

The Impact of Service Quality on Customer Satisfaction and Loyalty in Luxury Hotels in Muscat

Sammy Said Saud Al-Shidhani*

Student, Oman Tourism College, Muscat, Oman

sammy.n.n.s.3@gmail.com

Raja Tumati

Senior Lecturer, Oman Tourism College, Muscat, Oman

*Corresponding Author

Abstract

Purpose: The study aims to explore the service quality in the Omani luxury hotels to identify key attributes that can result in customer satisfaction and loyalty. The study's objectives were to assess guests' expectations of service quality in Muscat's luxury hotels, determine the key attributes discerned by guests in evaluating the service quality of luxury hotels in Muscat, and measure guests' satisfaction and loyalty towards the service offered in luxury hotels in Muscat. The research question was what effect does the service quality have on customer satisfaction and loyalty in luxury hotels in Muscat.

Design/methodology/approach: The study adopted a descriptive research design to determine the impact of service quality on customer satisfaction and loyalty. Moreover, the study adopted quantitative research and used a survey questionnaire to collect the data and propose findings. Due to the testing of different theories rather than developing them, the research approach is considered a deductive approach.

Findings: Results concluded that customers had very high expectations of service quality in Oman's luxury hotels. Guests ranked ten different service quality attributes; the results showed that 'physical facilities are visually appealing' ranked the most significant among all attributes. However, 'a wide variety of food' was the least important among all attributes. The results further revealed that all attributes of the five distinct dimensions had a potent influence on customer satisfaction and loyalty.

Originality: This study is unique as no previous studies have been conducted in Oman, making it a one-of-a-kind study on Muscat's luxury hotels. This study's results will be valuable to hotel practitioners, the government, tourism development companies and future researchers.

Keywords: Service quality, Customer satisfaction, Customer loyalty, Luxury hotels

Category: Applied Paper

1. Introduction

Countries in the Middle East region are highly reliant upon their oil reserves for economic development. Oman's oil and gas industry provides more than 80% of total government revenues (Oman's budget, 2020). However, according to Callen et al. (2014), the Middle East governments aim to expand their economies by reducing oil dependency and promoting investments in other sectors, such as the tourism and hospitality industry. Oman's travel and tourism sector valued OMR

1.25 billion in 2017 (Tri-Consulting, 2018). The domestic market contribution was OMR 909.1 million, which equals 72.6 per cent of total tourism revenue. In 2019, the country witnessed an 8% increase in tourist arrivals over the previous year, 2018 (Oman Observer 2019). This encouraged financiers to invest in the country, and the hospitality industry developed itself for the better (Salama, 2020). While in 2018, the revenue of the three-to-five-star hotels in Oman, which includes luxury hotels, increased by 8.8 %, and the Omani government aims to reach 12 million tourists by 2040 (Rai, 2018). However, the world businesses, including the hotel businesses, have been affected by the global pandemic crisis of Corona that has resulted in declines in revenues in the last few months. Because of increased competition and global pandemic, customer satisfaction and loyalty are keys to success within the service industry, so it is significant to assess the hotel sector, a key contributor and part of Oman's diversification plan.

The service sector is known to play a crucial part in expanding an economy, and the hotel sector has a chief role in boosting the economy. Research by Amin et al. (2013), Ali et al. (2015) and Wu & Ko (2013) have revealed that quality service providers tend to gain an edge over their rivals. Customer satisfaction and loyalty can improve organisations' performance and develop their corporate image. Besides, consumers have become more and more apprehensive about the products and services than before (Kotler & Keller, 2012). Customer satisfaction and higher value have become paramount priorities of service providers to develop and maintain a strong relationship and customer loyalty (Lee, 2013).

On the other hand, marketing and operational management revolve around customer satisfaction since it assures repeated sales and significant predecessors to maintain customer loyalty (Ryu and Han, 2010). Studies conducted by various authors have clearly shown that the service quality concept has been implemented in multiple industries because of its importance to businesses. For example, a study was conducted by Kraniyas & Bourlessa (2013) and Sangeetha and Mahalingam (2011) in the banking sector. In comparison, Yeo et al. (2015) and Yuen & Thai (2015) researched the supply chain and logistics industry. Lastly, Akbar et al. (2010) studied the hospitality industry.

