"Measuring Service Quality and Customer Satisfaction of the Hotels in Bangladesh: A Study on National and International Hotel Guest"

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Abstract

As the number of arrivals of international tourists gradually increases in Bangladesh, the service quality asserted by the Bangladeshi hotel need to be studied in detail.The central objective of this research is to gap between national and international hotel guests' in Bangladesh from the point of view of expectations of the service quality and perceptions of the service delivered by the hotels in Bangladesh. In this article, first the concept of service is elaborated with the help of extensive literature review. By applying a modified version of the SERVQUAL model comparisons between domestic hotel guests and hotel guests from various international countries were undertaken. The key discovery of the study is that the hotel guests' perceptions of service quality provided by the hotel industry were lower than their expectations. The lowest expectations and perceptions were given by Bangladeshi guests towards the hotels in Bangladesh. Between domestic hotel guests and hotel guests from International countries the results showed that the overall customer satisfaction levels towards the hotel stay is not satisfactory. There is a long way to go on the way of conceptualizing and actualizing service quality of hotel. A paper like this one will help to discuss required change needed in these sectors.

Keywords: Service Quality, SERVQUAL, Service Quality Gap, Expectations, Perceptions, and Satisfaction

1. Introduction

The concept of service quality has been the subject of many research studies in variety of service industries; even the research attention towards hospitality industry has been growing.

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However, these research studies were mostly focused on Australia, Korea, the US, and Europe. There is no such research studies related to service quality in the hospitality industry in the Bangladesh context can be found throughout the review literature.

Quality of service is the key factor by which we can differentiate service products. High quality products and services can secure the customer satisfaction (Getty & Getty, 2003,; Gupta & Chen, 1995; Tsang &Qu 2000). Customers may have the may perceive the same service in different ways; they may have different values and different grounds for assessing the service quality. The concept of service should be approached from the customer's point of view, since it was his/her perception of the outcome that constituted the service (Edvardsson, 1996).

Developing a better understanding of culturally different tourist should give more importance as today's tourism business environment becoming complex and the multicultural diversity of international tourists (Reisinger& Turner, 1999).Different preferences, expectations, and travel consumption patterns are found to the people from different culture. There is a direct impact on tourist holiday experiences of culturally differences in value orientations and social behavior (Mey, Akbar, & Fie, 2006). The hosts' ability to respond effectively to a culturally different tourist was an important element determining positive tourist holiday experiences and satisfaction (Reisinger& Turner, 1999).

Poorness or non-existence of customer satisfaction measuring systems could cause the hotel companies to be lacking in market orientation (Camison, 1996). Attributes of the service and product that add value for the customer and increase his or her satisfaction might be unknown and that gives no guide to the hotel operators for improvement projects. Therefore, the purpose of the study was to assess the expectations and the perceptions of service quality dimensions towards the hospitality industry in Bangladesh from the hotel guests' perspective by applying a modified version of the SERVQUAL model (Parasuraman, Zeithaml, & Berry, 1988).

2. Objective of the Study

General objective of the study to find the gap between national and international hotel guests' in Bangladesh from the point of view of expectations of the service qualityand perceptions of the service delivered by the hotels in Bangladesh. The specific objectives are:

1. Gap between service expectations of hotel guests from Bangladesh and hotel guests from other countries (international).
2. Gap between service perceptions of hotel guests from Bangladesh and hotel guests from other countries (international).
3. Comparison of satisfaction levels of hotel guests from Bangladesh with hotel guests from other countries (international) in Bangladesh.

3. Literature Review

3.1 Service Quality

Service quality is a comparison of expectations with performance (Lewis and Booms 1983).From the viewpoint of business administration, service quality is an achievement in customer service (Kenzelmann 2008). It reflects at each service encounter. Customers form service expectations from past experiences, word of mouth and advertisement. In general, Customers compare perceived service with expected service in which if the former falls short of the latter the customers are disappointed.An author defines service as "any intangible act or performance that one party offers to another that does not result in the ownership of anything" (Kotler& Keller, 2009). In all, service can also be defined as an intangible offer by one party to another in exchange of money for pleasure.

Quality is one of the things that consumers look for in an offer, which service happens to be one (Solomon, 2009). Quality can also be defined as the totality of features and characteristics of a product or services that bear on its ability to satisfy stated or implied needs (Kotler et al., 2002). It is evident that quality is also related to the value of an offer, which could evoke satisfaction or dissatisfaction on the part of the user.

