



USING NETWORK PLATFORMS TO DETERMINE THE QUALITY OF SERVICE: A CASE STUDY OF TASHKENT HOTELS

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Abstract:

The role of IT in the hotel service is incomparable, while web sites serve as a mirror in managing the hotel business, working with customers, and determining the quality of service. In addition, network platforms are becoming increasingly important for hotel companies to enter and present themselves in the tourism market. As a clear example of this in our research, we used booking.com an online platform which is designed specifically for the hotel industry, to determine the quality of hotel service and to exchange opinions with thousands of customers. In this article, the extent to which the potential of hotel service personnel affects the quality of service and the guest satisfaction is studied on the example of 49 small hotels located in Tashkent. Using the 360-degree feedback method, the potential of the enterprise manager was determined, and the quality of service was evaluated on the platform of booking.com based on the opinions of more than 1000 foreign and local tourists about the service provided in these 49 hotels. The questionnaire consists of 2 parts, in the first part, the ability of employees was checked according to 16 indicators, and in the second part, of course, the factors affecting their existing potential were analyzed, and it was determined that the factor such as education, staff competence and gender is statistically significant.

Keywords: Network platforms, service quality, hotel staff competence, indicators determining ability, factors affecting to potential.



Introduction

Today, customers are using various applications and web sites through the Internet to choose a hotel before traveling. Before making a choice, travelers get acquainted with the feedback of customers about the quality of service along with information about the hotel through these applications. Applications for the hotel industry are deemed relevant when customers value social networks. The manager of the enterprise receives evaluations from his customers about the processes taking place inside the hotel, about the level of customer service provided by each department, and at the same time, he also receives the necessary information about the needs of customers. [1] Many researchers concluded that online user reviews through social media have a persuasive impact on online sale for hotels. [2]

Increasing competition in the service sector is driving hotel companies to focus on service quality.

The reason why the assessment of the quality of services is more complicated than the assessment of the quality of products is its internal nature (inseparability of service and consumption, uneven distribution of demand in the process of service provision, lack of preservation and immateriality). [3]

Satisfaction with service quality creates positive feelings toward the brand, which increases the likelihood of repurchasing the same brand. Dissatisfaction with service quality creates negative impressions about the brand and, in turn, reduces the likelihood of repurchasing that brand. [4] Customer satisfaction is also the cheapest means of promotion. [5]

Research by Forum Company found that retaining a regular customer is only 20% of the cost of attracting a new customer. Another study shows that increasing the cost of retaining a customer by just 5% can increase a company's revenue by 25-125%. It follows that by increasing the percentage of repeat customers from 35 to 40%, the hotel will have at least 25% additional revenue. [6]

Alam, I, and Perry conducted research on achieving efficiency in service introduction by applying the principle of customer orientation to the development of new services. [7]

Appiah-Adu, K. and Singh, S. applied customer orientation to SMEs and tested the effect of competitive intensity on the level of customer orientation among these firms. [8]



In term of challenges faced by hotel to increase the level of engagement is to have a dedicated staff who is knowledgeable and able to handle customer's queries and comment professionally. [9]

At a time when service in hotel enterprises is rapidly developing, many factors influence the choice of customers in the creation of quality service in competitive conditions. Including: the existing infrastructure in the hotel, that is, the availability of comfortable conditions for the guest; employees - they are not just service providers, but persons responsible for the mood, satisfaction, satisfaction of their needs, acting as worthy representatives of the enterprise; the location of the hotel enterprise. The quality of service is constantly reflected in the choice of customers, that is, a guest who is satisfied with the quality of service will visit this hotel enterprise again and again as a loyal customer.

