area.

### **Social Interest**

This research would help hoteliers understand the importance of providing sincere service and care to their clients to recognise the importance of customer satisfaction for the long-term benefit of the organization.

### **Personal Interest**

The research is conducted by the determinants of customer satisfaction in the hotel industry, specifically on the satisfaction factors of The Westin Dhaka. The researcher has a prestigious history of serving this luxury hotel for over a decade. Being from the hotel industry, particularly from The Westin Dhaka, the researcher felt that the previous experience and the strong network in the industry will be beneficial for the research.

The study's findings would aid in optimizing the hotel's service quality to satisfy guests' needs and preferences. If the result is of a high quality, the management of the hotel would become assured of their quality of service. However, if the result represents a low-score, The Westin Dhaka management should improve the service and take corrective actions in their service operations, such as HR growth, technology innovation, and so on.

The dissatisfied guests are more likely to experiment with other options or spread bitter criticism. The importance of the satisfaction of customer cannot be underestimated. There is a clear distinction between satisfied customers and customers who are satisfied in general (Lovelock and Writz, 2005).

Companies must be able to explain to their clients how happy they are. They should learn this by asking their clients which aspects of service delivery affect them the most and can boost their feelings of satisfaction. Companies can increase the quality of their available services and implement programs to increase customer satisfaction levels by utilizing this type of data.

Parasuraman et al. (1985) remarked on the notion that buyers typically shape their expectations based on the offerings of the businesses. They further think that people develop expectations based on the services they have obtained from the provider. It is believed that customer disappointment is exacerbated by the emergence of service gaps. In other words, managers' expectations and perceptions of clients vary greatly. In many cases, the gap between these two is also not perfectly clear, resulting in a confusion between the expectation of the guest and the perception of the hotel management. Occasionally, the offerings that is pledged is not delivered or the service provided goes beyond what was anticipated and planned. Ambiguity in expectation and perception can often lead to a lot of failure in interpreting the true consequences of a service, both in the minds of the customer and the service provider (Bowersox et al., 2006). Client perceptions may not be sufficiently integrated and expanded in the organization or the service quality standards may not be well communicated with the company staff sometimes. Sometimes the trend of overpromising leads to misinformation, which in turn leads to increased expectations.

### **1.3. The Problem Statement of the Research**

In every successful company, including the hotel industry, customer satisfaction is critical. Every company should aspire to have a good relationship with its clients, thus increasing its loyalty and profitability. In this respect, any hotel authorities, however, face issues in attempting to meet their clients' expectations and end up making them extremely dissatisfied. This problem can be addressed by the usage of expertise to improve customer satisfaction and learning. This paper thoroughly examines how customer satisfaction can be improved.

There is a multiplier effect that exist between the quality of service rendered and the satisfaction of the guests, in such a way that they cannot have a strong impact on each other. (Williams & Buswell, 2003). Good customer perception and knowledge about the hotel industry offers a chance for a business to expand and thrive, thus increasing customer content. Companies should obtain external data, such as the number of clients, or the analysis they have carried out and judging that sector, from multiple sources. Higher sales are revenues, which normally depend on the level of satisfaction of the service for a guest. This may certainly imply a sophisticated service for the industry.

The customer satisfaction and the business revenue are synergistic. Customers who demonstrate their interest and loyalty visit any particular hotel more often and are more satisfied. Customer satisfaction is related with the knowledge or perception of the kind of service-expectations.

With that, in hospitality industry the general practice is to keep-up and proceed with the updated range of customer satisfaction information (Reh, 2010). Reh (2010), mentions in the survey, that it is vital to consistently measure and have knowledge of the satisfaction of our guests in the



hotel. So, we can use the benefits that have not been made before from the result for The Westin Dhaka.

Hotels of different types in Bangladesh face the difficulty of keeping their clients because of intense business competition. Competition offers clients several choices that make it difficult to hold on to their clients for a hotel like The Westin Dhaka. While the hotel is trying to satisfy its clients' requirements, its rivals still give customers a wide range of options. The hotel therefore cannot be assured to hold its clients since many consumers would try alternate ways and taste different environments. Many hotels in Bangladesh struggle to maintain their clients for long term.

In the last two decades, the hotel industry in Bangladesh has emerged. Firstly, the promotion of Bangladesh as a brand has attracted many tourists, which has provided the creative use of hotels especially in areas of natural heritage. Secondly, the ongoing development projects and the growing economy have been the key influencers behind a huge influx of foreign nationals in the country, increasing the demand of luxury hotels

On the contrary, hospitality industry in Bangladesh has failed to satisfy clients, as evidenced by multiple negative reports about how customer services are provided. However, professionalism requires service providers to cultivate interpersonal skills to meet customers' needs and provide quality service, which is what hospitality industry all about.

#### **1.4. Objectives of the Study**

Hotel service providers face obstacles such as high demand for quality services from the customers, the pressure for gaining high client satisfaction score, desire for full service and many

more. The satisfaction of the guests is the main criterion for measuring the quality of service in the hotel industry.

The aim is to evaluate the expectations of guests, which is a contributing factor to generation of guest satisfaction, perception about the services that the hotel provides, and the role of variance in the measure of the standard of service. Aside from this, the objective is also to make identification of elements of the SERVQUAL model to assess the standard of service offered at The Westin Dhaka as a representative of the luxury hotels in Bangladesh.

In this study, statistical methods will be used; also, a gap analysis will be done to determine The Westin Dhaka's guest expectations and perceptions. The questionnaire for this analysis has been developed accordingly by the researcher. The results of this study will present the extent of guest expectation, allowing The Westin Dhaka's management to better recognize their guests' demands and train their service staff to meet those expectations to achieve their satisfaction, as well as to be caring enough to satisfy their guests properly. They may use the research findings and the feedbacks from guests to learn about their attitudes toward different facets of hospitality.

The overall objectives of the study are:

- To make an evaluation of customer expectations in five dimensions of service quality: tangibility, reliability, reliability, assurance and empathy.
- To make an evaluation of customer perceptions in five dimensions of service quality: tangibility, reliability, reliability, assurance and empathy.
- To analyze the variance between customer experience and perception of service quality to assess guest satisfaction

- To examine whether the SEVQUAL dimensions have impact in guest satisfaction at The Westin Dhaka

## **1.5. Research Questions**

Although as part of a Marriott Hotel Chain, The Westin Dhaka is complying with the global standards, there are always scope of getting negatively affected through unforeseen events and threat from its competitors.

This is why the hotel must continue to improve its services and facilities to sustain a competitive advantage and ensure market sustainability. Customer loyalty is the most significant aspect in the hotel's ability to retain its reliable reputation. The hotel draws new customers mostly through reviews from existing customers as well as the worldwide success of Marriott International Inc.

This paper investigates various facets of customer loyalty to respond to the following research questions:

- What are the expectations of the guests towards The Westin Dhaka in-terms of services?
- What is the perception of the guests towards the rendered services at The Westin Dhaka?
- What are the gaps between the expectations and perceptions about the quality of services rendered among the guests that influence their satisfaction?
- Do the aspects of service quality ensure guest satisfaction at The Westin Dhaka?

## **1.6. Scope of the Study**

Customer satisfaction is determined by customer expectations and perceptions of the five service quality dimensions of the hotel through the SERVQUAL model. The insights presented in this

paper are derived from the responses from a sample group of 90 hotel guests who resided for different durations at The Westin Dhaka in January 2021.

## **1.7. Definitions of Terms**

### **Customer Perception**

The way customers feel about a product or service is known as customer perception. It's a viewpoint they've developed as a result of any direct and indirect contact they've had with an organization.

### **Customer Expectation**

Customer expectations are any collection of attitudes or acts that people demand from an organization as they deal with it.

### **Service Quality**

Service quality refers to how well a service meets or exceeds consumer needs. Businesses with good service standards are those that match or surpass customer needs.

### **SERVQUAL**

SERVQUAL is a multi-dimensional analytic tool designed to gather consumer preferences and views about a service across five dimensions to represent service quality. SERVQUAL is related with the expectancy-disconfirmation framework, which essentially says that quality of service is

defined as the extent to which consumers' pre-purchase quality expectations are verified or refuted by their actual service experience.

## **1.8. Referencing Method**

This research uses the HARVARD referencing style, since it is considered to be one of the most widely used scholarly citation styles.

## **1.9. Limitations of the Study**

The study has been conducted on The Westin Dhaka during January 2021, when the hotel industry was gravely hit by the COVID-19 pandemic. During the time of the research, the guest flow was not the usual. The occupancy rate of the hotel was much lower compared to its ideal state. Also, the expectations and perceptions may have been different due to the Coronavirus pandemic.

It can be assumed that an ideal situation with the usual guest flow may have been produced a somewhat different result. However, this may not be the case considering the possibility that the respondents who are loyal customers of Marriott International Inc. would respond the same way even if the situation was ideal.

## **2. Literature Review**

This part highlights the literature of some key sections that are vital for the research. Prior studies of different regional and global level have been taken into account for the literature review.

## **2.1. Hotel & Hotel Management**

### **Hotel**

Bardi (2003) defines a hotel as an establishment that typically offers lodging and services such as public eating, event/banquet facilities, specialized shops, cleaning service, valet services, concierge and many more. Today's modern hotels offer much more than the previously conceptualized span of services and focuses on ensuring the ultimate satisfaction of the guests (Chibili, 2017). As per Barrows and Powers (2008) it is possible to classify hotels by pricing, function, its location etc. which are articulated below:

#### Hotels Classified by Price:

**Limited-Service Hotel:** This sort of hotel typically offers simply bed rooms, no other facilities or public area, and limited food & beverage options. Previously, this type of hotel was considered as cheap hotel (Rutherford, 2021).

**Full-Service Hotel:** When compared to a limited-service hotel, this sort of hotel generally has a broader choice of services and amenities, such as a conference room and greater public area. This hotel's room rates are generally equivalent to or slightly more than the market rate (Rutherford, 2021).

**Luxury Hotel:** These hotels usually contain between 150 and 400 guest rooms. This sort of hotel often offers a comprehensive variety of services and amenities, with premium design and distinctive furnishings (Rutherford, 2021).

#### Hotels Classified by Function:

Convention Hotel: Typically, such hotels are big, with 500 or much more rooms. For convention and event space, these hotels include banquet halls and exhibition facilities. Convention hotels are frequently designated for MICE (Meetings, Incentives, Conventions, and Exhibitions) events, such as citywide events or trade fairs (Rutherford, 2021).

Commercial Hotel: This type of hotel is smaller than a convention hotel, having only 100 to 500 rooms. This kind of hotel often provides limited public and conference space, as well as food and beverage options.

#### Hotels Classified by Location:

Suburban Hotel: This type of hotel is often smaller, with 200 to 350 guest rooms and located in the suburbs.

Interstate or Highway Hotel: This type of hotel is often smaller compared to a suburban hotel and usually has between 100 and 250 rooms.

Airport Hotel: Business travelers, airline staff, and international travelers with overnight layovers or delays and cancellations are the primary clients of this sort of hotel. Another feature of such hotels is that they enable guests to pay for the rooms by the hour rather than by the day, and they provide free transportation to the airport.

### **Hotel Management**

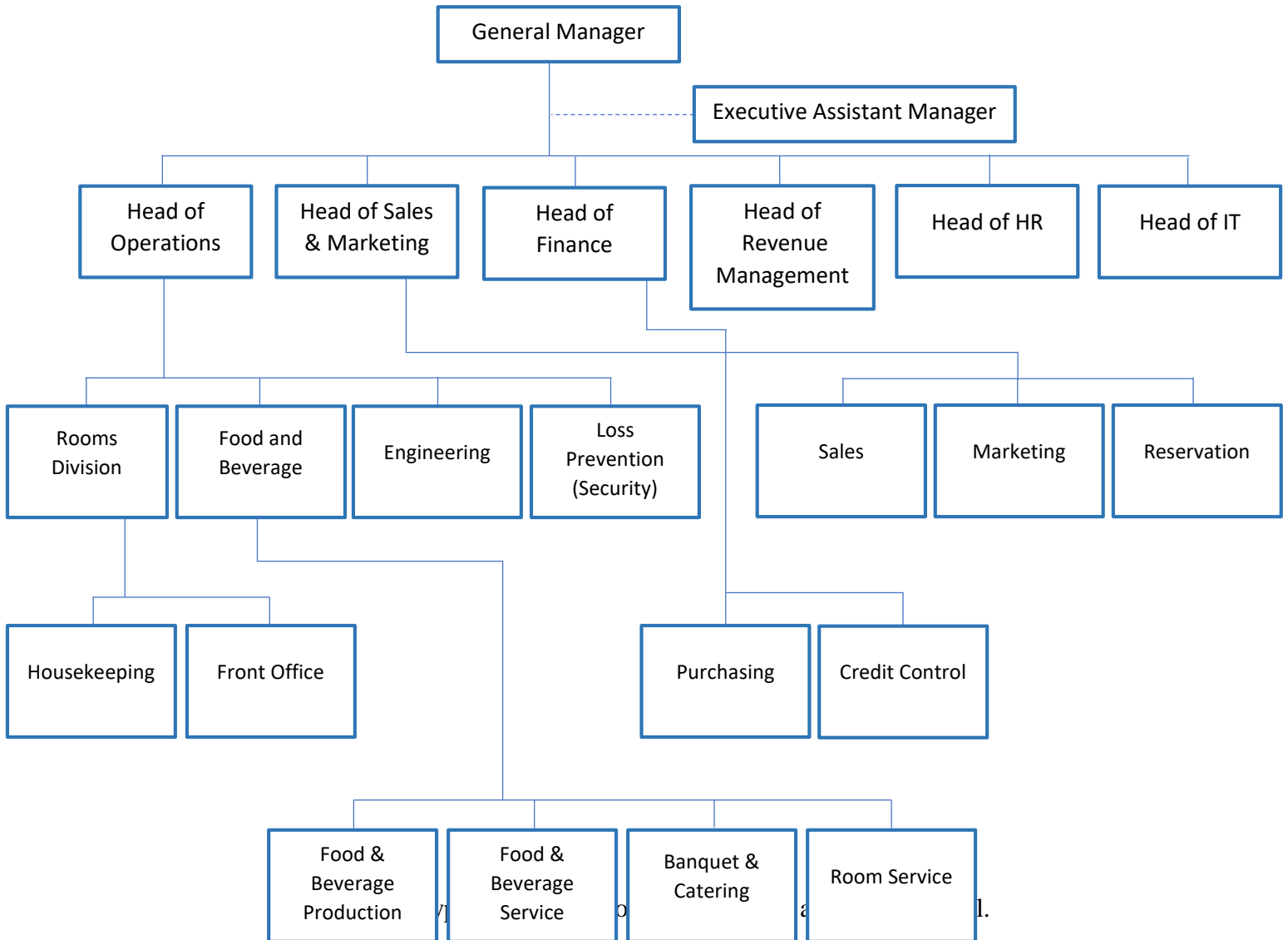
Hotel management entails managing all aspects of the property's operations; this necessitates a thorough understanding of marketing and distribution strategy, revenue management, financial control, customer service, and personnel management, among other things (Deroos, 2010).

## **Managing 5-Star Hotels**

The key to managing a five-star hotel is rooted into the definition of hotel management (Stylos and Vassiliadis, 2015). Although there is no unified and one-specific hotel rating system adopted throughout the globe and different part of the world follow different rating system, the commonly practiced star rating systems are all focused towards different aspects of hotel's operations, marketing and distribution, revenue management, financial control, customer service personnel management standards, where the hotels are not only required to maintain the defined standards but to exceed the expected norms at times (Martin-Fuentes, 2016). Management of five-star hotels requires a closely-knit and well-defined organizational structure where different organizational units work on achieving one unified goal of satisfying the guests (Rutherford, 2021). With respect to the standards followed, the organizational structure also varies across the world. Different hotels across the world follow different organizational structure to manage their operations depending on their financial state, brand entity, local legal guidelines and many other relevant factors, however, most hotels follow a common structure which has been practiced in the industry for years (Rutherford, 2021). As per the five-star hotel standards articulated by AA (2018), the majority of the requirements and standards for the five-star rating revolves around the Rooms division and Food & Beverage division. This is why these two units in most hotels are found to be more robust, which is shown in the organizational chart presented next.



## Typical Organizational Structure of a Five-Star Hotel



### Departmental Structure

In most hotels, the General Manager oversees all the operation and support departments, however, some of the hotels appoint an Executive Assistant Manager, who reports to the General Manager and acts as a link between different departmental leaders and the General Manager

(Hays et al., 2017). Typically, the activities of a hotel can be classified into two groups: Operational and Support; the Operations division looks after the tasks crucial for a hotel's operations and the Support division provides all necessary assistance to them to render the hotel's services smoothly (Rutherford, 2021). The Operations division comprises a vast area of work at any hotel. Usually the Rooms Division, Food & Beverage Department, Engineering and Loss Prevention (Safety & Security) fall under the jurisdiction of the Operations Division. Conversely, the Support Division comprises of Sales & Marketing, Finance, Revenue Management, Human Resources and Information Technology departments.

