

Executive Summary

This study is about customers' satisfaction and service quality in the hotel industry. The research was carried out at three 5 star hotels located in Alexandroupolis, a city of northeastern Greece. The research is based on quantitative approach, but it also includes study based on qualitative approach. One hundred and eighty questionnaire forms were delivered to the customers at the check-out time and returned by hotel guests to the hotel's reception some minutes later. For better understanding of customers' motivations and desires face-to-face interviewing was held. The theoretical part of the study consisted of related literature reviewing. Hospitality industry related articles and journals as well as information from Euromonitor data base and Greek Statistical Authority provided useful information and customers' feedbacks of the hotels mentioned above. The research was carried out in order to understand customers' perceptions, intentions and satisfaction levels. The study will help hotels management in improving service quality and fulfilling better customers' expectations. The questionnaires were delivered to the hotels' customers for collecting data from 1 to 15 October 2011. The study is considering all the services provided in the hotels, including restaurant services. The data was analyzed with the help of SPSS statistical package. The results showed that Alexandroupolis' hotels customers have great satisfaction levels at most service related aspects. Moreover, their intention to revisit or recommend these particular hotels is high, a result consistent with the customer's loyalty approach. Finally, quantitative results suggests that managers of these hotels should improve recruiting and training processes so as staff could understand better customers' desires, especially those of special demographic characteristics.

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Chapter 1: Introduction

1.1 The Research Problem

During the first half of 2010, international tourist arrivals to Greece decreased by more than 5%. This poor performance was the result of insecurity in the source markets about ongoing turbulences in the Greek economy and society. This situation stimulated Greek travel companies to offer prices discounted by up to 15% and last-minute deals. Promotional offers had a positive impact on the number of arrivals in August and September and 2010 closed with a marginal increase in international tourist arrivals of 1%, to reach 15 million trips (Euromonitor, 2011).

After two years of discounts and offers, Greek tourism has taken on the characteristics of a mature, rather cheap, value-for-money product for budget and price-minded customers. 5-star hotels have downgraded their services to reduce prices and refer to the wider clientele of mid-priced customers. This trend has led all hotel categories to a downscaling in their customer base. As industry players underline, prices cannot go any lower but neither will they increase very easily. On the other hand many neighbor resorts in Egypt, Cyprus, Italy and Turkey have become very popular to tourists and that makes hotel industry a very competitive sector.

In this unfavorable environment Greek hotels are facing the challenges of liquidity, returns and profits retaining and the only way to achieve their corporate goals is to keep their customers satisfied. Previous studies have shown that nowadays it's fatal for a profit organization to be non-customer-oriented. Indeed, to survive organizations need to produce products and services of very good quality that yield highly satisfied and loyal customers (Nasution and Mavondo, 2008). Both customer satisfaction and loyalty increase the hotel's goodwill, reputation and financial returns and finally leads to corporate survival (Pizam and Ellis, 1999). Supporting the statement above, several studies have found that it costs about five times as much in time, money and resources to attract a new customer as it does to retain an existing customer (Serenko and Stach, 2009).

At present, hotel visitors in Alexandroupolis, a provincial city of northeastern Greece, seem to have high standards and demands for excellent service. Moreover,

Greek government tends to promote development projects in remote areas of the country. As result, it's very important to conduct a survey referring to the hotels of this region.

1.2 Aim and objectives of the Research

The primary goal of this research is to examine the attitudes and preferences of the guests referring to a sample of 5 star hotels located in Alexandroupolis. Providing a statistical analysis on the questionnaire data we intend to extract conclusions about customers' demographic characteristics, customer satisfaction levels and customers' loyalty intention at these hotels.

The main objectives of this study are to:

1. Examine the service quality perceptions of hotels' customers in the city of Alexandroupolis, Greece.
2. Investigate for any extra dimension/factor of customer satisfaction.
3. Determine the correlation and significance of each dimension/factor to explain the customer satisfaction.

