

**EXPLORING THE DIFFERENCE BETWEEN
PERFORMANCE AND IMPORTANCE OF PARTICULAR
HOTEL ATTRIBUTES: THE CASE STUDY OF
HOTEL "GALLERIA" IN SUBOTICA**

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Abstract

In recent times, the satisfaction of hotel guests is becoming a leading indicator of business performance of hotels. Thus, information about areas or service attributes that need more investments is crucial to hotel managers. This paper aims to explore if there is a difference between performance and the guests' perception of importance of particular hotel attributes, on example of the hotel "Galleria" by applying Importance-Performance Analysis (IPA). The task of this paper is to detect any existing weaknesses of the hotel attributes that need to be improved, as well as to identify positive elements that should be maintained at a high level to achieve maximum customer satisfaction. The results showed that statistically significant differences between the guest experience and the importance of hotel attributes exist in the cases of three factors: F5 –Food and recreation, F4 – Rooms and reception F1- Employee service quality.

Key words: hotel attributes, service quality, consumer behavior, guest satisfaction, IPA analysis.

**ИСТРАЖИВАЊЕ РАЗЛИКЕ ИЗМЕЂУ ПЕРФОРМАНСИ
И ВАЖНОСТИ ПОЈЕДИНИХ ХОТЕЛСКИХ АТРИБУТА:
СТУДИЈА СЛУЧАЈА ХОТЕЛА “ГАЛЕРИЈА”
У СУБОТИЦИ**

Апстракт

У последње време, задовољство хотелских гостију постаје водећи индикатор успешности пословања једног хотела. Управо зато, информације о у које атрибуте хотела треба улагати, су од круцијалног значаја за менаџере хотела. Овај рад има за циљ да истражи разлику између перцепције перформанси одређених хотелских атрибута и њихове перцепције значаја појединих атрибута, а на примеру хотела „Галерија“ у Суботици, користећи IPA анализу. Задатак рада је и да се идентификују све постојеће слабости услуга хотела које треба унапредити, али и да се

идентификују они елементи услуга које треба одржавати на високом нивоу како би се постигло максимално задовољство гостију. Резултати су показали да статистички значајна разлика између перформансе и перцепције значаја појединих компоненти услуга овог хотела постоји код три фактора: Храна и рекреација, Собе и рецепција, и Квалитет услуга.

Кључне речи: хотелски атрибути, квалитет услуга, понашање потрошача, задовољство гостију, ИПА анализа.

INTRODUCTION

The hotel industry is an economic activity within the hospitality that meets tourists' needs for accommodation and all related services they need at the place of their temporary residence. Nowadays, tourists' expectations for products and services in this sector are very high, primarily driven by the improvement of basic living conditions. The massification of tourism trends, increasing awareness, experiences and expectations of guests present a challenge for service industry, which always needs to increase the quality of services. In time to come, the satisfaction of hotel guests will be a leading indicator of business performance of hotels. This is why hotels should pay attention to the service segments which are important to guests and invest more to improve the quality of those services. A very useful tool for indicating essential field for improvement is certainly IPA (Importance – Performance Analysis) developed by Martilla and James (1977), who applied this method in the car industry. Later on, it has found its application in various fields, as a very useful managerial tool for accessing advantages and disadvantages of products and services (Evans and Chon, 1989; Hudson and Shephard, 1998). This method tells the management on which elements they should focus in order to increase the guest satisfaction and in which areas they should invest more and make some additional effort.

Thus, this paper tends to examine if there is a difference between guest perception of hotel attributes performance and the guests' perception of importance of particular hotel services, on example of the hotel "Galleria". The aim of this paper is also to analyze the performance of hotel services, which would provide us a realistic view of the current quality level of its individual components. The task of this paper is to detect any existing weaknesses of the hotel attributes that need to be improved, as well as to identify positive elements that should be maintained at a high level to achieve maximum customer satisfaction.

LITERATURE REVIEW

The relationship between customer satisfaction and service quality is the topic of great interest in the field of hotel industry (Reichfeld and Sasser, 1990; Seth et al., 2005; Oh and Kim, 2017). As fundamental business success factors in the hospitality industry, the scientific literature also recognizes the aspects of customer satisfaction and service quality which will be further reviewed in the following chapter.