The **Rooms Division** plays one of the most vital part in a hotel's operation as it accounts for the maximum prospect of contact among the guests and the hotel associates (Hays et al., 2017). The Front Office and Housekeeping departments fall under the Rooms division. The PBX or telephone service fall under the Front Office's jurisdiction. The **Front Desk** is one of the most essential sections in a hotel since it is sometimes the main point of interaction between guests and staff. The front desk of a hotel is where visitors are greeted upon arrival, where their reservation is processed and allocated to a room, and where they check-out. The telephone operator, various guest communications tasks, and the bell crew, or those workers in charge of delivering baggage and messages and answering to special visitor requests, are typically included in the front office (Hays et al., 2017). The **Housekeeping** associates are in charge of upkeeping the guest rooms as well as the public areas. There is a considerable degree of connection among the rooms department's subdivisions (Hays et al., 2017).

The **Food & Beverage** department runs multiple functions e.g., Food & Beverage production, Food & Beverage service, Banquet & Catering and Room Service. The Food & Beverage production and service teams run all four functions. The F&B production team's responsibility is

to prepare food and beverages for the hotel guests. Under the supervision of the Executive chef, a pool of other chefs prepares all the food and ensure an amazing culinary experience for the guests. Depending on how many F&B outlets a hotel has, the hotel may have multiple live or back of the house kitchens. The F&B service team, however, is in-charge of serving the dishes that are prepared by the production team to the guests in different F&B outlets. Many upscale hotels have a distinct division that is solely responsible for providing room service due to their unique responsibilities and concerns. The majority of full-service hotels also perform a lot of convention and catering work. Meetings are held in small function rooms, while general conferences, trade fairs, displays, and banquets are held in larger halls. These services are also performed by the F&B department in coordination with the Banquet and Catering division (Hays et al., 2017).

The **Engineering Department** holds the responsibility of restoring plants and equipment installed in the hotel. Aside from restoring, the department is also responsible for up keeping hotel's equipment, furnishings, common areas and fixtures. In large hotels the restoration and up keeping of water treatment plant, boilers, water heating facility, sewage plant also fall under the responsibility of this department (Hays et al., 2017).

The **Loss Prevention** or the **Security** department is an integral part of any type of hotel for ensuring guest and property's safety. Considering the Hotel's or residential facility size, the security role may be performed on-site by a fully staffed department, contracted to an outside security company, or allocated to selected staff members or on-premises supervising professionals in the rooms department. In a bigger, full-service hotel, the head of safety and security department may directly report to the executive assistant manager or the general

manager. In smaller hotels, the security duty may be delegated to the rooms department (Hays et al., 2017).

One of the most notable support unit in a hotel is the **Sales & Marketing** department. The primary goal of the sales and marketing department is to boost sales of the hotel's products and services while also developing opportunities for future sales. While the sales department focuses on corporate as well as individual sales of hotel's facilities, the marketing department forms strategic partnerships, creates new offers in coordination with the other departments of the hotel, manages the online travel agent and online presence and sales (Hays et al., 2017).

The **Finance** department's typical responsibilities include documenting financial transactions, compiling and analyzing financial statements, and sending timely operational reports to other departments' leaders. Payroll preparation, accounts receivable, accounts payable, and procurement are some of the other tasks handled by the finance department (Hays et al., 2017).

The **Human Resource** department is in charge of the hotel's human capital recruitment, deployment, training, and development. HR department is also responsible for managing a fair and internal judicial system that promotes transparency and integrity of corporate communication. The HR department also acts as a progressive unit of the system, promising to make the working conditions of employees competitive. (Hays et al., 2017).

The **Information Technology** department is in charge of deployment and maintenance of all IT systems, business suites, databases and networks, and telephone systems throughout the hotel. In addition, the department is in charge of the property's information technology troubleshooting, upgradation and servicing. They also provide user training and support with relation to the platforms and IT equipment used by the hotel (Hays et al., 2017).

The **Revenue Management** department oversees the hotel's revenue management and distribution plan, as well as day-to-day yield operations. Its associates perform daily pick-up analysis, plan adjusting, and reporting. They also look for opportunities to reduce distribution costs by identifying innovative, less expensive methods of distributing goods. This department also conducts competitive benchmark research and keep an eye on industry developments (Kimes, 2011).

## **2.2. About The Westin Dhaka**

The Westin Dhaka, a Marriott International Inc. five-star hotel, is located in the newest business hub of Gulshan 2, Dhaka. It is next to exclusive shopping centers, international embassies, restaurants, art galleries, private clubs, and multinational corporations.

With 235 contemporary and plush guest rooms and suites the hotel began operation in 2007. It was the first private sector initiative to being an international hotel chain in Bangladesh. With unmatched amenities and facilities such as Heavenly Bed, Heavenly Bath and Heavenly Amenities of the Westin Brand, the hotel has been able to please its clientele base from its inception. Many other programs such as RunWestin and Westin's very own SuperFood program have enabled guests to make their stay at the property a healthy and reinvigorating one.

Being a part of the only hospitality company that is publicly traded, The Westin Dhaka boasts the title of being the highest revenue generating hotel in the entire south-east Asia multiple times.

The hotel is a proud host of hundreds of respected guests from Bangladesh and abroad. Aside from the room business, the five-star hotel has exquisite restaurants, well-equipped workout facility, heated pool banquet and meeting venues and many more (Westin, n.d.).

### **2.3. Service Product**

Mullins (2001) describes the hospitality industry as the common title for numerous segments of the accommodation and food industry where he corresponds service as an intangible, diverse, and perishable one. The attributes and characteristics of the aforementioned qualities have also illustrated its actual nature and standing previously, that was known as critical to remember. The service product is intangible, according to Cooper et al. (2001), that means this cannot be readily tested or demonstrated before being purchased. Service products are diverse in the context that they are distinct whenever they are rendered, according to Oberoi and Hales (1990). Cooper et al (2001) suggest that the concurrent production and use will lead to circumstances where it is hard to guarantee overall consumer satisfaction, since we know that the service is subject to change and that this change makes it attractive. Every commodity must generate sales at the designated time and place, or it will lose its potency and perish quickly. Owing to varying situations and the quality of the commodity, service distribution is often evolving. The product's consistency and efficacy need not be mutually exclusive (Oberoi and Hales, 1990). The quality of these goods, which are simply called service products, is considered immeasurable, which is focused especially on the hospitality industry, which has increased the realisation of intangibility of service, which cannot be calculated and scaled (Shostack, 1977).

Reisinger (2001) commented on the subject by suggesting that a service commodity is intangible. This point has been illustrated by assessing the actual consequences of a service in hospitality and its complexities, when it comes to the customer's understanding of planned services. Typical customer relationships can be promoted and established properly during the service coincidence, or they can be lost forever (Lenehan et al. 1998). Norman (1999) refers to these positions as "Moments of Reality".

## **2.4. Measuring the Quality of Service**

Many are aware of the fact that quality of service assessment has become a key problem in provision of services, and how to offer consumer quality and efficient services by a service provider, and how the provider can integrate and strengthen its business image is also an area to be focused on (Bienstock et al., 2003). Several analysts have hypothesized that the issue is still rooted in the said strategy: the quality of service has been imagined as being difficult to obtain and difficult to assess and analyze.

Most scholars have actively displayed their ability in a prestigious and integrated fashion to distinguish the relationship between service quality and service delivery, resulting in customer satisfaction. Zeithaml et al. (1996) differentiated how the standard of service can have a huge effect on maintaining a chain of satisfaction, which results in guest retention.

## **2.5. Customer Perception**

The type of service a customer gets is dependent entirely on the customer's speculation and interpretation of the service. According to Cronin and Taylor (1994), a customer's opinion of a service is based purely on the customer's reference of perfection in service. Consumer perceptions of a service, according to Williams et al. (2003), are a dynamic set of judgments taken before and during the experience, which are met or exceeded as they reach or surpass customer satisfaction needs.

## **2.6. Customer Expectation**

Customers' preferences, according to Davidow and Uttal (1989), are affected by many uncontrollable variables such as past encounters with other firms and their ads, customers' mental status when providing service, consumer context and beliefs, and impression of the product. Furthermore, Zeithaml et al. (1990) claimed that customer service perceptions are dependent on a variety of variables, including the customer's own pre-purchase values as well as the views of others. Customers' standards, according to them, are linked to varying degrees of satisfaction. It may be centered on prior product impressions, advertisement learning, or word-of-mouth contact. Expectation, according to Zeithaml et al. (1990), may be interpreted as a pre-consumption mentality prior to the next buy, and it can require prior experience. Customers' expectations are what they want to get out of the services.

Based on the various meanings of expectations, we can infer that expectations are influenced by numerous variables such as personal experience, advertising, buyer's purchase awareness, context, mood, and product appearance. Customers' preferences, pre-purchase values, word-of-mouth interactions, individual needs, client experiences, and other personal behaviors are also considerations.

Depending on the customer's experience of a product or service, they may have varying expectations.

### **2.6.1. Disconfirmation Theory**

The disconfirmation theory appears as the main basis for satisfaction models in marketing literature (Churchill and Surprenant, 1982; Oliver, 1980) as well as modern information system research (McKinney et al., 2002). Satisfaction is measured by the difference between perceived



performance and cognitive criteria such as expectations and desires, according to this concept (Khalifa and Liu, 2003). Customers' expectations can be characterized as their subjective views about a commodity (McKinney et al., 2002). Consumers make assumptions about what will happen during a pending sale or trade, which are referred to as expectations (Zeithaml and Berry, 1988). Cadotte et al. (1987) described perceived success as the customer's view of how well a product meets their needs, wishes, and desires. The consumer's evaluation of an entity's general excellence or superiority is known as perceived consistency (Zeithaml, 1988). Consumer subjective decisions arising from comparing their preferences and interpretations of performance earned are referred to as disconfirmation (McKinney et al., 2002, Spreng et al., 1996). Satisfaction is largely characterized by the difference between perceived results, aspirations, and wishes, according to the disconfirmation theory, which is a promising approach to understanding satisfaction. According to this theory, the strength or size and direction of the distance between expectations and perceived success affects satisfaction.

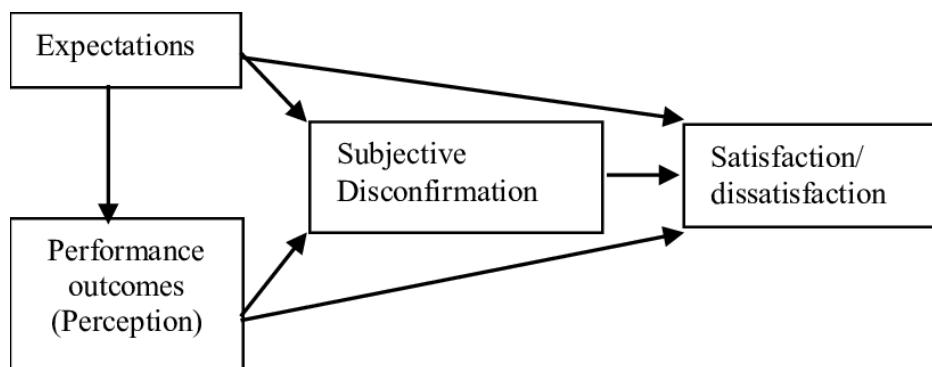


Figure 2.6.1. Expectation disconfirmation theory

Disconfirmation of expectations can take three different forms:

- a. Positive disconfirmation: It happens when a person's perceived performance beats the expectations.
- b. Confirmation: It happens when a person's perceived result matches their standards.
- c. Negative disconfirmation: It happens when a person's perceived performance falls short of their goals.

Customers are most likely to be happy whether the service meets (confirmation) or exceeds (positive disconfirmation) their expectations. Customers, on the other hand, are more likely to be disappointed if quality delivery falls short of expectations (negative disconfirmation). Taking expectation disconfirmation as the primary measure of satisfaction, Khalifa & Liu (2003) argue that this theory lacks the point that confirming high expectations leads to far more satisfaction than confirming low expectations. To fix this shortcoming, perceived performance is introduced as a new determining factor of satisfaction. In other words, the best way to guarantee fulfilment is to exploit expectations and performance empirically to establish disconfirmation.

## **2.7. Customer Satisfaction**

In the context of marketing, the phenomenon of satisfaction has been extensively investigated (Johnson and Fornell, 1991; Edvardsson et al., 2000). In the context of consumption, Oliver (1981) described it as the summary psychological condition that results when the emotion

accompanying disconfirmed perceptions is combined with the customer's previous feelings about the consumption experience.

To put it another way, satisfaction is a post-purchase assessment of product quality based on pre-purchase preferences (Kotler, 1991). In the context of services, satisfaction can be defined as an affective consumer state that emerges from a detailed appraisal of all facets of the customer-provider relationship (Severt, 2002). In more depth, the definition can be broken down into two separate views (Geyskens et al., 1999). The first viewpoint views satisfaction as an affective disposition determined by economic influences such as market value or profit margins. The second viewpoint, regarded as noneconomic satisfaction, explores the idea from more interpersonal considerations, such as a partner keeping commitments or the convenience of interactions with the aforementioned partner. Indeed, since most meanings of happiness stress a psychological or affective condition, this project will focus more on this psychological viewpoint (Bhattacharjee, 2001). In this context, satisfaction is described as a global assessment or attitude that develops over time as a result of experiences generated by the consumer and the organisation in the relationship (Eshghi, Haughton, & Topi, 2007).

According to a study of the emerging literature, marketing experts tend to agree that consumer loyalty and service efficiency are distinct (i.e., distinct) structures with a close connection (Patterson and Johnson, 1993). In reality, satisfaction and perceived quality are closely associated (Bitner and Hubbert, 1994). Both theoretical and methodological arguments have been developed for the order of frequency of quality and satisfaction (Cronin et al., 2000), and most marketing scholars support a theoretical context in which quality success contributes to satisfaction (Dabholkar et al., 2000). Wong and Fong (2010) studied the impact of three casino service quality drivers on customer satisfaction and retention intent in Macau, the world's

gaming capital. The drivers are game service, service environment, and service delivery.

According to the findings of two longitudinal research on Chinese casino players, the service environment and service delivery are also important predictors of customer satisfaction. Given the role of game service in casino operations, its association with customer loyalty is negligible. The findings mean that not every service value proposition is sufficient for consumer delight. Wilkins (2010) reported on two studies of hotel consumer perceptions.

Fournier and Glenmick (1991) drew the conclusion that the idea of happiness is only true when the expectation is positive. Consumer standards are the benchmarks by which a customer takes a decision about a service or a product. Customer satisfaction coincides with the initial contact a business makes with a customer and lasts throughout the life of the relationship, referred to as the guest cycle (Reichheld, 1996). In overall quality assurance, customer satisfaction is the most significant factor. Customer loyalty is probably less susceptible to seasonal variations, expense increases, or changes in accounting standards than most conventional success metrics (Kotler, 2006). So, for a hotel to stay in operation, it must constantly meet the wishes and expectations of its clients, which would ultimately lead to a broad customer base. The hotel industry is a customer-oriented sector, and for hotel companies to sell themselves as brands, they must be customer-centric to ensure that their guests have the highest possible value. To ensure that their clients are consistently pleased, the hospitality manager must ensure that they are greeted, respectfully, and efficiently served in a pleasant, comfortable, and stable atmosphere with the highest quality goods sold at a fair price (Edwards et al., 2017). Customer satisfaction is a business concept that is focuses on providing value to customers, anticipating and managing their expectations, and demonstrating the ability and responsibility to meet their needs. Customer loyalty and service efficiency are crucial factors in the performance of every company

(Gronroos, 1990). Hotels are expanding their investments to increase the level of service for customers and their perceived benefit to ensure greater customer retention and loyalty (Jones et al., 2007).

According to Valdani (2009), a company exists simply when it has clients to serve, indicating that an organisation exists solely for the benefit of its consumers. The secret to achieving long-term benefit is to offer high-quality service, which ultimately leads to satisfied consumers (Shemwell et al, 1998). According to different studies, the main determinants of customer loyalty differ from one individual to the next. However, it has been discovered that certain people/customers enjoy virtually the same thing.

## **2.8. The SERVQUAL Model**

The SERVQUAL model has been used in companies with service and retail business (Parasuraman et al., 1991). Pre - purchase clients, anticipation, perceived process efficiency, and perceived performance quality all affect service quality. According to Parasuraman et al. (1988), service quality is described as the difference between customers' expectations of service and their interpretation of the service experience.