"That's why the task of ensuring revenue and its growth begins with employees who are responsible for being attentive to consumers - to be attentive."¹

In recent years, the importance of internal service quality in the field of service provision (Internal service quality) has been proven by world scientists. Internal service quality - creates the basis for customer satisfaction with service quality. Scholars such as Bouranta, N., Chitiris, L., & Paravantis, J have proven in their research that internal customer services are inextricably linked with external customer service. [10]

Internal service quality is determined by three main categories of organizational and individual practices: management systems (i.e., process management, training, and compensation), social systems (i.e., collaborative culture, interdepartmental communication, and servant leadership), and personal characteristics. (i.e., stress management, empathic personality, and collegial relationships). [11]

Based on the analysis of the main 6 factors needed by hotel managers to achieve success in the hotel industry, he determined the core competence for a successful career in the hotel industry. [12]

More and more organizations integrate multi-source feedback and 360 degree feedback in their competence development program by collecting assessment data from supervisors, subordinates, peers and employees themselves. [13]

¹ Котлер Ф., Боуэн Дж., Мейкенз Дж. Маркетинг Гостеприимство Туризм: учебник. –М.: «Юнити-Дана», 2002. Стр-52



Pizam gave a comprehensive review of the current online tools and techniques available for measuring customer satisfaction in the hotel industry together with the study of attributes of customer satisfaction and the main methods of measuring satisfaction. [4]

Based on this survey data, we make a number of hypotheses and test them accordingly:

H1: The level of satisfaction of guests with the quality of service is influenced by the knowledge and skills of hotel managers in 16 areas (analytical ability, strategic management, implementation, problem-solving, crisis management, culture, personal relationship, communication skill, creativity, leadership, self-management, attitude, foreign language proficiency, human resource management, financial management).

H2: Total number of rooms, year of establishment, gender of managers, age, work experience, level of education, qualification of employees, total number of employees and conducting trainings influence the level of guest satisfaction.

H3: The total independent variables in the model have a joint effect on the level of guest satisfaction.

Now we analyze the selected variables in the most appropriate econometric models

METHODOLOGY:

In addition, the statistical data obtained as a result of observations of daily service tasks and management processes of hotel managers and employees were obtained in the following way:

Part 1. The 360-degree feedback method was used to determine the potential of the enterprise manager. As a result of obtaining answers to 16 questions from managers in a selective form, this method determined the knowledge and skills of managers in different areas. Also, by getting answers to questions about their manager from an employee working in the enterprise, the information was summarized in a form separated into groups.

Part 2. The number of available rooms in the hotels, the year of their establishment, and demographic data of the employees were collected. This part mainly covers the following variables:

- quality of service in the hotel enterprise;
- satisfaction of the capacity of managers and field employees with the quality of customer service;



- number of service employees;
- operating year of the hotel;
- capacity of employees working in the enterprise;
- factors affecting the potential of the enterprise manager (education, gender, participation in training seminars to improve skills)

Part 3. At the key stage of our ban, more than 1000 foreign tourists' opinions about the service provided in these 49 hotels were collected on the booking.com platform.

RESULTS:

As the quality of service in the enterprise increases, customers are satisfied with the provided service and use the services of this hotel enterprise again and again, that is, the enterprise has a loyal customer base, and they also recommend the hotel to their acquaintances, as a result, the enterprise is the most will also have the most effective advertising through low costs. It is planned to improve the quality of service by improving the qualifications of the employees working in the enterprise, and by forming a service culture in the personnel. The results of the survey are as follows:

Dependent variable - Guest satisfaction (Y);

The influencing independent variables are described in the following table:

Variable	Obs	Mean	Std. Dev.	Min	Max
Guest satisfaction	49	8.343	.88	5.4	9.9
Analysis	49	4.061	.682	3	5.5
Strategic management	49	4.143	.714	2	5.5
Implementation	49	4.367	.575	3	5
Problem solving	49	4.439	.556	3	5
Crisis management	49	4.255	.654	1.5	5
Culture	49	4.418	.598	3	5
Personal relationship	49	4.286	.692	2.5	5
Communication	49	4.316	.667	2.5	5.5
Leadership	49	4.367	.705	2	5
Self-management	49	4.357	.677	3	5
Attitude	49	4.286	.621	3	5
Foreign language	49	4.092	.795	1	5.5
Human resources	49	4.092	.618	3	5
Financial management	49	4.245	.67	2.5	5
Creativity	49	4.252	.309	3.313	4.844



