

Exploring Two Main Perspectives towards Customer Satisfaction in hotel industry: Managers and Customers

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Abstract

Purpose- One of the most substantial factors for Tourism Industry is Hotel Industry while it could provide the necessary substructures for Tourism. Growth in Hotel industry will lead to the growth in Tourism industry. Considering a major growth in Hotel industry in recent years in Iran, in this research, numerous objectives had been pursued. The first purpose of this study is to explore four different factors of salary, age, gender, and marital status between customers. The second goal is to study customer satisfaction from two main perspectives of customers and hotel managers and explaining whether there is a significant difference in customers and hotel managers perceptions of customer satisfaction or not and what role customer satisfaction factors such as perceived quality, perceived value, image and customer's expectations have in making these differences. Finally, the third objective is to find out whether there is a significant difference between male satisfaction and female satisfaction or not.

Design/Methodology/approach- Descriptive survey design is utilized in this study. The researcher selected the quantitative research methodology to pursue her research. Questionnaire has been chosen as the best tool for collecting primary data from hotelmanagers and customers in Iran. In this study the researcher has used two different kinds of questionnaires for customers and hotel managers. Descriptive data was organized. The researcher organized all the respondents' background data such as gender, age, personal income then the percentage method; mean and standard deviation are used to analyze the distribution of data. The researcher applied independent T-test to find out the differences between effective factors (perceived quality, perceived value, image, customer expectations)

of customer satisfaction from two points of view. This method is also used to explore the differences between male female satisfactions.

Findings- The main consumers of hotels are married, young and males. The majority of people in this study have high monthly income. There are no significant differences between customer satisfaction of males and females. The results indicated that there was a significant difference between two perspectives (hotel managers and customers) in all effective factors of customer satisfaction and its consequences. According to the other objective the researcher found out that there is no significant difference in customer satisfaction between males and females.

Originality/Value- The results of this study are a potential contribution to both hotel management and tourism industry improvement in Iran. Hospitality and tourism Industry has become one of the substantial industries in global industries and it could change the customers' life style. This study can encourage Hotel owners and Hotel managers to recognize the effective factors on customer satisfaction by considering different perceptions and try to meet them in order to enhance customer satisfaction and customer loyalty.

Keywords:

Customer Satisfaction, Perceived Quality, Perceived Value, Image, Customer Expectations, Customer Loyalty, Hotel Industry

Introduction:

One of the most substantial factors for Tourism Industry is Hotel Industry while it could provide the necessary substructures for Tourism. Growth in Hotel industry will lead to the growth in Tourism industry.

In order to understand the success rate of hotels, exploring the effect of customer satisfaction and customer loyalty is substantial. A large number of studies had been devoted to study the effective factors regarding customer satisfaction. According to different situations, time, and individuals, more research on complicated factors of customer satisfaction is essential. This research may help hotel managers to find out about the customer's needs and improve customer satisfaction and customer loyalty in order to raise the repurchasing intention. In other words, this is necessary to comprehend the importance of customer satisfaction adopted by hotel industry in Kish Island, Iran. Selection of the right mix of promotional activities is a substantial in order to satisfy customer needs from hotel industry at particular time and to use it correctly to achieve result. Because of developing of hotel industries and fluctuations in brand building plan of hotel industry companies and wrong measures taken by hotels, it is essential to find the different perspectives towards customer satisfaction. In this study, we considered two different perspectives to determine whether there is a significant gap between customers' and managers' perceptions.

1. Literature review

2.1 Definitions of the Terms

2.1.1 Customer Loyalty

"Gremler and Brown (1997) pointed out that service loyalty is the degree to which a customer exhibits repeat purchasing behavior from a service provider, possesses a positive attitudinal disposition toward the provider, and considers using only this provider when a need for this service arises" (Kandampully&Suhartunto, 2003)". "Service loyalty is organization

commitment to its customers by considering the customer's needs and producing them"(Mohajerani&Miremadi, 2012).

In this study, five items would be considered for measuring loyalty included:

- (a) Saying positive things about the firm,
- (b) Recommending the firm to others,
- (c) Encouraging others to do business with the firm,
- (d) Considering the firm as the first choice in the future, and
- (e) Doing more business with firm in the future (Mohajerani&Miremadi, 2012).

2.1.1.1 Customer Loyalty Scale

The customer loyalty scale had been adapted from Mohajerani&Miremadi in 2012. Customer Loyalty had three subsections which are:

- (a) Positive word-of-mouth,
- (b) Switching behavior,
- (c) Willingness to pay more.

2.1.2 Perceived Value

Woodall (2003) defined value as the "personal perception of advantage arising out of customer associated with the offering of an organization".

On the other hand, according to Mohajerani&Miremadi(2012) and Holbrook (1999) defined eight consumer values in a framework which are efficiency, excellence, play, aesthetics, politics, morality, self-esteem and spirituality.

"Hsu pointed out perceived value as the consumers overall assessment of the utility of a product, based on the perception of what is received and what is given" Mohajerani & Miremadi(2012). Zeithaml (1988) identifies four drivers meaning of value:

- (1) "Value is low price,
- (2) Value is whatever one wants in a product,
- (3) Value is the quality that the consumer receives for the price paid, and
- (4) Value is what the consumer gets for what they give".

