

ASSESSING SERVICE EXCELLENCE AND CUSTOMER PLEASURE AT HOTEL GRAND ARENA: A SERVQUAL AND SWOT ANALYSIS TECHNIQUE

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ABSTRACT

This study assesses the service quality and customer satisfaction levels at Hotel Grand Arena by means of the SERVQUAL model, classifying gaps and areas for development. By investigating the hotel's routine across the five measurements of tangibles, reliability, responsiveness, assurance, and identification, the research focuses on tourist pulls and customer expectations versus perceptions. The study combines thematic analysis of qualitative data from semi-structured interviews with staff and SWOT analysis to assess internal strengths and weaknesses alongside external opportunities and threats. Results reveal distinguished strengths in declaration and empathy but classify areas for development in responsiveness and physical upgrades. Recommendations comprise enhanced training, technological integration, and hands-on service attitudes to improve customer satisfaction and competitiveness.

Keywords: Hotel Grand Arena, Customer Satisfaction, Services, Tourists' Expectations, Perceptions

1. INTRODUCTION

The main objective of the hotel industry is to provide guests with satisfaction and comfort during their stay (Alam, Khan, Ali, Ahmad, & Faraz, 2024: 622-631). Hotel Grand Arena, an established performer in the hospitality industry, aims to recover its service quality and consumer satisfaction in a modest landscape. This paper relates the SERVQUAL model to the SWOT investigation of Hotel Grand Arena to recognize gaps in service distribution and endorse strategies for development. The study assesses the hotel's internal aptitudes, customer satisfaction levels, and outside factors that may affect its service quality. In the extremely competitive hospitality industry, the ability to deliver high-quality service and realize

customer satisfaction is essential to the success of any business. Hotel Grand Arena, a well-established entity in the hospitality sector, recognizes the need to stay attuned to rapidly changing customer expectations and market dynamics. High-quality service is a key determinant of customer loyalty and repeat business, making it vital for hotels to evaluate and continuously advance their service delivery mechanisms (Kotler, Bowen, & Makens, 2017). In this context, the SERVQUAL model is widely acknowledged as a robust tool for measuring and addressing service quality gaps. The model, settled by Parasuraman, Zeithaml, and Berry (1988), emphasizes five magnitudes: tangibles, reliability, responsiveness, assurance, and

understanding that are contributory in shaping customer perceptions.

This study mixes the SERVQUAL model with SWOT analysis to deliver a comprehensive assessment of Hotel Grand Arena's internal capabilities, external prospects, and service quality challenges. By classifying key facility gaps and leveraging its strengths, the hotel can implement targeted strategies to enhance its competitive position. SWOT analysis allows organizations to align their internal resources with external market conditions, contributing actionable insights for strategic planning (Lovelock & Wirtz, 2016). The application of SERVQUAL within this outline ensures a detailed understanding of customer expectations and perceptions, which is vital for bridging service delivery gaps (Zeithaml, Bitner, & Gremler, 2017). Customer satisfaction and loyalty are often intertwined with the quality of amenity delivery, as positive practices significantly impact the prospects of repeat visits and word-of-mouth promotion (Grönroos, 1984). However, amenity quality is not static and is influenced by various factors, including developing customer needs, technical advancements, and modest pressures (Rust & Oliver, 1994). Therefore, Hotel Grand Arena must evaluate its service offerings judgmentally and align them with market expectations. Preceding research has established the meaning of service quality in dynamic customer gratification across businesses, including hospitality, where insubstantial elements like responsiveness and empathy play a vital role in customer satisfaction (Fitzsimmons & Fitzsimmons, 2011; Khan & Fasih, 2014).

This study aims to contribute to the theoretical discourse on service quality by demonstrating how a combined SERVQUAL and SWOT method can be utilized to classify and address service gaps efficiently. The findings are expected to guide Hotel Grand Arena in enhancing its service delivery procedures and enhancing customer satisfaction, thereby fostering long-term loyalty and market affordability. The combination of theoretical models with applied applications underscores the significance of this research in both academic and business frameworks.