The original SERVQUAL instrument contained 22 objects based on the conceptualization of Parasuraman et al (1988) on service efficiency. The 22 attributes' data is organised into five dimensions: tangibles, reliability, responsiveness, assurance, and empathy. Several experiments have sought to use the SERVQUAL. This is due to the fact that it has a large service implementation and is a realistic solution to the issue. This instrument was developed to determine the level of service in a number of environments, including hospitals (Babakus and

Glynn 1992), hotels (Saleh and Ryan, 1991), travel and tourism (Fick and Ritchie, 1991), telecommunications companies, insurance agencies, and banks (Parasuraman et al. 1991).

In this study, the researcher employs the SERVQUAL methodology as an instrument to investigate customers' expectations and perceptions of service quality at The Westin Dhaka.

### **2.8.1. Dimensions of the SERVQUAL Model**

Earlier, Parasuraman et al. (1985) identified ten determinants for assessing service quality: tangibility, reliability, responsiveness, access, communication, courtesy, competence, security, credibility, and consumer understanding/knowledge. Later, these ten dimensions were refined and transformed into five dimensions to quantify service efficiency, SERVQUAL, namely tangibility, reliability, responsiveness, assurance, and empathy (Parasuraman et al., 1988). These five dimensions are highlighted below:

#### **Tangibility**

Tangible components, which include physical traits and equipment, staff, and buildings, are an essential component of service efficiency. Customers, according to theory, use some concrete indication of service results as a metric for measuring results (Hurley and Estelami, 1998). The majority of the literature linking physical evidence to the assessment of customer is focused on economic signaling theory (Murray, 1991), but Parasuraman et al. (1988) demonstrated that tangible evidence is a consideration that service consumers perceive when shaping quality expectations. Furthermore, one of the SERVQUAL measurements that is usually maintained in factor studies is tangibles (Mels et al., 1997). Some hotel chains (for example, Hilton, Mandarin,

Marriott, and Hyatt) make it a point to ensure that their properties follow global facility requirements everywhere they are located (Nankervis, 1995).

### **Reliability**

The proper provision of services delivered on promises is referred to as reliability. Respondents of different researches often ranked efficiency as the most critical dimension across a number of diverse service businesses and industries (Zeithaml et al., 1991). This competence entails being able to deliver the promised service reliably and effectively.

It means doing things correctly the first time, which is one of the most critical aspects of customer service. Reliability also involves delivering services on schedule and keeping error-free records. We assume that, while quality is multidimensional, reliability is the most important factor in assessing overall expectations of service quality, which is consistent with previous studies. Customer–firm relations are well understood to include the sharing of social capital (such as responsiveness and assurance) as well as economic resources (Bolton and Saxena-Iyer, 2009).

### **Responsiveness**

The willingness to assist consumers is referred to as responsiveness. This segment would explain whether or not staff are able to support clients to offer timely service, such as swift service, professionalism in managing and recovering from errors. "Today's privilege is time," it has been believed by many. As a result, for many guests, the willingness of service providers to deliver services in a timely manner is a vital component of service quality.

## **Assurance**

Assurance may be described as, building trust, awareness of workers and the willingness of businesses to reduce purchasing risk and uncertainties (Zeithaml and Bitner, 2003). It refers to knowledge, respect and willingness of workers to express trust and confidence through competence, courtesy, credibility and security.

### **a. Competence:**

Competence implies that the services are provided with the requisite know-how and expertise. Which includes experience and understanding of the contact staff, the knowledge and expertise of the technical support staff, the organization's research abilities.

### **b. Courtesy:**

The courtesy of the staff who work with customers includes the politeness, respect, consideration and compassion.

### **c. Credibility:**

Credibility means worthiness of trust, credibility and fairness, it implies the best interest of the client. The company's image and personal features of the contact staff add to integrity.

### **d. Security:**

Security means freedom from threats, risks or doubts. Physical protection, financial security and secrecy are also included in this dimension.



## **Empathy**

Empathy means caring for other people in a social or interpersonal environment. The need for cohesion and peace is met through empathy that promotes sense of connection and connectivity (Aaker and Williams, 1998). Empathy has been linked with altruism by being emotional, motivated by personalized norms and values that encourage one person to support another (Thompson, 1997). Empathy contributes to providing care and attention to the customers through access, communication and customer understanding.

### **a. Access:**

Approach, skill, and communication ease are all aspects of access. It indicates that the service is conveniently available through easy communication methods, that the wait time for service is short, that the hours of operation are convenient, and that the location of the service center is convenient.

### **b. Communication:**

Keeping consumers posted in a way they understand is what communication entails. It entails paying attention to clients, adapting the dialect to all types of customers, and speaking clearly and honestly with a beginner. It also entails detailing the service, as well as how much it will cost, and assuring the consumer that any issues will be resolved.

### **c. Customer Understanding:**

Understanding the customers entails making an attempt to recognize their needs. It entails getting to know the customer's unique needs, giving them individual consideration, and remembering their daily habits.

According to research, service quality is directly influenced by expectations of tangible evidence, reliability, responsiveness, assurance, and empathy (Brady and Cronin, 2001). In a structural equation study, Bitner (1990) showed empirically an important causal direction between satisfaction of customers and service quality.

Customers prefer to be given sufficiently individualized attention and treated with empathy, as shown in the preceding discussion. As a result, consumers can conveniently approach and express their expectations in relation to the service being offered. The significance of empathy may be at the heart of the argument. When it comes to who wins, it's usually businesses that treat each guest like a human. The hotel staff is piloting an empathy training program to help workers react to their visitors in a more empathic way, in response to guests' requests that staff see it from their perspective.

To conclude, the SERVQUAL model is an effective instrument for companies to better grasp what their clients value and how well their existing organizations are fulfilling those needs and desires. SERVQUAL creates a benchmark based on consumer expectations of a strong business, your company, the value rating of key qualities, and a reference of what your staff feel consumers say. The SERVQUAL instrument can also be used by employees, and in this situation, other significant discrepancies in the service quality gaps model can be addressed.

## **2.9. Gap Analysis**

The Gap Model is made up of two mutually interrelated variables, one being the customer and the other being the provider (Parasuraman et al., 1990). The implications of this model are

dependent on the guests' perceptions of the services and what they ultimately expect from those services. It would be necessary to lessen gaps 1 through 4 to achieve the best possible result:

### First Gap

This gap expresses itself as a difference between customer expectations and management expectations.

### Second Gap

This is based on management's opinion and assumptions on consumer expectations, as well as how they can define standards after validation.

### Third Gap

This can be seen when there is a difference between the mentioned standards and the facilities that have been delivered.

### Fourth Gap

This occurs as promises lead to false aspirations. It could cause issues with attaining customer satisfaction.

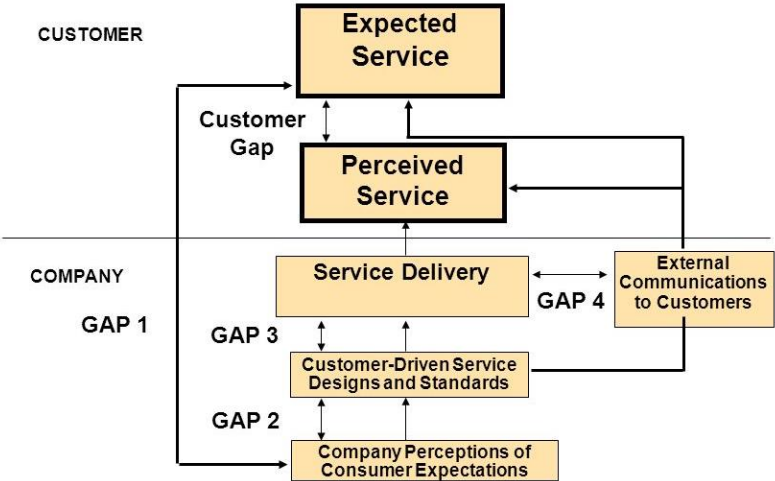


Fig 2.9. The Gap Model of Service Quality

## 2.10. Previous Studies on Customer Satisfaction

Many previous studies on customer loyalty with service quality in service industries such as spas, travel, and hotels have been conducted.

At Sivalai Spa, Kitisuda (2006) conducted a survey of customer satisfaction with spa facilities. The spa offerings were very well received by both new and returning customers. They were pleased with the following aspects of service:

Responsiveness, empathy, reliability, assurance, and Service tangibility.

The majority of customers believed that the spa's location was the most crucial aspect. The food and beverage services, they said, should be improved. Furthermore, the study found that gender, age, ethnicity, and income were four demographic factors that affected the service quality at Sivalai Spa (Kitisuda, 2006).

Blizanac et al. (2004) investigated how to assess service quality in the Croatian hotel industry. She demonstrated that using a SERVQUAL instrument to assess service level in Croations hotels is a useful and effective way for managers to detect discrepancies in preferences and perceptions. To maintain a proper degree of service quality in hotels, this approach can lead to a better distribution of capital and a more efficient design of marketing campaigns, such as communications mix and pricing elements.

Phenphun (2003) investigated foreign tourists' satisfaction with the level of service in Thailand's hotels, as well as the factors that influence satisfaction, challenges, and requirements. According to the report, foreign visitors have a high degree of satisfaction with service quality. However, the most prominent issues were a shortage of staff competence and English proficiency; as a result, visitors recommended that language and service convenience be improved. As a result,

Government Policy recommends that the TAT and associated agencies adopt and implement a curriculum and training program. As a result, he concluded that they must therefore concentrate on language skills.

Yu et al. (2001) proposed that it may be possible to establish service quality assessments that are more precise instruments for assessing the quality of service in different service sectors during the 2001 study tour of Taiwan. Since the tourism industry is based on people serving people, the tourist's experience can be the best measure of service quality in the tourism sector. Therefore, Otto and Ritchie (1996) noted that potential studies of tourism quality should assess the tourist's experience, instead of the five dimensions used in previous assessment tools.

The SERVQUAL method was used in all these previous researches mentioned above to determine service efficiency in hotels and other service industries. Customers' expectations and perceptions of service quality will be explored in this report.

### **3. Research Methodology**

This chapter would describe the methods used in the construction of the study, including the research process, instrumentation, and participants.

#### **3.1. Research Process**

This paper used a qualitative and descriptive approach, and we're bringing the SERVQUAL concept to the test. The data was gathered in a qualitative manner. We chose a qualitative approach because it would help us to interpret the data collected by our questionnaires by utilizing academic as well as personal insights.

##### **3.1.1. The SERVQUAL Approach**

Service quality is a concept or idea that has sparked debates in the research literature, owing to its difficulty in measuring and achieving an obvious substantive consensus on either side (Wisniewski, 2001).

The quality of service must be explained in a way that distinguishes between customer expectations of related services and perceived services; it is possible that if expectations are higher than adequate, then the perceived quality of service is poor and not satisfactory enough, and therefore cannot be realised as competitive differentiation, leading to customer dissatisfaction (Lewis and Mitchell, 1990).

The topic of why we should assess service quality is one that arises often.

Measurement allows for a comparison of improvements before and after, as well as the identification of quality-related issues and the development of clear service delivery requirements.

According to Edvardsen et al (1994), review and evaluation are the first steps in growing and expanding service quality.

### **3.1.2. Instrument of the Research**

The SERVQUAL instrument uses a five-point likert scale to measure both consumer expectations and perceptions, with 22 remarks assessing performance in all five dimensions (Gabbie and O'Neill, 1996).

Data was collected through the use of a questionnaire. The sections of the questionnaire instrument were as follows.

The first section covered general information such as gender, age, nationality, profession, trip purpose, and frequency of visits.

According to Parasuraman et al. (1988)'s illustration, the second section comprised five variables centered on SERVQUAL service quality dimensions: tangibility, reliability, responsiveness, assurance, and empathy.

The researcher looked at customers' expectations and perceptions of The Westin Dhaka's quality of service. As guests arrived at the hotel's reception desk, 150 of them were given the questionnaire over a three-week time span. At the start of their visit, these customers were asked to fill out the consumer expectation section of the questionnaire. Before departing, guests were

asked to complete the first part of the survey as well as the customer perception portion. Among 150 guests, 96 returned the filled out the questionnaire; 6 of the filled-out forms had information missing on them. Therefore, the final respondent count was 90.

The degree of satisfaction with the hotel's service level is rated on a scale of 1 to 5, with 5 representing the highest expectation/satisfaction and 1 representing the lowest expectation/satisfaction.

In addition, the interpretation of point rating was examined using Best (1997)'s customer satisfaction parameters.

<b>Mean Score</b>	<b>Meaning</b>
1.00-1.80	Lowest satisfaction
1.81-2.61	Low satisfaction
2.62-3.41	Average satisfaction
3.42-4.21	High satisfaction
4.22-5.00	Very high satisfaction

Table 3.1.2. Best (1997)'s customer satisfaction parameters

### **3.2. Participants of the Study**

The study focused on 90 guests, who stayed at The Westin Dhaka over the first three weeks of January, 2021.

At first a total of 150 guests were randomly chosen who were of different demographic, national and gender backgrounds. Among them 96 respondents returned the completed questionnaire to



the front desk associates. Of this 96, 6 were missing several information, and so, they were discarded.

### **3.3. Analysis of Data**

Following the collection of the questionnaires, the researcher examined the level of consumer expectation and perception The Westin Dhaka's service efficiency in five areas: tangibility, reliability, responsiveness, assurance, and empathy. The data to the personal data of the first part of the questionnaire were measured and interpreted using frequencies and percentages.

In addition to descriptive statistics such as means and standard deviations, gap analysis was used to compare means between respondents' expectation and perception ratings, and the results were analyzed using the SPSS (Statistical software package) program. Furthermore, the findings were presented and outlined, along with several recommendations for future research.

## **4. Data Analyses and Interpretation**

The profiles of the respondents, the extent of guests' expectation and perception, and the gap between these will all be identified in this section as the study's findings. The following questions will be addressed in this as the study proceeds further:

- What is the perception of the guests towards the rendered services at The Westin Dhaka?
- What are the gaps between the expectations and perceptions about the quality of services rendered among the guests that influence their satisfaction?

### **4.1. Interpretation of Personal Data of Respondents**

This section of the paper contains the personal data of 90 guests who stayed at The Westin Dhaka along a three-week window in January 2021. Gender, age, nationality, and length of stay at the hotel are all mentioned in the profile reflected in the charts below. Male customers exceeded female customers, according to the results. Between the ages of 31 and 50, the highest number of respondents were found.

The majority of the respondents were from Asian countries. Overall, the hotel is preferred by the long-staying guests.

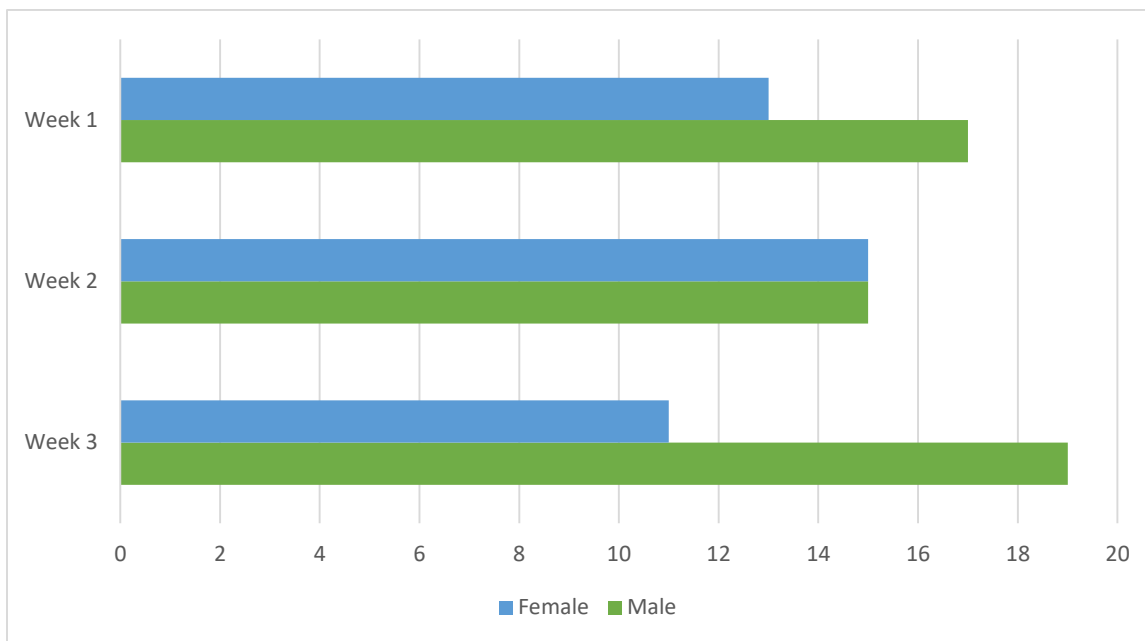
Since, the hotel went through frequent changes prescribed by Marriott International's regional and global teams in view of the coronavirus situation, every of the three week's data is being represented separately.