Room number	49	2.245	1.071	1	4
Found year	49	1.286	.791	1	4
Gender	49	1.184	.391	1	2
Age	48	1.542	.771	1	4
Experience	49	2.367	.727	1	3
Edu	49	1.776	.587	1	3
Stafcomp	49	3.143	1.061	1	4
Stafnum	49	1.51	.649	1	4
Training	49	2.143	1.061	1	4

The total number of observations during the research is 49 hotels. Table 1 shows the arithmetic mean and standard deviation values of the variables. At the same time, the lowest and highest values calculated separately for each variable are also described. For example, the average value of the variable of personal qualities of managers is 4.3, the lowest value is 2.5, and the highest value is 5. At the same time, if we analyze the dependent variable, it is expressed in the following table 2:

Booking	Freq.	Percent	Cum.
5.4	1	2.04	2.04
6.9	1	2.04	4.08
7	3	6.12	10.20
7.2	1	2.04	12.24
7.5	1	2.04	14.29
7.6	2	4.08	18.37
7.7	1	2.04	20.41
7.8	1	2.04	22.45
7.9	3	6.12	28.57
8	5	10.20	38.78
8.2	1	2.04	40.82
8.3	4	8.16	48.98
8.4	3	6.12	55.10
8.5	3	6.12	61.22
8.6	1	2.04	63.27
8.7	2	4.08	67.35
8.8	2	4.08	71.43
8.9	2	4.08	75.51
9	1	2.04	77.55
9.1	3	6.12	83.67
9.3	2	4.08	87.76
9.6	4	8.16	95.92
9.7	1	2.04	97.96
9.9	1	2.04	100.00
Total	49	100.00	



For example, in this table, which explains the opinions of foreign tourists staying in 49 hotels that can be evaluated on a scale of 1-10 on the booking.com platform, 1 has the lowest rating of 5.4 points, 4 hotels rated 8.3 points, and 9.9 points as having the highest service quality. rated hotel is considered 1 (Table 2).

Table 3. SEM model regression test results between manager characteristics and guest satisfaction

Endogenous variables

Observed: Guest satisfaction

Exogenous variables

Observed: analysis Strategic_manag implementation Problemsolving Crisis_managem Culture Personal_relationship Communication Leadership Self_management Attitude Creativity Foreignlanguage Field_management Human_resources Financial_management

Fitting target model:

Iteration 0: log likelihood = -694.62904

Iteration 1: log likelihood = -694.62904

Structural equation model Number of obs = 49

Estimation method = ml

Log likelihood = -694.62904

	OIM					
	Coef.	Std.Err.	z	P>z	[95%Conf.	Interval]
Structural						
Customer satisfaction						
Analysis	0.176	0.164	1.070	0.284	-0.146	0.498
Strategic_manag	-0.098	0.162	-0.600	0.546	-0.414	0.219
implementation	-0.178	0.192	-0.930	0.354	-0.555	0.199
Problemsolving	0.371	0.215	1.730	0.084*	-0.050	0.792
Crisis_managem	0.171	0.183	0.930	0.350	-0.187	0.529
Culture	0.170	0.164	1.040	0.300	-0.151	0.491
Personal_relationship	-0.005	0.157	-0.030	0.974	-0.312	0.302
Communication	0.009	0.165	0.050	0.958	-0.315	0.332
Leadership	0.247	0.179	1.380	0.168	-0.104	0.597
Self_management	0.656	0.167	3.940	0.000***	0.329	0.983
Attitude	-0.134	0.156	-0.860	0.390	-0.439	0.171
Creativity	0.202	0.153	1.320	0.186	-0.098	0.501
Foreignlanguage	-0.113	0.147	-0.770	0.443	-0.400	0.175
Field_management	-0.089	0.213	-0.420	0.675	-0.507	0.328
Human_resources	-0.050	0.173	-0.290	0.772	-0.389	0.289
Financial_management	-0.155	0.178	-0.870	0.383	-0.503	0.193
_cons	3.180	1.508	2.110	0.035**	0.224	6.137

LR test of model vs. saturated: $\chi^2(0) = 0.00$, Prob > $\chi^2 = 0.004$

According to SEM model calculations, the coefficient of determination (CD | Coefficient of determination) is 56 percent, and the sum of the standardized root mean



squared residual (SRMR | Standardized root mean squared residual) is 0.000. According to the results of the analysis, the conclusions of the OLS model are repeated. But although the situation has not changed, we need to find a certain reliable econometric law in relation to the research questions among the respondents.

