

# SERVICE QUALITY AND CUSTOMER SATISFACTION ISSUES IN FRONT OFFICE BUSINESSES

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**ABSTRACT**--*This study is aimed to explore customer satisfaction of the Crystal Grand Hotel Ishtar hotel toward its front office services quality to assist Crystal Grand Hotel Ishtar hoteliers in formulating customized operations and strategies which will enhance their ability to perform the promised service to guests. A survey questionnaire was conducted and an equation of multiple regressions was used. Five hotel service quality dimensions were identified and four of them were important influential factors in determining guests' overall satisfaction levels toward front office services as well as hotel services.*

**Keywords**-- *Front office, service quality, Servqual, Customer satisfaction*

## I. INTRODUCTION

The expected increasing in the numbers of travelers in the coming twenty years and the recent global economic recession which is impose hotels' managements continuously to improve their service in order to meet the expectations of their customers and even goes beyond. As Shishavi (2007) stated, in order to improve service quality, the hotel industry needs to know which service attributes might affect choice intention of customers. Failure to give necessary attention to those attributes might result in a customer's negative evaluation of the hotel services and may ruin the chance of that guest returning to the hotel. Juwaheer (2004) asserted that the major concern of nowadays business is the provision of quality customer, due to the fact that a customer's satisfaction is influenced by the availability of customer services.

In Iraq to day, due to substantial changes which affected most of life's aspects of peoples, life style, culture, and values the hotel guests now looking for excellency to satisfy their needs and the hotels have increased their competition and now instead of having only a nice room to draw customers in, they offer -high quality staff as an amenity as well.

In the hotel Industry, staff is ranging from top management staff to front line staff (i.e. housekeepers, receptionists, front cashiers). Front office staff is considered a supporting factor in determining customer satisfaction when deciding to return, to recommend the hotel, or in demonstrating loyalty to a particular hotel. In addition, the front office is an important function because customers deal with front office staff as the center of the hotel. They provide assistance to guests, fulfill their needs, and meet their wants. Thus, front office staff are the nerve center of all hotels, and the front office is essential to keep up with what is happening at all areas of the hotels (Sriyam, 2010). According to what we discussed above this has prompted the importance of service quality

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to be an area of increasing concern. In defining service quality, (Parasuraman, Zeithaml & Berry, 1988) see it as perceptions resulting from a comparison of consumer expectations with actual service performance.

Others like (Bhanugopan, 2004) also define service quality along similar lines, by defining it as a perceived judgment resulting from customers' evaluation processes, whereby they compare their expectations with the service they perceive to have received. (Parasuraman, Zeithaml & Berry, 1988) explain that in developing SERVQUAL which contained 5 dimensions on the basis of various statistical testing: tangible, reliability, responsiveness, assurance, and empathy. As a measurement of service quality, Parasuraman et al. (1988) developed SERVQUAL, which has come to be used with little modification in a wide field. For example, it seems that front office services have the attributes that are considered most important, particularly in forming the following impressions of service quality; tangibility (how well the hotel staff are dressed); reliability (ability to resolve problems encountered by guests); responsiveness (convenience of making the reservation, promptness of check-in/check-out process, hotel/tour guide information); assurance (security and safety of guests); and empathy (caring and individualized attention) (Scanlan & McPhail, 2000). The study aims to explore customer satisfaction regarding the service quality of all areas as well as the front office in the hotel so that the hotel can assess the customer perception. This study aimed to assess the levels of guest's perception toward front office services. And to determine the impact of dimensions of both, hotel services in general and front office services in particular on guests' overall satisfaction. The results of this quantitative assessment of service quality might provide some insights into how customers rate the service quality and assessed customers and satisfactions at the Crystal Grand Hotel Ishtar hotel.