2. Literature review

2.1 *SERVQUAL model*

The SERVQUAL model is a well-recognised model that is frequently adopted to measure service quality. It aims to measure service quality by adopting survey questionnaires that intend to measure customers' expectations and their perception of service quality (Beheshtinia and Azad, 2017). The model consists of five dimensions known as "tangibility, reliability, responsiveness, assurance, and empathy". Within the five dimensions, 22 different items measuring service quality are found (Idris et al., 2020). A study done by Sachdev & Verma (2004) established that all five dimensions have equal significance.

2.2 *Service quality*

Service quality consists of two very different words: service and quality. The word service means any action an individual can offer to another and is considered intangible. On the other hand, quality is a tool for achieving efficiency and outstanding performance. The term service quality is referred to as the competence of an organisation providing service to achieve its clients' satisfaction and efficiency (Ramya et al., 2020). It is also known that quality is crucial due to its ability to cause an organisation's success. Its cruciality comes from its connection with clients' satisfaction and profit growth. Seyoum (2017) also stated that any organisation's key to surviving in the market

is quality. An organisation that offers high service quality are a threat to other organisations. Furthermore, setiawan & Sayuti (2017) stated that high service quality causes satisfaction, and satisfaction causes loyalty in return.

Simultaneously, service quality has also emphasised in luxury hotels within emerging nations. For instance, in Pakistan luxury hotels, the service quality was examined by numerous researchers. They have concluded that room service, hygiene, reassurance, and complaints were the most crucial attributes to concentrate on due to visitors' ratings (Padma & Ahn, 2020). Furthermore, another study conducted in Jakarta, Indonesia, revealed that staff in luxury hotels such as JW Marriott's, Mandarin Oriental, Kempinski, and Grand Hyatt are very creative to develop highly inventive ideas in the providence of quality service for the guests (Anggiani, 2019).

2.3 Customer expectations and perception of service quality

Expectations are expecting something based on previous experiences or based on prior information from various sources (Gebremichael & Singh, 2019). Knowing what customers expect from an organisation is crucial to provide good quality service (Bhavani, 2013). In comparison, customer perception is all about assessing the received service and whether it caused satisfaction (Abukhalifeh et al., 2018). Li et al. (2020) conducted a study by adopting a three-factor theory to reveal the effect of luxury hotels' attributes. Findings show that hotel performance expectations significantly vary across domestic and international guests, which moderates the effect of the attribute on customers' satisfaction. Additionally, Gebremichael & Singh (2019) studied guests' expectations and perceptions towards the service and its quality in various hotels located in Tigray, Ethiopia. They used 29 different items of the SERVQUAL model to measure the quality of service. The study presented a large difference between what was offered and expected. All dimensions did not meet the expectations of the customer. Moreover, it was advised that improving the quality hotels should add and replace the facilities, add new communication materials, etc. However, Malik et al. (2020) researched Pakistan examined the guest perception of service quality in the hotel industry. Their study showed a variance in guest expectations and perception.

2.4 Customer satisfaction:

Excellent quality service that can cause satisfaction is not an easy thing as the way people think. Guest perceptions and behaviours do not stay the same, which indicated that people are different and are attracted to different things (Myo et al., 2019). The satisfaction of a customer is recognised as a tool that helps reach success. Its "defined as an overall evaluation based on the total purchase and consumption experience with the good or service over time" (Khadka & Maharjan, 2017). Customers allow an organisation to compete in the market; therefore, organisations must keep customers happy. Due to satisfied customers' benefits, organisations are trying hard to ensure that their customers are always happy (Boz & koc, 2019).

Empirical evidence from various industry reveals that quality of service provided positively influences both guests' satisfaction and loyalty, as Yeo et al., (2015) and Hussain et al., (2015) found that quality of service, guest satisfaction and loyalty are distinct and interrelated. Banerjee and Biswas (2018) conducted a study in West Bengal, India luxury hotels, and results showed that the service quality dimensions such as reliability directly affect guests' satisfaction. Therefore, hotels' employees must pay more attention to the reliability aspect of service quality that involves personnel's skill and ability. Similarly, Padma & Ahn (2020) stated that numerous studies had been done in Malaysian luxury hotels to comprehend customer behaviour. Hence, it was revealed that

tangibility had the most effect on guest satisfaction in 4-star and 5-star hotels. Furthermore, a study conducted by Zhao (2018) in Beijing, China, luxury hotels revealed that professionalism, service attitude, efficiency, and facilities are essential attributes as they influence customers' satisfaction.

