



INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT AND MANAGEMENT

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	KNOWLEDGE INERTIA AND ITS RELATIONSHIPS WITH ORGANIZATIONAL LEARNING AND ORGANIZATIONAL INNOVATION <i>HAMIDEH SHEKARI & DR. S. ALI AKBAR AHMADI</i>	1
2.	A STUDY OF HUMAN RESOURCE PERFORMANCE APPRAISAL SYSTEM WITH SPECIAL REFERENCE TO THE OUTSOURCES SKILED AND UNSKILLED WORKERS OF INTERNATIONAL TOBACCO COMPANY LIMITED, GHAZIABAD <i>DR. RAGHVENDRA DWIVEDI & KUSH KUMAR</i>	6
3.	BUDGET DISCIPLINE UNDER MILITARY AND CIVILIAN REGIMES: ANY DIFFERENCE IN NIGERIA? <i>EGBIDE BEN-CALEB & AGBUDE GODWYNS ADE'</i>	13
4.	WORKPLACE WELLNESS LEADS TO EMPLOYEE POTENTIAL & HEALTHY ENVIORNMENT – A STUDY IN THE MIDDLE EAST <i>DR. HARINI J. METHUKU, SIMI SIMON & LINA FERNANDES</i>	18
5.	THE IMPACT OF PRODUCT PRICE CHANGES ON THE PROFITABILITY OF SMES IN NIGERIA <i>OBIGBEMI IMOLEYO FOYEKE</i>	23
6.	ANALYSIS OF VALUES AND UNDERSTANDING THE NATURE OF HUMAN PERSONALITY (GUNAS) IN THE INDIAN PSYCHO-PHILOSOPHICAL PERSPECTIVES <i>DR. M. ANBALAGAN & DR. A. DHANALAKSHMI</i>	26
7.	MALNUTRITION AMONG INFANTS: KEY TRENDS AND STATUS <i>ASHALATHA SUVARNA & DR P. S. YADAPADITHAYA</i>	33
8.	SATISFACTION AND EFFECTIVENESS OF TRAINING AMONG THE EMPLOYEES OF TWAD BOARD – A CASE STUDY <i>F. MOHAMED SABURA & DR. T. VIJAYAKUMAR</i>	38
9.	RETAIL INVESTOR'S PERCEPTION TOWARDS CORPORATE GOVERNANCE – A STUDY OF SELECTED CITIES <i>GADE SURENDAR & DR. S. KAMALESHWAR RAO</i>	44
10.	PROFESSIONAL MANAGEMENT OF SCHOOLS: AN ANALYSIS OF PLANNING FUNCTION. <i>DR. N.P.PRABHAKAR & DR. K. V. RAO</i>	50
11.	SERVICE QUALITY IN HOSPITALITY INDUSTRY – EXPECTATIONS FROM THE PERSPECTIVES OF MANAGERS AND GUESTS <i>DR. R. RENGANATHAN</i>	57
12.	GOVERNANCE OF MUTUAL FUNDS: THE ANALYSIS OF MANAGEMENT PRACTICES IN INDIA <i>E. UMA REDDY & C M REDDY</i>	61
13.	A STUDY OF ROLE STRESS AMONG TWO INDIAN GOVERNMENT ORGANIZATIONS <i>BUSHARA BANO & DR. PARVAIZ TALIB</i>	64
14.	EXECUTIVE ROLE CONFLICT AND ITS CONSEQUENCES <i>SELVARANI SHANKER</i>	68
15.	WORK ETHICS AND PROFESSIONAL VALUES – A TOOL FOR ORGANIZATIONAL EFFECTIVENESS <i>DR. S. B. AKASH</i>	71
16.	MOBILE TEXT MESSAGING BEHAVIOR AMONG YOUTH IN INDIA: AN EMPIRICAL STUDY BASED ON THEORY OF REASONED ACTION <i>G. N. SATISH KUMAR, H. VANI & S. VANDANA</i>	75
17.	EDUCATIONAL LOANS: A STUDY OF STUDENTS, EDUCATIONAL INSTITUTIONS AND BANKERS PERSPECTIVE <i>DR. BABLI DHIMAN & DR. ASHOK KHURANA</i>	80
18.	HR PRACTICES THAT ENHANCE HUMAN CAPITAL DEVELOPMENT AND ORGANIZATIONAL PERFORMANCE IN INDIAN SOFTWARE COMPANIES <i>R. INDRADEVI</i>	85
19.	BRAND LOYALTY <i>NEERAJ KUMAR SADDY</i>	91
20.	FDI IN THE INDIAN RETAIL SECTOR- PROBLEMS AND PROSPECTS <i>BULBUL SINGH & SUVIDHA KAMRA</i>	98
21.	RATIO BASED CREDIT EVALUATION MODEL <i>DR. AMITAVA BASU</i>	106
22.	ENHANCING STUDENT EMPLOYABILITY: HIGHER EDUCATION AND WORKFORCE DEVELOPMENT <i>HEMANT CHAUHAN & PALKI SETIA</i>	112
23.	IMPACT OF PHYSICAL ENVIRONMENT IN CUSTOMER RETENTION AND RELATIONSHIP BUILDING: A CASE STUDY OF HOTEL INDUSTRY <i>DR. DEEPAK JAIN</i>	117
24.	CONSUMERS' PERCEPTION TOWARDS ORGANIZED AND UNORGANIZED RETAIL: A COMPARATIVE STUDY DONE IN PUNE CITY, INDIA. <i>MUKTA SRIVASTAVA</i>	125
25.	BREAKTHROUGH MANAGEMENT STRATEGY: EMERGING NEW INNOVATION THINKING IN INDIAN MANUFACTURING INDUSTRIES <i>RAVEESH AGARWAL</i>	134
	REQUEST FOR FEEDBACK	139