2. Objectives of the Study

- To evaluate the current service excellence at Hotel Grand Arena using the SERVQUAL model.
- To identify the gaps between customer prospects and insights across five magnitudes of service quality.
- To deliver actionable approvals for informative service quality grounded on the base of findings from the SERVQUAL model.
- To learn the strengths, weaknesses, opportunities, and threats in the agenda of service quality improvement at the hotel.

3. Literature Review

Service quality and customer satisfaction have been comprehensively studied in the hospitality sector due to their significant effect on legislative performance and customer loyalty. Various theoretical contexts and practical studies have discovered these models, emphasizing their importance in attaining reasonable benefit (Kotler, Bowen, & Makens, 2017). The SERVQUAL model, introduced by Parasuraman, Zeithaml, and Berry (1988), has arisen as one of the most broadly used tools for assessing service quality through various trades, including hospitality. The model categorizes five key dimensions of service quality: tangibles, reliability, responsiveness, assurance, and empathy, and measures the gaps between customer expectations and opinions.

In the hospitality business, tangibles, such as hotel setup and sanitation, considerably impact customers' first impressions and overall proficiencies (Zeithaml, Bitner, & Gremler, 2017). Physical look and the elegance of facilities are crucial in shaping opinions of service quality, mostly in classy hotels (Fitzsimmons & Fitzsimmons, 2011). However, tangible elements alone are not enough; reliability and responsiveness are equally important. Customers expect stable and responsible service, as well as prompt reactions to their needs and apprehensions, which play an essential role in their gratification (Rust & Oliver, 1994). Empathy and declaration, as underlined by Grönroos (1984), involve the human aspect of service distribution, including initial consideration and the proficiency of staff. These dimensions are mainly important in building trust and adopting long-term relationships with customers. In their

study on customer consumption in hotels, Lovelock and Wirtz (2016) found that concerned interactions and the ability to instill confidence in customers considerably improved overall gratification and loyalty.

SWOT analysis is another tool that supplements service quality estimation by classifying internal strengths and weaknesses, as well as external opportunities and threats. By aligning internal capabilities with external market circumstances, administrations can improve directed strategies to advance service delivery (Kotler et al., 2017). Studies have established the efficiency of linking SWOT analysis with service quality outlines to provide a complete view of administrative performance and customer attitudes (Khan & Fasih, 2014). The connection between service quality and customer satisfaction is further sustained by experimental research. According to Oh and Kim (2017), hotels that shine in service quality are more likely to attain higher levels of customer gratification and loyalty. Their findings also recommend that service quality dimensions have fluctuating degrees of guidance on satisfaction, with consistency and assurance being the most impactful. Additionally, technological improvements have converted the way hotels provide services, offering new chances to improve receptiveness and customer commitment (Buhalis & Law, 2008).

Although the highlighting on service quality, many hotels face challenges in meeting customer expectations due to resource limitations, insufficient training, and cultural dissimilarities. These challenges underline the need for constant upgrading and adaptation to changing customer requirements (Zeithaml et al., 2017). Moreover, the vibrant nature of the hospitality industry requires regular checks of service quality to remain modest (Fitzsimmons & Fitzsimmons, 2011). The assimilation of SERVQUAL and SWOT analysis provides a strong structure for understanding and addressing service quality gaps in the generosity sector. By leveraging this combined attitude, Hotel Grand Arena can gain esteemed perceptions of customer prospects and perceptions, allowing it to improve its service assistance and achieve constant success in a competitive marketplace. Considering analysis in the hospitality industry is essential for

understanding competitive positioning and improving facility performance. This writing review discovers key subjects in considered analysis, competitive improvement, and facility organization, particularly from the perspective of hotels.

4. Competitive Positioning

Competitiveness refers to the place a brand holds in the minds of customers relative to competitors. Porter (1980) highlighted the importance of understanding reasonable forces and developing strategies that influence strengths while addressing weaknesses. Difference and cost leadership are two principal strategies hotels can utilize to carve out a market niche (Porter, 1980). Baker and McKenziplayss015) highlight that in the hospitality segment, customer experience and brand reputation play pivotal roles in competitive positioning. This is mainly relevant for hotels like the Grand Arena, where exclusive offerings and excellent service can set it apart in a packed marketplace.

