

# **MARKET STUDY ON HOSPITALITY SECTOR: EVIDENCE FROM 4/5-STAR HOTEL IN BANDUNG CITY INDONESIA**

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## **ABSTRACT**

As one of the tourist destinations in Indonesia, Bandung has experienced rapid development in the hospitality sector. Over the past 10 years, the number of hotels in Bandung has shown an increasing trend, resulting in intense competition across different hotel ratings. With current average occupancy rate at 35%, 4/5-star hotels with niche markets should provide excellent service to gain customer satisfaction. This study aims to explore local tourist preferences regarding the service quality of 4/5-star hotels by applying a Servqual framework. Through a questionnaire survey to 115 local tourists, the study reveals that assurance, responsiveness, and reliability are the most prioritized factors, while empathy and tangible factors came in second and third place. This finding may contribute to enriching the existing literature, particularly in the context of Asian tourist preferences regarding 4/5-star hotel services, and it also provides references for hotel management to design service innovation programs.

**Keywords:** Hospitality; Star-Hotels; Service Quality; Tourism; Indonesia.

## **1. INTRODUCTION**

As the capital city of West Java province, Bandung is well known as “the Paris of Java” (or “Parijs van Java”), with its natural potential, its wealth, its status as a center of fashion, and its richness in creativity. It is located in a mountainous area with fresh air, cool water, and beautiful landscapes, along with abundant creativity in fashion and culinary products. The number of tourist sites is quite large. For example, Bandung boasts a floating market, Japan Cave, Lembang, Ciater, Tangkuban Perahu Mountain, Braga City-walk, and many more. Tourism in Bandung city demonstrates the city’s wealth in nature, modern city tours, culinary offerings, fashion, and creative craft.

This diversity, in fact, has attracted local and foreign tourists to visit Bandung city. Tourism growth in Bandung is marked by the growth of the hospitality sector. In 2003, Bandung had four 5-star hotels, seven 4-star hotels, fifteen 3-star hotels, seventeen 2-star hotels, and five 1-star hotels, with a total of 210 hotels, including non-star hotels (BPS, 2014). After ten years of development, this number reached 347 hotels in 2013, with an average of thirteen hotels built on a yearly basis, and the trend is continuing to increase (BPS, 2014). Non-star hotels showed rapid growth during the period of 2003 to 2013, while 4/5-star hotels showed significant growth and 4/5-star hotels showed relatively small growth. More detailed data are provided in Figure 1. This situation has led to competition among

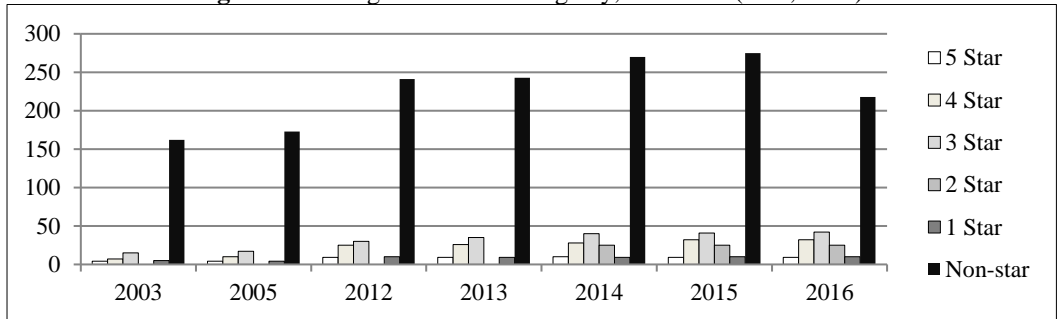
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hotels becoming increasingly tight. The competition occurs not only among hotels with the same star rating but also among hotels across different ratings.

Further, this condition has led to the hotel room occupancy rate in West Java decreased in both star-hotel and non-star hotel (NN, 2016). The hotel room occupancy rate in December 2014 only reached 49.14% for star-hotel and 35.13 % for non-star hotel. While in December 2015 it reached 46.2% for star-hotel and 34.55% for non-star hotel (NN, 2016). This shows that the rapid development of hotel in Bandung resulting an uncontrollable and over supply.