CHIEF PATRON

PROF. K. K. AGGARWAL

Chancellor, Lingaya's University, Delhi
Founder Vice-Chancellor, Guru Gobind Singh Indraprastha University, Delhi
Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

PATRON

SH. RAM BHAJAN AGGARWAL

Ex. State Minister for Home & Tourism, Government of Haryana
Vice-President, Dadri Education Society, Charkhi Dadri
President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

CO-ORDINATOR

AMITA

Faculty, E.C.C., Safidon, Jind

ADVISORS

PROF. M. S. SENAM RAJU

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

PROF. M. N. SHARMA

Chairman, M.B.A., Haryana College of Technology & Management, Kaithal

PROF. S. L. MAHANDRU

Principal (Retd.), Maharaja Agrasen College, Jagadhri

EDITOR

PROF. R. K. SHARMA

Dean (Academics), Tecnia Institute of Advanced Studies, Delhi

CO-EDITOR

DR. BHAVET

Faculty, M. M. Institute of Management, Maharishi Markandeshwar University, Mullana, Ambala, Haryana

EDITORIAL ADVISORY BOARD

DR. AMBIKA ZUTSHI

Faculty, School of Management & Marketing, Deakin University, Australia

DR. VIVEK NATRAJAN

Faculty, Lomar University, U.S.A.

DR. RAJESH MODI

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

PROF. SANJIV MITTAL

University School of Management Studies, Guru Gobind Singh I. P. University, Delhi

PROF. ANIL K. SAINI

Chairperson (CRC), Guru Gobind Singh I. P. University, Delhi

DR. KULBHUSHAN CHANDEL

Reader, Himachal Pradesh University, Shimla

DR. TEJINDER SHARMA

Reader, Kurukshetra University, Kurukshetra

DR. SAMBHAVNA

Faculty, I.I.T.M., Delhi

DR. MOHENDER KUMAR GUPTA

Associate Professor, P. J. L. N. Government College, Faridabad

DR. SHIVAKUMAR DEENE

Asst. Professor, Government F. G. College Chitguppa, Bidar, Karnataka

MOHITA

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadholi, Yamunanagar

ASSOCIATE EDITORS

PROF. NAWAB ALI KHAN

Department of Commerce, Aligarh Muslim University, Aligarh, U.P.

PROF. ABHAY BANSAL

Head, Department of Information Technology, Amity School of Engineering & Technology, Amity University, Noida

PROF. A. SURYANARAYANA

Department of Business Management, Osmania University, Hyderabad

DR. ASHOK KUMAR

Head, Department of Electronics, D. A. V. College (Lahore), Ambala City

DR. JATINDERKUMAR R. SAINI

Head, Department of Computer Science, S. P. College of Engineering, Visnagar, Mehsana, Gujrat

DR. V. SELVAM

Divisional Leader – Commerce SSL, VIT University, Vellore

DR. PARDEEP AHLAWAT

Reader, Institute of Management Studies & Research, Maharshi Dayanand University, Rohtak

S. TABASSUM SULTANA

Asst. Professor, Department of Business Management, Matrusri Institute of P.G. Studies, Hyderabad

TECHNICAL ADVISOR

AMITA

Faculty, E.C.C., Safidon, Jind

MOHITA

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadholi, Yamunanagar

FINANCIAL ADVISORS

DICKIN GOYAL

Advocate & Tax Adviser, Panchkula

NEENA

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

LEGAL ADVISORS

JITENDER S. CHAHAL

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

CHANDER BHUSHAN SHARMA

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

SUPERINTENDENT

SURENDER KUMAR POONIA

CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to recent developments & practices in the area of Computer, Business, Finance, Marketing, Human Resource Management, General Management, Banking, Insurance, Corporate Governance and emerging paradigms in allied subjects. The above mentioned tracks are only indicative, and not exhaustive.