### 4.1.1. Gender Distribution

**Table 4.1.1. Gender distribution of the guests**

Week 1				
Male Guest	%	Female Guest	%	Total
17	56	13	44	30
Week 2				
Male Guest	%	Female Guest	%	Total
15	50	15	44	30
Week 3				
Male Guest	%	Female Guest	%	Total
19	63	11	437	30

**Diagram 4.1.1. Gender distribution of the guests**

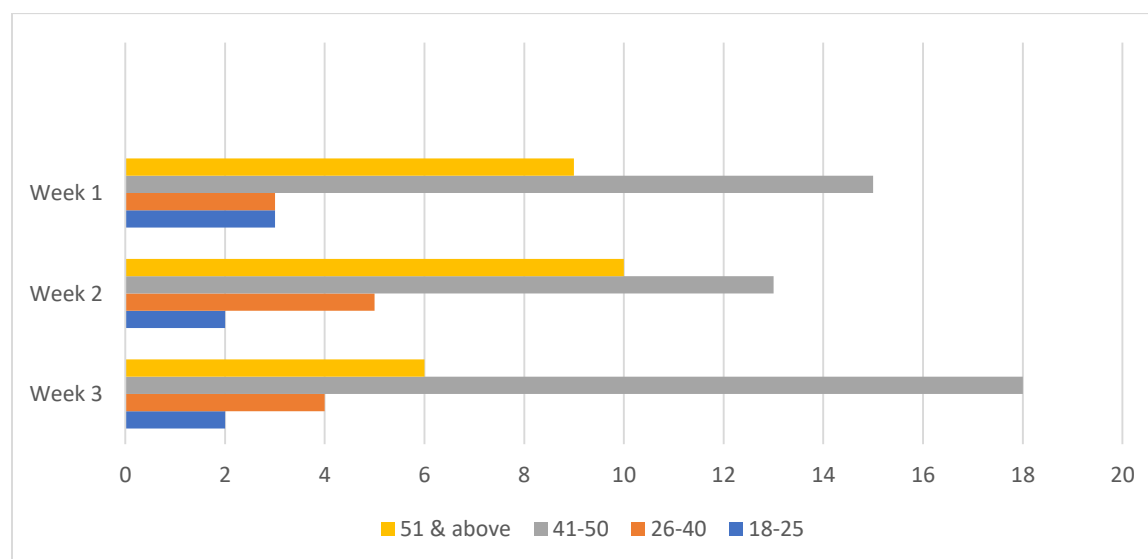


#### 4.1.2. Age Group of the Guests

**Table 4.1.2. Age group distribution of the guests**

Week 1							
18-25		26-40		41-50		51 and above	
Count	%	Count	%	Count	%	Count	%
3	10	3	10	15	50	9	30
Week 2							
18-25		26-40		41-50		51 and above	
Count	%	Count	%	Count	%	Count	%
2	6.6	5	16.5	13	43.3	10	33.3
Week 3							
18-25		26-40		41-50		51 and above	
Count	%	Count	%	Count	%	Count	%
2	6.6	4	13.2	18	60	6	20

**Diagram 4.1.2. Age group distribution of the guests**

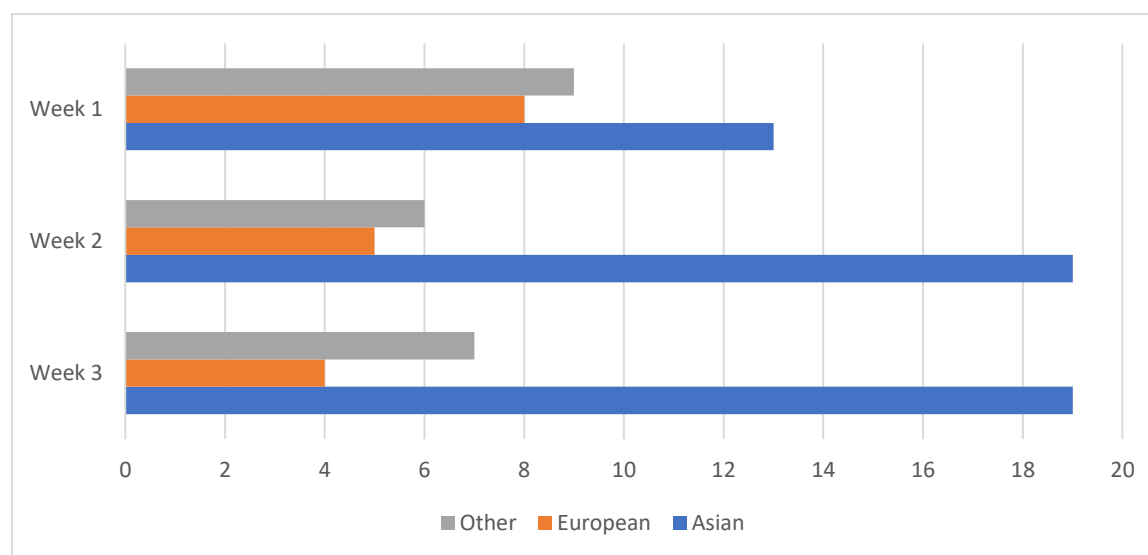


### 4.1.3. Origin

**Table 4.1.3. Guest origin (geographic)**

Week 1					
Asian		European		Other	
Count	%	Count	%	Count	%
13	43.3	8	26.7	9	30
Week 2					
Asian		European		Other	
Count	%	Count	%	Count	%
19	63	5	16.5	6	2.5
Week 3					
Asian		European		Other	
Count	%	Count	%	Count	%
19	63	4	13.2	7	23.4

**Diagram 4.1.3. Guest origin (geographic)**

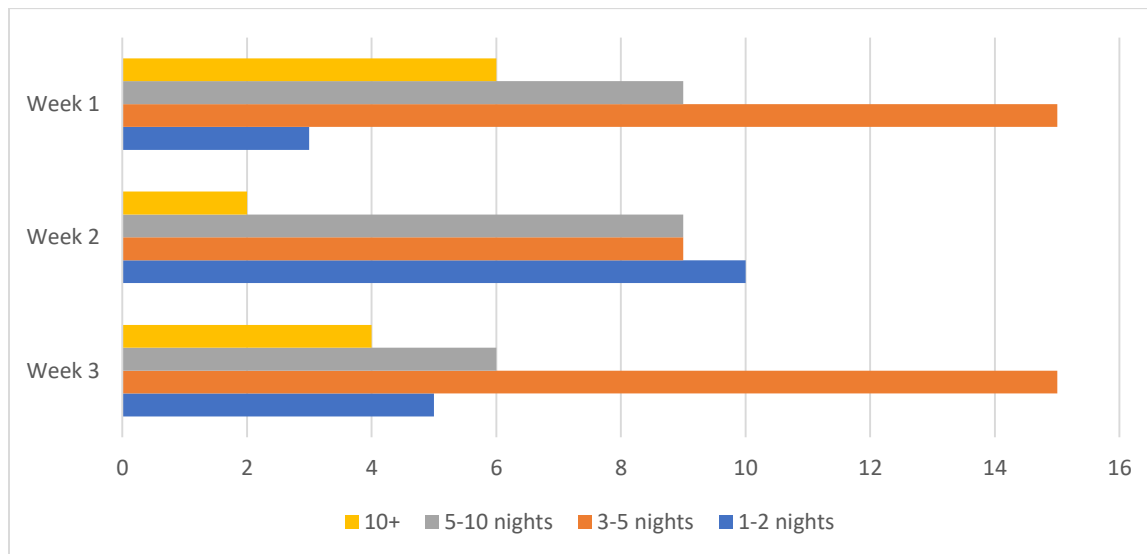


#### 4.1.4. Duration of Stay

**Table 4.1.4. Guests' duration of stay**

Week 1							
1 - 2 nights		3 - 5 nights		5 - 10 nights		More than 10	
No	%	No	%	No	%	No	%
3	10	15	50	9	30	6	20
Week 2							
1 - 2 nights		3 - 5 nights		5 - 10 nights		More than 10	
No	%	No	%	No	%	No	%
10	33.3	9	30	9	30	2	6.7
Week 3							
1 - 2 nights		3 - 5 nights		5 - 10 nights		More than 10	
No	%	No	%	No	%	No	%
5	16.7	15	50	6	20	4	13.3

**Diagram 4.1.4. Guests' duration of stay**

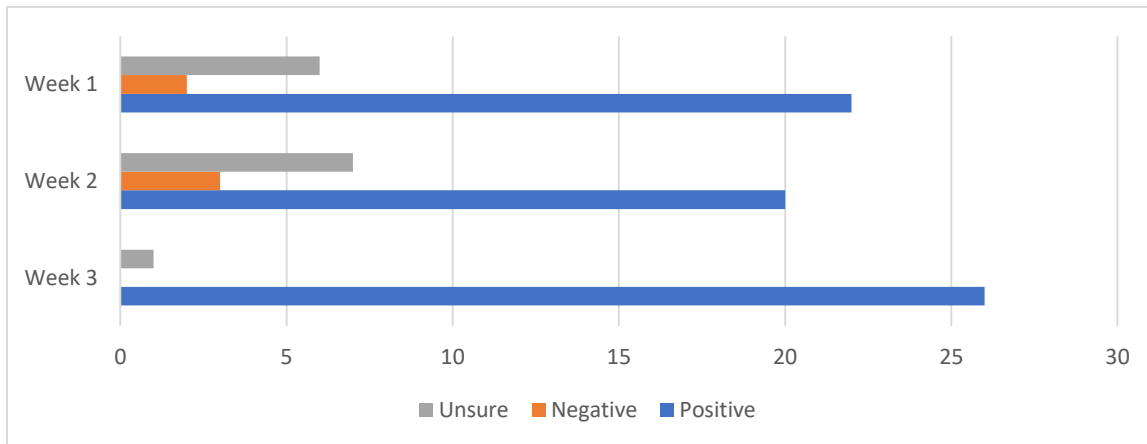


#### 4.1.5. Intent to Return or Recommend

Table 4.1.5. Guests' intent to return or recommend

Week 1					
Positive		Negative		Unsure	
Count	%	Count	%	Count	%
22	73.3	2	6.7	6	20
Week 2					
Positive		Negative		Unsure	
Count	%	Count	%	Count	%
20	73.7	3	10	7	23.3
Week 3					
Positive		Negative		Unsure	
Count	%	Count	%	Count	%
29	96.6	0	0	1	3.4

Diagram 4.1.5. Guests' intent to return or recommend



## **4.2. Analysis of the Expectation and Perception of the Guests**

The level of customer expectation and perception observed among the subject-guests of The Westin Dhaka is presented in this segment. To address our first Research Question, we have evaluated guest expectations and perceptions of service delivery in the sample groups of our report. Tangibility, reliability, responsiveness, assurance, and empathy all are components of quality. In total, 90 guests were asked to respond to 22 questions about their expectations and perceptions of The Westin Dhaka over the span of three weeks. The following are the outcomes of each dimension's exploration:

### **4.2.1. Tangibility**

According to Dabholkar et al. (1996), physical elements such as the appearance of hotel facilities, as well as the neatness and professionalism of hotel employees, are included in the tangibility dimension.

For measuring customer satisfaction in terms of expectation and perception, the below aspects were addressed in the questionnaire as part of this section:

Q1. The Westin Dhaka is equipped with modern fixtures and furnishing

Q2. The amenities and visual aspects of the hotel are pleasing

Q3. Employees at the hotel tend to be well-dressed

Q4. At the hotel, the resources (amenities and staff attitude) associated with service provision are efficient



**Table 4.2.1.1. Tangibility and measurement of guest satisfaction**

Topic	Week 1	
	Expectation	Perception
Question 1	4.3	4.1
Question 2	4.37	4.25
Question 3	4.27	4.16
Question 4	4.46	4.4
Average	<b>4.35</b>	<b>4.23</b>
Topic	Week 2	
	Expectation	Perception
Question 1	4.1	3.97
Question 2	4.19	4
Question 3	4.3	4.1
Question 4	4.55	4.03
Average	<b>4.29</b>	<b>4.01</b>
Topic	Week 3	
	Expectation	Perception
Question 1	4.25	4.16
Question 2	4.16	4.09
Question 3	4.3	4.3
Question 4	4.47	4.45
Average	4.18	3.78
<b>Overall Average</b>	<b>4.3</b>	<b>4.25</b>

**Table 4.2.1.2 Percentage measure of Tangibility**

Topic	Week 1	
	Expectation	Perception
Question 1	86%	82%
Question 2	87.4%	85%
Question 3	85.4%	83.2%
Question 4	89.2%	88%
Average	87%	84.6%
Topic	Week 2	
	Expectation	Perception
Question 1	82%	79.4%
Question 2	83.8%	80%
Question 3	86%	82%
Question 4	91%	80.6%
Average	85.8%	80.2%
Topic	Week 3	
	Expectation	Perception
Question 1	85%	78%
Question 2	83.3%	83.2%
Question 3	86%	86%
Question 4	89.4%	89%
Average	83.6%	75.6%
<b>Overall Average</b>	<b>86%</b>	<b>85%</b>

**Diagram 4.2.1.1. Tangibility and measurement of guest satisfaction**

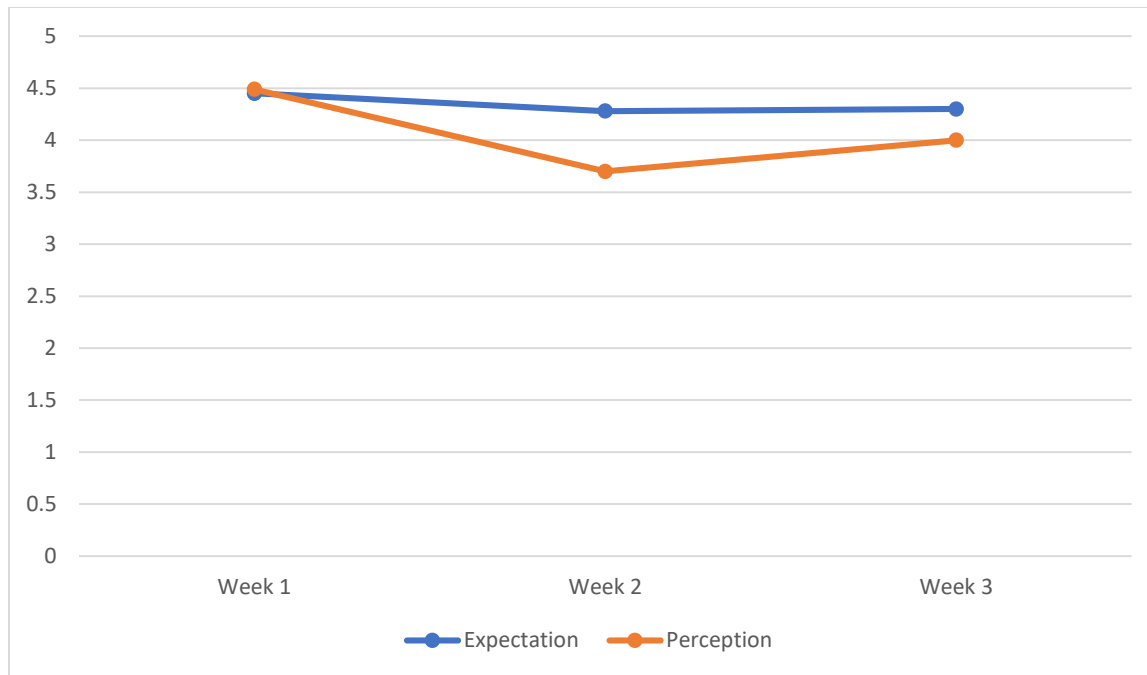


Diagram 4.2.1.1 demonstrates that guests' expectations from the tangibility factor in the The Westin Dhaka that are based on their perceptions, and the hotel will be able to cope up to meet them.

In all three weeks, the diagram shows that there is a small difference between what visitors expected and what they were provided.

From Table 4.2.1.1 it can be observed that the guests' average expectations regarding modern fixtures, visual aspects, appearance and attitude over all three weeks remained almost similar. However, the perceived service score didn't reach the level of the expectation in the first week and in the second week, the perception plummeted even further, which improved in the third week reaching closer to the average expectation level.

