



## Article Title

Hotel Service Quality and Business Performance in five hotels belonging to a UK Hotel Chain

## Citation

Murasiranwa, E. T., Nield, K., & Ball, S. (2010). Hotel Service Quality and Business Performance in five hotels belonging to a UK Hotel Chain. *University of Massachusetts*

## Abstract

The study focuses on the nature of hotel service quality and performance in a UK Hotel chain. It examines managerial conceptualizations, implementation and measurement and contextual issues that affect decision-making. Although managers acknowledge the importance of service quality and performance monitoring, their efforts are impeded by flaws in implementation and contextual constraints. The results reveal the flaws as lack of policy on quality, non-implementation of action plans and biased reward schemes. The contextual constraints are identified as competition, budgetary, staff turnover and biased rewards. The results in this study seems to suggest that service and quality are sacrificed at the altar of profits as senior managers appear to hope for quality but reward financial performance. The results also identify a significant gap in UK literature and a consequent paucity in knowledge regarding the use of service guarantees as service quality strategy in hotels. It is concluded that hotel leaders should take responsibility for delivery on service quality and business performance

## Conclusion

In the final analysis, the findings of the study suggest that corporate leaders in the Chain under study should take responsibility for the lack of progress on the quality and performance fronts. Although managers identified contextual constraints such as competition, budgetary, high staff turnover and reward scheme, one fact remains clear. That is all the constraints except for competition are controllable. Thus failures and flaws in implementation could be attributed to human actions. These human actions manifests themselves in the form of double standards where corporate management advance service quality cultures and performance policies but fail to provide adequate financial resources for managers to deliver. This gives the impression that hotel leaders may be adopting and rhetorically using quality and performance concepts as a marketing campaign related to changing market fashions. The implication being that the concept of quality remains largely attractive to the hotel industry as it allows hotels to improve

their images while bolstering the underlying profitmaking strategy. As long as this practice remains, then the goal of achieving continuous improvement will remain an elusive agenda.