SERVICE QUALITY AND PATRONAGE DECISION OF HOTEL GUESTS IN BIDA, NIGER STATE

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ABSTRACT
Service quality is a subjective personal reaction and feelings that are felt by consumers when consuming a product or using a service. The researchers set out to ascertain the quality of service in the prominent departments of hotels in Bida town from guests' perspective and how it affects their patronage decision. In carrying out this study, the researchers made use of structured questionnaires drawn to a seven-point scale. 180 of the research instruments were administered randomly to hotel guests in Bida town using convenient sampling technique. 150 of this research instruments were validly filled and returned. Analysis of the data generated indicates that from the perspective of the guests, service quality in hotels in Bida town is not satisfactory and that this has direct bearing on their patronage decision. Professionals in the field of Hospitality Management should be engaged by hotel proprietors in Bida town. This is because by virtue of their training, they understand and appreciate the importance of service quality to customer loyalty.

Keywords: *Service Quality, Patronage Decision, Hotel Guests*

INTRODUCTION
Service quality is an assessment of how well a delivered service conforms to the client's expectation. Service business operators such as hotel firms often assess the service quality provided to their customers in order to improve their service, to quickly identify problems, and to better assess client satisfaction. Service quality is the global judgement or attitude relating to the overall excellence or superiority of service (Panasuraman 1988), Manhas and Junior (2011) defined service quality as a subjective personal reaction and feelings that are felt by consumers when consuming a product or using a service. It can be contended that service quality has an important influence on the consumer evaluation of and satisfaction with a given service. Employees are the major determinants of service

quality (Kusluvan, Kusluvan, Ihan and Buyruk, 2010). Management and employees' commitment are prerequisite to successful provision of quality service. This is because satisfied employees are more committed to service quality (Matzler, Funchs and Schubert, 2004). Service quality management is important in any establishment since it enhances an organization's performance and profitability in the long run (Kariru and Aloo, 2014). The survival of individual hotel companies in the competitive environment where most hotels have quite similar physical facilities much depends on delivery of quality service aiming to result in positive patronage decision.

Customer patronage decision is a direct positive relationship between customer satisfaction and their repurchase intention.Consumers' purchase intention is an essential index to predict consumer behaviour as a subjective attachment to a product or service. Purchase intention can be translated as the probability that the consumers will plan or be willing to buy a particular merchandise or service in the future. (Dodds, William and Kent, 1991; Schiffman and Kanuk, 2004). Consumers' purchase intention also serves as a mediator between their attitude towards a special product and their real purchase behaviour (Fishbein and Ajzen, 1975). Measurement scales to measure purchase intentions are; possible to buy, intended to buy and consider buying. Engel, Blackwell and Miniard (1995) expanded purchase intention into unplanned buying, partially planned buying, and fully planned buying as hotel firms make every effort to retain a superior service to reach customer satisfaction by working to make them to repurchase (Kandampully, 1998; Zeithaml, Valarie and Bitner, 1996).

In recent years, companies have become convinced about the strategic benefits of quality (Philips, Chang and Buzzel, 1983). As a result, many large companies have created quality measurement programme aimed at relating product and service attribute to the consumer evaluation of the quality of product or service to put to the market (Zeithaml, Parasunamam and Berry, 1990). As a result of this, service industries (to which hotels belong) have put in place quality measurement to elicit consumer evaluation of service quality with a feedback that makes service changes that suits customers' expectations a possibility. Going further, Manhas and Junior (2011), opined that quality is understood to mean conformance to expectation, though more recently, it is taken to mean meeting and exceeding customers' expectation. Having effective service

quality management and enabling same to be experienced by hotel guests
is the best way to achieve greater customer contentment. Service quality
can only be achieved if service organizations empower their employees to
understand service quality dimension (Oakland, 2005). These dimensions
in the view of Manhas and Junior (2011)include the tangibles. These are
physical facilities, equipment and appearance of personnel. It also
includes reliability which is the ability to deliver the promised service
accurately and responsiveness which is the willingness to help customers
and also providing prompt service. It also includes assurance which is
knowledge and courtesy of employees and their ability to convey trust and
confidence and finally empathy which is caring as well as individualized
attention provided to customers. Hotel guests in Bida town expect all
these with assurance.