Value will be created by a trade-off between the benefits and sacrifices. When the customer perceives that the benefit of consuming products/services is more than its identified price Customer value has been created (Nasution & Mavondo, 2008).

2.1.2.1 Perceived Value Scale

The perceived value scale had been adopted from the study by Mohajerani & Miremadi (2012). Perceived value has been classified into three groups of reputation for quality, value for money, and prestige.

2.1.3 Complaining Behavior

A complaint can be defined as a conflict between the customer and the organization (Hsu, 2008). Fornell, Johnson, Anderson, Cha & Bryant (1996) and Mohajerani & Miremadi (2012) pointed out that the relationship between complaining behaviors and customer satisfaction is negative and they argued that an increase in customer satisfaction will lead to a decrease in complaining behavior.

2.1.3.1 Complaining Behavior Scale

The complaining behavior scale had been adopted from one study conducted by Mohajerani & Miremadi (2012). In this study, complaining behavior is divided into three subsections which are:

- (a) Complaining to other customers,
- (b) Complaining to other hotels,
- (c) Complaining to hotel staffs.

2.1.4 Service Quality

Service quality is defined as meeting and delivering customer's needs in accordance with their expectations (Lewis & Booms, 1983).

Parasuraman, Zeithaml & Berry (1985) identified service quality attributes into five main categories which were tangibles, reliability, responsiveness, assurance, and empathy.

2.1.4.1 Service Quality Scale

Hierarchical Service Quality Model (HSQM) is used which have classified service quality into three groups of interaction quality, physical environment quality and outcome Quality (Mohajerani & Miremadi, 2012).

2.1.5 Image

Mohajerani and Miremadi (2012) mentioned that each customer has different types of experiences and contacts with the company which will lead to diversity in images about the organization. In fact, image is the overall impression made on the minds of customers. "Corporate image may be considered as a function of the accumulation of purchasing and consumption experience over time" (Cameran, Moizer & Pettinicchio, 2009).

2.1.5.1 Image Scale

In this study, the image has been classified into two categories including cognitive image and affective image (Mohajerani & Miremadi, 2012).

2.1.6 Customer Expectation

Pizam & Ellis (1999) defined expectation as mutable internal standard which is based on a great number of factors including needs, objectives, past personal experiences with the same establishment, with similar establishments, and the availability of alternatives.

2.1.6.1 Customer Expectation Scale

Mohajerani and Miremadi (2012) have divided customer expectation into four categories including:

- (a) Expectation for fulfillment of personal need,
- (b) Expectation for overall quality,
- (c) Expectation for product quality, and
- (d) Expectation for service quality.

2.1.7 Customer Satisfaction

Bachelet & Richard (1995) defined customer satisfaction as an emotional reaction of consumer because of his/ her experience about a product or service. Hill (1996) explained that customer satisfaction will happen when customer's perception met or exceeds his/ her expectations. Sasser & Jones (1995) tried to define customer satisfaction by identifying

effective factors contributing it which are: (1) Essential elements of the product or service that customers expected all rivals to deliver, (2) Man support services, (3) A recovery process to make up for bad experiences and (4) Customizations which were elements that met customers' personal preferences, values, or needs.

Ostrom & Iacobucci (1995) explained the differences between consumer value and customer satisfaction. Gerson (1996) defined a person a satisfied customer when his/ her real or perceived needs were met or exceeded. He also demonstrated that customer satisfaction is simply whatever the customer says it is. Oliver (1997) suggested the definition of customer satisfaction from etymologist's point of view. He demonstrated that satisfaction is come from the Latin words *satis* and *facere*. *Satis* meant enough and *facere* meant to do or make. So, customer satisfaction means "being provided to the point of being enough."

Tse & Wilton (1988) considered customer satisfaction based on disconfirmation theory. Referring to tourism concept, the world tourism organization defines satisfaction as "a psycho-social logical concept that involves the feeling of well- being and pleasure that results from obtaining what one hopes for and expects from an appending service" (world tourism organization, N. O: 2)

By reviewing previous researches, the researcher concluded that different degrees of satisfaction exist due to individual likeness, expectation, perception and motivation. Muller (1991) viewed customer satisfaction as a factor which could affect directly customer loyalty and repurchase decision.

Kotler (1999) defined customer satisfaction as the customer perception which will be derived from comparing their pre-purchase expectation with post-purchase perception. Expectation is the customer prediction of a product or service in short- run. Customer satisfaction is derived from service quality. Customer satisfaction will happen when the service quality exceeds or equals the expectation (Cornin & Taylor, 1992).

2.1.7.1 Customer Satisfaction Scale

Three main Questions had been asked about their satisfaction rate in general, their satisfaction rate in comparison with their expectations, and their satisfaction rate in comparison with their ideal imaginary Hotel (Mohajerani & Miremedi, 2012).