2.5 Customer loyalty

Customer loyalty is seen as an individual's behaviour to favour one organisation over others. A specific client's loyalty can be evaluated by observing repeated purchases of a customer. Loyal clients will always talk positively about the organisation, which produces more clients (Watson et al., 2015). Therefore, in short, customer loyalty is when a customer talks positively regarding his/her experience in a hotel, repurchase its products and service in the future and recommend it to others (Lai, 2019). Customer loyalty is very different from customer satisfaction. Customer satisfaction measures how well expectations are met, whereas the other measures how frequent a customer will repurchase (Borner, 2016). A study done in Jakarta Borobudur luxury hotel showed an indirect effect of services quality on customers loyalty. That means improved and high service quality will satisfy the customers and enhance customer loyalty (Nurcahyo et al., 2017). Wangchan & Worapishet (2019) conducted studies to investigate the factors influencing customer loyalty among five-star hotels in Bangkok, Thailand. The study's findings were proposed based upon the questionnaire distributed amongst 700 guests staying in upscale hotels in Bangkok, which showed that perceived consumption value, hotel location, guests' satisfaction, and the quality of service positively affect guests' loyalty.

3. Methodology

3.1 Research approach and design

Philosophical assumptions can be categorised into three types: positivism, realism and interpretivism. The researcher adopted positivism since the researcher already developed an in-depth understanding of the research phenomenon using previous empirical evidence (Alharahsheh, 2020). Apuke (2017) noted that a quantitative approach is an approach that looks at causes and effects. Therefore, the proposed study of identifying the influence of quality of service on guest satisfaction can be better explored using quantitative research methods where the author intends to use instruments like questionnaires to collect the primary data and propose findings. Besides, testing different theories rather than developing the research approach is considered a deductive approach. However, Siedlecki (2020) mentioned that a descriptive research design purpose describes different events, individuals and conditions. A previous study about service quality conducted by Watiki (2014) & Johnson (2017) also applied descriptive research design. Johnson (2017) also justified that the descriptive approach allows the researcher to identify different causes of a phenomenon. Thus, the proposed study adopted a descriptive research design.

3.2 Population and sampling

The proposed study applied stratified random sampling, which goes under probability sampling, where the total population was divided into two strata known as male stratum and females' stratum. Sharma (2017) mentioned stratified sampling is adopted when forming groups, also known as strata, to support the choice above; this method is also known to prevent human bias. Previous studies about service quality conducted by Tesfaye (2015) & Seyoum (2017) also adopted a

stratified sampling method. Due to population growth, the study targeted 100 respondents with recent experience in Muscat's luxury hotels.

3.3 Data collection and analysis

The researcher adopted both primary and secondary sources. The questionnaire comprises five different parts: The first part was about respondents' demographics. Part two had questions about guest expectations formed based on the SERVQUAL model. Part 3 consisted of ten service quality attributes that had to be ranked. The fourth part had questions about guest satisfaction. Lastly, part 5 was about guest loyalty. Questionnaires developed by Shafique et al. (2013), Watiki (2014) & Bucak (2014) assisted the researcher in creating the questionnaire based on the objectives of his study. Data was gathered using online questionnaires sent randomly among the respondents who had recently experienced Muscat's luxury. Afterwards, data were analysed using SPSS. Specifically, descriptive statistics were used to analyse Likert scale questions, while respondents' demographics were analysed using frequency and percentages. On the other hand, secondary data was obtained from books, journal, websites, etc.

4. Findings and discussions

4.1 Demographic

The total set of 100 questionnaires were distributed amongst the respondents using random sampling methods. 50% of the survey respondents were male, whereas the remaining 50% of the survey respondents were female. Respondents from different age group were targeted by the author, as 28% of participants were 20-29 years old, 25% of respondents were between 30 and 39 years old, 26% of consumers were 40 to 49 years old, 21% of respondents from the age group of 50 and above. Respondents from various demographic background of marital status have been targeted by the author. 31% of the survey respondents were single, 55% were married, 10% were divorced, and the remaining 4% has others, such as widows, as shown in the table above. Participants of the study were asked about the purpose of visiting hotels in Muscat, Oman, where 35% reported that the purpose of their visit is to Tourism, which includes a visit to different historical sites and taking Cultural Trips, 7% of the people who lodged into these luxury hotels were on a Business trip, 36% reported their intention of being staying at a hotel was out of Leisure, Recreation and Entertainment, 12% of the hotel guests, noted that the purpose of their stay was for health-related purposes. Lastly, 10% of hotel guests reported staying at a hotel for other reasons. Lastly, respondents were asked about their monthly income. 26% of the respondents reported having a monthly income of 325-500 Omani Riyals, 33% of the respondents reported that their monthly income is 501-1000 Omani Riyals, 24% of respondents reported a monthly income 1001-1500 Omani Riyals. Lastly, 17% of the participants reported their monthly income to be more than 1501 Omani Riyal, as shown above.