## **II. LITERATURE REVIEW**

### ***1. The roles and qualifications of front office staff***

Front office is an area of activity that varies greatly from hotel to hotel, influenced by the size, location and market focus of the specific property (Hai-Yan & Baum, 2006). (Kasavana & Brooks, 2005) defined front office in terms of its role as the main contact point for guests within the hotel, irrespective of hotel type. The front office staff plays an important role in the hotel. The staff includes desk clerk, cashier, reservations, manager, concierge, night auditor, telephone operator, bell staff, and elevator operation. In some operations, the front desk clerk acts as desk clerk, cashier, telephone operator, and reservations clerk, as required by the volume of business (Bardi, 2011). According to (Hai-Yan & Baum, 2006) front office is taken to include those areas of activity that Centre on the reception desk and its allied areas, where the main focus is on "meeting and greeting" guests, providing information during their stay and processing their departure, including payment. It can also involve the concierge or pottering function, along with back office activities in some smaller properties such as reservations and accounts.

The front office is the most visible department in a hotel. Front office personnel have more contact with guests than do staff in most other departments. The front desk is usually the focal point of activity for the front office and is prominently located in the hotel's lobby (Kasavana & Brooks, 2005). They are the first group who greet and welcome the guests on arrival. Typical functions include control of room availability, room allocation, yield management, check in, room status, postings to guest accounts, guest credit audits, advance deposits, guest history, check out, currency exchange, room and tax posting, operational reports and system set up (pizam, 2010)

Front staff must be able to get along with many different types of people, even in stressful situations. These people require following qualifications (Sriyam, 2010):

Firstly, the front office staff should have a good personality, well dressed and neat. Individuals who well dress suggest power and status; therefore, the first impression is only part of creating a positive relationship between the hotel and the customers.

Secondly, the staff should be competent. They should know basic product knowledge, type of rooms and hotel facilities in the hotel. The front office staff should know many types of rooms and explain each type of rooms which are single rooms, double rooms, twin rooms, suites, connecting rooms and adjoining rooms.

Thirdly, the guests may have different accents in English and some words are difficult for front office staff to understand due to the different countries, particularly, for the reservations or the operators who deal with customers by phone.

As a result, front office staff's main goal is to ensure the happiness of the guests. The front office plays a critical role to achieve permanent success for the hotel. They are busy and continually in interaction whether with their guests or other department in the hotel. But the most important thing, that the front office staff is the most visible and all the time is in touch with guests so they are the most persons who reflecting the hotel image for all guests, and may effectively influence the hotel reputation.

## **2. Service Quality**

This concept has emerged as an issue of paramount importance for the hotel industry. It has been identified as one of the most effective means of building a competitive position and improving organizational performance (Nadiri & Hussain, 1998). The main function a hospitality organization's members must perform is the delivery of quality service to its customers. Service quality has been defined as how well a customer's needs are met, and how well the service delivered meets the customer's expectations (Lun Su, 2004). Nadiri and Hussain (1998) indicated that the concept of service quality has to be acknowledged for the success of tourism and hospitality industries. Service quality can be a differentiating factor among hospitality establishments that provide otherwise identical services within a small area. Establishing high service quality enhances customer satisfaction – thus generating increased market share and profitability of providers (jabber & Ali, 1997). Perceived service quality derives from the individual service encounter between the customer and the service provider, during which the customer evaluates quality and develops satisfaction or dissatisfaction (Palmer, 2010). Thus Service quality is the result of the comparison that customers make between their expectations about a service and their perception of the way the service has been performed (Hernon & Altman, 2010). A number of experts define service quality differently. Parasuraman et al. (1985) define it as the differences between customers, expectation of services and their perceived service. If the expectation is greater than the service performance, perceived quality is less than satisfactory and hence, customer dissatisfaction occurs. (Rodrigues, 2010) define service quality as the extent to which a service meets customers, need and expectation.

### **2-1. The SERVQUAL approach**

The SERVQUAL approach has been applied in service and retailing organizations (Parasuraman et al., 1988; 1991b). Service quality is a function of pre-purchase customers, expectation, perceived process quality, and

perceived output quality. (Parasuraman et al., 1988) define service quality as customers' overall judgment or attitude concerning high-quality service. (Lin, Chiu & Hsieh, 2001) suggests the gap between customers' expectations and their perceptions of actual performance drives the perception of service quality. Based on (Parasuraman et al, 1988) conceptualization of service quality, the original SERVQUAL instrument included 22 items. The data on the 22 attributes were grouped into five dimensions: tangibles, reliability, responsiveness, assurance, and empathy. Numerous studies have attempted to apply the SERVQUAL. This is because it has a generic service application and is a practical approach to the area. This instrument has been made to measure service quality in a variety of services such as hospitals (Murgante et al, 2011), hotels (Pizam & Taylor, 1999), a telephone company, education (Ramaiyah et al., 2010). In this study, the researcher uses SERVQUAL approach as an instrument to explore customers' expectations and perceptions levels of service quality towards the front office staff at the hotel.