Service quality in the management and marketing literature is the extent to which customers' perceptions of service meet and/or exceed their expectations for example as defined by Zeithaml et al. (1990), cited in Bowen & David, 2005) Thus service quality can intend to be the way in which customers are served in an organization which could be good or poor. Parasuraman defines service quality as "the differences between customer expectations and perceptions of service" (Parasuraman, 1988).

They argued that measuring service quality as the difference between perceived and expected service was a valid way and could make management to identify gaps to what they offer as services.

3.2 Measuring Service Quality

The aim of providing quality services is to satisfy customers. Measuring service quality is a better way to dictate whether the services are good or bad and whether the customers will or are satisfied with it. A researcher listed in his study: "three components of service quality, called the 3 "Ps" of service quality" (Haywood, 1988). Service quality was described as comprising of three elements:

- Physical facilities, processes and procedures;
- Personal behavior on the part of serving staff, and;
- Professional judgment on the part of serving staff but to get good quality service. (Haywood, 1988).

According to Johns and Howard (1998), quality measurements only have operational value if they are able to indicate the ways in which service was or was not satisfactory. For service providers, the assessment of service quality is made during the actual delivery of the service. Much current research on service quality is rooted in expectancy–disconfirmation theory, which holds that customers perceive service quality as the difference between when the actual service performances exceeds expectations and negative when the opposite is the case.

Parker and Mathews (2001) found that many studies supported the disconfirmation paradigm but others did not, for example, Churchill and Surprenant (1982) found that neither disconfirmation nor expectations had any effect on customer satisfaction with durable products.

3.3 Measuring Service Quality Gaps

Lewis (1987) suggested that what can be measured are the differences between the abstractions. So if we can measure the difference between expectations and perceptions, which was defined as perceived quality, we can therefore determine the level of satisfaction.

This concept was quite similar to the conceptual model of service quality suggested by Parasuraman, Zeithaml and Berry (1985), which applied the expectancy–disconfirmation theory. These authors had identified that there were five key discrepancies that can influence customer evaluations of service quality:

• Gap 1 was the gap between customer expectations and management's perceptions of those expectations.
• Gap 2 was the gap between management's perception of what the customer wants and specifications of service quality.
• Gap 3 was the gap between service quality specifications and delivery of the service.
• Gap 4 was the gap between service delivery and what the company promises to the customer through external communication.
• Gap 5 was the gap between customers' service expectations and their perceptions of service performance.

Zeithaml and Bitner (2003) stated that in order to manage service quality, it was important to manage the gaps between expectations and perceptions on the part of management, employers and customers. The most important gap (Gap 5) was that between customers' expectations of service and their perceptions of the service actually delivered. So by referring to the gap model, it was noted that a service marketer must lessen the customer gap (Gap 5). In order to do so, the service provider must first try to lessen the other four gaps (Gap 1, 2 3, and 4) within the organization that inhibit delivery of quality service, as each of these elements contribute towards the expectations and perceptions of customers. Serious action must be taken because how the customers, in these case hotel customers, perceive the level of service performance that meets their expectations will reflect the quality of service provided by the organization.

Subsequent to the gap model, Parasuraman et al. (1985) designed the SERVQUAL instrument to identify and measure the gaps between customers' expectations and perceptions of service quality.

Parasuraman et al. (1985) defined service quality in 10 major dimensions that consumers use in forming expectations about, and perceptions of, services. In later research, Parasuraman et al. (1988) revised and defined the service quality into five dimensions — reliability, responsiveness, assurance, empathy, and tangibles (see Table 1 for definitions).

The instrument suggested service quality as the gap between customer's expectations (E) and their perception of the service provider's performance (P). Hence the service quality scores (Q) can be measured by subtracting the customer's perception score from the customer's expectations score. This is as denoted by the following equation: $Q = P - E$.

The SERVQUAL is popularly used by many studies of service quality. It is a multiple-item scale developed to measure service quality by computing the differences between consumers' desired expectations and their perceptions of a firm's performance. The instrument has been designed to be applicable across a broad spectrum of services.