**Table 4.2.1.3 Statistical analysis of Tangibility**

Tangibility Question	Expectation		Perception	
	$\bar{x}$	S.D.	$\bar{x}$	S.D.
Question 1	4.22	0.61	4.08	0.55
Question 2	4.24	0.67	4.11	0.57
Question 3	4.29	0.68	4.19	0.53
Question 4	4.49	0.52	4.29	0.56
Mean Score	4.31		4.17	

Table 4.2.1.3 indicates the expectation with tangibility requirements is at the highest-level as per Best (1997)'s customer satisfaction parameters with a mean expectation score of 4.31. The staff's appearance and attitude about delivering service earned high points as guests' expectations. This means that when employees are well-dressed and sincere, their presence impresses clients and gives them more confidence in hotel services. The Westin Dhaka performed well in both these dimensions in all three weeks scoring at the highest level as per the customer satisfaction parameters of Best (1997).

Overall customer perception of the tangibility factor ranked high with 4.17 points. This score is in support of the study of Wong et al. (1999), who looked at SERVQUAL aspects of the Malaysian hospitality industry. They discovered that employee attitude and appearance were connected to service quality. All in all, the tangibility dimension is a significant indicator of overall service efficiency but The Westin Dhaka still has room for improvement in the constructs of this dimension as the mean score of guests' perceived service did not reach the highest level.

#### **4.2.2. Reliability**

The capacity of hotel staff to deliver facilities reliably and correctly is referred to as the reliability dimension (Dabholkar et al., 1996). Customers' expectations must be met by dependable service efficiency. Service must be delivered on time, every time, in the same fashion, and without mistakes.

For measuring customer satisfaction in terms of expectation and perception, the below aspects were addressed in the questionnaire as part of this section:

Q1. The hotel meets its promised delivery of service in timely manner

Q2. The Westin Dhaka presents sincerity in solving problems associating to its services

Q3. The hotel and its associates tend to do things right at the first go

Q4. The Westin Dhaka renders its services within the specified time frame

Q5. The hotel tends to collect and maintain customer data properly

**Table 4.2.2.1. Reliability and measurement of guest satisfaction**

Topic	Week 1	
	Expectation	Perception
Question 1	4.7	4.46
Question 2	4.73	4.63
Question 3	4.5	4.43
Question 4	4.5	4.49
Question 5	4.57	4.5
Average	<b>4.6</b>	<b>4.5</b>
Topic	Week 2	
	Expectation	Perception
Question 1	4.6	4.55
Question 2	4.63	4.6
Question 3	4.5	4.25
Question 4	4.55	4.63
Question 5	4.7	4.5
Average	<b>4.6</b>	<b>4.51</b>
Topic	Week 3	
	Expectation	Perception
Question 1	4.5	4.3
Question 2	4.7	4.5
Question 3	4.46	4.5
Question 4	4.63	4.45
Question 5	4.5	4.35
Average	<b>4.56</b>	<b>4.42</b>
Overall Average	<b>4.59</b>	<b>4.47</b>

**Table 4.2.2.2. Percentage measure of Reliability**

Topic	Week 1	
	Expectation	Perception
Question 1	94%	89.2%
Question 2	94.6%	92.6%
Question 3	90%	88.6%
Question 4	90%	89.8%
Question 5	91.4%	90%
Average	92%	90%
Topic	Week 2	
	Expectation	Perception
Question 1	92%	91%
Question 2	92.6%	92%
Question 3	90%	85%
Question 4	91%	92.6%
Question 5	94%	90%
Average	92%	90.2%
Topic	Week 3	
	Expectation	Perception
Question 1	90%	86%
Question 2	94%	90%
Question 3	89.2%	90%
Question 4	92.6%	89%
Question 5	90%	87%
Average	91.2%	88.4%
<b>Overall Average</b>	<b>91.8%</b>	<b>89.4%</b>

**Diagram 4.2.2.1. Reliability and measurement of guest satisfaction**

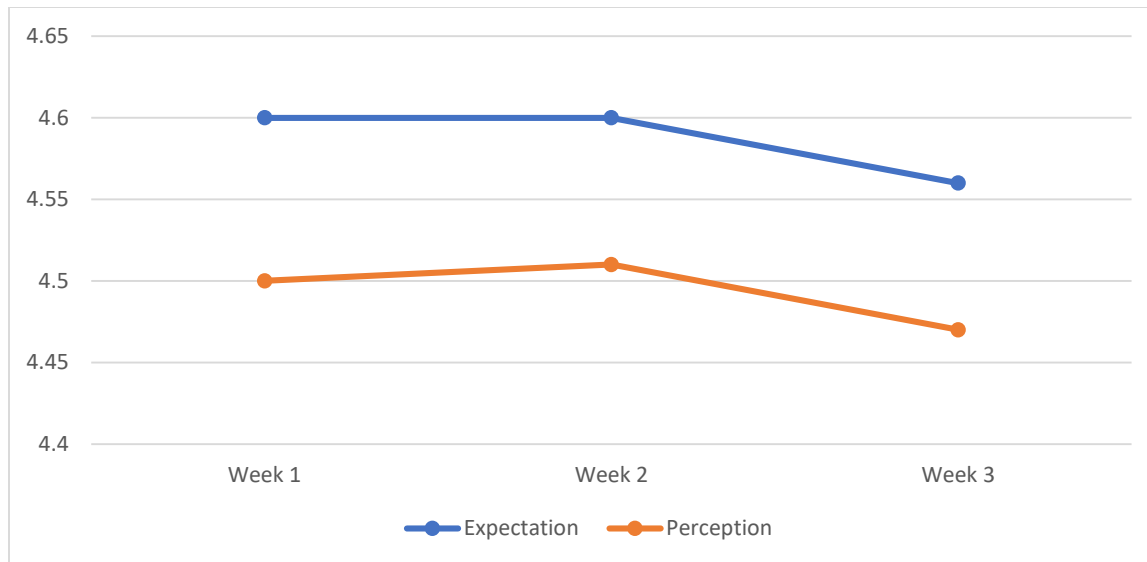


Diagram 4.2.2.1 reveals that guests' expectations from the reliability factor in the The Westin Dhaka that are based on their perceptions, and the hotel will be able to cope up to meet them.

Throughout the three week time period, the diagram shows that the gap between what visitors expected and what they were provided were very low.

From Table 4.2.2.1 it can be observed that the guests' average expectations regarding hotel's service promise, intent to rectify problems, performing well at the first go, time-bound service and reliable record keeping remained almost similar. The perceived service scores were almost at the similar level of the expectation in all three weeks.



**Table 4.2.2.3 Statistical analysis of Reliability**

Reliability Question	Expectation		Perception	
	$\bar{x}$	S.D.	$\bar{x}$	S.D.
Question 1	4.6	0.56	4.44	0.54
Question 2	4.67	0.48	4.58	0.52
Question 3	4.49	0.61	4.39	0.63
Question 4	4.56	0.55	4.52	0.52
Question 5	4.59	0.60	4.45	0.56
Mean Score	4.58		4.48	

Table 4.2.2.3 shows that the expectation with reliability requirements is very high according to Best (1997)'s customer satisfaction parameters with a mean expectation score of 4.58. All five dimensions: hotel's service promise, intent to rectify problems, performing well at the first go, time-bound service and reliable record keeping, scored high in guests' expectations. This means that when employees provide the promised services, solve any issues with the service promptly and keeps customer data safe, it makes the guest satisfied with the reliability of the service.

The mean perception score of 4.48 also matched the guest expectation, at a very-high level, which depicts the hotel's success in generating guest satisfaction. However, the expected score is somewhat higher than the perceived score, which denotes that even though Westin Dhaka is ensuring a very high level of customer satisfaction, the guests expect even higher in terms of reliability.

### **4.2.3. Responsiveness**

The ability to support clients and offer timely services is an aspect of responsiveness (Zeithaml et al., 1988). The hotel employees must be ready and prepared to assist guests, offer timely support, and satisfy customer expectations to attain guest satisfaction.

For measuring customer satisfaction in terms of expectation and perception, the below aspects were addressed in the questionnaire as part of this section:

Q1. The hotel staff are able to communicate about the specific time of service delivery

Q2. The Westin Dhaka's associates are swift with their services

Q3. The hotel staff shows eagerness to assist

Q4. The associates do not keep guests waiting

**Table 4.2.3.1. Responsiveness and measurement of guest satisfaction**

Topic	Week 1	
	Expectation	Perception
Question 1	4.3	4.5
Question 2	4.47	4.43
Question 3	4.5	4.63
Question 4	4.56	4.55
Average	<b>4.45</b>	<b>4.52</b>
Topic	Week 2	
	Expectation	Perception
Question 1	4.27	4.2
Question 2	4.5	4.37
Question 3	4.63	4.5
Question 4	4.56	4.46
Average	<b>4.49</b>	<b>4.38</b>
Topic	Week 3	
	Expectation	Perception
Question 1	4.33	4.47
Question 2	4.6	4.53
Question 3	4.56	4.67
Question 4	4.43	4.46
Average	<b>4.48</b>	<b>4.53</b>
Overall Average	<b>4.47</b>	<b>4.47</b>

**Table 4.2.3.2. Percentage measure of Responsiveness**

Topic	Week 1	
	Expectation	Perception
Question 1	86%	90%
Question 2	89.4%	88.6%
Question 3	90%	92.6%
Question 4	91.2%	91%
Average	89%	90.4%
Topic	Week 2	
	Expectation	Perception
Question 1	85.4%	84%
Question 2	90%	87.4%
Question 3	92.6%	90%
Question 4	91.2%	89.2%
Average	89.8%	87.6%
Topic	Week 3	
	Expectation	Perception
Question 1	86.6%	89.4%
Question 2	92%	90.6%
Question 3	91.2%	93.4%
Question 4	88.6%	89.2%
Average	89.6%	90.6%
<b>Overall Average</b>	<b>89.4%</b>	<b>89.4%</b>

**Diagram 4.2.3.1. Responsiveness and measurement of guest satisfaction**

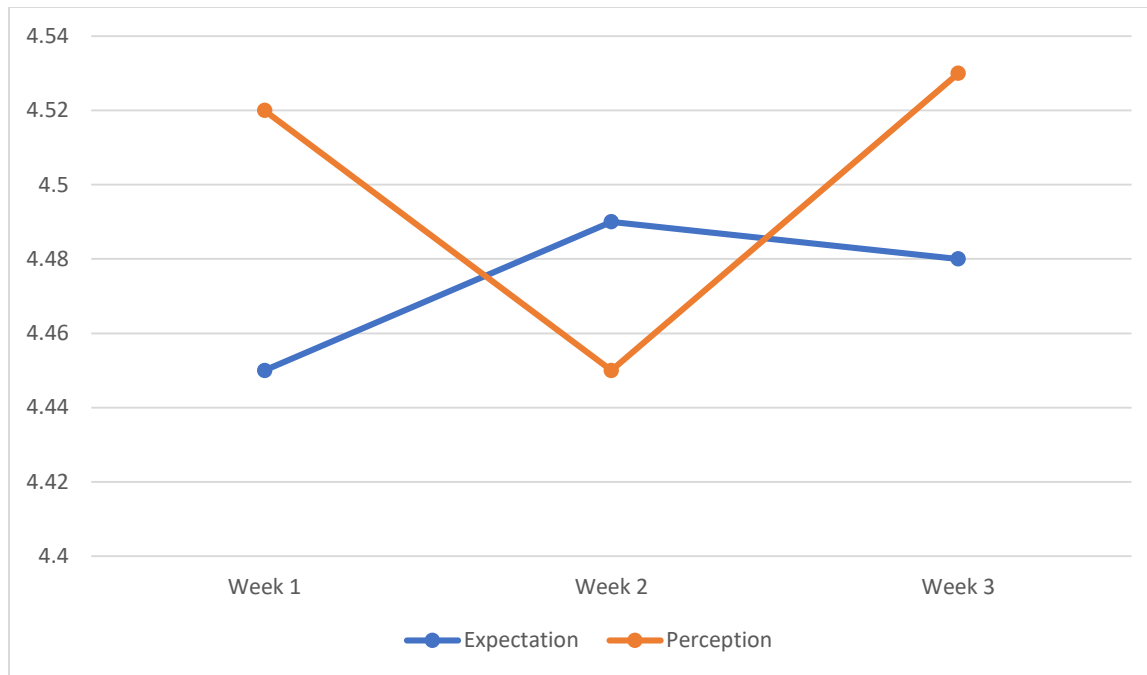


Diagram 4.2.3.1 reveals that guests' expectations in terms of responsiveness in the The Westin Dhaka and their eventual perception towards the hotel's services.

Across the three-week time, the diagram shows that the hotel and its associates performance exceeded the expectations twice.

From Table 4.2.3.1 it can be noticed that the guests' average expectations regarding hotel staffs' eagerness to assist, tendency to provide timely service and the other three dimensions had almost similar score to that of their perceptions in a consistent manner. Which depicts that the hotel is being able to generate satisfaction through all the assessed criteria of responsiveness.

**Table 4.2.3.3 Statistical analysis of Responsiveness**

<b>Responsiveness Question</b>	<b>Expectation</b>		<b>Perception</b>	
	$\bar{x}$	<b>S.D.</b>	$\bar{x}$	<b>S.D.</b>
Question 1	4.3	0.60	4.39	0.61
Question 2	4.52	0.58	4.44	0.59
Question 3	4.56	0.54	4.6	0.53
Question 4	4.52	0.62	4.49	0.54
Mean Score	4.47		4.48	

Table 4.2.3.3 displays that the mean expectation towards responsiveness had a highest-level score (4.47) as per the customer satisfaction parameters of Best (1997). The guests' expectation towards responsiveness scored at the highest-level for each of the dimensions (ability to communicate service provision times, fast service, eagerness to serve and giving priority to all the guests). Which means that all four of these dimensions are important to guests while residing in a luxury hotel.

The hotel excelled in all four dimensions, as the mean perception score is at the highest level (4.48) and the individual scores in each dimension was also either close or surpassed the expected level. Parasuraman et al. (1998), discovered that one of the most significant aspects in assessing consumer satisfaction with service is responsiveness and companies achieving high score on responsiveness tend to have a high-standard of services which may be the case with regard to The Westin Dhaka.

#### **4.2.4. Assurance**

The assurance factor relates to employees' competence, courtesy, credibility, and reliability, as well as their capacity to inspire trust and belief (Parasuraman et al., 1991).