Anybody can submit the soft copy of his/her manuscript **anytime** in M.S. Word format after preparing the same as per our submission guidelines duly available on our website under the heading guidelines for submission, at the email addresses, **info@ijrcm.org.in** or **infoijrcm@gmail.com**.

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

Dated: _____

The Editor

IJRCM

Subject: Submission of Manuscript in the Area of _____

(e.g. Computer/Finance/Marketing/HRM/General Management/other, please specify).

Dear Sir/Madam,

Please find my submission of manuscript titled ' _____ ' for possible publication in your journal.

I hereby affirm that the contents of this manuscript are original. Furthermore it has neither been published elsewhere in any language fully or partly, nor is it under review for publication anywhere.

I affirm that all author (s) have seen and agreed to the submitted version of the manuscript and their inclusion of name (s) as co-author (s).

Also, if our/my manuscript is accepted, I/We agree to comply with the formalities as given on the website of journal & you are free to publish our contribution to any of your journals.

Name of Corresponding Author:

Designation:

Affiliation:

Mailing address:

Mobile & Landline Number (s):

E-mail Address (s):

2. **INTRODUCTION:** Manuscript must be in British English prepared on a standard A4 size paper setting. It must be prepared on a single space and single column with 1" margin set for top, bottom, left and right. It should be typed in 12 point Calibri Font with page numbers at the bottom and centre of the every page.

3. **MANUSCRIPT TITLE:** The title of the paper should be in a 12 point Calibri Font. It should be bold typed, centered and fully capitalised.

4. **AUTHOR NAME(S) & AFFILIATIONS:** The author (s) full name, designation, affiliation (s), address, mobile/landline numbers, and email/alternate email address should be in 12-point Calibri Font. It must be centered underneath the title.

5. **ABSTRACT:** Abstract should be in fully italicized text, not exceeding 250 words. The abstract must be informative and explain background, aims, methods, results and conclusion.

6. **KEYWORDS:** Abstract must be followed by list of keywords, subject to the maximum of five. These should be arranged in alphabetic order separated by commas and full stops at the end.
7. **HEADINGS:** All the headings should be in a 10 point Calibri Font. These must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
8. **SUB-HEADINGS:** All the sub-headings should be in a 8 point Calibri Font. These must be bold-faced, aligned left and fully capitalised.
9. **MAIN TEXT:** The main text should be in a 8 point Calibri Font, single spaced and justified.
10. **FIGURES & TABLES:** These should be simple, centered, separately numbered & self explained, and titles must be above the tables/figures. Sources of data should be mentioned below the table/figure. It should be ensured that the tables/figures are referred to from the main text.
11. **EQUATIONS:** These should be consecutively numbered in parentheses, horizontally centered with equation number placed at the right.
12. **REFERENCES:** The list of all references should be alphabetically arranged. It must be single spaced, and at the end of the manuscript. The author (s) should mention only the actually utilised references in the preparation of manuscript and they are supposed to follow **Harvard Style of Referencing**. The author (s) are supposed to follow the references as per following:

- All works cited in the text (including sources for tables and figures) should be listed alphabetically.
- Use **(ed.)** for one editor, and **(ed.s)** for multiple editors.
- When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc, in chronologically ascending order.
- Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
- The title of books and journals should be in italics. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
- For titles in a language other than English, provide an English translation in parentheses.
- Use endnotes rather than footnotes.
- The location of endnotes within the text should be indicated by superscript numbers.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:

Books

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio," Ohio State University.

Contributions to books

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

Journal and other articles

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

Conference papers

- Chandel K.S. (2009): "Ethics in Commerce Education." Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

Unpublished dissertations and theses

- Kumar S. (2006): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

Online resources

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

Website

- Kelkar V. (2009): Towards a New Natural Gas Policy, Economic and Political Weekly, Viewed on February 17, 2011 <http://epw.in/epw/user/viewabstract.jsp>