## **2-2. SERVQUAL dimensions**

Accordingly, measuring service quality is a matter of evaluating customers' views of the service provided. (Zeithmal et al, 1996) states that a manager's job, from the perspective of keeping customers with service quality, is to balance and narrow the gap between their expectations and perceptions. They explain that in developing SERVQUAL they initially derived 10 dimensions (tangibility, reliability, responsiveness, communication, credibility, security, competence, courtesy, understanding the customer, and access), but consolidated them into 5 dimensions on the basis of various statistical testing: tangible, reliability, responsiveness, assurance, and empathy. As a measurement of service quality, parasuraman, et al, 1988) developed SERVQUAL, which has come to be used with little modification in a wide field. These five dimensions identified as follows:

Tangibles represent the physical facilities, equipment, and appearance of personnel and presence of users. Tangibles can create an atmosphere. The tangible aspect of a service is one of the few dimensions that a potential service patron can know and evaluate in advance of participation (Mackay & Crompton, 1988). The physical evidence of front office staff is including a personality and appearance of personnel, tools, and equipment used to provide the service. For example, some hotel chains (e.g. Hilton, Mandarin, Sheraton, and Hyatt) consciously ensure that their properties are conformed to global standards of facilities wherever they are located (Nankervis, 2000). Sriyam (2010) asserted that the focusing here should be on how well-dressed the front office staff is. Reliability refers to the ability to perform the promised service dependably and accurately. Promises made to an organization's promotional efforts can contribute to participant expectations. Consistency of performance at the highest standard is crucial to reliability. The ability involves performing the promised service dependably and accurately. It includes; Doing it right the first time, which is one of the most important service components for customers. Reliability also extends to provide services when promised and maintain error-free records. Responsiveness is the willingness to help participants and provide prompt attention. Hotel patrons expect their requests to be handled quickly and accurately. The front office staffs are willing to help customers and provide prompt service to customers such as quick service, professionalism in handling and recovering from mistakes. It has been said that, today luxury is time. Consequently, service providers, ability to provide services in a timely manner are a critical component of service quality for many guests (Sriyam, 2010). Assurance indicates courteous

and knowledgeable employees who convey trust and confidence. Assurance contains elements of the organization's credibility, competence and security (Fischer, 1996).

A. Competence means possession of the required skills and knowledge to perform the services. It involves knowledge and skill of the contact personnel, knowledge and skill of operational support personnel, research capability of the organization.

B. Courtesy involves politeness, respect, consideration, and friendliness of contact personnel.

C. Credibility involves trust worthiness, believability, honesty; it involves having the customer's best interest at heart. Contributing to credibility is company reputation, personal characteristics of the contact personnel. The degree of hard sell involved in interaction with the customer.

D. Security refers to the freedom from danger, risk or doubt. It involves physical safety, financial security and confidentiality.

The empathy dimension includes caring and individual attention to users. Empathy expresses an understanding of the participants' needs. Empathy refers to the provision of caring and individualized attention to customers including access, communication and understanding the customers (Furnham & Gunter, 1993).

A. Access involves approach, ability and ease of contact. It means the service is easily accessible by telephone, waiting time to receive service is not extensive, hours of operation are convenient and location of service facility is convenient.

B. Communication means keeping customers informed in language they can understand. It means listening to customers, adjusting its language for different consumers and speaking simply and plainly with a novice. It also involves explaining the service itself, explaining how much the service will cost, and assuring the customer that a problem will be handled.