4.1 Facility Excellence

Facility excellence incorporates all aspects of a hotel's physical facilities, including enterprise, maintenance, and service facilities. Zeithaml, Bitner, and Gremler (2013) discuss the significance of facility management in bringing customer gratification. The physical atmosphere, often mentioned as the "services cape," greatly affects consumer perceptions and manners (Bitner, 1992). In the context of Hotel Grand Arena, facility distinction not only relates to aesthetic claims but also to the functionality and ease of various hotel amenities. An effective facility by an organization arrangement can lead to increased operational proficiency and improved guest fulfilment (Olsen et al., 2013).

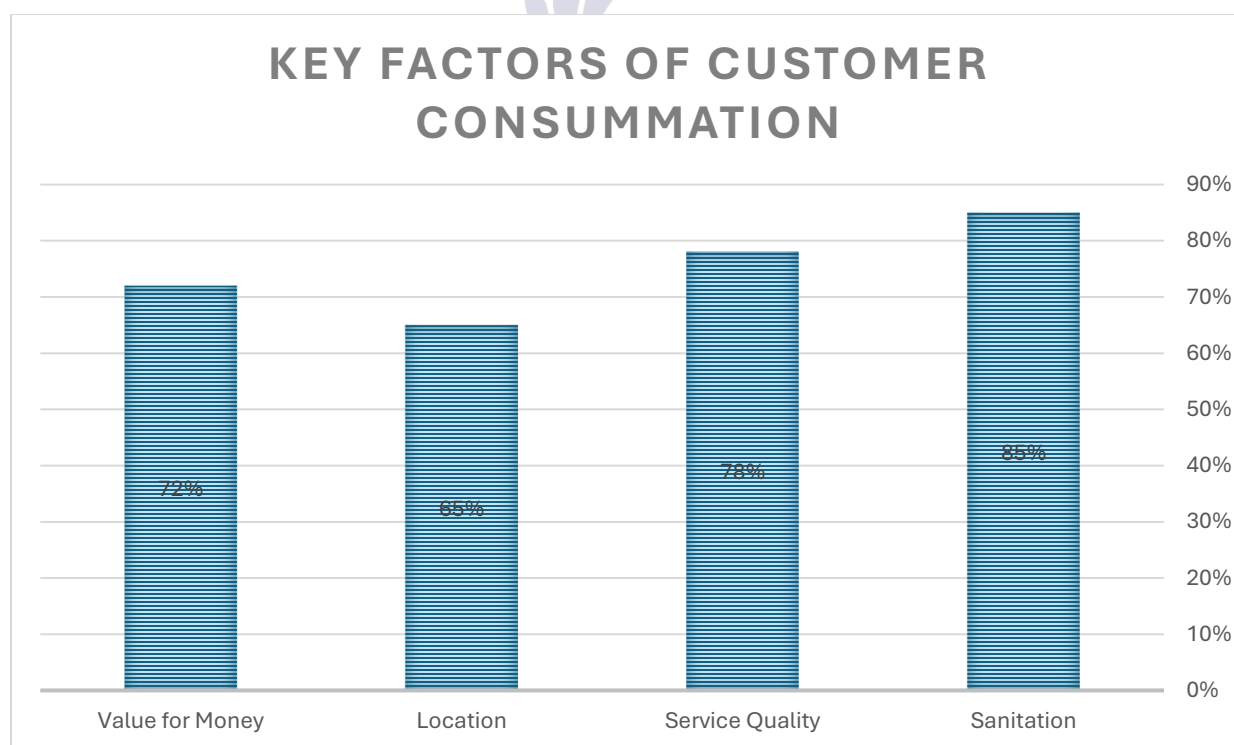
4.2 Strategic Insights and Qualitative Analysis