4.2 To Assess guests' expectations of service quality in Muscat's luxury hotels

The study presented that most people's expectations were very high towards the quality of service offered in luxurious hotels in Muscat, Oman's capital. People were asked questions about the five dimensions, also known as "tangible, reliability, responsiveness, assurance, and empathy attributes". The study confirmed that luxury hotels' expectation results were well met in Muscat due to means close to the value 5 (Table 1). Gebremichael & Singh (2019), on the other hand, had different results where they examined guest expectations and perception of the five dimensions in the region of Tigray, Ethiopia, within the hotel industry. The famous SERVQUAL was adopted to

measure service quality. Findings revealed that the hotel's customer expectations were not met for all 5 dimensions. It was also advised that the hotels try to improve the quality of service by adding new facilities, new communication materials, etc.

Table 1: Customer expectation (SERVQUAL)

Customer Expectations – Tangibility (1)	Mean	Customer Expectations – Assurance (3)	Mean	Customer Expectations – Responsiveness (5)	Mean
The friendly and professional appearance of employees	4.71	Honest and trustworthy employees	4.88	Willingness to help customers	4.68
Modern furnishings and equipment	4.64	Making customers feel safe and secure	4.83	Readiness to respond to customers' requests	4.51
Visually appealing physical facilities	4.6	Courteous and respectful behaviour of employees	4.77	Prompt attention to guest's requests	4.36
Visually effective materials associated with the service	4.43	Competence of employees to answer customer questions	4.3	Keeping customers informed as to when services will be performed	3.97
Customer Expectations – Reliability (2)	Mean	Customer Expectations – Empathy (4)	Mean		
Providing service as promised	4.58	Convenient operating hours	4.65		
Accuracy in information and communication	4.43	Concern towards guest interest	4.07		
Delivery speed and timeliness of service	4.42	Understanding guest specific needs	3.99		
Consistency in service delivery	4.39	Personal attention to each guest by employees	3.96		
Show problem-solving interest	4.36	Individualised attention	3.83		

Besides, even though the present research outcomes revealed that all five dimensions had very high expectations, some dimension had attributes with a little higher expectation than others, such as honesty and trust, which goes under the assurance dimension (Table 1). Similarly, Li et al. (2020) conducted a study by adopting a three-factor theory to investigate the effect of luxury hotels' attributes. Findings show that hotel performance expectations vary significantly across domestic and international guests, which moderates the attributes' effect on customer satisfaction. Therefore, this indicates that not all customers will have similar expectation due to their differences.

The study's results also confirmed that the providence of individualised attention in luxury hotels in Muscat had the least expectations among all attributes of the five dimensions. In contrast, hotel employees' personal attention to each guest was the second least expected attribute. The study also revealed that both attributes with the least expectations were well met by providing good service quality in Muscat's luxury hotels (Table 1). However, Malik et al. (2020) examined customers' perception of service quality in various Pakistan hotels and concluded a variance between customer expectations and perception. Besides, Bhavani (2013) claimed that knowing what a customer expects from you is crucial in delivering outstanding service.

4.3 To determine the key attributes discerned by guests in evaluating the service quality of luxury hotels in Muscat

This study revealed that the three highest-ranked attributes on the questionnaire were the physical facilities, courtesy and positive behaviour of employees and fast and effective problem solving as the third most significant service quality attributes in Muscat's luxury hotels (Table 2). However, a study conducted by Zhao (2018) in Beijing luxury hotels also revealed that professionalism, service attitude, efficiency, and facilities are essential attributes as they influence customers' satisfaction. Anggiani (2019), on the other hand, conducted a study in Jakarta and resulted demonstrated that different luxury hotels employees such as Kempinski, Mandarin Oriental, Grand Hyatt and JW Marriott have good behaviour and creativity to come up with wonderful ideas that assist in achieving the best service quality possible which puts behaviour and creativity of employees as the most significant attributes.