C. Understanding the customers means making the effort to understand the customer's need. It includes learning the customer's specific requirements, providing individualized attention, recognizing the regular custom. The importance of empathy may be the root of the statement. If one looks at who is winning, and it tends to be companies that see the guest as an individual. Due to guests, desires that staff see things from their point of view, the hotel staff are piloting an empathy training program intended to help employees relate to their guests in a more empathic manner. In conclusion, SERVQUAL instrument is an invaluable tool for organizations to better understand what customer's value and how well their current organizations are meeting the needs and expectations of customers (Kapiki, 2012). SERVQUAL provides a benchmark based on customer opinions of an excellent company, on your company, on the importance ranking of key attributes, and on a comparison to what your employees believe customers feel (Nargundkar, 2008). The SERVQUAL instrument can also be applied to the front office Staff of a hotel, and in this case, other major gaps could be closed in the service quality gaps model.

### ***3. Customer Satisfaction***

To begin the discussion about customer satisfaction it would help to define customer satisfaction. A widely accepted definition would be the following which is presented by (Oliver, 2010):

“Satisfaction is the consumer's fulfillment response. It is a judgment that a product or service feature, or the product of service itself, provided (or is providing) a pleasurable level of consumption-related fulfillment, including levels of under- or over-fulfillment”. This is a remarkable definition. First, the focus is on a consumer

rather than a customer. Traditionally speaking, the consumer uses a product or service, whereas a customer pays for the product/service but may not use the service or product offered to him. Usually the two definitions of consumer and customer get lost in vocabulary, but it is very important in researcher's modeling of satisfaction to make distinction between these two (Shishavi, 2006) Satisfaction with a product/service is a construct that requires experience and use of a product or service (Singh, 2010).

Most researchers agree that satisfaction is an attitude or evaluation that is formed by the customer comparing their pre-purchase expectations of what they would receive from the product to their subjective perceptions of the performance they actually did receive (Drake et al., 1998). As (Wisner & Stanley, 2008) defined that satisfaction is a person's feelings of pleasure or disappointment resulting from comparing a product's perceived performance (or outcome) relative to his or her expectation.

In conclusion, customer satisfaction is defined as a result of customer's evaluation to the consumption experience with the services. Or we can say a customer who receives what she or he expected in a hotel stay is most likely to be satisfied (Bowen & Shoemaker, 1998). However, the customers have different levels of satisfaction as they have different attitudes and perceived performance from the product/service.

#### ***4. The relationship between service quality and customer's satisfaction***

In the context of the Servqual model, services quality is defined as the degree and direction of discrepancy between consumer perceptions and expectation. (Parasuraman et al, 1988) stated, "perceived service quality is a global judgment or attitude concerning the superiority of service whereas satisfaction is related to a specific transaction", they assert that the Servqual scale deals with perceived quality and looks specifically at service quality, not customer satisfaction.

The relationship between customer satisfaction and service quality has been a matter of considerable debate during the last decades. In fact, two major approaches may be found (Grigoroudis & Siskos, 2010): customer satisfaction may be considered as an antecedent of service quality, as in the servqual model, or service quality may be assumed to be an antecedent of customer satisfaction, as in the expectancy disconfirmation approach. Other researchers suggest that neither satisfaction nor service quality may be antecedent to the other, or propose a non-recursive relationship between the two constructs.

The assumption made for the relationship between customer satisfaction and service quality may also affect the concept of customer expectations. (Parasuraman, et al, 1988) emphasize that the term "expectation" is used differently in the service quality literature than in the marketing literature. They note that service quality expectations do not represent predictions about what service providers would offer, but rather what they should offer. This definition is somehow vague in terms of the meaning of "should"; it is the reason why (Parasuraman, et al, 1988) have noted that the service expectations concept is "...intended to measure customers' normative expectation....", and these expectations represent an "ideal standard" of performance.

Hotels with good service quality will therefore improve their market share and profitability. In a highly competitive hotel industry, individual hoteliers must find ways to make their products and services stand out among the others. To achieve this, hoteliers must understand their customers' needs – and then set out to meet (or exceed) these needs (Al Khattab & Aldehayyat, 2011).

**Hypothesis 1:** The level of customer's perception towards service quality of the front office staff is high.

**Hypothesis 2:** There is a positive relationship between the five dimensions of service quality and customer's overall satisfaction towards front office's services.