For measuring customer satisfaction in terms of expectation and perception, the below aspects were addressed in the questionnaire as part of this section:

Q1. The hotel associates are able to evoke confidence among guests with their behavior

Q2. The Westin Dhaka is able to make its guests feel safe

Q3. The hotel staff are respectful to the guests

Q4. The associates are knowledgeable about the services and programs of the hotel

**Table 4.2.4.1. Assurance and measurement of guest satisfaction**

Topic	Week 1	
	Expectation	Perception
Question 1	4.1	4
Question 2	4.7	4.15
Question 3	4.43	4.1
Question 4	4.69	4.03
Average	<b>4.5</b>	4.07
Topic	Week 2	
	Expectation	Perception
Question 1	4	4.1
Question 2	4.5	4.2
Question 3	4.3	4.1
Question 4	4.55	4.4
Average	<b>4.34</b>	<b>4.2</b>
Topic	Week 3	
	Expectation	Perception
Question 1	4.16	4.1
Question 2	4.67	4.43
Question 3	4.3	4
Question 4	4.47	4.2
Average	<b>4.4</b>	<b>4.18</b>
<b>Overall Average</b>	<b>4.41</b>	<b>4.15</b>



**Table 4.2.4.2. Percentage measure of Assurance**

<b>Topic</b>	<b>Week 1</b>	
	<b>Expectation</b>	<b>Perception</b>
<b>Question 1</b>	82%	80%
<b>Question 2</b>	94%	83%
<b>Question 3</b>	88.6%	82%
<b>Question 4</b>	93.8%	80.6%
<b>Average</b>	90%	81.4%
<b>Topic</b>	<b>Week 2</b>	
	<b>Expectation</b>	<b>Perception</b>
<b>Question 1</b>	80%	82%
<b>Question 2</b>	90%	84%
<b>Question 3</b>	86%	82%
<b>Question 4</b>	91%	88%
<b>Average</b>	86.8%	84%
<b>Topic</b>	<b>Week 3</b>	
	<b>Expectation</b>	<b>Perception</b>
<b>Question 1</b>	83.2%	82%
<b>Question 2</b>	93.4%	88.6%
<b>Question 3</b>	86%	80%
<b>Question 4</b>	89.4%	84%
<b>Average</b>	88%	83.6%
<b>Overall Average</b>	88.2%	83%

**Diagram 4.2.4.1. Assurance and measurement of guest satisfaction**

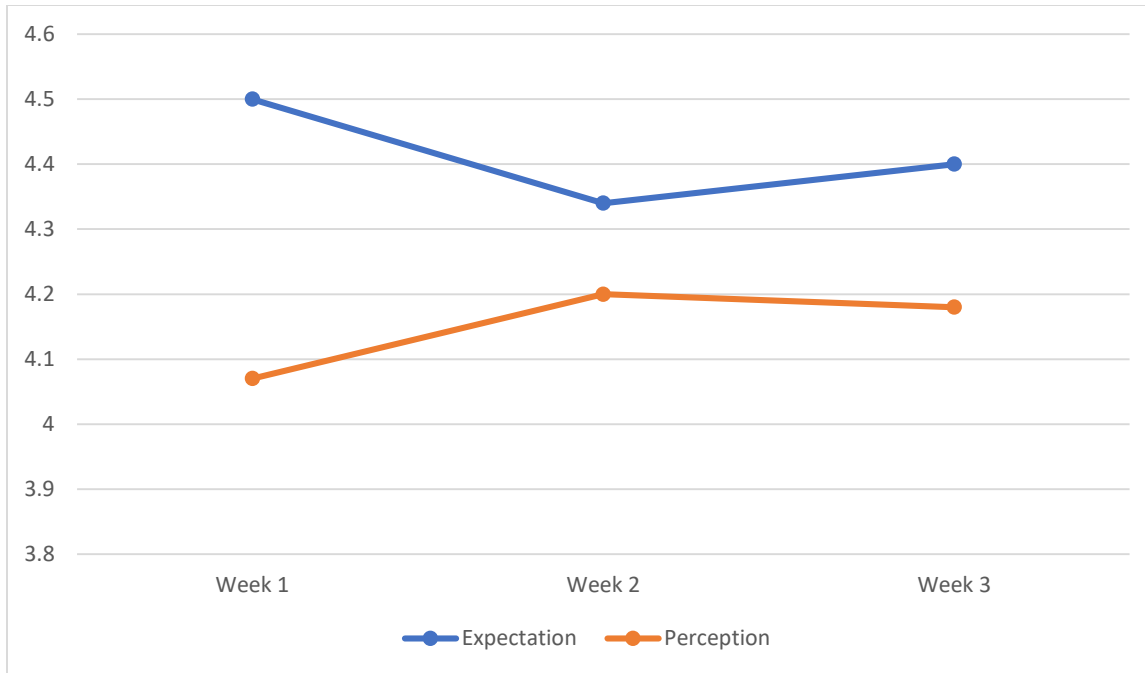


Diagram 4.2.4.1 highlights on guests' expectations in terms of assurance in the The Westin Dhaka and their eventual perception towards the hotel's services.

The assurance dimension focuses on the guest confidence with staff attitude, feeling of safety, respect and staff knowledge about the hotel's services. The diagram focuses on the overall gap between the expected and perceived ideas of the services in terms of dimensions of assurance.

From Table 4.2.4.1 it can be noted that the guests gave more importance to their safety and associate knowledge about service the most. Their perception score on these two factors were close to their expectation, highlighting the fact that The Westin Dhaka is able to make the guests feel safe and the associates are knowledgeable about their services.

**Table 4.2.4.3 Statistical analysis of Assurance**

<b>Responsiveness Question</b>	<b>Expectation</b>		<b>Perception</b>	
	$\bar{x}$	<b>S.D.</b>	$\bar{x}$	<b>S.D.</b>
Question 1	4.09	0.57	4.07	0.60
Question 2	4.62	0.49	4.26	0.53
Question 3	4.34	0.51	4.07	0.56
Question 4	4.57	0.60	4.21	0.50
Mean Score	4.41		4.15	

Table 4.2.4.3 exhibits that the mean expectation towards assurance had a very high-level score (4.41) as per the customer satisfaction parameters of Best (1997). Most of the guests expect a secure environment and being served by staff who are knowledgeable about services. The expectation was highest in terms of safety where the perceived score was also at the highest level. However, in case of the other three dimensions, the hotel scored at high level but there is significant gap with their respective expectation levels.

Although the hotel scores at a high level overall (4.15), there is clearly room for improvement as the mean perceptual gap is significant here.

#### **4.2.5. Empathy**

The empathy factor refers to providing consumers with caring and personalized service, such as accessibility or approachability and ease of interaction, constructive communication, and knowing their needs (Parasuraman et al., 1991).

For measuring customer satisfaction in terms of expectation and perception, the below aspects were addressed in the questionnaire as part of this section:

Q1. All the guests are given attention at one-to-one level

Q2. The facilities are operational at the time when required by the guests

Q3. All guests are provided with service as per their personal choices

Q4. Services are designed keeping the guests' interests in mind

Q5. The hotel is well-aware of the guests' specific requirements

**Table 4.2.5.1. Empathy and measurement of guest satisfaction**

Topic	Week 1	
	Expectation	Perception
Question 1	4.1	4
Question 2	4.53	4.8
Question 3	4.47	4.1
Question 4	4.16	4.46
Question 5	4.57	4.23
Average	<b>4.36</b>	<b>4.31</b>
Topic	Week 2	
	Expectation	Perception
Question 1	4.37	4.04
Question 2	4.43	4.6
Question 3	4.53	4.23
Question 4	4.37	4.4
Question 5	4.7	4.37
Average	<b>4.48</b>	<b>4.33</b>
Topic	Week 3	
	Expectation	Perception
Question 1	4.16	4.1
Question 2	4.63	4.53
Question 3	4.47	4.37
Question 4	4.2	4.23
Question 5	4.53	4.35
Average	<b>4.56</b>	<b>4.32</b>
Overall Average	<b>4.47</b>	<b>4.32</b>

**Table 4.2.5.2. Percentage measure of Empathy**

Topic	Week 1	
	Expectation	Perception
Question 1	82%	80%
Question 2	90.6%	96%
Question 3	89.4%	82%
Question 4	83.2%	89.2%
Question 5	91.4%	84.6%
Average	87.2%	86.2%
Topic	Week 2	
	Expectation	Perception
Question 1	87.4%	80.8%
Question 2	88.6%	92%
Question 3	90.6%	84.6%
Question 4	87.4%	88%
Question 5	94%	87.4%
Average	89.6%	86.6%
Topic	Week 3	
	Expectation	Perception
Question 1	83.2%	82%
Question 2	92.6%	90.6%
Question 3	89.4%	87.4%
Question 4	84%	84.6%
Question 5	90.6%	87%
Average	91.2%	86.4
<b>Overall Average</b>	<b>89.4%</b>	<b>86.4%</b>

**Diagram 4.2.5.1. Empathy and measurement of guest satisfaction**

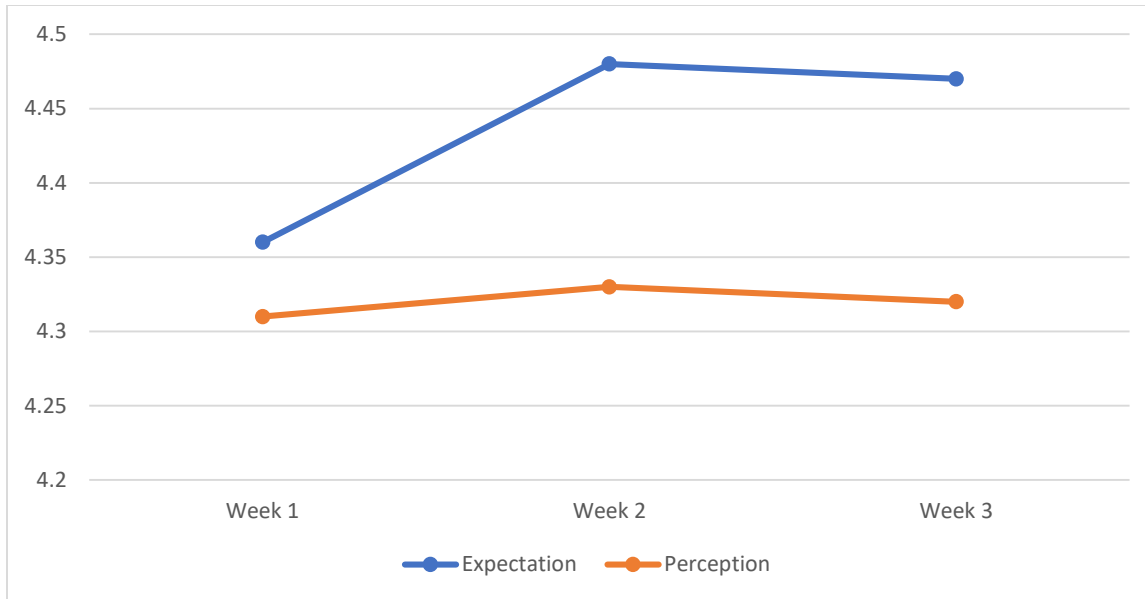


Diagram 4.2.5.1 highlights on guests' expectations in terms of assurance in the The Westin Dhaka and their eventual perception towards the hotel's services.

The empathy dimension focuses on the guest confidence with individual attention, operating at guests' convenience, personalized service, designing services keeping guests' interest in mind.

The diagram concentrates on the overall state of the expected and perceived ideas of the services in terms of dimensions of empathy.

From Table 4.2.5.1 it can be said that setting operating hours of hotel facilities as per guests' convenience, keeping guests' interest in mind when designing services and being aware of guests' specific requirements were on the top list of guests' expectations in this category. The hotel could successfully meet the first two expectations as the guests' perception score exceeded in these cases. However, the hotel fell short on the third dimension and struggled to keep up with the specific needs of the guests.

**Table 4.2.5.3 Statistical analysis of Empathy**

Empathy Question	Expectation		Perception	
	$\bar{x}$	S.D.	$\bar{x}$	S.D.
Question 1	4.21	0.55	4.05	0.60
Question 2	4.53	0.58	4.64	0.59
Question 3	4.49	0.62	4.23	0.55
Question 4	4.24	0.59	4.36	0.54
Question 5	4.6	0.58	4.32	0.62
Mean Score	4.41		4.32	

Table 4.2.5.3 shows that the mean expectation towards the constructs of empathy had the highest-level score (4.41) according to the customer satisfaction parameters of Best (1997). Most of the guests expected that the hotel would set operating hours of hotel facilities as per guests' convenience, keep guests' interest in mind when designing services and they will be aware of guests' specific requirements.

The mean perception on the dimensions of empathy scored at the highest level (4.32), which highlighted that fact that the dimensions under this factor met guest satisfaction. However, two factors related with individual attention and preferred service provision had significant gap with their expectation levels. This highlights the fact that the hotel has room for improvement in the empathy dimension.



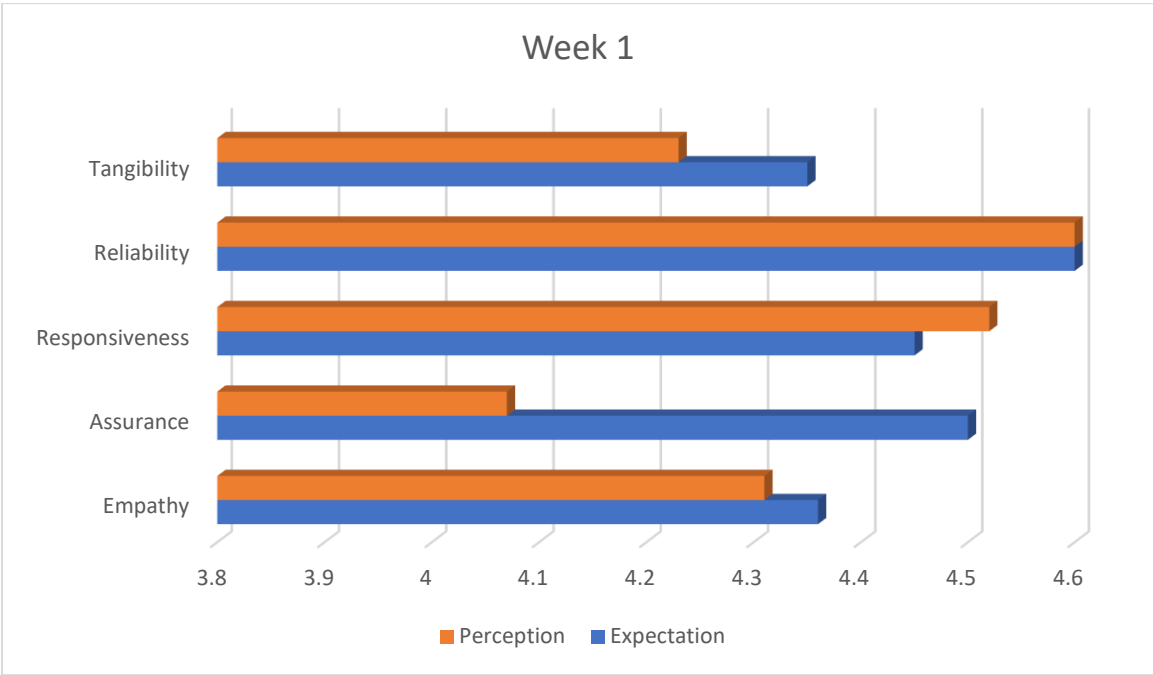
### 4.3. SERVQUAL Gap

#### 4.3.1. Analysis of 3-Week's SERVQUAL GAP

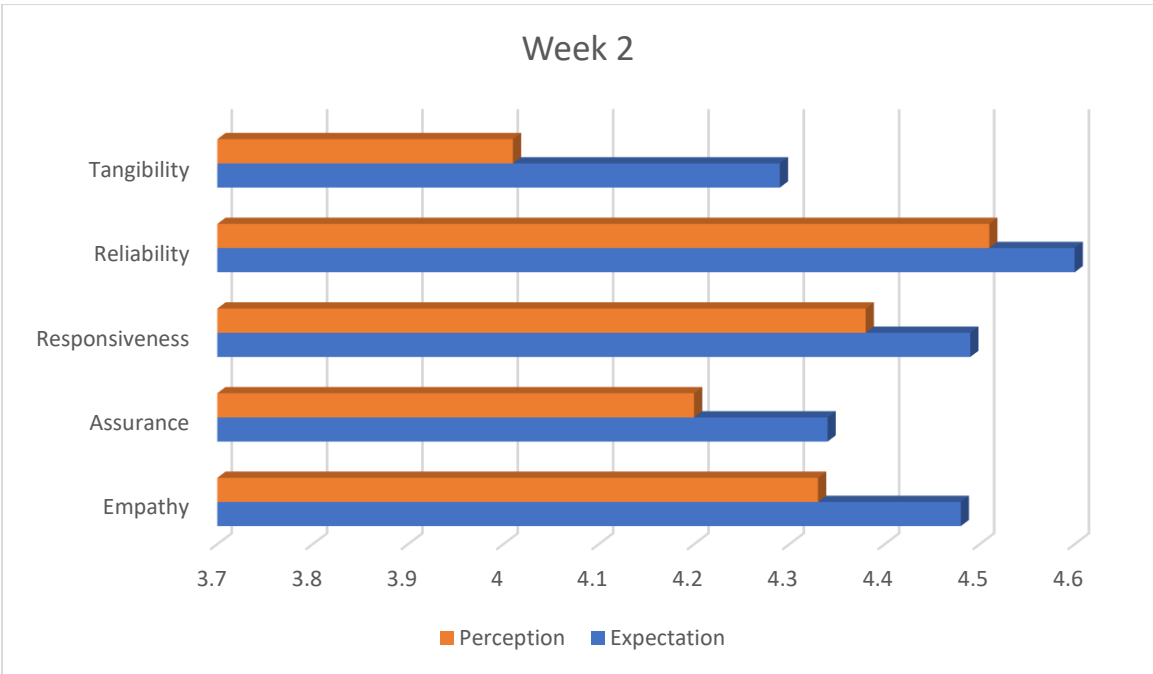
Table 4.3.1.1. SERVQUAL Gap Analysis

Topic	Week 1		
	Expectation	Perception	Gap
Tangibility	4.35	4.23	0.12
Reliability	4.6	4.6	0
Responsiveness	4.45	4.52	-0.07
Assurance	4.5	4.07	0.43
Empathy	4.36	4.31	0.05
Topic	Week 2		
	Expectation	Perception	Gap
Tangibility	4.29	4.01	0.28
Reliability	4.6	4.51	0.09
Responsiveness	4.49	4.38	0.11
Assurance	4.34	4.2	0.14
Empathy	4.48	4.33	0.15
Topic	Week 3		
	Expectation	Perception	Gap
Tangibility	4.3	4.25	0.05
Reliability	4.59	4.47	0.12
Responsiveness	4.48	4.53	-0.05
Assurance	4.4	4.18	0.22
Empathy	4.56	4.32	0.24