However, when we examined the relationship based on robust regression in the OLS model, new values of the results were determined. A Venn diagram is created when we represent the 3 calculated models (OLS, OLS Robust and SEM) in one table. This method, which clearly indicates the possibility of choosing a model with high reliability, is reflected in the following table.

Table 4. Total tested regression results between manager characteristics and guest satisfaction

Variable	OLS menejer	Robust menejer	SEM menejer
Analysis	0.176	0.176	0.176
Strategic_~g	-0.098	-0.098	-0.098
Implementa~n	-0.178	-0.178	-0.178
Problemsol~g	0.371	0.371	0.371
Crisis_man~m	0.171	0.171	0.171
Culture	0.170	0.170	0.170
Personal_r~p	-0.005	-0.005	-0.005
Communicat~n	0.009	0.009	0.009
Leadership	0.247	0.247	0.247
Self_manag~t	0.656**	0.656*	0.656***
Attitude	-0.134	-0.134	-0.134
Creativity	0.202	0.202	0.202
Foreignlan~e	-0.113	-0.113	-0.113
Field_mana~t	-0.089	-0.089	-0.089
Human_reso~s	-0.050	-0.050	-0.050
Financial_~t	-0.155	-0.155	-0.155
_cons	3.180	3.180*	3.180*

legend: * $p < .05$; ** $p < .01$; *** $p < .001$

H1: according to the next conclusion of the hypothesis tests, although the result of the SEM model seems to be statistically significant, in general, the level of satisfaction of the guests is not clearly expressed.



Table 5. SEM model regression results between hotel capacity and guest satisfaction

Endogenous variables

Observed: guest_satisfaction

Exogenous variables

Observed: _room _foundyear _gender _age _experience _edu _stafcomp _stafnum
_trainings

Fitting target model:

Iteration 0: log likelihood = -500.11949

Iteration 1: log likelihood = -500.11949

Structural equation model Number of obs = 48

Estimation method = ml

Log likelihood = -500.11949

	OIM					
	Coef.	Std.Err.	z	P>z	[95%Conf.	Interval]
Structural						
Mehmonlar mamnunlik						
_room	0.104	0.156	0.670	0.504	-0.201	0.410
_foundyear	0.063	0.148	0.420	0.671	-0.228	0.354
_gender	-0.624	0.306	-2.040	0.041**	-1.224	-0.024
_age	0.111	0.158	0.700	0.482	-0.199	0.420
_experience	0.011	0.161	0.070	0.946	-0.304	0.326
_edu	0.481	0.186	2.580	0.010*	0.116	0.847
_stafcomp	0.308	0.113	2.720	0.006**	0.086	0.531
_stafnum	-0.202	0.264	-0.770	0.444	-0.719	0.315
_trainings	-0.163	0.106	-1.530	0.126	-0.372	0.046
_cons	7.399	0.785	9.430	0.000	5.861	8.937

If H2: when we checked the hypothesis using the SEM model, the number of observations was 48, and the effects of the gender of hotel managers, their level of education and employee competencies on the level of guest satisfaction were recorded. If we compare with the results of OLS-SEM model analysis, almost similar results are recorded.



Table 6. Total model regression results between hotel capacity and guest satisfaction

