

## **The Impact of Service Quality on Customer's Satisfaction in The Hotel Industry -A Case Study of EL DJAZAIR Hotel-**

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### ***Abstract:***

This paper aims to highlight the importance of Service Quality on Customer's Satisfaction. As a result, in order to provide the continuous improvement of service quality that will lead to customer satisfaction, the adoption of Internal Marketing and Relationship Marketing approach is required.

The results show a positive correlation between internal service quality and employees' satisfaction, as well as a positive correlation between employees' satisfaction and customers' satisfaction.

**Key words:** Hotel Industry, Service Quality, Customer Satisfaction, Internal Marketing, Relationship Marketing.

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## **1. INTRODUCTION**

Faced with a contextual environment marked by a different reality from the one that leveraged hospitality in the 20th century, hotel companies are confronted with the need to review their strategic principles with consequent effects and changes in their operational concepts and management models. In this new environment, the old philosophies and paradigms for hotel management, like heavy, rigid, and static management structures, as well as passive management approaches, were necessarily and forcibly replaced by new principles, leveraged in flexibility, dynamism, initiative, and designed by reference to a global world.

Today's customers expect an increasingly higher level of product/service quality than ever before because they have more choices and possess better knowledge about product/service offerings. The challenge for any business to remain competitive is to determine what customers want and whether they are satisfied with the business' products/services. The desire to excel in the competitive marketplace that requires organizational flexibility and responsiveness to satisfy customer needs gives rise to the popular approach of quality management. Thus, successful marketers are those who carefully cultivate customer satisfaction and loyalty.

According to previous studies, the main problematic that we try to treat through this study is: **What's the impact of Service Quality on Customers' Satisfaction in El DJAZAIR Hotel?**

In the light of theoretical and surveys background that concerns about the research subject as an initial answer of the problem at hand, the hypotheses of the study are as following:

**H1: There is a positive correlation between Internal Service Quality and Employees' Satisfaction;**

**H2: There is a positive correlation between Employees' Satisfaction and Customers' Satisfaction.**

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## **2. Service Quality**

The hotel industry is becoming increasingly competitive and customers are becoming increasingly discerning when selecting and consuming the service experience. It is widely recognised that the management of intangible assets creates value in the context of services.

Service has been defined as "any activity or benefit one party can offer to another that is essentially intangible and does not result in the ownership of anything. Production may or may not be tied to a physical product" (Mok, Sparks, & Kadampully, 2013, pp. 6-7). According to Zeithaml et al. (2006), service is "deeds, processes, and performance" (p. 4). The definition suggests that service in general is not a tangible object that can be felt or touched, which distinguishes service from tangible products (Lee, Kim, Ko, & Sagas, 2011, p. 55). The literature also refers to services as deeds, processes, and interactions or social events (Mok, Sparks, & Kadampully, 2013, p. 7). Zeithaml, Parasuraman, and Berry (1990) emphasized four basic characteristics of services: intangibility, perishability, heterogeneity, and simultaneity (Lee, Kim, Ko, & Sagas, 2011, p. 55).

The hotel market is characterised by its very intangibility, dominated by the service experience, and distinguished by the characteristic of hospitality (FitzPatrick, Davey, Muller, & Davey, 2013, p. 88). Improving customer satisfaction is critical for the value of hospitality industry offered to clients.

Philip Crosby defines quality as conformance to specifications? Christian Gronroos distinguishes between "technical quality" (what is delivered) and "functional quality" (how it is delivered). He believes the "how" of service delivery- for example, the appearance and behavior of a restaurant waiter-is critical to perceptions of service quality (**Berry, Zeithaml, & Parasuraman, 1985, p. 45**).

We will use the American Society for Quality's definition: Quality is the totality of features and characteristics of a product or service that

bear on its ability to satisfy stated or implied needs. This is clearly a customer-centered definition (Kotler & Keller, 2016, p. 156). So, quality-improvement efforts should be focused not only on customer-contact personnel and providers of internal support services but also on managers (Berry, Parasuraman, & Zeithaml, 1988, p. 42).