**Figure 1: Hotel growth in Bandung city, Indonesia (BPS, 2016)**



Hospitality is a sector with a strong service-dominant logic. Services in general are categorized into two elements of tangible and intangible services. Existing studies have contributed to exploring these service elements. Examples of tangible elements include food, guest facilities, room quality, and cleanliness (Abdullah & Hairil, 2012; Narangajavana, 2007; Lo, 2010; Poon & Low, 2005; Dolcinar, 2002). Intangible elements considered important include staff training and manners, and a feeling of well-being (Seo, 2012; Chang, 2012; Narangajavana, 2007; Dolcinar, 2002; Durodola & Samuel, 2011; Ongori et al., 2013; Curakovic, 2012). Furthermore, hotel occupancy depends on internal and external factors. The external factors involve macro issues such as the economy, technologies, politics, legislation, and demographics (Abdullah & Hairil, 2012). Internal factors relate to challenges in hotel management, quality of services, pricing and fees, facilities, variety and quality of food, accommodations, entertainment, and location (Abdullah & Hairil, 2012). In this regard, service quality becomes a critical element in success in the hospitality sector, in which high performance in service may contribute to positive behavior intentions toward hotel occupancy (Narangajavana, 2007; Lo, 2010; Chang, 2012; Abdullah & Hairil, 2012; Ongori et al., 2013). Thus, this study aims to observe customer preferences with regard to service quality by using the five dimensions of Servqual (i.e., tangible, reliability, responsiveness, assurance, and empathy). A questionnaire survey for hotel customers who had experience staying in 4/5-star hotels was conducted in Bandung during 2015 and 2016. The findings from this study will contribute to strengthening the existing literature, particularly for the hospitality sector, and the study also provides references for hotel management for the design of service innovation programs.

## 2. PREVIOUS STUDIES ON HOSPITALITY SERVICE QUALITY

Service quality is an abstract and elusive construct because of three features unique to services, namely, intangibility, heterogeneity, and the inseparability of production and consumption

(Parasuraman, et al., 1998). This study aims to measure consumers' perceptions of quality. Servqual is a tool that is used to measure customers' perceptions of service quality. Servqual consists of five dimensions for assessing customers' perceptions of service quality in service and retailing organizations. The five dimensions are: (a) tangibles: focusing on physical facilities, equipment, and appearance of personnel or staff, (b) reliabilities: focusing on the ability to perform the promised service dependably and accurately, (c) responsiveness: willingness to help customers and provide prompt service, (d) assurance: the knowledge and courtesy of employees and their ability to inspire trust and confidence, and (e) empathy: underlining caring, individualized attention that the firm provides to customers (Parasuraman, et al., 1998).

In the hospitality sector, the role of service quality is critical to ensuring guests' satisfaction. In this case, products and services designed should meet the guest's expectation (Heizer & Barry, 2011). When the guest's needs are met, this will create satisfaction. Ongori et al. (2013) highlighted that there is a relationship between guests' satisfaction and loyalty, which then impacts the company's performance. Previous studies have explored the relationship between hotel selection attributes and guests' satisfaction level. Abdullah and Hairil (2012) underlined customers' satisfaction attributes according to ethnicity, such as good cleanliness and housekeeping, convenient hotel location, Internet facility availability, reasonable room prices, and online booking facilities. His further research found that customers stayed in a hotel due to four factors, namely, service, food, promotion, and price (Abdullah & Hairil, 2012). Chang et al. (2012) highlighted four key success factors for hotel spring operation, namely, tangible assets (i.e., location, building and decoration, spring facilities, leisure facilities, accommodations, and food and beverage); intangible assets (market segmentation, brand and goodwill, and service quality), personal specialties (management team and employee attitude), and organizational specialties (HR, promotion mix, and value-added services). Dolcinar (2012) highlighted the idea of a "top ten" of expectations for hotels, namely, clean, friendly, good food, TV, good service, service, good location, good value for money, atmosphere, and shower. Poon and Low (2005) identified twelve factors to measure hospitality: accommodations, food and beverages, recreation and entertainment, supplementary services, security and safety, innovation and value-added services, transportation, location, appearance, pricing, and payment.

Specifically, previous studies with the Servqual framework in the hospitality sector have been well performed and have contributed to enriching the contextual knowledge on how to innovate services in the hospitality sector. Seo (2012) underlined that culture value is the most critical factor that enables hotel management to provide customizable service to their customers. The study aimed to compare different market preferences from various countries in Asia (i.e., China and Japan) and the United States. Curakovic et al. (2012) underlined that reception service/staff service is the most critical factor for customers in Serbia. The differences in the findings show that attributes of service quality are contextual, depending on geography and culture.