Variable	OLS mehmonxona	Robust mehmonxona	SEM mehmonxona
_room	0.104	0.104	0.104
_foundyear	0.063	0.063	0.063
_gender	-0.624	-0.624	-0.624*
_age	0.111	0.111	0.111
_experience	0.011	0.011	0.011
_edu	0.481*	0.481	0.481**
_stafcomp	0.308*	0.308**	0.308**
_stafnum	-0.202	-0.202	-0.202
_trainings	-0.163	-0.163	-0.163
_cons	7.399***	7.399***	7.399***

legend: * $p < .05$; ** $p < .01$; *** $p < .001$

According to the results of the 3 tested models, the results of the SEM regression seem to be partially stable when the satisfaction level of the guests is evaluated by means of the hotel capacity. This test in the method of maximum likelihood was found to be statistically significant in the range of values of $p < 0.05$ between the level of education of managers and the competence of employees to the level of satisfaction of guests. However, it is clear that the testing of hypotheses H1 and H2 should be carried out in another model. Because, according to the results of the above econometric modeling, we still do not have the possibility to make a reliable conclusion. In this regard, we use the Ologit model, keeping the values of the survey questions in the research process in categories.



Table 7. Ordered logistic regression results of guest satisfaction in 49 hotels in Tashkent city

Mehmonlarning mamnunlik darajasi	Coef.	St.Err.	t-value	p- value	[95% Conf	Interval]	Sig
Gender: base female	1	.	.	.	.	.	
male	14.245	15.318	2.47	.013	1.731	117.209	**
Education: bachelor	1	.	.	.	.	.	
master	163.786	314.006	2.66	.008	3.823	7017.352	***
college	.184	.158	-1.97	.048	.034	.988	**
Experience: b11-20	1	.	.	.	.	.	
5-10 year	488.014	961.314	3.14	.002	10.273	23183.085	***
Less than 5year	38.303	64.895	2.15	.031	1.384	1060.145	**
Room number: base 0-10	1	.	.	.	.	.	
10-25	38.944	76.407	1.87	.062	.833	1821.655	*
25-50	6294.49	17947.2	3.07	.002	23.548	1682534.4	***
	2	8					
50-100	731.439	2618.07	1.84	.065	.657	814569	*
	7						
Found year: base 1	1	.	.	.	.	.	
0-2 year	7.08e-06	0	-2.28	.023	0	.191	**
3-5 year	1.58e-07	0	-2.56	.011	0	.026	**
20+ year	.000019	0	-1.92	.055	0	1.24	*
	9						
6-10 year	6.97e-07	0	-2.30	.022	0	.124	**
Age of Manager: 20-30							
31-40	3.898	3.611	1.47	.142	.634	23.953	
41-45	16.531	51.938	0.89	.372	.035	7809.698	
46-50	130.525	200.668	3.17	.002	6.413	2656.602	***
50+	.000098	.001	-1.45	.146	0	24.945	
Competency:	1	.	.	.	.	.	
21-50	.171	.317	-0.95	.341	.004	6.518	
51-70	1.827	2.599	0.42	.672	.112	29.695	
71-100	5.362	7.163	1.26	.209	.391	73.534	
personnel	.928	.065	-1.07	.284	.81	1.064	
Graduate_rank	.865	.287	-0.44	.662	.451	1.659	
Trainings: high	1	.	.	.	.	.	
low efficiency	.000437	.001	-3.41	.001	0	.038	***
	8						
moderately effective	.094	.095	-2.34	.019	.013	.681	**
no effect	.053	.08	-1.93	.054	.003	1.051	*
Complex management	.167	.536	-0.56	.577	0	90.792	
Latent variables							
attitude							
expert_knowledge	430.212	962.42	2.71	.007	5.364	34505.666	***
personal qualities	1.178	2.083	0.09	.926	.037	37.639	
hotel condition	0	0	-1.58	.115	0	19.943	
cut1	-16.015	15.804	.b	.b	-46.989	14.96	