Past researches have pointed out that perceived service quality has an impact on customer loyalty. A recent study reveals that overall customer satisfaction is a better predictor of intentions to rebuy than overall or inferred service quality. All the researchers have unilaterally agreed that service quality is related to behavioral outcomes, especially in the form of word-of-mouth, complaint, recommendation and switching (Al-Rousan & Mohamed, 2010, p. 887).

## **2.1 Internal Marketing**

More than 20 years ago internal marketing (IM) was first proposed as a solution to the problem of delivering consistently high service quality by Berry et al. (1976) (Rafiq & Ahmed, 2000, p. 449).

However, despite the rapidly growing literature on IM

(see for example, Barnes, 1989; Berry, 1981; Cahill, 1996; Collins and Payne, 1991; Flipo, 1986; George, 1977, 1990; Gronroos, 1981, 1985; Richardson and Robinson, 1986; Piercy and Morgan, 1991; Piercy, 1995; Pitt and Foreman, 1999; Sasser and Arbeit, 1976; Winter, 1985), very few organizations actually apply the concept in practice (Rafiq & Ahmed, 2000, p. 449).

George and Gronroos (1991) suggest that the “internal market of employees is best motivated for service-mindedness and customer-oriented behavior by an active, marketing like approach, where marketing like activities are used internally.” (Bansal, Mendelson, & Sharma, 2001, p. 63). The literature review suggests three major phases in the development of the concept, namely an employee motivation and satisfaction phase, a customer orientation phase, and a strategy implementation/change management phase (Rafiq & Ahmed,

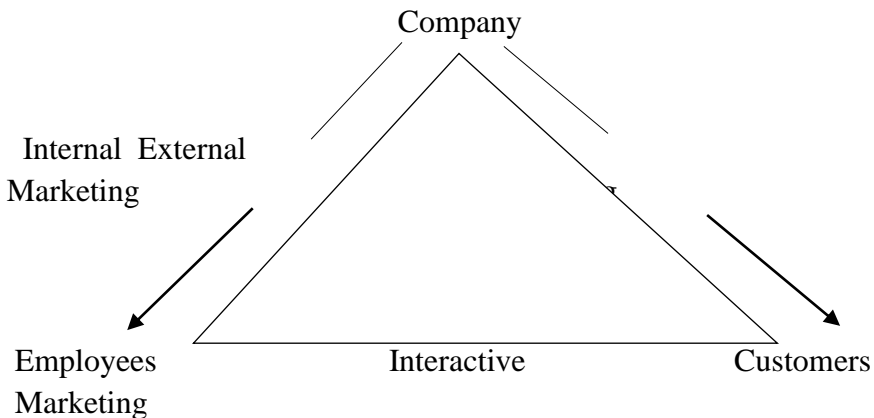
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2000, p. 449) . Given the importance of positive employee attitudes to customer satisfaction, service companies must attract the best employees they can find. They need to market a career rather than just a job. Service companies know that positive employee attitudes will strengthen customer loyalty. Instilling a strong customer orientation in employees can also increase their job satisfaction and commitment, especially if they have high customer contact. Employees thrive in customer-contact positions when they have an internal drive to (1) pamper customers, (2) accurately read their needs, (3) develop a personal relationship with them, and (4) deliver high-quality service to solve customers' problems (Kotler & Keller, 2016, p. 430).

Marketing excellence in services requires excellence in three broad areas: external, internal, and interactive marketing, as in Figure 1:

**Fig.1.** Three Types of Marketing in Service Industries



**Source:** Kotler, P., Keller, K. L. (2016). *Marketing Management*, 15th global edition. England: Pearson Education Limited., p 432.

To direct employees' efforts toward the goal of customer satisfaction, a common understanding of the term “quality” is required. In essence, what a quality management system emphasizes is organizational ability to satisfy customer needs precisely and

profitably that involves all of the members of the organization(Lai, Yeung, & Cheng, 2012, p. 1285).

### **3. Customer Satisfaction**

The satisfaction of customer needs is one of the issues which has awoken most interest in the marketing literature in general and in the sphere of services in particular.