Hotel Attributes in Hotel Choice Selection

The services and facilities offered by a hotel, called hotel attributes, can be perceived as product or service features that help consumers select one product or service over others (Lewis, 1983). In the wide body of hospitality literature, various authors identified different hotel attributes in hotel choice selection. For instance, Atkinson (1988) identified four factors which play an important role in hotel selection: the cleanliness of the accommodation, safety and security, accommodation value for money, and courtesy and helpfulness of staff. Rivers, Toh and Alaoui (1991) paper indicate that location and overall service are important in hotel choice. Ananth, DeMicco, Moreo and Howey (1992) research results revealed that price and quality, security and convenience of location are the most important attributes. Moreover, LeBlanc and Nguyen (1996), explored the hotel factors that may reflect a hotel image, and identified five factors: physical environment, corporate identity, service personnel, quality of services and accessibility. In the field of hospitality industry, the attributes such as cleanliness, location, room price, security, service quality, and the hotel reputation are the attributes that in most cases affect the hotel's choice (Chu and Choi, 2000; Ananth, DeMicco, Moreo and Howey, 1992; Atkinson, 1988; LeBlanc & Nguyen, 1996; Lewis, 1983; McCleary, Weaver & Hutchinson, 1993; Rivers, Toh & Alaoui, 1991). This paper was based on the research of Chu and Choi (2000) who have identified six hotel selection factors: Employee service quality, Business Facilities, Value, Room and Front Desk, Food and Recreation, and Security. The authors have chosen these hotel attributes due to the fact that Hotel Galleria is conference hotel, and the hotel attributes in Chu and Choi (2000) study were found the most adequate.

Consumer Satisfaction

In the wide body of literature on defining customer satisfaction, two main approaches can be identified. Firstly, It is defined as “a judgment that a product, or service feature, or the product or service itself, provides a pleasurable level of consumption-related fulfillment, including levels of under or over fulfillment” (Oliver, 1997, p.13). On the other hand, Day (1984) described satisfaction from a cognitive perspective as an evaluation that comes after consumption of selected products or services. Consumer

satisfaction can be also described as the assessment of the gap between expectations and the real performance of the product (Tse and Wilton, 1988). Components of the guest experience are the three elements that often comprise one experience: the service product, setting, and delivery system (Ford, Sturman and Heaton, 2012). Nowadays most researchers perceive the customer satisfaction as a broad concept encompassing both cognition and emotion (Teixeira et al., 2012; Amin et al., 2013). Oh (1999) explored the relationship between customer value and the service quality and customer satisfaction. Customer value can further be broadly defined as perception of the utility of a product based on the judgment what is received and what is given (Zeithaml, 1988). The role of perceived value in customer's post-purchase decision-making process is evident. The results show that perceived value directly affects customer satisfaction and repurchase intention. It also generates WOM through customer satisfaction and repurchase intention (Zeithaml, 1988).

There are numerous studies on customer satisfaction in the field of hotel industry. For instance, Westbrook and Oliver (1991) used four items based on emotions to study customer satisfaction. Poon and Low (2005) revealed that customer satisfaction is based on hospitality, accommodation, food and beverage, recreation and entertainment, supplementary services, security and safety, innovation and value-added services, transportation, location and appearance, as well as pricing. In addition, the research by Amin et al. (2013) states that customer satisfaction is based on four factors - reception, food and beverage, house-keeping and price.

Service quality is positively related to customer satisfaction, which can generate new customers, but also increase the loyalty of existing customers. Thus, service quality can save and firm competitive position of companies in the service industry (Pizam and Ellis, 1999). On balance, customer satisfaction is the important aim of every company due to its potential impact on customer loyalty and profits (Ryu et al., 2012; Slatten et al., 2011).

Service Quality

During the past few decades service quality has become an important topic for both practitioners and researchers, especially due to the various benefits it has on customer satisfaction, loyalty and profitability (Gummesson, 1998; Silvestro and Cross, 2000; Newman, 2001; Guru, 2003). Luo and Qu (2016) indicate that quality of service is more difficult to measure than quality of products due to the unique characteristics of services. Due to its complexity, the service quality is widely discussed topic in various fields, but especially in the service marketing (Iacobucci, 1998; Che Wu and Yong, 2013; Prakash et al., 2016; Oh and Kim, 2017). Determining the meaning and the essence of quality in the service sector is far more complex than in the case of traditional physical tangible assets. Basic understanding of

quality in the service industry context is in its definition and determination that is based on the consumer, or from his understanding and perception of quality (Sekulović, 2009). Service quality is highly related to customer satisfaction, but not the same concept (Parasuraman, Zeithaml and Berry, 1985). Service quality determines a customer's satisfaction. However, the way the service quality can be measured is very complex in the dynamic business environment (Pun and Ho, 2001; Poor, 1985).

