

Impact of Service Quality on Business Performance Evidence from Pakistan Hotel Industry

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Abstract

This study was conducted to examine the impact of service quality on business performance evidence from Pakistan Hotel industry. Service quality was measured based on SERVQUAL model and the questionnaire was developed for the collection of data. A total of 650 questionnaires were distributed amongst the targeted participants and 583 questionnaires were received back completed in all respect. Validity and reliability tests were conducted. After the confirmation of the data reliability and validity, the CFA was applied to the data, and model fitness was found good fitted followed by regression assumptions also found within the acceptable range. Regression analysis was conducted to evaluate the relationship between service quality and business performance. The result indicates service quality has a significant positive effect on business performance. The findings of the study have found consistent with the previous study of Shah et al., (2018). Based on study findings it is recommended that the hotel industry in Pakistan focus on innovation and improvement in order to provide quality service to enhance business performance. Further suggest that the hotel industry must work on reducing operating costs by offering online booking, customer care, and cab services and train employees accordingly to provide attentive and responsive quality services to enhance business performance. It is suggested that a national-level research study or research project is required to be conducted on the hotel industry consider the large scale/population and other variables.

Keywords: Hotel industry, Service Quality Business Performance, SERVQUAL model

Introduction

Service quality is the ability of service providers to fulfill the explicit and implicit requirements of customers (Malik et al., 2018). Service quality as the excellence of deliverable for which a consumer is willing to pay the price and the changeability value as measured at the desired cost of the customer (Wu, 2013). Wu (2013) further elaborates that service quality remained focused by the practitioners over the years, resultantly customer stratification has

changed from quantity service to quality of services and this changed caused by a global extension (Abebaw&Endeshaw, 2018). Along with other service quality has also a significant role in the hotel industry irrespective of their prime location. Hotel management must have systematic indulgent in customers' need for this purpose they must take appropriate steps to configure the constituents of their quality service (Baloch, 2007; Luse, 2018). The rating system in the hotel industry has a reasonable intends to enhance service quality that may lead to consumer loyalty and improve business performance (Poku et al, 2013). According to Chen et al. (2018), the realization pertaining to satisfaction of consumer in the sector of service precisely to the business of hospitality/hotel is obligatory for the accomplishment of the fidelity of customers that enhances business performance and builds a good image. The study further explores that hotel management must compromise on superior/greater quality as parallel to their competitors in order to lead a greater level of customer/consumer satisfaction. Zhang et al. (2011) contended that service quality is the furthestmost vital factor that affects business performance in the hotel industry. Studies revealed that hotel industry service quality is a critical factor to attract customers that lead to boosting business performance (Akbaba, 2006; Wu &Ko, 2013). Despite opportunities and business investment in this particular sector, the hotel industry is a critical linchpin in the tourism industry of any country. Quality service and satisfaction with customers are the vital traits of the industry. Researches exhibited that quality service of hotels is unswervingly proportional employing customer satisfaction that has great impacts on business performance. Sustained business performance is the mainstay of competitive advantage of the industry. Considering the prominence and significance of the hotel industry of Pakistan in broad-spectrum there is a need to articulate the impact of service quality of hotel/hospitality industry concerned with practices in order to recognize the predominant level of satisfaction of customers/consumers (Qamar&Baloch, 2017). The accurate awareness/familiarity about the perception of customers on the basis of quality that is being distributed by the industry of hotels can assist the management of industry to formulate strategies and pledge procedures to enhance the quality additional and improve the satisfaction of customers/consumers.

Problem Statement

Contemporary studies reported that studies upon measuring the relationship amid service quality attributes and business performance of the hospitality industry are very partial in amount specifically in Asian countries (Qamar&Baloch; Nguyen et al., 2015). Researchers reported the existence of deprived infrastructure, low services quality, and modest business performance in the Pakistan hotel industry due to a lack of adequate measures of service quality and its association with business performance (Al Khattab&Aldehayyat, 2011; Malik et al., 2018). According to Shah et al. (2018) to date, no empirical study has conducted to examine the impact of service quality on business performance in the Pakistan hotel industry. Considering the above, there is dire need to conduct a research study to examine the impact of service quality on business performance in the Pakistan hotel industry.