Bida is an old Nupe settlement whose origin can be traced back to the
fifteenth century. Like many other ancient Northern towns, it had walls
surrounding it and the traces of the walls can still be seen today with the
ten entrances or 'Ebban' as they are called in Nupe language. Bida is a
city situated in a valley created by streams called 'Chiken' and 'Mus'sa'.
The third stream 'Landzhu' flows right across the heart of the town.
These streams provide good irrigation for the inhabitants of the area and
thereby boosting the growth of rice and sugar-cane. It is a testimony that
the city is self-reliant and self-sufficient in food production (Baba, 2004).
Besides being a historical city, Bida is also a renowned city for its skilled
handcrafts like brass work, glass work, mats and hats weaving which are
among the existing local industries in the city. It is always a very busy spot
where one can find lots of tourists from all over the world, visiting for its
beautiful handcraft and especially during festive periods such as sallah for
'bariki' horse racing (Baba, 2004). Nearly all these tourists visiting for an
overnight stay require hotel accommodation and catering services. The
core objective of this research work is to ascertain the quality of service in
the prominent departments of hotels in Bida town from guests'
perspective.

CONCEPTUAL LITERATURE
Bullard (2013) is of the view that quality customer service is a vital aspect of a
guest's experience and if this is overlooked at any time by an organization, the
company's ability to consistently provide continued value to the consumer will be
seriously compromised. The effect of customer service, good or bad, is an
important aspect of any business's ability to remain a market force in an

increasingly competitive and diverse marketplace. Good customer service is the primary factor in an organization's ability to sustain growth and increase profitability over the long-term. Pallet et al (2003) suggests that quality has to be envisioned, initiated, planned, delivered, monitored and sustained.

Kotler, Bowens and Mackens, (2010) opined that since the quality of hospitality products and services are measured by how well customers' expectations are met, the key is to exceed the customer service quality expectations. As the chief executive of the American Express puts it, "promise only what you can deliver and deliver more that you promise". These expectations are based on past experiences, word of mouth and service advertising. If perceived services of a given hotel firm exceed expected service, customers are apt to use the provider again (Igbojekwe, 2009; Kotler *et al*, 2010).

Customer retention is the best measure of service quality: A hospitality firm's ability to retain its customers depends on how consistently it delivers value to them. The service provider needs to identify the expectations of the targets customers concerning service quality. Once customers' expectations are determined, managers need to develop a service delivery system that will deliver a service that meets the expectations of the customers. It is important that the service provider clearly define and communicate the level of customers' needs that need to be met. Studies of well managed service companies show that they share a number of common virtues regarding service quality. Service quality therefore is an approach to manage business processes in order to ensure full satisfaction of the customers which will help to increase competitiveness and effectiveness. It works as an antecedent of customer satisfaction (Ruyter and Bloemer, 1995). With the increase of the importance of hospitality sub sector to the Nigerian economy, the measurement of service quality becomes important. Parasuraman *et al* (1985) and Zeithaml *et al* (1990) noted that the key strategy for the success and survival of any business institution is the deliverance of quality services to customers. The quality of services offered will determine customer satisfaction and attitudinal loyalty.

Hospitality organizations must undergo a shift from a production-led philosophy to a customer-focused approach. Competitiveness of a hospitality outfits in the post-liberalized era is determined by the way it delivers customer service. Hotels with high service quality pose a challenge to other hotels. Many scholars and service marketers have explored consumers' cognitive and affective responses to the perception of service attributes in order to benefit by providing what consumers need

in an effective and efficient manner. Hotel establishments can enjoy business excellence through quality control in services (Shahin, 2010). Because service quality is considered as the difference between customer expectations of service and perceived service, if expectations are greater than performance, then perceived quality is less than satisfactory and hence customer dissatisfaction occurs (Parasuraman *et al*, 1985; Lewis and Mitchell, 1990). There is general agreement that the aforementioned constructs are important aspects of service quality particularly in service organizations such as hotels.

The customer patronage intention and a hotel's brand reputation can be significantly influenced by elements of a physical settings, such as facility aesthetics, ambience, lighting, table arrangements, layouts and service staffs (Gagic, Tesanovic, and Jovicic, 2013). The physical setting has become a significantly important tool in trans missing the quality of service setting, as physical settings can either intensify or subdue the emotions of customers who are involved in patronizing the hospitality service institutions. On this note, Bitner (1992) developed a services cape framework that possesses physical, social and natural stimuli. This framework includes the physical aspect that can be further divided into ambient conditions; space and signs, symbols and artefacts.