One of the challenges for the service employees is the fact that service quality and service value are not defined by managers and companies, but, instead, they are created in the mind of the guest (Ford, Sturman and Heaton, 2012). Thus, to achieve and maintain quality service, both employees and managers should make a lot of joint effort. Also, it is important for managers to keep in touch with information about the company's performance, especially in terms of meeting its customers' needs and preferences (Aigbedo and Parameswaran, 2004).

Focus on service quality can help an organization to differentiate itself on competitive market and gain a lasting competitive advantage (Moore, 1987). Market research has shown that customers dissatisfied with a service will share a negative word-of-mouth to more than three other people (Horovitz, 1990). Due to the paramount importance of measuring service quality in the hotel industry, there is a wide array of models created for this purpose: SERVQUAL, SERVPERF, LODGQUAL, LODGSERV and HOLSERV etc. Maybe the most widely used is SERVQUAL model developed by Parasuraman, Zeithaml and Berry in 1985, and then refined in 1988 and 1991. The SERVQUAL is a 22-item scale developed for measuring service quality perception in service and retailing organizations which is still, three decades after, applied in many papers in the hospitality industry (Rahmana et al., 2014; Akbari and Darabi, 2015; Kansra and Jha, 2016). SERVQUAL consist of the following five dimensions: 1. Tangibles – physical facilities, equipment, and the appearance of personnel, 2. Reliability –ability to perform the promised service accurately and dependably, 3. Responsiveness -willingness to help customers and to provide prompt service, 4. Assurance –knowledge and courtesy of employees and their ability to convey trust and confidence, and 5. Empathy - caring and individualized attention to customers (Parasuraman et al., 1988). Furthermore, Cronin and Taylor (1994) proposed the Performance Perceived Service Quality Evaluation Method (SERVPERF method) which is based on SERVQUAL but in this model a customer's perceptions and expectations are not compared as in SERVQUAL. Instead, the customer's perceived service quality alone is employed as the primary metric for evaluation. Various models such as LODGSERV, HOLSERV, LODGQUAL and DINESERV have been developed for measuring service quality in the tourism industry. LODGSERV (Knutson et al. 1990) and HOLSERV (Mei et al., 1999) are used for measuring service quality in hotel industry.

LODGQUAL (Getty and Thompson, 1994) is made to evaluate service quality in the lodging industry while DINESERV (Stevens et al., 1995) is used for service quality assessment in the restaurant sector. Knutson et al. (1990) adapted SERVQUAL dimensions and developed an instrument called LODGSERV.

Besides just measuring service quality and guest satisfaction many papers deal with gap between what is important to guests and the level of their satisfaction with provided services (Shahin and Shirouyehzad, 2016; Dabestani et al., 2016). Thus, Importance-Performance analysis has proven to be a useful tool for achieving this goal. This paper uses IPA analysis in order to determine the gap between importance of certain service elements and customer satisfaction with them in the context of hotel "Galleria" in Subotica, Northern Serbia.

Importance - Performance Analysis (IPA)

Importance-performance analysis (IPA) is the base for the model comprising of multiple attributes, which was firstly introduced by Martilla and James (1977). Its application in the tourism and hotel industry is now widespread in various topics (Hollenhorst and Gardner, 1994; Pan, 2015; Lai and Hitchcock, 2016; Chu and Choi, 2000; Pan, 2015; For instance, Hollenhorst and Gardner (1994) underlined some managerial implications based on IPA in the U.S. tourism industry. Chu and Choi (2000) used IPA to tourists' perception of importance and performance of six hotel selection factors in the Hong Kong. Room and Front Desk and Security were found to be of most importance for business and leisure travellers, respectively, in the process of their hotel choice. Pan (2015) explored the practical application of importance-performance analysis in determining job satisfaction factors of a tourist hotel, and revealed that compensation, followed by work environment, interpersonal relationship, and supervision were the top issues to be addressed. Lai and Hitchcock (2016) used IPA analysis in comparison of service quality attributes for stand-alone and resort-based luxury hotels in Macau, while Boley, McGehee and Hammett (2017) used IPA for exploring sustainable tourism initiatives from the perspective of local community.