SERVQUAL has served as the basis for measuring service quality in a number of contexts, including higher education institutions (Galloway, 1998), retail apparel specialty stores (Gagliano&Hathcote, 1994), health club (Walker & Baker, 2000), and hospital service (Hwang, Eves, &Desombre, 2003). A number of practitioners and researchers (Atilgan, Akinci, &Aksoy, 2003; Juwaheer& Ross, 2003; Wong, Dean, & White, 1999) have applied modified versions of SERVQUAL to measure service quality in the hospitality industry.

3.4 Hotel Attributes

Lewis (1987) stated that a consumer of a service seeks to satisfy a set of needs and wants, partly related to the essential service and partly to subsidiary attributes. For example, the main purpose might be a hotel stay and the subsidiary attributes may include accessibility, convenience, timing and flexibility and interaction with service providers and other customers. They would have expectations on how all these needs and wants will be met. When presented with actual offering of these multiple variables, they will form impressions, which immediately compared to expectations, and the level of satisfactions were determined by these perceived service quality.

There have been a number of studies on the needs and criteria of customers. The need to comprehend the elements resulted in the development of systems, such as SERVQUAL, and LODGEQUAL to map food and beverages as well as accommodation services (Ingram, 1999). Research on hotel attributes has focused on the relationships between customer satisfactions and service quality or services and facilities (Choi & Chu, 2000). However, not much research in this aspect has been found in the Malaysian context.

Table 1: Definition of Service Quality Dimensions	
Service Quality Dim	Definition
Reliability	The ability to perform the service dependably, consistently and accurately.
Responsiveness	The willingness to help customers and provide prompt service.
Assurance	The knowledge and courtesy of employees and their ability to convey trust and confidence.
Tangibles	The physical evidence of service including physical facilities, appearance of personnel, tools, and equipment used to provide the service
Empathy	Caring, individualized attention to its customers.

Parasuraman, Zeithaml, and Berry (1988).

Tsang and Qu (2000), in the International Journal of Contemporary Hospitality Management, used 35 hotel service quality attributes to identify the perceptions gaps of tourists and hotel managers. This study adapted Parasuraman et al.'s (1985) gap analysis. The researchers found that overall service quality provided by the hotel industry in China fell below tourist expectations. The biggest gap between expectations and perceptions of tourists were related to 'physical facilities', 'staff skills and performance' and 'price and value'.

On the other hand, Kandampully and Suhartanto (2000) have identified four factors (i.e., reception, housekeeping, food and beverages, and price) that were important in determining customer satisfaction. They concluded that not all aspects of a hotel operation were equally important to a customer. Customer satisfaction with housekeeping was found to be the only significant factor that determined customer loyalty. Reception, food and beverages, and price were regarded as supporting factors when deciding to return, recommend or demonstrate loyalty to a particular hotel.

Min and Min (1997) reported that two major service criteria (i.e., overall room values and front-office services) and 14 attributes were relevant to Korean luxury hotels. The overall room values were sub-classified into seven different categories — cleanliness, atmosphere, comfort, quality and sufficiency of room fixtures, size of a guest room, availability of complimentary items, and price. Front-office services, on the other hand, were subdivided into seven attributes.

These include courtesy; recovery from service failures (handling of complaints); responsiveness, such as convenience of reservation; promptness of check-in/ check-out; hotel/tour guide information; tangibles such as variety/quality of sports/recreational facilities (e.g., swimming pools, and aerobic exercise rooms); and efficiency of a business center (e.g., fax machines, personal computers, and copiers). By employing the analytical hierarchy process (AHP) and competitive gap analysis, they found that both cleanliness of a guest room and courtesy of hotel staff, were among the attributes that were considered most important, particularly in forming impressions of service quality.

On the other hand, Wong et al. (1999) who used the extended version of SERVQUAL scale — referred to as HOLSERV, found that service quality in the hospitality industry was represented by three dimensions: They were dimensions that were related to employees (behavior and appearance), tangibles and reliability. The best predictor of overall service quality was the employees dimension, and the most important attributes in this dimension was employee gives individual attention to the customers. It ought to be highlighted that this study was conducted only in Australia's three to five stars hotels, and the findings differed from that conducted in other countries.

By using a modified SERVQUAL model, Juwaheer and Ross (2003) found that an overall evaluation of service quality in Mauritian hotels was determined largely by firstly 'assurance factors' — such as security and safety of guests, and effective handling of complaints and problems by hotel staff, and secondly 'reliability factors' — such as hotels perform tasks that have been promised to guests and resolving problems encountered by guests. They found that by focusing on only these factors, hotels in Mauritius would be able to achieve high levels of satisfaction and service quality.