Qualitative analysis provides deeper perceptions into the nuanced dynamics of hotel procedures. According to Yin (2018), qualitative research expedites understanding of complex problems through the collection and examination of non-numeric data. In the hotel sector, qualitative methods such as conferences and focus groups can

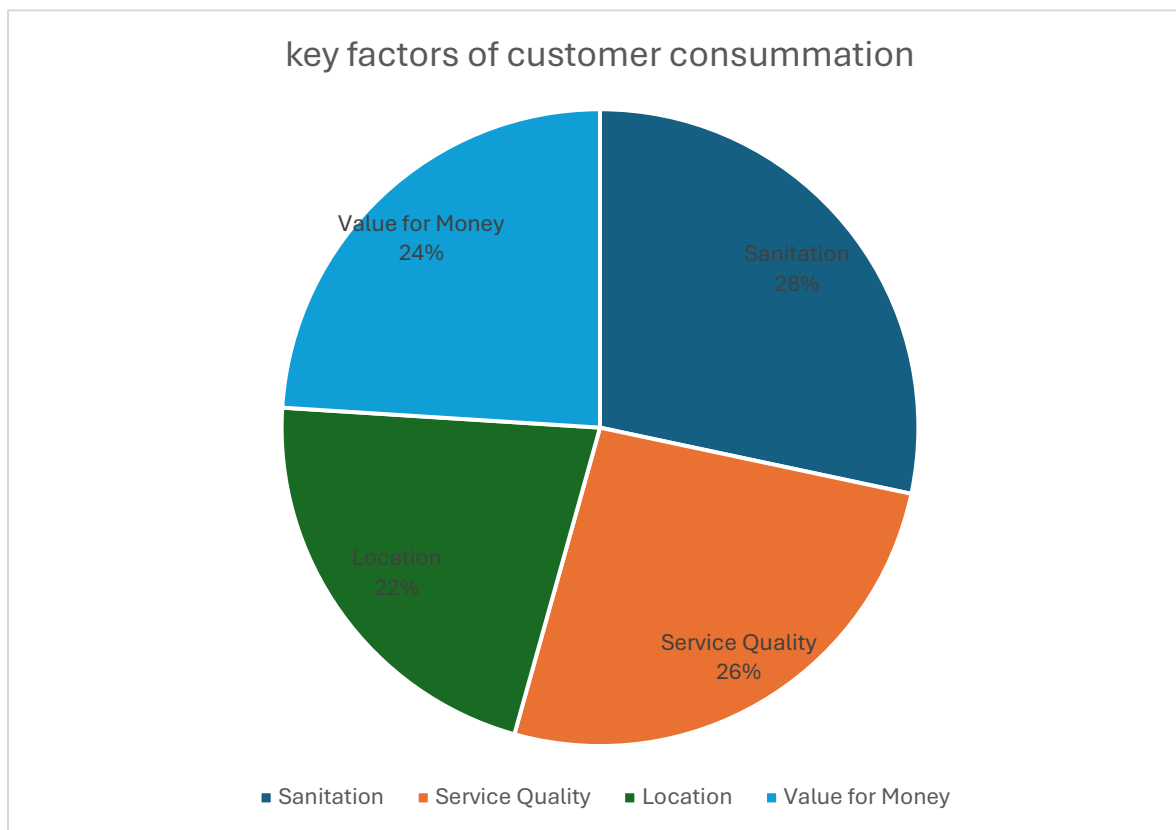
reveal customer inclinations and insights essential for strategic estimates. Hwang and Zhao (2015) suggest that customer feedback, obtained through qualitative means, can serve as a foundation stone for continuous enhancement in hotel services and facilities, allowing establishments like Hotel Grand Arena to adjust proactively to market changes. The role of service quality in the hospitality industry, where models like SERVQUAL provide valuable observations into customer gratification (Parasuraman, Zeithaml, & Berry, 1988). The application of SERVQUAL to hotel settings has been shown to uncover service gaps, helping managers organize areas for improvement (Kandampully & Suhartanto, 2000). A SWOT analysis captures this by recognizing both internal abilities and external challenges, providing a complete view of the service quality association. The importance of SWOT analysis in deliberate management and its application in the hospitality industry has been broadly accepted (Harrison & Enz, 2005). Scholars have highlighted the need for hotels to impact their strengths, ease weaknesses,

and stay dynamic in the face of external challenges such as opposition, economic differences, and political uncertainty (Kotler, Bowen, & Makens, 2017). Moreover, customer satisfaction has been recognized as a crucial factor in managing brand loyalty and repeat business (Zeithaml, Bitner, & Gremler, 2018). This paper builds on these observations by relating qualitative data to evaluate Hotel Grand Arena's operational schemes.