Table 2: Service quality attributes

Service Quality Attributes	Mean	Rank	Service Quality Attributes	Mean	Rank
Physical facilities are visually appealing	3.1	1	Modern Looking equipment	5.66	6
Courtesy and positive behaviour of employees	3.18	2	Safe and Secure in customer transactions	6.86	7
Fast and effective in problem-solving	3.8	3	Personalised customer service	7.12	8
Timeliness of service	4.82	4	Convenient operating hours	7.41	9
Employees are competent and professional	5.57	5	A wide variety of menu	7.48	10

Other attributes such as timeliness of service, competent and professionalism of employees, and the modern-looking equipment got a moderate ranking score form guest. Whereas timeliness of service took fourth place, the fifth and modern looking equipment was competent and professionalism as the sixth most significant attribute (Table 2). Thus, due to moderate ranking scores of the attributes, focusing on them is crucial to maintain them. Additionally, Padma & Ahn (2020) stated that lately, service quality has also emphasised luxury hotels in emerging nations. For instance, in Pakistan luxury hotels, the service quality was analysed by numerous researchers. They concluded that room service, hygiene, reassurance, and complaints were the most crucial attributes to concentrate on, based on visitors' ratings.

The study also revealed that the least most significant attributes were a safe and secure customer in transactions, personalised customer service, convenient operating hours, and a wide variety of menu (Table 2). In comparison, Sachdev & Verma (2004) conducted a study related to the five dimensions to determine the importance of the five dimensions and concluded that all dimensions have the same importance.

4.4 To measure guests' satisfaction and loyalty towards the service offered in Muscat's luxury hotels

The current study results revealed that the quality of service offered by luxurious hotels in Muscat's capital positively affects the guest's satisfaction. Results showed that all attributes of the study's dimensions almost had a similar impact on guest satisfaction due to means close to the value 5 (Table 3). Setiawan & Sayuti (2017) stated that good service has a big impact on customers' satisfaction, and ultimately, satisfied customers become loyal customer. Various studies conducted in different countries also proved that a hotel's quality of service could positively or negatively impact guest satisfaction. For instance, a study was done by Banerjee and Biswas (2018) on luxurious hotels in west Bengal presented that reliability influences guests' satisfaction. Hence, the hotel staff must focus more on the reliability aspect that involves personnel's skill and ability. Another study by Padma & Ahn (2020) also verified that numerous studies had been done in Malaysian luxury hotels to comprehend customer behaviour. Results revealed that the hotel tangibility in both 4-star and 5-star luxury hotels is a crucial dimension that affects overall customers satisfaction.

Table 3: Customer satisfaction (SERVQUAL)

Guest Satisfaction – Tangibility (1)	Mean	Guest Satisfaction – Assurance (3)	Mean	Guest Satisfaction – Responsiveness (5)	Mean
The hotel has good looking facilities.	4.85	You feel safe in your transactions with the hotel.	4.77	The hotel employees are always willing to help you.	4.65
The hotel's physical facilities are visually appealing.	4.74	The hotel employees are consistently courteous with you.	4.66	The hotel employees give prompt service.	4.58
The Hotels employees are neat appearing.	4.74	The behaviour of hotel employees instils confidence in customers.	4.61	The employees are never too busy to respond to your request.	4.43
The hotel materials associated with the service are visually appealing.	4.51	Hotel employees know to answer your questions.	4.48	The hotel employee tells you exactly when services will be performed.	4.17
Guest Satisfaction – Reliability (2)	Mean	Guest Satisfaction – Empathy (4)	Mean		
When the hotel promises to do something by a certain time, it does so.	4.47	The hotels operating hours are convenient for its customers.	4.63		

The hotel provides its services at the time it promises to do so.	4.46	The hotel has your best interest at heart.	4.39
The hotel performs the service right the first time.	4.52	The hotel employees understand your specific needs.	4.38
When you have a problem, the hotel shows a sincere interest in solving it.	4.5	The hotel has employees who give personal attention.	4.26
The hotel insists on error-free records.	4.4	The hotel gives you individual attention.	4.25

Additionally, the study also determined that the Muscats luxurious hotel quality of service positively influences guests' loyalty. All attributes of the five different dimensions had an effect that was positive towards satisfaction due to values close to 5, which eventually led to their loyalty (Table 3). Previous studies also proved it with similar results. A study conducted by Nurcahyo et al. (2017) in Jakarta Borobudur luxury hotels showed an indirect effect of services quality on customers loyalty. That means improved and high service quality will satisfy the customers and enhance customer loyalty. Similarly, Wangchan & Worapishet (2019) studied the different factors affecting customer loyalty amongst five-star lodging establishments in Bangkok. The results presented that customer satisfaction, location, perceived consumption value, and quality of service positively impact guest loyalty.