1.3 Dissertation Structure

The dissertation is composed of five chapters each of which serves the purposes of the research.

Chapter one refers to the research problem, the aim of the research, the potential contribution the research may have as well as to every introducing to the subject aspect.

Chapter two consists of the literature review of the study. Firstly, terms like "customer satisfaction", "services quality" and customer "loyalty" are clarified. Then, results of related previous studies are demonstrated in order to compare them with that of the current study.

Chapter three analyses the current situation regarding to the hotel industry in Greece. Structure data are represented in order to realize the position of Alexandroupolis' hotels in whole Greek market. Furthermore, this chapter includes a detailed description of the methodology used.

Chapter four represents the results of the research deriving from a descriptive statistics analysis, a factor analysis and a cluster analysis respectively.

Chapter five consists of the deduction of a logically appropriate conclusion, the limitations of the current research and the recommendations for further research in the future.

Chapter 2: Literature Review

2.1 Introduction

This chapter constitutes of the literature review of the study. It refers to service quality, consumer satisfaction and customer loyalty in general and also contains the literature review on service quality in the hotel industry. Moreover, previous studies related to the research problem are represented briefly.

2.2 Customer Satisfaction

If we liked to give a definition for the term “customer satisfaction”, we would say it’s an attitude that is formed by the customers comparing their pre-purchase expectations of what they would receive from the product/service to their subjective perceptions of the performance they actually did receive (Oliver, 1980). Kotler (2003, p. 36) alternatively defined that “*satisfaction is a person’s feelings of pleasure or disappointment resulting from comparing a product’s perceived performance (or outcome) in relation to his or her expectation*”. In conclusion, customer satisfaction level depends on the customer’s evaluation to the consumption experience with the products/services. However, the customers have different levels of satisfaction as they have different attitudes and perceived performance from the product/service.

Surveying the marketing and management literature (Lakhwinder and Gandhi, 2011; Oliver, 1980) as well as in recent information system studies (Sang-Lin and Seung, 2004), the disconfirmation theory emerges as the primary foundation for satisfaction models. According to this theory, satisfaction is determined by the discrepancy between perceived performance and cognitive standards such as expectation and desires (Serenko and Stach, 2009). Serenko and Stach (2009) state that customers’ expectation can be explained as their partial beliefs about a product, while expectations are treated as predictions made by consumers about what is likely to happen during impending transaction or exchange.

Customer satisfaction measurement has its roots in the Total Quality Management (TQM) movement, but was explored early on from a social –

psychological perspective by marketing theorists (Ntuda, 2010). While the TQM School focused on the more pragmatic application of satisfaction information to design and manufacture, the marketers explored the psychology of satisfaction-how it was formed and the nature of its impact on future purchase behavior. The interest in measuring customer satisfaction may vary from organization to organization. Nevertheless, Hoisington and Naumann (2003) suggest five objectives that most organizations have in common:

- **To get closer to the customer:** to understand what attributes are the most important to customers, find which attributes affect the customers' decision making, the relative importance of the attributes and get a performance evaluation of how well the firm is delivering each attribute.
- **Continuous improvement measurement:** the attributes significant to the customer are linked directly to value-added processes in the firm and are put into a form consistent with the internal measurements used to evaluate the process.
- **Customer driven improvement achievement:** not all customers are an equally valuable source of innovation. This requires creation of a comprehensive database that not only tracks sales, but sources of innovations.
- **Competitive strengths and weaknesses measurement:** determine customer perceptions of competitive choices. This is achieved by surveying possible and future customers as well as current and past customers.
- **CSM (Customer Service Management) data to internal systems integration.**

2.3 Customer Satisfaction in Hotel Industry

2.3.1 Definition

Dealing with the hotel industry, we found out - as expected - that the majority of research focuses on maximizing customer satisfaction. Satisfied customers tend to revisit the hotel, since they are satisfied, or recommend it to other people. These aspects suggest another variable, called "customer loyalty" (Kandampully and Suhartanto, 2000), which tends to correlate strongly and positively with customer satisfaction (Ming-Tien et al., 2010; Shiang-Min et al., 2011). It should be

emphasized that the international literature suggests other two predictors of loyalty/retention: the affective commitment and the calculative commitment. The first one captures the trust and reciprocity in a relationship, while the second one captures the existence of switching costs or lack of viable alternatives (Gustafsson et al., 2005).