The importance-performance analysis is presented in the form of a coordinate grid with four quadrants. The Y-axis shows the importance of the attributes, while the X-axis shows the value of performance of these attributes. Graphical representation of IPA analysis consists of the following quadrants: Concentrate here, Keep up the Good Work, Low Priority and Possible Overkill (Martilla and James, 1977).

Figure 1. Four quadrants of Importance - Performance Analysis

importance	QUADRANT I Concentrate Here High importance Low performance	QUADRANT II Keep up the Good Work High importance High performance
	QUADRANT III Low Priority Low importance Low performance	QUADRANT IV Possible Overkill Low importance High performance
		performance

Source: Adopted from Chu and Choi, 2000

METHODS

Context of Research: The Hotel "Galleria"

In the city center of Subotica, a conference hotel and business complex was opened in 2007, named "Galleria". The hotel itself has been categorized into a four-star rank, and guests are offered a variety of high quality accommodation services. The hotel is located in Subotica, which is near the state border of Serbia and Hungary. As a border town, it is also a transit place. The rapid development of receptive tourism also had influenced the fact that tens of thousands of tourists passes through the city annually, as it is a kind of a bridge between Western, Central and Southeastern Europe. Moreover, Subotica is recognized as one of the most attractive congress destination due to the basic characteristics of the city, the attractiveness of the Palić Lake and its geographical location (Seker, 2013).

The international congress, business and hotel center "Galleria" is one of the largest investments of the Phiwa company in Serbia, and it consists of three parts: business center, mall and hotel "Galleria". According to the Department of Tourism of the Ministry of Economy and Regional Development of the Republic of Serbia, in 2011, the only specialized congress hotel in Serbia was the hotel "Galleria" in Subotica, which is an official partner of Serbian Convention Bureau and Convention Bureau of the city of Subotica (Dragičević, 2012). The hotel offers a range of meeting rooms, conventions and conferences with various capacity. Within the hotel exists also the biggest wellness center in Serbia, which extends to 1600 m². All facilities that are contained within the building are available not only for all of the guests, but also to all other interested visitors and it really enhances the tourism offer of Subotica.

In the last decade of the 20th century, the tourism industry had a really weak influence on the overall economic sector of the town of Subotica, despite of the existence of a huge potential. The situation rapidly changed after 2000, when the number of domestic and foreign tourists increased. Despite the economic importance of hotel industry in Serbia, the research on

guest satisfaction with service quality is often a topic which is explored neglecting the importance that guests give to the particular elements of hotel services. Thus, Importance-Performance analysis is a very useful tool which could help in determining the gap between what is important to guests and the level of their satisfaction with provided services. This information could be used in hotel service quality improvement.

Instruments

The questionnaire consists of two parts. The first part includes the sociodemographic characteristics of respondents such as gender, age, education, occupation and monthly income. The second part of the questionnaire is based on work of Chu and Choi (1999), who conducted an IPA analysis of hotel factors and compared their importance between business tourists and "classic" tourists (Chu and Choi, 2000). On this basis, respondents were asked to give their assessment of their stay and also evaluate the importance of 26 hotel attributes, divided into 5 categories (quality of service, business facilities, value, rooms and reception desk and also food and recreation). Each element is graded on a 5-point Likert scale with 1 meaning "least important" and 5 "most important" in (when accessing importance), and with 1 meaning "poor" and 5 "excellent" (when accessing performance).

Procedure

Data collection for this research was conducted through a paper-pen questionnaire that was filled in by the guests of the hotel "Galleria" in Subotica, on the spot. Data collection was conducted during the period from 27th of August to 3rd of October 2013. The questionnaires were distributed to guests by hotel employees at the reception, and they were pleased to return it back at the reception desk after they finish their stay. The guests completed surveys on the last day of their stay in the hotel and they were returned back to the reception upon the guest's check in. The guests who participated in the study were informed about general purpose of the study and that survey is anonymous.

Data were analyzed by SPSS 20. statistics software, through engagement of different statistical methods: t-test, descriptive statistics and IPA analysis (Importance-Performance Analysis).

Study sample

The study sample consisted of the total of 80 guests of Hotel "Galleria" in Subotica. Their characteristics were further described in Table 1.