SERVICE QUALITY IN HOSPITALITY INDUSTRY – EXPECTATIONS FROM THE PERSPECTIVES OF MANAGERS AND GUESTS

DR. R. RENGANATHAN
PROFESSOR
SCHOOL OF MANAGEMENT
SASTRA UNIVERSITY
THANJAVUR

ABSTRACT

Service sector is going at a much faster rate than manufacturing and agriculture in India. Service quality is very important for the revenues and profits of any service organizations. Companies can adopt service quality as a method to gain competitive advantage over other players. Customer perception of service quality is very important, since service is intangible. In order to sustain, thrive and excel in the competitive scenario, understanding customer requirement is very important. The aim of this study is to analyze the guests' expectations of service and managers' perceptions of guests' expectations. The SERVQUAL model is used. Much of the contemporary theory considers service quality from the viewpoints of both provider and customer, and Parasuraman et al. (1985) propose a model, which enables perceptual gaps to be identified. In 1991, these authors developed this framework into the SERVQUAL scale. The results show that there is a gap between Managers' perceptions of guests' expectation and actual guests' needs and desires. The key area to be concentrated by the managers of hospitality industry is to develop proper strategy, which will meet guests' expectations of service quality. The findings of the study suggest that guests stayed in the hotels view reliability as the most important satisfactory attribute. Managers of these hotels have to keep up their promises (as spelt out in the communication-promotion) in order to satisfy the guests and maintain their credibility. In order to reduce the gap, managers have to conduct survey at least two to three times in a year. Hotel managers may adopt different ways to assess the gap and take suitable corrective action to reduce the gap.

KEYWORDS

Customer expectations, Hospitality business, Quality, Service Delivery, Thanjavur, Trichy.

INTRODUCTION

The hospitality industry is one of the fastest growing industries today with more and more people traveling for business as well as for pleasure. The hospitality sector, impelled by the tourism and business travel boom, is growing very fast. According to World Tourism Organization (WTO) about 300,000 rooms would be required by 2020 to cater the rising number of tourists to India.

Competition is very stringent in hospitality industry. It is very important for service industries, to retain loyal consumers. Loyal consumer may act as an unpaid brand ambassador. It is hard to maintain a repeat customer profile. In order to thrive and excel in the competitive environment hospitality organizations have to maintain quality as per the expectations of consumers. Hospitality managers have to become much more aware of the quality and value of services being provided by them as desired by potential consumers (guests). The positive consequences of companies achieving high levels of customer satisfaction and service quality are well documented (Buzzell & Gale, 1987; Rust & Zahorik, 1993; Zeithaml, Berry and Parasuraman, 1996). Indeed, service quality and customer satisfaction issues are important as companies attempt to differentiate their services and compete effectively in the marketplace (Parasuraman, Zeithaml & Berry [PZB], 1988; Brown & Schwartz, 1989). Most research in the area of service quality has been based upon the model developed by Parasuraman, Zeithaml and Berry (1985, 1988), which incorporates a comparison of customer expectations and perceptions of service performance.

Hospitality customers base their purchase decisions on factors such as price, value, and satisfaction. Nightingale (1985) contends that customer satisfaction leads to loyalty and a flourishing business. Hadyn Ingram (1999) contends that satisfying the guest leads to repeat customer, personal recommendations and a favorable image, and this is hard won but easily lost.

The travel and tourism demand in India has increased at a compound annual growth rate (CAGR) of 16.4 per cent between 2004 and 2009, to reach US\$ 91.7 billion (INR 4,412.7 billion). (Travel and tourism economic impact: India, 2009, "Statistics", Ministry of tourism, Government of India).

Consumers have become more eager than ever to complain and transfer their allegiances to perceived providers of quality service (Palmer, 1988). Consumer satisfaction and loyalty, secured through high quality products and services providing value for money, for the consumer, are essential for long-term survival, let alone long-term success (Zeithaml et al., 1990; Robeldo, 2001).

The Indian hospitality industry is highly fragmented and unorganised. The Indian hotel industry is required to comply with a number of regulations related to the preparation and sale of food and beverages, and various laws and regulations governing employee relationships. Hotel owners and operators need to obtain multiple licences, permits and authorisations, including local land-use permits, building and zoning permits, environmental, health and safety permits and liquor licences. Hotels in India are broadly classified into two categories — approved and unapproved. The Department of Tourism (DoT) grants approval and classifies hotels into seven categories — heritage hotels, 5-star deluxe, 5-star, 4-star, 3-star, 2-star and 1-star. The DoT reclassifies hotels every three years and provides reclassification to 5-star deluxe, 5-star and 4-star hotels. The state governments reclassify the 1-star, 2-star and 3-star hotels. (Ministry of Tourism (Government of India))

THANJAVUR AND TIRUCHIRAPPALLI CONTEXT

THANJAVUR-THE CHOLA LEGACY

Thanjavur is a municipality and the headquarters of the Thanjavur district in the Indian state of Tamil Nadu. Thanjavur is one of the oldest cities in India and has a long and varied history dating back to Sangam period. Thanjavur is an important center of South Indian art and architecture. Most of the Great Living Chola Temples which are UNESCO World Heritage Monuments are located in and around Thanjavur. The foremost among the Great Living Chola temples, the Brihadeeswara Temple, is located in the center of the city. Thanjavur is also the home of the Tanjore painting, a painting style unique to the region. The city is an important agricultural center located at the heart of the region, known as the *rice bowl* of Tamil Nadu. South Zone Culture Centre in Thanjavur is one of many regional cultural centres established by Indian Government to preserve and promote traditional cultural heritage of India. (Wikipedia)

TIRUCHIRAPPALLI- A CITY OF ROCK FORT

Tiruchirappalli also called **Tiruchi** or **Trichy**, is a city in the Indian state of Tamil Nadu and the administrative headquarters of Tiruchirappalli District. Tiruchirappalli is one of the oldest inhabited cities in Tamil Nadu. Situated on the banks of Kaveri River, Tiruchirappalli, was the citadel of the Early Cholas.