Research Objectives

1. To determine the attributes of service quality in hotel industry
2. To determine the impact of service quality on business performance in hotel industry

Literature Review

According to Malik et al. (2018) service quality comprised of service characteristics carefully thought in the ability to fulfill explicit and implicit requirements. The study suggested that customer response with consuming experience can also be taken into account to measure customer satisfaction and service quality (Baloch, 2007; Lee et al., 2016). Customer loyalty is specifically connected with individual appraisal; it gauges the communication of specialist co-op and came about yield experienced by visitors (Marques, 2014). This measurement has put a significant effect on the customers as it is a mental impact that influences their decision (Omar et al. 2016). Customer satisfaction is based on the expectation disconfirmation point of view (Pizam et al., 2016). While utilizing, if the outcome is better or equivalent to the normal execution, at that point it demonstrates that desire has a positive check (Ramphal&Nicolaidis, 2014). Considering the other side, in case service quality not provides up to the required level it seemed to lower the customer satisfaction (Nethengwe et al. 2018; Chen et al. 2018; Theresia&Bangun, 2017; Pillai, 2017). Customer satisfaction differs from client to client, as different customers have different personal demands and experiences (Bakhsh et al. 2017). According to Pillai, (2017), consumer loyalty is directly connected with business performance. Diverse people variously characterize the term quality, some consider that it is an extravagance, a few think of it as the degree of hardness (Brown &Bitner, 2014). Quality or value can be defined as "general excellence of standard or level" or "a level of superiority that is usually high" (Andersen et al., 2006). According to Dominic and Guzzo, (2010), quality is identical with necessary superiority, complete and generally familiar: it can be felt after seeing. Considering this perspective, a product or service is referred to as a quality product or service when it meets the required standards (Dedeoglu&Demirer, 2015). Service quality is considered a key attribute of customer satisfaction that enhances business performance (Gupta &Srivastava, 2012). It is further explained that service quality is a cognitive assessment that may lead to satisfaction (Gupta &Srivastava, 2011). Quality is also dependent on customer perception and/or differs from individual to individual (Ko, et al., 2013). At the same time, it is possible for some individuals that a product or service is of high quality, and for others, it will be of bad quality (Lai, 2015). Studies revealed that customer satisfaction (internal and external), service quality can be ways to manage business processes. Business strategy with regard to service quality depends on the flexibility, effectiveness, and competitiveness of the business process. According to Chen et al. (2018), service quality in the hotel industry is greatly focused on business performance.

Business Performance is the assessment of the business process, the capability, and aptness to achieve the desired goal (Neely, 1998). There is understanding in the assessed composing that execution organization and change is at the "heart" of a crucial organization (Baloch, 2007; Kaplan & Norton, 1996; Harrington &Akehurst, 2000). Regardless of the importance of service quality, business performance can be enhanced by ensuring a high level of service quality (Andersen et al., 2006). Personnel Management institute (1992) defines that business performance is a process or set of courses of action. Adkins (2006) described the execution as the framework for managing the execution of an affiliation's strategy. By the day's end, it delineates the strategy of how an affiliation makes an understanding of courses of action into results. Consequently, business performance is related to accomplishment and the work of "spectacularness" as proposed by Peters and Waterman in the 1980s. The literature revealed that business performance can be evaluated through the level of an extent that a particular business fulfilled its customers' demand (Phillips, 1999) and similarly as service quality provided to customers (Davis, 2007).

Literature revealed that there is a direct association between service quality and business performance (Buzzel& Gale, 1987; Parasuraman, 2002). The association apparently is either through antagonistic publicizing by pulling in new customers or defensive advancing by holding the present customer base (Dominici&Guzzo, 2010). According to Soteriou and Zenios (2000) in the hotel industry, the performance of business greatly depends on customers’ stratification that is completely subject to service quality. In this regard, service quality has a positive significant impact on business performance through customer stratification in the hotel industry (Soteriou&Zenios 2000).

Theoretical Framework

Customer satisfaction theory has been adopted for this study. According to Schiffman and Karun (2004), customer satisfaction theory focused on an individual’s satisfaction with the performance of the service provider in accordance with his/her expectations. According to Cronin and Taylor (1992), customer satisfaction is based on superior service quality being offered by a particular organization in line with the customer’s expectation v/s experience. According to customer satisfaction theory, service quality is the totality of the difference between customer expectations or perceptions and experienced based on actual service being encounter (Parasuraman et al., 1988). Customer satisfaction is the outcome of a comparison between perception about product or services and experience being received (Czepiel 1986). This theory focused on customer loyalty and repetition through superior quality service (Zairi, 2000). The following research hypotheses are developed for this study:

H₁: Statistical significant relationship between service quality and customer satisfaction.