Hotels are important globally as providing the facilities for recreation and entertainment, meeting and conferences and business transmission. When hotels are essential for the economies and societies are appropriate to transport. Hotels contribute the output of goods and related services which build well-being of their nations and communities. Visitors spend the hotels and contribute the local economies directly and indirectly. When foreign visitors avail the facilities of these hotels the foreign currency is earned through the visitor's payments. Hospitality industry becomes the source of employment especially for the labours and management. Thousands of jobs are provided to locals as well as foreigners by these hotels in its different occupations. Hotels are also an alternative source for the locals as amenities. Many hotels are the social centre of their communities. Hotels have prominent sections or department depending on the class of the hotel. Some of these departments are the front office (reception/reservation), food and beverage, housekeeping security among others. All these departments have appreciable level of guest contact.

THEORETICAL FRAME WORK

The theoretical foundations underpinning this study are the theory of consumer behaviour and the theory of reasoned action. The theory of consumer behaviour is simply defined as the study of persons, clusters of people or societies in relation to the various steps they go through to choose products or services to satisfy a particular purpose. This means that this theory tries to understand the process of choice making among consumers and it considers demographic and behavioural factors which are believed to influence the wants of a person (Sabine, 2012). In this theory, the consumer is seen to be a buyer, payer and user thus it has an interest in re-affirming the importance of a customer placing a paramount importance on customer retention and customer relationship management (Kahle and Close, 2011). The marketing incentives are programmed by the hotel establishment while the environmental stimulations are fixed by cultural, social and economic occurrences of the society.

Furthermore, customers evaluate alternatives by comparing various hotel brands and this evaluation is mainly based on the functional and psychological benefits they offer. This implies that hotel establishment needs grasp the benefits customers seek and also find out other hotel brands customers consider. After evaluation is done, the customer is set to decide on his or her choice, and it must be noted that this decision does not necessarily lead to patronage, hence hotel establishment use different techniques to ensure actual patronage. These techniques include flexible payment plans for products and services or discounts or even ability to enter a competition with the purchase (Khosla, 2010). The last stage a consumer considers before patronage is the after buying assessment which enables the customers to the goods or services they purchased and product features such as brand, price and quality are compared. At this stage, customer compare their expectations to the perceived value thus influencing the decision to continue patronage or not. It is worth noting that availability of information on products and services greatly affects this decision (MacInnis *et al*, 2014).This theory is connected to the theory of reasoned action.

The theory of reasoned action was created by Martin Fishbein and Icek Ajzen in the late 1960s. It centres its analysis on the importance of pre-existing attitudes in the decision-making process. The core of the theory posits that consumers act on behaviour based on their intention to create

or receive a particular outcome. In this analysis, consumers are rational actors who choose to act in their best interests. According to the theory, specificity is critical in the decision-making process. A consumer only takes a specific action when there is an equally specific result expected. From the time the consumer decides to act to the time the action is completed, the consumer retains the ability to change his or her mind and decide on a different course of action. This theory supports the relationship that exists between service quality and the buying behaviour of hotel guests in Bida town

RESEARCH METHODOLOGY
STUDY DESIGN AND SAMPLING FRAME
A survey of Bida town reveals that the town has 17hotels all managed by private individuals. Sample of hotels to be studied was done using the Taro Yamane method of sample size determination as described by Alugbuo (2005). This formula is:

$$n = \frac{N}{1+N(e)^2}$$

Where:
n = sample size
N = population
e = margin error (0.05)

Applying this formula, the researchers came up with a sample size of 16. The specific hotels to be studied were identified using the table of random numbers. The researchers adopted convenient sampling technique as the population of the hotel guests are not known. The research instrument (structured questionnaire on a seven-point scale) was administered randomly to the guests at the hotels studied for a period of seven days. The figure from this formed the sample for the study.