Table 1. Demographic characteristics of respondents

Socio-demographic characteristics		Percentage (%)
Sex	Male	61.2
	Female	38.8
Age	Below 20 years	3.7
	21-40	35.0
	41-60	52.5
	Above 60 years	8.8
Education	High school	22.5
	College	35.0
	Bachelor studies	32.5
	Master studies	6.3
Occupation	PhD studies	3.8
	Student	5.0
	Employed	83.7
	Unemployed	3.8
Monthly income	Retiree	7.5
	Below 150€	5.0
	151-300€	12.5
	301-500€	27.5
	501-750€	27.5
	751€ and above	27.5

There is a significantly higher proportion of male persons than female. There were 49 male respondents (61.2%), and 31 female (38.8%). At the age structure analysis, the respondents were divided into four groups. Most of the respondents belong to the age group of 41-60 years. This group includes more than half of the respondents (52.5%). Moreover, the majority of the sample (83.7%) are employed people, and the highest number of respondents have finished college and bachelor degree.

RESULTS AND DISCUSSION

The principal aim of this research is to analyze the gap between importance and performance of the selected hotel attributes. Based on the obtained results, the hotel should preserve the observed positive attributes, but also improve the elements that guests are not completely satisfied with. The results are presented in Table 2.

The values of arithmetic mean in the field of the importance are between the limits of 4.7 (lowest value) and 4.9 (highest value). The most important factor for guests is Safety (M=4.93) while the least important factor is Business facilities (M=4.79). On the basis of the gathered results, it can be concluded that all the attributes are very important to guests with some slight differences. If we analyze performance, we can see that it is slightly lower than importance for all analyzed factors. The guests' perception of

performance is highest for Safety (M=4.86) and Business facilities (M=4.84), while it is the lowest for Rooms and reception desk (M=4.7). However the discrepancy between importance and performance in the analyzed hotel is not high, which should result in the higher guest satisfaction.

Table 2. Importance-Performance Analysis of hotel of hotel attributes

Hotel attributes	Importance		Performance	
	Mean ¹	Std. D ²	Mean	Std. D
F1 - Employee service quality	4.88	.225	4.81	.288
The employees provide efficient services.	4.87	.369	4.72	.449
The employees understand your requirements.	4.90	.302	4.76	.428
The employees are helpful.	4.87	.333	4.76	.457
The employees are friendly and social.	4.87	.369	4.82	.382
The employees have a neat appearance.	4.92	.309	4.02	.265
The employees speak foreign languages.	4.86	.413	4.88	.355
F2 - Business facilities	4.79	.405	4.84	.343
Meeting rooms are available.	4.80	.433	4.86	.346
Facilities for business meetings and conferences are available.	4.81	.424	4.85	.423
Secretarial services are available.	4.76	.457	4.78	.520
There is an international telephone line available.	4.80	.439	4.87	.368
F3 - Value	4.84	.234	4.75	.316
The price of the rooms corresponds to its value.	4.81	.479	4.75	.490
The prices of food and drinks correspond to its value.	4.81	.453	4.62	.559
The location of the hotel is suitable.	4.87	.333	4.85	.393
The hotel has a cozy atmosphere.	4.87	.333	4.81	.393
F4 - Rooms and reception desk	4.83	.307	4.70	.374
Comfortable beds, mattresses and pillows	4.72	.616	4.40	.739
Clean rooms.	4.87	.333	4.77	.476
The system for air temperature controlling of the room is high quality.	4.80	.433	4.62	.603
Efficient guest registration and check-out.	4.86	.347	4.86	.346
Reliable hotel reservation system.	4.88	.318	4.85	.359
F5 - Food and recreation	4.82	.329	4.77	.378
The hotel offers a large selection of food and beverages.	4.82	.382	4.73	.471
The food and beverages are high quality.	4.86	.346	4.75	.464
Leisure and recreation facilities are available.	4.82	.471	4.75	.539
Available mini-bar	4.78	.520	4.86	.381
F6 - Safety	4.93	.248	4.86	.354
The fire alarm system is reliable.	4.93	.243	4.90	.341
The security is responsible.	4.92	.265	4.83	.404

¹ Arithmetic mean value, ² Standard deviation

The results indicate that within "Safety" factor the both items are almost of the same importance to the guest, while the performance of "The fire alarm system is reliable" is better ranked than "The security is responsible". The second most important factor is "Employee service quality" (M=4.88), and its most important attributes are "The employees have a neat appearance" (M=4.92), "The employees understand your requirements" (M=4.9). Even though these items are most important for the guest, their performance is the lowest in this factor, indicating that this is the major field for improvement in this factor. Furthermore, factors Value, Rooms and reception desk and Food and recreation are almost of the same importance for guest while Rooms and reception desk, especially the item Comfortable beds, mattresses and pillows have to lower performance in comparison to others.