The key factors of customer consumption in the hospitality industry focus on sanitation, service quality, place, and value. Evaluating guest reviews, the study discloses that 85% of guests consider sanitation a primary factor inducing their overall experience, while 78% highlight service quality, mainly staff receptiveness and expertise, as important components. Location is identified as a significant contributor by 65% of guests, emphasizing convenience and accessibility to local attractions, and 72% of guests evaluate their satisfaction based on the apparent value of the stay, which balances price and service quality (Singgalen, Y. A. 2024).



The chart shows the key factors influencing customer satisfaction at Hotel Gand Arena Islamabad, with a total of 100%. Each category is categorized by the value as mentioned above.



5. Theoretical Framework: SERVQUAL Model

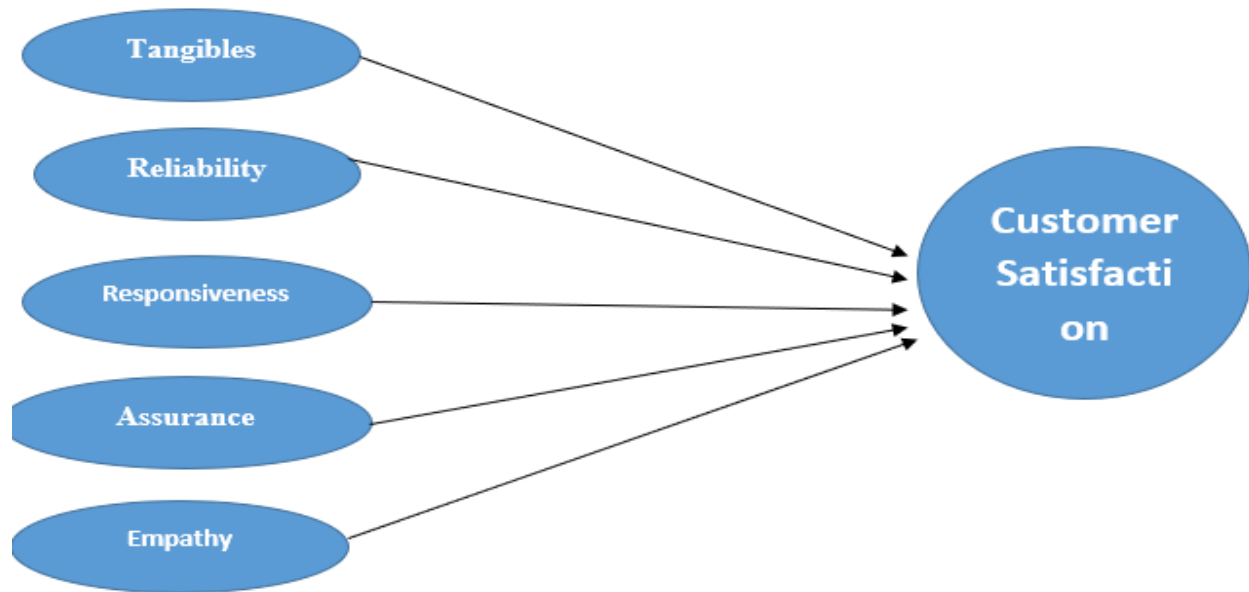
The SERVQUAL model approximates service quality constructed on five dimensions:

- **Tangibles:** The physical accommodations, entrance of workers, and apparatus.
- **Reliability:** The ability to perform the assumed service consistently and precisely.
- **Responsiveness:** The interest in helping customers and providing quick service.