Tiruchirappalli has a number of historical monuments, prominent of these are the *Rockfort*, *Srirangam* and *Thiruvanaikaval*. Tiruchirappalli is a prominent industrial and educational hub of central Tamil Nadu. (Wikipedia)

CONCEPTUAL REVIEW

PERSPECTIVES ON SERVICE QUALITY

Quality is a subjective notion and there is no generally agreed definition for quality. Quality is really about satisfying the needs and expectations of the customer.

The word quality means different things to people according to the context. David Garvin (1988) identifies five perspectives on quality.

1. The transcendent view of quality is synonymous with innate excellence: a mark of uncompromising standards and high achievement.
2. The product-based approach sees quality as precise and measurable variable. Differences in quality, it argues, reflect differences in the amount of ingredient or attribute possessed by the product.
3. User-based definitions start with the premise that quality lies in the eyes of the beholder.
4. The manufacturing-based approach is supply based and is concerned primarily with engineering and manufacturing practices.
5. Value based definitions define quality in terms of value and price. By considering the tradeoff between performance (or conformance) and price, quality comes to be defined as 'affordable excellence'. David Garvin (1988)

It is commonly said that what is not measured is not managed. Without measurement, managers can't be sure whether service quality gaps exist. And, of course, measurement is needed to determine whether goals for improvement are being met after changes have been implemented. (Christopher Lovelock et al. 2006). Even though service quality is difficult to measure and quantify but has to be measured, in order to assess whether service industry provides necessary service as per the expectation of consumers.

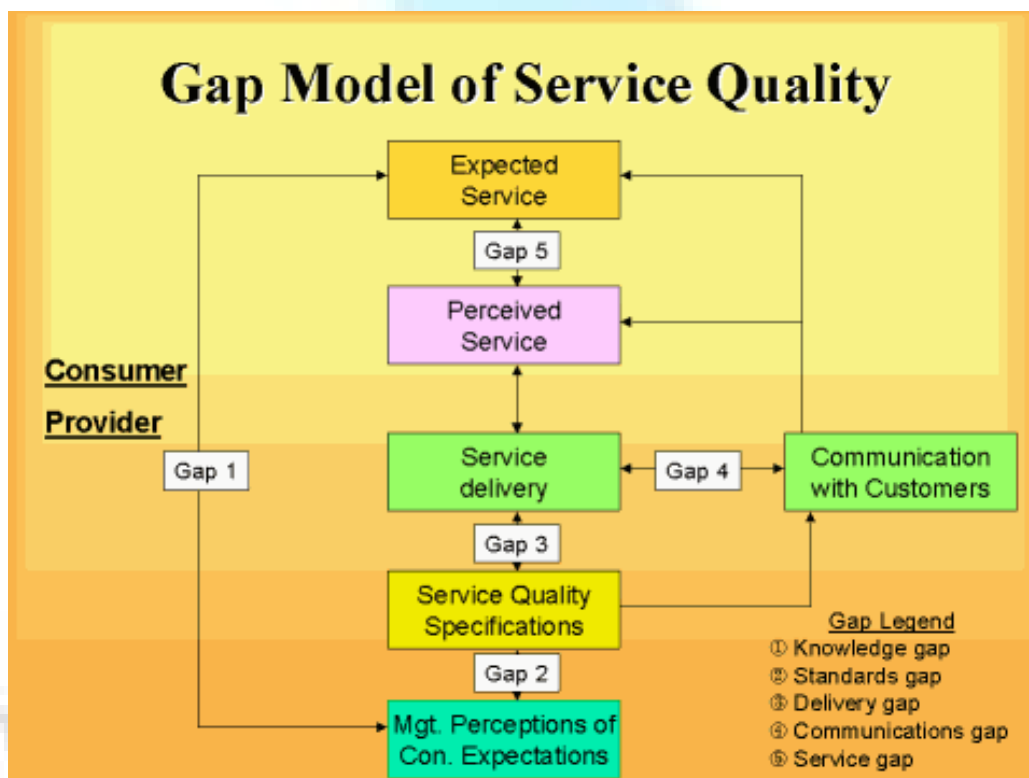
THE SERVQUAL (SERVICE QUALITY) MODEL

Much of the contemporary theories consider service quality from the viewpoints of both provider and customer, and Parasuraman et al. (1985) propose a model, which enables perceptual gaps to be identified. In 1991, these authors developed this framework into the SERVQUAL scale, which enables actual service delivery to be measured. Zeithaml et al. (1990) suggest that the criteria used by customers in molding their expectations and perceptions fit in five dimensions of service quality:

- *Tangibles*: physical evidence, appearance of physical facilities, personnel, and communication materials.
- *Reliability*: ability to perform the promised service dependably and accurately.
- *Responsiveness*: willingness to help customers and provide prompt service.
- *Assurance*: knowledge and courtesy of employees and their ability to convey trust and confidence.
- *Empathy*: provision of individualized caring attention to customers.