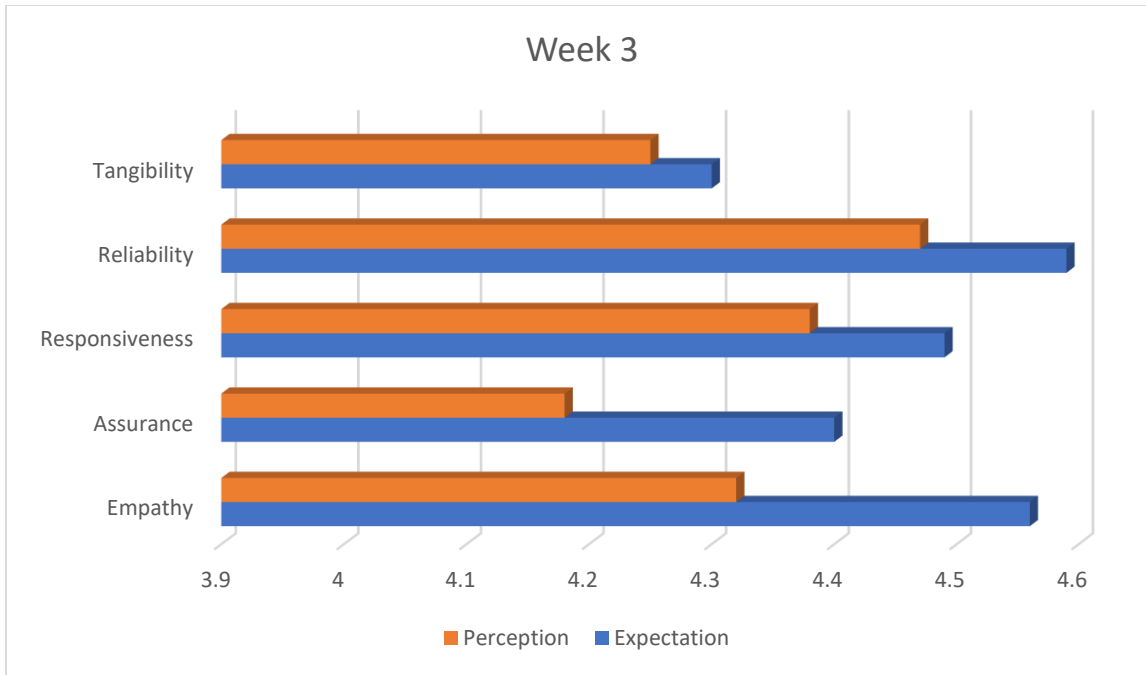
**Diagram 4.3.1.1. Guest Expectations & Perceptions in Week 1**



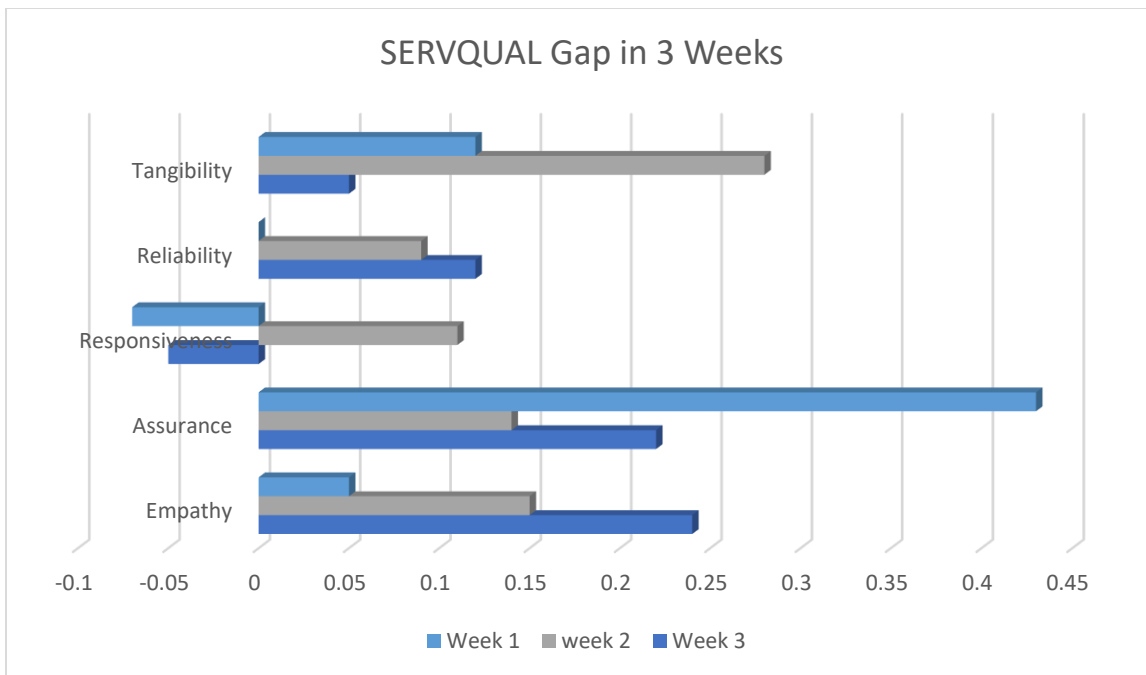
**Diagram 4.3.1.2 Guest Expectations & Perceptions in Week 2**



**Diagram 4.3.1.3 Guest Expectations & Perceptions in Week 3**



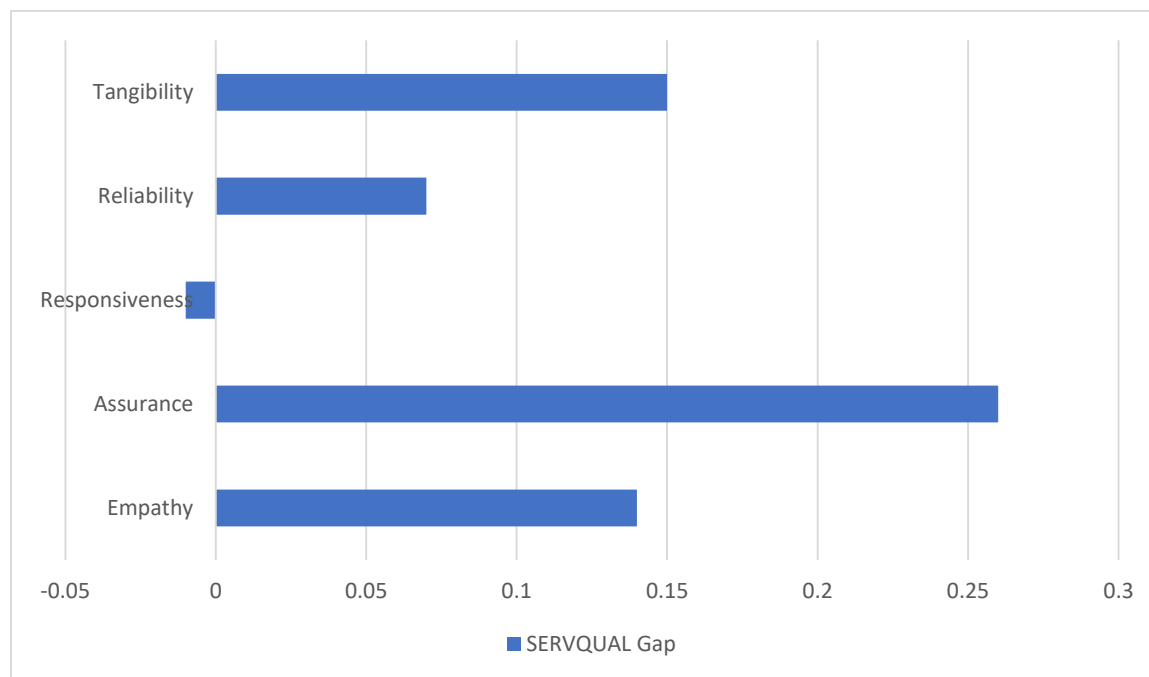
**Diagram 4.3.1.4. SERVQUAL Gap Across three Weeks**



**Table 4.3.1.2. Overall SERVQUAL Gap**

Topic	Average SERVQUAL Gap		
	Expectation	Perception	GAP
Tangibility	4.31	4.16	0.15
Reliability	4.6	4.53	0.07
Responsiveness	4.47	4.48	-0.01
Assurance	4.41	4.15	0.26
Empathy	4.46	4.32	0.14

**Diagram 4.3.1.5. Overall SERVQUAL Gap**



### **4.3.2. Analysis of the SERVQUAL Gap**

#### **Week 1**

The first week's average SERVQUAL gap in the Tangibility and Empathy constructs are minimal among the guests. In the reliability construct guests' perception matches their expectation and in terms of responsiveness the perception exceeds the expected value. This means that the hotel was able to achieve guest satisfaction in all these aspects in the first week. However, the gap in the Assurance construct is much higher compared to the other constructs (0.43). Which points out the potential dissatisfaction of guests around the service aspects around this dimension.

#### **Week 2**

In the second week the average SERVQUAL gap around reliability, responsiveness, assurance and empathy constructs were very low. Which indicates that the hotel was able to satisfy its guests in terms of these dimensions. However, the tangibility construct had a somewhat large gap compared to the first week. Which may indicate to the need for property renovation of this somewhat dated luxury hotel.

#### **Week 3**

In week three the gap around tangibility and reliability was very low, and the guests had a greater perception about the responsiveness of the hotel's staff, which indicates satisfaction. However, a larger gap in the assurance and empathy constructs can be observed which might have led to guest dissatisfaction.

### **Analysis of Average SERVQUAL Gap**

The overall average SERVQUAL gap indicates that the expectation and perception had minimal difference around the tangibility, reliability and empathy aspects; and the hotel exceeded the expectations of the guests in the responsiveness construct, which indicate possible customer satisfaction. However, the gap around the assurance dimension is much significant (0.26), which denotes a possible guest dissatisfaction.

### **4.4. Reliability Analysis**

To find the reliability of the questionnaire which was administered for this research, a reliability test was done to find out the Cronbach's Alpha values of each variable.

Table 4.4.1 highlights the results of the reliability test of the questionnaire. The alpha score for the Tangibility construct is 0.83, for Reliability 0.80, for Responsiveness 0.86, for Assurance 0.83 and for Empathy 0.81. According to Nunnally et al. (1967), these fall under the good category and are suitable for taking the research forward.

Table 4.4.1 also presents the perceived mean value of these aspects by the guests. It highlights that they deemed Reliability as the most notable variable with a mean score of 4.53, followed by Responsiveness with 4.48, Empathy with 4.32, Assurance with 4.15 and lastly Tangibility with 4.16.

**Table 4.4.1. Reliability Analysis**

<b>Variables</b>	<b>Number of constructs</b>	<b>Cronbach's Alpha Value</b>	<b>Perceived Mean Value</b>
<b>Tangibility</b>	4	0.83	4.16
<b>Reliability</b>	5	0.80	4.53
<b>Responsiveness</b>	4	0.86	4.48
<b>Assurance</b>	4	0.83	4.15
<b>Empathy</b>	5	0.81	4.32

#### **4.5. Regression Analysis**

A regression analysis was undertaken to find out the link between the service quality of The Westin Dhaka in terms of the SERVQUAL dimensions and customer satisfaction. This regression analysis had the SERVQUAL dimensions (Tangibility, Reliability, Responsiveness, Assurance and Empathy) as the dependent variables and Customer (guest) satisfaction as the dependent variable.

**Table 4.5.1. Regression Analysis**

<b>R Square</b>	0.72		
<b>Adjusted R Square</b>	0.71		
<b>Sig.</b>	0.003		
	<b>Standardized Coefficient (<math>\beta</math>)</b>	<b>t-value</b>	<b>Sig.</b>
<b>Tangibility</b>	0.19	3.79	0.014
<b>Reliability</b>	0.36	4.66	0.008
<b>Responsiveness</b>	0.32	3.93	0.019
<b>Assurance</b>	0.21	3.87	0.028
<b>Empathy</b>	0.24	3.89	0.009

Table 4.5.1 shows that the R square value is 0.72, which denotes that the SERVQUAL dimensions (i.e., the dependent variables) account for 72% of the variations to customer satisfaction (i.e., the dependent variable). The table also highlights that all five dimensions of the SERVQUAL model, Tangibility, Reliability, Responsiveness, Assurance and Empathy, have significant impact on guest satisfaction with their respective scores of 0.19, 0.36, 0.32, 0.21, and 0.24 at 5% level of significance.



## **5. Conclusion and Recommendations**

### **5.1. Conclusion**

In recapitulation, it can be said that hotel management and customer satisfaction is bound through the service quality aspects. Being in a service driven industry, it is imperative for the hotels to excel in all five dimensions of the SERVQUAL model.

In the case of The Westin Dhaka, it was observed that, the drivers of the customer satisfaction differed from one guest to another. Even though different respondents gave importance to different factors, they all proved that the dimensions of the SERVQUAL model are important for guest satisfaction in hotels.

This paper successfully addresses the research questions. It highlights about the expectations guests bestow upon the luxury five-star hotel in view of the SERVQUAL model of service quality. It also presents the perception of the guests about these service dimensions. Finally, the paper unearths the relationship of these factors in guest satisfaction through statistical method and proves that the hypotheses articulated at the beginning of this research.

### **5.2. Implication for The Westin Dhaka**

The research has left some important implication for the luxury hotel and its management. These implications are related with the core service product as well as support services and the servicescape of the hotel.

The hotel scored relatively low on the tangibility construct of the SERVQUAL model. This points out the fact that the hotel décor is out of fashion and needs replacing or renovation to keep up with its competition.

The tangibility aspect also comprises the equipment and technology used in the hotel. Which also needs upgrading to achieve better customer satisfaction.

Although guests find the services timely and diligently, there is a gap in terms of anticipating guests needs and individual attention. The hotel authority must address this issue by aligning the associates with Marriott's core value of people-centric approach.

Aside from these, the safety and competence aspects had important implication towards the management as the guests did not always perceive these services to be up to the mark. Therefore, further enhancement in the safety and security of the hotel and rigorous training of the associates is required for improvements in these two fronts.

Furthermore, there are multiple luxury hotels in the same vicinity where The Westin Dhaka is located at and this makes it easier for the guests to compare the services of similar hotels. To stay ahead in the business and capture the intended market share the hotel management must conduct regular market survey and focus on constructive criticisms and advices of the guests.

### **5.3. Limitations**

The research had theoretically and statistically satisfactory results. Despite this, there were some limitations which made the scope and results of the research inadequate.

First, the respondents were randomly chosen for this research. A prior study on their previous stay history with the hotel or their average stay in the previous instances were not accounted for. Therefore, the results from this random sample may not be an ideal one as there might be even

more critical observations and responses from the guests who were not included in this particular study.

Also, the sample size was very small. Researching on the service quality and satisfaction aspects with a small dataset may not have highlighted the actual picture of the situation. Therefore, recommendation for further studies would be to conduct survey on a greater number of respondents.

Additionally, the survey was conducted amid the COVID-19 pandemic when the flow of guests was at its minimum at the hotel. The guests residing in the hotel at this time may not have portrayed the real picture of the hotel's services. So, future studies may be done during high-occupancy situations to validate the results found in this study.

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# Appendices

## Questionnaire (English)

Dear Guest,

This survey is a part of a research paper focusing on the factors that affect guest satisfaction in the hotel industry. Your valuable feedback will give us the opportunity to identify the expectations you may have and your perceived level of value with which we will be able to identify improvement areas to better-serve you on your next visit at The Westin Dhaka.