- **Assurance:** The information and manners of staff and their ability to impart self-confidence.

- **Empathy:** The establishment of caring, modified consideration for customers.

This model helps estimate the gaps between purchaser prospects and perceptions, thus providing insights into areas where Hotel Grand Arena can improve its service quality.



Conceptual Model of the Study



Table: Thematic Analysis and SERVQUAL Scale for Hotel Grand Arena

SERVQUAL Dimension / Theme	Key Findings from Thematic Analysis	Customer Expectations (Scale 1–5)	Customer Perceptions (Scale 1–5)	Gap (P – E)	Interpretation / Remarks
Tangibles	Guests appreciate cleanliness and hotel appearance but mention old-fashioned furniture in some rooms.	5.0	4.5	-0.5	Good tangible quality overall, but physical updates (furniture, décor) are needed.
Reliability	Services are generally consistent; some delays in food and beverage delivery were reported.	5.0	4.6	-0.4	Reliable hotel operations; improvement desirable in F&B service timing.
Responsiveness	Guests experienced delays in getting items such as towels or the cleaning service.	5.0	4.2	-0.8	Major area of weakness requires faster response times and better staff coordination.
Assurance	Staff are professional, polite, and educated; strong guest confidence in safety systems.	5.0	5.0	0.0	Excellent assurance level; strong workforce competency and safety measures.
Empathy	Personalized attention is good, but staff should anticipate guest needs more proactively.	5.0	4.7	-0.3	Positive staff attitude; more training needed for proactive service.
Physical Advancements	Some facilities and furniture require renovation or modernization.	5.0	4.5	-0.5	Periodic upgrades will maintain brand quality and comfort.
Practical Service	The hotel attempts to note guest preferences but lacks a systematic process.	5.0	4.6	-0.4	Implementing a guest preference tracking system would improve satisfaction.
Receptiveness	Some guests report slow staff replies to service requests.	5.0	4.2	-0.8	Staff training and communication improvements required.

6. Methodology

The study uses qualitative data collected through surveys and discussions with customers and staff at Hotel Grand Arena. Customers were requested to

rate their predictions and explanations of service quality across the five SERVQUAL dimensions. Additionally, discussions with hotel staff provided insights into the internal processes and contexts

faced by the hotel. The data was inspected to identify any service gaps and conclude actionable developments.

6.1 Qualitative Data Method

The qualitative elements of this study are designed to discover in-depth perceptions into the service quality concerns and operating schemes at Hotel Grand Arena. It focuses on understanding the perceptions of the hotel team and management concerning internal aptitudes, tasks, and prospective areas for enhancement.

6.2 Data Collection

Qualitative data was collected through semi-structured interview discussions with 15 key stakeholders, including directors, frontline staff, and customer service agents. This attitude allowed for elasticity in questioning while certifying that all serious areas of service quality and organizational presentation were protected (Bryman, 2016). The interviews were conducted face-to-face and lasted approximately 30-45 minutes each. Key topics included:

- Staff opinions of service quality gaps.
- Challenges in meeting customer prospects.
- Working strategies and training programs.
- Internal strengths and weaknesses as well as external threats and opportunities.

6.3 Sampling Strategy

A purposive sampling method was used to select applicants with significant roles and accountabilities. Managers were chosen for their deliberate oversight, while frontline staff were included for their direct communication with customers. This sampling confirmed an assorted range of perspectives, which is serious for a complete analysis (Creswell & Poth, 2018).

6.4 Data Analysis

Thematic analysis was used to evaluate the qualitative data. This method involves classifying, evaluating, and broadcasting patterns or themes within the data (Braun & Clarke, 2006). The analysis followed these steps:

1. Familiarization: Transcripts of the interviews were revised multiple times to become familiar with the data.

2. Coding: Primary codes were produced to label important features of the data.

3. Theme Development: Codes were structured into predominant themes related to service quality dimensions and effective strategies.

4. Reviewing Themes: Themes were reviewed for consistency and relevance to the research goals.

5. Defining and Naming Themes: Final themes were clearly distinct and named, with descriptive quotes included for design.