### III. METHODOLOGY OF THE STUDY

#### *Sampling plan*

The target population of the study was guests who stayed at the Crystal Grand Hotel Ishtar hotel, during the survey period (October 2, to October 9, 2019). A convenient sampling approach was used to conduct the survey and the sample size was 150. Only those guests who had stayed at Crystal Grand Hotel Ishtar hotel were asked to complete the questionnaire.

#### *Instrument*

A questionnaire will be used as an instrument for data collection. The questionnaire instrument will consist of parts as follows;

The first part contained general background which included gender, age, nationality, occupation, purpose of traveling, and frequency of visits. The second parts included 5 factors according to service quality dimensions of the SERVQUAL system: tangibility, reliability, responsiveness, assurance, and empathy. A five-point Likert-style scale was used to measure respondents' level of perception. The third parts consist questions about customer satisfaction. A five-point Likert-style scale (1 = "I definitely Disagree;" 5 = "I definitely agree") was used to measure customer's satisfaction toward both the Hotel and the Front office services.

#### *Data Analysis*

After the questionnaires collecting, the level of customer's perception towards service quality of the front office staff will be explored in five areas: tangibility, reliability, responsiveness, assurance, and empathy, by using descriptive statistics of means and standard deviations to test the perception levels. And in order to find out if the different Gender influences the result of the study, T-Test, independent Samples Test was used.

And Multiple Regression Analysis was conducted to investigate the relative impact of the service dimensions, or factors that predict customers' overall satisfaction level of service quality toward hotel services as well as their satisfaction toward front office services. The two dependent variables, "customers' overall satisfaction levels toward hotel services" and "overall satisfaction levels toward front office services" were regressed separately against the hotel service dimensions. The summated scales created for the hotel dimensions were used as the independent variables in explaining customers' overall satisfaction levels toward each of the hotel services and front office services.

The equations for customers' overall level of satisfaction toward hotels' services, and visitors' customers' overall satisfaction toward front offices' services, were expressed as follows:

$$YS = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \dots + \beta_n X_n + \epsilon$$

$$YSF = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \dots + \beta_n X_n + \epsilon$$

Where,

YS is Customers' overall level of satisfaction toward Crystal Grand Hotel Ishtar Hotel service quality

YSF is Customers' satisfaction toward front office service quality

X<sub>1</sub> is Tangibility

X<sub>2</sub> is Reliability

X<sub>3</sub> is Responsiveness

X<sub>4</sub> is Assurance

X<sub>5</sub> is Empathy

Besides using multiple regressions analysis to identify determinants of the overall satisfaction, and data will be analyzed using SPSS program (Statistical software package).

#### IV. RESULTS

A total of 250 guests were invited to participate in the survey and 150 questionnaires were returned. However, only 146 of the questionnaires were completed and the rest of the 4 questionnaires were either blank or incomplete.

##### *Demographic Profiles*

Table 1 shows the results of the respondents' demographic and traveling profiles. The majority of the respondents were male (0.71%). More than 33 percent of the respondents were aged between 25 and 35, and approximately 63 percent of the respondents held an associate degree or higher. More than 49 percent of the respondents were owners/private business and 18 percent were government officials, Employee (15%), (18%) students and others. Majority of respondents (0.44%) were from America, Arab (0.25 %), and Asia (0.23 %), and only about 8 percent of respondents were from Australia, Europa and others. Over 73 percent of the respondents were first-time visitor, followed by 2 times (15 %), 3 to 4 times (12 %), and more than 4 times (0 %). Respondents who were on a business trips accounted for approximately 51 percent. Over 34 percent were on seminar trips, 8 percent were in vacation, and 7 percent were on honeymoon and others.