cut2	-15.07	15.831	.b	.b	-46.098	15.959
cut3	-13.386	15.841	.b	.b	-44.434	17.661
cut4	-13.007	15.835	.b	.b	-44.043	18.029
cut5	-12.678	15.829	.b	.b	-43.702	18.346
cut6	-12.044	15.819	.b	.b	-43.048	18.96
cut7	-11.74	15.813	.b	.b	-42.734	19.253
cut8	-11.459	15.811	.b	.b	-42.449	19.531
cut9	-10.76	15.819	.b	.b	-41.766	20.245
cut10	-9.927	15.798	.b	.b	-40.89	21.036
cut11	-9.733	15.789	.b	.b	-40.678	21.212
cut12	-9.041	15.772	.b	.b	-39.955	21.872
cut13	-8.516	15.774	.b	.b	-39.433	22.401
cut14	-8.01	15.777	.b	.b	-38.933	22.914
cut15	-7.843	15.78	.b	.b	-38.77	23.085
cut16	-7.505	15.786	.b	.b	-38.446	23.436
cut17	-7.131	15.798	.b	.b	-38.094	23.832
cut18	-6.705	15.814	.b	.b	-37.699	24.288
cut19	-6.473	15.815	.b	.b	-37.47	24.523
cut21	-5.21	15.795	.b	.b	-36.168	25.747
cut22	-3.55	15.803	.b	.b	-34.523	27.424
cut23	-2.55	15.734	.b	.b	-33.387	28.288
Mean dependent var	8.350	SD dependent var	0.888			
Pseudo r-squared	0.196	Number of obs	48			
Chi-square	57.013	Prob > chi2	0.001			
Akaike crit. (AIC)	338.530	Bayesian crit. (BIC)	435.832			

*** $p < .01$, ** $p < .05$, * $p < .1$

Discussion

According to the logit regression results, the following correlations were determined:

- Hotels managed by male managers in the city of Tashkent compared to hotels managed by women have a probability of satisfaction of guests equal to 14.2 and statistically significant in the value range of $p < 0.05$;
- Managers with a master's degree in hotels have a probability of satisfaction of guests equal to 164 compared to managers with a bachelor's degree, which is statistically significant in the value range of $p < 0.00$;
- College-level managers in hotels have a 0.2 probability of guest satisfaction compared to bachelor-level managers, which is statistically significant at the $p < 0.05$ value range;
- Managers with 5-10 years of experience in hotels have a 488 chance of guest satisfaction compared to managers with 11-20 years of experience, which is statistically significant in the $p < 0.00$ value range;



- Managers with less than 5 years of experience working in hotels have 38 more chances of guest satisfaction than managers with 11-20 years of experience, which is statistically significant at the $p < 0.05$ value range;
- In hotels with 10-25 rooms, the probability of guest satisfaction is equal to 39, compared to 5-10 rooms, and it is statistically significant in the value range of $p < 0.1$;
- In hotels with 25-50 rooms, the probability of guest satisfaction is equal to 6294 compared to 5-10 rooms, and it is statistically significant in the value range of $p < 0.00$;
- In hotels with 50-100 rooms, compared to 5-10 rooms, the probability of guest satisfaction is equal to 731, and it is statistically significant in the value range of $p < 0.1$;
- Managers managing hotels aged 45-50 have a probability of 130 of guests' satisfaction compared to those aged 20-30, which is statistically significant in the value range $p < 0.00$;
- In the case of hotel managers having expert knowledge (personal relations, self-management capacity, culture and human resources management) (Latent 2), the probability of guest satisfaction is equal to 430 $p < 0.00$ value was found to be statistically significant.

According to the research results, Pseudo r-squared is 20 percent (stable level is in the range of 20-40), the number of observations is 48. The level of restriction from the standard is equal to 0.9, the value of the hypothesis testing Chi-square test is 57.013, and its p value is $\text{prob} > \chi^2 0.001$.

CONCLUSION

Therefore, as a conclusion, although OLS, Robust and SEM models were used in the process of testing hypotheses H1 and H2, it was not possible to create a reliable regression equation based on the collected data. However, the Ologit regression results shown in Table 10 can make a stable conclusion about the level of guest satisfaction in 49 randomly selected mid-level hotels in Tashkent city. This once again proves that this model won the Nobel Prize in the example of Uzbek national research. The effect of the level of expert knowledge of hotel managers on customer satisfaction was found to be statistically significant.

When analyzing the factors affecting the existing potential of hotel managers, it was found that 3 factors such as education, staff competence and gender are statistically significant.



Therefore, it is necessary to pay attention to the development of knowledge and skills of hotel employees, by organizing high-quality staff trainings, it is possible to improve the quality of service, and as a result, the hotel will achieve economic efficiency.

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