6.5 Ethical Considerations

Contributors were directed to the study's aims and provided with an informed consent form. Confidentiality and secrecy were assured to inspire open and honest reactions. Proper approval was obtained preceding to data collection, and interview recordings were securely stored to retain data reliability.

6.6 Limitations of Qualitative Data

While qualitative methods provide rich understandings, they are restricted by their particular nature and reliance on a comparatively small sample size. The findings from this study may not be fully generalizable, but offer a valuable and appropriate understanding for Hotel Grand Arena.

7. Thematic Analysis and Application of the SERVQUAL Model

7.1 Tangibles

• **Customer/Consumer Expectations:** Visitors expect hygienic, fresh, and well-maintained services, including high-quality equipment and apparatus.

• **Customer Perceptions:** The hotel's physical entrance, including room design and comfort, usually meets customer expectations. However, some guests specified old-fashioned furniture in certain rooms.

• **SWOT Analysis:** The hotel's strong brand recognition and loyalty program (Strength) contribute to maintaining its presence, but there is a need to refresh rooms and common areas infrequently (Weakness).

7.2 Reliability

• **Customer/Consumer Expectations:** Guests expect consistent service, such as quick check-ins, reliable room quality, and accurate billing.

- **Customer Perceptions:** The hotel is perceived as reliable in terms of room excellence and services. However, some guests reported delays in service delivery, mainly in food and beverage.
- **SWOT Analysis:** The hotel's strong position (Strength) for providing trustworthy services is generally continuous, but service delays in food and drink could hurt customer perceptions of consistency (Weakness).

7.3 Responsiveness

- **Customer/Consumer Expectations:** Visitors expect quick responses to queries, requests, and objections.
- **Customer/Consumer Perceptions:** Customers expressed diverse opinions about the receptiveness of staff. While some visitors were satisfied, others stated that response times for requests (e.g., extra towels or room cleaning) were slower than expected.
- **SWOT Analysis:** The hotel's well-trained staff is a strength, but the delays in approachability represent a weakness. Improved staff training and better communication could enrich this area.

7.4 Assurance

- **Customer/Consumer Expectations:** Guests expect employees to be well-informed and well-

mannered, communicating confidence and assuring their safety.

- **Customer/Consumer Perceptions:** The hotel's staff received high marks for skill and graciousness, contributing to customer perception and satisfaction.
- **SWOT Analysis:** The staff's ability and expertise are major strengths. The hotel's use of pioneering security measures, such as voice mail card locking provisions, further develops guest confidence and safety (Strength).

7.5 Empathy

- **Customer/Consumer Expectations:** Guests expect amended service, where their individual wants and inclinations are recognized and met.
- **Customer/Consumer Perceptions:** The hotel achieves well in providing an initial understanding, with many guests stating the effectiveness of staff in meeting their specific needs.
- **SWOT Analysis:** The hotel's ability to track consumer inclinations and offer modified services is a strength. However, some guests recommended developments in anticipating needs before they are raised, a representative room for

7.6 Customer Expectations vs. Perceptions

The table below summarizes customer prospects and observations across the five SERVQUAL dimensions.

Dimension	Customer Expectations	Customer Perceptions	Gap (Perception - Expectation)
Responsiveness	High	Low	-0.8
Tangibles	High	Medium	-0.5
Assurance	High	High	0.0
Empathy	High	Medium	-0.3
Reliability	High	Medium	-0.4

7.7 SWOT Analysis of Hotel Grand Arena

The table presents the strengths, weaknesses, opportunities, and threats identified in the study

Strengths	Weaknesses	Opportunities	Threats
Well-trained staff	Service delays in F&B	Growing demand for modified service	Economic variability
Strong brand status	Outdated room stuffs	Possible for technological advancements	Concentrated competition

7.8 Thematic Analysis Results

The table below summarizes key themes and representative quotes from qualitative interviews

Theme	Description	Representative Quote
Physical Advancements	Need for periodic restorations	"The furniture in some rooms feels outdated."
Practical Service	Antedating guest needs	"We try to note preferences, but it's not systematic."
Receptiveness	Delays in service distribution	"Sometimes it takes too long to get extra towels."