The factor which is the least important to guests is "Business facilities" (M=4.79) but its performance is ranked as high. There is a significant number of leisure tourists at the hotel, and their basic motives are resting, relaxing, entertainment and healthy reasons, so they observe those facilities as high quality, although this is not so important to them. The results of the research showed us, that people are an extremely important factor of the hotel service quality. From that viewpoint, the development and testing of the human resources presents an important task for the management of the hotel. The behavior of the employees must be precisely defined to be able to complete the work tasks efficiently (Dragičević, 2012).

The Results of Independents Sample t-test

In order to achieve the main purpose of the paper - to explore if there are statistically significant differences between importance and performance of the analyzed hotel elements, the t-test for independent samples was used. The results of the t-test are presented in table 3.

The t-test confirmed that there are statistically significant differences between the importance and the performance of the three factors (hotel attributes): F5 – Food and recreation, F4 – Rooms and reception F1 – Employee service quality, and in the case of all three factors, importance was higher than performance.

If we analyse the items we can see that there is a significant difference in case of 9 of 25 investigated items. Those items are: "The employees provide efficient services", "The employees understand your requirements", "The employees are helpful", "The prices of food and drinks correspond to its value", "Comfortable beds, mattresses and pillows", "Clean rooms", "The system for air temperature controlling of the room is high quality", "The food and beverages are high quality" and "The security is responsible".

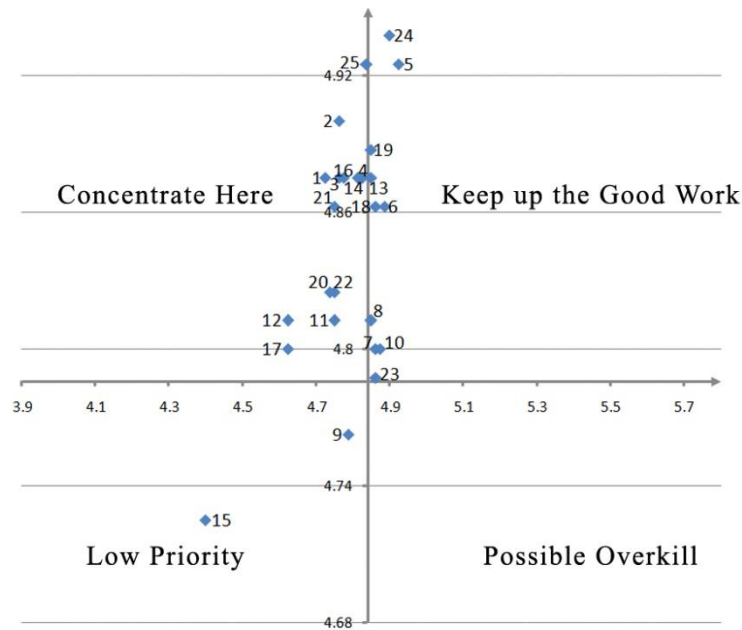
Table 3. Differences between the importance and performance of the hotel services quality at the "Galleria" hotel

Hotel service quality attributes	t	Sig. (2-tailed)
F1- Employee service quality	-2.939	.003
1. The employees provide efficient services.	-2.963	.004
2. The employees understand your requirements.	-2.976	.004
3. The employees are helpful.	-2.237	.028
4. The employees are friendly and social.	-.942	.349
5. The employees have a neat appearance.	.000	1.000
6. The employees speak foreign languages.	.498	.620
F2- Business facilities	-1.144	.087
7. Meeting rooms are available.	1.149	.254
8. Facilities for business meetings and conferences are available.	.623	.535
9. Secretarial services are available.	.352	.726
10. There is an international telephone line available.	1.284	.203
F3 - Value	-1.762	.07
11. The price of the rooms corresponds to its value.	-1.149	.254
12. The prices of food and drinks correspond to its value.	-3.318	.001
13. The location of the hotel is suitable.	-.630	.530
14. The hotel has a cozy atmosphere.	-1.395	.167
F4 – Rooms and reception	-2.345	.002
15. Comfortable beds, mattresses and pillows.	-3.915	.000
16. Clean rooms	-2.039	.045
17. The system for air temperature controlling of the room is high quality.	-2.867	.005
18. Efficient guest registration and check-out.	.000	1.000
19. Reliable hotel reservation system.	-.903	.369
F5 –Food and recreation	-1.234	.05
20. The hotel offers a large selection of food and beverages.	-1.718	.090
21. The food and beverages are high quality.	-2.391	.019
22. Leisure and recreation facilities are available.	-1.929	.057
23. Available mini-bar.	1.284	.203
F6 - Safety	-2.102	0.06
24. The fire alarm system is reliable.	-1.136	.259
25. The security is responsible.	-2.158	.034