4. Methodology

After review of the literature a closed-ended and self-administered "modified SERVQUAL questionnaire" was developed for this study (refer to Appendix A). It was done to identify and analyze the gaps between the expectations and the perceptions of hotels' guests of Bangladesh.The modification was made actually to suit the hospitality industry condition. A 7-point Likert scale was introduced in this questionnaire, which included four sections.

The first section was to measure the respondents' expectations regarding service quality in the hotel industry in Bangladesh by using the five SERVQUAL service quality dimensions. The second section was to examine the respondents' perceptions of service quality actually provided by the hotel that they stayed at in Bangladesh, while the third section was to examine the respondents' overall level of satisfaction with their hotel stay. The last section was to collect the demographic and traveling characteristics of the respondents.

4.1 The Sample

According to Ministry of Civil Aviation and TourismofBangladesh in year 2013 there were total 1,756 hotels in the Bangladesh (Annual Report, 2013). Hotel are everywhere in Bangladesh from the big cities like Dhaka or Chittagong to small town like Rangpur. Another concentration of hotels can be found in the major tourist places like Cox's Bazar or Bandarban. We took hotels of 124 for the study purpose. However, among all the hotels in Bangladesh there were approximately 07 hotels that were classified as five-star hotels (luxury hotels). 30 hotels were classified as 3 star and 35 hotels were classified as 2 star hotel. 25&27 hotels are selected as 1 star & Non-star hotel respectively.

In the study, some of the survey sessions were carried out during weekdays and some were carried out during weekends. A 'hotel customer' was defined in this study as an individual who was a temporary visitor, had stayed overnight at the hotel, and was involved in an exchange of money for services rendered.

4.2 The Sampling Procedure

In this study, a systematic sampling approach — a type of random sampling (Zikmund, 2000) — was used in this research. It was a sampling design that involved choosing every nth element in the population for the sample (Sekaran, 2003). In this study, every third hotel customer passing through the check-in counter of the hotel was interviewed. A screening question was asked to identify if they had stayed at least one night in the hotel. The researcher only proceeded to administer the questionnaire to those who had.

In this survey, a souvenir was given to the respondents who completed the questionnaire. The token of appreciation was handed out to the respondents to encourage them to complete the questionnaire and to reduce the rate of incomplete questionnaires, which would not be valid.

The entire process for one returned questionnaire took about 15 minutes. With a predefined daily sample of 20 hotel customers, the sample size for this study was eventually 250 respondents. However, only 200 were found to be complete (see Table 2); these were then keyed-in and analyzed, using SPSS name of the software.

4.3 Data Analysis

Data collected from the questionnaire were then analyzed. In depicting the respondents' profile, descriptive statistics of frequencies and percentages were calculated. Additionally, the mean and standard deviation of the satisfaction levels of the respondents towards the hotel stay were also calculated.

Table 2: Distribution of Respondents by Type of Hotel		
Type of Hotel	**Frequency**	**Percentage (%)**
Five Star Hotel (5S)	39	19.50
Four Star Hotel (4S)	40	20.00
Three Star Hotel (3S)	51	25.50
Two Star Hotel (2S)	24	12.00
Non-Star Hotel	46	23.00
Total	200	10.00

Besides using descriptive statistics of means and standard deviations, gap analysis and paired t test were used in comparing means between expectations score and perceptions score of the respondents.

Gap analysis was carried out to find out the service quality gaps. On the other hand the paired t test was carried out to compare the means of expectations and perceptions. It computed the differences between the values of these two means and tested whether the mean differences were significant.

4.4 Limitations of the Study

This study was conducted under several constraints. Due to time and resource constraints, the researcher had to select limited the hotels from four major cities of Bangladesh like Dhaka, Chittagong, Cox,s Bazar, and Sylhetfor this study. The major limitation was the choice of hotels.

A further constraint of the choice of hotels was that it was subject to the approval of the management of the various hotels. Hence, generalizations to other locations may be limited, even under similar conditions. There were contextual differences in several factors mainly due to the background of the respondents. The respondents had different education backgrounds, different job environments, and different travelling purposes. These might have contributed towards differences in the perceptions of service quality. However, it was merely comparative in nature, and the results presented did not reveal the reasons behind the differences in expectations and perceptions about satisfaction between Bangladeshi and Foreign hotel guests. Furthermore, due to time, cost and language constraints, the questionnaire could not be translated into various languages. Only the English language questionnaire was used in this research.