2.2 Customer satisfaction models

2.2.1 SCSB (Swedish Customer Satisfaction Barometer)

The first model in customer satisfaction area for products or services was the SCSB model. Expectation and perceived value have a positive effect on customer satisfaction. Additionally, there is a positive correlation between Expectation and perceived value as well. On the other hand, increased customer loyalty and increase profitability are the initial consequences of increased customer satisfaction. Customer dissatisfaction leads to not buying from that firm or complaining to others about that service or product. It is also mentioned in this model that there is a relationship between complaining behavior and customer loyalty (Mohajerani & Miremedi, 2012).

2.2.2 ACSI (American Customer Satisfaction Index)

Customer Expectation, perceived value, perceived quality, customer satisfaction, complaint Behavior, and customer loyalty are the six constructs of the ACSI model. Separating perceived quality concept from perceived value concept a main difference with original SCSB model. Additionally, quality has a positive impact on value (Mohajerani & Miremedi, 2012).

2.2.3 NCSI (Norwegian Customer Satisfaction Index)

Corporate image is the main difference between the NCSB (Norwegian customer satisfaction barometer) model and ACSI. On the other hand, commitment has the mediating role between customer satisfaction and loyalty in this model (Johnson, Gustafsson, Andreassen, Lervik&Cha, 2001).

2.2.4 The European customer satisfaction index

Customer expectations, perceived quality, perceived value, customer loyalty & customer satisfaction are six parts of this model. Corporate image have a direct effect on customer expectations, satisfaction and loyalty. In this model, complaining behavior is not included as the consequence of dissatisfaction loyalty has three main subsets which are likelihood of retention, likelihood of recommending the company or brand, and likelihood of increasing in number of customers. On the other hand, the differences between quality and value are standard in ECSI (Mohajerani & Miremadi, 2012).

2.3 Recent research on hotel industry and CSI with its various used models

Barsky & Labagh(1992) pointed out that maximum customer satisfaction will be achieved by modifying both tangible and intangible aspects of the product or service offering, so in the above study the researchers separated intangible and tangible factors and found that both tangible and intangible factors have crucial role in increasing customer satisfaction and also tangible aspects have a slightly higher impact on it.

In another study which was done by Heung (2000) in china, Hong Kong the researcher suggested that in order to provide strategic path in customer satisfaction management and to prioritize service improvement, the source of dissatisfaction should be taken under consideration. The results of this study indicated that mainland Chinese traveler were satisfied with “availability of personal care amenities”, “quietness of the room”, “availability of food and beverage variety” and they were not satisfied with “recreation facilities” “availability of frequent travelers” programming and the “baggage handling service”. They also pointed out that by measuring the satisfaction levels of the mainland Chinese travelers, the hotels could understand their current position in comparison to other hotels and they find out the degree to which the hotel can satisfy guests’ needs and expectations.

Eccles & Durnad(1997) in one study on Forte Hotel found out that by increasing levels of staff for customer service skill, we could impact significantly on rising customer satisfaction and also it could be a method to measure the impact of service training.

Eccles & Durand (1997) in another study which was done in London hotel, found out that the increase in customer satisfaction is mostly because of the improvement in service delivery, rather than fundamental investments made in the improvement of tangible products. However, the amount of investment made for improving service training was less than the amount made for tangible products.

The purpose of one study by Lee and Yoonjung (2009) was to examine the mediating effect of customer satisfaction between CSR (Customer Satisfaction Responsibility) and the firm value (performance) for US hotels and restaurants. The other goal was to separate impact of positive and negative CSR activities on customer satisfaction and firm performance. The results showed that customer satisfaction does not have a mediating role between positive (negative) CSR activities and firm value for both hotels and restaurants. But, positive CSR appears to impact positively on customer satisfaction and firm performance because of some other factors beyond customer satisfaction such as employee or community relationship.

Heo, Ogaratnam & Buchanan (2004) study in United States, New York was focused on customer-focused adaptations which are mainly addressing hotels' targeting international travelers and offering items which are called "most satisfied" or "soft skills". Initial findings suggested that the American hotels will get more benefits if provide features such as multi-lingual or language special menus, hotel directories, newspapers, magazines, hotel information, TV programs which will lead to word-of-mouth from those satisfied Asian customers. In order to expect these guests to join the ranks of satisfied customer base, hoteliers should try to know and comprehend Asian guests' cultural values, language, and mindset.

Qu, Ryan & Chu (2008) focused in one study on 402 international travelers in three Hong Kong hotel market segments which were High tariff A, high tariff B and medium tariff. The aim of the researches was to identify the customers' satisfaction levels towards service and facility quality. The results indicated that six dimensions had a significant influence on the overall satisfaction of travels. Quality of staff performance was the most effective factor followed by quality of room facilities, value for money, variety and efficient services, business related services, and safety and security and also it was pointed out that travelers of medium-tariff hotel segment had lowest satisfaction levels. Finally, it was recommended that if hoteliers maintain high standards considering these factors, they may meet the basic expectations of travelers.

Sim (2006) conducted a survey among hotel customers in the San Francisco bay Area. The researches attempted to find the antecedents and consequences of customer satisfaction and retention in hotel industry. On the other hand, the effect of added value and gender on customer satisfaction and customer retention, and their relation to the intent to switch was investigated. Customer retention has two sub-items which are loyalty and intent to switch. Results showed that customer retention was dependent on the latent construct of customer satisfaction with hotels including financial affairs. But, in this study the researchers considered four items such as ambience of the hotel and hospitality, added value and gender.