**TABLE 1:** Demographic Profile of the Respondents

	Percentages %
<b>1. Gender</b>	
Male	71
Female	29
<b>2. Age</b>	
Below 25 years old	8
25-35 years old	33
36-45 years old	19
46-55 years old	25
Over 55 years old	15



**3. Nationality**

Asian	23
American	44
Australian	1
European	4
Arab	25
Others	3

**4. Occupation**

Government official	18
Employee	15
Owner / Private Business	49
Student	7
Others	11

**5. Purpose of accommodation**

Vacation	8
Honeymoon	3
Seminar	34
Business	51
Others	4

**6. How many times have you previously stayed at the Crystal Grand Hotel Ishtar Hotel? 1 time**

	73
2 times	15
3 times	7
4 times	5
More than 4 times	0

In order to find out if the different Gender influences the result of the study, T-Test, independent Samples Test was used. As we look at Table 2, we can see ( $p > 0.1$ ) which means that frequency of Gender does not affect the dependent variables of the study (customers' satisfaction).

**TABLE 2:** Independent Sample Test

		Leven's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	T	df	Sig.(2-tailed)
tan	Equal variances assumed	.990	.323	.682-	144	.497
	Equal variances not assumed			.645-	33.123	.523
rel	Equal variances assumed	.003	.957	.468-	144	.641
				.478-	38.627	.636

	Equal variances not assumed					
res	Equal variances assumed	.188	.666	.227-	144	.821
	Equal variances not assumed			.209-	31.561	.836
ass	Equal variances assumed	.185	.669	.665-	144	.508
	Equal variances not assumed			.704-	42.118	.485
emp	Equal variances assumed	1.328	.253	.813	144	.419
	Equal variances not assumed			.760	32.426	.453

**Overall customer satisfaction towards service quality**

Table 3 show overall satisfaction of perception towards the five dimensions was at the highest level (3.90). Most customers perceived reliability as the most important dimension at (4.29), followed by tangibility (4.05), empathy (4.04), assurance (3.82), and responsiveness (3.28). In this study, reliability dimension was the most vital factor. Most customers identified the importance of the doing things right at the first time and accuracy of the hotel’s staff

**TABLE 3:** Overall mean score of customer satisfaction towards service quality

Five dimensions	Customers’ perception		
	X	S.D.	Level
Tangibility	4.05	0.53	Good
Reliability	<b>4.29</b>	0.44	Very good
Responsiveness	3.28	0.43	Average
Assurance	3.82	0.51	Good
Empathy	4.04	0.51	Good
<b>Overall mean score</b>	<b>3.90</b>		Good

Accordingly, concerning the first hypothesis “The level of customer’s perception towards service quality of the front office staff is high” was in high (**3, 90**), which confirm the hypothesis. And the customers found that “reliability” was the most important factor for ensuring customer satisfaction on service (**4.29**). For example, the hotel staff performed tasks as promised and resolved problems promptly. By focusing on this dimension, Crystal Grand Hotel Ishtar Hotel achieved high levels of satisfaction.

**Determinants of Overall Satisfaction toward hotel services**

Table 4 reports the results of the regression analysis of the six factors as independent variables with overall satisfaction as the dependent variable. The coefficient of determination ( $R^2$ ) of 0.61 indicated that 61 percent of the variance in the overall satisfaction was explained by the six service quality factors. The F-ratio has a value of 20.774 and significance at 0.0000. Therefore, it could be concluded that the regression model adopted in this study could have not occurred by chance and is considered significant. The t-statistic test was used for testing whether the five independent variables contributed information to the predicator of the dependent variable “Customers’ Overall Satisfaction towards hotel’s services.” In this study, if the t-value of an independent variable was found to be significant at 0.1 level, that variable was considered in the model. The result of t-statistic showed that four out of five dimensions were significant ( $P \leq 0.1$ ) independent variables in the regression model. The model was represented as follows:

$$YS = - 1.893 + 0.276X_1 + 0.375X_2 + 0.535X_4 + 0.371X_5$$

Where,

YS is Customer’ overall level of satisfaction with Crystal Grand Hotel Ishtar Hotel service quality

$X_1$  is Tangibility

$X_2$  is Reliability

$X_4$  is Assurance

$X_5$  is Empathy

The results of the regression analysis showed that four coefficients carried positive signs as expected. This indicated that there was a positive relationship between the four independent variables and the dependent variable. It also suggested that customers’ overall satisfaction depended largely on these four variables. They were, therefore, the good predictors of a customers’ overall satisfaction. The partial correlation coefficient  $\beta$  was used to indicate the impact. The dimension with the greatest impact was “Assurance” ( $\beta = 0.535, P \leq 0.006$ ), followed by “Reliability” ( $\beta = 0.375, P \leq 0.083$ ), “Empathy” ( $\beta = 0.371, P \leq 0.030$ ), and “Tangibility” ( $\beta = 0.276, P \leq 0.098$ ). The results predicted that, on average, the probability of a customer’s “Overall satisfaction” changes by  $- 0.345 (0.267 + 0.375 + 0.535 + 0.371 - 1.893)$  for each unit change in the four variables.