Both customer satisfaction and loyalty increase the hotel's goodwill, reputation and financial returns and finally leads to corporate survival (Pizam and Ellis, 1999). Supporting the statement above, several studies have found that it costs about five times as much in time, money and resources to attract a new customer as it does to retain an existing customer (Serenko and Stach, 2009). Pizam and Ellis (1999) add that satisfaction of customers also happens to be the cheapest means of promotion.

Many researchers having social psychology, marketing or/and consumer behavior background have extensively studied the concepts of customer satisfaction and dissatisfaction. This long-standing research resulted on the development of nine distinct theories/definitions of customer satisfaction, listed below:

- i. Expectancy disconfirmation
- ii. Assimilation or cognitive dissonance
- iii. Contrast
- iv. Assimilation-contrast
- v. Equity
- vi. Attribution
- vii. Comparison-level
- viii. Generalized negativity and
- ix. Value-precept.

Oliver (1980) has developed the expectancy disconfirmation theory, according to which customers purchase goods and services with pre-purchase expectations about anticipated performance. Customer satisfaction can also be defined as satisfy action based on an outcome or a process. Choi and Chu (2001) characterize customer satisfaction as the end-state resulting from the experience of consumption. This end state may be a cognitive state of reward, an emotional response to an experience or a comparison of rewards and costs to the anticipated consequences. Nowadays, it is a

challenge for the hospitality industry to ensure that clients are provided with the best quality services. This promotes psychological, physical and emotional satisfaction of the clients (Baig and Kahn, 2010).

2.3.2 Components of Satisfaction

Because of the specificity that the hospitality product is a combination of material products and services, satisfaction is a result of the whole hotel experience including stay, services, meals, transportation etc. Therefore, hotels face a multi-dimensional challenge to satisfy their customers. Moreover, studies have shown that a modern hotel customer is more product-involved and demanding and it becomes increasingly evident to hotel professionals (Lam and Zhang, 1999).

According to Ramanathan and Ramanathan (2011), the following factors contribute to improve customer's experience and finally increase satisfaction:

- Customer service
- Cleanliness
- Facilities
- Price
- Food
- Location

Adopting an alternative approach Ramanathan and Ramanathan (2011) have classified service attributes into five categories: critical, desirable, satisfiers, dissatisfiers, and neutrals. In the table below this classification is analyzed:

Table 2.1: Key Factors for Customer Satisfaction

Classification	Definition	Examples
Critical	Critical factors usually have high potential for compliments and high potential for complaints. An unsatisfactory performance in critical factors cannot be compensated by better performance in terms of other factors.	<ul style="list-style-type: none"> • Performance of front desk personnel • Quietness of rooms • Quality of food
Desirable	Desirable factors add to the baseline perceptions of quality if they are good; otherwise they may tend to reduce quality perception but not to a point where overall quality is judged as poor.	<ul style="list-style-type: none"> • Performance of housekeeping • Parking area
Satisfier	Satisfiers are those factors where unusually good performance elicits compliments from guests, while average or low performance will generally not elicit dissatisfaction from guests. These provide an incentive to improve performance as these performances will be rewarded by customers	<ul style="list-style-type: none"> • Hotel lobbies • Large portions of food
Dissatisfier	Dissatisfiers are those factors where unusually bad performance results in dissatisfaction, while average or low performance will generally not generate satisfaction from customers. Minimum performance in terms of these factors must be maintained, but these factors do not warrant additional efforts to achieve high performance as these efforts may be better spent on satisfier or critical factors that will be noticed by customers.	<ul style="list-style-type: none"> • Parking in the restaurant • Variety of credit card options
Neutral	Passive factors are generally not solicited by guests. Good performance in terms of these factors may not be noticed by customers, and bad performance may reduce perceptions of service quality but not to a point where overall quality is judged as poor.	<ul style="list-style-type: none"> • Performance of room service • Performance of bell staff