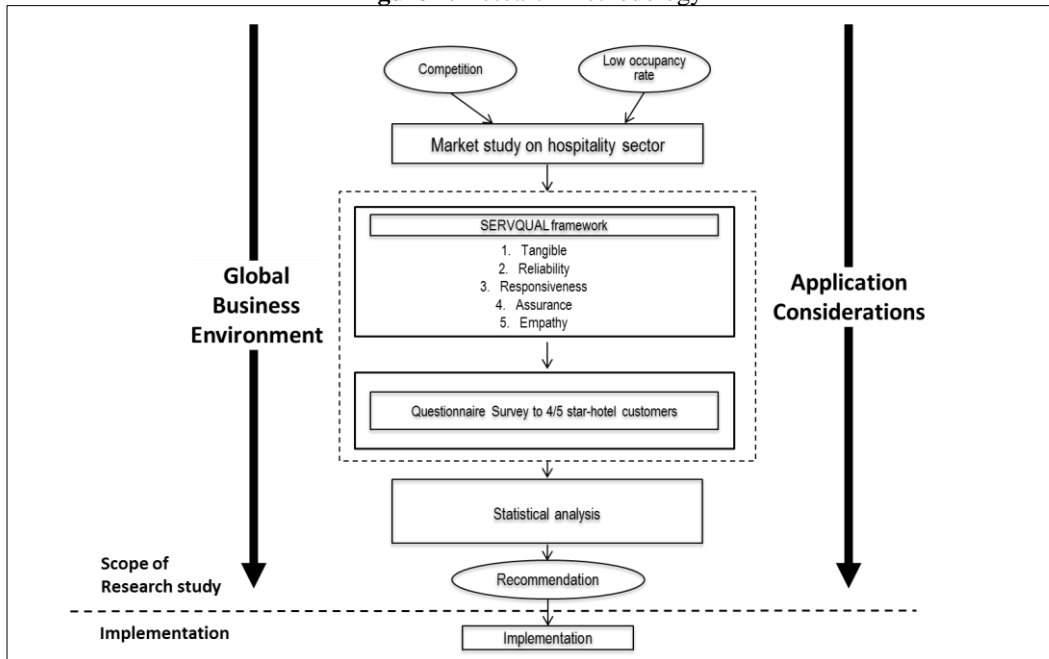
By combining findings from existing literature, this study identifies fourteen factors classified into the five dimensions of Servqual. First, the tangible dimension encompasses six factors, namely, location (T1), professional appearance of staff (T2), room quality (T3), supporting facility (T4), security facility (T5), and food and beverages (T6). Second, the reliability dimension encompasses four factors, namely, promised execution of service (R1), reliable information (R2), service time (R3), well-trained staff to deal with complaints, and error-free service (R4). Third, the responsiveness dimension encompasses two factors, namely, availability of staff and quick response (RS1) and willingness to help customers on site and guest candidates (RS2). Fourth, the assurance dimension encompasses three factors, namely, employees' attitude, courtesy, and knowledge (A1),

compensation and opening hours (A2), and instilling confidence and safety in customers (A3). Fifth, the empathy dimension encompasses two factors, namely, understanding of guests' and repeater guests' needs (E1) and personal attention, problem solving, and kindness of staff (E2). A complete list of literature supporting this study's factors is available in Appendix 1.

### 3. METHODOLOGY & DATA COLLECTION

In this study, four research steps have been designed. The first is a literature study to collect secondary data information related to hospitality service quality. The literature includes academic articles and e-sources. Second, this study constructed a questionnaire and distributed it to respondents with experience staying in 4/5-star hotels in Bandung. Third, statistical analysis was performed to observe the importance level among the Servqual dimension scores. Fourth, recommendations are proposed for hotel management related to service innovation implementation. Figure 2 provides the research methodology used in this study.

**Figure 2: Research methodology**



Data were collected from 115 customers of 4/5-star hotels in Bandung through online and offline systems. By having collaboration with 4/5-star hotels in Bandung, a questionnaire was sent to the hotels by regular postal mail and email. In this case, hotel management helped to socialize the questionnaire to customers/guests. The respondents were targeted to be >17 years old to ensure their independence and capability in making decisions, and respondents had been staying in the hotel for the past three years.