5. Results and Analysis

5.1 Data Reliability

Cronbach's alpha reliability test was run on the data collected to determine the reliability of the data. Results showed that all the values were above 0.85 indicating acceptable reliability (Table 3). Nunally (1978) suggested that the minimum of 0.70 would be an acceptable level.

Table 3: Cronbach's Alpha Reliability Test Results			
Dimension of the Service Qua (Expectations)	Cronbach's Alpha	Dimension of the Service Quali (Perceptions)	Cronbach Alpha
Reliability	0.92	Reliability	0.86
Responsiveness	0.90	Responsiveness	0.90
Assurance	0.92	Assurance	0.90
Empathy	0.87	Empathy	0.86
Tangibility	0.97	Tangibility	0.94

5.2 Demographic Data

The sample of respondents contained more males (68%) than females (32%). The majority (64.5%) of the respondents had an undergraduate education, which is similar to the studies by Nizal, Fathilah and Fauziah (2004), Yeoh, Annuar and Yann (2005) and Mey, Akbar and Fie (2006). About 36.62% respondents were professional, managers and traders/proprietors and rest (63.38%) of the respondents were from different occupations. About 76.5% respondents were from Bangladesh and rest (23.5%) form other countries (International). In general 19.5% hotel guest stayed in 5 Star Hotels while 20% in 4 Star, 25.5% in 3 Star, 12% in 2 Star, and 23% in Non-Star Hotels. About 28% respondents stayed in the particular hotel for one night, 21% of the respondent stayed for two nights, and the remaining respondents stayed for more than two nights. With a larger proportion of the respondents who stayed more than one night in the hotels, they would have experienced the service provided by the hotels and able to comment on the quality of the services.

5.3 Comparison of Expectation and Perceptions of Hotel Guests from Bangladesh National with Guest from Other Countries (International)

In this section, the difference between the expectation and perceptions of Bangladeshi hotel customers with the hotel customers from other countries will be presented. From the demographic profile, data collected form Bangladeshi respondents were categorized into 'Bangladeshi Customers'; data collected from other countries respondents were categorized into 'International Customers'. A comparison between Bangladeshi customers and international customers was made.

5.3.1 Customer Expectations

Table 4 showed that, in general, Bangladeshi customers tend to have higher expectations than customers who came from the different countries. The t-Test results showed that there were no significant differences for all the five dimensions ($P > 0.05$). Having outlined the outcome of the respondents' view of the expectations, in the following section, the perceptions for the hotels will be presented:

Table 4: Expectations of Bangladeshi Hotel Guests and International Hotel Guest					
Service Quality Dimens	Hotel Guests				P Value
	Bangladeshi		International		
	Mean	SD	Mean	SD	
Reliability	2.94	1.60	1.96	1.22	0.98
Responsiveness	2.74	1.69	1.96	1.08	0.57
Assurance	2.75	1.74	1.86	1.26	0.31
Empathy	3.10	1.50	2.38	1.44	0.24
Tangibility	2.91	1.74	1.97	1.25	0.30

5.3.2 Customer Perceptions

Table 5 showed that, in general, Bangladeshi customers have higher perceptions, while international customers had the lowest perceptions score. There were higher perceptions in Responsive and Empathy dimensions of the international customers compare to Bangladeshi customers.

When a comparison was made between Bangladeshi customers and international customers, the differences in mean perceptions were not obvious. The t-test results showed that, except for the Empathy dimension ($p = 0.01$; $p < 0.05$), there were no significant differences ($p > 0.05$).

Table 5: Perceptions of Bangladeshi Hotel Guests and International Hotel Guest					
Service Quality Dimension	Hotel Guests				P Value
	Bangladeshi		International		
	Mean	SD	Mean	SD	
Reliability	3.35	1.35	3.26	1.15	0.68
Responsiveness	3.13	1.59	3.42	1.37	0.26
Assurance	3.21	1.60	2.85	1.11	0.15
Empathy	3.42	1.45	4.04	1.45	0.01
Tangibility	3.38	1.51	2.95	1.31	0.08

5.4 Comparison of Satisfaction Levels of Hotel Guests from Bangladesh with form other Countries (International)

Table 6 showed that the mean scores of hotel guest form other countries (international) were marginally lower than the means scores of Bangladeshi hotel guests, for the sample as a whole. This implied that hotel guests form Bangladesh were more satisfies that the hotel guest from other countries (international).

