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شئون البحث العلمي والدراسات العليا
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ماجستير إدارة الأعمال

**Measurement and Evaluation of Hotel
Services Quality in the Light of International
SERVQUAL Model and
Ways for its Development
Case study: Hotels operating in the Gaza Strip**

قياس وتقييم جودة الخدمات الفندقية في ضوء نموذج قياس
جودة الخدمات (SERVQUAL) وطرق تطويرها
دراسة حالة: الفنادق العاملة في قطاع غزة

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إقرار

أنا الموقع أدناه مقدم الرسالة التي تحمل العنوان:

**Measurement and Evaluation of Hotel Services Quality in the Light of
International SERVQUAL Model and Ways for its Development**

Case study: Hotels Operating in the Gaza Strip

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وطرق تطويرها

دراسة حالة: الفنادق العاملة في قطاع غزة

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نتيجة الحكم على أطروحة ماجستير

بناءً على موافقة شئون البحث العلمي والدراسات العليا بالجامعة الإسلامية بغزة على تشكيل لجنة الحكم على أطروحة الباحث/ محمد يوسف عبد اللطيف ابوشرار لنيل درجة الماجستير في كلية التجارة/ قسم إدارة الأعمال وموضوعها:

قياس ونقيبهم جودة الخدمات الفندقية في ضوء نموذج قياس جودة الخدمات (SERVQUAL) وطرق تطويرها
دراسة حالة: الفنادق العاملة في قطاع غزة

Measurement and Evaluation of Hotel Services Quality in the Light of International
SERVQUAL Model and Ways for its Development
Case Study: Hotels Operating in the Gaza Strip

وبعد المناقشة التي تمت اليوم السبت 16 ربيع الثاني 1438 هـ، الموافق 2017/01/14م الساعة

العاشرة صباحاً، قاعة مؤتمرات مبنى التعليم المستمر. اجتمعت لجنة الحكم على الأطروحة والمكونة من:

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وبعد المداولة أوصت اللجنة بمنح الباحث درجة الماجستير في كلية التجارة/ قسم إدارة الأعمال.

واللجنة إذ تمنحه هذه الدرجة فإنها توصيه بتقوى الله ولزوم طاعته وأن يسخر علمه في خدمة دينه ووطنه.

والله ولي التوفيق ،،،

نائب الرئيس لشئون البحث العلمي والدراسات العليا

أ.د. عبدالرؤف علي المناعمة

الملخص

تهدف هذه الدراسة إلى قياس وتقييم جودة الخدمات في الفنادق العاملة في قطاع غزة في ضوء نموذج قياس جودة الخدمات SERVQUAL الدولي . كما توضح الدراسة مدى تغطية هذه الفنادق لأبعاد الجودة . وعلاوة على ذلك، فإن الدراسة تهدف إلى معرفة الفجوات الرئيسية و الفرق بين التوقعات والادراكات من أجل توفير السبل والحلول لتطوير مستوى الجودة في الفنادق العاملة في قطاع غزة.

كما استخدم الباحث منهج التحليل الإحصائي الوصفي. عن طريق الاستبيان و المقابلات الفردية، باستخدام SPSS. حيث تعتبر عينة الدراسة من العينات العنقودية و التي تتكون من مجموعات داخل الفنادق و تشمل مديري وموظفي الفنادق والعملاء، ويتألف عدد المشاركين 291 مشاركا ، و تم استرداد 248 استبانة و تم اسقاط 42 استبانة لعدم صلاحيتهم وتم تحليل 206 استبانة صالحة للاستخدام و تتكون الاستبانة من خمسة أبعاد. كما تم إجراء مقابلات فردية مع مديري أحد عشر فندقا من الفنادق العاملة بقطاع غزة .

بعد تفسير البيانات التي تم تحليلها، تخلص الدراسة إلى ما يلي: أولا: هناك فجوات بين التوقعات والادراكات بنسب متفاوتة حيث المتوسط الكلي للنموذج انخفض بنسبة 0.57 ممثلة ب 11.4%. ثانيا: هناك ضعف فيما يتعلق بالجانب الإداري والتنفيذي مما أدى إلى وجود مثل هذه الفجوات. ثالثا: غياب دور وزارة السياحة في صياغة القوانين واللوائح لمراقبة الجودة لتكون واحدة من النتائج الرئيسية التي تستمد من الدراسة الحالية. رابعا: عدم توفر وحدة لمراقبة و تقييم الجودة في الفنادق العاملة في قطاع غزة .

هذا أوصت الدراسة على أهمية الدورات التدريبية للأقسام الإدارية والتشغيلية باعتبارها وسيلة لتحسين مهاراتهم وقدراتهم. وتبسيط الضوء على دور هذه الخدمات في صناعة السياحة عموما والفنادق على وجه الخصوص. وأوصت الدراسة بتفعيل دور وزارة السياحة في إنشاء وتطوير المعايير الخاصة بالجودة للحفاظ على ومراقبة مستوى الجودة في الفنادق العاملة في قطاع غزة. بالإضافة إلى تطوير وحدة لمراقبة الجودة داخل المؤسسات الفندقية في قطاع غزة لمراقبة وتقييم الجودة أو تخصيص شخص مؤهل ليكون مسؤولا عن مراقبة الجودة. و اخيرا توصي الدراسة بتطبيق نموذج جودة الخدمات (SQ) مما يدعم الوصول لدرجة الجودة المرغوبة في القطاع الفندقي بقطاع غزة.

Abstract

This study aims at measuring and evaluating service quality of hotels operating in the Gaza Strip in the light of international SERVQUAL Model. It also tackles the extent to which these hotels cover model dimensions. Moreover, it aims at figuring out the main gaps difference between expectations and perceptions in order to provide the ways of solutions to develop the level of quality at hotels operating in Gaza strip.

The researcher used the descriptive statistical analysis methodology by conducting questionnaire and individual interview technique, by using SPSS. The sample of the study is a cluster (Grouping) sampling which is complete list of cluster including hotel's manager, employees and customers, consisting of 291 participants. It is noted that the number of valid questionnaires is amounted to 206 where the researcher recovered 248 questionnaires; 42 out of them are dropped due to their invalid responses. Moreover, the questionnaire consists of five dimensions. In addition the individual interviews are conducted with eleven hotels' managers which working in Gaza Strip.

After the interpretation of the analyzed data, the study concluded the following: First, there are gaps between expectation and perception by varying percentages where the total mean of the model dropped by .57 represented by 11.4% . Second, There is considerable and significant weakness regarding the administrative and operational side which led to the existence of such gaps . Third, the absence of the role of Ministry of Tourism in formulating laws and regulations to monitor the quality is considered to be one of the main outcomes which derived from the current study. Fourth , There is a lack of quality control unit to monitor and evaluate the quality at the hotels operating in the Gaza Strip. This study recommended on the importance of conducting training courses for the administrative and operational departments as a way to improve their skills and capabilities. In addition, highlighting the role of such services on the tourism industry in general and hospitality industry in particular. The study recommended to activate the role of Ministry of Tourism in establishing and developing rules and regulations to maintain and monitor the level of quality at the hotels operating in the Gaza Strip. In addition, It recommended to develop quality control unit inside hotels' institutions in the Gaza Strip to monitor and evaluate the provided quality or allocate a qualified person to be responsible for quality control. Finally, it recommended to applied the (SQ) Model (SERVQUAL) which support to measures and evaluates service quality in hospitality industry.

رسول الله محمد ﷺ

قَالَ تَعَالَى: ﴿ قَالَ رَبِّ اشْرَحْ لِي صَدْرِي ﴿٢٥﴾ وَيَسِّرْ لِي أَمْرِي ﴿٢٦﴾
وَأَحْلِلْ عُقْدَةَ مِنِّ لِسَانِي ﴿٢٧﴾ يَفْقَهُوا قَوْلِي ﴿٢٨﴾ ﴿ طه: 25-28]

Dedication

To all those who provided me with love, hope and
sacrifices...

To all those who paved my way to knowledge...

To my family...

Parents, wife, kids, sisters, brothers, uncles, aunts, cousins and friends for their love
and belief in me...

To all those who sacrificed their rights to achieve this
work...

Acknowledgment

In the name of Allah the most gracious the most merciful. Praise be to Allah the Almighty, for his mercy and protection, my thanks go to Him and His last prophet Mohammad (peace be upon him). All appreciation to those whose kindness, patience and support were the candles that enlightened my way toward success.

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List of Abbreviations

CFP	Corporate financial performance
GDP	Gross Demotic Product
OPSQ	Overall perceived service quality
PCBS	Palestinian Central Bureau of Statistics
QMS	Quality management system
RII	Relative Importance Index
SERVPERF	Service performance model
SERVQUAL	Service quality model
TQM	Total quality management
TSQ	Total service quality
TID	Tourist Information Development
UNWTO	United Nation World Tourism Organization

Glossary of study

1. Service :

Is an intangible benefit or activity which provided by one party to another one for the purpose of satisfying a need which is unsaturated without transferring the ownership, also the production of service may be liked or not by physical tangible product .(P. Kotler, 2006)

2. Quality :

Quality is the features of products or services which meet the expectations of customers and lead to customer satisfaction Juran (1988) .

3. Service quality :

Service quality is seen as the total assessment of how well a service provided meets the expectations of the customer. (Zeithaml, Berry & Parasuraman 1988) .

4. SERVQUAL Model :

This Model was established to measure the quality of services by Dr. (Parasuraman, Zeithaml, Berry) in 1985 and they have reached a ten (10) dimensions and combined in only five dimensions by the same group (Zeithaml, Berry, & Parasuraman, 1988) .

5. Tourism :

"Tourism comprises the activities of persons traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes." (UNWTO, 2010)

6. Tourist :

The person who is supposed to leave his/her hometown in order to visit a different area for the purpose of leaving an experience of shopping, entertaining, visiting, cultural & historical attractive having fun and so on the condition that (subject to) she/he should return to his/her own place, stay no longer than 12 months, make use of a tourist activity and spend his/her on money. (UNWTO, 2010)

7. Visitor :

Is a traveler taking a trip to a main destination outside his/her usual environment, for less than a year, for any main purpose (business, leisure or other personal purpose) other than to be employed by a resident entity in the country or place visited. These trips taken by visitors qualify as tourism trips Tourism refers to the activity of visitors. (UNWTO, 2010).

Hospitality :

Hospitality is the relationship between guest and host, or the act or practice of being hospitable. Hospitality is also known as the act of generously providing care and kindness to whoever is in need. (Mackenzie and Chan, Introduction to Hospitality, 2009)

8. Hotel :

Is an establishment held out by the proprietor as offering sleeping accommodation to any person presenting himself who appears able and willing to pay reasonable sum for the services and facilities provided and who is in a fit state to be received. (Mackenzie and Chan, Introduction to Hospitality, 2009)

9. Service performance

This model focus on the actual performance of providing services by considering the service quality can be judged directly through customers trends also had the same dimensions used in SERVQUAL model. (El Mehiwai, Q, 2006).

Chapter One:

Introduction

Chapter 1: Introduction

Introduction

Tourism is one of the most important service industries, which has a great influence on gross domestic product (GDP) and total revenues, and so does it on Palestine economy. Worldwide, the international tourism contributes by 9% of GDP, 6% of the world's exports and 29% of exports' service; also worldwide tourism industry exports reached 1.4 trillion dollar according to United Nation World Tourism Organization (UNWTO, 2015). The last statistic revealed that the international tourist arrivals hit a record of 1133 million in 2014, up from 1087 million in 2013 where the total revenues from the international tourists hit a record of 1245 billion dollar in 2014 (UNWTO, 2015). On the national scale, the total revenues rustled from tourism are amounted to 399 million dollar in 2013 where the total number of tourists is amounted to 545 thousand tourists (UNWTO, 2015). In this respect, the total number of tourism jobs in the world amounted of 235 million jobs, where the tourism industry contributes about 8% of the total jobs in the world that is 2.9 billion, at a rate of one job for each 11 job in the world (UNWTO, 2015). In this sense, tourism has a great impact on different sectors in the country. Therefore, services and productions sectors are affected heavily by tourism where it enhances such sectors by contributing on the success of these sectors through providing the required employment opportunities. Even it helps services and productions industries working effectively in terms of the required services and goods materials necessary for visitors.

Accommodation is considered to be the main pillar of the tourism industry. It represents the core element of this industry where tourist, transport, accommodation, tourism attractions, distribution channels (tourism companies), sectors which stimulate tourism and general tourist stores are consider the main tourism components (Cooper, C., & Hall, C. M, 2008). It's worth mentioning, accommodations contributes heavily to increasing the employment rate by hiring considerable ratio where it can stimulate the economic cycle in the country and share other local industries in improving the general condition of the country . in this sense, the total number of employees working at the hotels in the Gaza Strip and West Bank is amounted to 3353 employees; 10% are in the Gaza Strip according to the Palestinian Central Bureau of Statistics, (PCBS, 2015). It's safe to say that the total number of hotels in Palestine is 123 hotels; thirteen of those hotels are located in the Gaza Strip and the rest in West Bank (PCBS, 2015).

Service quality is a significant source of sustainable competitive advantage, as it affects the constant improvement of service performance by increasing market share

and profit growth. Such a view of service quality yields an increase in financial results and achieving sustainable competitive advantage. (Grubor, Salai, & Leković). As a result, service quality affects customers' satisfaction, expectation and their perception. Even it affects their buying decision since everyone looks for the most appreciated quality that meets his desire. Many models developed by many researchers measure Service quality. Those researchers such as Parasuaman, Zeithaml, Cronin and Taylor used different models to measure service quality.

One of the most common models is the SERVQUAL model where this model depends on five dimensions (reliability, responsiveness, tangibles, empathy and assurance) . This model proved it is effectiveness in measuring the service quality; however, many researchers criticize the effectiveness of this model where they argued that this model deny some elements affect service quality. the researcher benefited from the criticism regarding this model by adding some important dimensions (Eco-Service, Social Responsibility and Culture) to be used in this study. Notably, the researcher contacted with Parasuaman (the founder of SERVQUAL model) and got the approval to add these dimensions.

1.1 Statement of the Problem

The quality of service provided inside hotels plays an important role in getting the hotel's competitive advantage. It's the scale that indicates the degree of quality regarding various hotels. The quality of services centered on the benefits offered by these services to the customer (Perception level of provided services quality) and the quality of services through the perception of the beneficiary requires to focus on the total benefits and value of services provided to the beneficiary (Sameadue, 2009).

According to, Berry, Parasuaman and Zeithaml, (1988) they found that the quality of service depends on the customer's current experience and previous experiences of the services that benefited them where the basic rule states that the service is measured based on the perceived quality of service. As aforementioned, it is obvious that perception and previous experiences are the most important determinant of measuring service quality.

The hotels operating in Gaza Strip are in the same geographical location where they are located on Gaza beach. Nevertheless, they provide different quality regarding their services due to some reasons such as the practical experiences where customers are influenced by the extent of provided services quality. Undoubtedly, the service quality affects the customers' behavior; as a result, the total revenues. **In this sense, the total revenues are affected by the level of customers' appreciation.**

This study concentrated on the hotels operating in the Gaza Strip to measure and evaluate hotels services quality provided in these hotels. In this respect, the main concern of this study is to measure and evaluate the service quality by focusing on the following question:

What are the level and evaluation of Hotel Services Quality operating in Gaza Strip in the Light of Modified International SERVQUAL model and ways for its development?

The main question divided into the following:

1. What is the difference between the expectations and perceptions level (Gaps)
2. What is the difference between expectations and perceptions attributed to demographic characteristics (Gender – Age – Qualifications – Martial status – experience – position).

1.2 Study Objectives

- 1- Diagnose the level of hotel services quality in the Gaza Strip.
- 2- Evaluate the hotel services quality in the Gaza Strip.
- 3- Define the importance of the hotel industry and its role in economic development
- 4- Help the tourist hotels, government participation and stakeholders to enhancing the services quality in hotels.
- 5- determine the factors that prevent the high level of service quality
- 6- Seek to raise competitiveness by improving the quality of hotel services
- 7- Highlight the role of international SERVQUAL model in improving hotel service quality and making appropriate recommendations

1.3 Study importance

This study helps owners and managers of hotel institutions to undertake the strengths and weaknesses. It helps them treating and improving the service quality by enabling them getting the competitive advantage. In addition, it helps hotels enhancing the service quality to meet customer expectations and perceptions and even increasing the total revenues by increasing the number of satisfied customers.

On the equal footing, this study helps setting standards to measure the service quality and the appropriate mechanism for the hotels operating in Gaza Strip. This process increases the number of satisfied customers, which improves the level of revenues; as a result, it increases the level of taxes generated and reflects a good image about the country. Furthermore, it affects the level of improvement and development inside the country where it uses the tax revenues to establish the developmental projects and increase the level of investment.

Moreover, it enriches the university library with private studies about hotel industry and highlights the importance of this industry. This study is consider to be one of the few studies that highlights the effective role of hotel service quality in enhancing the level of service in hotels operating in Gaza strip.

Finally, this study enhances the researcher's level of practical and academic knowledge where the researcher owns a bachelor degree in hotel management. In

addition, it enriches the scientific and academic experience of the researcher through the deep analysis of the hotels operating in the Gaza Strip. Furthermore, it increases the ability of researcher to accomplish his academic job as a lecturer in Hotel Management Department at Palestinian Technical College as effective as possible.

1.4 Study Variables

The independent variables are considered the main core of the well-known international model, which called SERVQUAL MODEL. This model was created to measure the quality of services by both Dr. (Parasuraman, Zeithaml, Berry) in 1985 and they reached ten (10) dimensions to measure the quality of service as follows:

(1) Reliability (2) Responsiveness (3) Competence (4) Access (5) Courtesy (6) Communication

(7) Credibility (8) Security (9) Understanding/knowing the customer (10) Tangibles (Anantharathan Parasuraman, Zeithaml, & Berry, 1985)

Then, the same group combined those dimensions in only five dimensions as follows:

(1) Reliability (2) Responsiveness (3) Tangibles (4) Empathy (5) Assurance

(Zeithaml, Berry, & Parasuraman, 1988)

SERVQUAL Model is adopted by adding three new dimensions by the researcher where those dimensions are discussed in details in the following chapter.

Conceptual framework of study:

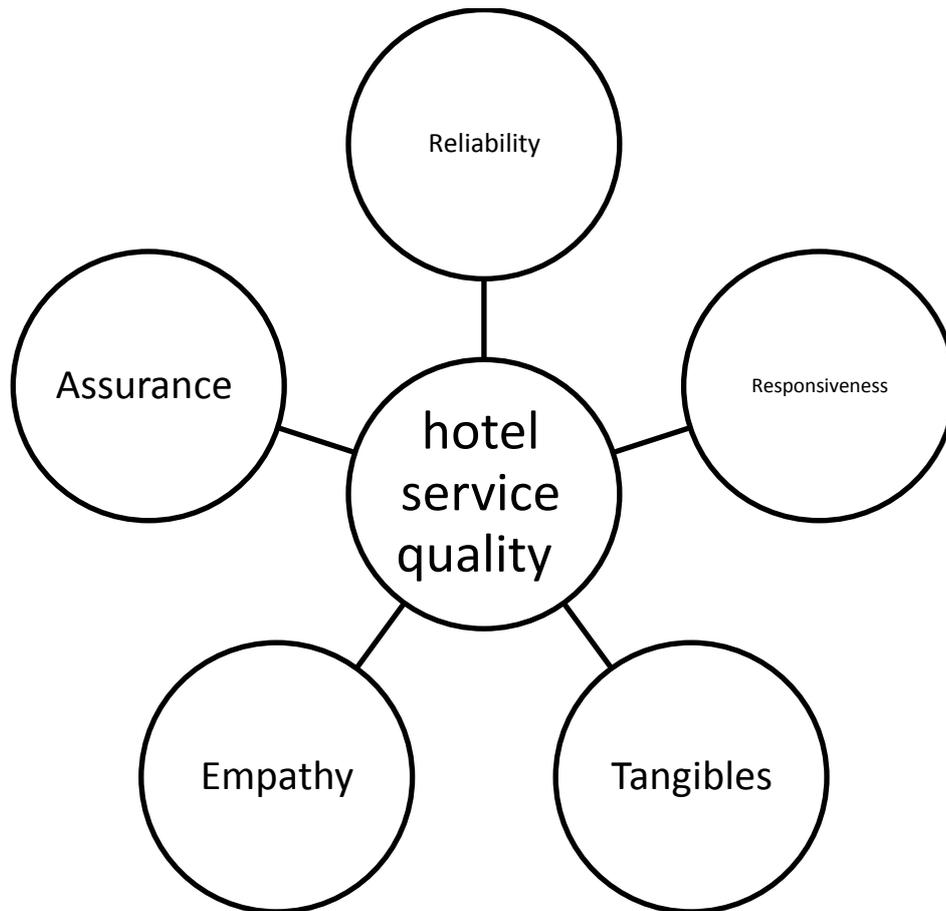


Figure (1.1): Research model

Source: based on SERVQUAL Model (1988)

According to (Zeithaml, Berry, & Parasuraman, 1988).

1- Reliability:

The extent to which that the beneficiary of services depends on the service provider to accomplish and achieve the service in a good and accurate way.

2- Responsiveness

The ability of the service provider to provide and perform the service in a good and accurate way with a suitable time.

3- **Tangibles**

It represents the material requirements associated with providing the service such as (Facilities - design - the nature of instruments and equipment – staff).

4- **Empathy**

The extent to which that the service provider concerns about the beneficiary, the way of treatment and the level of attention.

5- **Assurance**

The degree of availability of security and confidence level regarding the service provided to ensure of its quality.

1.5 **Study Hypotheses**

MAIN HYPOTHESIS:

- A- There is a significant difference at level ($\alpha=0.05$) between hotels services quality expectations and perceptions.
- B- There are significant differences between expectations and perceptions
Attributed to demographic characteristics (Gender – Age – Qualifications –
Marital status – experience – position)

1.6 **Study limitation**

- 1- Objective limitation: the researcher concentrates on SERVQUAL Model and applies it on the hotels operating in Gaza Strip where there a little knowledge about the model's dimensions
- 2- Time limitation: The time of collecting questionnaire is considered the most difficult constraint so the researcher took more time to get the data than original planed.

Summary:

The current chapter served as introductory chapter. It gives a brief background about the Palestinian tourism in terms of importance and statistics. In addition, it provides a general overview about the importance of accommodation system with a brief description to the accommodation establishments in the Gaza Strip. On the other hand, this chapter tackled briefly the service quality and the SERVQUAL model as one of the most common models to measure service quality. In this sense, this chapter represents an introduction about the current study in general. It provides the problem statement of this study; in addition, to the research questions. Moreover, this chapter discusses objectives that the study aims to achieving in details. Thus, it clarifies the importance of this study; in addition to, the main variables and the study hypothesis. Finally, the researcher concluded this chapter by clarifying the research limitations.

Chapter Two: literature review

Chapter Two: literature review

2.1 Section One: SERVQUAL Model

Introduction:

The measuring of service quality is considered as the core element of success for every institution including hotels. The level of strengthen, success and effectiveness for any organization depends on the level of services quality. Therefore, there are many models used to measure and examine the service quality to achieve customer expectations and gain profit and get market share in business filed. Aforementioned, the most popular model was used to measure service quality is so called "SERVQUAL MODEL" which verified its success and satisfy various services organizations. The researcher devoted this section to explain the origin of SERVQUAL MODEL, criticisms; studies used and applied this model, models extracted from the original model and the modified model designed by the researcher.

2.1.1 The Origin of SERVQUAL Model

Service industry is considered as one of the most fluctuated industries. It needs effective standards and measurement tools to improve and enhance even to oversee the procedures of such industry. SERVQUAL model is one of the most effective measurement instruments to measure service quality. Parasuraman, Zeithaml and Berry develop SERVQUAL in 1985. They develop an article that witnessed the existence of this model which entitled by *A conceptual model of service quality and its implications for future research* (Parasuraman, A., Zeithaml, V. A., & Berry, L. L., 1985) and developed by the same group as the following (Parasuraman *et al.*, 1985; 1986; 1988; 1990; 1991a; 1991b; 1993; 1994; Zeithaml *et al.*, 1990; 1991; 1992; 1993) , (Buttle, 1996).

The Original SERVQUAL Dimensions:

Parasuraman, Zeithaml and Berry developed ten dimensions to measure service quality. Those researchers used analytical methods to decrease the number of SERVQUAL statements. This process helps them combining those ten dimensions into five dimensions measuring the same aspects as follows:

- 1- **Tangible:** Appearance of physical facilities, equipment, personnel, and communication materials.
- 2- **Reliability:** Ability to perform the promised service dependably and accurately.
- 3- **Responsiveness:** Willingness to help customers and provide prompt service.
- 4- **Competence:** Possession of the required skills and knowledge to perform the service.
- 5- **Courtesy:** Politeness, respect, consideration, and friendliness of contact personnel.
- 6- **Credibility:** Trustworthiness, believability, honesty of the service provider.
- 7- **Security:** Freedom from danger, risk, or doubt.
- 8- **Access:** Approachability and ease of contact.
- 9- **Communication:** Keeping customers informed in language they can understand and listening to them.
- 10- **Understanding the Customer:** Making the effort to know customers and their needs.

It is obvious that the ten dimensions combined into the following five dimensions:

- 1- **Tangibles:** Physical facilities, equipment, an appearance of personnel
- 2- **Reliability:** Ability to perform the promised service dependably and accurately.
- 3- **Responsiveness:** Willingness to help customers and provide prompt service.
- 4- **Assurance:** Knowledge and courtesy of employees and their ability to inspire trust and confidence.
- 5- **Empathy:** Caring, individualized attention the firm provide its customers.

The assurance dimension includes competence, courtesy, credibility and security items while the empathy includes access, communication, and understanding the customer (Arun Parasuraman, Zeithaml, & Berry, 1988)

SERVQUAL is a scale with validity and reliability, which enable the organizations to understand the expectations and perception of their customers very well by examining the discrepancy between the expectations and perceptions, then raise the gaps of service quality, as a result, the size of the gaps will appear (Parasuraman, A., Zeithaml, V. A., & Berry, L. L., 1985). The statements number corresponds to the expectation and perception statements in the questionnaires are as follows.

Dimension	Statement Pertaining to the Dimension
Tangibles	Statements 1-4
Reliability	Statement 5-9
Responsiveness	Statements 10-13
Assurance	Statements 14-17
Empathy	Statement 18-22

To sum up, the service quality dimensions depend on the five dimensions developed by Parasuraman, Zeithaml and Berry on 1988 and those researchers approved the credibility and validity of SERVQUAL model. Those researchers used 22 statements to measure the five dimension of service quality.

2.1.2 Summary of Steps Employed in Developing the Service-Quality Scale:

Those researchers established many steps to develop the service quality scale as follows:

Step 1: Definition of service quality as the discrepancy between consumers' perceptions of services offered by a particular firm and their expectations about firms offering such services.

Step 2: Identification of 10 dimensions making up the domain of the service-quality construct.

Step 3: Generation of 97 items representing the 10 dimensions,

Step 4: Collection of expectations and perceptions data from a sample of 200 respondents, each of whom was a current or recent user of one of the following services: banking, credit card, appliance repair or maintenance, long-distance telephone, and securities brokerage.

Step 5: Scale purification through the following repeated series:

- Computation of coefficient alpha and item-to-total correlations for each dimension.
- Removal of items whose Item-to-total correlations were low and whose removal increased coefficient alpha.
- Factor analysis to verify the dimensionality of the overall scale.
- Reassignment of items and restructuring of dimensions where necessary.

Step 6: Identification of 34 items representing 7 dimensions.

Step 7: Collection of expectations and perceptions data (using the 34-item instrument) from four independent samples of 200 respondents (each sample contained current or recent customers of a nationally known firm in one of the following four service sectors: banking, credit card, appliance repair and maintenance, and long distance telephone).

Step 8: Evaluation and further purification of the 34-item scale by using the same repeated series as in Step 5 on each of the four data sets.

Step 9: Identification 22-item scale ("SERVQUAL") representing five dimensions.

Step 10: Evaluation of SERVQUAL's reliability and factor structure and reanalysis of the original data (collected in Step 4) belong to the 22 items, to confirm the scale's internal consistency and dimensionality.

Step 11: Assessment of SERVQUAL's validity.(Zeithaml, 1988)

From the previous explanation, the development of SERVQUAL has many phases began with determination of the gap between expectation and perception based on 97 items representing 10 dimensions. The group of researchers conducted different analysis and purification of 97 items which reach to 34 items representing 7 dimensions .further purifications was conducted led to develop the international SERVQUAL model based on 22 items representing 5 dimensions.

2.1.3 THE SERVQUAL INSTRUMENT

The SERVQUAL instrument is a questionnaire that consists of two sections. The first section represented by expectation whereas the second one represented by perception:

- (1) An expectations section contains 22 statements to measure customers' expectations service quality.
- (2) A perceptions section contains a matching set of 22 statements to measure customers perceive service quality.(Zeithaml, Parasuraman, & Berry, 1990)

This instrument was developed in 1988 where the survey is applied twice: once before the service experience in order to measure the expectations 'level and once after the commercial transaction, so that the perceived performance could be measured. However, even by its creators, the instrument was rarely applied that way,

typically the measurement of both expectations and performance having been done at the end of the service experience in one sitting.