Source: Ramanathan and Ramanathan, 2011

In another recent study, Tuzun and Devrani (2010) identified the four hotel factors which are deemed important to customers. “Staff service quality”, “hotel image”, “room quality”, “general amenities” are considered to be the influential factors in determining customers’ overall satisfaction levels. Study also revealed that how the effects of these factors differentiate according to the customer’s

individualism and collectivism orientation. The findings of this study support the existing researches that even within the same culture individualists and collectivists differ widely in terms of their service expectations. For both individualist and collectivist customers “staff service quality”, “hotel image” and “room quality” are the influential factors on their overall satisfaction levels. On the other hand general amenities of hotels have not any significant effect on customer satisfaction either for collectivists and individualists.

2.3.3 Service Quality

Service quality is the result of the customers’ comparison between their expectations about a service and their perception of the way the service has been performed (Parasuraman et al., 1985). If the expectation is greater than the service performance, perceived quality is less than satisfactory and hence, customer dissatisfaction occurs. Alternatively, Rajdeep and Dinesh (2010) define service quality as the extent to which a service meets customers, need and expectation.

The approach that explains the professionals’ interest on service quality is usually called SERVQUAL. The SERVQUAL approach has been applied generally in service and retailing organizations and is described as a function of pre-purchase customers’ expectation, perceived process quality, and perceived output quality. Parasuraman et al. (1985) define service quality as the gap between customers, expectation of service and their perception of the service experience.

Salazar et al. (2004) studied the relationship between service quality and customer satisfaction. They concluded that service quality perceptions contribute more to consumer satisfaction (73,9%) than the contrary. But it is relevant to note that satisfaction has also a very strong influence on service quality perceptions (73%). This causal reciprocity can explain the confusion often made between the two constructs, and it could lead us to the conclusion that the evaluation of a service is an iterative process.

SERVQUAL was the first model applied to explain what service quality means and become quickly jointly acceptable. The original SERVQUAL instrument

included data of 22 attributes, which were grouped in five dimensions: tangibles, reliability, responsiveness, assurance, and empathy (Sohail et al., 2007). These five dimensions included the following aspects:

Tangibility

Tangibility refers to the physical evidence of front office staff. Service quality requires personnel to have pleasant personality, proper appearance, and high skills in using equipment/tools to provide the service.

Reliability

Reliability aims to provide the service dependably and accurately. It includes “doing it right the first time”, which is one of the most important service components for customers. Reliability also extends to provide services when promised and maintain error-free records.

Responsiveness

Responsiveness appears when staff is willing to help customers and provide prompt service to them such as quick service, professionalism in handling and recovering from mistakes.

Assurance

Assurance refers to the knowledge and courtesy of employees and their ability to convey trust and confidence including competence, courtesy, credibility and security. Competence means possession of the required skills and knowledge to perform the services. It involves knowledge and skill of the contact personnel, knowledge and skill of operational support personnel, research capability of the organization. Courtesy involves politeness, respect, consideration, and friendliness of contact personnel. Credibility involves trust worthiness, believability, honesty; it involves having the customers’ best interest at heart. Contributing to credibility is company reputation, personal characteristics of the contact personnel. The degree of hard sell involved in interaction with the customer. Security refers to the freedom

from danger, risk or doubt. It involves physical safety, financial security and confidentiality.

Empathy

Empathy refers to the provision of caring and individualized attention to customers including access, communication and understanding the customers. Access involves approach, ability and ease of contact. It means the service is easily accessible by telephone, waiting time to receive service is not extensive, hours of operation are convenient and location of service facility is convenient. Communication means keeping customers informed in language they can understand. It means listening to customers, adjusting its language for different consumers and speaking simply and plainly with a novice. It also involves explaining the service itself, explaining how much the service will cost, and assuring the customer that a problem will be handled. Understanding the customers means making the effort to understand the customer's need. It includes learning the customer's specific requirements, providing individualized attention, recognizing the regular custom.