5. Conclusion

The study was conducted to understand the impact of service quality on customer satisfaction and loyalty in Muscat's luxury hotels. Customer satisfaction and loyalty signify competitiveness and a crucial intangible resource to any business. The data was gathered using questionnaires, and guests were asked questions regarding their expectations, satisfaction, and loyalty. This study's results ascertain the roles of five service dimensions that influence customer satisfaction in Muscat luxury hotels, allowing hotel managers to device-specific planning and marketing choices. The results point out that customers are generally satisfied with Muscat's luxury hotels in five service quality dimensions. Findings further reveal that guests had a very high expectation of all attributes. The study also found that attributes such as appealing physical facilities, courtesy and positive behaviour and fast and effective problem solving were ranked as the three most significant attributes. The relationship between all the study variables was statistically significant. Therefore, it can be concluded that service quality had a very positive and robust impact on guests' satisfaction and loyalty.

Service quality and customer satisfaction are directly related to high quality improve satisfaction at the same time. With the innovation in service quality, the hotels become more able to satisfy them. The satisfaction of customer channels toward loyalty, as attested by the above study. Guests, when seemed happy, continue loyal to the hotel, and therefore it affects the purchasing behaviour. This study's conclusion will be adding value to the expertise and awareness of the influence of quality of service on guests' satisfaction and loyalty. The study will create a better understanding

of the Oman luxury hotel industry and the significance of quality service. By offering excellent and useful services, Oman's hotel industry can reach hotel guest satisfaction and increase their loyalty. Similarly, Oman must attract and encourage more financiers to make investments in the hotel industry, which will benefit the overall economy through income generation and employment.

Even though the study results presented that Muscat's luxury hotels' service quality was very high, this study could suggest some recommendations to make service quality better than it is now. To improve service quality, hotels must provide higher incentives to the employee to maximise their ability to deliver even better service quality. Add new facilities currently unavailable, which will give the guests an even better hotel experience. Invest profoundly in marketing, especially in digital marketing, higher social media presence by acquainting people about the service quality in luxury hotels in Muscat. Finally, ensure that service quality in a luxury hotel is always maintained to prevent any future issues.

6. References:

- Abukhalifeh, A., Som, A and Ahmed, A. (2018) Customer Perceptions of Service Quality in Luxury Hotels in Jordan, *Journal of Management and Science*, vol 16, issue 1, pp. 4-5.
- Akbar S., Mat Som A.P., Wadood F., Jamil Alzaidiyeen N. (2010) Revitalisation of Service Quality to Gain Customer Satisfaction and Loyalty. *International Journal of Business and Management* [online] vol 5, issue 6, pp. 113-122
- Alharahsheh, H. H. (2020) A Review of key paradigms: positivism VS interpretivism, *Global Academic Journal of Humanities and Social Science*, vol 2, issue 3, pp 39-43.
- Ali, F., Dey, B., and Filieri, R. (2015) An assessment of service quality and resulting customer satisfaction in Pakistan International Airlines: Findings from Foreigners and Overseas Pakistani Customers, *International Journal of Quality and Reliability Management*, vol 32, issue 5, 486-502.
- Amin, M., Yahya, Z., Ismayatim, W. F., Nasharuddin, S. Z., and Kassim, E. (2013) Service Quality Dimension and Customer Satisfaction: An Empirical Study in the Malaysian Hotel Industry, *Services Marketing Quarterly*, vol 32, issue 2, pp. 115-125.
- Anggiani, S. (2019) Effect Of Transformational Leadership On Employee Creativity: Perceived Organizational Support Mediator (Study Empiric At Five-Star Hotels In Jakarta), *International Journal of Social Sciences*, vol 4, issue 3, p.1872.
- Apuke, O. (2017) QUANTITATIVE RESEARCH METHODS A SYNOPSIS APPROACH, *Arabian Journal of Business and Management Review (Kuwait Chapter)*, vol 6, issue 10, pp. 40-47.
- Banerjee, D. and Biswas, D., (2018) Human contribution to service quality in West Bengal's luxury hotels, *Human Systems Management*, vol 37, issue 1, pp.12-13.
- Beheshtinia, M. and Azad, M. (2017) A fuzzy QFD approach using SERVQUAL and Kano models under budget constraint for hotel services, *Total Quality Management & Business Excellence*, vol 30, issue (7-8), pp. 808-830.