The SERVQUAL model of service quality claims that the consumer evaluates the quality of a service experience as the outcome of the difference (gap) between expected and perceived service (Zeithaml et al. 1990). The model also highlights the main requirements for delivering high service quality and is a useful framework to assess the quality of hotels. The SERVQUAL model of service quality identifies five gaps that cause unsuccessful delivery. These five quality gaps are the result of inconsistencies in the quality management process:

Gap 1. The management perception gap: Manager's perceptions of customer's expectations may be different from actual customer's needs and desires, suggesting that management perceives the quality expectations inaccurately.



(Sources: A.Parasuraman, Valarie A.Zeithaml, and Leonard L.Berry, "A Conceptual model of service quality and its implications for future research," Journal of Marketing (Fall 1985).44)

Gap 2. The quality specification gap: Divergences in service quality specifications might signify that, even if customer needs are known, they may not be translated into appropriate service specifications.

Gap 3. The service delivery gap: This is referred to as the service performance gap and denotes that quality specifications are not met by the performance in the service production and delivery process.

Gap 4. The market communication gap: This gap indicates that promises given by market communication activities are not consistent with the service delivered.

Gap 5. The perceived service quality gap: This gap results when the perceived service falls short of the expectations of customers. Brogowicz et al. (1990) contend that this gap is the most important, because it compares actual to perceived service delivery. Zeithaml and Bitner (2003) stated that in order to manage service quality, it was important to manage the gaps between expectations and perceptions on the part of the management, employers and customers. Service quality scores (Q) can be measured by subtracting the customer's perception score (P) from the customer's expectations score (E). This can be denoted by the equation: $Q = P - E$ (Zeithaml et al.1990)

The SERVQUAL model has come in for criticism from, for example, Carman (1990) and Cronin and Taylor (1992). Johns (1996) argues that it may be too cumbersome for general use, but provides a useful service tool, which can: point the way forward for more rigorous quality monitoring. Despite criticism, SERVQUAL has been used to measure service quality in a variety of contexts, including hospitals (Desombre and Eccles, 1998), Universities (Galloway, 1998),

Police Services (Webb, 1998), Banks (Kangis and Passa, 1997) and Travel Agencies (Luk, 1997). Other researchers refuted the criticism when they proposed that practitioners require a generic model to ensure reliability, which allows both cross-industry and cross-functional comparisons to be made (Pitt et al., 1997; Williams, 1998)

USE OF SERVQUAL INSTRUMENT IN THE HOSPITALITY INDUSTRY

The SERVQUAL model consists of 22 statements for assessing consumer (guest) perceptions and expectations regarding the quality of a service. Respondents (Guests) are asked to rate their level of agreement or disagreement with given statements on a five point Likert scale. Consumers' (Guests') perceptions are based on the actual service they receive, while consumers' (guests') expectations are based on past experiences and information received. Several researchers used SERVQUAL instrument to examine consumers' expectations of hospitality organizations. Researchers arrived at the most important dimensions of the service, that is, assurance, reliability and tangibles although they did rank them in different orders (Saleh and Ryan, 1991; Fick and Richie, 1991; Fick and Richie, 1991; Bojanic and Rosen, 1994; Wuest et al., 1996). Saleh and Ryan (1991) examined the hotel managers' perception of consumer expectations and found that most important dimensions of reliability, tangibles and assurance correlated with order, but not the degree of consumer expectations. In their research in the hotel sector, Gabbie and O'Neill (1997) reported that the higher expectations of consumer related to the dimensions of reliability and assurance while the dimensions of tangibility and empathy were lowest in their rankings.

OBJECTIVES OF THE STUDY

The main objective is to ascertain the way in which quality is managed in hotels, as few studies have addressed this issue. The study aimed at investigating the extent to which hotels in Thanjavur and Tiruchirappalli (Tamilnadu/ India) have integrated the elements of service quality and this can be tested by measuring gaps in perceptions. This study is to examine and to compare relative importance attached by hotel guests in terms of their expectations and their perceptions. Following Gabbie and O'Neill's (1997) findings, that the hotels in their study placed too strong an emphasis on the more tangible elements of customer service, this study is aimed at testing the importance placed on tangibles and intangibles by service providers and customers (guests) in star hotels. Johns (1996) argues that service quality management hinges on matching hotel intentions with perceptions of customers. The main aim is to identify the opinions of the managers of hotels situated in Thanjavur and Tiruchirappalli area, which are responsible for managing quality and the guests in these hotels who experience and judge it.