Although SERVQUAL has become the model with the widest application, it has experienced a number of criticisms, primarily from conceptual and methodological points of view (Blesic et al., 2011). One of the main complaints is the number and significance of the determinants of quality, or its applicability in various service industries. In 1992, Cronin and Taylor presented an alternative methodology of measurement that they called SERVPERF (Service Performance) that filled the gaps of SERVQUAL approach. Having in mind that SERVPERF does not measure expectations, it does not formally measure quality of service, but consumers' satisfaction. The main components of the SERVPERF model are listed in table 2.2:

Table 2.2: Customer Satisfaction using SERVPERF Model

Dim.	Determinants of Quality	Model
Tangibility	1. Hotel should have a convenient location and accessibility	NEW
	2. Exterior of the hotel and the region should be attractive visually (external appearance of buildings, facades, green areas, terraces, gardens)	NEW
	3. The interior of the hotel should be visually appealing (rearrangement of rooms, appliances and equipment layout, decorations)	SERVQUAL
	4. Prospectuses, brochures, menus, wine lists, napkins and bills should be visually appealing	SERVQUAL
	5. Quality of food and drink to satisfy guests needs	NEW
	6. Range of food and drinks to satisfy guests' needs	NEW
	7. Premises for serving food and beverages (restaurants, bars, pastry shops, etc.) should be clean and tidy	NEW
	8. Bedrooms, bathrooms, toilets in the hotel should be clean and tidy	NEW
	9. Employees at the hotel should operate properly	SERVQUAL
	10. Hotel should provide the possibility of organizing entertainment programs for guests	NEW
	11. In the hotel, there should be adequate facilities for recreation of guests (pool, gym, sports fields, and the like)	NEW
	12. In the hotel, there should be a professional program designed for health improvement of guests (wellness and spa programs)	NEW
Reliability	13. Employees at the hotel should provide services at the promised time	SERVQUAL
	14. Employees at the need to show understanding for the problems of the guests	SERVQUAL
	15. Employees at the hotel should provide scheduled services from initial contact onwards	SERVQUAL
Responsibility	16. Employees at the hotel should always be willing to help guests	SERVQUAL
	17. Employees at the hotel should always be accessible and always willing to answer questions of the guests	SERVQUAL
	18. To the demands of guests, employees should respond quickly and without delay	SERVQUAL
Assurance	19. Employees at the hotel should always be polite with guests	SERVQUAL
	20. Employees at the hotel should have the knowledge and meet professionally the demands of the guests	SERVQUAL
	21. Hotel guests should feel safe in the hotel (personal and financial security)	SERVQUAL

Dim.	Determinants of Quality	Model
Empathy	22. Employees at the hotel should provide individual attention to every guest	SERVQUAL
	23. Employees at the hotel should treat guests sincerely and compassionately	SERVQUAL
	24. Employees at the hotel would need to understand the specific needs of its guests	SERVQUAL

Source: Blesic et al., 2011

2.4 Previous International Studies

International literature offers a wealth of research on customer satisfaction. Some of these researches are represented below.

Mattila and O'Neill (2003) investigated the relationships between hotel room pricing, occupancy, and guest satisfaction at a midscale hotel in U.S.A. The findings of this investigation showed that satisfaction levels are most volatile at the medium price range. At extremes of the price continuum, guests are likely to be strongly influenced by the utility of price information in the satisfaction evaluation process. In other words, room-rate information guides their service quality perceptions. Conversely, at the medium level, pricing information loses its predictive utility, and hence hotel guests become more critical of actual hotel services. As a result, their satisfaction ratings exhibit high levels of variation. In addition to overall satisfaction, the results of this study indicate that guest satisfaction declines in each of the three key subdimensions: cleanliness, maintenance, and attentiveness. Although there is no evidence that the absolute level of cleanliness, maintenance, or employee attentiveness actually declines during the peak summer months - when room rates are highest - each of these factors clearly falls short of guest expectations relative to the slower times of the year.