Please check the box beside the correct answer:

1. Gender:

Male  Female

2. Age:

18-25  26-40  41-50  51 or above

3. Country of origin: \_\_\_\_\_

4. How many nights have you stayed at The Westin Dhaka?

1-2 night  3-5 nights  5-10 nights  more

5. Based on your evaluation of the services, would you recommend or return to this hotel?

Yes  No

6. If the response to the previous question is no, why?

\_\_\_\_\_

**Thank you for your patience and contribution**

## Part II

**Scale for Expectation:** Highest expectation = 5, High expectation = 4, Moderate level of expectation/neutral = 3, Low expectation = 2, Lowest expectation= 1

**Scale for Perception:** Highest perceived value = 5, High perceived value = 4, Moderate level of perceived value/neutral = 3, Low perceived value = 2, Lowest perceived value= 1

<b>Tangibility Elements</b>									
1. The Westin Dhaka is equipped with modern fixtures and furnishing.									
<b>Expectation</b>					<b>Perception</b>				
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
2. The amenities and visual aspects of the hotel are pleasing.									
<b>Expectation</b>					<b>Perception</b>				
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
3. Employees at the hotel tend to be well-dressed.									
<b>Expectation</b>					<b>Perception</b>				
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
4. At the hotel, the resources (amenities and staff attitude) associated with service provision are efficient.									
<b>Expectation</b>					<b>Perception</b>				
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

**Reliability Elements**

1. The hotel meets its promised delivery of service in timely manner.

Expectation					Perception				
1	2	3	4	5	1	2	3	4	5

2. The Westin Dhaka presents sincerity in solving problems associating to its services.

Expectation					Perception				
1	2	3	4	5	1	2	3	4	5

3. The hotel and its associates tend to do things right at the first go.

Expectation					Perception				
1	2	3	4	5	1	2	3	4	5

4. The Westin Dhaka renders its services within the specified time frame.

Expectation					Perception				
1	2	3	4	5	1	2	3	4	5

5. The hotel tends to collect and maintain customer data properly

Expectation					Perception				
1	2	3	4	5	1	2	3	4	5

**Responsive Elements**

1. The hotel staff are able to communicate about the specific time of service delivery.

Expectation					Perception				
1	2	3	4	5	1	2	3	4	5

2. The Westin Dhaka’s associates are swift with their services.

Expectation					Perception				
1	2	3	4	5	1	2	3	4	5

3. The hotel staff shows eagerness to assist.

Expectation					Perception				
1	2	3	4	5	1	2	3	4	5

4. The associates did not keep you waiting for any service.

Expectation					Perception				
1	2	3	4	5	1	2	3	4	5



**Assurance Elements**

1. The hotel associates are able to evoke confidence in you with their behavior.

<b>Expectation</b>					<b>Perception</b>				
1	2	3	4	5	1	2	3	4	5

2. The Westin Dhaka is able to make you feel safe.

<b>Expectation</b>					<b>Perception</b>				
1	2	3	4	5	1	2	3	4	5

3. The hotel staff are respectful to you and other guests.

<b>Expectation</b>					<b>Perception</b>				
1	2	3	4	5	1	2	3	4	5

4. The associates are knowledgeable about the services and programs of the hotel.

<b>Expectation</b>					<b>Perception</b>				
1	2	3	4	5	1	2	3	4	5

### Empathy Elements

1. The hotel gave you attention at individual level.

Expectation					Perception				
1	2	3	4	5	1	2	3	4	5

2. The facilities are operational at the time when required by the guests.

Expectation					Perception				
1	2	3	4	5	1	2	3	4	5

3. The hotel provided you with service as per your personal choices.

Expectation					Perception				
1	2	3	4	5	1	2	3	4	5

4. Services are designed keeping the guests' interests in mind.

Expectation					Perception				
1	2	3	4	5	1	2	3	4	5

5. The hotel is well-aware of your specific requirements.

Expectation					Perception				
1	2	3	4	5	1	2	3	4	5

## Questionnaire (Chinese)

尊敬的客人,

这项调查是研究论文的一部分，重点研究了影响酒店业客人满意度的因素。您的宝贵反馈意见将使我们有机会确定您可能有的期望以及您所感知的价值水平，以便我们能够确定需要改进的方面，以便在您下次访问达卡威斯汀酒店时为您提供更好的服务。

请选中正确答案旁边的框：

1. 性别：

男性  女性

2. 年龄：

18-25  26-40  41-50  51 以上

3. 原产地：\_\_\_\_\_

4. 您在达卡威斯汀酒店住了几晚？

1-2晚  3-5晚  5-10晚  更多的

5. 根据您对服务的评价，您会推荐还是返回这家酒店？

是的  不

6. 如果对上一个问题的回答为“否”，为什么？

\_\_\_\_\_

感谢您的耐心与贡献

## 第二部分

**期望量表：** 最高期望= 5， 高期望= 4， 中等期望/中立= 3， 低期望= 2， 最低期望= 1

**感知量表：** 最高感知值= 5， 高感知值= 4， 中等感知值/中性= 3， 低感知值= 2， 最低感知值= 1

有形元素									
1. 达卡威斯汀酒店配有现代化的家具和陈设。									
期待					洞察力				
1个	2个	3	4	5	1个	2个	3	4	5
2. 酒店的设施和视觉方面令人愉悦。									
期待					洞察力				
1个	2个	3	4	5	1个	2个	3	4	5
3. 酒店的员工往往衣冠楚楚。									
期待					洞察力				
1个	2个	3	4	5	1个	2个	3	4	5
4. 在酒店，与服务提供相关的资源（便利设施和工作人员的态度）是有效的。									
期待					洞察力				
1个	2个	3	4	5	1个	2个	3	4	5

**可靠性要素**

1. 酒店将按时履行其承诺的服务。

期待					洞察力				
1个	2个	3	4	5	1个	2个	3	4	5

2. 达卡威斯汀酒店在解决与服务相关的问题时表现出诚意。

期待					洞察力				
1个	2个	3	4	5	1个	2个	3	4	5

3. 酒店及其员工往往一开始就做正确的事情。

期待					洞察力				
1个	2个	3	4	5	1个	2个	3	4	5

4. 达卡威斯汀酒店将在指定时间范围内提供服务。

期待					洞察力				
1个	2个	3	4	5	1个	2个	3	4	5

5. 酒店倾向于正确收集和维持客户数据

期待					洞察力				
1个	2个	3	4	5	1个	2个	3	4	5

响应元素									
1. 酒店工作人员可就服务提供的具体时间进行沟通。									
期待					洞察力				
1个	2个	3	4	5	1个	2个	3	4	5
2. 达卡威斯汀酒店的员工迅速提供服务。									
期待					洞察力				
1个	2个	3	4	5	1个	2个	3	4	5
3. 酒店工作人员很乐意提供帮助。									
期待					洞察力				
1个	2个	3	4	5	1个	2个	3	4	5
4. 员工并没有让您等待任何服务。									
期待					洞察力				
1个	2个	3	4	5	1个	2个	3	4	5

**保证要素**

1. 酒店员工可以通过他们的行为唤起您对您的信心。

**期待**

**洞察力**

1个

2个

3

4

5

1个

2个

3

4

5

2. 达卡威斯汀酒店能让您感到安全。

**期待**

**洞察力**

1个

2个

3

4

5

1个

2个

3

4

5

3. 酒店工作人员尊重您和其他客人。

**期待**

**洞察力**

1个

2个

3

4

5

1个

2个

3

4

5

4. 员工熟悉酒店的服务和计划。

**期待**

**洞察力**

1个

2个

3

4

5

1个

2个

3

4

5

**移情元素**

1. 酒店给了您个人的关注。

**期待**

**洞察力**

1个

2个

3

4

5

1个

2个

3

4

5

2. 当客人需要时，这些设施可以投入使用。

**期待**

**洞察力**

1个

2个

3

4

5

1个

2个

3

4

5

3. 酒店根据您的个人选择为您提供服务。

**期待**

**洞察力**

1个

2个

3

4

5

1个

2个

3

4

5

4. 服务的设计牢记客人的利益。

**期待**

**洞察力**

1个

2个

3

4

5

1个

2个

3

4

5

5. 该酒店充分了解您的特定要求。

**期待**

**洞察力**

1个

2个

3

4

5

1个

2个

3

4

5



## Questionnaire (French)

Cher invité,

Cette enquête fait partie d'un document de recherche axé sur les facteurs qui affectent la satisfaction des clients dans l'industrie hôtelière. Vos précieux commentaires nous donneront l'occasion d'identifier les attentes que vous pourriez avoir et votre niveau de valeur perçu avec lequel nous serons en mesure d'identifier les domaines d'amélioration pour mieux vous servir lors de votre prochaine visite au Westin Dhaka.

Veillez cocher la case à côté de la bonne réponse:

1. Le sexe:

Homme  Femelle

2. Âge:

18-25  26-40  41-50  51 ou plus

3. Pays d'origine: \_\_\_\_\_

4. Combien de nuits avez-vous séjourné au Westin Dhaka?

1-2 nuits  3 à 5 nuits  5-10 nuits  Suite

5. Sur la base de votre évaluation des services, recommanderiez-vous ou reviendriez-vous dans cet hôtel?

Oui  Non

6. Si la réponse à la question précédente est non, pourquoi?

\_\_\_\_\_

**Merci pour votre patience et votre contribution**

## Partie II

**Échelle des attentes:** Espérance la plus élevée = 5, espérance élevée = 4, niveau d'attente modéré / neutre = 3, espérance faible = 2, espérance la plus basse = 1

**Échelle de perception:** Valeur perçue la plus élevée = 5, Valeur perçue élevée = 4, Niveau moyen de valeur perçue / neutre = 3, Valeur perçue faible = 2, Valeur perçue la plus basse = 1

<b>Éléments de tangibilité</b>									
1. Le Westin Dhaka est équipé d'installations et d'un mobilier modernes.									
<b>Attente</b>					<b>la perception</b>				
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
2. Les équipements et les aspects visuels de l'hôtel sont agréables.									
<b>Attente</b>					<b>la perception</b>				
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
3. Les employés de l'hôtel ont tendance à être bien habillés.									
<b>Attente</b>					<b>la perception</b>				
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
4. À l'hôtel, les ressources (équipements et attitude du personnel) associées à la prestation de services sont efficaces.									
<b>Attente</b>					<b>la perception</b>				
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

## Éléments de fiabilité

1. L'hôtel respecte sa prestation de service promise en temps opportun.

Attente					la perception				
1	2	3	4	5	1	2	3	4	5

2. Le Westin Dhaka présente la sincérité dans la résolution des problèmes associés à ses services.

Attente					la perception				
1	2	3	4	5	1	2	3	4	5

3. L'hôtel et ses associés ont tendance à faire les choses correctement du premier coup.

Attente					la perception				
1	2	3	4	5	1	2	3	4	5

4. Le Westin Dhaka rend ses services dans les délais impartis.

Attente					la perception				
1	2	3	4	5	1	2	3	4	5

5. L'hôtel a tendance à collecter et à conserver correctement les données des clients

Attente					la perception				
1	2	3	4	5	1	2	3	4	5

### Éléments réactifs

1. Le personnel de l'hôtel est en mesure de communiquer sur l'heure précise de la prestation des services.

**Attente**

**la perception**

1

2

3

4

5

1

2

3

4

5

2. Les associés du Westin Dhaka sont rapides avec leurs services.

**Attente**

**la perception**

1

2

3

4

5

1

2

3

4

5

3. Le personnel de l'hôtel est impatient de vous aider.

**Attente**

**la perception**

1

2

3

4

5

1

2

3

4

5

4. Les associés ne vous ont fait attendre aucun service.

**Attente**

**la perception**

1

2

3

4

5

1

2

3

4

5

## Éléments d'assurance

1. Les associés de l'hôtel sont en mesure de vous faire confiance par leur comportement.

Attente					la perception				
1	2	3	4	5	1	2	3	4	5

2. Le Westin Dhaka est capable de vous faire sentir en sécurité.

Attente					la perception				
1	2	3	4	5	1	2	3	4	5

3. Le personnel de l'hôtel est respectueux envers vous et les autres clients.

Attente					la perception				
1	2	3	4	5	1	2	3	4	5

4. Les associés connaissent bien les services et les programmes de l'hôtel.

Attente					la perception				
1	2	3	4	5	1	2	3	4	5

## Éléments d'empathie

1. L'hôtel vous a accordé une attention individuelle.

<b>Attente</b>					<b>la perception</b>				
1	2	3	4	5	1	2	3	4	5

2. Les installations sont opérationnelles au moment voulu par les clients.

<b>Attente</b>					<b>la perception</b>				
1	2	3	4	5	1	2	3	4	5

3. L'hôtel vous a fourni un service selon vos choix personnels.

<b>Attente</b>					<b>la perception</b>				
1	2	3	4	5	1	2	3	4	5

4. Les services sont conçus en gardant à l'esprit les intérêts des clients.

<b>Attente</b>					<b>la perception</b>				
1	2	3	4	5	1	2	3	4	5

5. L'hôtel connaît parfaitement vos exigences spécifiques.

<b>Attente</b>					<b>la perception</b>				
1	2	3	4	5	1	2	3	4	5

## Questionnaire (Spanish)

Querido invitado,

Esta encuesta es parte de un trabajo de investigación que se centra en los factores que afectan la satisfacción de los huéspedes en la industria hotelera. Sus valiosos comentarios nos darán la oportunidad de identificar las expectativas que pueda tener y su nivel de valor percibido con el que podremos identificar áreas de mejora para brindarle un mejor servicio en su próxima visita a The Westin Dhaka.

Marque la casilla junto a la respuesta correcta:

1. Género:

Masculino       Mujer

2. Envejecer:

18-25     26-40     41-50     51 o más

3. País de origen: \_\_\_\_\_

4. ¿Cuántas noches te has alojado en The Westin Dhaka?

1-2 noches  3-5 noches  5-10 noches  más

5. Según su evaluación de los servicios, ¿recomendaría o volvería a este hotel?

sí       No

6. Si la respuesta a la pregunta anterior es negativa, ¿por qué?

\_\_\_\_\_

**Gracias por tu paciencia y contribución.**

## Parte II

**Escala de expectativa:** Expectativa más alta = 5, Expectativa alta = 4, Nivel de expectativa moderado / neutral = 3, Expectativa baja = 2, Expectativa más baja = 1

**Escala de percepción:** Valor percibido más alto = 5, Valor percibido alto = 4, Nivel moderado de valor percibido / neutral = 3, Valor percibido bajo = 2, Valor percibido más bajo = 1

<b>Elementos de tangibilidad</b>									
1. El Westin Dhaka está equipado con muebles y accesorios modernos.									
<b>Expectativa</b>					<b>Percepción</b>				
1	2	3	4	5	1	2	3	4	5
2. Las comodidades y los aspectos visuales del hotel son agradables.									
<b>Expectativa</b>					<b>Percepción</b>				
1	2	3	4	5	1	2	3	4	5
3. Los empleados del hotel suelen ir bien vestidos.									
<b>Expectativa</b>					<b>Percepción</b>				
1	2	3	4	5	1	2	3	4	5
4. En el hotel, los recursos (comodidades y actitud del personal) asociados con la prestación del servicio son eficientes.									
<b>Expectativa</b>					<b>Percepción</b>				
1	2	3	4	5	1	2	3	4	5



<b>Elementos de confiabilidad</b>									
1. El hotel cumple con la entrega de servicio prometida de manera oportuna.									
<b>Expectativa</b>					<b>Percepción</b>				
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
2. The Westin Dhaka presenta sinceridad en la resolución de problemas asociados a sus servicios.									
<b>Expectativa</b>					<b>Percepción</b>				
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
3. El hotel y sus asociados tienden a hacer las cosas bien a la primera.									
<b>Expectativa</b>					<b>Percepción</b>				
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
4. The Westin Dhaka presta sus servicios dentro del plazo especificado.									
<b>Expectativa</b>					<b>Percepción</b>				
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
5. El hotel tiende a recopilar y mantener los datos de los clientes correctamente.									
<b>Expectativa</b>					<b>Percepción</b>				
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

<b>Elementos sensibles</b>									
1. El personal del hotel puede comunicarse sobre el momento específico de la prestación del servicio.									
<b>Expectativa</b>					<b>Percepción</b>				
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
2. Los asociados de The Westin Dhaka son rápidos con sus servicios.									
<b>Expectativa</b>					<b>Percepción</b>				
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
3. El personal del hotel se muestra dispuesto a ayudar.									
<b>Expectativa</b>					<b>Percepción</b>				
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
4. Los asociados no le hicieron esperar ningún servicio.									
<b>Expectativa</b>					<b>Percepción</b>				
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

<b>Elementos de garantía</b>									
1. Los asociados del hotel pueden evocar confianza en usted con su comportamiento.									
<b>Expectativa</b>					<b>Percepción</b>				
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
2. The Westin Dhaka puede hacerle sentir seguro.									
<b>Expectativa</b>					<b>Percepción</b>				
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
3. El personal del hotel es respetuoso con usted y con los demás huéspedes.									
<b>Expectativa</b>					<b>Percepción</b>				
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
4. Los asociados conocen los servicios y programas del hotel.									
<b>Expectativa</b>					<b>Percepción</b>				
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

<b>Elementos de empatía</b>									
1. El hotel te brindó atención a nivel individual.									
<b>Expectativa</b>					<b>Percepción</b>				
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
2. Las instalaciones están operativas en el momento en que lo requieran los huéspedes.									
<b>Expectativa</b>					<b>Percepción</b>				
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
3. El hotel le proporcionó el servicio según sus preferencias personales.									
<b>Expectativa</b>					<b>Percepción</b>				
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
4. Los servicios están diseñados teniendo en cuenta los intereses de los huéspedes.									
<b>Expectativa</b>					<b>Percepción</b>				
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
5. El hotel está al tanto de sus requisitos específicos.									
<b>Expectativa</b>					<b>Percepción</b>				
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>