**TABLE 4:** Results of Regression Analysis of Determinants of Overall Satisfaction (I was satisfied with the vacation i had in the hotel) with Crystal Grand Hotel Ishtar Hotel Service Quality.

Independent variables in the Equation	$\beta$	Standardized Beta	t	Sig.t
Constant	-1.893		-2.863	.006
(tan) $X_1$	.276	.179	1.677	.098
(rel) $X_2$	.375	.203	1.760	.083

(res) X <sub>3</sub>	-.057	-.030	-.311	.757
(ass) X <sub>4</sub>	.535	.336	2.842	.006
(emp) X <sub>5</sub>	.371	.229	2.214	.030

Dependent variable: Visitors' overall satisfaction (I was satisfied with the vacation i had in the hotel) with hotel service quality in Crystal Grand Hotel Ishtar Hotel. Independent variables: Six orthogonal factors representing the components of perceived service quality. Multiple R = 29.987; R<sup>2</sup> = 0.61; Adjusted R<sup>2</sup> = 0.58; Standard error =0.54; F =20.774; Significant F = 0.000

***Determinants of Overall Satisfaction toward front office services***

The results of regression of the five dimensions against the dependent variable of “I feel this front office’s services to be good” are listed in Table 5. In general, the model fitted the data quite well. The regression equation of “satisfaction” (I feels this front office’s services to be very good) showed an adjusted R<sup>2</sup> of 0.68, suggesting that about 68 percent of the variation was explained by this equation. The model F-ratio of 32.087 was significant (P < 0.000) which indicated that the equation could hardly have occurred by chance. The t-statistic test was used for testing whether the five independent variables contributed information to the predicator of the dependent variable “I feel this front office’s services to be very good.” In this study, if the t-value of an independent variable was found to be significant at 0.1 level, that variable was considered in the model. The result of the t-statistic showed that four out of six dimensions were significant (P ≤ 0.1) independent variables in the regression model. The model was written as follows:

$$YSF = - 0.1.881+ 0.258X_1+ 0.233X_3 + 0.526X_4 + 0.348X_5$$

Where,

YSF is customers’ satisfaction toward front office services

X<sub>1</sub> is Tangibility

X<sub>3</sub> is Responsiveness

X<sub>4</sub> is Assurance

X<sub>5</sub> is empathy.

The results of the regression analysis showed that four coefficients had positive signs. This indicated that there was a positive relationship between the four independent variables and the dependent variable. It also suggested that customer’s overall satisfaction towards front office’s services depended largely on these four variables. They were, therefore, the good predictors of a customer’s overall satisfaction towards front office’s services. The partial correlation coefficient β was used to indicate the impact. The dimension with the greatest impact was “Assurance” (β = 0.526, P < 0.000), followed by ‘Empathy” (β = 0.348, P ≤0.008), “Tangibility” (β = 0.258, P ≤ 0.043), and “Reliability” (β = 0.233, P ≤0.098). The results predicted that, on average, the probability

of a customers' satisfaction toward front office services changes by  $-0.516 (0.258+0.233+0.526+0.3480-1.881)$  for each unit change in the four variables.