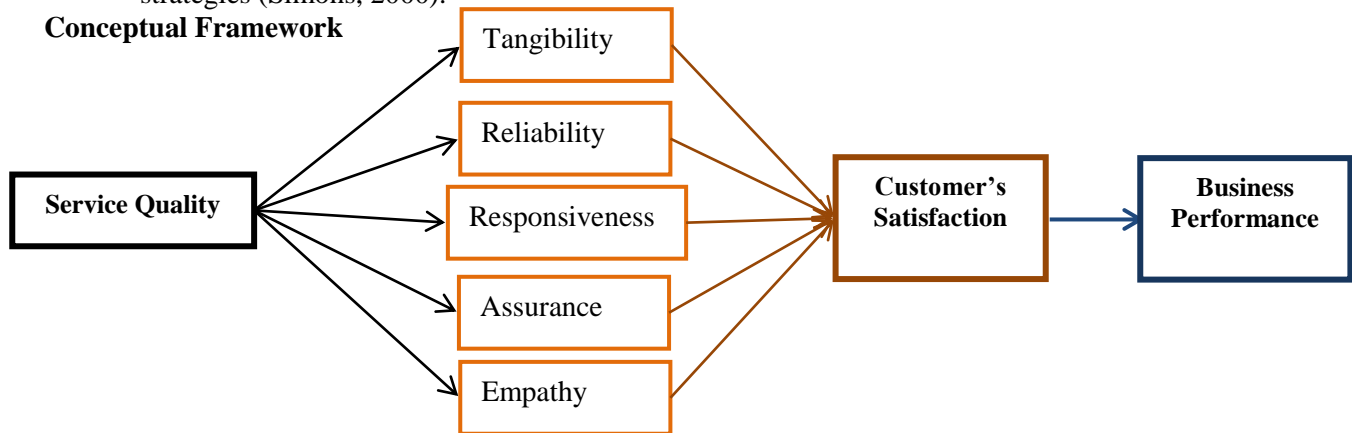
H₂: Statistical significant relationship between customer satisfaction and business performance.

H₃: Statistical significant relationship between service quality and business performance.

Operational Definition

- a. **Service Quality:** The cognitive evaluation of service provider performance (Lovelock & Wright, 2001). Service providers' ability to fulfill an explicit and implicit requirement of customers (Malik et al., 2018).
- b. **Business Performance:** Business ability to exploit resources in order to achieve an organization or business pre-defined objectives by implementing well-structured business strategies (Simons, 2000).

Conceptual Framework



Research Methodology

Owing to the nature of research as a descriptive, the survey has found the most appropriate method for data collection. According to Kerlinger and Lee (2000) survey is an appropriate technique of data collection when a researcher has to investigate a large size of population geographically spread over a vast area. In order to gather the primary data, it is very important to have an appropriate sample size to generate the research outcomes but helpful in ensuring the validity of the research results (Thomas, 1997). In this regard, 750 customers were selected and conveniently contacted by the researcher in order to get the questionnaires filled. The researcher selected the respondents of the survey through a stratified simple random sampling technique (Wilkinson & Birmingham, 2003). The numbers of constructs in the final questionnaire for this study were based on SERVQUAL model adopted from Boon & Rompho (2012) and modified suiting to local settings. Before the administration of full-scale questionnaires to the target sample, a pilot study was conducted to ensure the face validity and reliability of the constructs in a localized environment. The collected data was analyzed through statistical software. Different reliability and validity tests were applied. The relationship between the service quality and business performance was calculated through regression analysis.