The SERVQUAL data analysis can take several forms, according to the study's objectives:

- 1- Item by item: $22*(P-E)$,
- 2- Dimension by dimension: $(P1+P2+P3+P4)/4-(E1+E2+E3+E4)/4$,
- 3- Global analysis or the SERVQUAL gap: $(P1+P2+\dots+P22)/22-(E1+E2+\dots+E22)/22$:

(Souca, 2012)

The Gaps diagram :

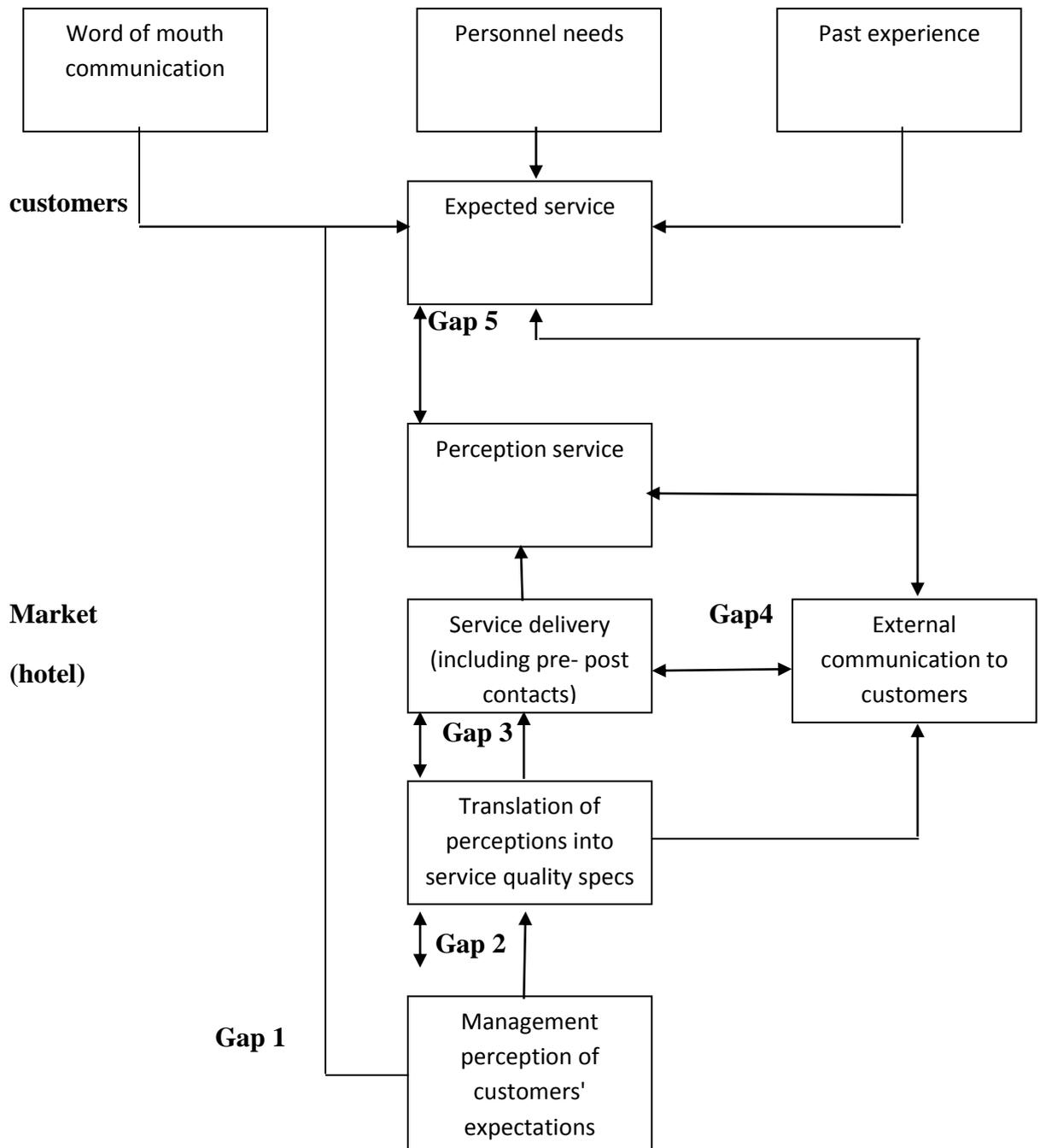


Figure (2.1): Gaps Diagram

Source: Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A conceptual model of service quality and its implications for future research.

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Zeithaml, Bitner & Gremler, (2006) clarified and explained the gaps by talking the reason of each gap. They summarized briefly each one as follows:

Gap 1: Not knowing what customer expect

It is the difference between customer expectation of service and company understanding of those expectations. A key cause in many firms for not meeting customers' expectations is that the firms have not accurate understanding correctly what those expectations is. Many reasons occur for manager not being aware of what customer expects: they may not interact directly with customers, they may be unwilling to ask about expectations, or they may be unprepared to address them. When people with the authority and responsibility for setting priorities do not fully understand customers' service expectations, they may generate a chain of bad decisions and suboptimal resource allocations that results in perceptions of poor service quality.

Gap 2: Not having the right service quality designs and standards

Correct perceptions of customers' expectations are necessary but not enough, for delivering superior quality service. Another requirement is the service designs and performance standards that reflect those correct perceptions. The problem is reflected in gap 2, the difference between company understanding of customer expectations and development of customer-driven service designs and standards. Customer-driven standards are different from traditional performance standards that companies establish for service in that they are based on essential customer requirements that are visible to and measured by customer. They are operations standards set to correspond to customer expectations and priorities rather than to company concern such as productivity or efficiency.

Gap 3: Not delivering to service designs and standards

Once service designs and standards are in place, it would seem that the firm is well on its way to delivering high-quality service. This assumption is true, but is still not enough to deliver excellent service delivery actually matches the designs and standards in place. Gap 3 is the discrepancy between development of customer-driven service standards and actual service performance by company employees. Even when guidelines exist for performing services well and treating customers correctly, high-quality service performance is not a certainty. Standards must be backed by appropriate resources (people, systems and technology) and must be enforced to be effective that is, employee must be measured and compensated based on performance along those standards. Thus, even when standards accurately reflect customers' expectations, if the company fails to provide support for those standards, if it does not facilitate, encourage, and require their achievement, it means that the

standards will not be good. When the level of service delivery falls short of the standards, it falls short of what customers expect as well.

Gap 4: Not matching performance to promises

Gap 4 explains the difference between service delivery and the services provider's external communications. Promises made by a service company through its media advertising, sales force, and other communications may potential raise customer expectations, the standards against which customers assess service quality. The discrepancy between actual and promised service therefore has an adverse effect on the customer gap. Broken promises can occur for many reasons: overpromising in advertising or personal selling, inadequate coordination between operations and marketing, and differences in policies and procedures a cross service outlets.

Gap 5: Not matching expected service to perceived service

The key to ensuring good service quality is meeting or exceeding what customer expect from the service. Similar experiences, both positive and negative were described by customers appears judgments of high and low service quality depend on how customer perceive the actual service performance in the context of what they expected. (Parasuraman,et al 1985)

2.1.4 The treatment gaps technique

- 1- Know and perceive the key determinants of service quality: Filed researches have a vital role in knowing and perceiving the actual determinants of service quality as customers perceive, whether for the concern service firm or for competitive service firms.
- 2- Formulate and confirm quality standards and inform the employees about these standards: It is important when formulating quality standards, is to be written and understood by the all employees and practices these standards with customers, and must match customers' expectations.
- 3- Establishing performance standards better than the minimum standards which are common in service industry
- 4- Provide specific assurance to service performance: The assurance is related to period, which the procedures spent to get the service, and this assurance supports the service firm reputation in the customers' mind if it is fulfilled.
- 5- Interactive relation between service and customer concept: While this relation is a vital to reach customer satisfactions and this is one of service quality determinants, as the customer perceive, so it is necessary and important to train the employees continuously on the positive method and technique in dealing with customers.

- 6- Achieve differentiation in service: Quality became an organizational value for employees in service's firm which generate satisfaction and motivation for employees then the real gaps will never appear which separate between service's firm and customers. (El Mehiwai, Q, 2006).

From the previous clarifications, the researchers argued that there are five gaps that happen based on different reasons such as misunderstanding of customers expectation, discrepancy between what the management think of customers desire and the actual performance, the low level of performance compared to the desired quality standards, the difference between performance and promise and difference between expectations and perceptions. In addition, these gaps are treated by several steps that previously highlighted.

2.1.5 Criticisms of SERVQUAL

Notwithstanding its growing popularity and widespread application, SERVQUAL has been subjected to a number of theoretical and operational criticisms which are detailed below:

Carman 1990-conducted research by using four areas for service business differ from the four areas for service which Parasuraman, Berry, Zeithaml applied their study by using SERVQUAL MODEL. Carman found that this Model need to modification by adding some elements or change some words to be convenience with chosen sector and he mention to that SERVQUAL not convenience for all service sectors and originally it is establish for this. Furthermore, Carman said the five dimensions in SERVQUAL MODEL is not sufficient to meet the needs of service quality measurement And to measure customer expectations in the SERVQUAL model is unclear and questionable .(Carman, 1990)

In addition, Cronin and Taylor 1992 tested a performance-based measure of SQ, dubbed SERVPERF, in four industries (banking, pest control, dry cleaning and fast food). They found that this measure explained more of the variance in an overall measure of SQ than did SERVQUAL. SERVPERF is composed of the 22 perception items in the SERVQUAL scale, and therefore excludes any consideration of expectations. In a later defense of their argument for a perceptions-only measure of SQ, Cronin and Taylor 1994 acknowledge that it is possible for researchers to infer consumers' disconfirmation through arithmetic means (the P – E gap) but that "consumer perceptions, not calculations, govern behavior". Finally, a team of researchers, including Zeithaml herself Boulding et al., 1993, has recently rejected the value of an

Expectations-based or gap-based model in finding that service quality was only influenced by perceptions. (Boulding, Kalra, Staelin, & ZEITHAML, 1993; Cronin & Taylor, 1992, 1994).

Andersson 1992 has raised a different concern. He objects to SERVQUAL's failure to draw on previous social science research, particularly economic theory, statistics, and psychological theory. Parasuraman et al.'s work is highly inductive in that it moves from historically situated observation to general theory. Andersson (1992) claims that Parasuraman abandon on the principle of scientific continuity and deduction. (Andersson, 1992)

Babakus and Boller (1992) found the use of a "gap" approach to SQ measurement "intuitively appealing" but suspected that the (difference scores do not provide any additional information beyond that already contained in the perceptions component of the SERVQUAL scale). They found that the dominant contributor to the gap score was the perceptions score because of a generalized response tendency to rate expectations high.(Babakus & Boller, 1992).

Process orientation. SERVQUAL is criticized for focusing on the process of service delivery rather than outcomes of the service encounter. Grönroos (1982) identified three components of SQ: technical, functional and reputational quality. Technical quality is concerned with the outcome of the service encounter, functional quality is concerned with the process of service delivery, and reputational quality is a reflection of the corporate image of the service organization. On the other hand, technical quality focuses on what, functional quality focuses on how and involves consideration of issues such as the behavior of customer contact staff, and the speed of service. Critics have argued that outcome quality is missing from Parasuraman et al.'s formulation of SQ .(Buttle, 1996).

Richard and Allaway 1993 tested an augmented SERVQUAL model, which they claim incorporates both process and outcome components, and comment that "the challenge is to determine which process and outcome quality attributes of SQ have the greatest impact on choice. These researchers found that the process-only items borrowed and adapted from SERVQUAL accounted for only 45 percent of the variance in customer choice; the full inventory, inclusive of the six outcome items, accounted for 71.5 percent of variance in choice. The difference between the two is significant at the 0.001 level. They conclude that process-and-outcome is a better predictor of consumer choice than process, or outcome, alone.(Richard & Allaway, 1993).

According to Brown, Churchill, Peter 1993 when use the difference between expected service and perceive service there are some of statistical problems in the

model like reliability, validity, consistency, correlation and variance. (Brown, Churchill, & Peter, 1993) .

Oliver argued that previous perception for service is considered as a function for customer expectations around the service and the subsequent perception is a function to customer's assessment for the level of current provided service. Moreover, Oliver see that customers formulate their trend to service depended on previous experience so this current trend adapt according to satisfaction level which customer achieved by dealing with firm and not by comparing between the expected and perceive service or actual performance for service.(Oliver, 2014)

2.1.6 Clarification of Some Studies Supported and Adapted SERVQUAL Model

Cadotte & Turgeon (1988) analyze the factors that create satisfaction and dissatisfaction in the lodging industry by the number of complaints and compliments received by the management, showing that perceived service quality could fall in either category. As a dis-satisfier only asking price and delivery speed are higher on the list, and as satisfier it's on fourth place after employees 'friendliness, hotel cleanliness and visual impression. Each of these aspects can be measured by SERVQUAL.

Saleh & Ryan (1991) started with the dimensions identified by the SERVQUAL model and the hotel attributes studied during the 1980-1988 period in order to determine five factors influencing customer satisfaction with the hospitality industry: hospitality, tangibles, safety, avoiding sarcasm and empathy.

Callan & Bowman (2000) analyzed the most important service attributes a hotel has to offer for the British mature traveler segment, and discover 38 items. Among the first 10 attributes as importance, with an average between 6 and 7. 8 of them are analyzed by the SERVQUAL scale, in its classic or modified form: cleaning, room comfort, politeness, reliability, assurance, responsiveness, promptness of service and employee availability.

Yüksel and Yüksel (2001) developed a critical analysis on the expectancy disconfirmation paradigm applied to hospitality, where they outline the weaknesses the model has in using expectations as a comparison standard. The study, however, does not deny the importance of expectations in the process of creating satisfaction and identifies the areas where SERVQUAL can be improved.

Ladhari (2009) developed a critical evaluation of the last twenty years of quality and satisfaction studies and research in which he concludes that despite numerous criticisms, SERVQUAL remains the instrument of choice for theoretical and

practical research. The author warns that SERVQUAL's original scale shouldn't be kept in all contexts, as it is better to adapt it or even transform it according to the industry's specific context where the research is taking place.

Marković & Raspor (2010) examined the Croatian hotel industry using a SERVQUAL modified scale applied to both national and international tourists. Their results determine four quality dimensions: reliability, empathy and employees' competence, accessibility and tangibles. Two of these dimensions have their structure outlined in the original SERVQUAL model, while the other two are newly defined.

Yilmaz (2010) verifies using the customers of 2 to 5 stars hotel from Cappadocia, Turkey whether they apply a multi-expectation framework when evaluating hotel services. Analyzing the responses shows that customers recognize expectations at both the desired and adequate level; and confirms that tourists have a narrow zone of tolerance, with the most restrictive dimensions being empathy. The original SERVQUAL dimensions used as a starting point are redefined as assurance and responsiveness, empathy, reliability and tangibles.

To conclude, the SERVQUAL model is considered as an argumentative issue where many researchers criticize and support this model. From the previous explanation, it is clear that many researchers rejected the SERVQUAL model and consider this model as an inappropriate instrument to measure the service quality such as Cronin and Taylor 1992 who focus on performance based measure of SERVQUAL and deny the role of expectation in measuring service quality. On the other hand, many researchers supported the SERVQUAL model and consider it as an effective instrument to measure the service quality as Ladhari 2009 who asserted the importance of the SERVQUAL model in measuring the service quality and still a better instrument in measuring the service quality.

2.2 Section Two: Service Quality and Hotels

Introduction

Service quality is one of the most effectual determinants of customers' expectation and their perception. It helps institutions including hotels increasing their market share and forming a huge customers' segment. Furthermore, it enables hotels improving their image and reputation. Service quality is considered to be one of the main indicators of profit and customers' satisfaction. One must bear in mind that service quality is a significant source of sustainable competitive advantage, as it affects the constant improvement of service performance by increasing market share and profit growth. Such a view of service quality yields an increase in financial results and achieving sustainable competitive advantage.(Grubor, Salai, & Leković). On the other hand, Oliver (1997) argues that service quality can be described as the result from customer comparisons between their expectations about the service they will use and their perceptions about the service company.

There is no doubt that the service sector is considered as one of the largest sectors around the world. The domination of the service sector today is confirmed by the fact that 70% of the world GDP is realized in the service sector (Gržinić, 2007). In this respect, it's difficult to find an accurate definition for service, since it deals with the intangible issues which difficult to define. Services include "all economic activities whose output is not a physical product or construction, is generally consumed at the time it is produced, and provides added value in forms (such as convenience, amusement, timeliness, comfort, or health) (Zeithaml, Bitner & Gremler, 2006).

Quality is one of the most powerful attributes that grasp the customers' attention. It affects customers' buying behavior and their buying decisions. The quality plays an important role in the competition as to be distinguished from others. One notices that the quality is the most effectual role that strengths some companies and destroys others. The quality represents the satisfaction of the client's needs and in order to achieve it and keep it in time, companies don't focus only on the continuous research into the demands of the clients, but also on their own capabilities to satisfy customers as much as they can. Such an approach would ensure the pursuing of constant improvements according to the demands of the clients.(Gržinić, 2007).

2.2.1 Part (A) Service

2.2.1.1 The concept of service

Many productive systems, such as hospitals, beauty salons, consulting companies, banks and airlines do not produce a tangible product that can be stored for later consumption. Instead, the output of such systems is a service – for example, health

care, good looks, advice, loans, and transportation – that is consumed in the process of its production. From our day-to-day experience, we know that the cost and quality of services provided even within the same industry can vary a great deal. We have preferences and are willing to pay for different components of service, such as speed, quality, degree of variety, and so on. Better management of the system that provides the service, consistent with customer preferences and requirements, will lead to greater profitability for the firm. We must therefore understand the nature of the various types of service systems and the associated management tasks that are required to improve a service firm's competitiveness.

2.2.1.2 Service Definitions:

- A service is an act or performance offered by one party to another. Although the process may be tied to a physical product, the performance is essentially intangible and does not normally result in ownership of any of the factors of production.(P. Kotler, 2006)
- Services are economic activities that create value and provide benefits for customers at specific times and places, as a result of bringing about a desired change in – or on behalf of – the recipient of the service (C. Lovelock, Patterson, & Wirtz, 2014).

To sum up, service consists of many elements that shape the service. Many researchers define service as performance and activities. In this respect, customers can't possess or touch service; however, they feel it. Moreover, service may depend on physical product to create and provide the service where the physical requirements simplify the provision of service. Finally services must meet the customer's need where customers are considered the most determinant role which affects the success of service.

2.2.1.3 The growing of services importance

In 1980, the service sector employed more than two thirds of the working population and accounted for more than 60 per cent of the gross national product. For the first time in history, investment per office worker now exceeds investment per factory worker. With the continuing trend towards a service economy, a greater proportion of future operations managers will be employed by this sector.

In addition to the continuing growth of the service sector, the role of services in the manufacturing sector has been increasing. With increasing automation and the use of computers in the design of a product and its manufacturing process, technical and professional staffs will have a greater role in the actual production of the product than will unskilled workers. Thus, in the factory of the future the productive process may be guided by design engineers, computer operators, and production planners. (C. Lovelock et al., 2014)

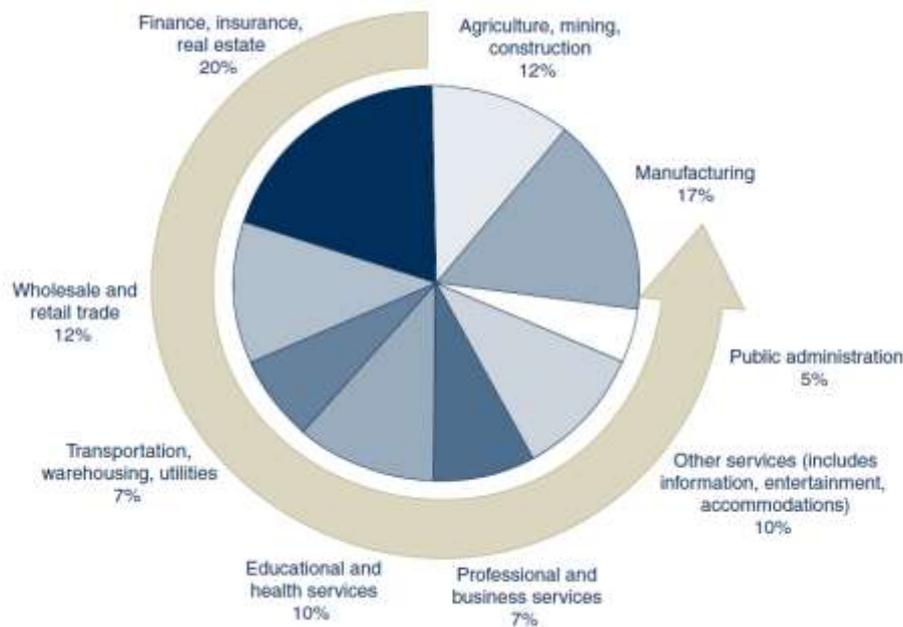


Figure (2.2): Service industries contributions to gross domestic product

Source : Lovelock, C., Patterson, P. G., & Wirtz, J. (2014). *Services marketing*: Pearson Australia.

2.2.1.4 From the following points, the researcher can find out the growing importance of services.

1. There has been an increase in demand for the services of professionally qualified technicians with establishment of technical institutes.
2. Communication services like entertainment, education and the right to information by the public is more important.
3. Due to increasing standards in education, there is an increasing demand for educational services. Primary, secondary, higher secondary schools, junior degree colleges are the institutes, which are in great demand. As the number of students goes up the demand for private classes, tuitions, etc. also increases.
4. Banking services have become necessary to meet financial requirements of the public and the national industrial sector.
5. Personal care services are essential to develop potentiality of an individual for a perfect personality and positive image.
6. Electricity services are required for the benefit of society, industry and so on.
7. With the increasing amount of trade and business, done by road there has been a demand for transport services which benefits various automobile manufacturers. Large section of population prefer having their own vehicles, proving a good business propositions for automatic industry.

8. The tourism has geared itself to make the tourists enjoy the holiday seasons in the places of their choice and take them away from monotonous existence of cities.
9. Adequate hospital services are essential for the well-being of the society.
10. Hospitality services work on the strategies to satisfy the business class through their service in terms of comfort and satisfaction. The above activities have left the management scientists, professionals and socio-economic thinkers analyze and understand that managing services need attention, to stay in business.
11. As the natural resources are depleting and need for conservation is increasing the researcher see the coming of service providers like pollution control agencies, car pools etc.
12. The development in information technology has given rise to services like pager service, World Wide Web etc. (Zeithaml, Bitner & Gremler, 2006) and (El Mehiwai, Q 2006).

To conclude, there is no doubt that services sector has a great share of world's business and continuously increasing according to life requirements. In addition, it has a great impact in our life which considered a necessary demand in our life. In fact the researcher can't dispense it or dispense the vital role of service in our life.

2.2.1.5 Service features

Service is featured by four main attributes that shape the service. It includes intangibility, heterogeneity, perishability, and simultaneous production and consumption. In this respect, Zeithaml, Bitner & Gremler, (2006) provides a clear description of each one as follows:

2.2.1.5.1 Intangibility

The most basic distinguishing characteristic of services is intangibility. Because services are performances or actions rather than objects, they cannot be seen, felt, tasted, or touched in the same manner that you can sense tangible goods. For example, health care services are actions (such as surgery, diagnosis, examination, and treatment) performed by providers and directed toward patients and their families. These services cannot actually be seen or touched by the patient, although the patient may be able to see and touch certain tangible components of the service (like the equipment or hospital room). In fact, many services such as health care are difficult for the consumer to grasp even mentally. Even after a diagnosis or surgery has been completed the patient may not fully comprehend the service performed, although tangible evidence of the service (e.g., incision, bandaging, pain) may be quite apparent.

2.2.1.5.2 Heterogeneity

Because services are performances, frequently produced by humans, no two services will be precisely alike. The employees delivering the service frequently are the service in the customer's eyes, and people may differ in their performance from day to day or even hour to hour. Heterogeneity also results because no two customers are precisely alike; each will have unique demands or experience the service in a unique way. Thus the heterogeneity connected with services is largely the result of human interaction (between and among employees and customers) and all of the vagaries that accompany it. For example, a tax accountant may provide a different service experience to two different customers on the same day depending on their individual needs and personalities and on whether the accountant is interviewing them when he or she is fresh in the morning or tired at the end of a long day of meetings.

2.2.1.5.3 Simultaneous Production and Consumption

Whereas most goods are produced first, then sold and consumed, most services are sold first and then produced and consumed simultaneously. For example, an automobile can be manufactured in Windsor, shipped to Vancouver, sold two months later, and consumed over a period of years. But restaurant services cannot be provided until they have been sold, and the dining experience is essentially produced and consumed at the same time. Frequently this situation also means that the customer is present while the service is being produced and thus views and may even take part in the production process. Simultaneity also means that customers will frequently interact with each other during the service production process and thus may affect each other's' experiences. For example, strangers seated next to each other in an airplane may well affect the nature of the service experience for each other. That passengers understand this fact is clearly apparent in the way business travellers will often go to great lengths to be sure they are not seated next to families with small children. Another outcome of simultaneous production and consumption is that service producers find themselves playing a role as part of the product itself and as an essential ingredient in the service experience for the consumer. (C. Lovelock et al., 2014)

2.2.1.5.4 Perishability

Perishability refers to the fact that services cannot be saved, stored, resold, or returned. A seat on an airplane or in a restaurant, an hour of a lawyer's time, or telephone line capacity not used cannot be reclaimed and used or resold at a later time. Perishability is in contrast to goods that can be stored in inventory or resold another day, or even returned if the consumer is unhappy. Wouldn't it be nice if a bad haircut could be returned or resold to another consumer? Perishability makes this action an unlikely possibility for most services. (C. Lovelock et al., 2014)

To sum up, there are agreements among authors about the main four features of service. In addition, service provider depends on some physical aspects to create or provide service, but they can't own service or touch it whereas they can feel service after using it. Moreover, service providers can't storage service or separate the production and consumption of service. Finally, it's very important to understand that service differs from one another and depends on many factors; in addition, there are many other factors affect service.

2.2.2 Part (B) Quality

2.2.2.1 The concept of quality

Quality back to the Latin word (Qualitas), which means nature of the person or the nature of the thing and the degree of hardness and old meant precision and perfection through they manufacture their historical a viz. defect detection,nd religious monuments and sculptures of castles and palaces for the purposes of bragging or to be used for the purposes of protection. In addition, the newly changed after the development of the concept of quality management science. The emergence of large-scale production and the industrial revolution, and the emergence of large companies, Increased competition, it has become the concept of quality new dimensions and complex. Furthermore, the quality can be defined as a set of the qualities and characteristics that characterize the product or service and that lead to meet the needs of consumers and customers both in terms of product design or manufacture or its inability to perform in order to access to satisfy those customers and make them happy (Daradkeh, al-Shibli 2001).

2.2.2.2 Quality definitions

- To consistently meet or exceed customer expectations by providing products and services at prices that creates value for customers and profits for the company'. (Woods & King, 2002)
- Freedom from defects (P. B. Kotler & Bowen) (2003).

To sum up, the quality is mix of customer's expectations, perspectives and organization's perspectives and goals . In addition, the quality for (goods – services) must be processed without defects and errors which means to do things right from the first time where it should meet or exceed customer expectations .

2.2.2.3 The important of quality

Quality is crucial for businesses. Quality service help to maintain customer satisfaction and loyalty and reduce the risk and cost of faulty service. Hotels can build a reputation for quality by gaining accreditation with a recognized quality standard. **El Mehiwai, Q (2006) summarized the main importance of quality as follows:**

Legal Responsibility

There is legal responsibility toward customer when organization providing service or producing product. In this sense, the increasing of such cases in the courts that may harm customers regarding quality leads the organizations to be aware of any process

or procedures that could harm customers. Therefore, every organization is responsible legally on any harm happens to customers when using this service or product.

Customer Expectations

The customers expect to deliver quality products. If hotel do not, they will quickly look for alternatives. Quality is critical to satisfying customers and retaining their loyalty so they continue to buy from hotel in the future. Quality products make an important contribution to long-term revenue and profitability. They also enable hotels to charge and maintain higher prices.

Reputation

Quality influences hotel's reputation. The growing importance of social media means that customers and prospects can easily share both favorable opinions and criticism of your service quality on forums, service review sites and social networking sites, such as Facebook and Twitter. A strong reputation for quality can be an important differentiator in markets that are very competitive. Poor quality or a service failure can create negative publicity and damage your reputation.

Meeting Standards

Accreditation to a recognized quality standard may be essential for dealing with certain customers or complying with legislation. Public sector companies, for example, may insist that their suppliers achieve accreditation with quality standards. If suppliers sell products in regulated markets, such as health care, food or electrical goods, they must be able to comply with health and safety standards designed to protect consumers. Accredited quality control systems play a crucial role in complying with those standards. Accreditation can also help you win new customers or enter new markets by giving prospects independent confirmation of company's ability to supply quality products.

Costs

Poor quality increases costs. If hotel do not have an effective quality control system in place, they may incur the cost of analyzing nonconforming goods or services to determine the root causes and retesting products after reworking them. In some cases, you hotels have to scrap defective products and incur additional production costs to replace them. If defective products reach customers, hotels will have to pay for returns and replacements and, in serious cases; they could incur legal costs for failure to comply with customer or industry standards.

The quality dimensions according to (Heizer & Render, 1988; James, 1996)

Quality of Design

Quality of design is all about set conditions that the product or service must minimally have to satisfy the requirements of the customer. Thus, the product or service must be designed in such a way so as to meet at least minimally the needs of the consumer. However, the design must be simple and less expensive so as to meet the customers' product or service expectations. Quality of design is influenced by many factors, such as product type, cost, profit policy, demand of the product, availability of parts and materials, and product reliability.

Quality of conformance

It is the standards harmonization which defined in the design phase after the product is manufactured or while the service is delivered. This phase is also concerned about quality is control starting from raw material to the finished product. Three broad aspects are covered in this definition, viz. defect detection, defect root cause analysis, and defect prevention. Defect prevention deals with the means to deter the occurrence of defects and is usually achieved using statistical process control techniques. Detecting defects may be by inspection, testing or statistical data analysis collected from process. Subsequently, the root causes behind the presence of defects are investigated, and finally corrective actions are taken to prevent recurrence of the defect.

Quality of Performance

Quality of performance is how well the product functions or service performs when put to use. It measures the degree to which the product or Service satisfies the customer from the perspective of both quality of design and the quality of conformance. Meeting customer expectation is the focus when the researcher talks about quality of performance. Automobile industry conduct test drive of vehicles to collect information about mileage, oil consumption. Bulbs are life tested to understand its reliability during useful life. Customer survey is conducted to find customer's perception about service delivered. If product or service does not live up to customer expectation, then adjustments are needed in the design or conformance phase.

Garvin (1984) also provides discussion of eight critical dimensions of product quality. The summarized key points concerning these dimensions of quality is provided below.

Performance (will the product do the intended job in field?)

It talks about evaluation of product or service performance with respect to certain specific functions and determine how well it performs from customer's perspective.

Reliability (how often the product can fail within a stipulated time?)

It talks about probability of not failing of components of say automobiles or airbus while on service for a specified period. Less the reliability, more the chances of repair or replacement.

Durability (how long can the product last?)

This is the effective life of the product or longevity before it is declared as unfit for use. Repair is not possible after this phase of life.

Service ability (how easy is it to repair the product?)

Customer's view on quality is also influenced by how quickly and economically a repair or routine maintenance activity can be accomplished. This is mentioned as serviceability. For examples how long did it take to correct an error in your credit card statement by the bank?

Aesthetics (how appealing does the product look like?)

This is all about visual appeal of the product, often taking into account factors, such as style, color, shape, packaging, tactile characteristics, and other sensory features.

Features (value or what does the product can actually do?)

Customers tend to purchase products that have more value added features. This can be beyond basic criteria to enter into the market. A spreadsheet package may come with built-in statistical quality control features while its competitors did not in the same price range. Feature may also be definite as addition or secondary characteristics attached and supplements primary functionary of a product. Thus, car stereo is a feature of an automobile whose primary function is transportation.

Perceived Quality (what is the customer's feeling about the product after intended use?)

This is all about impression of a customer after using the product and/or service. This dimension is directly influenced by any failures of the product that are highly visible to the public or the way customer is treated when a quality-related problem with a

product is addressed. Customer loyalty and repeated business are closely related with perceived quality. For example, if you make regular business trips by a particular airline, which usually arrives late with few incidence of luggage lost in transit, you will probably prefer not fly on that carrier and prefer its competitor. So you will rate this dimension very low for such carrier.

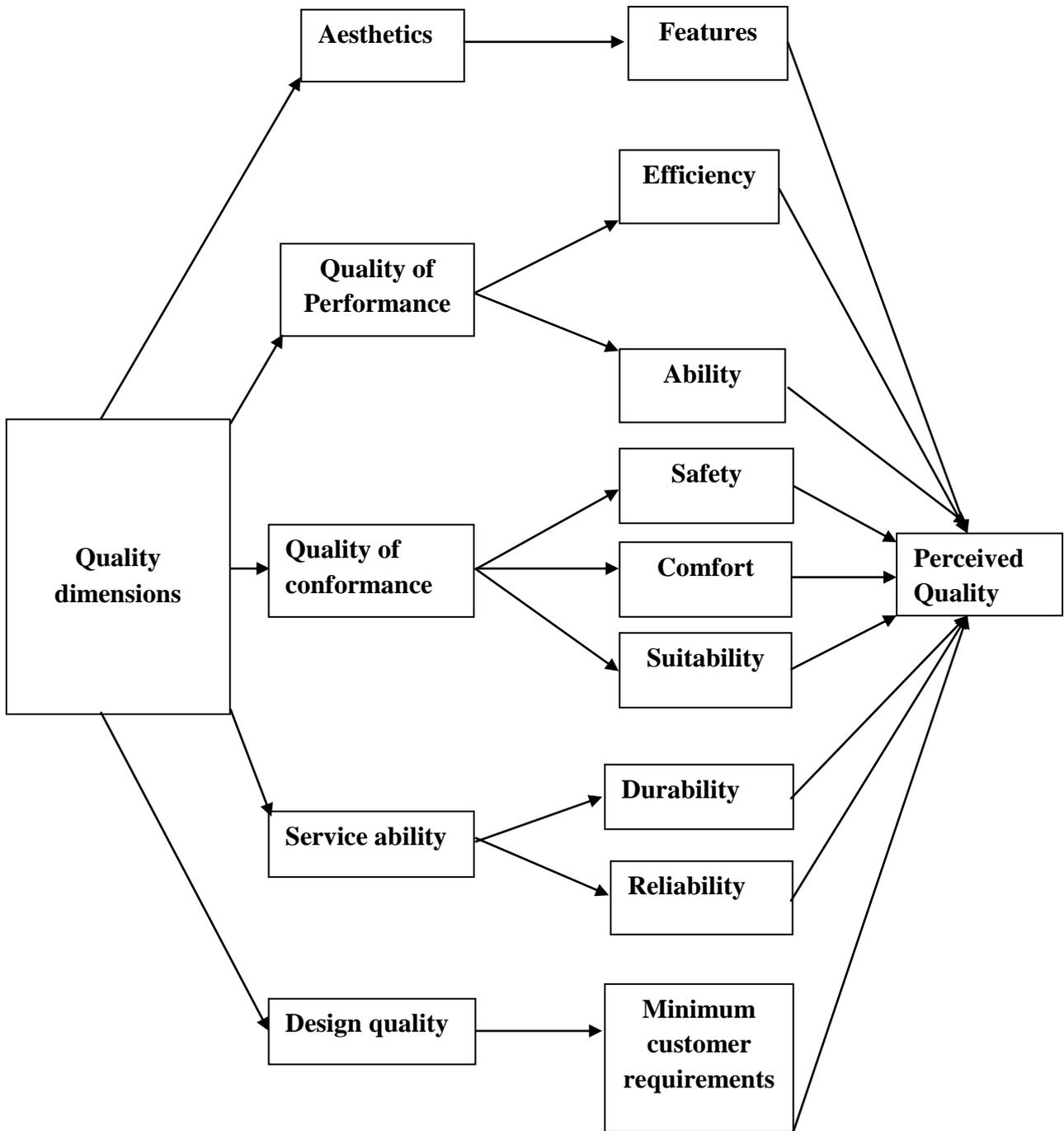


Figure (2.3): Quality Dimensions

Developed by the researcher, 2016 based on Khalil Ibrahim, et al 2002. TQM and ISO requirements, Baghdad, El Ashqar, library

To conclude, quality has many dimensions which affect quality and contributes to the formulation of a comprehensive picture of quality. Any shortage of these dimensions regarding quality leads to reduce the level of quality and increase the running cost which harm customers and affect negatively on organization. Focusing on all of these dimensions provides the perceived quality in the eyes of customers and satisfy them as much as possible.

2.2.2.4 The objectives of quality:

There are two objectives according to (Daradkeh, al-Shibli 2001).

- A- Objective serve quality control and considering to measurements which organization desire to keep it and this quality designed for all part of organization as whole by using requirements with minim level considering to special feature like safety and customer satisfaction
- B- Objective considering to quality improvement and almost confined between depress defects, lost and developed a new service (product) to satisfy customer effectively.

In addition, the quality objective can be classified to five categories:

- 1- Objective concern about organization outside performance like market, environment and community.
- 2- Objective concern about service (product) performance like customer needs and competitors.
- 3- Objective concern about process and the ability, effectiveness, and control ability for process.
- 4- Objective concern about organization inside performance and dealing with the organization's capacity and effectiveness, and their responsiveness to changes and work environment.
- 5- Objective concern about employees' performance and their skills, motivations and employees development.

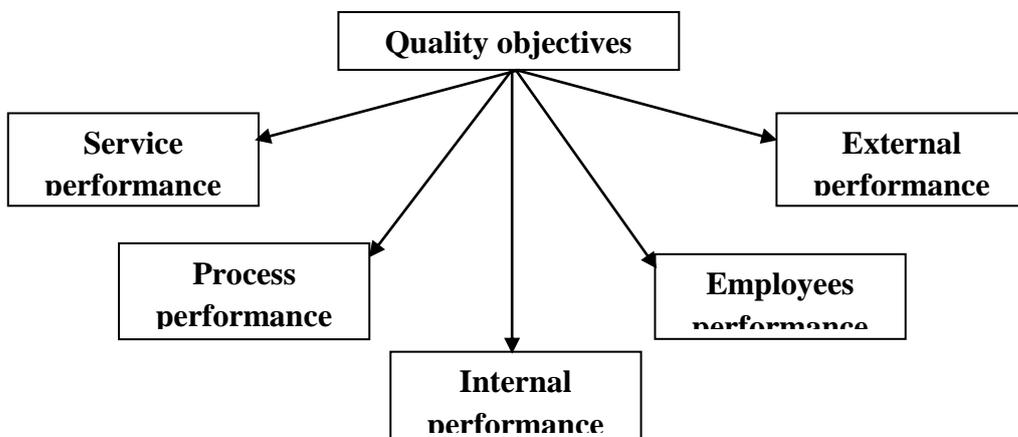


Figure (2.4): Quality objectives

Source: (El Mehiwai, Q, 2006)

2.2.3 Part (C) Service Quality and hotels

2.2.3.1 Service quality concept:

The concept of service quality originates from consumer behavior and confirmation/disconfirmation paradigm (Grönroos, 1982). Literature maintains that customers evaluate service quality by comparing the service provider's actual performance "perception" with what they think service performance would be "expectations" in their service experience (Lehtinen & Lehtinen, 1982). Service quality is defined as customer perception of how well a service meets or exceeds their expectations (Czepiel, 1990) or the degree of discrepancy between customers' normative expectation for service and their perceptions of service performance (Parasuraman et al., 1985). Whenever Customer expectation and perception are the two key ingredients in service quality.

Service quality is considered an important tool for a firm's struggle to differentiate itself from its competitors (Ladhari, 2009). The relevance of service quality to companies is emphasized here especially the fact that it offers a competitive advantage to companies that strive to improve it and hence bring customer satisfaction. Service quality has received a great deal of attention from both academicians and practitioners (Negi, 2009) and services marketing literature service quality is defined as the overall assessment of a service by the customer (Eshghi, Roy, & Ganguli, 2008).

To sum up, the service quality is the most important factor for service organization's success where the customer is considered the main determinant of service quality level. The customer compares between expectations and perceptions based on his own experience and knowledge.

2.2.3.2 Service quality definitions:

- The perceived quality of a service will be the outcome of an evaluation process where consumers compare expectations with the service they perceive they have got" (Grönroos, 1982).
- Service quality results from a comparison of what customers feel a service provider should offer (i.e. their expectations) with the provider's actual performance' (Zeithaml, Berry, & Parasuraman, 1996).

To summarize, all of those authors agreed about two main components affecting service quality. The first one is the expectations where the second one is perceptions. All of those authors emphasized on the comparison between expectations and

perception from customer side where the quality of service provided should meet their customers perceptions.in the other hand some authors asserted the importance of the process of service delivery as the main component when they define the service quality.

2.2.3.3 Service quality dimensions

Gronroos (1990) argued that service quality comprises the two fundamental components discussed above, technical quality ('what' is delivered) and functional quality ('how' the service is delivered), but he also noted an important third component – the organization's image or brand strengths.(Grönroos, 1990).

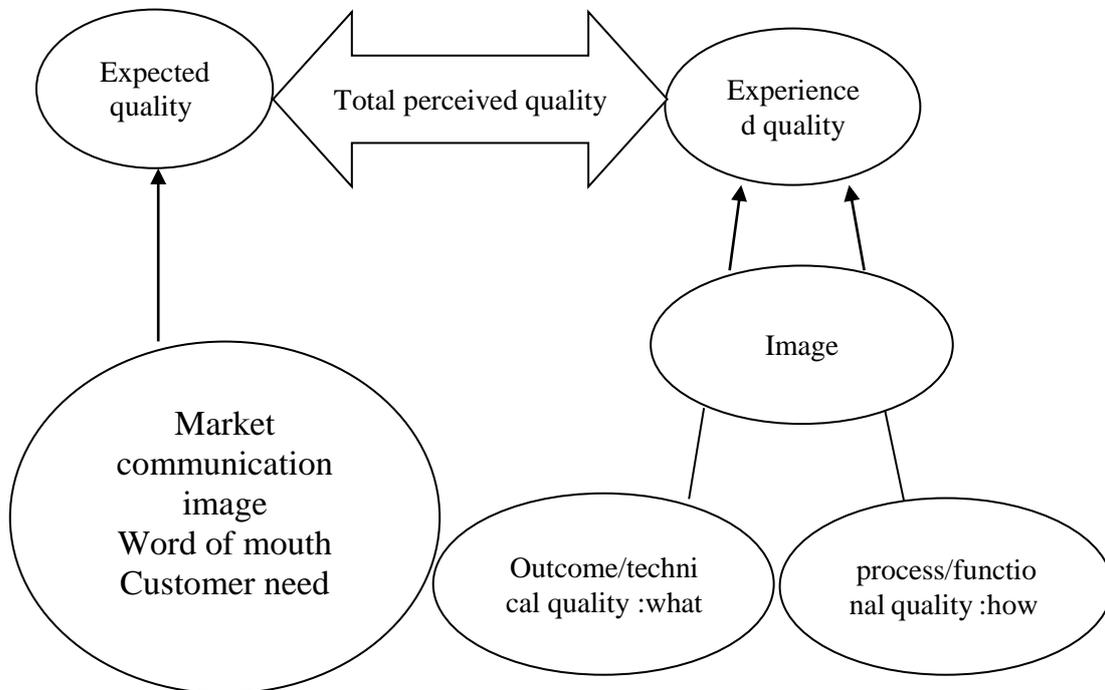


Figure (2.5): Service quality dimensions

Source : Grönroos, C. (1990). *Service management and marketing: managing the moments of truth in service competition*: Jossey-Bass.

On the equal footing, (Lehtinen & Lehtinen, 1982) argued that service quality consisted of three components

- 1- physical quality and it is belong environment surrounding service providing
- 2- corporate quality and it is belong the corporate image
- 3- interactive quality and it is the outcomes of services process

2.2.3.4 Dr. (Parasuraman, Zeithaml, Berry) in 1985 they defined ten (10) dimensions to service quality combined in only five dimensions :

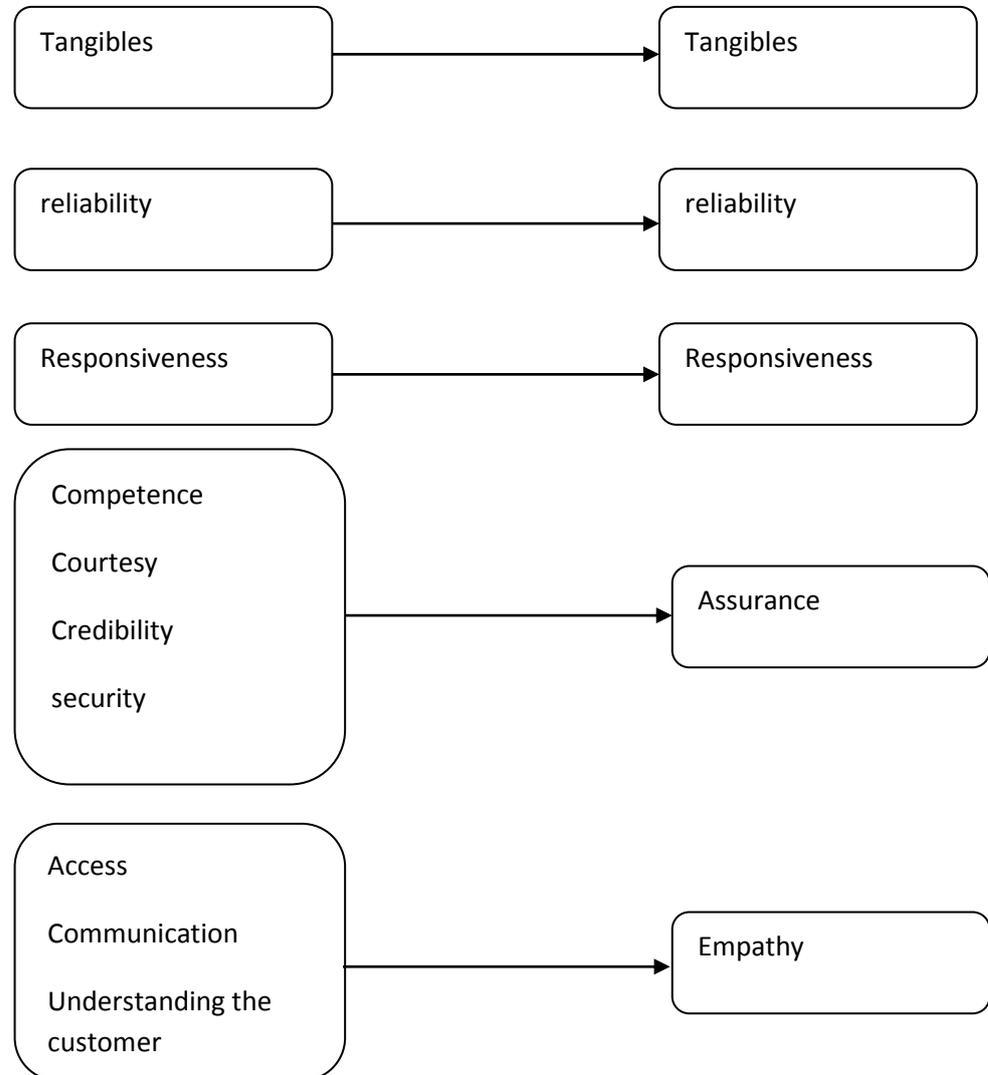


Figure (2.6): Service quality dimensions (Parasuraman)

Source: Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A conceptual model of service quality and its implications for future research. *The journal of marketing*, 41-50

2.2.3.5 Measurement service quality from customer prospective

1- Complaints

The number of customer complains considers a vital indicator of service level. It means that the level of service quality does not satisfy customers and meet their expectations.

2- Satisfaction measure

It measures customer trends toward the service quality provided especially after they receive services by asking customer some questions to discover their perception toward the provided service. It also helps hotels finding the aspects of strengthens and weakness in services to make a convenience strategy that meets customer needs and satisfy their wants.

3- SERVQUAL measure

This measure consists of two concepts:

- **Customer expectations:** These expectations are a result of customer's experience, their knowledge regarding the service provided and the service that they actually receive. In addition, it connected with comparison with other services provider.
- **Customer's perceptions:** This perception happens when customer receive service and use it. Thus, the difference between expectations and perception indicates to the level of service quality, if there are gaps, or different there is shortage in quality and vice versa.

4- SERVPERF measure

This measure focus on the actual performance of providing services by considering the service quality can be judged directly through customers trends also had the same dimensions used in SERVQUAL measure.

5- Value measure

The principle concept of this measure is the value, which depends on the private benefit provided to customer by service organizations by comparing it with the price of this service. Consequently, the relationship between the benefit and price determines the value; therefore, as the benefit levels of perceived service increase, the value provided to customers increases. In addition, this drives organization to provide an excellent service to customers by avoiding the lowest possible cost (El Mehiwai, Q, 2006).

To sum up, different instruments can be used to measure service quality. Some of authors concentrated on the value, others asserted the importance of actual performance, while others consider the expectations and perceptions of customers; in

addition to, the difference between them the most important instrument. Furthermore, some authors focused on the number of customer complaints as an important instrument. Finally, it's very important to consider service quality elements when checking and measuring service quality .

2.2.3.6 Service quality in hotel industry

Service quality in the hospitality industry can be categorized into three major groups: human resource related, strategy and management related, and service quality measurement issues. The service quality article related to the human resource management is Lewis (1989) and Cannon (2002) studied the implementation of internal service as the essence of high-service quality improvement in the hospitality industry. The study of team building among hotel employees was considered to improve customer relations and address operational problems, which resulted in service quality improvement for the second group, a variety of subtopics related to the service organization's strategy and management were explored. Research concerning organizational culture to enhance hospitality organizations includes Kozak & Rimmington (1998) studied benchmarking for achieving hospitality service quality. Maxwell, McDougall, and Blair (2000) discussed the service quality opportunity that was derived from managing diversity in hospitality organizations the last group of service quality literature involves the measurement of service quality. Many researchers in this domain applied the SERVQUAL or modified instrument to identify the perception of service quality in the hospitality industry Service quality in hospitality has been studied from different approaches. The total quality management (TQM) and the gap analysis model are two examples. The gap analysis approach is the foundation for a number of research studies regarding service quality in hospitality. The most popular product from this approach is the SERVQUAL instrument, as previously discussed. Many researchers in the hospitality field have contributed to knowledge development from this approach (Saleh & Ryan, 1991: Knutson, Stevens, Wullaert, Patton, and Yokoyama, 1991: Mei, Dean, & White, 1999: Getty & Getty, 2003: Ekinici & Riley, 1999). Another approach that is based on TQM found in Randall & Senior (1992). (Narangajavana, 2007).

2.2.3.7 Hotels Operating in Gaza Strip

The hotels operating in the Gaza Strip are considered as a part of the hotel system in Palestine. The number of hotels in the Gaza Strip contributes by 10% of the total hotels in Palestine. In this sense, there are 123 hotels in Palestine, twelve of these hotels exist in the Gaza Strip according to the Palestinian Central Bureau of Statistics (PCBS, 2015). The hotels operating in the Gaza Strip differ among each other in many different ways. Some of these differences related to facilities, other differences related to amenities, organization chart and management, types of rooms, and the services themselves. There are thirteen hotels operating in the Gaza Strip, but two of these hotels are excluded. The first one is the Red Crescent Hotel, as the management of this hotel explained that this is not considered as a hotel, but as a guest house for delegates (special for the delegates of Red Crescent such as Qatar Red Crescent). Therefore, the management refused to accept the interview. The other one is Marna House Hotel. The management refused to accept the interview due to their own considerations. In this context, the following is a brief description for the hotels operating in the Gaza Strip in terms of many issues such as facilities, amenities, services, working mechanism, type of management, main strengths, main weaknesses, and other important data as follows:

2.2.3.8 Al Mashtal Hotel

Al Mashtal hotel is one of the most well-known hotels in Gaza. It's located in the north of the Gaza strip. This hotel was established in 2000 whereas the hotel's ownership is a private limited company. This hotel provides a wide range of services and facilities such as accommodation, meetings, conferences, food and beverage, Spa, Sauna, laundry, cars renting, gym and swimming pool. In addition, it's considered as a commercial, business and recreational hotel. The hotel consists of many departments which are very important to improve the star grading. In this context, the hotel is headed by the general manager who is responsible for establishing and setting strategies and evaluate the implementation process. Also. The hotel consists of many important departments as the famous international hotels. In this sense, Al-Mashtal hotel consists of the six main departments including security, engineering, accounting, sales and marketing, room divisions and food and beverage department. The hotel faces many obstacles which hinder their work such as the electricity's problems, raw materials (price and product fluctuations) and the low number of visitors. The closures of the borders is the major problem which affects badly on the total number of hotel's visitors. As a result, the hotel faces a disastrous problem which affects the hotel's ability of improvement such as the increase of operating costs compared with the level of income (Interview with financial manager Adly El Helou, 2015) .

2.2.3.9 Al- Mathaf Hotel

Al- Mathaf hotel is a family-owned hotel which was established in 2011. This hotel is owned and managed by eng. Jawdat Al-Khodary as a lodging and catering hotel. It provides a limited range of facilities and amenities such as accommodation, food and beverage and workshops. The hotel's departments are emerged due to the current situation of the Gaza strip and the increase of operating costs. As a result, there is no optimal organizational structure where the general manager is responsible for financial and marketing issues. The hotel faces many obstacles which are similar to other hotels' obstacles. In this context, the electricity problems, closures of borders and lack of raw materials are the most critical problems. In addition to the increase of the operational cost over the net income which hinder the hotel's owner to develop the hotel (Interview with the manager Mahmoud Zidia , 2015) .

2.2.3.10 Al- Quds International Hotel

Al- Quds International Hotel is a private limited company. It was established in 1963 and started working in 1995 as a commercial hotel. It provides a limited range of facilities and amenities such as accommodation, food and beverage. The hotel is headed by the general manager who is responsible for everything inside the hotel. As a result, there is no organizational structure where the whole hotel's departments are emerged due to the current situation. The electricity problems and closures of the borders are the main obstacles which affect badly on the hotel's ability of improvement. So, the hotel lacks any of the developmental plans due to the siege and unavailability of the visitors (Interview with the general manager & owner Mahdi El Helou , 2015) .

2.2.3.11 AL- Beach Hotel

AL- Beach Hotel is a family-owned hotel which was established in 1997 as a commercial hotel. The hotel's services and amenities are limited to accommodation, food and beverage and workshops. The hotel's organizational structure is unorganized where the majority of the departments are emerged to coop with the current situation. As aforementioned, the hotel faces the same obstacles compared with other hotels. In this context, the siege, closures of the border, electricity problems, and the increase of operating costs over net income are the major obstacles. As a result, the hotel's owners don't have any plan for future development or to improve facilities and services (Interview with the general manager Alaam Grada , 2015) .

2.2.3.12 Palestine Hotel

Palestine Hotel is a family- owned hotel. It was established in 1994 as the first stage, whereas the second stage was in 1997 as a commercial hotel. It provides a limited range of facilities and services such as accommodation, food and beverage, workshops and wedding services. In addition, the whole hotel's departments are emerged where the majority of duties are accomplished by the general manager. Electricity and siege are the main problems of the hotel. They affect negatively on the total number of hotel's visitors; in addition to, the hotel's ability of improvement (Interview with the manager Alaam Bakroon , 2015).

2.2.3.13 AL- Roots Hotel

Al- Roots Hotel is one of the most famous and active hotels in Gaza. It's a private limited company which was established in 2013 as commercial, recreational and business hotel. This hotel provides a limited range of services and facilities such as accommodation, food and beverage, and workshops. The organizational structure seems to be more organized. In this context, the hotel is headed by the general manager who is responsible for setting polices and strategies. In addition, it consists of the main departments such as security, food and beverage, room division, engineering, and accounting whereas sales and marketing department is under the responsibility of general manager. The hotel faces many obstacles which are similar to other hotels' obstacles. Therefore, the electricity problems and siege are the main problems which hinder the management's ability of development; in spite, they are already planned (Interview with owner & Chairman of Board of Directors Wael El Shorafa , 2015) .

2.2.3.14 Al- Deira Hotel

Al- Deira Hotel is a private limited company which was established in 1999 as a commercial hotel. The hotel provides limited range of facilities and services which limited to accommodation, food and beverage. In addition, the hotel's organizational structure seems to be unorganized where the majority of departments are emerged due to the current situation and the increase of operating costs. Similarity, the electricity and siege are considered the most critical problems which affect badly of the hotel's total number of visitors (Interview with owner & Chairman of Board of Directors Wael El Shorafa , 2015) .

2.2.3.15 Grand Palace Hotel

Grand Palace Hotel is a family-owned hotel which was established in 2005 as a commercial hotel. The facilities and services are very limited to accommodation and workshops. In addition, the food and beverage department is unavailable whereas

the housekeeping service is according to demand. The hotel uses the outsourcing strategy for financial and accounting issues where they are accomplished by one of the external companies. Also, the whole hotel's departments are emerged and headed by the owner. As aforementioned, the electricity problems, siege, and inflexibility of the government in terms of taxes and official transactions are the most critical problems. In addition, the increase of operating costs over the net income is one of the major problems which affect on the hotel's ability of development (Interview with the manager Moustafa Manaa , 2015).

2.2.3.16 Golden Star Hotel

Golden star Hotel is a family- owned hotel which was established in 2005 as a commercial hotel. The hotel's facilities and services are limited to accommodation, food and beverage services. The hotel lacks an organizational structure where the majority of the hotel's departments are emerged and headed by the owner. In addition, housekeeping department is not available where the visitors are responsible for housekeeping issues. Similarity, the electricity problems, siege and the increase of operating costs are the main problems which affect badly on the hotel's number of visitors. In addition, it lacks the ability to deal with foreigners due the weakness of English language (Interview with general manager and owner Mohammed Sbieh, 2015) .

2.2.3.17 Adam Hotel

Adam hotel is family- owned hotel which was established in 1993 as a commercial hotel. This hotel provides a limited range of facilities and amenities which limited to accommodation, events and food and beverage. The hotel's organizational structure is totally emerged and headed by the general manager who is responsible for the whole departments due to the current condition. The hotel suffers from the lack of the resources and unavailability of visitors due to the siege and closures which affect negatively on net income and future developmental plan. In addition, the electricity problems and inflexibility of government in terms of transactions and taxes are the major problems for the hotel (Interview with general manager Raeid Hessin , 2015) .

2.2.3.18 AL-Commodore Hotel

AL-Commodore Hotel is a private limited company which was established in 2000 as a commercial and recreational hotel. This hotel is somewhat similar to Al-Mashtal Hotel in terms of the range of facilities and amenities. In this context, it almost provides a wide range of facilities and amenities such as gym, swimming pool, sauna, food and beverage, and accommodation. Unfortunately, the hotel's organizational is almost emerged where many departments are emerged to coop with the current situation such as sales, marketing, and accounting department. The hotel

siege, electricity problems and bad economic condition are the most critical problems which affects badly on the hotel's occupancy rate. In addition, the bad economic condition and deterioration of living condition hinder the owner' ability to develop such facilities and amenities (Interview with assistant manager Rashaad El Noagha , 2015) .

2.2.3.19 Detailed Information about the Hotels Operating in the Gaza Strip.

Table (2.1): Detailed Information about the Hotels Operating in the Gaza Strip

Item/Hotel's Name	Al Mashtal	Al- Mathaf	Al- Quds	Beach	Palestine	AL- Roots
Rooms' Number	222 room	30 room	240 rooms but the equipped rooms are only 44 rooms	24 room	65 rooms but the equipped rooms are only 30 rooms	18 rooms
Rooms' Types	Family room, All-Suite, Royal Suite, Double and Single.	Connecting, All-Suite, Double and Single rooms	Double and single and All- Suite	Double and single	Double and single	Double and single and All- Suite
Restaurant Number	4 restaurants	2 restaurants	2 restaurants	No restaurants	No restaurant	2 restaurants
Halls Number	6 halls (one of them is large)	5 halls	3 halls	2 halls	2 halls	4 halls
Working Hours	24h/day Front office, security and Housekeeping, but food and beverage 18h/day.	18h-day and may increase according to the situation. The front office department and the security department are working 24-day.	Usually 24h-day but nowadays it's connected to the current condition.	The front office department is 24-day, but the other departments are 18h-day.	Front and office department is 24 h-days, but the other departments are 18h-day.	The front and office and the security department are 24h-day, but the food and beverage and housekeeping are 18h/day
Staff Qualification	trained but they don't have educational background about hotels	trained but they don't have educational background about hotels	two employee are experienced and have educational background related to hotel industry and the rest have just external experience	Just an external experiences	No qualifications	Just an external experience
Organization Structure	Full- complete	Emerged	There is no organizational structure	Emerged	Emerged	Full-completed

Employees Number	105 employees at all departments	40 employees at all departments	7 employees	4 employees	8 employees	45 employees
Type of Management	Local Management	Family business	Local managmnet	Local Management	Local Management	Local Management
Average Number of visitors. Month	40 visitors (rooms) and 2000 visitors (the general ratio each month from rooms to other services	15 visitors (rooms) and 1200 visitors (the general ratio each month from rooms to other services	Zero	7 visitors/ month	One visitor/month. It's connected with the events	11 visitor/month
Occupancy rate /month	18%	50%	There is no occupancy rate	30%	1%	60%
Visitors Nationalities	West Bank and the majority form Europe	West Bank and the majority form Europe and United States of America	During the emergency, the majority of them are European	West Bank and Europe	West Bank and Europe	Local, West Bank and Europe
Employees Turnover	Very low	Medium – High	Low	High	Low	Low
Percentage of facilities, equipment, and technology as a percentage of capital	The total capital is 33 U.S million dollars, where the facilities and equipment as a percentage of total capital is 30%. Whereas, the percentage of technology is 10%	The total capital is 5 U.S million dollars, where the facilities and equipment as a percentage of total capital is 25%. Whereas, the percentage of technology is 5%	The total capital is 0.5 U.S million dollars, where the facilities and equipment as a percentage of total capital is 20%. Whereas, the percentage of technology is 1%	The hotel is rented for 120000\$ annually also, the hotel owner paid half U.S million dollar for rehabilitation. The percentage of facilities and technology as percentage from the capital is 20%	The total capital is one and half U.S million dollars, where the facilities and equipment as a percentage of total capital is 25%. Whereas, the percentage of technology is 5%	The total capital is two U.S million dollars, where the facilities and equipment as a percentage of total capital is 40%. Whereas, the percentage of technology is 5%
Hotel Size	18 Dunum	4.5 Dunum	One Dunum	One Dunum and half	One Dunum	One Dunum

Marketing Methods	Social media, newspapers, and media channels	Social media and personal contact	Personal contact	Social media, newspapers, and media channels	Personal contact and social media	Personal contact and social media
Strengths of the hotel	The size of the hotel, and wide range of facilities and amenities. Also, the Clearness which provide the strength to receive as higher as possible of the visitors	They held the hotel (not rent), the staff are qualified, an effective logistic facilities for any workshops, and antiques found at the hotel.	The suitability of the place to the city center	The suitability of the place to the city center	The suitability of the place to the city center, and the good reputation of the place	Well- trained cadre, the managerial experience, and high level of cleanliness. Also, the Clearness which provide the strength to receive as higher as possible of the visitors
Weakness of the hotel	The size of the hotel when the occupancy rate is low, the employees are not qualified as required, the hotel is far from the city center, and the infrastructure connects the hotel with the city center is not eligible	The hotel is far from the city center Difficulty in dealing with foreigners due to the weakness of the required skills regarding English language; in addition to, the lack of the required communication and presentation skills.	Inability to deal salt water	No restaurant, the cost of rent, and there is no optimal distribution of the employees to the departments.	Lack of the liquidity and facility. No plans for development due the current condition	High level of centralization
Guests Complains	the level of service, and electricity's problems	electricity's problems	there are no guests (during the last war, the main complains of the guest was the salt water)	electricity problems	electricity problems and salt water	Salt water in case of emergency.
Working Mechanism	Throughout the year	Throughout the year	Throughout the year	Throughout the year	Throughout the year	Throughout the year

Source: Mutual work (Sabbah & the researcher , 2015)

Table (2.2): Detailed Information about the Hotels Operating in the Gaza Strip.

Item/Hotel's Name	Al- Deira	Grand Palace	Golden Star	Adam	AL-Commodore
Rooms' Number	18 rooms	16 rooms	20 apartments	30 rooms	80 apartments
Rooms' Types	Double and single	Double and single	Apartments	Double and Single	Double, Single, All-Suite, Royal Suite and Apartments
Restaurant Number	One restaurant	No restaurant	One main restaurant + coffee shop	One restaurant	One restaurant
Halls Number	No halls	3 halls	one hall	7 halls	3 halls
Working Hours	The front and office and the security department are 24h-day, but the food and beverage and housekeeping are 18h/day	24h-day (front office and security), the food and beverage department is working 18 h-days. Housekeeping according to the need	The front office department is working 24h-day, where the food and beverage department is working 18h-day There is neither housekeeping department nor security.	The front and office is working 24h-daym but the housekeeping and food and beverage department are working 18h-day	The front and office in addition to the security department are working 24h-day, but the housekeeping and food and beverage department are working 18h-day.
Staff Qualification	Just an external experience	Just an external experience, but without training course so its weak	External experiences without educational background	External experiences without educational background	External experiences and educational background
Organization Structure	Emerged	Emerged	Emerged	Emerged	Some of the departments are emerged
Employees	40 employees	8 employees	15 employees	12 employees	15

Number					employees
Type of Management	Local Management	Local Management	Local Management	Local Management	Local Management
Average Number of visitors. Month	13 visitors /month. (rooms) 500-600 (rooms and other services)	Two visitors/ month Connected with the events only.	10 visitors/ month (apartments) 700 for the whole place	one visitor/ month (rooms)	25 visitors/ month (apartments)
Occupancy rate /month	70%	10% .Connected with the events	50%	3%	30%
Visitors Nationalities	West Bank and Europe	West Bank and Europe	West Bank, Europe and Malaysia	Locally	Locally, West Bank, Europe, Malaysia and South Africa
Employees Turnover	Low	Low	Very high	Low	Low
Percentage of facilities, equipment, and technology as a percentage of capital	The total capital is two U.S million dollars, where the facilities and equipment as a percentage of total capital is 40%. Whereas, the percentage of technology is 5%	The total capital is two U.S million dollars, where the facilities and equipment as a percentage of total capital is 15%. Whereas, the percentage of technology is 3%	The total capital is one and half U.S million dollars, where the facilities and equipment as a percentage of total capital is 30%. Whereas, the percentage of technology is 5%	The hotel is rented for 65000\$ annually also, the hotel owner paid 300000\$ for rehabilitation. In addition to, the percentage of facilities and technology as a percentage of capital is 10%.	The total capital is four U.S million dollars, where the facilities and equipment as a percentage of total capital is 20%. Whereas, the percentage of technology is 2%
Hotel Size	One Dunum and half	750m	One Dunum	One Dunum	One Dunum
Marketing Methods	social media and website	social media and website	social media, website, radio and advertisements	social media, website, and personal contact	social media, website, and personal contact
Strengths of	Clearness	suitability of	The suitability	The	The facilities

the hotel	which provide the strength to receive as higher as possible of the visitors	the place to the city center	of the place to the city center and the types of rooms	suitability of the place to the city center and the strength of the personal relationships	and services especially rooms' services and level of cleanliness and quality
Weakness of the hotel	The unavailability of the halls and other facilities and services than accommodation and food and beverage.	The weakness of the facilities, unqualified staff, and high level of centralization	The unavailability of the housekeeping department and unqualified staff,,	The inability to find solutions of the salt water and the place lacks the attractions	The inability to find solutions of the salt water.
Guests Complains	electricity problems and Wi-Fi problems	salt water and the level of service	salt water, the level of service especially the food and maintenance	The level of comfort and services and the salt water.	salt water and electricity problems
Working Mechanism	Throughout the year	Throughout the year	Throughout the year	Throughout the year	Throughout the year

Source: Mutual work (H.Sabbah and M.Abusharar, 2015)

Summary

This chapter consists of three sections, which serve the purpose of this study. It includes the SERVQUAL Model, service quality and the hospitality industry. First, the SERVQUAL Model section is considered a very critical section of this study where it measures and evaluates the service quality with respect to the SERVQUAL Model. SERVQUAL Model is an international model, which established to measure service quality in different organizations including hotels. In this respect, the first section discussed the importance of this model in measuring service quality in several service businesses; moreover, it explained how this model became as a principle model when measuring service quality. In addition, this section tackled the main criticism and support regarding this model; in addition to, the original Gaps Diagram and the treatment gaps technique.

Second, the second section of this chapter is the service quality. This section is considered to be the main aim of this study which measures the service quality. This section consists of three parts; service, quality, service quality and hotels operating in the Gaza strip ; as well. In this sense, the first part provides a clear description of the concept of service, the importance of service, service features. On the equal footing, the second part “Quality” provides a detailed clarification of the concept of quality, development of quality concept, important of quality, quality dimensions, objectives of quality. On the other hand, the third part of this section is “Service Quality.” This part provides a clear summarization of service quality concept, service quality dimensions, measurement of service quality from the customers’ side, service quality in hotel industry .

Finally, this chapter is about the hospitality industry, which serve the objective of this study. This part tackles the hotels operating in the Gaza Strip. It enriches the theoretical background about hotels in the Gaza Strip, its main characteristics, strengths, weakness, facilities, service and the main obstacles faced by these hotels.

Chapter III

Previous studies

Chapter III

Previous studies

Introduction

The previous studies are considered to be the most important pillar in constructing the study. It helps researcher having a deep understanding about the study problem and how to find out different solutions for the problem of study .This chapter is devoted to represent the previous study, which consist of 20 studies (15 international studies – 5 Arabic studies). Those studies explain SERVQUAL Model, Furthermore, the previous studies represent the core dimensions which effect on service quality and explain the importance of each dimension.

3.1.1 International Studies:

1- (Madar, 2014)

Hotel Services Quality Assessment Using SERVQUAL Method. Case Study: ATHÉNÉE PALACE HOTEL

This paper adapted the SERVQUAL MODEL in the hotel services offered by the Hotel Athénée Palace in Bucharest. The researcher applied descriptive statistical analysis methods and the Questionnaire consists of 5 dimension (TANGIBLE – RECEPTIVITY – RELIABILITY – CONFIDENCE - EMPATHY) and divided each dimension for 2 section first for expectation and second for perception and compare the answer to find the level of service quality. The key findings from this study indicate all dimensions have positive average values, customers were satisfied with service delivery and the customer perception exceeded the expectations. Finally the researcher recommend to the investment in staff training because it is valuable, brings positive results and customers appreciating how each employee performs the tasks. Finally, this study could help the researcher to focus on the importance of investment in staff training when explaining the results also it shows the impact of this point on customer's behaviors. Moreover, this study explains that any researcher can modified SERVQUAL model when measuring the service quality, as the industry need.

2- (POKU, ZAKARI, & SOALI, 2013)

Impact of Service Quality on Customer Loyalty in the Hotel Industry: An Empirical Study from Ghana.

The study investigates how service quality affects customer loyalty. Through survey questionnaire and interviews, the study shows that customer satisfaction does not

depend exclusively on the rankings/classification of the hotels but on service quality that gives value for money, which in turn produces customer loyalty. Miklin Hotel shaped most content and loyal customers, followed by Golden Tulip Hotel and then Lizzie's Hotel converse to the classification order. Furthermore, "responsiveness" service quality dimension for Miklin, "empathy" and "assurance" dimensions made major impact on customer loyalty for guests from Miklin and Golden Tulip hotels, while "reliability" indicates for the loyalty of guests from Lizzie's Hotel. This confirms the direct relationship between customer satisfaction and loyalty. "Tangibility" does not play any important role in increasing customer loyalty for all the hotels because the guests have low satisfaction with it and are likely to take it for granted in their pursuit for change. The study recommends that hotel classification should not base mainly on the tangible factors alone but rather on comprehensive service that provide value for money, which has a great impact on customer loyalty. Finally, this study helps the researcher in explaining the study results by exhibiting the core of service quality and its impact on customers' loyalty and satisfaction and tackles the priority of each dimension but also shows that service quality dimensions are complementary to each other.

3- (Ryglová, Vajčnerová, & Šácha, 2013)

SERVQUAL Potential for Quality Management in Hotel Service.

The paper shows potential and condition of using the SERVQUAL model in service quality management in hotel industry. It represents the practical application of SERVQUAL in hotel industry, as well as it verify potential of customer satisfaction quantification with the help of the gap model; in addition, it evaluates general applicability and presenting suggestions for potential adaptations and further utilization in the branch of tourism. The researcher applied descriptive statistical analysis methods. The data are collected by using the questionnaire. The findings show the disagreement between guests' expectation and perception is minimum. Nevertheless, the calculation of this score would be of a higher importance in case to compare more accommodation facilities mutually or to follow the development of this index in time. The study recommended focusing on internal client's satisfaction. In addition, the study recommended the importance of considering the employees satisfaction as their awareness to external clients satisfaction. Finally, this study helps the researcher to use SERVQUAL instrument in hotel industry and gaps diagram. In addition, it indicated on the importance of focusing on internal client as focusing on external client. Furthermore, it provided clear evidence that the SERVQUAL model can be adopted to meet any industry.

4- (Souca, 2012)

SERVQUAL and the Romanian Hospitality Industry: A Study

This study explores the services perceiving and customer's satisfaction with adapting SERVQUAL model that is used by Romanian hotel managers to study customer satisfaction and then, take strategic decisions by results. The researcher applied descriptive statistical analysis methods by using questionnaires and surveys. The findings of this study shows that the overall marks given to perceptions of performance are better than all the marks selected for the expectations scale, which show an unusually high degree of satisfaction, even delight with the offer provided by the Romanian hotel industry. For this reason, there's no surprise why the variable perceptions of performance was proven to be the main forecaster and determinant of customers satisfaction. The analysis dimension by dimension shows an interesting picture. The researcher recommended on the significance of ensuring customer satisfaction to keep the promises made through publicity and advertising, so that the customer get what they were expected, while at the same time the hotel staff must show a readiness to help the customers. Finally, the study helps the researcher providing recommendations based on results also tackling the importance of perceptions as indicator for customer's satisfaction as a road when taking decisions. Moreover, the study exhibits the vital role of perceptions in measuring the service quality level.

5- (Kleynhans & Zhou, 2012)

Service Quality at Selected Hotels in Pretoria, South Africa

This study measure the quality of service in order to discover areas that may require enhancement. By using SERVQUAL model to evaluate the customers' perceptions and their expectations of service quality provided by hotels. The researcher applied descriptive statistical analysis methods by using questionnaire and survey .The key finding of this study show the significant differences between expectation and perception in some factors point to hoteliers need to give particular concentration to these factors. Empathy, assurance, responsiveness and tangibles are the factors, which display significant differences. The fact that guests' high expectations are not fully met is an indication of shortcomings in the quality of service provided to guests .finally the study suggested to conduct a more focused studies of the various aspects of the hotel service areas such as housekeeping, reception, restaurants, room service, lobby, etc. and maybe compare the performance of each function. Finally, this study provides the researcher with a good insight in understanding SERVQUAL model. In addition, it helps the researcher treating the gaps between expectations and perceptions by concentrating on the SERVQUAL dimensions in service firms.

Furthermore, the study exhibits that we can measure the service quality in whole picture and we can focus on specific department of organization.

6- (Boon-itt & Rompho, 2012)

Measuring Service Quality Dimensions: An Empirical Analysis of Thai Hotel Industry

The aim of this study is to focus on hotel service quality based on the application of 29 features indicators from the SERVQUAL model by comparing two hotel types, to understand the expectation, perception and gaps between expectation and perception regarding hotel service quality. The researcher applied the empirical approach using questionnaire. The key findings of this study indicated that service quality of hotels in Thailand low – hotels were not able to deliver services as expected. In addition, the customer expectation of the services of the boutique hotels was higher than that of the business hotels and this study shows that the factors affecting the service quality in the hotel industry vary in different countries. The type of hotels also plays a very significant role in the perception and expectation of service quality. Customers have different expectations and perceptions for different types of hotels. As a result, there is no “one best way” to improve the service quality in the hotel industry. It is dependent upon the type of hotel and the country where the hotel is located. It has also been found that the SERVQUAL model can be applied in the Thai hotel industry with some modifications finally, the researcher recommend to apply Further research to cover other types of hotels. Seasons should be taken into consideration, such as the high season or low season, because customer expectations or perceptions of service quality may be different in different seasons. **Finally this study by understanding the new features could be used to measure the service quality which indicated to the flexibility of SERVQUAL model also we must consider the type of hotels, location and the seasonality because it affect the perceptions and expectations of service .**

7- (Humnekar & Phadare, 2011)

Reliability of SERVQUAL in the Hotel Sector of Pune City: An Empirical Investigation

This paper aims to test the reliability of the SERVQUAL model in the hotel industry in Pune. The researcher applied empirical approach by using questionnaire. The key findings of this study indicate that both the overall scales as well as each of the five dimensions of SERVQUAL are not reliable. Since the scale has failed the reliability test, it is ineffective to test it for validity, and The potential reason why the SERVQUAL scale unsuccessful in the reliability test is that it fails to take in to account the local context of the sector to which it is applied (Cook and Thomson,

2000; Carman,1990) . Moreover, study recommends taking into account the local context of the organization and the type of industry, which will apply the service quality and conduct other research on other types of hotels. **Finally this study explain the importance of culture and give researcher the weakness point of SERVQUAL model and how ignoring the culture dimension considered the major elements that affects badly in testing the reliability and validity of SERVQUAL model.**

8- (BLEŠIĆ, IVKOV-DŽIGURSKI, STANKOV, STAMENKOVIĆ, & Bradić, 2011)

Research of Expected and Perceived Service Quality in Hotel Management

This paper examines the concept and measurement of quality of service in the hotel sector. The researcher applied descriptive statistical analysis method to examine the problem of study by using questionnaire. The results exhibited seven significant elements in measuring the quality of services (assurance - food and amenities - empathy-tangibility - entertainment, recreation and wellness facilities - responsibility - reliability). The researcher recommend to Constantly monitor changes in consumer demands and improve different recovering strategies when errors in the service delivery does happen, emphasis on recruiting, education, training and motivation of employees. Finally this study is tackled how can researcher adding more dimensions to SERVQUAL model and have deep understanding to each new dimensions and how employing each dimensions in measuring service quality and provide a good insight to develop the modified model of SERVQUAL .

9- (Alsaqre, Mohamed, Jaafar, & Mohamed, 2010)

A Study of the Effects of Factors in the Physical Environment of Hotels on Customers' Perceptions of Service Quality and Loyalty

The aim of this study is to focus on the most important aspects of service quality (tangible and intangible). Additionally the physical environment of hotels has some effects on the behavior and attitudes of customers .The researcher applied descriptive statistical analysis methods to examine the problem of study by survey and questionnaire. The key finding of study shows that factors of design, equipment and ambient conditions were good predictors of (OPSQ) Overall Perceived Service Quality of tangible factors. Therefore, the exterior design of a hotel including the decor and the furniture in the public spaces and rooms have their influence on the customers' perceptions of service quality and loyalty, besides, the equipment found at hotels and the conditions of the rooms and the public spaces in hotels effect customers' assessment of the service quality. The researcher suggested that the owners and managers of hotels should focus on this issue as it may maintain loyal

customers .Finally, this study gives deep insight to know the major element affect the customer's loyalty and we can make researches on each dimension separately, which will give us more accurate result about the impact about this dimension.

10- (Ramsaran-Fowdar, 2007)

Developing a Service Quality Questionnaire for the Hotel Industry in Mauritius

The aims of this study are to examine whether SERVQUAL dimensions are relevant to the hotel industry. Results from this study confirm SERVQUAL dimensions, but establish additional dimensions that are specific to the hotel sector. The researcher applied exploratory and descriptive statistical analysis methods to analyze the problem of study by conduct In-depth interview and questionnaire techniques. The key findings of this study suggest two additional quality dimensions were found, namely 'core hotel benefits' and 'hotel technologies' and a few additional items within each of the generic quality dimensions. In addition, this study indicates that dimensions in SERVQUAL cannot be replicated fully to the hotel industry. The researcher suggested to conduct further validation to develop a reliable scale for measuring of service quality in the hotel industry. Furthermore, the results from this study may not be replicable outside Mauritius. Finally this study has a great impact in helping the researcher in developing the study tools (study questionnaire), also considered the zone of institutions for example, hotels.

11- (Gržinić, 2007)

Concepts of Service Quality Measurement in Hotel Industry

This study aims at investigating the significance of service quality in hotel industry from both the conceptual perspective and that of service quality measurement. The paper describes the most common criteria for measuring service quality, namely the model of internal service quality and the SERVQUAL model. The researcher applied empirical approach to measure the service quality in hospitality industry using SERVQUAL MODEL for hospitality. The key findings of this study indicate that SERVQUAL can be widely applied, not only in science but also in practice in various services. The aim of the scientists is to work out and test useful instruments for managers in order to help them determine those organizational variables (policy, staff, structure, technology, processes) that will guarantee the best service quality with minimal costs.. The researcher recommends using SERVQUAL model when measuring the quality of services while taking into account the institution's type of activity to ensure the effectiveness of credibility and stability of results regarding this model. Finally, this study highlights the important role of service quality to formulate the organization variables and how benefit from SERVQUAL model to enhance organization variables .

12- (Briggs, Sutherland, & Drummond, 2007)

Are Hotels Serving Quality? An exploratory Study of Service Quality in the Scottish Hotel Sector

This study examines service quality across small, medium and large hotels in Scotland to establish management and customers' current perceptions of service quality performance. The researcher applied exploratory and descriptive statistical analysis methods to analyze the problem of study using in-depth interview and questionnaire techniques. The key findings of this study articulated that the service quality determinants vary according to size of hotel. There is a gap between the key determinants of service quality identified by hotel management and customers' experience of delivery of these determinants; demanding and informed customers are creating an environment of improvement leading to excellence in all segments of the hotel sector and star grading scheme and associated standards are largely producer-driven. The researcher recommended Visit Scotland to develop a common service quality standard that secures consensus around definitions and determinants, which has the flexibility to cope with differing levels and determinants. Additionally, the researcher recommended the importance of training the employees' behaviors. **Finally this study benefit researcher to know the impact of some important elements that affect the level of service quality such as hotel size and type of customer that could help to explain the result of this study.**

13- (Akbaba, 2006)

Measuring Service Quality in the Hotel Industry: A study in a Business Hotel in Turkey

This study examines the service quality expectations of business hotels' customers. In addition, it shows whether the quality dimensions included in the SERVQUAL model apply in an international environment, search for any additional dimensions that should be included in the service quality construct. Moreover, it measures the level of importance of each specific dimension for the customers of the business hotels. The researcher applied descriptive statistical analysis method to analyze the problem of study by using questionnaire. The findings of this study confirmed the five-dimensional structure of SERVQUAL; however, some of the dimensions found and their components were different from SERVQUAL. The five service quality dimensions identified in this study were named as "tangibles", "adequacy in service supply", "understanding and caring", "assurance", and "convenience". The findings showed that business travelers had the highest expectations for the dimension of "convenience" followed by "assurance", "tangibles", adequacy in service supply", and "understanding and caring". The researcher recommended the importance of applying a service quality measures to other types of business, such as

hotels, motels and resorts to provide the greatest amount of information for managers of hotel establishments to take advantage of this information to raise the level of services within their organizations. Finally this study help to understand deeply the reaction of different type of customers in the evaluating the SERVQUAL model dimensions which indirectly indicated to the importance of culture.

14- (Fernández & Bedia, 2004)

Is the Hotel Classification System a Good Indicator of Hotel Quality? An Application in Spain

This paper analyses whether the hotel classification system is a good indicator of hotel quality. The paper is conducted in Spain where a five-category system using stars is employed. The researcher applied a descriptive statistical analysis method to analyze the problem of study by using questionnaire. The results of this study showed that there is a statistically significant difference between the values of expectations, perceptions and differences in the various categories. In addition, the study discovered that the customers of five and four stars hotels are more demanding, moreover the one-star hotel record the highest evaluation which supports the hypothesis state that the quality associated with the expectations of customers more than the hotel category. The researcher recommended paying the attention by the government and institutions on the tangible and complementary offer factors, which have a great impact on the service. Finally, this study highlights the importance of culture in determining the level of service quality. In addition, it expresses that hotel classifications are not accurate indicator of service quality.

15- (N. TVsang & Qu, 2000)

Service Quality in China's Hotel Industry: A Perspective from Tourists and Hotel Managers

The aim of this study is to assess the perceptions about service quality in China's hotel industry, from the perspective of both international tourists and hotel managers. The researcher applied a descriptive statistics analysis using questionnaire. The results showed that tourists' perceptions of service quality provided in the hotel industry in China were constantly lower than their expectations and those managers overestimated the service delivery, compared to tourists' perceptions of actual service quality, in the hotel industry in China. From the result of gap analysis, it showed that delivery gap and internal evaluation gap were the main reasons contributing to the service quality shortages in the hotel industry in China. The study recommended to manager in the hotel industry in China should focus on interacting with tourists and experiencing real service delivery. Additionally, the managers in the hotel industry in China should conduct regular investigation to assess whether their staff is able to

meet the service standards set by management. Finally, this study advice to build hotels policies and procedures based on customers' expectations to fulfill their desires. In addition, it asserted the importance of monitoring and controlling in implementing this policies and procedures.

3.1.2 Arabic studies:

1- (Hamad Abd El Qader 2015) Local study

Promote the Concept of Green Practices in the Hotel Sector to Ensure the Development of Tourism Sustainable Case Study : Hotels Operating in the Gaza Strip.

This study aims to assess the green practice in hotels working in Gaza strip. The study used the descriptive analytical approach by using questionnaire. The key finding showed that the green practices reduced water consumption rates. Green practices help to reduce operating expenses for hotels. The lack of awareness among hoteliers is considered an obstacle to the adoption of green practices in the hotels sector. There is readiness in hotels for the application of environment-friendly practices. In addition, the researcher recommended conducting training courses for hotel owners and their employees about the importance of green practice. The researcher recommended relying on renewable energy and reducing dependence on traditional energy. Finally this study highlights the importance of green practices in hotel .It helps the researcher to understand the benefits of adapting the green practices; in additions to, explain up to which extent that service quality is affected by the green service.

2- (Kazeem Ahmed 2015)

Identify the Dimensions of Service Quality Level A Case Study : Baghdad Hotels

This study aims to identify the level of service quality in hotels in Baghdad through tackling the quality dimensions (Tangibility, Reliability, Responsiveness, Assurance, Empathy, and Understanding of the customer). The researcher applied a descriptive statistical analysis method to analyze the problem of study using a questionnaire. The study found to get dimension of (reliability) at the highest rate while (response) got the lowest rate. The researcher recommended that the hotel management should adopt the concept of quality of service and identify the most important dimensions. In addition, the researcher recommended the importance of training courses for workers or through owning physical aspects including technology that grant the

ability to provide better services. Finally, this study highlights the importance of technology aspect that considered as a part of tangible dimension. In addition, this study helps building study tools (the questionnaire).

3- (Zgdar, 2013)

The comprehensive Quality of Service in Hotel Management and its Impact on the Achievement of Satisfaction Guests Five-Star Hotels in Algiers.

This study examines how can apply TQM in tourism especially in hotel sector regarding services provided at hotels in Algeria and how this service reach to guest satisfactions. The researcher applied a descriptive statistical analysis method to analyze the problem of study using a questionnaire. the key finding was compatible between the responses of managers and local guests about satisfaction variable on the other hand, with foreign guests, the hotel management may not use continuous improvement as required to satisfy the guests, The results showed (collective participation) noticeable effect on guest satisfaction, which demonstrates the use of the administration of this element effectively. The researcher recommended to continuous training for workers, listen to the views of employees to improve the quality of service, continuous monitoring of employees and working procedures. Finally, this study highlights the importance of collective participation as an important aspect of TQM, which has a great impact on guest's satisfaction when measuring service quality.

4- (Nigem et al 2010)

Measuring Perception of Hotel Service Quality from the Perspective of Customers Case Study : The Five-Star Hotels in Amman

This research aims to measure clients views of services quality presented by five stars hotels in Amman,. The researcher applied a descriptive statistical analysis method to analyze the problem of study using a questionnaire. The key finding is statistically significant relationship between courtesy and perception among customers for the quality of service; also there are statistically significant relationship between credibility and the customer perception of the service quality. The researcher recommended providing the necessary facilities for guests. In addition, it recommended providing attention to staff training on the art of dealing with customers and so attract more customers. Interest in maintaining the excellent quality of foods and drinks provided to customers. Keep up with the latest developments in the field of hotel service technology in order to improve customer satisfaction. Care about hygiene facilities to improve awareness of the service provided to customers. Finally this study explain that many elements formulate

service quality and must be considerable when measuring service quality; in addition to, help the researcher building the questionnaire statements.

5- (Faiz 2010)

The Level of Efficiency of the Hotel Service Quality – Exploratory Study in the Mansour Hotel

The study aims to measure the level of quality at the hotel and know the pros, cons, promotion and treatment. The researcher applied a descriptive statistical analysis method to analyze the problem of study using a questionnaire. The key findings show that there is agreement between management and customers about the level of quality and tourism awareness of the hotel management in terms of credibility and the community spirit that deal with customers. Moreover, it showed the importance of cost for customers in delaying service to the bedrooms and limited knowledge of workers in the hotel multiple languages. The most important recommendations are to **cope** with the development in the world, in addition training in the field of tourism for all workers and the various administrative levels and must take into consideration the quality dimensions. Finally, this study helps the researcher to explain the results and formulate recommendations especially by focusing on training, which considered one of the main recommendations of this study.

3.1.3 Comment on Previous Studies

- Madar, Ivkov – Dzigurski et al, Ramsaran-Fowdar, and Akbaba are concerned to apply the SERVQUAL Model on the hotels industry by adding other additional dimensions to cope with the industry which has a great influence in determining the quality of hotel services due to the sensitivity of this industry. They clarified that this industry depends heavily on the behaviors of provider and recipient of service.
- There is no doubt, The argument about the lack of validity of SERVQUAL Model to measure the service quality was supported by few researchers like Humnekar and Phadare, unlike a lot of the researchers who support the validity and reliability of SERVQUAL Model like Gržinić, Souca .
- On the equal footing, the technological factors are one of the main factors that provide and improve the service quality as Ramsaran-Fowdar argued. Therefore, they could be one of the main determinants of service quality that should be included under the tangible dimensions. In addition, Nigem et al, Boon-itt and Rompho, Kleynhans and Zhou recommended to apply other studies to examine, explore and measure the hotel service quality, due to the rareness of the studies on this sector, and researchers support this recommendation because of its great impact on improving and developing the hotels industry.
- The variety of studies methodologies indicated the flexibility of this sector in terms of the implementation of this model. It helps to reach specific criteria in measuring hotel service quality by considering the type of hotel, grades, location, tourist experience and age, educational level, gender, and nationality as many researchers argued like Tsang, Qu , Fernández and Bedia . All of the previous factors are important in determining the desires, expectations and perceptions; therefore, what can be applicable for one country can't be appropriate for another country even if they have the same activity.
- Kleynhans and Zhou recommended the importance of focusing on the inside hotel departments to fix the shortage or weakness in the concerned department and if we conduct this separately we will find more accurate results to improve the service quality in this department and so on until we finish all departments . In addition, Zgdar applied TQM to measure the service quality in 5 stars hotels working in Algiers. Therefore, when Zgdar defined the dimensions of service, she depended on the RATER or SERVQUAL dimension that approved the validity and credibility and flexibility of the SERVQUAL MODEL and this model can merge with different instruments to catch the gaps and weaknesses of service quality also help to fix and improve the service quality.
- Finally, the previous study helped the researcher build a study tool (questionnaire) and gave him a deep insight on the service quality dimensions and how to use each dimension to evaluate and measure the service quality.

Summary:

This chapter tackled the aspects of SERVQUAL MODEL (RATER) and how to apply this model in the service industry especially hotel industry. It discusses the results and differences between countries and samples, explains these differences, and highlights the important factors that should be considered when applying this MODEL. Furthermore, it provides a clear clarification of how we could improve the level of service quality and show the obstacles may face the managers and concerned people work in hotel industry and how to fix them. Therefore, there are 20 studies covering the core elements; in addition to, it tackles other new elements.

Chapter IV: Methodology

Chapter IV: Methodology

Introduction

This chapter describes the methodology of the research adopted to accomplish the objectives of the research. The term methodology is used to establish a step-by-step procedure for reaching the intended research results.

The purpose of any research is to search for answers to questions through the application of scientific procedures. The main purpose of this research is to study “Measurement and Evaluation of Hotel Services Quality in the Light of International SERVQUAL Model and Ways to Development”.

This chapter divided into the following sections: Research methodology, research population, response rate, instrument and measurement scales, questionnaire reliability using Cronbach Alpha and split half method, questionnaire validity using content validity, internal consistency , test of normal distribution and statistical techniques used in the study.

4.1 Methodology

This research is considered one of the field researches that used the descriptive analytical methodology which study the phenomenon as it is, describe it accurately and clarifying its characteristics through collecting, analyzing and explaining data. The usage of this methodology aims to examine " Measurement and Evaluation of Hotel Services Quality in the Light of International SERVQUAL Model and Ways to Development".

The descriptive analytical methodology characteristics is not only collecting and organizing data that is related to a specific phenomenon, but also aims to reach conclusions that contribute in understanding reality throughout analyzing and explaining the studied phenomenon. Furthermore, reaches meaningful generalizations that enable the study to enrich the knowledge about that phenomenon, and contributes in developing the fact of an intentional phenomenon, standing on the most important advantages and disadvantages, trying to improve the disadvantages and developing the advantages that are related to the phenomenon under study.

4.2 Research Population

The research population consists of all of the hotels in Gaza Strip (12) hotel, these hotels are Adam Hotel, Al-Beach Hotel, Al- Commodore Hotel, Al- Deira Hotel, Golden Star Hotel, Grand Palace Hotel, Al- Mashtal Hotel, Al- Mathaf Hotel, Al-Quds International Hotel, Al-Roots Hotel, Palestine Hotel, and Marna House Hotel. To complete the research process the researcher made a census for these hotels but Marna House Hotel refused to respond so the researcher collect the data from the rest of the hotels. The target group in these hotels is the managers, the employees, and the customers.

4.3 Study sample

The sample of the study is a cluster (Grouping) sampling which is complete list of cluster including hotel's manager, employees and customers as the following:

Table (4.1): Study sample

Hotels	Customers			Managers			Employees			Total		
	Distributed	Recover	Fall									
Al Mashtal	30	19	11	5	3	2	15	10	5	50	32	18
Al- Mathaf	27	19	8	3	2	1	15	9	6	45	30	15
Al-Quds International	8	5	3	1	-	1	2	1	1	11	6	5
AL- Beach	10	8	2	1	1	-	4	3	1	15	12	3
Palestine	10	8	2	2	1	1	3	2	1	15	11	4
AL- Roots	27	18	9	3	2	1	15	13	2	45	33	12
Al- Deira	25	17	8	3	2	1	12	11	1	40	30	10
Grand Palace	7	6	1	1	1	-	7	5	2	15	12	3
Golden Star	7	5	2	1	1	-	7	4	3	15	10	5
Adam	12	9	3	1	1	-	7	4	3	20	14	6
AL- Commodore	12	11	1	2	1	1	6	4	2	20	16	4

4.4 Response Rate

After finishing data collection and get back the distributed questionnaires, (248) questionnaires were recovered from (291) distributed questionnaires but (42) questionnaire from the recovered were invalid to analyze so they were excluded, which means that (206) questionnaire were valid to analyze. The table below illustrates that:

Table (4.2): Response rate of distributed questionnaires

Respondent type	Distributed questionnaires	Valid recovered questionnaires	Response rate
Customer	175	125	71%
Manager	23	15	65%
Employee	93	66	71%
Total	291	206	71%

The researcher notices that the response rate for the customers is (71%), (65%) for the managers, and (71%) for the employees. In addition, the general response rate is (71%) according to (Sekaran, 2000) the percentage of (30%) is the minimum appropriate percentage for research; therefore, this percentage is an appropriate one.

4.5 Instrument and Measurement

There are two types of research approaches quantitative approach and qualitative approach (Naoum, 2007). Quantitative approaches seek to gather factual data and to study relationships between facts and how such facts and relationships accord with theories and the findings of any research executed previously (Fellows and Liu, 2007). The questionnaire was designed in Arabic language (Appendix 4), and an English version is attached in (Appendix 3).

This research used quantitative research method, and used a descriptive analytical method, which studies the phenomenon as it is, describe it accurately and clarifying its characteristics through collecting, analyzing and explaining data. The researcher used two type of data sources. The first type secondary sources, which are the previous studies and books that are related to the research subjects. The second type is the primary sources which are the data that the researcher collected through the questionnaire that analyzed by using SPSS.

By focusing on five constructs, the research questionnaire consists of two parts as follows:

Part (1): Consists of the demographic and personal information of the respondents (Gender, Age, Marital status, Educational background, Years of experience, Respondent type, and Hotel's name).

Part (2): Consists of (55) item distributed in International SERVQUAL constructs, each construct has expectation and perception part. Table (4.2) illustrates that:

Table (4.3): Items distribution on the constructs of SERVQUAL model

Constructs		No. of items
1.	Expectation of Tangibles	12
	Perception of Tangibles	
2.	Expectation of Reliability	10
	Perception of Reliability	
3.	Expectation of Responsiveness	10
	Perception of Responsiveness	
4.	Expectation of Assurance	12
	Perception of Assurance	
5.	Expectation of Empathy	11
	Perception of Empathy	
Total		55

Likert scale has been used to measure the response to the questionnaire classes as follows: Strongly Agree (5) degrees, Agree (4) degrees, Neutral (3) degrees, Disagree (2) degrees, and Strongly Disagree (1) degree.

All the items will be treated according to this criterion whatever the answers were.

The level of agreement will be determined each item and each dimension according to five levels based on Likert scale, the following table shows that:

Table (4.4): Level of agreement about Items according to mean value

Level of agreement	V. Low	Low	Medium	High	V. High
Mean	1 - 1.80	1.80 – 2.60	2.61 – 3.40	3.41 – 4.20	4.21 – 5.0
RII	20% - 36%	36% - 52%	52% - 68%	68% - 84%	84% - 100%

4.6 Steps of preparation the study tool (questionnaire):

The study tool has been prepared to matching the phenomenon subject, to study "Measurement and Evaluation of Hotel Services Quality in the Light of International SERVQUAL Model and Ways for its Development", where the researcher reviewed previous studies that related to the subject of the study and how to prepare the questionnaire, arranging and formulating its paragraphs appropriately to fits the subject of the study, then he prepared the preliminary draft of the questionnaire where subsequently presented to supervisors for evaluation, where the debate about appropriate questionnaire paragraphs and variables to measure the scale and its ability to express the content of the study. After reviewing the supervisor of a questionnaire, he rearranges axes questionnaire and reformulates some paragraphs according to the modifications made by the supervisor.

And then the questionnaire was designed in the initial form and displayed to a number of experienced arbitrators of doctors and specialists, and (Appendix 5) shows the jury members names. Finally, in the light of the views of the arbitrators it was modified some questionnaire paragraphs in term of deletion or addition or modification to settle the questionnaire in final form, as in (Appendix 3)and (Appendix 4) .

4.7 Pilot study:

It is a type of samples used by any researcher makes a field study, especially the new researcher resorted when his knowledge about the subject was very simple, which increase his knowledge to dive in his study and expand in all its aspects, the exploratory sample represents a starting point of scientific research in both theoretical and practical sides, and also represents the first step of field study. In addition, it serves as a reassurance to the researcher and enhancing of continuing his study.

Accordingly, the researcher distributes a random exploratory sample contain of 40 questionnaires to customers, workers, and managers in Gaza's Hotels.

4.8 Reliability

The reliability of an instrument is the degree of consistency, which measures the attribute it is supposed to be measuring (Polit & Hungler, 1989). On the other hand, the degree to which an instrument measures the same way each time it is used under the same condition with the same subjects.

Reliability means the degree of consistency between two measures of the same thing. (Mehrens and Lehman, 1987). The measures of how stable, dependable, trustworthy, and consistent a test is in measuring the same thing each time (Worthen et al., 1993) and validity can be explained the does the test measure what it purports to measure? The extent to which certain inferences can be made from test scores or other

measurement. (Mehrens and Lehman, 1987) and the degree to which they accomplish the purpose for which they are being used (Worthen et al., 1993).

4.8.1 Cronbach Alpha

Cronbach's Alpha (George and Mallery, 2003) is designed as a measure of internal consistency, that is, do all items within the instrument measure the same thing. Cronbach's Alpha is used here to measure the reliability of the questionnaire for each dimension. The normal range of Cronbach's Alpha value is between (0-1). The closer the Alpha is to one, the greater the internal consistency of items in the instrument being assumed. Table (4.12) shows the values of Cronbach's Alpha for the dimensions of the research.

Cronbach's Alpha value for expectation parts ranged between (**0.832**) for “**Assurance**” and (**0.936**) for “**Empathy**”. For perception parts Cronbach's Alpha value ranged between (**0.884**) for “**Tangible**” and (**0.933**) for “**Assurance**”. In addition, for the entire questionnaire, the Cronbach's Alpha equals (**0.931**) for expectation constructs and (**0.973**) for perception constructs. The questionnaire is considered reliable, and ready for distribution for the intended sample.

Table (4.5): Cronbach's Alpha coefficient for reliability

Constructs	No. of items	Cronbach Alpha coefficient	
		Expectation	Perception
Tangible	12	0.908	0.884
Reliability	10	0.927	0.917
Responsiveness	10	0.919	0.919
Assurance	12	0.832	0.933
Empathy	11	0.936	0.918
All dimensions	94	0.931	0.973

4.8.2 Split half

Reliability is measured by using Split Half method. This method depend on splitting the paragraphs in two halves. The first half includes odd items and the second half includes even items. The correlation coefficient is then calculated between the two halves (Abu Hashem Hasan, 2006). Finally the correlation coefficient adjusted by Spearman-Brown equation. Table (4.13) illustrate the results of this test.

The adjusted correlation coefficient using Spearman-Brown equation for expectation parts ranged between (**0.873**) for “**Assurance**” and (**0.960**) for “**Reliability**”. For perception parts, the adjusted correlation coefficient using Spearman-Brown equation

ranged between (0.915) for “Tangible” and (0.965) for “Assurance”. In addition, for the entire questionnaire, adjusted correlation coefficient using Spearman-Brown equation equals (0.765) for expectation parts and (0.988) for perception parts, which shows that the questionnaire is reliable and can be used for the purpose of this research.

Table (4.6): Split half method for reliability

Constructs	No. of items	Expectation		Perception	
		Correlation coefficient	Spearman Brown coefficient	Correlation coefficient	Spearman Brown coefficient
Tangible	12	0.887	0.940	0.843	0.915
Reliability	10	0.924	0.960	0.913	0.955
Responsiveness	10	0.910	0.953	0.884	0.939
Assurance	12	0.775	0.873	0.932	0.965
Empathy	11	0.920	0.959	0.906	0.951
All dimensions	55	0.619	0.765	0.976	0.988

4.9 Validity

Validity refers to the degree to which an instrument measures what it is supposed to measure (Polit & Hungler, 1989). Validity has a number of different aspects and assessment approaches. Statistical validity is used to evaluate instrument validity, which includes criterion-related validity and construct validity.

Validity can be explained as the ability to measure what you actually intended to measure (Eriksson and Widersheim-Paul, 1999). Validity is about data and the methods used and how the data can be considered exact, true and accurate (Denscombe, 1998).

There are many methods for measuring validity; the researcher used Content validity, internal consistency .

4.9.1 Content Validity

The questionnaire was examined by a number of arbitrators who have wide experience in the field of the research. The researcher has modified, deleted, and added the necessary parts to the questionnaire in response of the arbitrators’ suggestions.

4.9.2 Internal consistency

The internal validity of the questionnaire is the first statistical test that used to test the validity of the questionnaire. Internal validity measured through the correlation coefficients between each item in the construct and its total.

4.9.2.1 Internal consistency for “Tangible”

Table (4.14) shows that all the correlation coefficients for the items of “**Tangible**” are significant at 0.05 level. The correlation coefficients for expectation part ranged between (0.562) for “**Hotel have a good location and be approachable**” and (0.771) for “**Hotel management is keen on improve and develop equipment continuously**”. For perception part the correlation coefficients ranged between (0.577) for “**Hotel have a good location and be approachable**” and (0.720) “**The hotel has visually appealing facilities**” and “**The hotel uses modern technological means to serve customers**”.

Table (4.7): Correlation coefficient for “Tangible”

Items	Expectation		Perception	
	Corr.	P-value	Corr.	P-value
A1	0.722*	0.000	0.701*	0.000
A2	0.718*	0.000	0.645*	0.000
A3	0.750*	0.000	0.663*	0.000
A4	0.718*	0.000	0.720*	0.000
A5	0.663*	0.000	0.653*	0.000
A6	0.736*	0.000	0.648*	0.000
A7	0.666*	0.000	0.676*	0.000
A8	0.746*	0.000	0.720*	0.000
A9	0.743*	0.000	0.601*	0.000
A10	0.722*	0.000	0.709*	0.000
A11	0.771*	0.000	0.667*	0.000
A12	0.562*	0.000	0.577*	0.000

4.9.2.2 Internal consistency for “Reliability”

Table (4.15) shows that all the correlation coefficients for the items of “**Reliability**” are significant at 0.05 level. The correlation coefficients for expectation part ranged between (0.720) for “**Hotel is characterized by accuracy and clearness in billing**” and (0.849) for “**Hotel has a well-trained and professional staff**”. For perception part, the correlation coefficients ranged between (0.705) for “**Hotel is characterized by accuracy and clearness in billing**” and (0.796) “**If you have a problem, the hotel enthusiastically shows the willingness to solve it right away**”.

Table (4.8): Correlation coefficient for “Reliability”

Items	Expectation		Perception	
	Corr.	P-value	Corr.	P-value
B1	0.747*	0.000	0.751*	0.000
B2	0.755*	0.000	0.778*	0.000
B3	0.780*	0.000	0.796*	0.000
B4	0.761*	0.000	0.760*	0.000
B5	0.807*	0.000	0.738*	0.000
B6	0.773*	0.000	0.792*	0.000
B7	0.786*	0.000	0.709*	0.000
B8	0.849*	0.000	0.747*	0.000
B9	0.814*	0.000	0.788*	0.000
B10	0.720*	0.000	0.705*	0.000

4.9.2.3 Internal consistency for “Responsiveness”

Table (4.16) shows that all the correlation coefficients for the items of “**Responsiveness**” are significant at 0.05 level. The correlation coefficients for expectation part ranged between (0.694) for “**Hotel employees are able to tell you exactly when services will be performed**” and (0.835) for “**Hotel always checks guest satisfaction**”. For perception part, the correlation coefficients ranged between (0.698) for “**Hotel employees are able to tell you exactly when services will be performed**” and (0.799) “**The hotel serves are consistent quality services**”.

Table (4.9): Correlation coefficient for “Responsiveness”

Items	Expectation		Perception	
	Corr.	P-value	Corr.	P-value
C1	0.694*	0.000	0.698*	0.000
C2	0.825*	0.000	0.791*	0.000
C3	0.769*	0.000	0.763*	0.000
C4	0.770*	0.000	0.761*	0.000
C5	0.835*	0.000	0.789*	0.000
C6	0.775*	0.000	0.766*	0.000
C7	0.814*	0.000	0.799*	0.000
C8	0.774*	0.000	0.775*	0.000
C9	0.702*	0.000	0.708*	0.000
C10	0.697*	0.000	0.776*	0.000

4.9.2.4 Internal consistency for “Assurance”

Table (4.17) shows that all the correlation coefficients for the items of “Assurance” are significant at 0.05 level. The correlation coefficients for expectation part ranged between (0.545) for “Hotel management policy rejects personal conversation with customers” and (0.775) for “Hotel has the required security and safety standards”. For perception part, the correlation coefficients ranged between (0.685) for “Hotel management adopts non-discrimination policy in serving customers” and (0.829) “You feel safe in your dealing with hotel employees”.

Table (4.10): Correlation coefficient for “Assurance”

Items	Expectation		Perception	
	Corr.	P-value	Corr.	P-value
D1	0.726*	0.000	0.804*	0.000
D2	0.771*	0.000	0.829*	0.000
D3	0.741*	0.000	0.808*	0.000
D4	0.740*	0.000	0.779*	0.000
D5	0.743*	0.000	0.777*	0.000
D6	0.729*	0.000	0.685*	0.000
D7	0.775*	0.000	0.715*	0.000
D8	0.724*	0.000	0.697*	0.000
D9	0.545*	0.000	0.692*	0.000
D10	0.747*	0.000	0.759*	0.000
D11	0.731*	0.000	0.776*	0.000
D12	0.726*	0.000	0.806*	0.000

4.9.2.5 Internal consistency for “Empathy”

Table (4.18) shows that all the correlation coefficients for the items of “Empathy” are significant at 0.05 level. The correlation coefficients for expectation part ranged between (0.744) for “The hotel has operating hours convenient to you” and (0.828) for “The hotel has your best interests at heart”. For perception part, the correlation coefficients ranged between (0.589) for “Hotel employees address customers by name” and (0.793) “Hotel employees understand your specific needs”.

Table (4.11): Correlation coefficient for “Empathy”

Items	Expectation		Perception	
	Corr.	P-value	Corr.	P-value
E1	0.773*	0.000	0.750*	0.000
E2	0.792*	0.000	0.776*	0.000
E3	0.825*	0.000	0.793*	0.000
E4	0.828*	0.000	0.786*	0.000
E5	0.744*	0.000	0.674*	0.000
E6	0.772*	0.000	0.781*	0.000
E7	0.764*	0.000	0.589*	0.000
E8	0.767*	0.000	0.786*	0.000
E9	0.803*	0.000	0.768*	0.000
E10	0.783*	0.000	0.748*	0.000
E11	0.755*	0.000	0.742*	0.000

4.10 Normality test

There are two types of statistical tests, the first is “Parametric tests” and the second one is “Non-Parametric tests”. If the data is normal distributed parametric tests are applicable, if not nonparametric tests are used. According to the Central Limit Theorem if the sample size (n) is greater than (30) respondent we can throw over the normal distribution condition (Rabe’e, 2007). Parametric statistics were used with Likert data, with small sample sizes (Geoff Norman, 2010). For the previous research applied the parametric tests.

4.11 Data coding and editing

Once the quantitative data were obtained via the survey, the data were checked for missing values, inconsistencies and any other response errors. A coding manual was constructed which contained general instructions on how each variable was coded. For quantitative data input and analysis, the Statistical Package for Social Science (SPSS) was used. The coded data were rechecked visually for the detection of any possible data entry errors. Descriptive statistics were computed for all the variables for accuracy of inputs as follows: the range of each variable was checked for out-of-range values; frequency counts were performed; the distribution of each variable was analyzed to detect irregular answers and cases with extreme values; and the means and standard deviations were computed.

4.12 Statistical methods

Describe personal information for the respondents: **Frequencies, Percentages and charts**. Estimate the reliability of the questionnaire: **Cronbach Alpha, Spearman Brown Coefficient: Pearson Correlation Coefficient**. Identify to what extent the responses for items and the main constructs of the study: **Mean**. Show how much variation or dispersion exists from the mean: **Standard Deviation**. Test the presence of statistically significant differences between hotels services quality expectations and perceptions: **Paired Samples T-test**. Test the presence of statistically significant differences in the level of agreement on constructs due to the gender and marital status: **T-test for independent samples**. Test for the presence of statistically significant differences in the level of agreement on constructs of the study due to the other demographic variables: **Analysis of Variance-ANOVA**.

Chapter V:

Data Analysis and Findings

Chapter V: Data analysis and findings

5.1 Introduction

This chapter includes the presentation and analysis of the most important statistical results that describe the characteristics of the research respondents and those have been reached about the problem of the study, which aims to measure and determine “ Measurement and Evaluation of Hotel Services Quality in the Light of International SERVQUAL Model and Ways to Development”. In addition, this chapter features the results of testing hypotheses. It also includes discussing and commenting on each hypothesis in light of the study problem.

This chapter is divided into the following sections: characteristics of respondents, Analysis of SERVQUAL (Service quality) constructs and hypothesis testing.

5.2 Characteristics of respondents

Table 5.1 (Appendix 2) illustrates the characteristics of the respondents (N=206). In the following charts the researcher showing the distribution of respondents according to demographic factors (Gender, Age, Marital status, Education background, Years of experience, Position).

5.2.1 Gender

Figure1 shows the respondent according to them Gender whereas the researcher notices that (72.8%) of the respondents are males and (27.2%) are females.

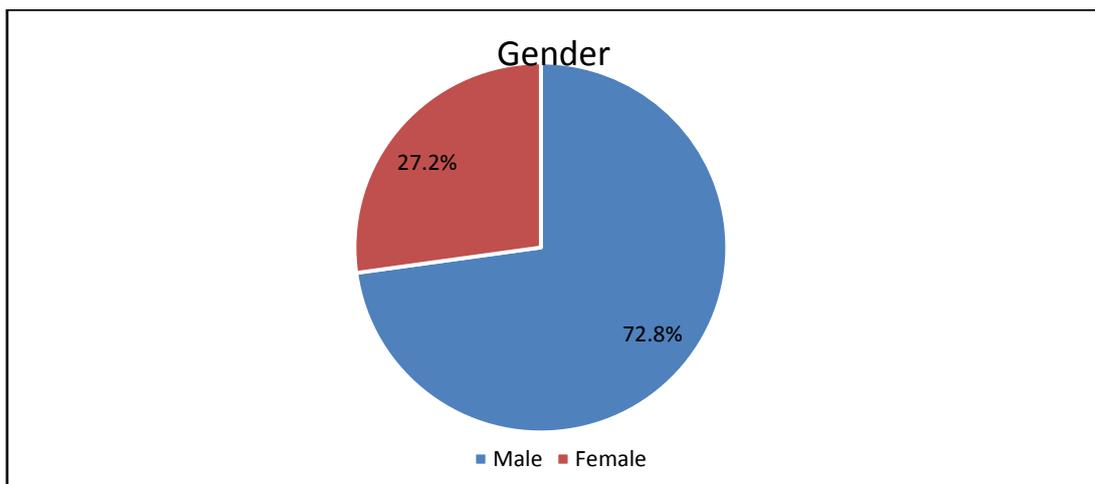


Figure (5.1): Distribution of respondents according to gender.

The higher proportion of males as shown at the distribution of participants is due to the fact that the Palestinian society is characterized as masculine society. In this respect, it shows that there is a higher rate of managers, employees and customers from the male category compared to female one. The main reason behind this is the nature of hotel industry where it's considered as exhausted profession which requires a considerable ability of endurance. In addition, the Palestinian's traditions and beliefs don't accept the western society's traditions and beliefs especially in the case of the Gaza Strip. As aforementioned, there is a noticeable rise regarding the male customers compared to its counterpart from the female side; because, the Palestinian women are highly associated with child rearing and the family issues in general.

5.2.2 Age

Figure2 shows the respondent according to their Age, the researcher notices that (50.5%) of the respondents their ages are from 20 to less than 30 years, (29.1%) their ages are from 30 to less than 40 years, (11.7%) of them their ages are 40 years and more, and (8.7%) their ages are less than 20 years.

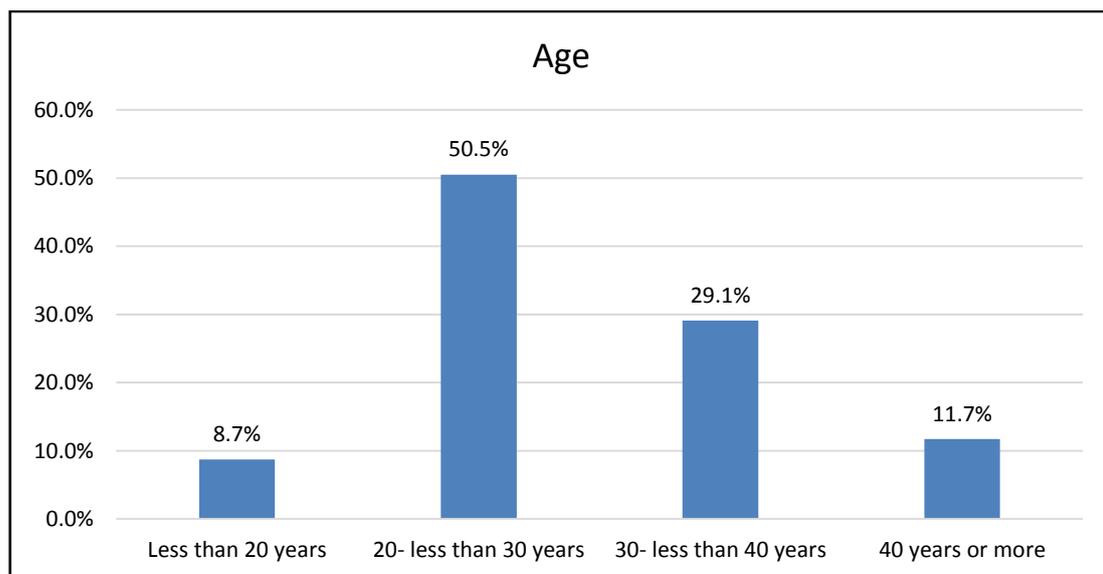


Figure (5.2): Distribution of respondents according to Age.

The previous distribution indicates to a high proportion of youth; between 20 to less than 30 years; where the statistics show that there is a high percentage of youth among the total number of population in the Gaza Strip. In this regard, the above schedule articulated that nearly 104 of the total respondents are located between 20 to less than 30 years which represents a percentage of 50.5% of the total participants. The highest number of youth working in the hotels operating in the Gaza Strip is considered one of the main reason which justifies this number.

5.2.3 Marital status

Figure 3 shows the respondent according to their Marital status the researcher notices that (53.4%) of the respondents are married, and (46.6%) are single.

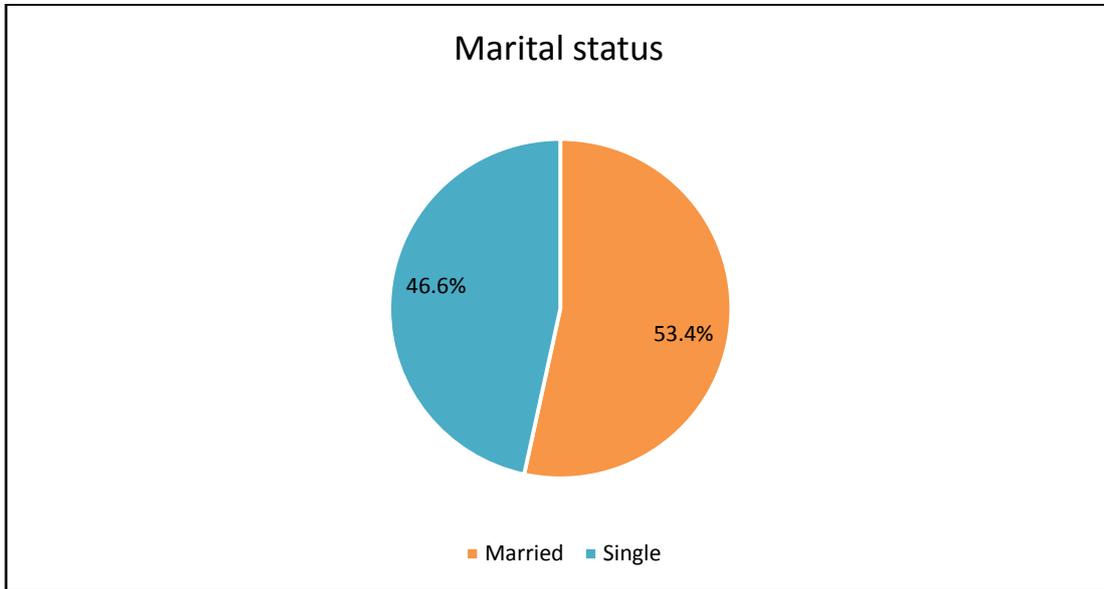


Figure (5.3): Distribution of respondents according to marital status.

The previous distribution explains the high percentage of married couples in the Gaza Strip. The statistics show that the percentage of married couples in the Gaza Strip is high, which embodies the nature of Palestinian culture. The Islamic traditions and beliefs asserted the importance of marriage to protect the main rights regarding youth and to maintain the unity of Islamic society. As a result, the high percentage is considered to be a normal matter which reflects Islamic attitudes and culture in general and the Palestinian ones in particular.

5.2.4 Educational background

Figure 4 shows the respondent according to their Education level, notice that (51.9%) of the respondents their qualification is Bachelor, (26.7%) of them their qualification is Diploma, (12.1%) their qualification is Master or Doctoral, and (9.2%) their qualification is General secondary.

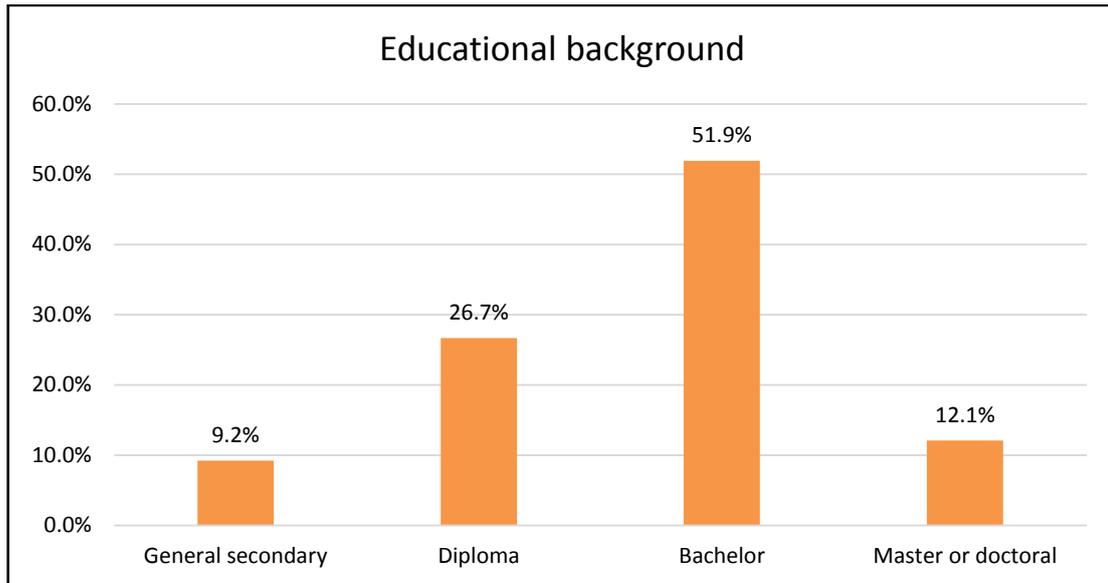


Figure (5.4):Distribution of respondents according to Education Background.

The previous distribution indicates to a high percentage of participants obtaining a bachelor's degree. This confirms that the Palestinian society is educated society who looks for employment opportunities through the possession of educational certificates which enable such society being more productive and effective in the workplace. The nature of Gaza society appreciates the educated people which justifies the high percent of who owns a bachelor's degree among the Palestinian youth as shown in the last statistics.

5.2.5 Years of experience

Figure5 shows the respondent according to them experience, the researcher notices that (32.5%) of the respondents have less than 3 years of experience, (26.2%) have from 3 to less than 6 years, (20.9%) of them have from 6 to less than 10 years of experience, and (20.4%) have 10 years of experience or more.

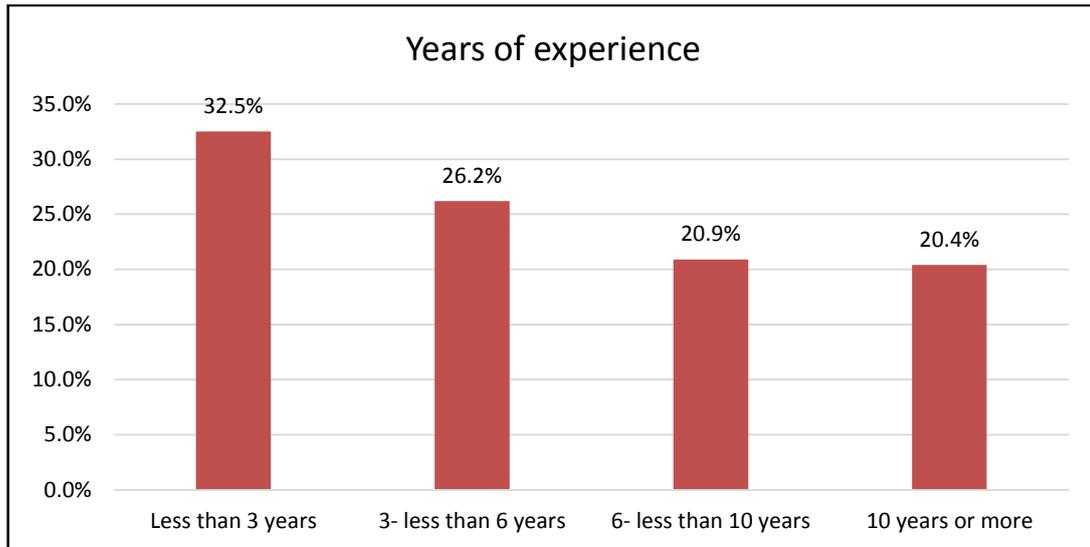


Figure (5.5): Distribution of respondents according to years of experience

Experience years are divided to two main categories. The first one is associated with the employees and managers' years of experience whereas the second one is associated with the hotel's years of treatment by customers. The statistics indicates that the highest percent of experience is devoted to the experience of less than 3 years which represents 32, 5% of the total participants. This reason is attributed to the high level of employees' turnover ratio in the hotels' industry because of the policy followed by hotels which prefer changing of employees. In addition, the nature of this industry is considered to be an important element where it requires a high level of endurance and effort. Regarding customers, the high percent is attributed to the fact that the majority of hotels operating in the Gaza Strip are recently constructed which justifies the high percent of less than three years of experience.

5.2.6 Respondent type

Figure6 shows the respondent according to them position, the researcher notices that the majority of the respondents are customers (60.7%), (32%) of the respondents are employees, and (7.3%) of them are managers.

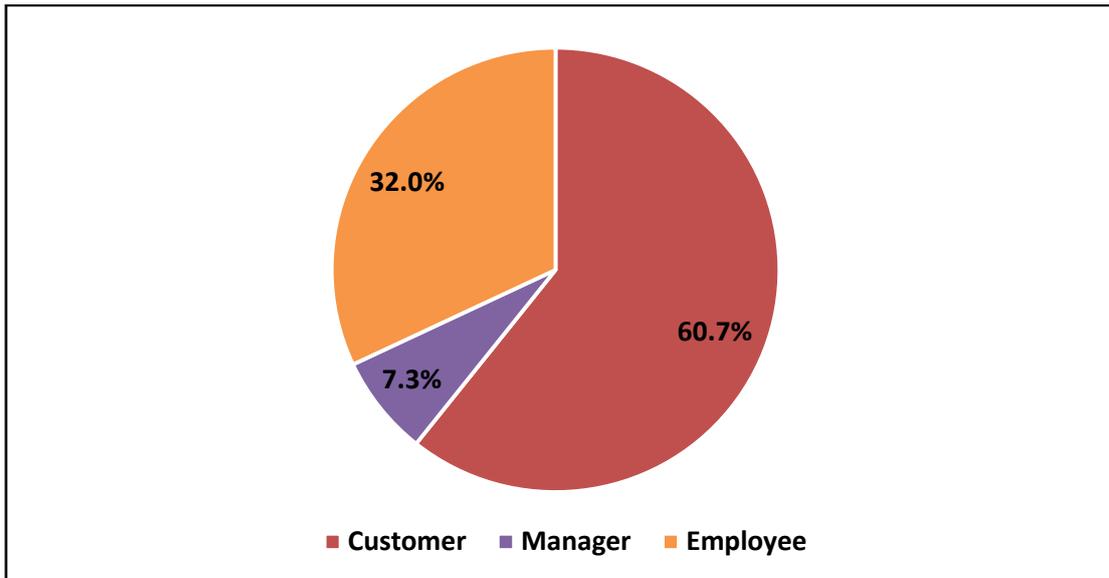


Figure (5.6):Distribution of respondents according to position of respondent.

The above schedule shows that the respondents are classified into three categories:

First, customers

Second, employees

Third, managers

It's noticeable that the percentage of customers are considered the highest one where it represents 60.7% of the total respondents. The main reason behind this is nature of this study where the researcher concentrated on recognizing the main expectation and perception of customers and try to satisfy their needs and wants through fulfilling the gap between expectation and perception. It is remarkable that the employees' views have a great importance direct contact with customers from one side and hotels resources from the other side. This importance comes from the current fact related to the current study about hotels where they represent considerable ratio which amounted to 32% of the total respondents. In addition, the importance of tackling managers' views regarding the difference between expectation and perception is due to their great experiences in the hotel's field. Furthermore, they help recognizing the weakness and strengths of hotels' issues for the purpose of providing practical solutions when highlighting the results of this study.

5.3 Analyzing SERVQUAL constructs

5.3.1 Tangible

Table 5.1 show that the level of agreement on expectations of tangible is very high, where the means of the items ranged between 4.18 out of 5 (83.7%) for “The hotel management provides continuous training courses for employees” and **4.58** out of 5 (91.6%) for “Hotel employees are smiling at work”. In addition, the total degree of the construct was 4.42 (88.5%). This result indicates that there is a very high level of agreement on "Expectation of tangible" from the respondents' point of view.

The table also shows that the level of agreement on perception of tangible is high, where the means of the items ranged between 3.47 out of 5 (69.4%) for “The hotel management provides continuous training courses for employees” and 4.08 out of 5 (81.6%) for “The hotel’s appearance is as it should be”. In addition, the total degree of the construct was 3.85 (77.1%). This result indicates that there is a high level of agreement on "Perception of tangible" from the respondents' point of view. The previous results indicate that the level of agreement on “Tangible” dropped 0.55 (11 %) from the respondents point of view.

Table (5.1): Means and standard deviation for expectation and perception of items of tangible construct.

	Items	Expectation			Perception		
		Mean	St.dev	RII	Mean	St.dev	RII
1	The hotel has up-to-date equipment	4.52	0.72	90.4%	3.92	0.89	78.4%
2	The hotel's appearance is as it should be.	4.51	0.74	90.2%	4.08	0.94	81.6%
3	Hotel employees are well dressed and appear neat	4.50	0.74	90.1%	4.04	0.84	80.8%
4	The hotel has visually appealing facilities	4.39	0.79	87.8%	3.92	0.94	78.4%
5	Hotel employees are exhibiting good manners	4.50	0.73	89.9%	3.95	0.89	79.0%
6	Hotel employees are smiling at work.	4.58	0.73	91.6%	4.01	0.99	80.2%
7	Hotel employees are Not offensive/sarcastic	4.46	0.87	89.2%	4.04	0.94	80.8%
8	The hotel uses modern technological means to serve customers	4.40	0.80	88.0%	3.72	0.90	74.5%
9	The hotel management provides continuous training courses for employees	4.18	1.04	83.7%	3.47	1.07	69.4%
10	The hotel management provides the relaxation requirements to employees that helps them providing an excellent service to customers	4.31	0.90	86.1%	3.61	1.04	72.1%
11	Hotel management is keen on improve and develop equipment continuously	4.33	0.89	86.6%	3.69	0.98	73.8%
12	Hotel have a good location and be approachable	4.48	0.85	%89.6	4.07	0.98	%81.4
	Total Degree	4.43	0.55	88.6%	3.88	0.61	77.6%

- Mean the item deleted from the analysis based on reliability and validity tests.

RII: Relative Importance Index = $(\text{Mean}/5) \times 100\%$

The least degree of expectation regarding the ninth sentence “The hotel management provides continuous training courses for employees” is attributed to the weakness and the lack of clear training programs inside hotels. In addition, the unavailability of human resources department at the majority of hotels as illustrated by the conducted survey justifies the low training programs for the employees since there is no a specialized department that support the appropriate training programs. Moreover, the policy adopted by hotels doesn’t support the investment in employees as one of their strategic objectives is considered a main factor that determine the low level of expectation.

Additionally, the reason of having the sixth sentence “Hotel employees are smiling at work” the highest degree of expectation is due to the nature of hospitality industry. In this sense, this industry depends heavily on the process of smiling at the face of guests where it is considered from the basic rules at this industry which can’t be denied or dismissed.

On the other hand, regarding perception, the main reason of having the ninth sentence “The hotel management provides continuous training courses for employees” the least degree of perception is due to what were mentioned before regarding to the unavailability of human resources department or specialized training unit inside hotels in order to increase the level of efficiency and effectiveness where this point is noticed through the conducted survey.

In addition, the reason of having appearance on the highest degree of perception the second sentence “The hotel’s appearance is as it should be” is due to general fact that the majority of hotels concentrate on the process of appearance and décor in general. However, they neglected its distinctive capital who are the employees as previously clarified.

It is noteworthy that this study agrees with(Akbaba, 2006) which indicated that the tangible dimension perception is categorized as the third dimension in terms of importance according to respondents’ views. and contrasts with (Briggs, Sutherland, & Drummond, 2007), (Souca, 2012) and (Nigem et al 2010) who illustrated that there is a positive gap where the perception exceed the expectation. Furthermore, it contrasts with (Faiz 2010) who indicated that there is a balance between expectation and perception where there are satisfactions about service quality.

The findings revealed that there is a gap between the expectation and perception of respondents by 11 %. This gap appeared as a result of the higher expectation of respondents where guests look for the best services provided regardless the type of hotels, their grade, and location. Regarding the actual perception, there is a drop under the expected level which creates a gap in terms of tangibles.

5.3.2 Reliability

Table 5.2 show that the level of agreement on expectations of reliability is very high, where the means of the items ranged between 4.41 out of 5 (88.3%) for “Hotel procedures are characterized by simplicity” and 4.58 out of 5 (91.6%) for “If you have a problem, the hotel enthusiastically shows the willingness to solve it right away”. In addition, the total degree of the construct was 4.48 (89.5%). This result indicates that there is a very high level of agreement on "Expectation of reliability" from the respondents' point of view.

The table also shows that the level of agreement on perception of reliability is high, where the means of the items ranged between 3.84 out of 5 (76.8%) for “The hotel maintains accurate records” and 4.02 out of 5 (80.5%) for “Hotel is characterized by accuracy and clearness in billing”. In addition, the total degree of the construct was 3.93 (78.5%). This result indicates that there is a high level of agreement on "Perception of reliability" from the respondents' point of view. The previous results indicate that the level of agreement on “Reliability” dropped 0.55 (11%) from the respondents point of view.

Table (5.2): Means and standard deviation for expectation and perception of items of Reliability construct.

	Items	Expectation			Perception		
		Mean	Std.Dev	RII	Mean	Std.Dev	RII
1	The hotel keeps its promise of doing things on time	4.52	0.76	90.5%	4.02	0.88	80.4%
2	The hotel provides services as promised	4.50	0.70	90.0%	3.97	0.90	79.4%
3	If you have a problem, the hotel enthusiastically shows the willingness to solve it right away	4.58	0.64	91.6%	3.97	0.92	79.4%
4	The hotel service is dependable	4.45	0.74	88.9%	3.91	0.83	78.2%
5	The hotel performs the right service first time	4.43	0.80	88.6%	3.85	0.92	77.1%
6	The hotel maintains accurate records	4.44	0.86	88.7%	3.84	0.99	76.8%
7	Hotel procedures are characterized by simplicity	4.41	0.75	88.3%	3.92	0.93	78.3%
8	Hotel has a well-trained and professional staff	4.47	0.78	89.4%	3.84	0.98	76.9%
9	Hotel management provides an accurate information about services	4.43	0.80	88.6%	3.91	0.92	78.3%
10	Hotel is characterized by accuracy and clearness in billing	4.52	0.84	90.5%	4.02	0.90	80.5%
	Total Degree	4.48	0.57	89.5%	3.93	0.68	78.5%

- Mean the item deleted from the analysis based on reliability and validity tests.

RII: Relative Importance Index = (Mean/5)*100%

The reason of having the seventh sentence “Hotel procedures are characterized by simplicity” the least level of expectation is due to the difficulty of hotel process resulted from mismanagement of the operation and registration process inside hotels. In this sense, some hotels use a very complicated procedures regarding the operational process which resulted from the ineffectiveness of management in understanding the main needs and demands which lead to different operational obstacles inside hotels.

The reason of having the third sentence “If you have a problem, the hotel enthusiastically shows the willingness to solve it right away” the highest degree is attributed to the nature of Arab community who seeks to find solutions to any problem where they consider this issues as a personal one. Therefore, this reflects the main respondents’ views where they consider hotels as a fully prepared bodies which provide solutions to any obstacles regardless circumstances.

Concerning perception, the reason of having the sixth sentence “The hotel maintains accurate records” the least degree of perception because of its negative reflection on the flow of data inside hotels where it’s difficult for customers, managers and employees to get information despite of the clear record. Therefore, the low level of perception is expected because of the above reason.

The highest degree of perception regarding the tenth sentence “Hotel is characterized by accuracy and clearness in billing” Is attributed to the high level of concentration on the financial side regarding customers, employees and managers where it represents the highest percentage when formulating strategies and administrative decisions. It’s noted that the financial issues are considered as a part of the operational process inside hotels and don’t form the whole operational process. As a result, it indicates that there are some shortages regarding other administrative aspects inside hotels especially the dominance of financial aspects without taking into account other important considerations.

It is noticeable that this study agrees with (Gržinić, 2007), (Ryglová, Vajčnerová, & Šácha, 2013) and (Kleynhans & Zhou, 2012) who indicated that there are differences between expectation and perception (negative gap) and confirmed on the importance of this dimension when measuring and evaluating service quality. On the other hand, the present study contrasts with (Briggs, Sutherland, & Drummond, 2007), (Souca, 2012) and (Nigem et al 2010) who illustrated that there is a positive gap where the perception exceed the expectation. Furthermore, it contrasts with (Faiz 2010) who indicated that there is a balance between expectation and perception where there are satisfactions about service quality.

The findings revealed that there is a gap between expectation and perception of respondents by 11%. This gap appeared as a result of the higher level of expectation

of respondents where they always look for the best provided services regardless hotel's type, grade, and location. On the other hand, when looking at the actual perception, it is noticed that there is a dramatically drop under the expected level which created this gap regarding the reliability dimension.

5.3.3 Responsiveness

Table 5.3 show that the level of agreement on expectations of responsiveness is very high, where the means of the items ranged between 4.42 out of 5 (88.4%) for “The hotel management deals with customers suggestions effectively” and 4.53 out of 5 (90.7%) for “Hotel employees are willing to help guests”. In addition, the total degree of the construct was 4.47 (89.4%). This result indicates that there is a very high level of agreement on "Expectation of responsiveness" from the respondents' point of view.

The table also shows that the level of agreement on perception of responsiveness is high, where the means of the items ranged between 3.79 out of 5 (75.7%) for “Hotel always checks guest satisfaction” and 4.05 out of 5 (81.1%) for “Hotel employees are willing to help guests”. In addition, the total degree of the construct was 3.88 (77.6%). This result indicates that there is a high level of agreement on "Perception of responsiveness" from the respondents' point of view. The previous results indicate that the level of agreement on “Responsiveness” dropped 0.59 (11.8%) from the respondents point of view.

Table (5.3): Means and standard deviation for expectation and perception of items of Responsiveness construct.

	Items	Expectation			Perception		
		Mean	Std.Dev	RII	Mean	Std.Dev	RII
1	Hotel employees are able to tell you exactly when services will be performed	4.49	0.70	89.8%	3.97	0.96	79.4%
2	Hotel patrons are able to expect prompt services	4.44	0.72	88.8%	3.89	0.95	77.8%
3	Hotel employees are willing to help guests	4.53	0.68	90.7%	4.05	0.91	81.1%
4	Even if busy, hotel employees are available to meet your needs	4.48	0.74	89.6%	3.85	0.96	77.1%
5	Hotel always checks guest satisfaction	4.47	0.76	89.4%	3.79	0.99	75.7%
6	Employees are always available when needed	4.48	0.76	89.5%	3.84	0.91	76.9%
7	The hotel serves are consistent quality services	4.44	0.76	88.8%	3.86	0.93	77.2%
8	The hotel provides flexibility in service according to customer demand	4.50	0.73	89.9%	3.92	0.87	78.3%
9	The hotel is convenient for disabled customers	4.41	0.80	88.2%	3.80	1.00	75.9%
10	The hotel management deals with customers suggestions effectively	4.42	0.92	88.4%	3.83	1.08	76.5%
Total Degree		4.47	0.56	89.4%	3.88	0.71	77.6%

- Mean the item deleted from the analysis based on reliability and validity tests.

RII: Relative Importance Index = (Mean/5)*100%.

The reason of having the tenth sentence “The hotel management deals with customers suggestions effectively” the least level of expectation is attributed to the general fact related to hotel industry in general where it aims at achieving profit ignoring that satisfying guests desires is considered to be the main reason behind the success of any institution. Therefore, dealing effectively with guests suggestions reflects the expectation level of guests regarding this sentence which justifies the low level of expectation regarding this sentence amongst the other sentences. While, the highest level of expectation for the third sentence “Hotel employees are willing to help guests” is attributed to the nature of Arab societies’ culture and traditions which provide help to anyone needs especially when serving guests. As a result, hotels provides a highest level of preparedness and readiness when providing services especially in the case of hospitality which reflect the main principles of hospitality industry.

Regarding perception, the reason of having fifth sentence “Hotel always checks guest satisfaction” the least level of perception is due to the current fact regarding the hotels administrations in the Gaza Strip which aim to achieving profits regardless the level of guests’ satisfaction or the mechanism of inspecting the level of satisfaction and appreciation. In addition, they lack the required and appropriate administrative decisions that to effectively treat the lowest level of guests’ satisfaction.

Additionally, the reason of having the third sentence “Hotel employees are willing to help guests” the highest level of perception is attributed to the culture of Arab society where they provide help to anyone needs. However, in hotels, there is a higher level of concentration on this issue since it is directly connected with hospitality industry.

It is noteworthy that this study agrees with (Gržinić, 2007), (Ryglová, Vajčnerová, & Šácha, 2013) and (Kleynhans & Zhou, 2012) who indicated that there is a negative gap in terms of the difference between expectation and perception and confirmed on the importance of this dimension when measuring and evaluating service quality. On the other hand, the present study contrasts with (Briggs, Sutherland, & Drummond, 2007), (Souca, 2012) and (Nigem et al 2010) who illustrated that there is a positive gap where the perception exceed the expectation. Furthermore, it contrasts with (Faiz 2010) who indicated that there is a balance between expectation and perception where there are satisfactions about service quality.

The findings revealed that there is a gap between expectation and perception according to the respondents’ views by 11.8%. This gap is a result of the higher expectation of respondents where they look for the highest level of services provided regardless hotels’ type, grade, and location. Regarding the actual perception, it’s

noted that there is a dramatically drop under the expected level which created a considerable gap in terms of responsiveness dimension.

5.3.4 Assurance

Table 5.4 show that the level of agreement on expectations of assurance is very high, where the means of the items ranged between 4.38 out of 5 (87.7%) for “Hotel employees Advise undecided guests” and 4.74 out of 5 (94.8%) for “Hotel management policy rejects personal conversation with customers ”. In addition, the total degree of the construct was 4.49 (89.8%). This result indicates that there is a very high level of agreement on "Expectation of assurance" from the respondents' point of view.

The table also shows that the level of agreement on perception of assurance is high, where the means of the items ranged between 3.72 out of 5 (74.5%) for “hotel management adopts non-discrimination policy in serving customers” and “Hotel management policy rejects personal conversation with customers” and 4.04 out of 5 (80.8%) for “Guests are able to trust hotel employees” and “You feel safe in your dealing with hotel employees”. In addition, the total degree of the construct was 3.89 (77.8%). This result indicates that there is a high level of agreement on "Perception of assurance" from the respondents' point of view. The previous results indicate that the level of agreement on “Assurance” dropped 0.60 (12%) from the respondents point of view.

Table (5.4): Means and standard deviation for expectation and perception of items of Assurance construct.

	Items	Expectation			Perception		
		Mean	St.dev	RII	Mean	St.dev	RII
1	Guests are able to trust hotel employees	4.58	0.67	91.7%	4.04	0.91	80.8%
2	You feel safe in your dealing with hotel employees	4.54	0.74	90.9%	4.04	0.92	80.8%
3	The staff is characterized by high efficiency in performing their duties	4.50	0.69	90.0%	3.89	0.96	77.9%
4	Hotel employees have sufficient support from the hotel to do jobs well.	4.40	0.84	88.1%	3.78	0.95	75.5%
5	Hotel employees are polite at all times	4.49	0.78	89.7%	3.94	0.89	78.7%
6	hotel management adopts non-discrimination policy in serving customers	4.42	0.91	88.3%	3.72	1.02	74.5%
7	hotel has the required security and safety standards	4.49	0.72	89.8%	3.87	0.94	77.4%
8	Hotel employees Advise undecided guests	4.38	0.79	87.7%	3.88	0.88	77.7%
9	Hotel management policy rejects personal conversation with customers	4.74	5.89	94.8%	3.72	1.05	74.5%
10	Hotel employees own the required knowledge to answer customer inquiries	4.40	0.76	88.1%	3.84	0.88	76.9%
11	The hotel is committed to provides the sanitary criteria in serving customers	4.42	0.81	88.4%	3.95	0.98	79.0%
12	Hotel employees are honest and sincere in meeting customers' needs	4.45	0.82	89.0%	3.98	0.94	79.5%
	Total Degree	4.49	0.76	89.8%	3.89	0.70	77.8%

- Mean the item deleted from the analysis based on reliability and validity tests.

RII: Relative Importance Index = $(\text{Mean}/5) \times 100\%$.

The reason of having the eighth sentence “Hotel employees Advise undecided guests” the least level of expectation is attributed to the inability of employees to communicate effectively with customers. In addition, they lack the sufficient experiences and knowledge with the services and facilities provided by hotels which considered to be appropriate with all type of customers. While customers always prefer anyone who help them selecting the best of services; as a result, it is noted that the views and expectations of the respondents are low compared to other dimensions' sentences. Whereas the highest level of expectation regarding the first sentence “Hotel management policy rejects personal conversation with customers ” is attributed to the hotel policy which give guest privacy and special zone for him .

Regarding perception, the reason of having sixth and ninth sentences “hotel management adopts non-discrimination policy in serving customers” and “Hotel management policy rejects personal conversation with customers” the least level of perception is due to the discrimination in dealing with all types of customers equally. It is noticeable that there is ignoring of one of the most critical hotels' principles which stated that all guests should be treated equally in terms of the level of service quality provided. It is also important to consider the very important people such as politicians and presidents. On the other hand, the factor analysis program deleted the second sentence which got the same mean as illustrated before.

Additionally, the reason of having the first and second sentences Guests are able to trust hotel employees” and “You feel safe in your dealing with hotel employees” the highest level of perception is attributed to highest level of security and safety of customers where they feel more secure. This issue generates trust that comes after the frequent visits of hotels as previously clarified.

It is noteworthy that this study agrees with (Gržinić, 2007), (Ryglová, Vajčnerová, & Šácha, 2013) and (Kleynhans & Zhou, 2012) who indicated that there is a negative gap in terms of the difference between expectation and perception and confirm on the importance of this dimension when measuring and evaluating service quality. In contrast, the present study contradicted with (Briggs, Sutherland, & Drummond, 2007), (Souca, 2012) and (Nigem et al, 2010) who illustrated that there is a positive gap where the perception exceed the expectation. Furthermore, it contrasts with (Faiz 2010) who indicated that there is a balance between expectation and perception where there are satisfactions about service quality.

The findings revealed that there is a gap between expectation and perception according to the respondents' views by 12 %. This gap is a result of the higher expectation of respondents where they look for the highest level of services provided regardless hotels' type, grade, and location. Regarding the actual perception, it's

noted that there is a dramatically drop under the expected level which created a considerable gap in terms of assurance dimension.

5.3.5 Empathy

Table 5.5 show that the level of agreement on expectations of empathy is very high, where the means of the items ranged between 4.23 out of 5 (84.7%) for “Hotel employees address customers by name” and 4.53 out of 5 (90.7%) for “The hotel provides you with individual attention”. In addition, the total degree of the construct was 4.42 (88.5%). This result indicates that there is a very high level of agreement on "Expectation of empathy" from the respondents' point of view.

The table also shows that the level of agreement on perception of empathy is high, where the means of the items ranged between 3.63 out of 5 (74.3%) for “Hotel employees address customers by name ” and 4.08 out of 5 (81.7%) for “The hotel has operating hours convenient to you”. In addition, the total degree of the construct was 3.86 (77.2%). This result indicates that there is a high level of agreement on "Perception of empathy" from the respondents' point of view. The previous results indicate that the level of agreement on “Empathy” dropped 0.56 (11.2%) from the respondents point of view.

Table (5.5): Means and standard deviation for expectation and perception of items of Empathy construct.

	Items	Expectation			Perception		
		Mean	St.dev	RII	Mean	St.dev	RII
1	The hotel provides you with individual attention	4.53	0.79	90.7%	4.00	0.92	79.9%
2	The hotel employees provide you with individual attention	4.45	0.83	88.9%	3.94	0.89	78.8%
3	Hotel employees understand your specific needs	4.50	0.76	90.1%	3.86	0.90	77.2%
4	The hotel has your best interests at heart	4.43	0.78	88.5%	3.92	0.98	78.3%
5	The hotel has operating hours convenient to you	4.50	0.76	90.1%	4.08	0.87	81.7%
6	Employees have an excellent communication skills	4.41	0.81	88.3%	3.81	0.95	76.2%
7	Hotel employees address customers by name	4.23	0.96	84.7%	3.63	1.03	72.6%
8	Hotel management is able to anticipate customers' needs	4.36	0.79	87.2%	3.71	0.97	74.3%
9	Getting information about the facilities and services of the hotel is easy	4.42	0.83	88.3%	3.90	0.92	78.1%
10	Hotel management adopts customer loyalty program	4.36	0.84	87.3%	3.72	1.13	74.4%
11	Hotel employees are able to form a good relationships with customers	4.46	0.82	89.1%	3.94	1.02	78.7%
	Total Degree	4.42	0.61	88.5%	3.86	0.71	77.2%

- Mean the item deleted from the analysis based on reliability and validity tests.

RII: Relative Importance Index = $(\text{Mean}/5) \times 100\%$.

The reason of having the seventh sentence “Hotel employees address customers by name” the least level of expectation is attributed to Lack of attention of the staff in addressing or calling guests by names. However, they address them by their surnames, for instance sir, mister, miss or madam where they lack the great importance of addressing them by their personal names preceded by their surnames. In this sense, this issue has a great effect on breaking the hindrance and barriers between employees and guests. In addition, it aims at generating intimacy, appreciation and comfort with guests which help the hotel industry establishing an effective and appreciated relationship with such those guests.

It is noted that this sentence was deleted after conducting the factor analysis because of the lack of correlation coefficient with the dimension.

While, the highest level of expectation of the second sentence “The hotel provides you with individual attention” is attributed to the hotel's attention regarding empathy dimension where the employees and managers express their personal attention toward guests. It is noticeable that there is a contradictable relationship between the least and highest mean where hotels express the highest level of attention regarding customers and; in the same time; they address guests without their personal names as previously discussed. However, this difference seems to be negligible where the mean of the first sentence reached 4.23 represented by 84.7%, whereas the mean of the second sentence reached 4.53 represented by 90.7%. It means that the total difference between the two sentences is amounted to .30 represented by 6%.

Regarding perception, the reason of having eighth sentence “Hotel employees address customers by name ” the least level of perception is due to the weakness of management in dealing with guests . However, this issue is considered to be one of the most important pillars regarding the success of any projects especially hospitality projects.

Additionally, the reason of having the fifth sentence “The hotel has operating hours convenient to you” the highest level of perception is attributed to the general fact regarding hotels where they operate 24 hours/day, 7 days/ week. It is connected with the nature of hospitality industry around the world; therefore, the working hours of hotels operating in the Gaza Strip are suitable to all types of guests and visitors.

It is noteworthy that this study agrees with (Gržinić, 2007) (Ryglová, Vajčnerová, & Šácha, 2013), (Kleynhans & Zhou, 2012) who indicated that there is a negative gap in terms of difference between expectation and perception. In addition it agrees with (BLEŠIĆ, IVKOV-DŽIGURSKI, STANKOV, STAMENKOVIĆ, & Bradić, 2011) who figured out that there is a negative gap in terms of difference between expectation and perception except for the empathy dimension which has a positive

gap . Moreover, they totally confirmed on the importance of this dimension when measuring and evaluating service quality. On the other hand, the present study contradicted with (Briggs, Sutherland, & Drummond, 2007), (Souca, 2012) and (Nigem et al, 2010) who illustrated that there is a positive gap where the perception exceed the expectation. Furthermore, it contrasts with (Faiz 2010) who indicated that there is a balance between expectation and perception where there are satisfactions about service quality.

The findings revealed that there is a gap between expectation and perception according to the respondents' views by 11.2 %. This gap is a result of the higher expectation of respondents where they look for the highest level of services provided regardless hotels' type, grade, and location. Regarding the actual perception, it's noted that there is a dramatically drop under the expected level which created a considerable gap in terms of empathy dimension.

In general, table (5.9) show that the level of agreement on the expectation part is very high, where the means of the constructs ranged between 4.42 out of 5 (88.5%) for “empathy ” and 4.49out of 5 (89.5%) for “assurance”. In addition, the total degree of the expectation part was **4.46** (89.2%). This result indicates that there is a very high level of agreement on "Expectation" from the respondents' point of view.

The table also shows that the level of agreement on the perception part is high, where the means of the constructs ranged between 3.86 out of 5 (77.2%) for “empathy” and 3.93 out of 5 (78.5%) for “reliability”. In addition, the total degree of the perception part was 3.89 (77.8%). This result indicates that there is a high level of agreement on "Perception" from the respondents' point of view.

The previous results indicate that the level of agreement on “SERVQUAL constructs” dropped 0.57 (11.4%) from the respondents point of view.

Table (5.6): Summary of results of SERVQUAL constructs

	Constructs	Expectation			Perception		
		Mean	St.dev	RII	Mean	St.dev	RII
1	Tangible	4.43	0.55	88.6%	3.88	0.61	77.6%
2	Reliability	4.48	0.57	89.5%	3.93	0.68	78.5%
3	Responsiveness	4.47	0.56	89.4%	3.88	0.71	77.6%
4	Assurance	4.49	0.76	89.8%	3.89	0.70	77.8%
5	Empathy	4.42	0.61	88.5%	3.86	0.71	77.2%
	Total Degree	4.46	0.51	89.2%	3.89	0.61	77.8%

Concerning expectations, the empathy dimension has the lowest mean which attributed to low awareness and interest of investors regarding this dimension in terms of respondents views as previously mentioned.

On the other hand, the assurance dimension has the highest mean attributed to the important impact of culture assurance to formulate the type of services and determine the quality degree..

Concerning perceptions, the empathy dimension has the lowest mean which attributed to what was previously mentioned in expectation side.

Regarding assurance dimension, it has the highest mean in perception attributed to the hospitality industry where this industry is characterized by being a human industry and cannot be an automated one in any case. In this sense, hotels deal with human beings who are considered to be the most complex group when interacting over the life. Therefore, the previous clarification justifies why assurance dimension got the highest mean.

The findings revealed that there is a gap between expectation and perception according to the respondents' views by 11.4 %. This gap is a result of the higher expectation of respondents where they look for the highest level of services provided regardless hotels' type, grade, and location. Regarding the actual perception, it's noted that there is a dramatically drop under the expected level which created a considerable gap in terms of SQ model.

It is noteworthy that this study agrees with different studies regarding the negative gap between expectation and perception. Therefore, it agrees with (Gržinić, 2007), (BLEŠIĆ, IVKOV-DŽIGURSKI, STANKOV, STAMENKOVIĆ, & Bradić, 2011), (Boon-itt & Rompho, 2012), (Ryglová, Vajčnerová, & Šácha, 2013), (Kleynhans & Zhou, 2012) and (N. Tsang & Qu, 2000). Concequantly, all of the mentioned studies figured out that there is a negative gap in terms of difference between expectation and perception. On the other hand, the present study contrasts with (Briggs, Sutherland, & Drummond, 2007), (Souca, 2012) and (Nigem et al, 2010) who illustrated that there is a positive gap where the perception exceed the expectation. Furthermore, it contrasts with (Faiz 2010) who indicated that there is a balance between expectation and perception where there are satisfactions about service quality. In this sense, the mentioned previous studies found that there is positive or equal gap in terms of the difference between expectation and perception unlike the present study which indicated to the negative gap in terms of the difference between both; expectation and perception, as previously illustrated.

5.4 Hypothesis Testing:

5.4.1 The first Main hypothesis

There are significant difference at level ($\alpha=0.05$) between hotels services quality expectations and perceptions. Therefore, this hypothesis divided into eight sub-hypotheses. These hypotheses tested using Paired samples T-Test. The following tables illustrate this:

5.4.1.1 Sub- hypothesis 1

Stated that: There are significant differences at level ($\alpha=0.05$) between expectations and perceptions about Tangible in hotel service quality.

the researcher notices that p-value (sig.) is lower than 0.05 (0.000), which indicates that there are significant difference between expectations and perceptions about Tangible in hotel service quality. Then the researcher rejects the null hypothesis (Ho) and confirm the alternative one (H1) **“There are significant difference at level ($\alpha=0.05$) between expectations and perceptions about Tangible in hotel service quality”**.

Table (5.7): Results of test difference between Tangible expectations and perceptions using Paired Samples T-test.

Construct	Expectation		Perception		Diff.	T-test	
	Mean	St.dev	Mean	St.dev		T	Sig.
Tangible	4.43	0.55	3.88	0.61	0.55	11.02	0.000

The difference between expectation and perception in terms of tangibility is attributed to the high degree of expectation of respondents in terms of tangibles. It is obvious that expectation's mean regarding tangibles reached a degree of 4.43, whereas the perception's mean hit a record of 3.88 with a difference of .55. In this sense, this difference represents a negative gap between expectation and perception by 11 % where this gap is considered a statistically significant according to the mentioned sig. Therefore, this confirms the existence of differences between expectation and perception in terms of tangibility. Hence, these findings agree with (Akbaba, 2006) **who indicated that the** tangible dimension perception is categorized as the third dimension in terms of importance according to respondents' views. Therefore, the expectation's mean of tangible was 4.497 while perception's mean was 3.658 with difference - .838 negative gap represented by 16.7% . and also it is contrast with these studies and the difference between expectation and perception was as follows .66 / .29 / .59; respectively represented by 9.4% -5.8% - 8.4% in

terms of (Gržinić, 2007), (Ryglová, Vajčnerová, & Šácha, 2013), (Blešić, Čerović, & Dragičević, 2011) and (Kleynhans & Zhou, 2012); respectively.

5.4.1.2 Sub- hypothesis 2

Stated that: There is significant difference at level ($\alpha=0.05$) between expectations and perceptions about Reliability in hotel service quality.

the researcher notices that p-value (sig.) is lower than 0.05 (0.000), which indicates that there are significant difference between expectations and perceptions about Reliability in hotel service quality. Then the researcher rejects the null hypothesis (Ho) and confirm the alternative one (H1) “**There are significant difference at level ($\alpha=0.05$) between expectations and perceptions about Reliability in hotel service quality**”.

Table (5.8): Results of test difference between Reliability expectations and perceptions using Paired Samples T-test.

Construct	Expectation		Perception		Diff.	T-test	
	Mean	St.dev	Mean	St.dev		T	Sig.
Reliability	4.48	0.57	3.93	0.68	0.55	10.03	0.000

The difference between expectation and perception in terms of reliability is attributed to the high degree of expectation of respondents in terms of reliability. It is obvious that expectation’s mean regarding reliability reached a degree of 4.48, whereas the perception’s mean hit a record of 3.93 with a difference of .55. In this sense, this difference represents a gap between expectation and perception by 11 % where this gap is considered a statistically significant according to the mentioned sig. Therefore, this confirms the existence of differences between expectation and perception in terms of reliability. Hence, these findings agree with (Gržinić, 2007), (Ryglová, Vajčnerová, & Šácha, 2013), (Kleynhans & Zhou, 2012) who indicated that there are differences between expectation and perception (negative gap) and confirmed on the importance of this dimension when measuring and evaluating service quality. However, it contrasts with (Kazeem Ahmed, 2015) who indicated that the reliability dimension has the highest mean and (Kleynhans & Zhou, 2012) who found that this dimension is not significant and has the lowest mean estimated by .16 which represents 2.2% . In addition, the difference between expectation and perception was as follows .44 / .63 / represented by 6.3% - -12.6% respectively in terms of (Gržinić, 2007) and (Ryglová, Vajčnerová, & Šácha, 2013) respectively.

5.4.1.3 Sub- hypothesis 3

Stated that: There are significant difference at level ($\alpha=0.05$) between expectations and perceptions about Responsiveness in hotel service quality.

the researcher notices that p-value (sig.) is lower than 0.05 (0.000), which indicates that there are significant difference between expectations and perceptions about Responsiveness in hotel service quality. Then the researcher rejects the null hypothesis (Ho) and confirm the alternative one (H1) **“There are significant difference at level ($\alpha=0.05$) between expectations and perceptions about Responsiveness in hotel service quality”**.

Table (5.9): Results of test difference between Responsiveness expectations and perceptions using Paired Samples T-test.

Construct	Expectation		Perception		Diff.	T-test	
	Mean	St.dev	Mean	St.dev		T	Sig.
Responsiveness	4.47	0.56	3.88	0.71	0.59	10.25	0.000

The difference between expectation and perception in terms of responsiveness is attributed to the high degree of expectation of respondents in terms of responsiveness . It is obvious that expectation’s mean regarding responsiveness reached a degree of 4.47, whereas the perception’s mean hit a record of 3.88 with a difference of .59. In this sense, this difference represents a gap between expectation and perception by 11.8 % where this gap is considered a statistically significant according to the mentioned sig. Therefore, this confirms the existence of differences between expectation and perception in terms of responsiveness . Hence, these findings agree with (Gržinić, 2007), (Ryglová, Vajčnerová, & Šácha, 2013), and (Kleynhans & Zhou, 2012) who indicated that there is a negative gap in terms of the difference between expectation and perception and confirmed on the importance of this dimension when measuring and evaluating service quality. However, it contrasts regarding the difference between expectation and perception with (Gržinić, 2007), (Ryglová, Vajčnerová, & Šácha, 2013) and (Kleynhans & Zhou, 2012) where the difference was as follows.39 / .33 / .41 represented by 5.6% - 6.6% - 5.8%; respectively.

5.4.1.4 Sub- hypothesis 4

Stated that: There are significant difference at level ($\alpha=0.05$) between expectations and perceptions about Assurance in hotel service quality.

the researcher notices that p-value (sig.) is lower than 0.05 (0.000), which indicates that there are significant difference between expectations and perceptions about Assurance in hotel service quality. Then the researcher rejects the null hypothesis (H_0) and confirm the alternative one (H_1) “**There are significant difference at level ($\alpha=0.05$) between expectations and perceptions about Assurance in hotel service quality**”.

Table (5.10): Results of test difference between Assurance expectations and perceptions using Paired Samples T-test.

Construct	Expectation		Perception		Diff.	T-test	
	Mean	St.dev	Mean	St.dev		T	Sig.
Assurance	4.49	0.76	3.89	0.70	0.60	9.28	0.000

The difference between expectation and perception in terms of assurance is attributed to the high degree of expectation of respondents in terms of assurance. It is obvious that expectation’s mean regarding assurance reached a degree of 4.49, whereas the perception’s mean hit a record of 3.89 with a difference of .60. In this sense, this difference represents a gap between expectation and perception by 12% where this gap is considered a statistically significant according to the mentioned sig. Therefore, this confirms the existence of differences between expectation and perception in terms of assurance. Hence, these findings agree with (Gržinić, 2007), (Ryglová, Vajčnerová, & Šácha, 2013) and (Kleynhans & Zhou, 2012)) who indicated that there is a negative gap in terms of the difference between expectation and perception and confirm on the importance of this dimension when measuring and evaluating service quality. However, it contrasts in the difference between expectation and perception with (Gržinić, 2007), (Ryglová, Vajčnerová, & Šácha, 2013), and (Kleynhans & Zhou, 2012) who indicated to the difference as follows..39 / .20 / .40 represented by 5.6% - 4% - 5.7%; respectively.

5.4.1.5 Sub- hypothesis 5

Stated that: There are significant difference at level ($\alpha=0.05$) between expectations and perceptions about Empathy in hotel service quality.

the researcher notices that p-value (sig.) is lower than 0.05 (0.000), which indicates that there are significant difference between expectations and perceptions about Empathy in hotel service quality. Then the researcher rejects the null hypothesis (H_0) and confirm the alternative one (H_1) “**There are significant difference at level ($\alpha=0.05$) between expectations and perceptions about Empathy in hotel service quality**”.

Table (5.11): Results of test difference between Empathy expectations and perceptions using Paired Samples T-test.

Construct	Expectation		Perception		Diff.	T-test	
	Mean	St.dev	Mean	St.dev		T	Sig.
Empathy	4.42	0.61	3.86	0.71	0.56	9.86	0.000

The difference between expectation and perception in terms of empathy is attributed to the high degree of expectation of respondents in terms of empathy. It is obvious that expectation’s mean regarding empathy reached a degree of 4.42, whereas the perception’s mean hit a record of 3.86 with a difference of .56. In this sense, this difference represents a gap between expectation and perception by 11.2 % where this gap is considered a statistically significant according to the mentioned sig. Therefore, this confirms the existence of differences between expectation and perception in terms of empathy. Hence, these findings agree with (Gržinić, 2007), (Ryglová, Vajčnerová, & Šácha, 2013) and (Kleynhans & Zhou, 2012) in difference between expectation and perception (negative gap). In addition, it agrees with (BLEŠIĆ, IVKOV-DŽIGURSKI, STANKOV, STAMENKOVIĆ, & Bradić, 2011) who figured out that there is a negative gap in terms of difference between expectation and perception except for the empathy dimension which has a positive gap. Moreover, they totally confirmed on the importance of this dimension when measuring and evaluating service quality. However, it contrasts with (Gržinić, 2007), (Ryglová, Vajčnerová, & Šácha, 2013), and (Kleynhans & Zhou, 2012) who indicated to the difference between expectation and perception as follows .32/ .10 / .43 represented by 4.6% - 2% - 6.14%; respectively.

In general, the table below shows that the p-value (sig.) is lower than 0.05 (0.000) for the total degree of the expectation and the perception part, which indicates that there are significant difference between expectations and perceptions in hotel service quality. Then the researcher rejects the null hypothesis (H_0) and confirm the

alternative one (H1) “There are significant difference at level ($\alpha=0.05$) between hotels services quality expectations and perceptions”.

Table (5.12): Summary of results of test difference between services quality expectations and perceptions using Paired Samples T-test.

	Constructs	Expectation		Perception		Diff.	T-test	
		Mean	St.dev	Mean	St.dev		T	Sig.
1	Tangible	4.43	0.55	3.88	0.61	0.55	11.02	0.000
2	Reliability	4.48	0.57	3.93	0.68	0.55	10.03	0.000
3	Responsiveness	4.47	0.56	3.88	0.71	0.59	10.25	0.000
4	Assurance	4.49	0.76	3.89	0.70	0.60	9.28	0.000
5	Empathy	4.42	0.61	3.86	0.71	0.56	9.86	0.000
	Total Degree	4.46	0.51	3.89	0.61	0.59	11.47	0.000

Generally speaking, it is clear that there are differences between expectation and perception regarding the model’s dimensions. Hence, the total mean of expectation is amounted to 4.46 and the total mean of perception is amounted to 3.89 with difference of .59 which represented by 11.8% where this difference is considered a statistically significant according to total degree of the above sig as illustrated. Hence, these findings agrees with many studies regarding the negative gap between expectation and perception such as (Mey, Akbar, & Fie, 2006) with difference .84 represent by 12%, (Gržinić, 2007) with difference .44 represent by 6.3%, (BLEŠIĆ, IVKOV-DŽIGURSKI, STANKOV, STAMENKOVIĆ, & Bradić, 2011) with difference .46 represent by 9.2%, (Boon-itt & Rompho, 2012) with difference .09 represent by 1.8, (Ryglová, Vajčnerová, & Šácha, 2013) with difference .07 represent by 1.4%, (Kleynhans & Zhou, 2012) with difference .39 represent by 5.6% and (N. Tsang & Qu, 2000) with difference .18 represent by 3.6%. On the other hand, it contrasts with (Briggs, Sutherland, & Drummond, 2007), (Souca, 2012) and (Nigem et al, 2010) who found that the perception exceed expectation (positive gap) 40% vs. 60%. Furthermore, (Faiz 2010) who indicated that there is a balance between expectation and perception where there is guests’ satisfaction regarding service quality where 90% of respondents got more than they expected.

5.4.2 The second main hypothesis

There are significant difference at level ($\alpha=0.05$) in the difference between expectations and perceptions attributed to demographic characteristics (Gender, Age, Marital status, Educational background, Years of experience, and Respondent type). Therefore, this hypothesis divided into six sub-hypotheses. These hypotheses tested using Independent samples T-Test and One Way ANOVA. The following tables illustrate this:

5.4.2.1 Sub- hypothesis 1

Stated that: There are significant differences at level ($\alpha=0.05$) in the difference between expectations and perceptions attributed to gender.

the researcher notices that there are no significant differences in all the constructs attributed to gender since all the p-values (sig.) are greater than 0.05. The p-value for the total degree equal (**0.550**) which indicates that there are no significant differences in the difference between expectations and perceptions attributed to gender. Then the researcher accepts the null hypothesis (Ho) **“There are no significant difference at level ($\alpha=0.05$) in the difference between expectations and perceptions attributed to gender”**.

Table (5.13): Test significant differences in the difference between expectations and perceptions attributed to gender

	Constructs	Male		Female		T	Sig.
		Mean	Std.Dev	Mean	Std.Dev		
1	Tangible	0.52	0.74	0.64	0.64	-1.15	0.204
2	Reliability	0.52	0.83	0.61	0.64	-0.74	0.459
3	Responsiveness	0.56	0.85	0.64	0.74	0.36	0.541
4	Assurance	0.60	1.00	0.56	0.65	0.30	0.765
5	Empathy	0.55	0.85	0.56	0.68	-0.01	0.991
	Total Degree	0.55	0.75	0.60	0.58	-0.46	0.644

There is clear difference between gender’s expectation and perception; however, these differences are not significant. It is clear that there is difference regarding the expectation and perception of male by .55 and .60 for female with total degree of sig .644 which confirm that there is no significant difference attributed to gender between expectation and perception. Hence this result agrees with (N. Tsang & Qu, 2000), (Kleynhans & Zhou, 2012) and (Rygllová, Vajčnerová, & Šácha, 2013) regarding the negative gap attributed to gender . However it contrasts with (Souca,

2012), (Briggs, Sutherland, & Drummond, 2007), (Nigem et al 2010) and (Faiz 2010) regarding positive gap .

5.4.2.2 Sub- hypothesis 2

Stated that: There are significant differences at level ($\alpha=0.05$) in the difference between expectations and perceptions attributed to age.

the researcher notices that there are no significant differences in all the constructs attributed to age since all the p-values (sig.) are greater than 0.05 except tangible and responsiveness since their p-values are less than 0.05 (0.017) (0.014) respectively. The p-value for the total degree equal (**0.040**) which indicates that there are significant differences in the difference between expectations and perceptions attributed to age. Then the researcher accepts the alternative hypothesis (H1) “**There are significant difference at level ($\alpha=0.05$) in the difference between expectations and perceptions attributed to age**”.

Table (5.14): Test significant differences in the difference between expectations and perceptions attributed to age

Constructs		Tangible	Reliability	Responsiveness	Assurance	Empathy	Total Degree
Less than 20	Mean	0.49	0.60	0.65	0.39	0.57	0.54
	St.Dev	0.66	0.65	0.67	0.67	0.88	0.64
20 – less than 30	Mean	0.41	0.41	0.41	0.49	0.46	0.43
	St.Dev	0.74	0.81	0.83	0.77	0.85	0.71
30 – less than 40	Mean	0.68	0.71	0.74	0.78	0.63	0.71
	St.Dev	0.64	0.74	0.79	1.24	0.72	0.70
40 or more	Mean	0.85	0.70	0.89	0.74	0.75	0.78
	St.Dev	0.55	0.79	0.82	0.65	0.80	0.68
ANOVA	F	3.48	2.26	3.61	1.77	1.10	2.81
	Sig	0.017	0.083	0.014	0.153	0.347	0.040

Table (5.15): LSD results in the difference between expectations and perceptions attributed to age

Construct	Age		Mean difference	Sig.
Tangible	20-less than 30	30-less than 40	-0.27*	0.019
		40 or more	-0.43*	0.007
Responsiveness	20-less than 30	30-less than 40	-0.33*	0.011
		40 or more	-0.48*	0.009
Total Degree	20-less than 30	30-less than 40	-0.27*	0.017
		40 or more	-0.34*	0.029

Regardless the category where respondents located, the difference between expectation and perception for those who are less than 20 years is amounted to .54, 20- less than 30 years: .43, 30-less than 40 years: .71 and the difference for those who are above 40 is amounted to .78 with sig .040. This confirms on statistically differences regarding the above point. On the other hand, regarding the tangible and responsiveness dimensions, there are significant differences between those of 20 to less than 30 years and those of 30 to less than 40 years with -.27 difference represented by 5.4% and sig .019 which confirm that there is significant difference regarding this point. In general, the total value of sig reached .040 which supports the alternative hypothesis which states that there is significant difference attributed to age. Hence this result agrees with (Souca, 2012), (Briggs, Sutherland, & Drummond, 2007), (Nigem et al., 2010) and (Faiz 2010) regarding positive gap. However it contrasts with (N. Tsang & Qu, 2000), (Kleynhans & Zhou, 2012) and (Ryglová, Vajčnerová, & Šácha, 2013) regarding the negative gap attributed to age .

5.4.2.3 Sub- hypothesis 3

Stated that: There are significant differences at level ($\alpha=0.05$) in the difference between expectations and perceptions attributed to marital status.

the researcher notices that there are no significant differences in all the constructs attributed to marital status since all the p-values (sig.) are greater than 0.05. The p-value for the total degree equal (**0.893**) which indicates that there are no significant differences in the difference between expectations and perceptions attributed to marital status. Then the researcher accepts the null hypothesis (Ho) “**There are no significant difference at level ($\alpha=0.05$) in the difference between expectations and perceptions attributed to marital status**”.

Table (5.16): Test significant differences in the difference between expectations and perceptions attributed to marital status

	Constructs	Married		Single		T	Sig.
		Mean	Std.Dev	Mean	Std.Dev		
1	Tangible	0.53	0.70	0.57	0.73	-0.47	0.635
2	Reliability	0.57	0.81	0.52	0.76	0.39	0.690
3	Responsiveness	0.57	0.73	0.60	0.91	-0.29	0.767
4	Assurance	0.58	0.71	0.61	1.12	-0.20	0.839
5	Empathy	0.55	0.76	0.56	0.86	-0.02	0.981
	Total Degree	0.56	0.65	0.57	0.77	0.31	0.893

There is clear difference between status' expectation and perception. However, these differences are not significant where there are differences between expectation and perception regarding the married people by .56 represented by 11.2% in the side of expectation and .57 for singles represented by 11.4% in the side of expectation. The total degree of sig is amounted to .893 which confirms that there is no significant difference between expectation and perception attributed to marital status. Hence this result agrees with (N. Tsang & Qu, 2000), (Kleynhans & Zhou, 2012) and (Ryglová, Vajčnerová, & Šácha, 2013) regarding the negative gap attributed to marital status . However it contrasts with (Souca, 2012), (Briggs, Sutherland, & Drummond, 2007), (Nigem et al 2010) and (Faiz 2010) regarding positive gap .