METHODOLOGY

Questionnaires were designed according to the SERVQUAL model of measuring the gaps between managers' and guests' expectations and perceptions. In particular, the questionnaire design enabled two major gaps suggested by Parasuraman et al. (1985) to be explored:

Gap 1. *The management perception gap*

Gap 5. *The perceived service quality gap*

STUDY SAMPLE

A survey questionnaire was completed by two distinct groups of respondents-managers, and guests. 250 questionnaires were administered, only 228 samples responded. The samples include 200 guests and 8 managers. 18 guests and 2 managers were used for pilot study. The study sample could be said to be wholly representative of the target population because questionnaires to managers and guests were completed in all the 8 hotels of Thanjavur and Tiruchirappalli area. The guests who stayed at the hotels were requested to complete the survey questionnaire. The survey questionnaire is regarding the guests' expectations, before actually experiencing the service and their perception after stay. No consideration in this survey was taken with respect to ratings of hotels, the type of guest i.e. local or tourists, or the frequency of their visits.

FINDINGS AND DISCUSSION

PROFILE OF THE HOTELS

Eight hotels in and around Trichy and Thanjavur (Tamilnadu/India) area were included for this study, with quality ratings ranging from three stars to four stars/deluxe. The capacity of the hotels ranges from 50 to 170 elegantly furnished rooms and suites.

GUESTS' PERCEPTIONS

With respect to gender, 51 percent of male and 49 percent of female expressed their opinions, for the questionnaires. Ages of the respondents were ranging from 21 years to 60 years, and the major categories were in the age group of 31 to 40 years (40 percent). Guests' occupations include government officials, students, and business people and privately employed. Throughout the questionnaire, guests were given the opportunity to evaluate the quality of the services provided from the hotel they visited. One question was asked to all the guests' in order to elicit the response pertaining to the overall satisfaction with respect to the hotels they stayed. 60 percent of the guests were very much satisfied, 32 percent were satisfied and 8 percent were neither satisfied nor dissatisfied with respect to overall satisfaction.

MANAGERS' PERCEPTION

Managers who were responsible to ensure the quality of service provided by the hotels were asked to express their perceptions with respect to quality. Three out of eight managers (37.5%) expressed that service quality means meeting the customer expectations and the remaining five managers (62.5%) said that service quality means controlling the activities of hotels.

GAP ANALYSIS

The responses elicited, through the questionnaires, from the guests (n=200) and managers (n=8) were used to evaluate two major gaps suggested by Parasuraman et al. (1985).

GAP 1. MANAGERS' PERCEPTIONS OF GUESTS' EXPECTATIONS VERSUS GUESTS' EXPECTATIONS

TABLE I: GAP 1 MANAGERS' PERCEPTIONS OF GUESTS' EXPECTATIONS AND GUESTS' EXPECTATIONS

Feature	Mean of Managers' perceptions of guests' expectations	Mean of guests' expectations	Difference
Tangibles	4.80	4.08	+0.72
Reliability	4.54	4.89	-0.35
Responsiveness	3.91	4.59	-0.68
Assurance	4.62	4.52	+0.10
Empathy	4.10	4.30	-0.20

(Source: Primary data)

It is clear from Table I that, mean of Managers' perceptions and mean of Guests' expectations vary from each other. The widest gap exists in the features of tangibles and responsiveness, with the greatest concurrence in assurance. Guests rated reliability high than managers with the difference in means of -0.35. But managers (mean of 4.80) perceived that guests' rated tangibles more high than is actually the case (mean of 4.08). This suggests that guests in these hotels rate the reliability more high than tangibles. Guests rated the importance of the attributes as reliability, responsiveness, assurance, empathy and tangibles while the managers ranked the importance of the attributes as tangibles, assurance, reliability, empathy and responsiveness.

GAP 5. GUESTS' EXPECTATIONS VERSUS GUESTS' PERCEPTIONS

TABLE II: GAP 5 GUEST EXPECTATIONS AND ACTUAL PERCEPTIONS

Feature	Mean of guests' expectations	Mean of guests' actual perceptions	Difference
Tangibles	4.08	4.26	+0.18
Reliability	4.89	4.40	-0.49
Responsiveness	4.59	4.32	-0.27
Assurance	4.52	4.58	+0.06
Empathy	4.30	4.16	-0.14

(Source: Primary data)

It is clear from Table II that, hotel guests are satisfied in terms of tangibles and assurance. In terms of reliability, responsiveness, and empathy guests' perceptions of service quality does not exceed their expectations, which is an indicator of dissatisfaction. The difference in mean is large for reliability (-0.49) and for responsiveness (-0.27). The difference in mean is relatively low in the case of empathy (-0.14).