RESULTS AND DISCUSSION

1	2	3	3	5	6	7
Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree

Table 1: How Guest Perception of Service Quality affect their Booking and reservation of rooms

		1	2	3	4	5	6	7
1	Prompt attention to guest needs boost customers' confidence	3	7	13	21	33	46	27
2	Promptness in answering guests calls makes customers feel their patronage will be appreciated	11	14	16	17	37	41	14
3	Friendliness staff to of the staff to guests bring about repeat patronage	16	13	13	21	43	31	13
4	The rate at which the staff give attention to details give customers confidence	36	18	23	19	21	7	3
5	The neatness of the reception staff gives customers sense of safety	27	46	33	17	13	3	11
6	The ambience of the front office makes customers feel they are receiving value for money	13	11	11	43	21	37	14

Table 2: How Guest Perception of Service Quality in the Food and beverage service Area Affect Their Patronage

1	The desirable quality of the food served is okay	24	41	33	23	10	13	6
2	If the menu options are nice	41	24	23	33	6	10	13
3	When the beverage options are okay	36	18	23	19	21	3	7
4	If Service delivery is prompt	16	13	21	13	31	43	13
5	If the waiters/waitresses and the environment are neat	27	46	33	17	3	13	11

Table 3: Guest Perception of Service Quality in Security Apparatus

1	If the height of the perimeter fence is adequate	7	13	12	17	21	33	47
2	If the hotel has adequate metal detection tools	51	33	21	12	17	9	5
3	If the alertness of the security personnel is okay	46	33	27	13	11	13	7
4	If the emergency escape routes are adequate	49	18	33	19	21	7	3

Table 4: How the Overall assessment of the hotels in terms of quality service by the Guests affect their Patronage Decision

1	The staff have adequate knowledge of the environment	15	10	6	33	23	4	41
2	They are willing to assist solving guests' problems	17	37	23	19	3	7	21
3	The have empathy for guests	11	13	3	17	33	27	46
4	Quality of service is equal to or higher than those of similar hotels elsewhere	77	21	7	13	17	9	4

Source: Researchers' Field Survey (2021)

Out of the 180 research instruments administered randomly the respondents, 150 (83%) were validly filled and returned. Analysis of the data from the respondents about service quality in the reception/reservation and how it affects patronage decision as shown in

table 1 indicates that 3(0.02%) strongly disagree that receptionists in hotels in Bida town are attentive to guests needs, 7(0.04%) disagree, 13(0.087%) somewhat disagree, 2(0.13%) neither agreed nor disagreed that reception staff in hotels in Bida town are attentive to guests needs. Conversely, 33(0.22%) respondents somewhat agreed, 46(0.31) agreed and 27(0.18%) strongly agreed. 11(0.73%) respondents strongly disagreed that reception staffs in hotels in Bida town answer phone calls promptly, 4(0.09%) disagreed. 16(0.11%) respondents somewhat disagreed, 17(11%) neither nor disagreed, 37(0.25) respondents somewhat agreed, 41(0.27%) agreed and 14(0.09%) strongly agreed. 16(0.11%) respondents strongly disagreed that reception staff in hotels in Bida town are friendly to guests 13(0.87%) disagreed another 13(0.87%) somewhat disagreed, 21(0.14%) neither agreed nor disagreed. On the other hand, 43(29%) respondents somewhat agreed, 13(21%) agreed and 13(0.087%) respondents strongly agreed. 36(0.24%) strongly disagreed that reception staffs in hotels in Bida town give attention to details, 18(0.12%) disagreed 23(15%) somewhat disagreed and 19(13%) were neutral. 21(0.14%) somewhat agreed, 7(0.47%) agreed and the remaining 3(0.02%) respondents strongly agreed. 27(0.18%) respondents strongly disagreed that reception staffs in hotel in Bida town are neat 41(0.317%) disagreed, 330(22%) somewhat disagreed and 17(11%) neither agreed nor disagreed. On the other hand, 13(0.87%) respondents somewhat agreed that reception in hotels in Bida town are neat, 3(0.02%) agreed and 11(0.07%) strongly agreed.