5.4.2.4 Sub- hypothesis 4

Stated that: There are significant differences at level ($\alpha=0.05$) in the difference between expectations and perceptions attributed to educational background.

the researcher notices that there are no significant differences in all the constructs attributed to educational background since the p-values (sig.) are greater than 0.05. The p-value for the total degree equal (**0.807**) which indicates that there are no significant differences in the difference between expectations and perceptions attributed to educational background. Then the researcher accepts the null hypothesis (Ho) **“There are no significant difference at level ($\alpha=0.05$) in the difference between expectations and perceptions attributed to educational background”**.

Table (5.17): Test significant differences in the difference between expectations and perceptions attributed to educational background

Constructs		Tangible	Reliability	Responsiveness	Assurance	Empathy	Total Degree
Educational level							
General Secondary	Mean	0.54	0.69	0.81	0.52	0.73	0.66
	Std.Dev	0.77	0.72	0.94	0.78	0.94	0.73
Diploma	Mean	0.38	0.44	0.51	0.61	0.53	0.49
	Std.Dev	0.89	0.85	0.96	0.79	0.86	0.79
Bachelor	Mean	0.63	0.56	0.57	0.59	0.51	0.57
	Std.Dev	0.64	0.78	0.77	1.07	0.80	0.70
Master or Doctoral	Mean	0.56	0.59	0.63	0.60	0.66	0.61
	Std.Dev	0.52	0.69	0.58	0.57	0.63	0.54
ANOVA	F	1.50	0.60	0.64	0.05	0.55	0.32
	Sig	0.215	0.614	0.589	0.984	0.644	0.807

There is clear difference between educational background's expectation and perception. However, these differences are not significant where there is difference between expectation and perception of persons belong to the secondary level by .66. In addition, the difference between expectation and perception for those who have diplomas is amounted to .49. Furthermore, the difference between expectation and perception for those who have bachelor degrees is amounted to .57 and .61 for master or doctoral with total degree of sig .807 which confirms that there is no significant difference between expectation and perception attributed to educational background. Hence this result agrees with (N. Tsang & Qu, 2000), (Kleynhans & Zhou, 2012) and (Ryglová, Vajčnerová, & Šácha, 2013) regarding the negative gap attributed to educational background. However it contrasts with (Souca, 2012), (Briggs, Sutherland, & Drummond, 2007), (Nigem et al., 2010) and (Faiz 2010) regarding positive gap.

5.4.2.5 Sub-hypothesis 5

Stated that: There are significant differences at level ($\alpha=0.05$) in the difference between expectations and perceptions attributed to years of experience.

the researcher notices that there are no significant differences in all the constructs attributed to years of experience since the p-values (sig.) are greater than 0.05. The p-value for the total degree equal (**0.591**) which indicates that there are no significant

differences in the difference between expectations and perceptions attributed to years of experience.

Then the researcher accepts the null hypothesis (Ho) “**There are no significant difference at level ($\alpha=0.05$) in the difference between expectations and perceptions attributed to years of experience**”.

Table (5.18): Test significant differences in the difference between expectations and perceptions attributed to years of experience

Constructs Experience		Tangible	Reliability	Responsiveness	Assurance	Empathy	Total Degree
		Less than 3	Mean	0.51	0.48	0.49	0.59
	Std.Dev	0.70	0.78	0.81	1.20	0.87	0.73
3 - less than 6	Mean	0.50	0.60	0.67	0.63	0.63	0.61
	Std.Dev	0.62	0.62	0.74	0.75	0.75	0.60
6 – less than 10	Mean	0.47	0.49	0.46	0.52	0.46	0.48
	Std.Dev	0.94	1.00	0.97	0.87	0.86	0.87
10 or more	Mean	0.75	0.64	0.74	0.61	0.61	0.67
	Std.Dev	0.55	0.74	0.77	0.64	0.72	0.61
ANOVA	F	1.36	0.53	1.21	0.11	0.47	0.63
	Sig	0.256	0.661	0.305	0.953	0.700	0.591

There is clear difference between years of experience's expectation and perception. However, these differences are not significant where there is difference by .52 regarding those of less than 3 and .61 of those between 3 - less than 6. Additionally, the difference for those of between 6 – less than 10 is amounted to **.48**; furthermore, it seems to be, **.67** for those of above than 10 years with total degree of sig .591 which confirm that there is no significant difference between expectation and perception attributed to educational background. Hence this result agree with (N. Tsang & Qu, 2000), (Kleynhans & Zhou, 2012) and (Ryglová, Vajčnerová, & Šácha, 2013) regarding to negative gap attributed to experience . And contrast with (Souca, 2012), (Briggs, Sutherland, & Drummond, 2007), (Nigem et al 2010) and (Faiz 2010) regarding to positive gap .

5.4.2.6 Sub- hypothesis 6

Stated that: There are significant differences at level ($\alpha=0.05$) in the difference between expectations and perceptions attributed to respondent type.

the researcher notices that there are significant differences in (Tangible, Reliability, Responsiveness, Assurance and Empathy) attributed to respondent type since their p-values (sig.) are lower than 0.05.

The p-value for the total degree equal (**0.000**) which indicates that there are significant differences in the difference between expectations and perceptions attributed to respondent type. Then the researcher rejects the null hypothesis (H_0) and confirm the alternative one (H_1) **“There are significant difference at level ($\alpha=0.05$) in the difference between expectations and perceptions attributed to respondent type”**.

Table (5.19): Test significant differences in the difference between expectations and perceptions attributed to respondent type

Constructs		Tangible	Reliability	Responsiveness	Assurance	Empathy	Total Degree
Respondent type							
Customer	Mean	0.71	0.74	0.77	0.73	0.71	0.73
	Std.Dev	0.66	0.70	0.77	0.99	0.77	0.66
Manager	Mean	0.59	0.44	0.66	0.67	0.47	0.57
	Std.Dev	0.55	0.59	0.56	0.49	0.59	0.48
Employee	Mean	0.23	0.20	0.21	0.32	0.27	0.25
	Std.Dev	0.76	0.85	0.85	0.80	0.85	0.73
ANOVA	F	10.46	11.66	11.04	4.31	6.86	11.07
	Sig	0.000	0.000	0.000	0.015	0.001	0.000

Table (5.20): LSD results in the difference between expectations and perceptions of constructs attributed to respondent type

Construct	Respondent type		Mean difference	Sig.
Tangible	Employee	Customer	-0.47*	0.000
Reliability	Employee	Customer	-0.55*	0.000
Responsiveness	Employee	Customer	-0.56*	0.000
Assurance	Employee	Manager	-0.44*	0.049
Empathy	Employee	Customer	-0.40*	0.004

As mentioned above, there are statistically differences between expectation and perception based on respondent type. It is obvious that the difference regarding customers reached .73 whereas the difference regarding managers reached .57; however, the difference regarding employees is amounted to .25 with sig .000 which explains that there are statistically differences regarding this demographic factor. It is worth mentioning that LSD test is used to explain the main reasons behind the existence of such differences. Therefore, the above table indicates that there are differences regarding all dimensions with a difference value of .47 from customers' side compared to their counterpart of employees with sig .000 represented by 9.4% percentage in tangible dimension. This confirms that these differences are statistically significant. Hence this result agrees with (N. Tsang & Qu, 2000), (Kleynhans & Zhou, 2012) and (Ryglová, Vajčnerová, & Šácha, 2013) regarding the negative gap attributed to respondents type. However it contrasts with (Souca, 2012), (Briggs, Sutherland, & Drummond, 2007), (Nigem et al 2010) and (Faiz 2010) regarding positive gap.

**Chapter VI:
Findings and
Recommendations**

Chapter VI: Findings and Recommendations

6.1 Introduction:

This study measured and evaluated the hotels services quality with respect to the international SERVQUAL model.. The theoretical framework deals with two active ingredients; SERVQUAL, service quality and the hospitality industry. This section summarized the findings that the study discovered through the data analysis. These findings are derived after analyzing the data regarding the service quality at the hotels operating in the Gaza Strip; in addition to, the demographic features of respondents. This is followed by study recommendations which come after measuring and evaluating hotels regarding to the SERVQUAL model. Finally, the researcher suggested new topics for future research.

6.2 The Findings

After the data analysis, the study findings are as follows:

- 1- There are a significant difference between expectation and perception for the total mean of the model dropped .57 represented by 11.4%.
- 2- There is considerable and significant weakness regarding the administrative and operational side which led to the existence of such gap.
- 3- The hotels in the Gaza Strip don't concentrate on marketing surveys and researches which led to misunderstanding of main guests' needs and desires.
- 4- The unavailability of human resources department or training unit to develop employees and managers' qualifications and skills is considered to be one of the main weakness in the hotels operating in the Gaza Strip.
- 5- The lack of separation between management and ownership when making decisions is considered to be one of the main disadvantages which led to random and unstudied decisions that affect negatively on the current condition of hotels.
- 6- The absence of the role of the Ministry of Tourism in formulating laws and regulations to monitor the quality is considered to be one of the main outcomes which derived from the current study.
- 7- There is a lack of quality control unit to monitor and evaluate the quality at the hotels operating in the Gaza Strip.
- 8- There is no delegation from owners and board of directors in the hotels operating in the Gaza Strip which is considered to be a main factor that affects negatively on the way at which the duties are accomplished.
- 9- The analysis of data indicated to the weakness of understanding for tourism industry especially hospitality industry .

10- It is concluded that there is absence to the role of female in the hospitality industry which reflected the negative side of this profession due to the prevailed culture and traditions in the society.

6.3 Recommendations:

- 1- It is preferable to conduct training courses for the administrative and operational departments as a way to improve their skills and capabilities.
- 2- It is advisable to conduct marketing researches and surveys to effectively understand the main guests' desires and it is important to determine the main markets' segments to cover customers' desires and needs effectively.
- 3- It is advisable to establish human resources department to enhance and develop employees and managers' capabilities and skills. In addition, it is important to establish training unit which improves their practical skills in the hospitality industry.
- 4- It is preferable to separate ownership from management to simplify the flow of information and put the right person at the right place to provide more relevant and effective decisions.
- 5- It is recommended to activate the role of Ministry of Tourism in establishing and developing rules and regulations to maintain and monitor the level of quality in the hotels operating in the Gaza Strip.
- 6- It is recommended to develop quality control unit inside hotels' institutions in the Gaza Strip to monitor and evaluate the provided quality or allocate a specific person to be responsible for quality control.
- 7- It is important to reinforce the delegation concept in the hotels especially when formulating strategies and developing the organizational structure.
- 8- It is recommended to support the role of female in the hospitality industry by spreading the tourism and hospitality awareness and highlight the role of female regarding this industry which doesn't contradict with traditions and customs.
- 9- It is advisable to consider tourism and hospitality concepts when preparing the educational materials for different levels.

The Future Research

This study of the hotel industry measure and evaluate the service quality in hotels operating in Gaza strip with respect the SQ. There are a lot of issues that should be considered for future research like.

- 1- The service quality impact on customer's loyalty in hospitality industry
- 2- The reality of service quality in restaurants
- 3- The impact of hospitality technical education in quality levels
- 4- The reality of service quality in the light of SERVPERF model in tourism sector
- 5- The impact of strategic planning on tourism readiness
- 6- The relation between quality and customer satisfaction in hospitality industry

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Appendices

Appendix (1): The characteristics of the respondents

Demographic factor	Frequency	Percent
Gender		
Male	150	72.8%
Female	56	27.2%
Age		
Less than 20 years	18	8.7%
20- less than 30 years	104	50.5%
30- less than 40 years	60	29.1%
40 years or more	24	11.7%
Marital status		
Married	110	53.4%
Single	96	46.6%
Educational background		
General secondary	19	9.2%
Diploma	55	26.7%
Bachelor	107	51.9%
Master or doctoral	25	12.1%
Years of experience		
Less than 3 years	67	32.5%
3- less than 6 years	54	26.2%
6- less than 10 years	43	20.9%
10 years or more	42	20.4%
Respondent type		
Customer	125	60.7%
Manager	15	7.3%
Employee	66	32.0%

Appendix (2): Interview

Introduction:

This interview was conducted to collect data about the hotels operating in the Gaza Strip which helps the researcher to develop the theoretical framework. Thanks for giving me your time to conduct the interview. Informing you that this data will be used for the purposes of the research. You are free to choose the place and the time of the interview and to answer the questions that you want.

The questions:

- 1- Hotel name:
- 2- Hotel size:
- 3- Establishment year:
- 4- Hotel ownership:
- 5- What is the number, type, of the rooms?
- 6- Could you tell me the main departments of the hotel?
- 7- Could you tell me the type of management or ownership?
- 8- Could you tell me the number and types of multipurpose halls of the hotel?
- 9- What are the main services provided by the hotel?
- 10- Could you tell me the number of the staff and their qualifications?
- 11- Could you tell me the working hours mechanism of each department?
- 12- What is the shape of the organizational structure?
- 13- Could you tell me the marketing methods used by the hotel?
- 14- Could you tell me the number of visitors (per year/per month), the occupancy rate, and the nationalities of the visitors?
- 15- Could you tell me the employees turnover rate?
- 16- Could you tell me the percentage of facilities, equipments and the technology invested as a percentage of the total capital?
- 17- What are the main obstacles face the hotel?
- 18- What are the hotel's points of strengths?
- 19- What are the hotel's points of weakness?

Appendix (3): Study Questionnaire in English Version

Islamic University- Gaza
Deanery of Graduate Studies
Faculty Of Commerce
Business Administration Department



Dear Sir/ Madam

Greetings:

Subject: Questionnaire for a study

I would like to put in your hand this questionnaire which was prepared to collect data regarding to this research titled

"The Evaluation and Measurement of Hotels Services Quality in the Light of International SERVQUAL Model and Ways to Development"

Case study: Hotels Operating in Gaza Strip

It is considered as a requirement to achieve a master degree in business administration at the Islamic University of Gaza. I hope to dedicate part of your time to fulfill the attached questionnaire by putting the most appropriate degree from (1) to (5) where degree (5) means the highest level of acceptance and vice versa. Your honest opinion in answering the following questions will be much appreciated. Make sure that all your answers will be treated confidentially and will only be used for the purpose of this study.

Note: the questionnaire's sections consist of two columns to measure the expectation and perception about service quality provided. The first column measures your expectation before getting service. On the other hand, the second column measures the perception after getting and using the service. Please, put your appropriate degree for each column.

Regards

The researcher

Part (A): Personal Information

1.	Gender	<input type="checkbox"/> Male	<input type="checkbox"/> Female
2.	Age	<input type="checkbox"/> Less than 20	<input type="checkbox"/> 20-less than30 <input type="checkbox"/>
		<input type="checkbox"/> 30- less than40	<input type="checkbox"/> 40 or more
3.	Marital status	<input type="checkbox"/> Married	<input type="checkbox"/> Single
4.	Educational background	<input type="checkbox"/> General secondary	<input type="checkbox"/> Diploma <input type="checkbox"/>
		<input type="checkbox"/> Bachelor	<input type="checkbox"/> Master or doctoral
5.	Years of experience	<input type="checkbox"/> Less than 3	<input type="checkbox"/> 3- less than6 <input type="checkbox"/>
		<input type="checkbox"/> 6- less than10	<input type="checkbox"/> 10 or more
6.	Respondent Type	<input type="checkbox"/> Customer	<input type="checkbox"/> Manager <input type="checkbox"/> Employee
7.	Hotel's name		

Part (B) Questionnaire sections and sentences:

Please put the most appropriate degree from (1) to (5) where degree (5) means the highest level of acceptance and vice versa.

Ps. each sentence has two answers under arrow as shown in the table one for expectation before service and the second for perception after service

		Sentence	1-5
Section (1) Tangible			
No	Expectation 1-5		Perception 1-5
			
1.		The hotel has up-to-date equipment	
2.		The hotel's appearance is as it should be	
3.		Hotel employees are well dressed and appear neat	
4.		The hotel has visually appealing facilities	
5.		Hotel employees are exhibiting good manners	
6.		Hotel employees are smiling at work	
7.		Hotel employees are Not offensive/sarcastic	
8.		The hotel uses modern technological means to serve customers	
9.		The hotel management provides continues training courses for employees	
10.		The hotel management provides the relaxation requirements to employees that helps them providing an excellent service to customers	
11.		Hotel management is keen on improve and develop equipment continuously	
12.		Hotel have a good location and be approachable	

No	Sentence		1-5
	Section (2) Reliability		
	Expectation 1-5		Perception 1-5
1.		The hotel keeps its promise of doing things on time	
2.		The hotel provides services as promised	
3.		If you have a problem, the hotel enthusiastically shows the willingness to solve it right away	
4.		The hotel service is dependable	
5.		The hotel performs the right service first time	
6.		The hotel maintains accurate records	
7.		Hotel procedures are characterized by simplicity	
8.		Hotel has a well-trained and professional staff	
9.		Hotel management provides an accurate information about services	
10		Hotel is characterized by accuracy and clearness in billing	

	Sentence		1-5
No	Section (3) Responsiveness		
	Expectation 1-5		Perception 1-5
1.		Hotel employees are able to tell you exactly when services will be performed	
2.		Hotel patrons are able to expect prompt services	
3.		Hotel employees are willing to help guests	
4.		Even if busy, hotel employees are available to meet your needs	
5.		Hotel always checks guest satisfaction	
6.		Employees are always available when needed	
7.		The hotel serves are consistent quality services	
8.		The hotel provides flexibility in service according to customer demand	
9.		The hotel is convenient for disabled customers	
10.		The hotel management deals with customers suggestions effectively	

No	Sentence		1-5
	Section (4) Assurance		
	Expectation 1-5		Perception 1-5
1.	Guests are able to trust hotel employees		
2.	You feel safe in your dealing with hotel employees		
3.	The staff is characterized by high efficiency in performing their duties		
4.	Hotel employees have sufficient support from the hotel to do jobs well		
5.	Hotel employees are polite at all times		
6.	hotel management adopts non-discrimination policy in serving customers		
7.	hotel has the required security and safety standards		
8.	Hotel employees Advise undecided guests		
9.	Hotel management policy rejects personal conversation with customers		
10.	Hotel employees own the required knowledge to answer customer inquiries		
11.	The hotel is committed to provides the sanitary criteria in serving customers		
12.	Hotel employees are honest and sincere in meeting customers' needs		

No	Sentence		1-5
	Section (5) Empathy		
	Expectation 1-5		Perception 1-5
1.		The hotel provides you with individual attention	
2.		The hotel employees provide you with individual attention	
3.		Hotel employees understand your specific needs	
4.		The hotel has your best interests at heart	
5.		The hotel has operating hours convenient to you	
6.		Employees have an excellent communication skills	
7.		Hotel employees address customers by name	
8.		Hotel management is able to anticipate customers' needs	
9.		Getting information about the facilities and services of the hotel is easy	
10.		Hotel management adopts customer loyalty program	
11.		Hotel employees are able to form a good relationships with customers	

Appendix (4): Study Questionnaire in Arabic Version



الجامعة الإسلامية بغزة
عمادة الدراسات العليا
كلية التجارة
قسم إدارة الأعمال

السيدة/ة الكريم/ة ،،،
السلام عليكم ورحمة الله وبركاته ،،،

الموضوع/ تعبئة استبانة

يطيب لنا أن نضع بين أيديكم هذا الاستبيان ال، أعد بهدف الحصول على البيانات المتعلقة بالدارسة التي تتمحور حول (قياس وتقييم جودة الخدمات الفندقية في ضوء مقياس الـ SERVQUAL العالمي و طرق تطويرها)، وذلك كبحث تكميلي لنيل درجة الماجستير في إدارة الأعمال من كلية التجارة بالجامعة الإسلامية. لذلك نرجو التكرم بتخصيص جزء من وقتكم الثمين لتعبئة الاستبانة المرفقة وذلك بوضع الدرجة التي تتاسبكم من (1) إلى (5)، حيث كلما اقتربت الإجابة من الدرجة (5) دل ذلك على الموافقة العالية على ما ورد في العبارة والعكس صحيح، مع مراعاة الدقة في الإجابة عن الأسئلة المطروحة، والذي سيكون له عظيم الأثر والفائدة في الوصول إلى نتائج أكثر دقة كونها ستستخدم للأغراض العلمية فقط، علماً بأن البيانات الواردة في الاستبيان سيتم التعامل معها بسرية تامة وفقاً لأخلاقيات البحث العملي..

ملاحظة: تتكون محاور الاستبيان من عمودين لقياس التوقعات والواقع الفعلي حول جودة الخدمة المقدمة. العمود الأول يقيس مدى توقعاتك قبل الحصول على الخدمة. بينما العمود الثاني يقيس الواقع الفعلي بعد الحصول على الخدمة واستخدامها. الرجاء، ضع الدرجة المناسبة لكل عمود.

ولكم جزيل الشكر والاحترام لتعاونكم وتشجيعكم،،،

الجزء الأول: البيانات الشخصية:

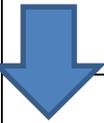
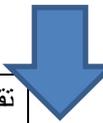
1.	الجنس:	<input type="checkbox"/> ذكر <input type="checkbox"/> أنثى
2.	العمر:	<input type="checkbox"/> أقل من 20 سنة <input type="checkbox"/> 20 - أقل من 30 سنة <input type="checkbox"/> 30 - أقل من 40 سنة <input type="checkbox"/> 40 سنة فأكثر
3.	الحالة الاجتماعية	<input type="checkbox"/> أعزب <input type="checkbox"/> متزوج
4.	المؤهل العلمي:	<input type="checkbox"/> ثانوية عامة فأقل <input type="checkbox"/> دبلوم <input type="checkbox"/> بكالوريوس <input type="checkbox"/> دراسات عليا
5.	عدد سنوات الخدمة/ التعامل مع الفندق	<input type="checkbox"/> أقل من 3 سنوات <input type="checkbox"/> 3- أقل من 6 سنوات <input type="checkbox"/> 6- أقل من 10 سنوات <input type="checkbox"/> 10 سنوات فأكثر
6.	الوصف الشخصي	<input type="checkbox"/> زبون <input type="checkbox"/> مدير <input type="checkbox"/> موظف
7.	اسم الفندق	

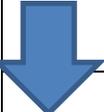
الجزء الثاني: محاور وفقرات الاستبانة:

يرجى وضع الدرجة المناسبة لكل فقرة من الفقرات التالية، حيث كلما اقتربت الدرجة من (5) دل على الموافقة العالية على ما ورد والعكس صحيح.

ملاحظة : كل فقرة تحتاج الى إجابتين تحت السهم الموضح الأولى للتوقع قبل الخدمة و الثاني للواقع الفعلي بعد الخدمة

الدرجة 5-1	الفقرة	الرقم
	المحور الأول: الملموسات : هي الجوانب المادية الملموسة	
5-1	التوقعات المسبقة للخدمة	5-1
5-1	الواقع الفعلي للخدمة	
	1. يستخدم الفندق المعدات و التجهيزات الحديثة	
	2. يتمتع الفندق بتصميم جذاب و جميل	
	3. يتمتع موظفي الفندق بالأناقة و حسن المظهر	
	4. يتناسب مظهر مرافق الفندق مع نوع الخدمة المقدمة	
	5. يظهر الموظفون أساليب البروتوكول عند التعامل مع الزبائن	
	6. يظهر الموظفون بابتسامه ترحيبية دائما عند خدمة الزبائن	
	7. يتجنب الموظفون حدوث أخطاء عند تقديم الخدمة للزبائن	
	8. يستخدم الفندق التقنيات الحديثة في خدمة الزبائن	
	9. تعمل إدارة الفندق على إدخال الموظفين في دورات تدريبية بشكل مستمر	
	10. توفر إدارة الفندق مستلزمات الراحة للموظفين بما يؤمن تقديم خدمة متميزة للزبائن	
	11. تحرص إدارة الفندق على تطوير و تحديث التجهيزات باستمرار	
	12. يتمتع الفندق بموقع متميز سهل الوصول	

الدرجة 5-1	الفقرة	الرقم
المحور الثاني: الاعتمادية : تقديم الخدمات حسب الوعود و الاتفاق بشكل دقيق يمكن الاعتماد عليه		
الواقع الفعلي للخدمة 5-1	التوقعات المسبقة للخدمة 5-1	
		
	تقوم إدارة الفندق بالوفاء بالوعود التي قدمتها للزبائن في الوقت المتفق عليه	.1
	تقدم إدارة الفندق الخدمات كما تعد	.2
	تعمل إدارة الفندق على حل مشاكل الزبائن بمهنية و بسرعة عالية	.3
	يعتمد الزبائن على إدارة الفندق في أداء الخدمات المطلوبة	.4
	يقدم الموظفون الخدمات بالشكل الصحيح من المرة الأولى	.5
	تمتلك إدارة الفندق سجلات دقيقة و منظمة لعمليات التشغيل	.6
	تتميز إجراءات الفندق في التعاملات مع الزبائن بالبساطة	.7
	يملك الفندق موظفين مدربين ومؤهلين بشكل مهني	.8
	تقدم إدارة الفندق معلومات دقيقة عن خدمات الفندق للزبائن	.9
	يتمتع الفندق بالدقة و الوضوح في حسابات الزبائن	.10

الدرجة 5-1	الفقرة		الرقم
المحور الثالث : الاستجابة هي القدرة على تلبية احتياجات الزبائن المختلفة			
الواقع الفعلي للخدمة 5-1	التوقعات المسبقة للخدمة 5-1		
		يراعي الفندق إعلام الزبائن عن مواعيد أداء و تقديم الخدمات لهم	.1
		تمتلك إدارة الفندق القدرة على الاستجابة الفورية لتقديم الخدمة	.2
		يوجد رغبة كبيرة لدى الموظفين في مساعدة الزبائن	.3
		يوجد استعداد تام لدى الموظفين لتلبية حاجات الزبائن حتى في وقت الذروة	.4
		تقوم الإدارة دائما بفحص رضا الزبائن	.5
		يمتلك الفندق عدد موظفين مناسب لتقديم الخدمات المختلفة	.6
		يتميز الفندق بانتظام مستوى جودة الخدمات المقدمة للزبائن	.7
		يقدم الفندق خدمات مرنة وفقا لطلبات و احتياجات الزبائن	.8
		يتمتع الفندق بالقدرة على خدمة ذوي الاحتياجات الخاصة	.9
		تتعامل إدارة الفندق مع مقترحات الزبائن برغبة كبيرة	.10

الدرجة	الفقرة		الرقم
5-1	المحور الرابع: الضمان :هو توافر مستوى الأمن والثقة في الخدمات المقدمة ومدى ضمان جودة هذه الخدمة		
	الواقع الفعلي للخدمة	التوقعات المسبقة للخدمة	
5-1		5-1	
			1. تتمتع إدارة الفندق و موظفيها بثقة عالية لدى الزبائن
			2. يشعر الزبون بالأمان عند التعامل مع إدارة الفندق و موظفيها
			3. يتميز الموظفون بكفاءة عالية عند أدائهم واجباتهم
			4. تقدم الإدارة الدعم الكافي لموظفيها لأداء مهامهم على أكمل وجه
			5. يتمتع الموظفون باللباقة عند التعامل مع الزبائن
			6. تتبع الإدارة سياسة عدم التمييز في خدمة الزبائن
			7. يتوفر في الفندق وسائل الأمان و الحماية المطلوبة
			8. يقدم الموظفون النصح و الإرشاد للزبائن المترددين في اختيار الخدمة
			9. تتبنى إدارة الفندق عدم فتح أحاديث شخصية مع الزبائن من قبل الموظفين
			10. يمتلك الموظفون المعرفة اللازمة للإجابة عن استفسارات الزبائن
			11. يلتزم الفندق بالمعايير الصحية عند خدمة الزبائن
			12. يتمتع الموظفون بالأمانة و الصدق في تلبية احتياجات الزبائن

الدرجة	الفقرة		الرقم
5-1	المحور الخامس: التعاطف : هو مدى الاهتمام و التعامل الايجابي وسهولة الحصول على معلومات تتعلق بالخدمات المقدمة		
	الواقع الفعلي للخدمة	التوقعات المسبقة للخدمة	
5-1		5-1	
			1. يوجد اهتمام شخصي من قبل إدارة الفندق بالزبائن
			2. يوجد اهتمام شخصي من قبل موظفين الفندق بالزبائن
			3. يتميز الموظفون بالفهم العالي بحاجات الزبائن
			4. تعتبر إدارة الفندق اهتمامات الزبائن و مصالحهم هي الهدف الأساسي لها
			5. تتميز أوقات الدوام في الفندق بملائمتها للزبائن
			6. يمتلك الموظفون مهارات الاتصال و التواصل بشكل متميز
			7. يخاطب الموظفون الزبائن بألقابهم الشخصية
			8. يملك الفندق القدرة على توقع احتياجات الزبائن
			9. يحصل الزبائن على المعلومات عن الخدمات المتوفرة بالفندق بسهولة و يسر
			10. تعتمد إدارة الفندق برامج خاصة بولاء الزبائن (الزبائن الأوفياء)
			11. يتمتع الموظفون بالقدرة على تكوين علاقات طيبة مع الزبائن

Appendix (5): List of Arbitrators

Name	Work Place
د. محمد المدهون	أكاديمية الادارة و السياسة للدراسات العليا
د.محمود الشنطي	أكاديمية الادارة و السياسة للدراسات العليا
د.عبد القادر مسلم	كلية فلسطين التقنية دير البلح
د.عاطف الشويخ	كلية فلسطين التقنية دير البلح
د.منصور الايوبي	كلية فلسطين التقنية دير البلح
د. أمال الحيلة	كلية فلسطين التقنية دير البلح
د. ميرفت راضي	كلية فلسطين التقنية دير البلح
د.سامي ابو الروس	الجامعة الاسلامية
د. وائل الداية	الجامعة الاسلامية

Appendix (6): Parasuraman permission to use SERVQUAL model