The studies that do exist find that higher levels of customer satisfaction lead to greater customer loyalty(e.g., Anderson and Sullivan 1993; Bearden and Teel 1983; Bolton and Drew 1991a, b;Fornell 1992; LaBarbera and Mazursky 1983; Oliver 1980; Oliver and Swan 1989a, b) which, in turn, has a positive impact on profitability (Reichheld and Teal 1996). Others find that satisfied customers can increase profitability by providing new referrals through positive word of mouth (e.g., Mooradian and Olver 1997)(Homburg, Koschate, & Hoyer , 2005, p. 1).

Satisfaction is defined as the result of a post-consumption or post-usage evaluation containing both cognitive and affective elements(Homburg, Koschate, & Hoyer , 2005, p. 3).Rust and Oliver define satisfaction as the “customer’s fulfillment response” which is an evaluation as well as an emotion-based response(Udo, Bagchi, & Kirs, 2010, p. 485).

In general, satisfaction is a person’s feelings of pleasure or disappointment that result from comparing a product or service’s perceived performance (or outcome) to expectations. If the performance or experience falls short of expectations, the customer is dissatisfied. If it matches expectations, the customer is satisfied. If it exceeds expectations, the customer is highly satisfied or delighted (Kotler & Keller, 2016, p. 153).

Customer satisfaction is supposed to be one of the most important criteria for customer loyalty(Ravald & Grönroo, 1996).

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Therefore, Service managers need to understand how perceptions of their performance on service quality dimensions influence levels of customer satisfaction.

### **3.1 Relationship Marketing**

Relationship marketing is a new-old concept. The idea of a business earning the customers' favor and loyalty by satisfying their wants and needs was not unknown to the earliest merchants.

The use of the term 'relationship marketing' can be traced to the industrial and services marketing literature of the 1980s. In the industrial marketing literature, the early work of Levitt(Christopher, Payne, & Ballantyne , 1991).

In an effort to characterise some of these approaches Coote identified three broad approaches to relationship marketing: the Anglo- Australian approach, the Nordic approach and the North American approach(Christopher, Payne, & Ballantyne , 1991).

However, the most innovative and theoretically developed contributions to RM come from services marketing, the network approach to industrial marketing, quality management and indirectly from organizational theory .

The emphasis on relationships as opposed to transaction based exchanges is very likely to redefine the domain of marketing. Indeed, the emergence of a relationship marketing school of thought is imminent given the growing interest of marketing scholars in the relational paradigm(Sheth & Parvatiyar, 1995, p. 397).Berry defined relationship marketing as "attracting, maintaining and--in multi-service organizations--enhancing customer relationships"(Berry L. L., 1995, p. 236).Grönroos (1990) contributes with a general definition of marketing with an RM angle: "Marketing is to establish, maintain, and enhance relationships with customers and other partners, at a profit, so that the objectives of the parties involved are met. This is achieved by mutual exchange and fulfilment of promises"(Gummesson, 1994, p. 5).Particularly, Christopher *et al.* (1991) and Kotler (1992) specify

relationships to a series of stakeholders or markets, going beyond the basic customer-supplier dyad (Gummesson, 1994, p. 5).

In general, relationship marketing aims to build mutually satisfying long-term relationships with key constituents in order to earn and retain their business (Kotler & Keller, 2016, p. 43).

#### **4. EXPERIMENTAL**

A descriptive correlational survey design was employed as a research to determine the impact of service quality on customers' satisfaction. This part of the paper explains the population and the sample of the research; the tools and ways of data gathering and the statistical techniques used for analyzing research data.

##### **4.1 Sample characteristics**

The populations of the study were both the employees and the customers of EL DJAZAIR Hotel. Taking into consideration the elements of service quality theoretically known, two types of questionnaires are used. The sample of the study was Non Probability Convenience Sample.

50 questionnaires for customers were distributed, 40 of them were answered; while 30 questionnaires distributed for employees, and they were all answered.

The current study is a two-fold, theoretical and practical. On the theoretical side, the researcher relied on the scientific studies/thoughts related to the current study.

Whereas on the practical side, the researcher relied on descriptive and analytical methods using the practical manner to collect, analyse data and test hypothesis.