Poon & Low (2005) in one study reviewed the significant differences between Asian and western assessment of hotel quality which appeared to be strong and also there is a clear indication that satisfaction levels of Malaysian Hotels were higher among western travelers than the Asian travelers. In this study, the differences and similarities in hotel attribute evaluation and customer satisfaction evaluation between the Asian and western travelers have been defined. Hospitality factor is the most influential factor in determining the satisfaction level for both Asian and western travelers that because it leads to revisit attention. Asian travelers take notice more to value for money services while western travelers perceive security and safety as major factors especially after September 11. Being in minority of respondents who were business travelers, the innovation and value-added services are the least important factors to both Asian and western travelers in this study.

Ryan (2007) argued that there were three primary determinants of hotel choice and satisfaction which are availability of a room, price, and cleanliness.

Wilkins (2007) identified seven key evaluative components getting from a list of 63 items which are comfort, staff, personalization, room quality, speedy service, added extras and food and beverage. Additional analysis indicates that, the key components are physical product, service experience, and food and beverage quality.

Gu & Ryan (2008) in another study which was done in mainland Chinese hotels, the results indicate that the main dimensions of satisfaction are the external environment, reputation and cleanliness of the bed room.

Kandumpully & Suhartanto(2003) in another study, tried to point out the relationship among customer loyalty, customer satisfaction, and image. This research identified that the factors of image and customer satisfaction that have positive relationship with customer loyalty in hotels. These results motivated the hoteliers to increase customer loyalty and helped them to encounter with the challenges successfully.

According to the results extracted from the previous research done by Mohajerani & Miremadi (2012), it was proved that customer satisfaction can better be predicted by image, customer expectation, perceived value, and perceived quality. Moreover, customer loyalty and complaining behavior are the different results of customer satisfaction.

The researchers also discovered that perceived value was the basic factor which effects customer satisfaction. It also has positive relation with customer satisfaction. After significant impact of perceived value, image, expectation and quality are the most effective factors consequently.

According to the results, customer loyalty and complaining behavior are both significantly effective in this model. In addition, the positive relationship between customer loyalty and customer satisfaction and negative relationship between complaining behavior and customer satisfaction is clear



FIGURE 1. Kish Customer Satisfaction Model in Hotel Industry (KCSM).

3. Methodology

3.1 Research Design

In this study quantitative research methodology is used. Large scale survey research, using questionnaires is the applied method in this research. The research design utilized in this study is a descriptive survey design. A descriptive survey involves asking the same set of questions from a large number of individuals (Fraenkel & Wallen, 2003).By this type of research, a lot of information can be provided from a large sample of individuals.

3.2 Research objectives

In this research, we had three different groups of objectives. The first purpose is to explore four different factors of salary, age, gender, and marital status between customers. The second objective is to find out if there was a significant difference between male and female customers. The third objective is to study customer satisfaction from two perspectives which are 1) customers and 2) managers and explaining their differences (if any) between these two perspectives.

3.3 Hypotheses

Hypothesis1: There is a significant difference between male satisfaction and female satisfaction with hotels.

Hypothesis 2: There is a significant difference in customer satisfaction perception between hotel managers and customers.

3.4 The Research Approach

3.4.1 The Sample

Many tourism resources and many events which occur within the areas of sporting, culture, and festivals are among numerous reasons for selecting Kish Island for a study on tourism. Winter is chosen as a time period since the low temperature brings a large number of travelers to south of the country (Kish Island) in this season (Mohajerani & Miremadi, 2012).

3.4.1.1 Sample Size

In this research the researcher had used two different kinds of samples. The first sample was customers of three different hotels of 3 star, 4 star, 5 star which is immeasurable and unlimited and the second sample were managers of these hotels. Proportional Simple Random Sampling is utilized. According to the following formula, with confidence interval of

95% and the measured p-value of 75%, the minimum total sample size would be 285. P-value is measured by considering the percentage of the customers whose satisfaction rate proved to be above average after implementing the pilot study.

$$n = \frac{z^2 pq}{e^2}$$

$$n = \frac{(1.96)^2(0.75)(0.25)}{(0.05)^2} \Rightarrow n = 285$$

The total number of hotels with the rating of 3 star, 4 star, 5 star were 22. Researcher distributed one questionnaire for each hotel manager in Kish Island to obtain its response. In order to get high reliability, half of the total numbers were considered as the hotel managers' sample size.

3.5 Collecting the Data

The researcher thought it is proper to get primary data from customers as well as manager of hotels in Kish Island in Iran. Therefore the questionnaire is chosen as the best tool for collecting primary data from hotels manager and customers in Kish Island.

In order to collect the data, International Kish Airport would be the best choice. By this way, the researcher could distribute the questionnaire among a large number of customers of the domestic flights who were leaving Kish Island. Three days and four hours a day is selected randomly. Additionally, every 5th traveler who entered the departure hall is asked to fill the questionnaire.