Importance - Performance Analysis

The results of the IPA analysis are presented on the scatter plot that is divided into four quadrants (Graph 1). The importance and the performance of 25 hotel quality attributes were calculated. The average values were transferred to the X and Y axis to visually present the four quadrants. The values on Y axis present the importance of the selected attributes for the guests, and the values on the X axis show the performance of the same

attributes viewed by the guests' viewpoint. The average score of the attribute performance is 4.78, while of the importance is 4.84.



Graph 1 Results of IPA analysis¹

The most of the attributes take place in the first quadrant "Concentrate Here". Those are: 1. "The employees provide efficient services"; 2. "The employees understand your requirements"; 3. "The employees are helpful"; 4. "The employees are friendly and social"; 11. "The price of the rooms corresponds to its value"; 12. "The prices of food and drinks correspond to its value"; 14. "The hotel has a cozy atmosphere"; 16. "Clean rooms"; 17. "The system for air temperature controlling of the room is high quality" and 25. "The security is responsible". Attributes from this quadrant are very important to guests, but their performance is lower. It can also be seen that the highest number of the items in these quadrant is from the factor Employee service quality, meaning that manager should concentrate more on employees' selection and training. Moreover, the results also indicate the lower performance of the quality of the system that controls the room temperature, as well as both items of the Safety factor. To overcome this issue the hotel should seek technological innovations that are up to date with

¹ Description of the numbers is provided in Table 3.

global trends. Also, the hotel should reconsider the prices of the rooms as well as food and drinks, as the price is important to guests but its performance is lower. The same stands also for the hotel hygiene – cleanliness of the room.

If significant improvement would occur, these attributes would be moved to the second quadrant. The management should focus on the increase of guest perception of performance of these attributes in order to achieve better service quality.

At the second quadrant (Keep up the Good Work) there are the attributes that are important for the respondents, and their performance is also great. This means that the attributes are managed in a right way by the management. The good work has to be continued. Attributes from this quadrant are: 5. "The employees have a neat appearance"; 6. "The employees speak foreign languages"; 7. "Meeting rooms are available"; 8. "Facilities for business meetings and conferences are available"; 10. "There is an international telephone line available"; 13. "The location of the hotel is suitable"; 18. "Efficient guest registration and check-out"; 19. "Reliable hotel reservation system" and 24. "The fire alarm system is reliable".

The "Low Priority" quadrant contains of attributes that have low importance and low performance also, according to the respondents. Despite the attributes performance is low, there is no worry for the managers, because these attributes are not significant at all. The following attributes belong here: 9. "Secretarial services are available" and 15. "Comfortable beds, mattresses and pillows".

Finally, the fourth quadrant is "Possible Overkill". It brings together the attributes with low importance but high performance. Since these attributes are not especially important to guests, the management could decrease the investments that are made for the mentioned attributes, and forward it for the essential attributes that take place mostly in quadrant II. In the case of hotel "Galleria" there are no such attributes.

CONCLUSION

Service delivery in hotel industry should be designed in a way that ensures efficient and effective operations. To reach this goal, hotel managers have to become aware of the fact that the quality of accommodation attributes highly affect the unique tourist experience. The most important competitive strength in the hospitality industry is the essential relationship between quality and productivity. Guests are satisfied when they get better value for the money that they have invested in the consumption of services. Organizations and employees should learn how to create a unique service experience and thus make make the satisfy customers (Wu and Shen, 2013). From the standpoint of today's knowledge development, the most important assignment for a profitable business is listening to what customers want and

what satisfy those desires and needs. So it is in the case of hotels. They should have an ability to keep the guests satisfied, and make their stay so enjoyable that they would wish to come back again. This can be achieved only if managers maintain the high performance of the hotel attributes which are important for guests. In this light, the results showed that for guests, the most important factor is Safety while the least important factor is Business facilities. Congress hotels such as "Galleria" offer their services not only to business people, but also to regular tourists who do not use business facilities, so they are not so important to them. On the other hand, for both type of visitors, safety is very important, and should be maintained on high level in any hotel type. As safety is of great importance, it should be also emphasized in hotels' marketing activities.