##### **4.2 Study Tools and Data Collection**

To determine the impact of service quality on customers' satisfaction, two questionnaires that were designed to reflect the study objectives and questions, to collect the needed data from study population. Each questionnaire was established as follows:



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Only one section measured the satisfaction of both employees and customers, through five dimensions (Customer orientation, Continuous improvement, Trust, Commitment and tangible) to measure (13 items for customers against 16 items for employees) on a Likert-type scale.

**4.3 Statistical Treatment**

The data collected from the responses of the study questionnaire was used through Statistical Package for the Social Sciences (SPSS Statistics 24) for analysis and conclusions.

Finally, the suitable statistical methods were used, which consist of:

- Cronbach's Alpha to test reliability
- Percentage and Frequency
- Arithmetic Mean and Standard Deviation
- correlation to measure the relationship within

**4.4 Study Tool Reliability**

The reliability analysis applied the level of Cronbach's Alpha as the criteria of internal consistency which were at a minimum acceptable level (Alpha > 0.65) The overall Cronbach's Alpha 0.726 for the customers' questionnaire while 0.804 was the level of reliability of employees' questionnaire, a clear indication of the questionnaire's credibility, The results are shown in Table (01) below.

**Table 1. Reliability of Questionnaires**

Employees' Questionnaire		Customers' Questionnaire	
<b>Reliability Statistics</b>		<b>Reliability Statistics</b>	
Cronbach Alpha	Number of Elements	Cronbach Alpha	Number of Elements
,804	16	,726	13

**Source:** prepared by researcher depending on the SPSS

## 5. RESULTS AND DISCUSSION

### Hypothesis Testing

#### 5. 1 The importance of Internal Service quality to achieve Employees' Satisfaction, We will test the first hypothesis:

H1: there is a positive relationship between internal service quality and employees' satisfaction.

#### 5. 1.1 Employees' Answers (see appendix 1)

**Table 2.** Summarizing the percentage of responses of Employees who Agree and Strongly Agree

N° of Question	Strongly Agree (%)	Agree (%)
Q1	10	86.7
Q2	0	86.7
Q3	16.7	60
Q4	20	60
Q5	13.3	80
Q6	10	50
Q7	10	26.7
Q8	0	30
Q9	46.7	6.7
Q10	10	80
Q11	36.7	46.7
Q12	16	53.3
Q13	3.3	70
Q14	30	46.7
Q15	10	56,7
Q16	0	63,3
<b>GENERAL MEAN</b>	14.54	56.468

**Source:** prepared by researcher depending on the SPSS

As shown in the table and from the results of respondents, we can see that **there is a positive relationship between internal quality and employees' satisfaction.**

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**5. 1.2Customers' Answers**(see appendix 2)

**Table 3.** Summarizing the percentage of responses of Customers who Agree and Strongly Agree

N° of question	Strongly agree (%)	Agree (%)
Q1	0	75
Q2	0	95
Q3	2.5	60
Q4	25	42.5
Q5	2.5	75
Q6	2.5	52.5
Q7	00	60
Q8	32.5	47.5
Q9	2.5	67.5
Q10	5	65
Q11	67.5	32.7
Q12	10	57.5
Q13	2.5	57.5
<b>GENERAL MEAN</b>	<b>11.73</b>	<b>60.57</b>

**Source:** prepared by researcher depending on the SPSS

We also note from the above results that the percentage of customers who agree or strongly agree to **the importance of internal service quality to achieve employees' satisfaction is average73%** (medium percentage both of who are strongly agree and agree).