3.6 Instrument

The instrument used in this study was designed in a form of the customer satisfaction questionnaire. The researcher decided to use the questions from existing surveys where validity was already determined. However, due to slight adaptation, the researcher further reviewed for validity using a panel of experts to review the questions and content.

The questions in the survey were designed to gather information on the customers' and hotel managers' opinion towards customer satisfaction determinants. The customer satisfaction questionnaire contains 7 following categories: perceived quality, perceived value, customer expectation, customer satisfaction, image, customer loyalty, complaining behavior. Each item has its own sub-items which are demonstrated on the graph.

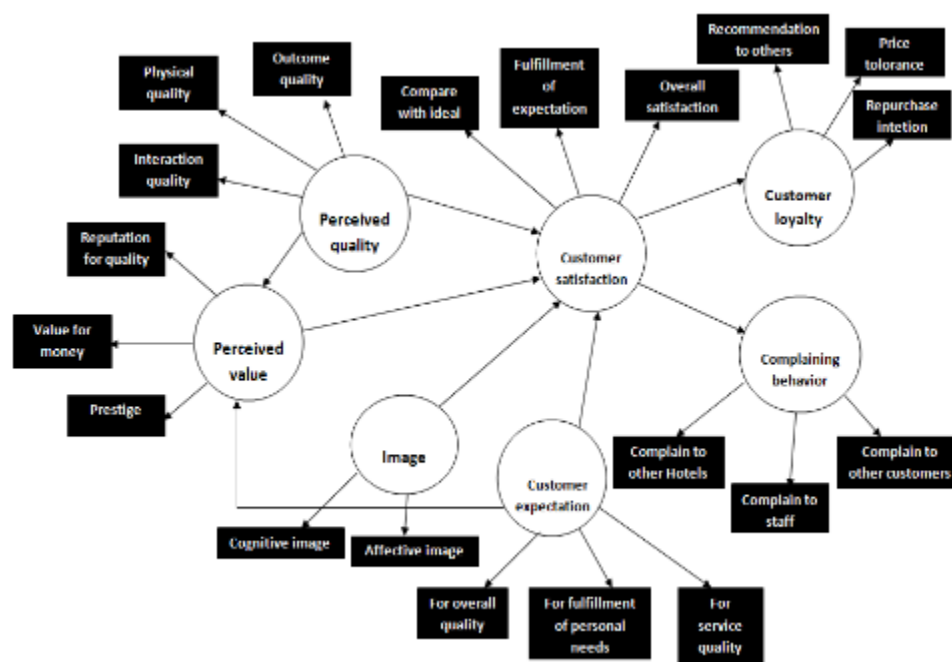


FIGURE 2. latent variable and their related manifest variable in Kish Hotel Industry model.

3.7 Pilot Study

In order to assure that the questionnaires can obtain the results which the researcher required for meeting his objectives and hypotheses, pilot testing is done by the researcher. Since, the results are relevant, the researcher does not pilot the questionnaires again.

3.7.1 Reliability analysis:

Cronbach Alpha is used to calculate internal consistency or reliability of the instrument. The reliability of factors obtained from multi-point formatted questionnaires or scales can be described by Alpha Coefficient ranges in value from 0 to 1 (Mohajerani & Miremadi, 2012). An acceptable reliability coefficient should be 0.7 or above (Nunnally, 1978). The alpha for this instrument is 0.914.

3.7.2 Validity analysis:

3.7.2.1 Construct validity:

In order to make sure that a questionnaire measures what it is supposed to measure validity test should be done. In order to measure the construct validity, the researcher uses dependent variables (customer satisfaction) with other independent variables and a high degree of correlation between them has regarded as a test of validity.

3.8 Data preparation and statistical procedures

The researcher utilizes statistical package for the social science (SPSS) to analysis the data. SPSS have a broad range of capabilities for the entire analytical process and generating decision-making information.

Exploratory factor analysis (included clustering, reliability analysis and validity analysis), descriptive analysis, and independent samples test were used as well. Data analysis methods were the following:

3.8.1 Descriptive analysis

Descriptive data was organized. The researcher organized all the respondents' background data such as gender, age, personal income then the percentage method; mean and standard deviation were used to analyze the distribution of data.

3.8.2 Independent T- test

T-tests were used to test mean differences between two groups. In general, it was utilized when two independent variables (e.g., an experimental and a control group) and a single continuous dependent variable are going to be tested. For example, t-tests can be used to test for mean differences between experimental and control groups in a randomized experiment, or to test for mean differences between two groups in a non-experimental context. The researcher should consider t-test when he/she tries to compare the average (mean) performance between two groups on a continuous variable (Marczyk, DeMatteo & Festingerv, 2005).

4. Results

4.1 Descriptive analysis

Four questions about salary, age, gender, and marital status were included at the end of every questionnaire. The following results showed the frequency of each group and their percentage. The corresponding findings are presented as follows.

4.1.1 Age

About 49% of participants are between 20-30, 7% under 20, 25% between 31-40, 13% between 41-50, and 6% higher than 50 (Table1).

age		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 20	20	7.0	7.0	7.0
	20-30	140	49.1	49.1	56.1
	31-40	71	24.9	24.9	81.1
	41-50	36	12.6	12.6	93.7

TABLE 1.