A three-part questionnaire was designed. The first part focuses on customer profile. The second part covers importance factor identification in Servqual dimensions, and the last part of the questionnaire elicits customers' levels of importance for each factor with a five-point Likert scale (5 = factor is highly important; 1 = factor is not important). Table 1 represents the respondent profile. The respondent profile in Table 1 shows that male customers dominated the survey. Average income was dominantly (as much as 57%) below Rp.5.000.000,-. The respondents' industry background was mostly dominated by education, private companies, and small-medium enterprises. In total, these backgrounds account for 86% of the 115 respondents.

#### 4. DATA ANALYSIS & DISCUSSIONS

A psychometric analysis was performed to test the reliability and validity of the questionnaire. The reliability assessment was developed based on item to total correlation and Cronbach's  $\alpha$  coefficients ranging from 0 to 1. The item to total correlation of  $> 0.3$  indicates an appropriate level (Kumar, Scheer, & Steenkamp, 1993), while the Cronbach's  $\alpha$  coefficient of  $> 0.7$  indicates an acceptable reliability for capturing the dimensions (Nunnally, 1994). The convergent validity was analyzed by using factor analysis, where only one factor was extracted, and the explained variance should exceed 0.5 (Kumar, Scheer, & Steenkamp, 1993). Based on the results, the psychometric analysis supports use of the scale in subsequent analysis. The results can be seen in Table 2.

**Table 1:** Respondent profile

<b>Customer Profile</b>	<b>N</b>	<b>%</b>
<i>Gender</i>		
Male	64	56%
Female	51	44%
<i>Average Income</i>		
< Rp. 5.000.000,-	65	57%
Rp. 5.000.000,- s/d Rp. 10.000.000,-	18	16%
> Rp. 10.000.000,-	32	28%
<i>Industry</i>		
Education	41	36%
Information technology	5	4%
Private companies	31	27%
Small medium enterprises	20	23%
Government Institution	5	4%
Others	13	11%

The analysis reveals that the mean value of each factor ranges from 4.17 to 4.59. Under the tangible dimension, food and beverages (T6) and supporting facilities (T4) are considered to be the most important, compared to security of facility (T5), room quality (T3), professional appearance of staff (T2), and location (T1). Under the reliability dimension, all factors are considered to be important due to their similar mean values. Under the responsiveness dimension, staff availability and responsiveness (RS1) are considered to be more important than willingness to help customers on site and guest candidates (RS2). Under the assurance dimension, employees' attitude, courtesy, and knowledge (A1) come in first place, followed by instilling confidence and safety in customers (A3) and compensation and opening hours (A2). Under the empathy dimension, the factor of personal attention, problem solving, and kindness of staff (E2) is considered to be more important than understanding guests' and repeater guests' needs (E1). Furthermore, the dimension mean values

(overall mean values) show that reliability, responsiveness, and assurance come in first place, the empathy dimension comes in second, and the tangible dimension comes in third.

These findings are consistent and conflict in some cases with previous studies that underline customer loyalty, customer preferences, and many others in the hospitality industry. Abdullah and Hairil (2012) highlighted the positive connection between friendly personnel and customer satisfaction in Malaysian customers. He also highlighted that quality customer service becomes the main important element for customer satisfaction. Thus, responsiveness and assurance are critical since these two dimensions highlighted how employees, especially front office or front line employees, manage customers' needs. On the other hand, Dolcinar (2002) found that responsiveness and assurance are not most important, but the tangible dimension and employee friendliness are considered most important for Austrian customers. Narangajavana's (2007) research resulted in improvement in hotel employees and surrounding guest facilities in Thailand hotels. Hotel employees are emphasized to provide quality of service, service manners, foreign language ability, and many other things, and in this research this is summarized as responsiveness and assurance.

Seo (2012) observed U.S. hotels and found differences among Japanese, Chinese, and American customers. Japanese people prefer the empathy dimension as the most important aspect, since the local culture emphasizes serving the customer as a king (Seo, 2012). In this case, the empathy dimension consists of understanding customer needs, personal attention, problem solving, and kindness of staff. Results from China show reliability as the most important. Results from the United States show that the employee-related factor or the assurance factor is the highest priority. Poon and Low's (2005) research in Malaysian hotels demonstrated that Asian people are concerned more about service that gives value for money, and Western people are concerned more about safety, especially due to the September 11 incident. Chang (2012) conducted a study in Taiwan and found that staff training and service manners, culture and marketing, meal quality, and dining service are important. Chang (2012) also highlighted that personnel quality with regard to service manners can win tourists' hearts, and professional service has emerged as a crucial element. These results show that responsiveness, assurance, and the tangible dimension are critical.