7.9 General Scale Table: Thematic Analysis of Hotel Grand Arena

SERVQUAL Dimension / Theme	Key Aspects Identified	Customer Expectation Level	Customer Perception Level	Mean Score (1-5)	Gap (Expectation - Perception)	Interpretation / Remarks
Tangibles	Physical appearance, cleanliness, furniture, ambiance	High (5)	Medium (4.5)	4.5	-0.5	Overall ambiance is good, but some furniture is outdated.
Reliability	Consistency, billing accuracy, and timely service	High (5)	Medium (4.6)	4.6	-0.4	Reliable overall, but delays noted in F&B services.
Responsiveness	Speed of response, complaint handling, staff attentiveness	High (5)	Low (4.2)	4.2	-0.8	Major area of concern: slow service response reported.
Assurance	Staff competence, courtesy, and security measures	High (5)	High (5)	5.0	0.0	Excellent confidence and safety; strong staff performance.
Empathy	Personalized care, attention to guest needs	High (5)	Medium (4.7)	4.7	-0.3	Good personalization; needs improvement in anticipating needs.
Physical Advancements	Room furnishing, maintenance, décor updates	High (5)	Medium (4.5)	4.5	-0.5	Requires periodic upgrades to maintain brand image.
Practical Service	Anticipating and managing guest preferences	High (5)	Medium (4.6)	4.6	-0.4	Positive efforts, but the system for tracking

						preferences is unsystematic.
Receptiveness	Timeliness in fulfilling requests (e.g., towels, cleaning)	High (5)	Low (4.2)	4.2	-0.8	Guests dissatisfied with slow responsiveness; staff training needed.

8. Findings and Discussion

The SERVQUAL model shows significant gaps in customer predictions and insights in the areas of Reliability and Receptivity, with guests conveying a desire for faster service, mostly in food and drink. While Tangibles, Assurance, and Empathy were observed positively, there is still room for development in the physical appearance of some lodgings and in proactively predicting guest needs. These findings highlight the need for direct developments in service delivery, mainly in areas that directly influence customer satisfaction.

9. Recommendations

9.1 Enhanced Training Programs:

Conduct inclusive training meetings concentrating on receptiveness and consistency. Prepare staff to handle customer requests punctually and professionally to reduce service delays.

9.2 Periodic Facility Upgrades:

Regularly renew and modernize the hotel's physical structure, including rooms and common areas, to meet customer expectations for aesthetics and comfort.

9.3 Proactive Service Strategies:

Implement data-driven systems to anticipate guest needs based on past inclinations. Modified services can significantly improve customer involvement and substitute loyalty.

9.4 Integration of Advanced Technology:

Leverage advanced technologies such as mobile apps, automated check-ins, and smart room features to modernize operations and develop responsiveness.

9.5 Feedback-Driven Improvement:

Establish a tough mechanism for collecting and evaluating customer feedback. Regularly monitor performance metrics and address areas of apprehension to confirm continuous service enhancement.

9.6 Collaboration Across Teams:

Reinforce inter-departmental communication to ensure smooth service delivery. Cross-functional collaboration can minimize delays and improve operational productivity.

10. Conclusion

This study offers an inclusive analysis of service quality at Hotel Grand Arena through the SERVQUAL model and a SWOT analysis. The findings validate that while the hotel excels in assurance and responsiveness, challenges remain in areas such as receptiveness and reliability. Tangible aspects, such as outdated room stuff, also present an opportunity for improvement. Addressing these facility gaps can significantly enhance customer satisfaction and the hotel's modest position in the hospitality industry. The use of the SERVQUAL model not only highlights precarious areas of amenity quality but also provides actionable visions for hotel management to prioritize. The importance of staff training, proactive service distribution, and technological integration underscores the significance of addressing both operational inefficiencies and customer-centric strategies. These actions can bridge the gap between customer expectations and perceptions, develop loyalty, and ensure long-term success for the hotel.

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