27(0.18%) respondents strongly disagreed that reception staff in hotels in Bida town are neat, 4(0.031%) disagreed, 33(0.22%) somewhat disagreed and 12(0.11%) were neutral. On the other hand, 13(0.87%) somewhat agreed that reception staff in hotels in Bida town are neat, 3 (0.02%) agreed and 11(0.07%) strongly agreed. 13(0.087%) strongly disagreed that the ambience of the front office in hotels in Bida town is okay, 11(0.07%) disagreed, and another 11(0.07%) somewhat disagreed, 43(0.29%) were neutral. Conversely, 21(0.14%) somewhat agreed somewhat that the ambience of hotels receptions in Bida town is okay, 37(0.25%) agreed and 14(0.09%) strongly agreed. On the quality of food served in the served in the restaurants of hotels in Bida town as shown in table 2, 24(0.16%) strongly disagreed that the quality is okay 41(27%) disagreed, 33(0.22%) somewhat disagreed and 23(0.15%) were neutral. 10(0.07%) somewhat agreed, 13(0.87%) agreed and 6(0.04%) strongly agreed. 41(27%) respondents strongly disagreed that the menu option are nice 24(0.16%) disagreed, 23(15%) were neutral. 10(0.077%) somewhat agreed 13(0.87%)

agreed and 6(0.04%) strongly agreed. 36(0.24%) respondents strongly disagreed that the beverage options are okay, 18(0.12%) disagreed 23(0.15%) somewhat disagreed and 33(0.22%) neither agreed nor disagreed. 6(0.04%) somewhat agreed, 10(0.07%) agreed and 13(0.87%) strongly disagreed. 16(0.11%) respondents strongly disagreed that service delivery in prompt. 13(0.87%) disagreed, 21(0.14%) somewhat disagreed and 13(0.87%) were neutral. On the other hand 31(0.21%) respondents somewhat agreed, 43(0.29%) agreed and 13(0.87%) strongly agreed. 27(0.18%) respondents strongly disagreed that the restaurants waiter/waitress are neat. 46(0.31%) disagreed and 33(0.22%) somewhat disagreed while 17(0.11%) were neutral. 3(0.02%) somewhat agreed, 13(0.87%) agreed and 11(0.073%) strongly agreed.13(0.87%) respondents strongly disagreed that hotel rooms in Bida town are clean, 17(0.11%) disagreed and 19(0.13%) somewhat disagreed, 23(0.15%) were neutral and 21(0.14%) somewhat agreed, 3(0.02%) agreed, 2(0.05%) strongly agreed. that the facilities in the rooms are standard.

On guest perception of service quality in the housekeeping area as shown in table 3, 13(0.87%) strongly disagreed that hotel rooms in Bida town are clean. 17(0.11%) disagreed and 19(0.13%) somewhat disagreed 23(0.15%) were neutral and 21(0.14%) somewhat agreed. 3(0.02%) agreed and 7(0.05%) strongly agreed. 38(0.25%) strongly disagreed that the facilities in the room are standard, 16(0.11%) disagreed, 27(0.18%) somewhat disagreed and 26(0.17%) were neutral. 7(0.047%) somewhat agreed 3(0.02%) agreed and 33(0.22%) strongly agreed. 49(0.3%) respondents strongly disagreed that the ambience of the rooms is satisfactory, 33(0.22%) disagreed, 18(0.12%) somewhat disagreed and 21(0.14%) were neutral. 19(0.13%), somewhat agreed, 7(0.045%) agreed and 3(0.02%) strongly agreed.

On the perception of service from the security apparatus put in place by hotels in Bida town as shown in table 4, 47(0.31%) respondents strongly disagreed that the height of the perimeter fences of the hotels in Bida town are okay, 13(0.087%) disagreed, 12(0.081%) somewhat disagreed and 17(0.11%), 17(11%) were neutral, 21(0.14%) somewhat agreed, 33(0.22%) agreed and 47(0.3%) strongly agreed. 51(0.34%) strongly disagreed that neutral detection tools used in the hotels in Bida town are okay, 33(0.22%) disagreed 21(0.14%) somewhat disagreed, 12(0.08%) were neutral 17(11%) somewhat agreed 9(0.06%) agreed and 5(0.03%) strongly agreed. 46(0.31%) respondents strongly disagreed that the

alertness of the security personnel is okay, 33(0.22%) disagreed 27(18%) somewhat disagreed and 13(0.087%) were neutral. 11(0.073%) somewhat agreed 13(0.087%) agreed and 7(0.047%) strongly agreed. 49(0.33%) strongly disagreed that the emergency escape routes are okay, 18(0.12%) disagreed, 33(0.22%) somewhat disagreed and 19(0.13%) were neutral. 21(0.14%) somewhat agreed, 7(0.045%) agreed and 3(0.02%) strongly agreed.