Curakovic, et al (2012) conducted research in Serbia and found five main units of customer satisfaction, namely, service when a guest checks in to a hotel (accuracy of reservation, fast check-in, etc.), quality of staff (kindness, availability of staff, etc.), guest check-out, quality of room (cleanliness, comfortable bed, etc.), and food and beverage services. Slightly different from this study, Curakovic, et al (2012) highlighted the influence of the reliability dimension on customer satisfaction. Phillips and Hyun (2011) conducted research on U.S. customers and targeted mid-range hotels. Their results are different from this study. They found cleanliness, room rate, and complimentary parking to be most important, from which it can be concluded that the tangible aspect is the most important thing. Ivanković et al. (2012) conducted research on Slovenian customers and found the most important expectation is a clean and tidy hotel, categorized in the tangible dimension.

Ellahi (2010) highlighted that Pakistani customers are more likely to emphasize the efficiency of staff service and front office service, meaning that the reliability dimension is important. Responsiveness and assurance are also important, covering factors such as staff availability, willingness to help customers on site and guest candidates, compensation and opening hours, instilling confidence and safety, a courteous attitude, and other qualities that front office service must have. Dhamija and Singh (2014) conducted research on Indian customers, and their results are slightly different from this study. They found that aesthetics, hotel public areas, and the brand, or tangible aspects, are more important

than intangible aspects, such as responsiveness, assurance, and empathy and reliability. Gill and Sandeep (2012) conducted research in Ludhianan customers and found that food quality, comfort, and facilities are considered important to the quality of service delivered, meaning that the tangible becomes the most important dimension. Al Khattab and Aldehayyat (2011) found a positive relation between responsiveness, assurance, and the reliability dimension with customer satisfaction for Jordanian customers.

Kivuva et al. (2014) conducted research in Kenya and found the most important selection factor for customers was the core product or room facilities, hygiene and cleanliness (tangible dimension), price, customer service (intangible dimension), and location (tangible dimension). Campos and Tatiana (2012) conducted research in Brazil and also found the tangible dimension (cleanliness, access infrastructure, combatting sexual tourism, and breakfast) as of highest importance to customers, but ease in solving problems (empathy or reliability dimension) and safety within the hotel (assurance dimension) are also considered of highest importance in Brazil. Ali et al. (2012) found the assurance dimension as the most important factor, followed by reliability, responsiveness, the tangible dimension, and empathy as the lowest factors, in Chitral, Pakistan. Choosrichom (2011) conducted research in Thailand and found security and safety, considered as part of the assurance dimension, as the most important factors, followed by price, staff service (responsiveness and assurance dimension), location, and room or facilities quality (tangible dimension).

Poku, Zakari, and Soali (2013) conducted research in Ghana and found responsiveness, empathy, and assurance affect guest loyalty, while reliability is less important, and the tangible dimension does not play a significant role. Emir and Metin (2011) conducted research in Turkey and highlighted front office services and employee qualities (responsiveness, assurance, and the reliability dimension) as the most significant factors in customer loyalty, followed by food and beverage or the tangible dimension. Juwaheer (2011) conducted research in Mauritius and found room attractiveness (tangible dimension), assurance, reliability, staff outlook, and food service (tangible dimension) as the most important factors.

Some of the researchers conducted research on business travelers. This is different from this study, which conducted research not just on business travelers but also on tourists or leisure travelers. Most leisure customers do not place great emphasis on a convenient location while transit, but travelers do (Phillips et al., 2011). Price is not considered an important factor for customers of 4/5-star hotels (Dolcinar, 2002). This is logical, since customers who can afford to stay in 4/5-star hotels must be thinking less about the price and giving more consideration to luxury and services.