Data Analysis

a. Descriptive Statistic

Table 1: *Demographic values*

Description		Frequency	Percent	Cumulative Percent
Gender	Male	454	77.8	77.8
	Female	129	22.2	100.0
Age	17-27 years	151	26.0	26.0
	28-38 years	295	50.6	76.6
	39 & above years	137	23.4	100.0
Nationality	Pakistani	564	96.0	96.0
	Foreigners	19	4.0	100.0
Total		583	100.0	100.0

The above table shows the demographic detail of the population. Table shows that the percentage of men and women respondents was 77.8% and 22.2% respectively. The age group 17-27 years represents 26.0% of the total sample while the age group 28-38 represents 50.6% of the total sample. The age group of 39 and above represents 23.4%. The nationality figure in the table depicts that 96% are Pakistani and only 4% are foreigners' nationality holders in the total sample.

b. Reliability and Validity

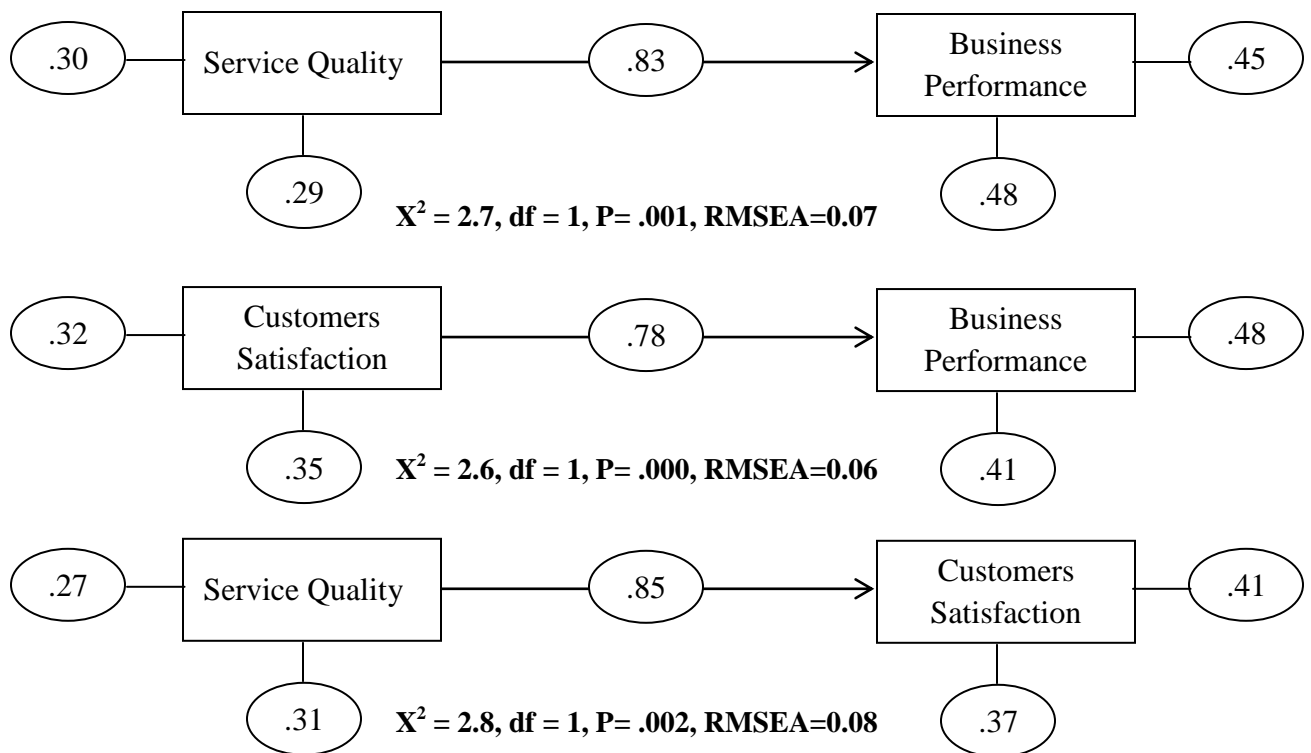
Table 2: Reliability and Validity

Variable(s)	Cronbach's Alpha	Number of items
Customer Satisfaction	.764	30
Business Performance	.861	4

The data internal reliability was measured through Cronbach's alpha. Results are presented in above table show that the values of the reliability coefficient are in acceptable range for all items (Sekaran, 2003).

c. Confirmatory Factor Analysis

Confirmatory Factor Analysis model



To assess the fitness of the model confirmatory factor analysis (CFA) was applied with various indices. Result shown model is good fitted as per suggested value.

d. Regression analysis

Regress analysis was conducted to evaluate the relationship between dependent variable and variable. Regression analysis is a technique that helps to investigate how the value of dependent variable changes when any one of the independent variables value changed.

e. Regression Assumptions

The following regression assumptions are required to be satisfied prior to conducted regression analysis:

- a. Normal distribution of data
- b. Non-existence of multicollinearity
- c. Non-existence of auto-correlation
- d. Data homogeneity

Table 3: Normality Tests

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Business performance	.105	583	.548	.952	583	.678

a. Lilliefors Significance Correction

The above table depict that P value is greater than 0.05, showing normal distribution of data.