We noticed that the **compatibility** of the responses of employees and customers, **the study emphasizes the importance of internal service quality to achieve employee's satisfaction.**

That lead us to **accept the first hypothesisH1" there is a Positive Relationship Between Internal Service Quality and Employees Satisfaction."**

**5.2. The importance of employees’ satisfaction to achieve customers’ satisfaction,** We will test the second hypothesis:

**H2: there is a positive relationship between employees’ satisfaction and customers’ satisfaction.**

**5.2.1 Employees’ Answers**(see appendix 1)

**Table 4.** Correlation between internal and external service quality

	Customer orientation	Continuous improvement	Trust	commitment	Tangible
Customer orientation	<b>1</b>				
Continuous improvement	<b>0,722**</b>	<b>1</b>			
Trust	<b>0,032</b>	<b>-0,009</b>	<b>1</b>		
Commitment	<b>0,659**</b>	<b>0,336</b>	<b>,374*</b>	<b>1</b>	
Tangible	<b>0,774**</b>	<b>,588**</b>	<b>0,335</b>	<b>,639**</b>	<b>1</b>

**Source:** prepared by researcher depending on the SPSS, Note: \*\*, \* significant level at 1%.

From the Table above it is observed that there are five significant relationships between internal service quality variables varied in Correlation Intensity. The High Correlation value between Tangible and customer orientation (0.774\*\*) and is significant at the 0.05 level. On the other hand, the lowest Correlation value between tangible and continuous improvement (0.588\*\*) and is significant at the 0.05 level.

**Table 5.** the level of importance of customer orientation EL  
DJAIR Hotel

N°	Customer orientation	Mean	Standard deviation	Level of importance
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<b>1</b>	Senior management listens to your ideas and suggestions, and take them into consideration	<b>4,0333</b>	<b>,49013</b>	<b>High</b>
<b>2</b>	Do you think that your opinion is valuable	<b>3,8333</b>	<b>,46113</b>	<b>High</b>
<b>3</b>	Do you think that you are willing to provide custom-designed services for your customers.	<b>3,8000</b>	<b>,96132</b>	<b>High</b>
	General Arithmetic mean.	<b>3,8888</b>		

**Source:** prepared by researcher depending on the SPSS

The table above clarifies the level of importance of customer orientation, where the arithmetic means range between (3,800 - 4.033) compared with General Arithmetic mean amount of (3,888). It is observed that the High mean was to item "senior management listens to your ideas and suggestions, and takes them into consideration" with arithmetic mean (4.0333) and standard deviation (0.49013). While the lowest arithmetic mean was to item "Do you think that you are willing to provide custom-designed services for your customers" With Average (3.8) and Standard deviation (0.96).

**In general, the level of importance of customer orientation in EL DJAZAIR Hotel was high.**

**Table 6.** the level of importance of continuous improvement in EL DJAZAIR Hotel

<b>N°</b>	<b>Continuous improvement</b>	Mean	Standard Deviation	Level of Importance
<b>1</b>	Do you think that senior management	<b>4,0000</b>	<b>0,64327</b>	<b>High</b>

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	seeks to adopt a strategy based on innovation to achieve the expectations of the customers constantly			
<b>2</b>	Do you think that senior management is always keen to improve the level of workers to provide high service quality	<b>4,0000</b>	<b>0,69481</b>	<b>High</b>
<b>3</b>	Do you think that the services offered are dependable and consistent	<b>3,6333</b>	<b>0,80872</b>	<b>High</b>
<b>4</b>	Do you think that the employees with good performance are rewarded	<b>3,3667</b>	<b>0,85029</b>	<b>High</b>
<b>5</b>	Do you think that the hotel mainly depend on enterprise resources planning (ERP) for the good management of its resources.	<b>3,2000</b>	<b>0,61026</b>	<b>Medium</b>
	<b>General Arithmetic mean.</b>	<b>3,6400</b>		

**Source:** prepared by researcher depending on the SPSS

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The table above clarifies the level of importance of continuous improvement, where the arithmetic means range between (3.20 - 4.00) compared with General Arithmetic mean amount of (3.64). It is observed that the High mean was to item "I Do you think that senior management seeks to adopt a strategy based on innovation to achieve the expectations of the customers constantly" and "Do you think that senior management is always keen to improve the level of workers to provide high service quality" with arithmetic mean (4.00) and Standard deviation (0.64) and (0.69). While the lowest arithmetic mean was to item " Do you think that the hotel mainly depend on enterprise resources planning (ERP) for the good management of its resources." With Average (3.20) and Standard deviation (0.61).