**Table 5:** Results of Regression Analysis of Determinants of customers' satisfaction (I feels this front office's services to be good) toward front office's services

Independent variables in the Equation	$\beta$	Standardized Beta	t	Sig.t
Constant	-1.881		-3.738	.000
(tan) $X_1$	0.258	0.191	2.066	.043
(rel) $X_2$	0.113	0.070	0.699	.098
(res) $X_3$	0.233	0.141	1.678	.487
(ass) $X_4$	0.526	0.376	3.673	.000
(emp) $X_5$	0.348	0.245	2.729	.008

Dependent variable: Customers' overall satisfaction (I feel this front office's services to be very good).  
 Independent variables: five dimensions representing the components of perceived service quality. Multiple R = 26.825;  $R^2 = 0.71$ ; Adjusted  $R^2 = 0.68$ ; Standard error =0.409;  $F = 32.087$ ; Significant  $F = 0.000$

The results concerning the five dimensions "Assurance," "Empathy," "Tangibility," "Reliability" and "responsiveness" almost matched the second hypothesis "There is a positive relationship between the five dimensions of service quality and customer's overall satisfaction towards front office's services." But the "Responsiveness" dimension with ( $P > 0.1$ ).

## V. CONCLUSION AND RECOMMENDATION

In this study, the findings showed that Overall satisfaction of perception towards the five dimensions was at the highest level. As hypothesized in the first hypothesis, this study found that most customers perceived the Front office's services highly, and "Reliability" as the most important dimension, followed by tangibility assurance, empathy and responsiveness. In this study, Reliability dimension was the most vital factor. Most customers identified the importance of the ability involves to perform the promised service dependably and accurately of the front office staff. So Reliability was shown to be the strongest dimension of satisfaction. Therefore, hotel management should maintain the attributes of Reliable service quality at the hotel. Responsiveness was shown to be the weakest dimension of satisfaction. Therefore, Crystal Grand Hotel Ishtar hotel management should arrange special courses to improve the ability to provide services in a timely manner is a critical component of service quality for many guests. And in the second hypothesis, this study found that there is a positive relationship between most of the dimensions "Assurance," "Tangibility," "Reliability," and "Empathy" and the overall satisfaction toward each of the hotel services and Front office's services, but the "Responsiveness" dimension.

Furthermore, results of regression analysis clearly indicated that four of the five dimensions of hotel service were good predictors of the customers' overall satisfaction level towards both of the hotel service quality and front

office's services. These four predictors include "Assurance," "reliability," "Empathy," and "Tangibility." It was found that "Assurance" was the most influential predictor in determining international visitors' overall satisfaction levels, as well as for the customers' overall satisfaction toward Front office services. Which is means that the hotels' staff in total with their well product knowledge and courtesy and their ability to inspire trust and confidence including competence, courtesy, credibility and security represent a good predictor for the customers' overall satisfaction toward hotel and the front office services. But for the hotel services, the second influential predictor is the "Reliability", while the "Empathy" is the second most influential predictor in determining customers' overall satisfaction toward Front office services, which is ranked thirdly, as a predictor for customers' overall satisfaction toward hotel services. And the "Tangibility" was the third most important predictor in determining customers' overall satisfaction toward Front office services, which represent in the same time the forth predictor for customers' satisfaction toward hotel services. And "Reliability" was the fourth important predictor in influencing customers' satisfaction toward Front office services.

Customers' perception of service is often associated with the personal interaction of the employees. Many service quality management literatures have focused the importance of the human element in the delivery of superior service. According to (Thyne & Laws, 2004; 182), service quality is a key factor in determining visitor satisfaction and overall visitor loyalty. Therefore, delivering superior service is at the heart of hotel industry. Most of the hotels rely directly on their employees to deliver superior service. Actions to support service delivery might include careful employee selection, ongoing training, executive site visits, inspections, meetings and promotion from within. Also, hotels must be willing to empower their employees and grant employees responsibility and authority to handle guests' requests. So Human Resource management should arrange in-house training program to improve the main work of front office staff and to promote them in their careers.

## **VI. LIMITATIONS OF THE STUDY**

Three limitations were identified. First, due to the relatively small sample size, lower response rate and convenient sampling, the results of this study are only a reflection of the target population. It has the limited representativeness and hence limited generalization of the findings.

Second, the survey was conducted during a specific period and a particular location. The results could be different, if the survey were to be conducted in other locations or during a different period.

Third, this study only focused on measuring customer satisfaction with front office service quality. Other departments (e.g. food & beverages, housekeeping, sport & recreational facilities) are essential departments that were not included in the scope of the present research.

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