From the previous discussion, this study finds that the importance of service quality dimensions is an absolute. Rhee and Yang (2015) underlined that hotel guests staying at high-rated hotels would consider service and cleanliness as more important, compared to guests staying at low-rated hotels. Service quality covers staff service quality, room quality, general amenities, business services, value, and security, which indicates the role of all dimensions under the service quality framework. However, a more detailed examination reveals a general pattern where guests/customers from developing countries, such as Malaysia, Indonesia, Thailand, Pakistan, Brazil, and Jordan, tend to have more expectations of service quality dimensions – reliability, responsiveness, and assurance – while guests/customers from more developed countries, such as the United States, Japan, and Taiwan, give more attention to assurance, empathy, and the tangible aspect. In the context of 4/5-star hotels, these findings are critical to ensure that service innovation can be contextually designed based on customer characteristics. A study from Arbelo-Pérez et al. (2017) shows that quality has a positive

impact on profit efficiency; thus, hotel management is required to increase the value of their services as a way to achieve sustainable competitive advantages. Specifically, Assaf et al. (2015) highlight that the impact of customer satisfaction on firm performance is stronger for larger hotels and hotels with higher ratings. In this case, the management of larger hotels should particularly allocate resources to managing customer satisfaction, and managers of smaller hotels should minimize complaints rather than attempting to increase satisfaction (Assaf et al., 2015).

**Table 2: Reliability and validity result**

Dimension	Factor	Item to total correlation	Cronbach alpha	Variance explained by first factor	Mean	Standard deviation
Tangible	Location (T1)	0.8	0.94	0.76	4.17	0.65
	Professional Appearance of Staff (T2)	0.73			4.13	0.69
	Room Quality (T3)	0.87			4.25	0.55
	Supporting facilities (T4)	0.84			4.34	0.57
	Security Facility (T5)	0.8			4.24	0.65
	Food and Beverages (T6)	0.86			4.35	0.61
Reliability	Promised Execution Service (R1)	0.88	0.95	0.88	4.47	0.58
	Reliable information (R2)	0.89			4.46	0.62
	Service time (R3)	0.91			4.45	0.56
	Well Trained Staff to Dealing with Complaints & Error Free Service (R4)	0.88			4.47	0.53
Responsiveness	Staff availability and responsive (RS1)	0.84	0.91	0.92	4.52	0.57
	Willingness to help customer on site & guest candidate (RS2)	0.84			4.42	0.56
Assurance	Employees attitude, courtesy and knowledge (A1)	0.74	0.89	0.82	4.57	0.56
	Compensation & Opening Hours (A2)	0.77			4.33	0.64
	Instills Confidence and Safety on Customer (A3)	0.84			4.49	0.54
Empathy	Understanding guest & repeater guest needs (E1)	0.91	0.94	0.85	4.34	0.64
	Personal Attention, Problem Solving and Kindness of Staff (E2)	0.91			4.47	0.53

## 5. CONCLUSION

As a preliminary study, this study provides general descriptions of the importance levels of service dimensions among Indonesian tourists in Bandung, Indonesia. It shows that responsiveness, assurance, and the reliability dimension are the most important dimensions to customer satisfaction in Indonesia and most of the Asian region, except for Japan, which focuses more on empathy. The Western region, such as Europe, America, and Africa, in general underlines the tangible dimension and assurance. Further, the findings from this study have provided a contribution to strengthening the existing literature in terms of hospitality in Asia, which shows similar or consistent results. In terms of managerial aspects, this study also provides a contribution for management by giving evidence of market preferences for service quality that can be used as the basis for service innovation programs. Despite its contributions, this study has some limitations. The market study was conducted only in Bandung city, as a representative of capital cities in Indonesia. Further study involving other first-tier cities in Indonesia is highly suggested. Second, the respondents involved in this study were only domestic guests. Involving foreigners to observe the differences is also suggested.