**In general, the level of importance of continuous improvement in EL DJAZAIR Hotel was high.**

**Table 7.** the level of importance of trust in EL DJAZAIR Hotel

N°	Trust	Mean	Standard Deviation	Level of Importance
1	Do you believe that senior management provides good leadership for the hotel.	3,5000	0,77682	<b>High</b>
2	Do you think that the work of senior management is in accordance with the promises made in advance.	3,9333	0,63968	<b>High</b>
	General Arithmetic mean.	3,7167		

**Source:** prepared by researcher depending on the SPSS

Table clarifies the level of importance of trust, where the arithmetic means range between (3.50 - 3.93) compared with General Arithmetic mean amount of (3.71). It is observed that the High mean was to item "Do you think that the work of senior management is in

accordance with the promises made in advance" with arithmetic mean (3.93) and standard deviation (0.63). While the lowest arithmetic mean was to item "Do you believe that senior management provides good leadership for the hotel" with Average (3.50) and Standard deviation (0.77).

**In general, the level of importance of trust in EL DJAZAIR Hotel was High.**

**Table 8.** the level of importance of commitment in EL DJAZAIR Hotel

<b>N°</b>	<b>Commitment</b>	<b>Mean</b>	<b>Standard Deviation</b>	<b>Level of Importance</b>
<b>1</b>	Do you think that the hotel deserves maximum effort of you to preserve it	4,2000	0,71438	<b>High</b>
<b>2</b>	Do you are proud to tell people that you are working at EL DJAZAIR Hotel	4,4333	0,67891	<b>Very High</b>
<b>3</b>	Do you think that the hotel has the ability to maintain personal contacts and a very close with its employees	3,6333	0,85029	<b>High</b>
<b>4</b>	Do you believe that the hotel must provide services on high level of security and reliability	4,0667	0,73968	<b>High</b>



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<b>5</b>	Do you think that senior management carefully choose the personnel who interact with customers	3,7667	0,62606	<b>High</b>
	General Arithmetic mean.	4,0200		

**Source:** prepared by researcher depending on the SPSS

The table above clarifies the level of importance of commitment, where the arithmetic means range between (3.63 - 4.43) compared with General Arithmetic mean amount of (4.02). It is observed that the High mean was to item "Do you are proud to tell people that you are working at EL DJAZAIR Hotel" with arithmetic mean (4.43) and Standard deviation (0.67). While the lowest arithmetic mean was to item "Do you think that the hotel has the ability to maintain personal contacts and a very close with its employees "with Average (3.63) and Standard deviation (0.85).

**In general, the level of importance of commitment in EL DJAZAIR Hotel was high.**

We also note from the above results of employees the importance of internal service quality to achieve customer satisfaction, which is confirmed by customers' answers.

**5.2.2 Customers' Answers** (see appendix 2)

**Table 9.** Correlation between internal and external service quality

<b>Corrélations</b>							
		Cust-orient	continuos improvement	trust	commitment	Tangible	Overall satisfactio
Cust-orient	Correl-Pearson	1					

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	Sig. (bilatérale)						
	N	40					
continuous improvement	Correl-Pearson	<b>,449**</b>	1				
	Sig. (bilatérale)	,004					
	N	40	40				
Trust	Correl-Pearson	<b>,739**</b>	,252	1			
	Sig. (bilatérale)	,000	,116				
	N	40	40	40			
Commitment	Correl-Pearson	<b>,694**</b>	,110	<b>,491**</b>	1		
	Sig. (bilatérale)	,000	,499	,001			
	N	40	40	40	40		
Tangible	Correl-Pearson	,196	,293	,329*	,368*	1	
	Sig. (bilatérale)	,225	,067	,038	,019		
	N	40	40	40	40	40	
Overall-satis	Correl-Pearson	,102	<b>,665**</b>	-,267	-,169	-,182	1
	Sig. (bilatérale)	,530	,000	,095	,296	,261	
	N	40	40	40	40	40	40
** .The correlation is significant at the 0.01 level (bilateral).							

**Source:** prepared by researcher depending on the SPSS

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From the Table above it is observed that there are five significant relationships between internal service quality variables varied in Correlation Intensity.