However, for the sample as a whole, the *t*-test results showed that the overall customer satisfaction towards their hotel stay of Bangladeshi hotel guests and hotel guests from other countries were not significantly different at the 0.05 level.

Table 6: Overall Satisfaction Level of Bangladeshi Hotel Guests and International Hotel				
	Hotel Guests			
	Bangladeshi		International	
	Mean	SD	Mean	SD
Overall Satisfaction Level	4.95	1.34	4.23	1.52

6. Discussion and Conclusion

The intent of this study was to extend the literature on service quality in the local based hospitality industry – namely Bangladesh. In this study, hotel guests form different countries having different expectations and perceptions were analyzed. Comparisons between Bangladeshi hotel guests and hotel guest form other countries were undertaken.

The results revealed that, in general, the lowest expectations and also lowest perceptions of their hotel stay in Bangladesh were from international hotel guests. Overall, both Bangladeshi and international hotel guests had the highest expectations in Empathy dimensions as well as highest perceptions in Empathy dimension. From the point of view of international hotel guests, they had lowest mean score in Assurance dimension in case of expectations as well perceptions. On the other hand, for the Bangladeshi hotel guests, the lowest mean score in Responsiveness dimension in case of both expectations and perceptions.

There were no surprise in overall satisfaction level, though there is no significant difference between Bangladeshi and international hotel guests, the overall satisfaction level of international hotel guests is lower than the Bangladeshi hotel guests.

According to Zeithaml and Bitner (2003), surprises and delights can act as satisfiers, which were features that have the potential to further satisfaction beyond the basic function of the product. These were things that were unexpected and surprisingly enjoyable when they received them. That is, there were no such surprises and delighting factors in the hotel industry of Bangladesh which can increase the level of satisfactions of the international hotel guest in Bangladesh moreover, they are receiving lesser from the hotel than they are expecting.

The importance of being able to offer hotel customers a high quality experience was unquestionable (Gundersen, Heide, & Olsson, 1996). Since the assurance and tangibility factor had received lowest mean scores from both the groups of respondents, more resources should be spent on not just improving assurance and tangible elements, but also to promote quality of the facilities as well as the room services to potential customers. Furthermore, modern-looking and more customized room features should be incorporated, for example, interactive television system should be available, whereby international channels or video can be obtained by the hotel guest on demand by paying reasonable charge. In addition, aspects such as well-equipped and well-maintained health care facilities, comfortable and clean rooms and lobby should be provided. The availability of these tangible facilities is important to attract potential customers.

The other hotel service quality dimensions, such as empathy, reliability, and responsiveness should not be ignored. Although the findings indicated that these attributes appeared to be less significant, hotel operators ought to take them into consideration and continue to maintain the quality standard in order to meet the basic needs of the customers. Hotel managers and employees ought to always ensure that all moments of contact with customers should result in a positive experience for the customers (Juwaheer& Ross, 2003). As Pizam and Ellis (1999) pointed out, satisfaction of customers can be the cheapest means of promotion, and therefore it was obvious that these attributes can deemed of equal importance.

In addition, the customers' service quality expectations and perceptions should always be the main concern of the hotel operators. Due to the ever changing social and economic environment, as well as customers' preferences, hotel operators should be proactive to be abreast with the changes and therefore continuously encourage them to complete the feedback forms.

In responding to constructive feedback, the manager should contact the unsatisfied customers immediately to understand the problem(s) and perhaps compensate by providing a free dinner voucher or an additional night's stay. This would endeavor to regain the customers' trust and confidence to return to the hotel.

Focusing on customer satisfaction can be a driving force for organizations, which are gearing up to survive in the competitive market.

To be successful, an organization ought to place emphasis on the service quality as one of their strategies, i.e., giving customers what they want, when they want it, and how they want it (Mey, Akbar & Fie, 2006). In addition, they should train their frontline employees well and constantly measure customers' satisfaction (Kessler, 1996). As whole, once customers' requirements are clearly identified and understood, hotel managers are more likely to be able to anticipate and fulfill their customers' needs and wants, rather than merely reacting to their dissatisfaction (Juwaheer& Ross, 2003). The satisfied the customers are, the more likely the customers would return or prolong their hotel stay.

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