

# Examination of Employees Training in Relation to Service Quality Provision with Reference to Three Star Hotels in Arusha and Kilimanjaro Regions

Hellen Emmanuel Meshack<sup>1</sup> and Sadananda Prusty<sup>2</sup>

<sup>1,2</sup>Golgatias University  
E-mail: <sup>1</sup>[hellenem@yahoo.com](mailto:hellenem@yahoo.com)

---

**Abstract**—Recent studies indicate that the relationship between the service provider i.e. employees and a type of training they receive is of vital importance to the service quality provision. Hotel sector is confronted with some challenges, due to a changing nature of competition, customer requirements, experiences and exposure. Hotel employees are a very crucial chain of value addition and hotel performance at satisfying customers. Education, trainings and experiences of employees could be among the leading factors to hotel performances. The changing and challenging requirements of customers necessitate hotel employees to update their skills to fit in with the market trends and competition. The study found out that most of the hotel employees were less interested to pursue further studies or short courses which could transform gaps into opportunities and an added advantage to their operations. It is widely recognised that service quality in hotels is in line with service orientation of employees which plays as a prerequisite factor. The aim of the study was to examine staff training in relation to service quality provision in hotels and indicated that it is an area which requires attention in order to exceed in service provision.

**Keywords:** service quality, employee/staff training, hotel sector/industry, Arusha, Kilimanjaro.

## 1. INTRODUCTION

Customers who walk into hotels are attracted by advertisements they watch, brochures they read, websites they surf, recommendations they receive from friends and family members etc. Other facilities could be availability of space, security, location, friendly and welcoming employees. It is therefore a matter of urgency that employers recruit and adequately train employees, in order to conduct business in a highly competent, diligent and professional manner in whatsoever transaction they communicate and make. This is supported by studies conducted by Yasin and Zimmerer (1995) and Ramphal and Nicolaides (2014) on quality of service. According to Yasin and Zimmerer (1995) employees professionalism at all times is very fundamental to a performance of service sector. Employees are expected to be hyper-polite and accurate (Ramphal and Nicolaides, 2014). Customers are different and this difference poses a challenge

to employees at delivering service quality. A family might walk into a hotel, but their likes and dislikes might vary greatly. Having well trained, competent and skilled employees in hotels is an ever ending challenge and three star hotels in Arusha and Kilimanjaro cannot distance their operations from this reality.

Service delivery is a triangle process, whereby if a hotel management commits itself to its employees satisfaction, the same will be to the customer satisfaction as presented in the service marketing triangle.

### The Service Marketing Triangle



**Sources:** Adapted from M. J. Bitner, "Building Service Relationships: It's All about Promises," *Journal of the Academy of Marketing Science* 23(Fall 1995), pp. 246-251; C. Grönroos, *Service Management and Marketing: A Customer Relationship Management Approach*, 2nd ed. (West Sussex, England: John Wiley and Sons, Ltd., 2000), pp. 55; and P. Kotler and K. L. Keller, *Marketing Management*, 14<sup>th</sup> ed. (Upper Saddle River, NJ: Pearson Prentice Hall, 2012), pp. 365.

If hotels are to align with the three sides of the triangle (Company, Employees and Customers), then they will be widely expected to continuously seek to provide consistently high levels of service excellence through out their operations (Grönroos, 2012; Kotler and Keller, 2012). In addition to that, this is not a onetime process but rather an ongoing one as

service delivery and customer satisfaction depend to a greater extent on employee and customer actions (Mei, Dean and White, 1999). Hotels are usually regarded to provide guests a feeling of home away from home. Therefore services provided need to bridge a gap of one not staying away from one's home.

## 2. LITERATURE REVIEW

The main aim of this part is to discuss a wide and contemporary literature review on service quality in hotel industry, training of hotel employees and implication of service quality to customer satisfaction

Service quality can simply be presented as total efforts brought together by each employee in an organization to ensure focus on customer satisfaction (Kumar, Banga and Thapar, 2011). Service quality is also regarded as delivery of excellent service to customers' expectations. Studies on service quality, its definition, measuring quality have been carried out extensively by marketers and researchers for instance "conformance to requirements," (Crosby, 1979); "internal" failures and "external" failures (Garvin, 1983); services are intangible (Berry 1980); quality is intangible (Zeithaml 1981); quality is difficult to assure (Booms and Bitner 1981) and production and consumption of services are inseparable (Carmen and Langeard 1980, Grönroos 1978). In addition other studies on service quality were carried out by (Grönroos 1982; Lewis and Booms 1983; Sasser, Olsen, and Wyckoff 1978). While studies on service quality in hotels have been carried out by different researchers like five star hotels in Bangladesh (Siddique, Akhter and Masum, 2013), food and beverage departments (Abukhalifeh and Som, 2012); China's hotel industry (Tsang and Qu, (2000); concepts of service quality measurement (Gržinić, 2007); business hotel in Turkey (Akbaba, 2006); Nadiri & Hussain (2005); Mei, Dean and White (1999) and measuring customers' perceived service quality in hotel industry a study which was conducted in Malaysia (Sidin, Rashid and Zainal, 2001).

All these studies indicated how it is important for hotels to manage successfully the service quality in hotel industry. Moreover if they strive to maintain satisfaction of their customers it leads to positive customer perceptions and builds in as good reputation, which leads to profitable business and survive in a competitive and dynamic hotel industry. Regardless of a huge progress in the literature focusing service quality and how it could possibly be measured (Bhat and Malik 2007 and Grönroos 1984) yet it is the most controversial and debated area of study. Researchers like Grönroos (1984) developed the Nordic view which explains the service quality on two dimensions, i.e. functional and technical quality. Likewise Parasuraman et al. (1988) developed the American view which defines service quality on five dimensions namely reliability, assurance, tangibility, empathy and responsiveness.

Hotel industry is labour intensive where employees have straight and frequent contacts with customers who seek

services. It is at this point where hotels are expected to prove that, "people are your best asset" (Torres and Adler, 2011). It is argued that a success or failure of an organization depends largely on the quality of its talent pool (Torres and Adler, 2011). The costs associated with neglecting staff training as a necessity for service quality delivery and value edition can be tremendous. It is important to recruit the best talent for successful performance, while stressing on high quality and high skills the industry requires. The employee's qualities of competence are what the current hotel business seeks. If a staff of a hotel is well trained it benefits a staff at individual level, a team of staff that one works with, a hotel that a staff works for, the community around and management of the hotel to a larger extent (Sommerville, 2007; and Yang, 2010). The training equips an employee to be aware with hotel guests, understand why they come to a hotel and predict what a customer might require. In a way training connects emotional intelligence of an employee at a heart of knowing customers and fulfilling their expected needs. It is therefore essential for hotel employees to attain skills that will promote their performance to deliver service quality as expected by customers (Sommerville, 2007).

Hotel industry requires three categories of skills i.e. technical skills, interpersonal skills and aesthetic skills (Mbise, 2012). For each type of skill that an employee acquires it makes one capable of predicting, serving and delivering service in the right, competent manner with a gesture of confidence. Literature indicates that services are different from products, services are inseparable, intangible, heterogeneous and perishable (Cowell, 1988). These characteristics of services make hotel industry depend heavily on the performance of its staff (Kusluvan, Kusluvan, Ilhan, and Buyruk, 2010). Therefore improving employee's knowledge and skills is a necessity to overcome unwanted attitude to the hotel industry (Garavan, 1997). The appearance of an employee during selection process is of vital importance to the hotel industry (Harper, 2000). Hotels are competing to be known for the highest service quality provision and therefore selecting staff, providing orientation and training, offering competitive pay and benefits; while involving and empowering staff are some of the requisite requirements as employees are internal marketers throughout the service provision process (Kusluvan et al., 2010; Lepak et al., 2007; Pare & Tremblay, 2007).

Staff are obliged to be fully acquainted with necessary skills on how to meet, deliver services and respond to hotel customers. Service production is simultaneously produced and consumed, therefore relies heavily on the ability of a staff to understand, analyse and communicate in a professional etiquette (Haiyan and Baum, 2006). Regardless of the challenges the hotel industry might encounter while working on improving its employees, improving employee's knowledge and skills through training is a necessity in today's hotel operations (Garavan, 1997). Competition is immense and hotels success largely depends on an employee who is

anticipated to be knowledgeable, skilled, motivated with future opportunities to learn and develop emerging new skills in the sector (Boone and Kurtz, 1995). Service quality can be attained if staff training is seriously budgeted for, implemented and reviewed. In turn, since quality yield to increased productivity, improved service quality and developed knowledgeable and professional employees (Sommerville, 2007). Training is an important component of development, a key to motivating employee's job performance (Summerville, 2007). Hotel industry does not work in isolation with other service sectors and therefore staff training act as a multiplier effect to its success or failure. Trainings engage an employee to service quality provision which turns to employee's retention. When an employee is content with retention will automatically deliver service in a professional manner which leads to customer satisfaction and hotel benefits.

### 3. STATEMENT OF THE PROBLEM AND AIM OF THE STUDY

A huge amount of literature advocates on quality service provision and customer satisfaction in hotel industry. The importance of employees training in hotel industry in Tanzania is not stressed and much of what has been cited is at policy level. Challenges hindering the industry have been vividly documented, compared to other parts of the region or world. Where presented they have been just stated as a block, instead of itemizing each shortfall/challenge and its consequences intensively. This contemporary study was therefore carried out to discover how important the training aspect is relevant and valid for the sector. In addition, performance appraisal is a good mechanism of proving what an employee level of contribution has been up to. However results indicated there was very little feedback after conducting performance appraisal.

The general objective of the study was to examine employees training in relation to service quality provision to customers with reference to three star hotels in Arusha and Kilimanjaro regions. The following specific objectives were set out for the study:

1. To determine the level of qualifications possessed by employees in three star hotels in Arusha and Kilimanjaro Regions.
2. To explore employees experiences in the hotel industry
3. To find out if performance appraisals were carried out and feedback provided

In order to reach the mentioned objectives, the study came with the model presented here below:

### Modeling and conceptual framework

Service quality provision in hotel industries = *trained employees*

= *level of education*

= *industrial experience*

= *performance appraisal*

### Model specifications

The model is derived from the fact that service quality provision in hotel industries depend on other variables that include:

- Trained employees
- Level of education
- Industrial experience
- Staff performance appraisal

*Trained employees* are expected to deliver service quality standards as per hotel level, in a competitive manner, and defeating all ill manner performances to the customers. In this case the researcher applied the variable since it is relevant to the hotel industry.

*Level of education* is a necessity, as it enriches the employees with knowledge and skills on how to deal with delicate and challenging hotel industry.

*Industrial experience* is a necessity. It adds value at service provision. Industrial experience give employees the confidence to deal with delicate matters and are conversant with the hotel industry.

*Staff performance appraisal* is a process which gives feedback to employees. The process is good as it improves ones performance and highlights were gaps are in order to bridge for better future.

Based on the above explanation the researcher identified a variable i.e. service quality provision in hotel industries as dependent variable, and trained employees, level of education, industrial experience, staff performance appraisal as independent variables. The following was the model specified by the researcher:

- Service quality provision in hotel industries ( $S_h$ )
- Trained employees as ( $T_e$ )
- Industrial experience as ( $I_e$ )
- Staff performance appraisal as ( $S_a$ )

The above can then be expressed in the following model:

$$S_h = f(T_e, I_e, S_a, \epsilon)$$

Where

$S_h$  = Service quality provision in hotel industries

$T_e$  = Trained employees

$I_e$  = Industrial experience

$S_a$  = Staff performance appraisal

$f$  = function of

$\epsilon$  = error term

This can also be expressed as:

$$S_h = f(T_e + I_e + S_a + \epsilon)$$

Where

$S_h$  = Service quality provision in hotel industries

$T_e$  = Trained employees

$I_e$  = Industrial experience

$S_a$  = Staff performance appraisal

$\epsilon$  = error term

In this context the research applied a primary source data to make justification about this model as analysed in the findings. The quantitative part was not applied by the researcher for this purpose but only qualitative analysis. The qualitative analysis was applied as was prior piloted in Dar-es-Salaam, where the hotels studied were used to identify key issues in employees training in relation to service quality provision to customers. The phases that were applied during the questionnaire piloting of hotel employees in Dar-es-Salaam were as similar as to the target groups of Arusha and Kilimanjaro Regions

#### 4. METHODOLOGY OF STUDY

Following a careful literature view, three star hotels were identified in order to conduct the study. The employees working in these levels of hotels were relevant for the study and selection of the employees based on simple random sampling technique. The sample of the study consisted of employees working in three star hotels in Arusha and Kilimanjaro Regions. Both are among the most popular tourist destinations in Tanzania and East Africa Region.

Sample of the study for data collection was obtained through a structured self-administered questionnaire and was thereafter distributed to all respondents. The respondents were from different sections front office/desk, sales and marketing, human resources, records, and procurement. A total of 8 three star hotels comprising of over forty employees were studied and related data analyzed. This was arrived at after a pilot study of the instruments that most employees of hotels

preferred to fill in questionnaires, rather than scheduled interviews. The pilot study was done between late 2015 and early 2016. Result from the study, revealed that structured self-administered questionnaire and two oral questions were the right methodologies for the study. Furthermore employees were less comfortable with open ended questionnaires.

To distribute the questionnaires, permission was approved by hotel manager's whereby 64 questionnaires were distributed to employees on duty and 48 questionnaires were returned. All respondents had willingly wanted to participate and were not under any pressure to participate in the study. The questionnaires were in English and only Tanzanian employees were asked to respond. Questionnaires were considered efficient in terms of time, cost, space and privacy that a respondent required. After data collection exercise was completed, the enrichment of accuracy, completeness and consistency was done. Data was then coded, edited in order to remove wrong answers and errors. This also simplified the exercise. Qualitative means were used to analyse the data collected.

The questionnaire was tested and proved the same results in the whole exercise. The questionnaire was reliable because the pre-testing exercise was done in two of the hotels in Dar-es-Salaam, region. The hotels bear similar characteristics to the hotels sampled in Arusha and Kilimanjaro Regions. Validity was achieved through the review of relevant literature, which proved that there were other researchers who had studied the area under examination. In addition to that the data collection methods involved proved how valid the study is.

#### 5. ANALYSIS OF DATA AND DISCUSSION

The questionnaires were distributed through the assistance of Human Resource Managers of all eight hotels. Four hotels were of Kilimanjaro Region whereas other four were of Arusha Region all being three star rated hotels. A total of 64 questionnaires were distributed, each hotel was provided with 10 questionnaires. The employees who participated returned 48 questionnaires to yield a response rate of 75%. Of all the groups the largest respondents was aged between 30-39 (41.7%); while 3 (6.2%) of respondents were less than 19 years of age.

Table 1 below points out the age bracket of respondents

Age bracket (years)	Frequency	Percentage
Less than 19	3	6.2
20-29	15	31.2
30-39	20	41.7
40-49	5	10.4
50-59	1	2.1
60-69	4	8.3
Above 69	-	-
Total	48	100

## 6. LEVEL OF EDUCATION

The highest education level of respondents was bachelor degree with 31.2% while 2.1% was of a primary school education level. As indicated on the figure I below.

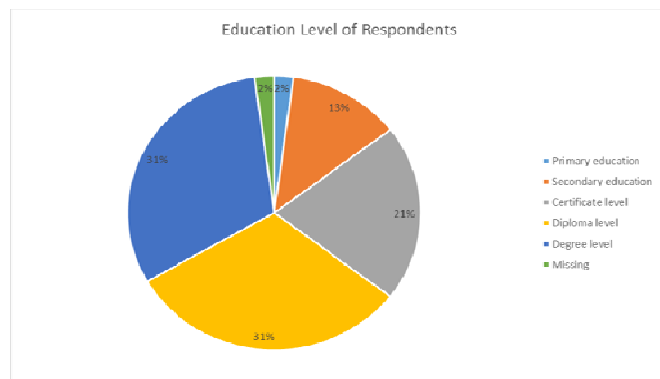


Figure 1: Structure of respondents by education level

Fig. 1 indicates the educational level of respondents, whereas holders of bachelor degree were 31.2% and primary and secondary education were 14.6% while those of Certificate and Diploma holders were 52%. One respondent had not indicated level of education and therefore indicated as missing while one respondent was of primary education level. On the basis of this respondents sample conclusions can be made that 69% of hotel employees were not bachelor degree holders/graduates.

## 7. HOTEL EXPERIENCE

Table II indicates the hotel experience possessed by the respondents. The highest experience being between 1-5 years by 37.5%, while 15-20 years' were least by 4.2% hotel experience of respondents. Other employee's experiences were in between the 6-10 and 11-15 years of experience.

Table II below points out the Hotel Experience of Respondents

Experience	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Less than 1 year	5	10.4	10.4	10.4
1-5 years	18	37.5	37.5	47.9
6-10 years	12	25.0	25.0	72.9
11-15 years	8	16.7	16.7	89.6
15-20 years	2	4.2	4.2	93.8
More than 20 years	3	6.2	6.2	100
Total	48	100	100	

On the basis of this respondent's sample, conclusions can be made that 72.9% of hotel employees had less than 10 years' experience in the hotel sector. Considering the dynamic nature of the sector this creates a demand for continuous training to employees, in order to manage the highly service provision expected by customers.

## 8. EMPLOYEES IN-HOUSE TRAINING

The trainings provide the service employees the required skills to deliver the service standard perceived by guests as a quality service. The service environment in the hotel industry must be conducive to ensure service employees enjoy their work. The management practices have been deemed as the factor which might inhibit or facilitate the delivery of service quality in Arusha and Kilimanjaro Regions. Employee were then asked if they had received any training from their employer.

Table III: Points out if employees had ever received any training from their current employer?

Response	Frequency	Percentage
Yes	40	83.3
No	8	16.7
Total	48	100

Of course the response was positive on the fact that 40 i.e. 83.3% employees' respondents had received training and 8 i.e. 16.7% employees had not received any training. This questioned was then improved to expose the time within which the respondents had received last training on provision of service quality. The question was asked in order to know and understand how hotels stand to keep reminding and emphasize its employees on the quest of service quality provision. As studies indicate stiff competition in the sector is an ever ending game and each hotel is fighting for survival for the best service provision (Sommerville, 2007, Abukhalifeh and Som, 2012).

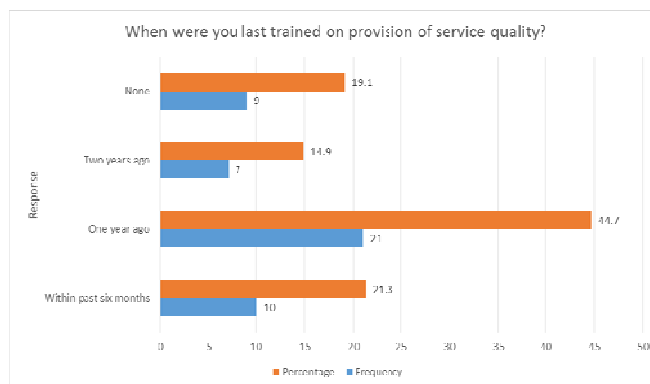


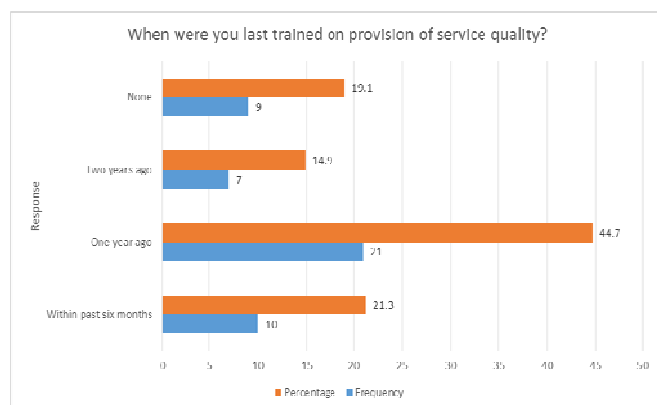
Figure II: Structure of respondents by last training education level

Bearing this matter into account the question on when was a last training conducted revealed that training was still a challenge to employers. The frequency of only 10 employees indicated they had received training within six months, which symbolizes current training. Whereas the frequency of 21 respondents indicated they were trained one year ago, and frequency of 7 respondents had their training two years ago.

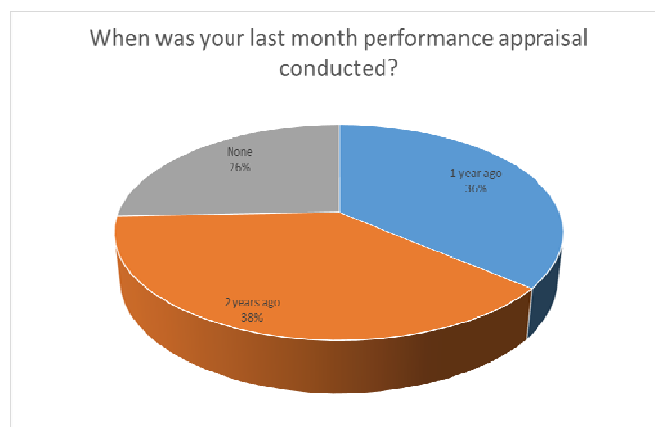
Surprisingly as studies by Kusluvan et al., 2010; Lepak et al., 2007; Pare & Tremblay, 2007 indicate hotels are competing for the highest service quality provision and therefore selecting staff, providing orientation and training them. In addition involving and empowering staff are some of the perquisite requirements as employees are internal marketers throughout the service provision process. As analyzed here, 9 respondents had not at all received any training. One respondent did not respond at all to this question.

To complement training and its relevance to employees one would want to assess its impact either in a shorter or longer period. Therefore a question on performance appraisal was asked i.e. when was their last month performance appraisal conducted by their employer. About 36.2% i.e. 17 of the respondents indicated that they were appraised 1 year ago, while 38.3% i.e. 18 respondents were appraised 2 years ago. Furthermore 25.5% of the respondents had not been appraised up to the time of filling the questionnaire. One respondent did not respond at all to the question.

This question would bring a balance if the trainings provided had improved their performance and if hotel guests' complaints had reduced and compliments had risen. On the one to one interview on the question if one sees himself/herself working for the same employer for a longer time. Most of them said they would work only if trainings were done frequently and performance appraisal conducted frequently. They felt they were denied trainings and therefore kept them lesser competitive in the market they were working for.



**Figure III: Structure of respondents indicating their last conducted performance appraisal**



Trainings could keep employees aware of their hotels mission and vision, which most of them failed to respond when asked and felt it was not part of their obligation.

## 9. CONCLUSION AND RECOMMENDATIONS

The study used qualitative approach to examine employees training in relation to service quality provision to customers in Arusha and Kilimanjaro Regions. The study cantered at all employees of the hotels regardless of the sections or departments they work with. It is the first study to be conducted in the two regions in relations to hotel employees training. Training is a necessity to value addition in service provision in all sections. Each section/department of a hotel plays a crucial role in service delivery chain and package. Employees who are technically competent, master communication and language skills, embraced with strong interpersonal skills are very strong components of hotel performances (Baum & Devine, 2005). Although staff turnover was observed to be an enormous issue surrounding this sector, it would be right if hotels hire the right people from the beginning and explicitly enumerate openly what and how they would benefit by working in the sector. Three quarter of the hotels studied, indicated directly dissatisfaction of employees with long working hours and sometimes denied off during peak season or when the roster allow. This signals some of the hotels have insufficient number of employees due to several reasons not evidently indicated.

Retention policies and up-skilling people need to be put in place and implemented thoroughly and fairly. Since Tanzania's economy has been growing for the past years, therefore the hotel industry is likely to face challenges from other sectors. The hotel sector is required to have a strong knowledge and growth opportunities in order to meet and sustain competition from other sectors of the economy by insisting on continuous quality training and retaining its employees. Having talented and skilled employees is one of the many ways to respond and react positively to the challenge. Hotels in Arusha and Kilimanjaro regions which were taken as the case study indicate a deficiency in training of employees at entry and in service levels. Serious measures need to be taken by both private and government sectors.



## REFERENCES

- [1] Aaker, D. A., Kumar, V., & Day, G. S. (1995). *Marketing Research*. New York: Wiley.
- [2] Abukhalifeh, A. N., & Som, A. P. M. 2012. Service Quality Management in Hotel Industries: A Conceptual Framework for Food and Beverage Departments. *International Journal of Business and Management*, 7(14), pp.135–141.
- [3] Akbaba, A. 2006. Measuring Service Quality in the Hotel Industry: A Study in a Business Hotel in Turkey. *International Journal of Hospitality Management*, 25(2), pp. 170-192.
- [4] Berry, L. L., (1980). Service Marketing Is Different. *Business*. (May-June), pp. 24-29.
- [5] Bhat, M.A. and Malik, M.Y. 2007. Quality of Medical Services – a Study of Selected Hospital. *NICE Journal of Business*, 2 (2), pp. 69-78.
- [6] Booms, B. H. and Bitner, M. J. (1981), "Marketing Strategies and Organization Structures for Services Firms," in *Marketing of Services*, J. H. Donnelly and W. R. George, eds., Chicago: American Marketing, pp. 47-51.
- [7] Boone, L. E. and Kurtz, D. L. (1995). *Contemporary Marketing*. Eight Edition, U.S.A. The Dryden Press. Harcourt Bruce College Publishers.
- [8] Carmen, J. M. and Langeard, E. 1980. Growth Strategies of Service Firms. *Strategic Management Journal*, 1 (January-March), pp. 7-22.
- [9] Cowell, D. 1988. New Service Development. *Journal of Marketing Management*, 3(3), pp. 296-312.
- [10] Crosby, P. B. (1979) *Quality Is Free: The Art of Making Quality Certain*, New York: New American Library.
- [11] Garavan, T. N. 1997. Interpersonal Skills Training for Quality Service Interactions. *Industrial and Commercial Training*, 29(3), pp.70 – 77.
- [12] Garvin, D. A., (1983). "Quality on the Line," *Harvard Business Review*, 61 (September-October), pp. 65-73.
- [13] Grönroos C. (2012). *Service Management and Marketing: Customer Management in Service Competition*, Third Edition. (Wiley India Edition) John Wiley & Sons: New Delhi, India
- [14] Grönroos, C. 1984. A Service Quality Model and its Marketing Implications. *European Journal of Marketing*. 18 (4), pp. 36-44.
- [15] Grönroos C. 1982. An Applied Service Marketing Theory. *European Journal of Marketing*, 16(7), pp. 30–41.
- [16] Grönroos, C. 1978. A Service-Oriented Approach to Marketing of Services. *European Journal of Marketing*, 12(8), pp. 588-601.
- [17] Gržinić, J. 2007. Concepts of Service Quality Measurement in Hotel Industry. *Economic Thought and Practice*, 16(1), pp 81-98.
- [18] Haiyan, K. and Baum, T. 2006. Skills and Work in the Hospitality Sector: the Case of Hotel Front Office Employees in China. *International Journal of Contemporary Hospitality Management*, 18(6), pp.509-518.
- [19] Harper, B. 2000. Beauty, Stature and the Labour Market: A British Cohort Study. *Oxford Bulletin of Economics and Statistics*, 62(1), pp.771-800.
- [20] Kotler, P and Keller, K. L. (2012). *Marketing Management*, 14<sup>th</sup> ed. Upper Saddle River, NJ: Pearson Prentice Hall.
- [21] Kumar, B., Banga, G. and Thapar, J. 2011. An Assessment of Service Quality of Hotel Industry. *Pacific Business Review International*, 4(1), pp.13-30.
- [22] Kusluvan, S., Kusluvan, Z., Ilhan, I., & Buyruk, L. 2010. The Human Dimension: A review of Human Resources Management Issues in the Tourism and Hospitality Industry. *Cornell Hospitality Quarterly*, 51(2), pp.171-213.
- [23] Lepak, D. P., Taylor, M. S., Tekleab, A., Marrone, J. A., & Cohen, D. J. 2007. An Examination of the Use of High Investment Human Resource Systems for Core and support employees. *Human Resource Management*, 46(2), pp.223–246.
- [24] Lewis, R.C. & Booms, B.H. 1983. "The Marketing Aspects of Service Quality" in Berry, L., Shostack, G. and Upah, G. (eds.), *Emerging Perspectives on Services Marketing*, American Marketing Association Chicago, pp. 99-107.
- [25] Mei A.W.O., Dean A. M. and White, C. J. 1999 Analyzing Service Quality in The Hospitality Industry. *Managing Service Quality*. 9 (2), pp. 136-143.
- [26] Nadiri, H. and Hussain, K. 2005. Perceptions of Service Quality in North Cyprus Hotels, *International Journal of Contemporary Hospitality Management*, 17(6), pp. 469- 480.
- [27] Pare, G., & Tremblay, M. 2007. The Influence of High-involvement Human Resources Practices, Procedural Justice, Organisational Commitment and Citizenship Behaviours on Information Technology Professionals' Turnover Intentions. *Group & Organization Management*, 32(3), pp. 326-357.
- [28] Parasuraman, A., Zeithaml, V.A. and Berry, L.L. 1988. SERVQUAL: A Multiple Item Scale for Measuring Customer Perceptions of Service Quality. *Journal of Retailing*, 64(spring), pp. 12-40.
- [29] Ramphal, R. and Nicolaides, A. 2014. Service and Quality and Quality Service: Satisfying Customers in the Hospitality Industry. *African Journal of Hospitality, Tourism and Leisure*. 3(2), pp.1-19.
- [30] Sasser, W. E., Olsen, R. P. and Wyckoff, D. D. 1978. *Management of Service Operations: Text and Cases*. Boston: Allyn & Bacon
- [31] Sidin, S., Rashid, Md. Z. A., & Zainal, R. A. R. R. 2001. Measuring Customers' Perceived Service Quality in Hotel Industry. *University Putra Malaysia Press*, 9(2), pp.71-85.
- [32] Siddique, M. N., Akhter, M.M. and Masum, A. A. 2013. Service Quality of Five Star Hotels in Bangladesh: An Empirical Assessment. *Asian Business Review*, 2(4) pp. 67-72.
- [33] Sommerville, K. L. 2007. *Hospitality Employee Management and Supervision: Concepts and Practical Applications*. John Wiley & Sons: New Jersey.
- [34] Tsang, N. and Qu, H. 2000. Service Quality in China's Hotel Industry: a Perspective from Tourists and Hotel Managers. *International Journal of Contemporary Hospitality Management*, 12(5), pp. 316-326.
- [35] Torres, E. and Adler, H. 2011. "Effects of Management-Development Practices on Hospitality Management Graduates' Job Satisfaction and Intention to Stay. *Hospitality Review*, 28(2), pp.67-83.

- 
- [36] Yasin, M.M. and Zimmerer, T. 1995. The Role of Benchmarking in Achieving Continuous Service Quality. *International Journal of Contemporary Hospitality Management*, 7(4), pp. 27-32.
- [37] Yang, Z. (2010) The Importance of Staff Training in the Hotel Industry- Case Study Case study: Renaissance Shanghai Yuyuan Hotel  
<https://publications.theseus.fi/bitstream/handle/10024/7213/Final%20Thesis--The%20importance%20of%20Staff%20training%20in%20the%20hotel%20industry.pdf>
- [38] Zeithaml, V. A. 1981. "How Consumer Evaluation Processes Differ between Goods and Services," in *Marketing of Services*, J. H. Donnelly and W. R. George, eds., Chicago: *American Marketing*, pp. 186-190.