The High Correlation value between trust and customer orientation (0.739\*\*) and is significant at the 0.05 level. On the other hand, the lowest Correlation value between customer orientation and continuous improvement, (0.449\*\*) and is significant at the 0.05 level.

Through the answers of **employees** and **customers**, the study emphasizes the **Importance of Internal Service Quality to Achieve Customers' Satisfaction**.

**That lead us to accept the second hypothesis "there is a Positive Relationship Between Employees' Satisfaction and Customers' Satisfaction".**

## **6. CONCLUSION**

Internal and Relationship Marketing have a key role in business performance and increased customer satisfaction and retention, specifically in the context of the service industry.

The core subject as the services marketing field has developed-service quality-also has stimulated interest in internal and relationship marketing. The object of improving service quality, after all, is to engender customer satisfaction and loyalty.

Therefore, the hotel management's greatest challenge lies not only on attracting customers but specifically on identifying customer satisfaction individually.

The Hotel's offering should be seen as a "value carrier" and in order to achieve a sustainable competitive advantage the firm must provide an offering which the customers perceive offers a greater net-value than the offerings of the competitors.

Furthermore, the overall outcome suggests that experiential marketing should induce customer satisfaction through emotional and functional values provided by service quality. Hotel managers can use the outcome of this study to gain in-depth understanding of customer

satisfaction, develop effective marketing strategies, and further stage the operational environment that can maximize customers' perceived experiential value.

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## **8. Appendices:**

### **Appendix .1: Employees' Questionnaire**

*Please put the number that you see appropriate: (1: strongly disagree, 2: disagree, 3: neutral, 4: agree, 5: strongly agree).*

1. *Senior management listens to your ideas and suggestions, and take them into consideration.*
2. *Do you think that your opinion is valuable.*
3. *Do you think that you are willing to provide custom-designed services for your customers.*
4. *Do you think that senior management seeks to adopt a strategy based on innovation to achieve the expectations of the customers constantly.*
5. *Do you think that senior management is always keen to improve the level of workers to provide high service quality.*
6. *Do you think that the services offered are dependable and consistent.*
7. *Do you think that the employees with good performance are rewarded.*

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8. *Do you think that the hotel mainly depend on enterprise resources planning (ERP) for the good management of its resources.*
9. *Do you believe that senior management provides good leadership for the hotel.*
10. *Do you think that the work of senior management is in accordance with the promises made in advance.*
11. *Do you think that the hotel deserves maximum effort of you to preserve it.*
12. *Do you are proud to tell people that you are working at EL DJAZAIR Hotel.*
13. *Do you think that the hotel has the ability to maintain personal contacts and a very close with its employees.*
14. *Do you believe that the hotel must provide services on high level of security and reliability.*
15. *Do you think that senior management carefully choose the personnel who interact with customers.*
16. *Do you think that ELDJAZAIR Hotel interests on appearance of its staff.*

### **Appendix .2:Customer' Questionnaire**

***Please put the number that you see appropriate : (1: strongly disagree, 2: disagree, 3: neutral, 4: agree, 5: strongly agree).***

1. *Do you think that the employees are always willing to help.*
2. *Do you think that your suggestions are always taken into consideration continuously.*
3. *Do you think that senior management seeks to adopt a strategy based on innovation to achieve the expectations of the customers constantly.*
4. *Do you think that the services offered by EL DJAZAIR Hotel are dependable and consistent.*
5. *Do you think that EL DJAZAIR Hotel usually asks me to evaluate the service provided.*
6. *Do you think that EL DJAZAIR Hotel uses appropriate software and equipment to manage service quality.*
7. *Do you believe that the services provided by EL DJAZAIR Hotel are reliable.*
8. *Do you think that the service offered by the hotel is in accordance with the promise made in advance.*
9. *Do you think that you're willing to inform other customers about the good services offered by ELDJAZAIR Hotel.*
10. *Do you think that ELDJAZAIR Hotel must provide services on high quality.*
11. *Do you think that the staff has flexibility and quick to deliver the service.*
12. *Do you think that the equipment, fixtures and fittings are modern looking.*
13. *Overall, how satisfied are you with the hotel.*