- Bhavani, G. (2013) Customer's expectations of hospitality services- a study on five-star hotels in Hyderabad city, international journal of management research and review, vol 3, issue 11, pp. 3727-3736.
- Borner (2016) Loyalty Programs – Analysing Luxury Hotels in Vienna, B.Sc., Modul Vienna University.
- Boz, H. and Koc, E. (2019) Service quality, emotion recognition, emotional intelligence and Dunning Kruger syndrome, Total Quality Management & Business Excellence, p.2.
- Bucak, T. (2014) The Effect of Service Quality on Customer Satisfaction: A Research on Hotel Businesses, International Journal of Education and Research, vol 2, issue 1, pp. 1-12.
- Gebremichael, G., and Singh, A. (2019) Customers' expectations and perceptions of service quality dimensions: A study of the hotel industry in selected cities of Tigray Region, Ethiopia. African Journal of Hospitality, Tourism and Leisure, vol 8, issue 5, pp. 1-15.
- Hussain, R., Al Nasser, A. and Hussain, Y., (2015) Service quality and customer satisfaction of a UAE-based airline: An empirical investigation, Journal of Air Transport Management, vol 42, pp. 167-175.
- Idris, A., Pakri, N., Hashim, N., Nor, N. and Faat, F. (2020) An Overview Of Service Quality Towards Guest's Satisfaction In Hospitality Industry, Esteem Journal of Social Sciences and Humanities, vol 4, pp. 196-202.
- Johnson, L. (2017) Measurement of service quality and customer satisfaction at a children's hospital in the western cape, Master, Cape Peninsula University of Technology.
- Khadka, k, and Maharjan, S. (2017) CUSTOMER SATISFACTION AND CUSTOMER LOYALTY Case Trivsel Städtjänster (Trivsel siivouspalvelut), Degree, Centria University of Applied Sciences Pietarsaari.
- Kotler, P., and Keller, K. L. (2012) Marketing Management, 14th edition, Upper Saddle River, N.J: Prentice-Hall, Available from <https://z-lib.org> Accessed on 27 May 2020.
- Kranias A., Bourlessa M. (2013) Investigating the Relationship Between Service Quality and Loyalty in Greek Banking Sector. Procedia Economics and Finance, vol 5, issue 13, pp. 453-458.
- Lai, I., (2019) Hotel image and reputation on building customer loyalty: An empirical study in Macau. Journal of Hospitality and Tourism Management, 38, pp. 111-121.
- Lee, H. S. (2013) Major Moderators Influencing the Relationships of Service Quality, Customer Satisfaction and Customer Loyalty, Asian Social Science, vol 9, issue 2, pp. 1-11.
- Li, H., Liu, Y., Tan, C. and Hu, F., (2020) Comprehending customer satisfaction with hotels, International Journal of Contemporary Hospitality Management, vol 32 issue 5, pp. 1713-1735.
- Malik, S., Akhtar, F., Raziq, M., and Ahmad, M (2020) Measuring service quality perceptions of customers in the hotel industry of Pakistan, Total Quality Management and Business Excellence, vol 31, issue 3, pp. 1-19.