Managers have to understand those guests' needs and expectations can vary extensively. Any differences between guests' expectations and the organization's perception of guest's expectations of quality are important to identify and determine the level and quality of service provided. (Lesley Douglas, Robert Connor, 2003).

The results of this study show that there is a gap between managers' perception of guests' expectations and guests' expectations (Gap 1). This is in contrast to the work of Salah and Ryan (1991) who found that for all of the dimensions; managers overestimated consumers' expectations, placing the dimensions in a similar order. The current study found that managers underestimated guests' expectations for three of the five dimensions, and also placed them in a different order of importance (Table 1). Guests rated tangibles as the least important attribute in their expectations of service quality. Because guest might have felt that tangible should be naturally present in the hotel. Absence of the tangible element or below the expected level may dissatisfy the guest. This would be in line with Maslow's theory that people satisfy their basic physiological needs before moving on to the higher order needs (Mullins, 1998). Managers' perceptions of guests' expectations of service quality placed tangibles as being most important. Managers have to understand that guest assess their experience on individual components, therefore managers have to give importance to all the attributes. The results indicate the significant differences between the managers and guests' rating of the dimensions of reliability and responsiveness. Guests rate these dimensions higher because the reputation of the hotel and the temperament of staff in rendering good quality service. Managers need to be kind and compassionate enough to understand the guests' expectations and comfort stay in their hotels. So by referring to the gap model a hotel manager must lessen customer gap (Gap 5).

CONCLUSION

The findings of the study suggest that guests stayed in the hotels view reliability as the most important satisfactory attribute. In order to ensure the reliability, managers of these hotels have to keep up their promises (as spelt out in the communication- promotion). This will even the guests and enhance their credibility. In order to reduce the gap to satisfy the guests, managers have to conduct survey at least two to three times in a year. The main aspect of providing quality service is to meet the consumers' (guests') expectations and thereby making the consumer (guest) feel that they can influence the service. In general satisfied guests may disseminate positive word of mouth and thereby act as an unpaid brand ambassador. Hotel managers may adopt different ways (for example mystery shopping) to monitor and understand the needs of their guests.

REFERENCES

- Berry, L.L and Parasuraman, A. (1991), *Marketing services; Competing Through Quality*, The Free press, Newyork, NY.
- Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee.(2006), *Marketing of services, People, Technology, Strategy*, Pearson education, P393.
- David A. Garvin, *Managing Quality*, The free press, New York, 1988.
- Hadyn Ingram, George Daskalakis (1999), "Measuring quality gaps in hotels: the case of Crete," *International journal of Contemporary Hospitality Management*, Volume 11 No.1, pp.24-30.
- Lesley Douglas, Robert Connor (2003), "Attitude to service quality – the expectation gap", *Nutrition and Food Science*, Vol 33 No. 4, pp.165-172.
- Maslow, A. (1954), *Motivation and personality*, Harper, New York, NY,
- Mullins, L.J. (1998), *Managing People in the Hospitality Industry*, Longman, Harlow
- Nightingale, M. (1985), "The hospitality industry: defining quality for a quality assurance program- a study of perceptions, *The Service Industries Journal*, Vol.5 No.1, pp.9-22.
- Olive Gabbie and Martin A. O'Neill, "SERVQUAL and the Northern Ireland hotel sector: a comparative analysis – part 2" *Managing Service Quality* Volume 7 · Number 1 · 1997 · pp. 43–49 © MCB University Press · ISSN 0960-4529
- Pitt, L.F., Watson R.T and Kavan C.B. (1997), "Measuring Information systems service quality: concerns for a complete canvas", *MIS quarterly*, Vol.21, No.2. pp.209- 21
- Saleh, F.and Ryan C. (1991), "Analyzing service quality in the hospitality industry using the SERVQUAL model", *The Service Industries Journal*, Vol.11 No.3, pp.324-43
- Zeithaml, V.A., Parasuraman, A. and Berry. L.L. (1990), *Delivering Quality Service: Balancing Consumer Perceptions and Expectations*, The Free Press, New York, NY.

WEBSITE

- <http://en.wikipedia.org/wiki/Thanjavur>
- <http://en.wikipedia.org/wiki/Tiruchirappalli>

REQUEST FOR FEEDBACK

Esteemed & Most Respected Reader

At the very outset, International Journal of Research in Commerce and Management (IJRCM) appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to take this opportunity to request to your good self to supply your critical comments & suggestions about the material published in this issue as well as on the journal as a whole, on our E-mails i.e. info@ijrcm.org.in or infoijrcm@gmail.com for further improvements in the interest of research.

If your good-self have any queries please feel free to contact us on our E-mail infoijrcm@gmail.com.

Hoping an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator