
**THE INFLUENCE OF SERVICE QUALITY TOWARDS
CUSTOMER'S SATISFACTION AND ITS IMPLICATION
ON CUSTOMER'S LOYALTY
(A CASE STUDY OF HOTEL INDUSTRY IN BALI)**

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ABSTRAK:

Seiring dengan pertumbuhan yang cepat di bidang industri perhotelan di seluruh dunia, termasuk di Bali sebagai lokasi kunjungan wisata terfavorit di Indonesia, kompetisi dalam industri ini juga meningkat tajam. Oleh karenanya hal terpenting yang perlu diperhatikan oleh para pelaku di industri ini adalah bagaimana memberikan kenyamanan dan kepuasan kepada seluruh pelanggan untuk mendapatkan pelanggan dan meningkatkan loyalitas para pelanggan. Penelitian ini bertujuan untuk mengetahui faktor-faktor dari kualitas jasa (*service quality*) yang mempengaruhi kepuasan pelanggan dan implikasinya terhadap loyalitas pelanggan pada industri hotel di Bali. Penelitian ini merupakan penelitian kuantitatif dengan menggunakan data primer yang diperoleh dari 274 responden. Responden dipilih dengan menggunakan teknik *non-probability sampling* terhadap mereka yang telah memiliki pengalaman menginap di hotel di Bali. Selanjutnya analisis data dilakukan dengan menggunakan metode analisis regresi berganda, dengan variabel independen 5 dimensi SERVQUAL, yaitu *tangibles*, *reliability*, *responsiveness*, *assurance*, dan *empathy*. Hasil analisis menunjukkan bahwa *reliability* dan *empathy* memiliki pengaruh yang sangat besar terhadap kepuasan pelanggan dan kepuasan pelanggan yang tinggi akan memicu tingginya loyalitas pelanggan. Oleh karenanya, dalam mengelola hotel, para pelaku industri perhotelan di Bali disarankan untuk memberikan perhatian yang lebih tinggi pada pembinaan perilaku para pekerja (karyawan) untuk meningkatkan loyalitas pelanggan.

Kata Kunci: SERVQUAL, kepuasan pelanggan, loyalitas pelanggan, industri perhotelan di Bali

ABSTRACT:

The rapid growth of hospitality industry in the world, including Bali as the most favorite tourism place in Indonesia, the growth of competition in this industry also increase significantly. Therefore, the most important thing for hoteliers is to find out how to please their customers and satisfy their customers in order to get the customers and increase their loyalty. The purpose of this study is to know about the service quality factors that influence customer's satisfaction and implications on customer's loyalty in Hotel Industry in Bali. This study is quantitative research by using primary data that collected from 274 respondents. The respondent was chosen by using non-probability sampling technique for those who have experience of staying in hotel in Bali. Data analysis was conducted by using multilinear regression, with 5 dimensions variable independent, such as tangible, reliability, responsiveness, assurance, and empathy. The result of this study shows that the reliability and empathy have huge influence on customer's satisfaction and the higher customer's satisfaction also leads the higher customer's loyalty. Therefore, while managing their hotels, the hoteliers in Bali should give more attention to the behaviors development of their staffs in order to increase customer's loyalty.

Keywords: SERVQUAL model, customer's satisfaction, customer's loyalty, Bali hotel industry

INTRODUCTION

Nowadays hospitality and tourism industry enjoys a high level of importance in the world because of its benefits. Hospitality and tourism industry is the most increasing industry in the world especially hotel industry. Indonesia is seeing increasing growth in the number of foreign tourists, with arrivals growing by 7.19% last year (2014) to 9.44 million, according to the country's national statistics agency. That puts Indonesia close to its goal of drawing in 10 million international tourists this year (2015) to help boost economic growth, but it has even larger ambitions for the remainder of President Joko Widodo's term. The Ministry of Tourism aims to increase tourism's contribution to the country's GDP from 9% in 2014 to 15% by 2019. To do so, the Ministry of Tourism will launch a promotion of several locations beyond the popular resort island of Bali. It is also hoping to draw more locals to domestic travel. From the statement above, the tourism industry of Indonesia will take more important place of Indonesia's GDP in the future. (By Indonesia's statistics agency, 2015).

One of the most important components of this industry is the "hotel". The most significant elements of hotels are their employees, especially those who are in direct relation with the guests (Tomasevic & Kahani, 2011). Guest satisfaction is the evaluation of a guest whether or not the quality of a service meets his expectations. Performance that falls below expectations makes guests dissatisfied (Kotler & Keller, 2006). Due to increasing global market competition, many hotel companies are facing challenges in retaining customers. By raising satisfaction or quality standards, companies gradually raise guests' expectation level, which then makes it more difficult and more costly to please them. Holding onto a returning guest is important to a hotel because over time they reduce the cost of service. A returning guest knows the product; requires less information; purchases more services; is willing to pay higher prices for those services; and willingly offers word-of-mouth recommendations to others (Ganesh, Arnold, and Reynolds, 2000).

The main discussion is whether high quality service actually encourages to satisfied guests to return for repeat visits to the same hotel, and conversely, whether low quality service leads to low satisfaction, discouraging guests from returning. This assumption is a widely-held belief, provided the hotel offers quality service to gain guest satisfaction and, in return guest loyalty (Carev, 2008). Based on the phenomenon described in the background, the study is intended to investigate the influence of SERVQUAL factors toward customer satisfaction of hotels in Bali. A discussion of these results will attempt to shed light on the state of SERVQUAL model and customer satisfaction in hotel industry as we prepare for the new millennium.

LITERATURE REVIEW

Service Quality

In the face of increasing competition, the hotel business is seeking new tools to create competitive advantages. Therefore, it is putting a large amount of effort into selecting the best tools or methods to measure service quality development. In hotels, the tangible and intangible products are highly intertwined and have greater impact on guests' assessment of service quality (Alzaid and Soliman, 2002). For hotel industry,

service quality is an important consideration, so companies striving to attain maximum customer satisfaction by providing quality services. According to service quality is the life blood for hotel industry and service quality is further linked with customer satisfaction being studied by and the other one, customer satisfaction is related with customer loyalty. Service quality is considered an evaluation between service prospect and what actually has been received.

Zeithaml et al., (1985) conducted a study in which they presented the ten useful requirements to measure the quality of services provided to the customers. These are: responsiveness, reliability, tangibility, credibility, communication, security, competence, understanding the customers, courtesy and service accessibility. In 1990, Zeithaml et al. presented the five dimensional SERVQUAL scale to measure the service quality. These dimensions are Tangibles, Reliability, Responsiveness, Assurance, and Empathy.

Customer Satisfaction

The global service marketplace continues to be very competitive. Lodging business have been challenged to increase their levels of quality and service, improve their product design, and decrease their product development cycle times. Significant progress has been made in these areas, but one of the most important objectives in the hotel marketplace today is providing total customer satisfaction (Skogland a. Siguaw, 2006). Hotels generally ask customers whether their services has met or exceeded expectations. Thus, expectations are a key factor behind satisfaction. When customers have high expectations and the reality falls short, they will be disappointed and will likely rate their experience as less than satisfying.

Customer satisfaction has been a popular topic in marketing practice and academic research since Cardozo's (1965) initial study of customer effort, expectations and satisfaction. Despite many attempts to measure and explain customer satisfaction, there still does not appear to be a consensus regarding its definition (Giese and Cote, 2000).

Relationship between Service Quality and Customers' Satisfaction

Researchers are still attempting to determine both conceptual and empirical distinctions between customer satisfaction and service quality (e.g. Bitner and Hubert, 1993; Oliver, 1993; Taylor and Baker, 1994). To date, however, the relationship "is not universally agreed upon" (Zahorik and Rust, 1992). In fact, in many instances, customer satisfaction and service quality are used interchangeably (Iacobucci, Grayson and Ostrom, 1994). Liljander and Strandvik (1995) after reviewing the literature on service quality and customer satisfaction suggested that satisfaction is more closely related to future behavior than service quality. Quality and service are the means to the ends of satisfaction and retention.

It should be noted that service quality and customer satisfaction are distinct concepts, although they are closely related. According to some authors, satisfaction represents an antecedent of service quality (Carman, 1990; Bolton and Drew, 1991). In this sense, satisfactory experience may affect customer attitude and his or her assessment of perceived service quality. Thus, satisfaction with a specific transaction may result with positive global assessment of service quality. Other authors argue that service quality is antecedent of customer satisfaction (Churchill and Suprenant, 1982; Anderson et al., 1994; Oliver, 1997; Oh, 1999; Zeithaml and Bitner, 2003; Jamali,

2007). This group of authors suggests that service quality is a cognitive evaluation, which may lead to satisfaction. Hence, customer satisfaction is the result of service quality.

Customer Loyalty

According to Reichheld and Teal (1996), the various advantages of customer loyalty include: a continuous stream of profit, reduction of marketing cost, growth of per-customer revenue, decrease in operating cost, increase in referral, increase in price premium, and switching barriers among loyal customers who do not easily surrender to the competitors' promotion efforts. Considering these benefits, customer loyalty is a necessary prerequisite for the future survival of hotel organizations (Reichheld and Teal, 1996; Reinartz and Kumar, 2000; Yian Jeon, 2003).

According to Chand (2010), satisfied customers potentially are loyal customers and this has two separate benefits for the company. Firstly, loyal customers will again consume the services and also suggest them to other clients. Loyal customers or loyal guests are guests who hold favorable attitudes towards the hotel, commit to repurchase the product or service, and recommend the hotel to others.

Relationship between Customers' Satisfaction and Customer's Loyalty

The majority of studies have investigated the relationship with customer behaviour patterns (Söderlund, 1998; Kandampully and Suhartanto, 2000; Dimitriades, 2006; Olorunniwo et al., 2006; Chi and Qu, 2008; Faullant et al., 2008). Customer satisfaction increases customer loyalty, influences repurchase intentions and leads to positive word-of-mouth. Word of mouth is a much more reliable marketing process because you are getting the actual experiences of people who have been there rather than reading an advertisement or looking at a wonderful brochure. (Lindberg-Repo 2006). A satisfied guest promotes positive WOM at no cost for the enterprise and with effect and credibility that are superior to those of conventional advertising (Lee et al., 2006, Tarn, 2005, Villanueva et al., 2008). WOM effect is also amplified by the World Wide Web (Dominici, 2009; Trusov et al. 2009).

Theoretical Framework

In this research we measure service quality in hotel industry of Bali by using SERVQUAL model. SERVQUAL has got attention by the researchers in various fields including insurance, bank, education, Information Technology (IT), etc. As it deals with users views regarding services. This model is based on a comparison between the customers' expectations of the standard of service he/she will receive and his/her perception of the standard of service that is actually delivered.

In the previous research, base on the hypothesis, the research framework will focus on five variables as independent variables, and customers' satisfaction and customers' loyalty will be the dependent variables. However, this research will further hypothesize the following for the hypothesis 1, 2, 3, 4 and 5 which are Tangibility, Assurance, Reliability, Responsiveness and Empathy. It is hypothesized that they are have influence on customers' satisfaction and then impact on customers' loyalty.

In the Figure 1, The SERVQUAL instrument has five dimensions or factors which are Tangibles, Reliability, Responsiveness, Assurance, Empathy.

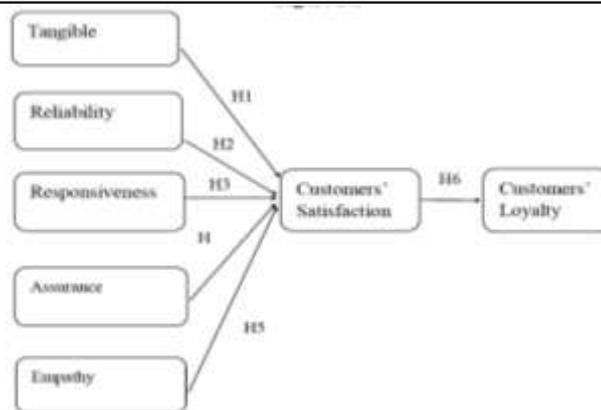


Figure 1

Source: Composed by researcher, from Gunarathne, (2014), *Relationship between Service Quality and Customer Satisfaction in Sri Lankan Hotel Industry*.

Hypothesis

This study have six hypotheses as follows:

- Hypothesis 1:** Tangibles has influence on customers' satisfaction.
- Hypothesis 2:** Reliability has influence on customers' satisfaction.
- Hypothesis 3:** Responsiveness has influence on customers' satisfaction.
- Hypothesis 4:** Assurance has influence on customers' satisfaction.
- Hypothesis 5:** Empathy has influence on customers' satisfaction.
- Hypothesis 6:** Customers' satisfaction has influence on customers' loyalty.

RESEARCH METHOD

Research Design

This study attempts to find out if the five factors which are Tangibles, Reliability, Responsiveness, Assurance, and Empathy, they have influence on customers' satisfaction and its implications on customers' loyalty of the hotel industry in Bali. There are several hypotheses that must be analyzed in this study, and the data must be provable by mathematical and statistical means, therefore quantitative research was used in order to get the result that statistically valid.

Sampling Design

The population of this study are the people who ever been to Bali and stay in the hotel there. the population is unknown, this research will take the necessary sample size from the sample size equation in the value of Z-score. Commonly, researcher uses the unknown population sample also. According to smith (2013), the sample size can be measured by the help of margin of error (Confidence Interval) or the determine level of how much sample from population that will give unsatisfying answer, Confident level or the actual mean falls that expected to be collect, and Standard deviation is the number of expected variance.

- Confident Level Z-score of 95% = 1.96
- Std Deviation = 0.5
- Margin of Error = +/- 5%

$$\begin{aligned} \text{Sample Size} &= (1.96)^2 \times 0.5(0.5) / (0.05)^2 \\ &= (3.8416 \times 0.25) / 0.0025 = 386 \end{aligned}$$

The targeted respondents are the people who ever been to Bali and stay in the hotel there. In this research, the snowball and purposive research method will be used for data collection.

Research Instrument

In order to identify the hypothesis, this study used quantitative analysis with questionnaire as the data collection equipment. By considering the time constrains, hundreds questionnaires were distributed through e-mail, QQ, Wechat, Line and other social media. There are two parts in the questionnaire. The first part is about respondents' demographic profile, this part consist of 4 questions, researcher can know about respondents' current condition from the 4 questions. The second part has 7 groups, the part 1-5 are the measurement of service quality which are Tangibles (part 1), Reliability (part 2), Responsiveness (part 3), Assurance (part 4) and Empathy (part 5). The part 6 is the measurement of customers' satisfaction. In the same way, the part 7 is the measurement of customers' loyalty. The Operational Variables that used in this research are stated on Table 1.

Table 1. Operationalization of Variables

Variables	Indicators / Statements	Source
Tangibility	1. Furniture in the hotel is modern and comfortable.	Gunarathne (2014)
	2. The employees have neat appearance.	
	3. The hotel facilities are up-to-date.	
	4. The brochures and pamphlets are visually presented.	
	5. The hotel is clean.	
Reliability	1.The front desk employee accurately verified the reservation requests.	
	2. The time it took to check in or check out is not too long.	
	3. The reservation system is easy to use (telephone and Internet reservation).	
	4. Transport facilities are available.	
	5.The employees provide error-free records.	
Responsiveness	1. The employees are courteous.	
	2. The employees gave me special attention.	
	3. The employees adopted services to my needs.	
	4. The staffs are willing to help me.	
Assurance	1. The staff in the hotel is polite.	
	2. The staff imparted confidence to the guests.	
	3. The staffs are friendly.	
Empathy	1. The employee quickly apologized when service mistakes are made.	
	2. The employee listened carefully when I complain.	
	3. Employees understand the customer's requirements.	
Customers' Satisfaction	1. I am satisfied the performance in this hotel strong.	Carev (2008)
	2. I give good comment for the hotels.	
	3. I am satisfied of the value for the price I paid.	
	4. I am satisfied with my decision to stay in	

	the hotel.	
Customers' loyalty	1. I would like to stay in this hotel next time.	Gunarathne (2014)
	2. I would encourage friends and relatives to visit this hotel.	
	3. I would consider this hotel as my first choice when I need a hotel service.	

Source: Gunarathne (2014), Carev (2008).

Validity and Reliability

Validity refers to the degree to which it measures what it is supposed to measure (Pallant, 2007). This quantitative study used confirmatory factor analysis for validity testing. Confirmatory factor analysis is used for test whether a construct has undimensional of those indicators could confirm a construct or variable. The underlying assumption of the usefulness this factor analysis is matrix data which has sufficient correlation. Bartlett's Test Sphericity could determine the correlation between variables. The other team is using Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO MSA), the value of KMO must more than 0.50 in order to continuing the factor analysis (Ghozali, 2005). Reliability is a tool for measure an indicator in a questionnaire which is come from a construct or variable. And it is measured to find out the consistency of data. This quantitative study used Test Cronbach Alpha (α) Statistic for Reliability Testing. The construct is reliable if could give a Cronbach Alpha value more than 0.60 (Nunnaly, 1967 in Ghozali, 2005).

Hypothesis Testing

In this research, researcher used Structural Equation Modeling (SEM) as the analysis tool for hypothesis testing. Structural equation modeling (SEM) is a versatile statistical modeling tool. According to Humana Press (2012) Structural equation modeling (SEM) is a multivariate statistical framework that is used to model complex relationships between directly and indirectly observed (latent) variables. SEM is a general term that has been used to describe a large number of statistical models used to evaluate the validity of substantive theories with empirical data. The primary advantages of SEM are that it can be used to study the relationship among latent constructs that are indicated by multiple measures (Lei & Wu, 2007). So in this study SEM was used to understand the patterns of correlation/covariance among set variables.

RESULT AND DISCUSSION

Validity Test

In this study we have totally 27 questions from five independent variables (Tangibles, Reliability, Responsiveness, Assurance, Empathy and Customers' Satisfaction) and one dependent variable (Customers' Loyalty). All of those questions have passed the validity test. The result of validity test is showed in the Table 2 below.

Table 2. Validity Testing for SERVQUAL

No	Variable	KMO	Bartlett's Test of Sphericity	Sig	Created Factor	Extracted of Variance %	Validity Information
1	SERVQUAL	0.806	3845.013	0.000	1	77.032	Valid
2	Customer	0.839	728983	0.000	1	78.874	Valid

	Satisfaction						
3	Customer Loyalty	0.681	276.403	0.000	1	71.563	Valid

Source: Statistical Software Output

From the Table 2 above, it showed that factor analysis testing for 27 questions of SERVQUAL, Customer Satisfaction, and Customer Loyalty showing Measure of Sampling Adequacy value is 0.806, 0.839, and 0.681 which still exceed 0.5 mean that there is interrelationship between variables. From Bartlett's Test of Sphericity Sig. is less than 0.05 (Sig. = 0.000), it showed that there is high significance from the data.

Reliability Test

The measurement used for the reliability test is Cronbach Alpha. The data considered reliable if the value minimum 0.6 (which are all bigger than 0.6). The result of Reliability Testing is showed in the Table 3. below.

Table 3. Reliability Testing

No	Variable	Cronbach Alpha (α)	Statistic Test	Reliability Information
1	Tangibles	0.940		Reliable
2	Reliability	0.946		Reliable
3	Responsiveness	0.864		Reliable
4	Assurance	0.729		Reliable
5	Empathy	0.866		Reliable
6	Customer Satisfaction	0.911		Reliable
7	Customer Loyalty	0.800		Reliable

Source: Statistical Software Output

Structural Equation Modeling (SEM)

A structural equation modeling was conducted with the variables used in this study, which are Tangibles, Reliability, Responsiveness, Assurance, Empathy and Customers' Satisfaction, and Customers' Loyalty. The variables are being tested by using the Structural Equation Modeling (SEM) in order to test the hypothesis. The first step in SEM is to construct a path diagram of the variables that are going to be analyzed. The path diagram in this hypothesis testing is based on the result of the factor analysis. After the path diagram has been constructed, the next step is to analyze the output. The result of the standardized estimates calculation is shown in Figure 2. below:

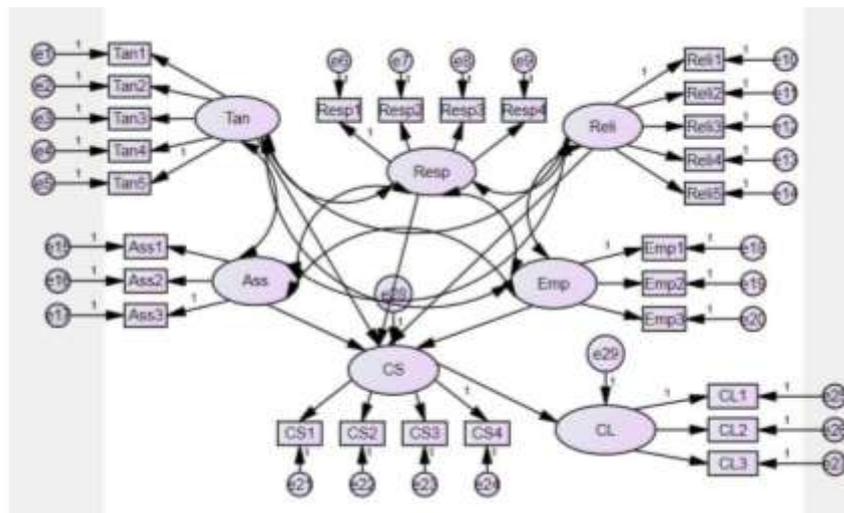


Figure 2. Path Diagram

Source: Statistical Software Output

SEM Model Fit Summary

SEM Model Fit Summary is the first step to see if the model or the graph is acceptable or not. The researcher must make sure that the value of the model fit passes the cut-off level. Table 4. below shows the model fit of structural equation model which consist of the Chi-Square, RMSEA, GFI, AGFI, CMIN/DF, TLI, CFI, NFI, and IFI.

Table 4. SEM Model Fit Summary

Goodness-of-Fit Index	Cut-off Value	Value	Interpretation
RMSEA	0.08 < RMSEA < 0.10	0.060	Good Fit
GFI	0.50 < GFI < 0.90	0.864	Good Fit
AGFI	0.50 < AGFI < 0.90	0.833	Good Fit
CMIN/DF	3.00 < CMIN/DF < 5.00	1.977	Mediocre Fit
TLI	TLI ≥ 0.90	0.937	Good Fit
CFI	CFI ≥ 0.90	0.918	Good Fit
NFI	0.50 < NFI < 0.90	0.944	Good Fit
IFI	IFI ≥ 0.90	0.945	Good Fit

Source: Statistical Software Output

Hypothesis Testing

This research uses Maximum Likelihood Matrix to analyze the hypothesis testing. The main point to be analyzed is the value of Critical Ratio (C.R.) and significance (P). The value of C.R. should be more than 1.96 or below -1.96, while the P value should be less than 0.05 for the hypothesis to be significant and can be accepted. Then, the researcher will evaluate the relation between each variable through the estimate column. The result of Maximum Likelihood Matrix is presented in Table 5. below.

Table 5 Result of Regression Weight Analysis

	Estimate	C.R	P
Customer Satisfaction ← Tangibles	-0.001	-0.033	0.973
Customer Satisfaction ← Responsiveness	-0.048	-1.016	0.309
Customer Satisfaction ← Reliability	-0.074	-2.129	0.033
Customer Satisfaction ← Empathy	0.909	15.616	***
Customer Satisfaction ← Assurance	0.076	1.344	0.179
Customer Loyalty ← Customer Satisfaction	0.934	16.730	***

Source: Statistical Software Output

Table 5. above shows the value of C.R. for tangibles, responsiveness, and assurance did not pass the requirement, as the value is less than 1.96 and above -1.96. The P value also did not pass the requirement, as the value is above 0.05. Therefore, the hypothesis testing results will be explained and summarized in Table 6. below.

Table 6. Hypothesis Testing Result

No.	Hypothesis	Estimate	C.R	P	Interpretation
H1	Tangibles has influence on customers' satisfaction.	-0.001	-0.033	0.973	Hypothesis is rejected
H2	Reliability has influence on customers' satisfaction.	-0.074	-2.129	0.033	Hypothesis is accepted
H3	Responsiveness has influence on customers' satisfaction.	-0.048	-1.016	0.309	Hypothesis is rejected
H4	Assurance has influence on customers' satisfaction.	0.076	1.344	0.179	Hypothesis is rejected
H5	Empathy has influence on customers' satisfaction.	0.909	15.616	***	Hypothesis is accepted
H6	Customers' satisfaction has influence on customers' loyalty	0.934	16.730	***	Hypothesis is accepted

Source: Statistical Software Output

There are 6 hypotheses that are used in this study. However, after conducting several statistical measurements, the results show that there are only 3 hypotheses which are significant and can be accepted.

CONCLUSION

Measuring service quality can help management provide reliable data that can be used to monitor and maintain improved service quality. Using the SERVQUAL model to assess service quality enables management to better understand the various dimensions and how they affect service quality and customers' satisfaction then lead the higher customers' loyalty.

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