- Myo, Y., Khalifa, G. and Aye, T. (2019) The Impact of Service Quality on Customer Loyalty of Myanmar Hospitality Industry: The Mediating Role of Customer Satisfaction, *International Journal of Management and Human Science*, vol 3, issue 3, p. 3.
- Nurcahyo, R., Fitriyani, A. and Hudda, I (2017) The Influence of Facility and Service Quality towards Customer Satisfaction and Its Impact on Customer Loyalty in Borobudur Hotel in Jakarta, *Binus Business Review*, vol 8, issue 1, p. 27.
- Padma, P. and Ahn, J. (2020) Guest satisfaction and dissatisfaction in luxury hotels: An application of big data, *International Journal of Hospitality Management*, vol 84, pp. 1-8.
- Rai, S. (2018) Is Oman the new luxury destination in the Middle East? *Hotelier*, Available from <https://www.hoteliermiddleeast.com/34565-news-analysis-is-oman-the-new-luxury-destination-in-the-middle-east> Accessed on 2 Jun 2020.
- Ramya, N., Kowsalya, A. and Dharanipriya, K. (2020) SERVICE QUALITY AND ITS DIMENSIONS, *EPRA International Journal of Research & Development*, vol 4, issue 2, p. 38.
- Ryu, K., and Han, H. (2010) Influence of the quality of food, service, and physical environment on customer satisfaction and behavioral intention in quick-casual restaurants: moderating role of perceived price, *Journal of Hospitality and Tourism Research*, vol 34, issue 3, pp. 310-329.
- Sachdev, S. and Verma, H. (2004) Relative importance of service quality dimensions: A multisectoral study, *Journal of Services Research*, vol 4, issue 1, pp. 94-116.
- Salama, S. (2020) Oman welcomed more than 3.5m tourists in 2019, *Gulf News*, Available from <https://gulfnews.com/world/gulf/oman/oman-welcomed-more-than-35m-tourists-in-2019-1.72295462> Accessed on 21 September 2020.
- Sangeetha J., Mahalingam S. (2011) Service quality models in banking: a review, *International Journal of Islamic and Middle Eastern Finance and Management*, vol 4, issue 1, pp. 83-103.
- Setiawan, H. and Sayuti, J. (2017) Effects of Service Quality, Customer Trust and Corporate Image on Customer Satisfaction and Loyalty: An Assessment of Travel Agencies Customer in South Sumatra Indonesia, *Journal of Business and Management*, vol 19, issue 5, pp. 31-40.
- Seyoum, L (2017) The Impact Of Service Quality On Customer Satisfaction: The Case Of Ethio Telecom Call Centre, Masters., *MARY'S UNIVERSITY*.
- Shafique, Y., Din, I. u., Saadat, M., and Rehman, K. U. (2013) Impact of Service quality on customer satisfaction: a study of hotel industry of Faisalabad, Pakistan, *International Journal of Management and Organizational Studies*, vol 2, issue 1, pp. 49-53.
- Sharma (2017) Pros and cons of different sampling techniques, *International Journal of Applied Research*, vol 3, issue 7, pp. 749-752.
- Siedlecki, S. (2020) Understanding Descriptive Research Designs and Methods. *Clinical Nurse Specialist*, vol 34, issue 1, p.8.

- Tesfaye, B. (2015) The impact of service quality on customer satisfaction the case of commercial bank of ethiopia, phd, st. mary's university.
- Tri-Consulting (2018) MENA Hotel Market Review-Oman, Available from <http://www.trimideast.com/upload/documents/TRI%20Consulting%20-%20MENA%20Hotel%20Market%20Review,%20Muscat,%20Oman.pdf> accessed on 16 October 2020.
- Wangchan, R., and Worapishet, T. (2019) Factors Influencing Customer Loyalty in Hotel Business: Case Study of Five-Star Hotels in Bangkok, Thailand, *Asian Administration and Management Review*, vol 2, issue 1, pp. 86-96.
- Watiki, C. (2014) Service quality and customer satisfaction in hotels in nairobi, kenya, Master, university of nairobi.
- Watson, G. F., IV, Beck, J. T., Henderson, C. M., & Palmatier, R. W. (2015). Building, measuring, and profiting from customer loyalty. *Journal of the Academy of Marketing Science*, vol 43, issue 6, pp. 790–825.
- Wu, H., and Ko, Y. (2013) Assessment of Service Quality in the Hotel Industry, *Journal of Quality Assurance in Hospitality and Tourism*, vol 14, issue 3, pp. 218-244.
- Yeo G.T., Thai V.V., Roh S.Y. (2015) An Analysis of Port Service Quality and Customer Satisfaction: The Case of Korean Container Ports, *Asian Journal of Shipping and Logistics*, vol 31, issue 4, pp. 437-447.
- Yuen K.F., and Thai V. (2015) Service quality and customer satisfaction in liner shipping. *International Journal of Quality and Service Sciences*, vol 7, issue (2/3), pp. 170-183.
- Zhao, J. (2018) The concept of a luxury hotel in the context of 21st century China: An insight into factors influencing guests' satisfaction with luxury hotels in Beijing, Masters., Auckland University of Technology.