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## APPENDIX

**Appendix 1:** Literatures List of Servqual Dimensions and Factors in Hospitality Sector

Dimension	Factor	Definition	Literatures
Tangible	Location (T1)	Defined as strategic location of hotel with good view; close to tourist location, business district, or shopping center; pleasant atmosphere/ environment; convenient and appropriate hotel location.	Abdullah & Hairil (2012); Durodola & Samuel (2011); Chang,et al (2012); Ivankovič, et al (2012); Dhamija & Singh (2014); Edvardsson (2005); Eraqi (2006); Phillips, et al (2011); Juwaheer (2011); Ongori,et al (2013); Dolcinar (2002); Poon & Low (2005); Markovic & Sanja (2013); Choosrichom (2011); Baruca & Žana (2012); Kivuva, et al (2014); Campos, et al (2012); Ali et al (2012); Choi & Chu (2000); Poon & Low (2005); Losekoot et al (2001).
	Professional Appearance of Staff (T2)	Defined as appearance that is neat and professional with good communication.	Ivankovič et al (2012); Juwaheer (2011); Choi & Chu (2000); Lo (2010); Emir & Metin (2011); Markovic & Sanja (2013); Putachote (2013); Ali et al (2012); Kivuva, et al (2014); Campos, et al (2012); Narangajavana (2007); Phillips et al (2011); Poon & Low (2005); Juwaheer (2011), Choosrichom (2011).
	Room Quality (T3)	Defined as ability of the hotel to provide a comfortable room; cleanliness and hygiene of room; appropriate room furniture and arrangement; 24-hour room service; in-room	Abdullah & Hairil (2012); Onguri,et al (2014); Eraqi (2006); Dolcinar (2002); Lo (2010); Poku,et al (2013); Markovic & Sanja (2013); Putachote (2013); Campos, et al (2012); Choosrichom (2011); Durodola & Samuel (2011);

		check-out; completeness, comfort, and quality of room facilities (TV, refrigerator, bed, pillow, mattress, minibar, etc.); spacious /gorgeous bathroom; cleanliness of bathroom; safe and well-equipped bathroom; bathroom amenities/facilities (soap, shampoo, bathrobe, dryer, etc.).	Ellahi & Abdul (2010); Losekoot et al (2001); Choi & Chu (2000); Poon & Low (2005); Ali, et al (2012); Kivuva,et al (2014); Chang,et al (2012); Dhamija & Singh (2014); Phillips et al (2011); Karakas (2012); Ivankovič et al (2012); Ali et al (2012); Ongori, et al (2013); Juwaheer (2011); Chan (2014); Tang et al (2014); Edvardsson (2005); Eraqi (2006); Narangajavana (2007).
	Supporting facilities (T4)	Defined as ability of the hotel to provide a room with good quality, such as cleanliness of room; lounge/bar/pub accessibility; modern-looking and well-maintained equipment; visually appealing physical facilities and materials (decoration, lighting, pamphlets, service, etc.); efficient payment counter; payment in different currencies; Internet facilities (fast wifi); online booking facilities; additional/variety of pleasure facilities (e.g., gym, swimming pool, spa, other personal treatments); availability of and easy access to entertainment facility (karaoke, etc.); capacity for large meetings; convenient parking area; complimentary parking available; shuttle service; 24-hour taxi service; etc.	Abdullah & Hairil (2012); Onguri,et al (2014); Eraqi (2006); Dolcinar (2002); Lo (2010); Poku,et al (2013); Markovic & Sanja (2013); Putachote (2013); Campos, et al (2012); Choosrichom (2011); Durodola & Samuel (2011); Ellahi & Abdul (2010); Losekoot et al (2001); Choi & Chu (2000); Poon & Low (2005); Ali et al (2012); Kivuva,et al (2014); Chang,et al (2012); Dhamija & Singh (2014); Phillips, et al (2011); Karakas,et al (2012); Ivankovič et al (2012), Ali et al (2012); Ongori, et al (2013); Juwaheer (2011); Chan (2014); Tang,et al (2014); Edvardsson (2005); Eraqi (2006); Narangajavana (2007).
	Security Facility (T5)	Facilities to guarantee customer safety, such as security cameras, metal detectors, a first aid kit in every room, visible and reliable security guards, background checks of guests to see whether they have police records, video surveillance, deadbolt door locks, chain locks/latches, in-room smoke detectors, in-room sprinkler system, in-room safe, door peep-holes, non-smoking rooms, loud and reliable fire alarm, accessibility of fire extinguisher, secure fire door.	Juwaheer (2011); Feickert et al (2006); Eraqi (2006); Choi & Chu (2000); Poon & Low (2005); Choosrichom (2011); Vuthipongse (2001).