> 50	18	6.3	6.3	100.0
Total	285	100.0	100.0	

Age

Statistics

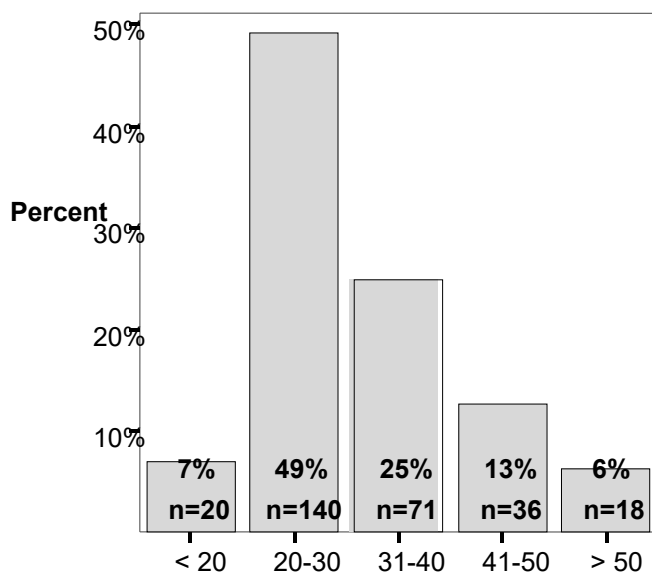


FIGURE 3. Age analysis

4.1.2 Marriage

Out of 285 respondents, 62.5% were married and 37.5% were single (Table 2).

TABLE 2. Marriage Statistics

marriage	Frequen cy	Percen t	Valid Percent	Cumulati ve
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					Percent
Valid	single	107	37.5	37.5	37.5
	married	178	62.5	62.5	100.0
	Total	285	100.0	100.0	

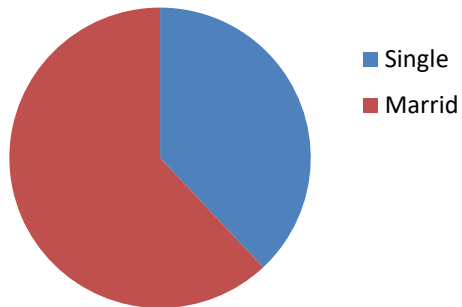


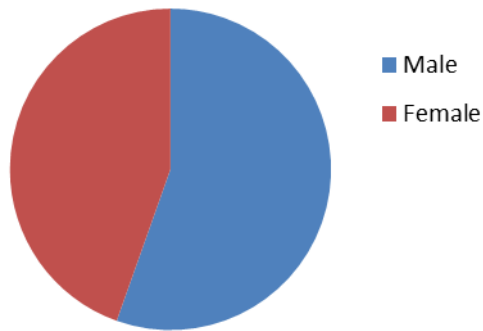
FIGURE 4. Marriage analysis

4.1.3 Gender

Out of the 285 respondent, 44.6% were females and 55.4% were males (Table 3).

TABLE 3. Gender Statistics

gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	158	55.4	55.4	55.4
	female	127	44.6	44.6	100.0
	Total	285	100.0	100.0	

**FIGURE 5. Gender analysis****4.1.4 Salary**

About 12% of participants' monthly salary was lower than 250,000,15% between 250,000-400,000,19% between 401,000-600,000,12% between 601,000-800,000,and 42% higher than 800,000(Table 4).

TABLE 4. Salary Statistics

salary		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 250,000	30	10.5	11.5	11.5
	250,000-400,000	38	13.3	14.6	26.2
	401,0000-600,000	50	17.5	19.2	45.4
	601,000-800,000	32	11.2	12.3	57.7
	> 800,000	110	38.6	42.3	100.0
	Total	260	91.2	100.0	
Missing	System	25	8.8		
Total		285	100.0		

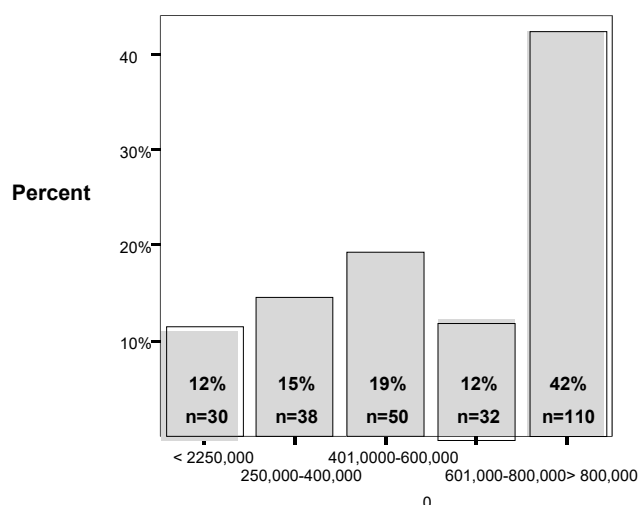


FIGURE 6. Salary analysis

TABLE 5. Summary of Descriptive Statistics (N=285)

Factor	Mean	SD	Variance	Mode	Media
Gender	1.4456	.49791	.248	20-30	-
Marriage	1.6246	.48509	.235	married	-
Salary	3.5923	1.4423	2.080	≥ 800,000	4.0000
Age	2.6211	1.0054	1.011	male	2.0000

4.2 Independent T- test

4.2.1 Is there a significant difference between male satisfaction and female satisfaction from hotels?

An independent sample t-test was conducted to compare the customer satisfaction rate for males and females. According to Levene's Test for Equality of Variances, the value of both groups is more than 0.05. Therefore, there is no significant differences between customer satisfaction of males (M=3.2595, SD=1.01762) and females (M=3.1207, SD=1.03949).