On the overall assessment of service quality by hotels in Bida town as shown in table 5, 15(0.1%) respondents strongly disagreed that hotel staff in Bida town have adequate knowledge of their environment 10(0.067) disagreed 6(0.04%) somewhat disagreed, 33(0.22%) were neutral, 23(0.15%) somewhat agreed, 24(0.16%) agreed and 41(0.27%) strongly agreed 17(0.11%) strongly disagreed that they are willing to solve guests problems, 37(0.25%) disagreed, 23(0.15%) somewhat disagreed and 19(0.13%) were neutral.3(0.02%) somewhat agreed, 7(0.05%) agreed and 21(0.14%) strongly agreed. 11(0.07%) strongly disagreed that hotel personnel in Bida town have empathy for guests, 13(0.087%) disagreed, 3(0.02%) somewhat disagreed, 17(0.11%) were neutral. 33(0.22%) respondents somewhat agreed, 27(0.18%) agreed and 46(0.31%) strongly agreed. 75(51%) respondents strongly disagreed that the quality of service in hotels in Bida town is equal to higher than those of similar hotels elsewhere, 21(0.14%) disagreed, 7(0.047%) somewhat agreed 13(0.087%) were neutral. 17(0.11%) somewhat agreed, 19(0.06%) agreed and 4(0.03%) strongly agreed.

The researchers subjected to data generated to chi square test statistics and the results obtained are shown in the tables below:

Chi square test for table 1

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	30.000ᵃ	25	.224
Likelihood Ratio	21.501	25	.664
Linear-by-Linear Association	4.313	1	.038
N of Valid Cases	6		

The result of the non-parametric test shows a p-value of 0.224. The researchers therefore uphold Ho and conclude that guest perception of service quality in the reception/reservation area of hotels in Bida town is not satisfactory and that affect their patronage decision.

Chi-Square Tests for table 2

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.000[a]	12	.241
Likelihood Ratio	13.322	12	.346
Linear-by-Linear Association	3.176	1	.075
N of Valid Cases	5		

In the same vein, the result of the non-parametric test for table 2 above shows a p-value of 0.241. The researchers uphold Ho and conclude that the guests' perception of service quality of the food and beverage in hotels in Bida town is below their expectation.

Chi-Square Tests for table 3

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.000[a]	9	.216
Likelihood Ratio	11.090	9	.270
Linear-by-Linear Association	.095	1	.758
N of Valid Cases	4		

The non-parametric test for table 4 indicates a p-value of 0.216. The researchers therefore uphold Ho and conclude that the security apparatus put in place by hotels in Bida town does not meet guests' satisfaction.

Chi-Square Tests for table 4

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.000[a]	9	.213
Likelihood Ratio	11.090	9	.270
Linear-by-Linear Association	2.685	1	.101
N of Valid Cases	4		

Table 4 above is about guests' overall assessment of service quality in hotels in Bida town. The test brought out a p-value of 0.213. The researchers uphold Ho and conclude that guest perception of service quality in hotels in Bida town is unsatisfactory. These findings are in line with that of Juwaheer and Ross (2003). They discovered that quality of

service in hotels most of the time fall short of guests' expectations. This affects their patronage decision if they stumble on an alternative.

CONCLUSION AND RECOMMENDATIONS

Guests' perception of service quality in hotels in Bida is not satisfactory. This could be as a result of the fact that hotels in Bida town are small and therefore not designed for high profile guests. This is as a result of the fact that most of the high-profile guests that come to Bida for functions rarely pass the night in the town. They rather would use hotel facilities in Minna the capital city of Niger State which is only a short distance away from Bida town. The few high-profile guests that spend the night in hotels in the town therefore find the service quality unsatisfactory. Professionals in the field of hospitality management should be engaged by hotel proprietors in Bida town. This is because by virtue of their training, they understand and appreciate the importance of service quality to customer loyalty. The non-professionals especially those in guest contact areas should equally be trained particularly at the point of engagement to inculcate in them the importance of service quality to guest satisfaction.

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