Table 4: Homogeneity and multicollinearity

	Variables	Leven test		Collinearity Statistics	
		F	Sig	Tolerance	VIF
Service Quality	Tangibility	0.753	.160	.565	1.77
	Reliability	.219	.113	.563	1.78
	Responsiveness	1.34	.142	.904	1.10
	Assurance	2.14	.066	.872	1.14
	Empathy	1.56	.345	.817	1.22

Leven test was conducted to check the homogeneity. The P values for all variables are greater than 0.05 showing homogeneity in data. Collinearity statistics show the problem of multicollinearity. According to O'Brien and Robert (2007) values less than 0.2 shows multicollinearity problem. Values in above table are less than 0.20 showing non-existence of multicollinearity.

Table 15: Durbin-Watson Statistics for auto-correlation

Models	Durbin-Watson
IV's-----Business Performance	1.714

The test result values equal to or less than 2 shows no auto-correlation (Watson, 1951; Bhargava et al.1982; Montgomery et al. 2001).

f. Regression Model

Regress analysis is conducted to identify the association between independent and dependent variables and also their direction of relationship.

Table 5: *Regress Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.836	.699	.689	.9819

a. Predictor: (Constant), Service Quality

Regression coefficient “R” = .836 (83.6%) relationship exist between service quality and business performance. The coefficient of determination R² represents .699 that shows 69.9% of variation in expected business performance is explained by service quality.

Table 6: *Coefficients*

Model	Unstandardized Coefficients		Standardized Coefficients		
	β	Std. Error	Beta	T	Sig.
(Constant)	.351	.054		6.48	.000
Service Quality	.630	.021	.352	17.5	.000

DV: Business Performance

The coefficient (β) value shows that one percent change in service quality change 35.2% business performance. The T value is found 17.5 and is significant at .000 because significance level is $P < .05$. This further indicates that service quality have significant positive effect on business performance.

Conclusion and Discussion

The aim of this study was to evaluate the impact of service quality on business performance in the hotel industry of Pakistan. Service quality was measured based on the SERVQUAL model. Pakistan hotel industry was considered a population for the study and a stratified sampling technique was applied for sampling selection. The questionnaire was developed based on the SERVQUAL model. Before the administration of full-scale questionnaires to the target sample, a pilot study was conducted to ascertain the reliability of the constructs of the instrument. For this purpose, fifty questionnaires were distributed among the targeted hotels in different locations. Results show the developed questionnaire is perfect for data collection. A total of 750 questionnaires were distributed amongst the targeted participants. Consequently, 583 questionnaires completed in all respect were received back and entered into SPSS software for analysis. Validity and reliability tests were conducted the results of Cronbach’s alpha for all the independent predicted that deleting the items in the questionnaire gives no significant issue with respect to its reliability. After the confirmation of the data reliability and validity, the CFA was applied to the data (Usluel et al., 2008). The CFA model fitness was assessed on the basis of basic indices (Bakhsh et al., 2016). The experiment results of all the models showing significance values and loadings constructs are also acceptable and all alternative models are a good fit, followed by regression assumptions that were found within an acceptable range. Regression analysis was conducted to evaluate the relationship between service quality and

business performance. The statistical values of regression analysis show that the coefficient (β) one percent change in service quality is responsible to change 35.2% business performance. The T value is found 17.5 and is significant at .000 because the significance level is $P < .05$. This further indicates that service quality has a significant positive effect on business performance. The findings of the study have found consistent with the previous study of Shah et al., (2018). Based on study findings it is recommended that the hotel industry in Pakistan focus on innovation and improvement in order to provide quality service to enhance business performance. It is further suggested that the hotel industry must work on reducing operating costs by offering online booking, customer care, and cab services and train employees accordingly to provide attentive and responsive quality services to enhance business performance. It is suggested that a national-level research study or research project is required to be conducted on the hotel industry consider the large scale/population and other variables. The study seems to be benefited for national economic development with regard to revisit the existence hotel industry based on study /project findings.

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