TABLE 6. Group Statistics

	gender	N	Mean	Std. Deviation	Std. Error Mean
Customer satisfaction (mean)	male	158	3.2595	1.01762	.08096
	female	127	3.1207	1.03949	.09224

TABLE 7. Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Customer satisfaction	Equal variances assumed	.430	.513	1.133	283	.258	13876	12244	-.10226	.37978
	Equal variances not assumed			1.131	267.499	.259	13876	12273	-.10288	.38040

4.2.2 Is there a significant difference in customer satisfaction perception between hotel managers and customers?

4.2.2.1 Perceived quality

An independent sample t-test was conducted to compare the customer satisfaction perceptions differences between hotel managers and customers. In addition, the researcher applied t-test to find out the differences between perceptions of effective factors (perceived quality, perceived value, image, customer expectations) on customer satisfaction.

According to Levene's Test for Equality of Variances, the value or Sig is more than 0.05. So, the equal variances line is accepted for analysis. On the other hand, the value in accepted line is less than 0.05, (Table 9). Therefore, there is a significant difference between quality which hotel managers perceive they are providing (M=4.5455, SD=.43212) and the quality which customers perceived they are receiving (M=3.5341, SD=.68670), (Table 8).

TABLE8.Group Statistics

	Groups	N	Mean	Std. Deviation	Std. Error Mean
QUALITY	1	11	4.5455	.43212	.13029
	2	285	3.5341	.68670	.04068

TABLE9. Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper	
QUALITY	Equal variances assumed	0.074	0.067	4.040	294	.000	1.01101	.20000	.60002	1.42200
	Equal variances not assumed			7.400	12.040	.000	1.01131	.13649	.71403	1.30856

4.2.2.2 Image

According to Levene's Test for Equality of Variances, the value or Sig is more than 0.05. So, the *equal variances assumed* line is accepted for analysis. On the other hand, the value in accepted line is less than 0.05, (Table 11). Therefore, there is a significant difference between the image which hotel managers think the hotels depict in the mind of customers (M=4.3636, SD=.48841) and the image which customers really have (M=3.2346, SD=.78857), (Table10).

TABLE10. Group Statistics

	Groups	N	Mean	Std. Deviation	Std. Error Mean
IMAGE	1	11	4.3636	.48841	.14726
	2	285	3.2346	.78857	.04671

TABLE 11.Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
IMAGE	Equal variances assumed	2.789	.098	4.709	294	.000	1.12899	.23976	.65713	1.60084
	Equal variances not assumed			7.808	12.109	.000	1.12800	.15440	.70271	1.45626

4.2.2.3 Perceived value

According to Levene's Test for Equality of Variances, the value or Sig is more than 0.05. So, the not *equal variances assumed* line is accepted for analysis. On the other hand, the value in accepted line is less than 0.05, (Table13). Therefore, there is a significant difference between the value hotel managers think the hotels are providing (M=4.6364, SD=.31463) and the value customers are receiving (M=3.1246, SD=.89369), (Table 12).

TABLE12. Group Statistics

	Group s	N	Mean	Std. Deviation	Std. Error Mean
VALUE	1	11	4.6364	.31463	.09486
	2	285	3.1246	.89369	.05294

TABLE 13.Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
VALUE	Equal variances assumed	9.817	.002	5.589	294	.000	1.51180	.27049	.97946	2.04414
	Equal variances not assumed			13.906	17.139	.000	1.51180	.10863	1.28275	1.74086

4.2.2.4 Customer loyalty

According to Levene's Test for Equality of Variances, the value or Sig is more than 0.05. So, the *equal variances assumed* line is accepted for analysis. On the other hand, the value in accepted line is less than 0.05, (Table15). Therefore, there is a significant difference between the amount of loyalty which hotel managers think customers have (M=4.2273, SD=.62704) and the loyalty which customers really have (M=2.7452, SD=.71685), (Table14).

TABLE14.Group Statistics

	Group s	N	Mean	Std. Deviation	Std. Error Mean
LOYALTY	1	11	4.2273	.62704	.18906
	2	285	2.7452	.71685	.04246

TABLE 15. Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Loyalty	Equal variances assumed	.692	.406	6.755	294	.000	1.48205	.21939	1.05028	1.91382
	Equal variances not assumed			7.648	11.033	.000	1.48205	.19377	1.05572	1.90838

4.2.2.5 Complaining behavior

According to Levene's Test for Equality of Variances, the value or Sig is more than 0.05. So, the *equal variances assumed* line is accepted for analysis. On the other hand, the value in accepted line is less than 0.05, (Table17). Therefore, there is a significant difference between the amount of complaint which hotel managers think customers will do (M=1.6818, SD=.90202) and the complaining which customers really do (M=3.3240, SD=.71639), (Table16).