	Food and Beverages (T6)	Provides variety of food and drink; provides hygienic and fresh food and drinks; quality of food and beverage; provides a menu for diet; good restaurant amenities; complimentary breakfast; cleanliness of restaurant and bar.	Abdullah & Hairil (2012); Durodola & Samuel (2011); Chang et al (2012); Curakovic et al (2012); Choi & Chu (2000); Poon & Low (2005); Emir & Metin (2011); Eraqi (2006); Campos et al (2012); Juwaheer (2011); Losekoot et al (2001); Lo (2010); Putachote (2013); Ali et al (2012); Phillips et al (2011).
Reliability	Promised Execution Service (R1)	Hotel sincere with own promotion; customers receive what is shown in promotion; hotel staff fulfill their promises; rooms provided according to customer request.	Abdullah & Hairil (2012); Ellahi & Abdul (2010); Emir & Metin (2011).
	Reliable information (R2)	Information in hotel is clear and reliable; communication for reservation or reservation change is convenient.	Abdullah & Hairil (2012); Ivanković et al (2012); Poon & Low (2005); Emir et al (2011); Curakovic et al (2012).
	Service time (R3)	Performing service in the promised time; service without delay; knowing and telling guests the exact time when service will be performed; timely and efficient service; convenient and efficient front desk system; serving speed and friendly food and beverage staff; free delivered continental breakfast; quick and efficient room service is available; timeliness and efficiency at check-in/check-out; efficient laundry service is available.	Ivanković et al (2012); Narangajavana (2007); Ali et al (2012); Campos et al (2012); Curakovic et al (2012); Markovic & Sanja (2013); Emir & Metin (2011); Vuthipongse (2001); Juwaheer (2011); Choi & Chu (2000).
	Well Trained Staff to Dealing with Complaints & Error Free Service (R4)	Effectiveness in dealing with complaints; performing services right the first time; error-free service; providing service correctly without need for repetition; accuracy of reservations.	Ellahi & Abdul (2010); Curakovic, et al (2012); Narangajavana (2007); GordanaIvankovic,et al (2012); Markovic & Sanja (2013); Ali,et al (2012).
Responsiveness	Staff availability and responsive (RS1)	Prompt responsiveness to guest needs; availability of staff.	Abdullah & Hairil (2012); Putachote (2013); Curakovic, et al (2012); Ali, et al (2012).
	Willingness to help customer on site & guest	Showing genuine interest in solving guests' problems; willingness to help guests; never being too busy for	Ivanković et al (2012); Narangajavana (2007); Markovic & Sanja (2013); Ali, et al (2012); Putachote (2013).

	candidate (RS2)	guests' requests; hotel staff has time to answer guests' questions; attention to clients; telephone etiquette.	
Assurance	Employees attitude, courtesy and knowledge (A1)	Courteous hotel staff; employees attitude; hotel staff has the knowledge to answer questions.	Ivankovič et al (2012); Narangajavana (2007); Markovic & Sanja (2013); Putachote (2013); Chang,et al (2012); Lo (2010); Ali, et al (2012).
	Compensation & Opening Hours (A2)	Taking responsibility and making compensation for mistakes and guest damage; convenient opening hours.	Putachote (2013); GordanaIvankovic,et al (2012); Narangajavana (2007); Markovic & Sanja (2013).
	Instills Confidence and Safety on Customer (A3)	Enabling guests to feel secure and safe; hotel staff instills confidence; convenient and comfortable service procedures; providing a safe and secure place for guests; maintenance of building and facilities.	Ivankovič et al (2012); Markovic & Sanja (2013); Narangajavana (2007); Emir & Metin (2011); Ali, et al (2012); Putachote (2013); Lo (2010); Campos,et al (2012).
Empathy	Understanding guest & repeater guest needs (E1)	Understanding guests' specific needs; thoughtful consideration for repeat guests.	Ivankovič et al (2012); Ellahi & Abdul (2010); Choi & Chu (2000); Narangajavana (2007); Markovic & Sanja (2013); Putachote (2013); Ali, et al (2012); Choosrichom (2011).
	Personal Attention, Problem Solving and Kindness of Staff (E2)	Hotel staff provides personal attention; special attention given by staff to know each guest; hotel staff gives prompt service; kindness, helpfulness, and respectfulness of staff; pleasant staff; employees of hotel are gracious; friendliness of staff; handling complaints and problems graciously.	Ivankovič et al (2012); Ellahi & Abdul (2010); Lo (2010); Narangajavana (2007); Emir,et al (2011); Markovic & Sanja (2013); Ali, et al (2012); Juwaheer (2011); Campos,et al (2012); Abdullah & Hairil (2012); Curakovic, et al (2012); Chan (2014); Choi & Chu (2000); Dolcinar (2002); Poon & Low (2005); Emir & Metin (2011); Poku,et al (2013); Choosrichom (2011); Poon & Low (2005).