The paper shows that guests' perception of performance of all hotel attributes is slightly lower than their importance. This indicates that hotel "Galleria" still needs to make an effort to reach the full guests' satisfaction. The guests' perception of performance is highest for Safety and Business facilities, while it is the lowest for Rooms and reception desk (making it the field which needs future improvements). The t-test confirmed that there are statistically significant differences between the importance and the performance of the three factors (hotel attributes): F5 –Food and recreation, F4 – Rooms and reception FI- Employee service quality, and in the case of all three factors, importance was higher than performance. This is also in connection with the results of IPA analysis, where the most of the attributes take place in the first quadrant "Concentrate Here", meaning that there are lots of items which are important to guests but their performance is lower. Also, the highest number of the items in this quadrant is from the factor Employee service quality, indicating that manager should concentrate more on employees' selection and training as well as quality of service delivery. Within IPA analysis the quadrant "Concentrate Here" is the most important for managers, as it clearly indicates the fields the management should pay attention on and direct future improvements and investments. The other quadrants provide information about fields that are according to guest very important but also of good quality, as well as those which are not so important to them, so the management should not put an emphasis on them. It is also encouraging that this hotel has nine items at the second quadrant (Keep up the Good Work), meaning that these items are important for the respondents, and their performance is also great. The limitation of this research is mainly the fact that it has been conducted only in one hotel, so it limits the generalizability of results in the wider context. The future research should encompass better sample (for instance hotels in Vojvodina). Moreover, different sociodemographic characteristics of the guests and their differences on importance and performance of certain hotel attributes should be the subject of the future research.

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ИСТРАЖИВАЊЕ РАЗЛИКЕ ИЗМЕЂУ ПЕРФОРМАНСИ И ВАЖНОСТИ ПОЈЕДИНИХ ХОТЕЛСКИХ АТРИБУТА: СТУДИЈА СЛУЧАЈА ХОТЕЛА "ГАЛЕРИЈА" У СУБОТИЦИ

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Резиме

У последње време, задовољство хотелских гостију постаје водећи индикатор успешности пословања једног хотела. Управо зато, информације о у које атрибуте хотела треба улагати, су од круцијалног значаја за менаџере хотела. Овај рад има за циљ да истражи разлику између перцепције перформанси одређених хотелских атрибута и њихове перцепције значаја појединих атрибута, а на примеру хотела „Галерија“ у Суботици, користећи ИРА анализу. Задатак рада је и да се идентификују све постојеће слабости услуга хотела које треба унапредити, али и да се идентификују они елементи услуга које треба одржавати на високом нивоу како би се постигло максимално задовољство гостију.

Резултати показују да је перцепција перформанси свих анализираних хотелских атрибута нижа од њихове важности. Ово указује да хотел „Галерија“ још увек треба да се потруди да достигне потпуно задовољство гостију. Перцепција перформанси је највиша за фактор Безбедност и Пословне објекте, док је најнижа за Собе и рецепцију (што указује да је ово поље према ком треба усмерити будућа унапређења). Такође, т-тест је показао да статистички значајна разлика између перформансе и перцепције значаја појединих компоненти услуга овог хотела постоји код три фактора: Храна и рекреација, Собе и рецепција, и Квалитет услуга. Ово је такође у вези са резултатима ИПА анализе, која показује да је већина атрибута у првом квадранту "концентрисати се овде", што значи да има много атрибута који су значајни за госте, али су њихове перформансе мање од значајности. Такође, највећи број ставки у овом квадранту припада фактору Квалитет услуге запослених, што указује да менаџери треба да се концентришу више на избор и обуку запослених, као и квалитет услуга. У оквиру ИПА анализе квадрант "концентришите се овде" је најважнији за менаџере, јер јасно указује на области менаџмента на које треба обратити пажњу и усмерити будућа улагања и побољшања.

Такође, охрабрујуће је то да овај хотел има девет атрибута који су припали другом квадранту (наставите са добрим послом), што значи да су важни за испитанике али такође имају добре перформансе. Треба имати на уму и то да Конгресни хотели попут "Галерије" нуде своје услуге не само пословним људима, али и класичним туристима који не користе пословне објекте, тако да они нису толико важни за њих. С друге стране, резултати су указали на то да, за оба типа посетилаца, фактор безбедност је веома важан, и треба да се одржава на високом нивоу у било којој врсти хотелу. Због великог значаја овог фактора, потребно га је посебно истаћи у маркетиншким активностима хотелима.