TABLE16. Group Statistics

	Group s	N	Mean	Std. Deviation	Std. Error Mean
COMPLAINING	1	11	1.6818	.90202	.27197
	2	285	3.3240	.71639	.04244

TABLE17. Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
COMPLAINING	Equal variances assumed	2.482	.116	-7.387	294	.000	-1.64216	.2223	-2.07968	1.20464
	Equal variances not assumed			-5.966	10.493	.000	-1.64216	.27526	-2.25159	1.03272

4.2.2.6 Customer expectation

According to Levene's Test for Equality of Variances, the value of Sig is more than 0.05. So, the *equal variances assumed* line is accepted for analysis. On the other hand, the value in accepted line is less than 0.05, (Table19). Therefore, there is a significant differences between the amount of expectations which hotel managers think customers have (M=4.4545, SD=.82020) and the expectations which customers really have (M=3.5364, SD=.87580), (Table18).

TABLE18. Group Statistics

	Groups	N	Mean	Std. Deviation	Std. Error Mean
Customer expectations	1	11	4.4545	.82020	.24730
	2	284	3.5364	.87580	.05197

TABLE19. Independent Samples Test

		Levene's Test for Equality of Variance s		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Customer Expectation s	Equal variance s assumed	.004	.951	3.409	293	.001	.91816	.26856	.38960	1.44672
	Equal variance s not assumed			3.633	10.902	.004	.91816	.26270	.36136	1.47496

4.2.2.7 Customer satisfaction

According to Levene's Test for Equality of Variances, the value or Sig is more than 0.05. So, the *not equal variances assumed* line is accepted for analysis. On the other hand, the value in accepted line is less than 0.05, (Table21). Therefore, there is a significant differences between the amount of satisfaction which hotel managers think customers have (M=4.3030, SD=.58603) and the satisfaction which customers really have (M=3.1972, SD=1.02972, (Table20).

TABLE20. Group Statistics

	Group s	N	Mean	Std. Deviation	Std. Error Mean
Customer satisfaction	1	11	4.3030	.58603	.17670
	2	284	3.1972	1.02972	.06110

TABLE21.Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Customer satisfaction	Equal variances assumed	3.940	.048	3.536	293	.000	1.10585	.31275	.49032	1.72138
	Equal variances not assumed			5.915	12.528	.000	1.10585	.18695	.70039	1.51131

5. Discussion, Implication and Conclusion

The main consumers of hotels are married, young and males. Differences in average monthly income indicate that the majority of people in this study have above average monthly income of. Additionally, there are no significant differences between customer satisfaction of males and females. On the other hand, the researcher applied t-test to find out the differences between perceptions of effective factors (perceived quality, perceived value, image, customer expectations) of customer satisfaction. There is a significant difference between the customer satisfaction which hotel managers perceive that they are providing and the customer satisfaction which customers perceive they are receiving.

6. Recommendations

According to the result of this study, the researcher offered the following recommendations to hotel industry managers:

1. It is suggested to discover members' needs and assess service quality continuously, because customers are usually sensitive and if the service quality does not satisfy their needs, their immediate and negative reaction may lead to unfortunate consequences.
2. The main consumers of hotels are people of 20-30 years old. Since a large number of people are young, it is more profitable to invest on facilities which could attract this group of people by providing more adventurous activities such as exiting sightseeing, doing marine sports. On the other hand, for increasing the number of elderly which are minority, hotel managers should invest more on amenities such as rooms which are designed for this age in regard to silence, light, and air conditioning. Therefore, the hotel managers in Kish Island should put great emphasis on factors which create more attraction to these age segmentation to sustain attractiveness in their hotel and absorb more tourists.
3. The main consumers of hotels are married people. In order to attract single people, we

should target this market by investing on facilities which people could use lonely and have an amazing time by themselves, such as water sports, photographing, and nature.

4. The main consumers of hotels are male. In order to attract female guests, it is suggested to find the main reasons behind it. One possibility is that, female guests travel less than men because they don't feel secure to be alone by themselves. So, the hotel managers should provide amenities for this group (female tourists) to increase their number of travels.

5. The majority of people in this study have monthly income of 800,000 or more. In order to target more people with different amount of monthly income, hotel managers should provide different packs of services based on different ranges of income. Therefore, people with different range of income could use hotel services. In addition, this leads to higher perceived value from customers. According to results, the higher perceived value leads to higher customer satisfaction. And also the hotel managers should take into consideration that tourists who are coming to Kish Island expect to have medium or high quality of service with this range of salary and they expect safe and healthy environment in the hotel since they are coming in married status.

6. There are gaps between the perception of hotel managers about image, quality, value, expectation and satisfaction which they are delivering and the image, quality, value, expectation and satisfaction which customers really have. It is recommended to find the reason behind these gaps and trying to make them match by identifying the effective factors on customer satisfaction and implementing them in Kish Island.

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