Yen-Lun Su (2004) focused on hotel guest comment cards (GCCs) and customer satisfaction management schemes in Taiwan. The results of this study revealed that no single company within the survey sample met all critical best practice criteria and many fall substantially short in terms of overall best practice. Nearly 40% of the total sample has not yet used GCCs to measure customer

satisfaction. This reflects the fact that hotels in Taiwan do not use GCC as a marketing and management tool.

Lau et al. (2005) tried to increase the comprehension of the expectations and perceptions towards hotel service quality from the hotel customers' perspective. Besides that, this study also wanted to explore the relationship between the overall satisfaction and the five SERVQUAL service quality factors in the context of Malaysia's luxury hotels. The study resulted that hotel customers' perceptions were consistently not meeting their expectations. The negative Customer Gap across the attributes suggested that more effort should be put in by the hotel operators to improve the service quality of the hotel industry in Malaysia.

Akbaba (2006) tried to investigate the service quality customer expectations of a business hotel in Turkey. The findings of this study indicated that the most important factor in predicting business travelers' overall service quality evaluation was "tangibles", followed by "understanding and caring", "adequacy in service supply", "assurance" and "convenience" respectively. It was also noticeable that "convenience" has emerged as a completely new dimension. These findings support the claim that, although the SERVQUAL scale is a very useful tool as a concept, it needs to be adapted for the specific service environments and for the cultural context.

Matzler et al. (2006) tried in their study to measure the relative importance of service dimensions in the formation of price satisfaction and service satisfaction. The results of this study show that the relative importance of service dimensions for overall service satisfaction differ from their importance for price satisfaction. These results suggest that customers use different clues when they form evaluations of the overall service and the price. The second interesting finding was that price satisfaction has a stronger impact on loyalty than service satisfaction. It seems, that at least in the case of wellness hotels, price is less important than quality.

Dominici and Guzzo (2010) performed a qualitative analysis of the Sporting Club Hotel in Sicily (IT) using the Critical Incident Approach. Their analysis showed that the level of customer satisfaction is good both considering the overall evaluation and the single services (6 out of 8 of the single aspects examined). Human resource management in particular results to be especially effective in entertainment and

restaurant service. In general, the main factor which limits the Sporting Club Hotel's ability to achieve higher customer satisfaction levels is the standardization of services that reduces the possibility to customize the offer for specific guest needs. Another weakness of the customer satisfaction management system of the hotel is that a structured CRM (Customer Relationship Management) system has not yet been implemented. Even if a customer database exists, the data collection is not even planned, and the data gathered can't be easily found and used by management for marketing decisions. Any benchmarking information about customer satisfaction levels is missing, so the management doesn't have a clue about what competitors are doing.

Abbasi et al. (2010) examined the determinants of customer satisfaction in Pakistan hotel industry. The domino effect of the study discovered that the service quality and service features play a significant part in customer satisfaction. It further validates the argument that satisfied customers will be having future intentions for visiting that hotel on long-term basis. It was marked from the outcome that the service features were most imperative to the customers when it is about their satisfaction. The researchers of this study finally suggest:

- Hotels should understand the needs of the customer and provide courteous services efficiently in catering such needs.
- Employees at front desk are the key personnel who form the impression of the hotel. Therefore, their appearance needs to be neat. They should strive to provide each customer a personalized touch.
- Customers normally prefer hotels which have broad product lines, quality offerings at reasonable prices and convenient location.

2.5 Summary

The literature review has provided an overview of the context in which the dissertation is set as regards examining customer satisfaction and influences of cultural factors in Greek hospitality industry, in terms of stating what customer satisfaction is and which role quality plays in achieving satisfaction. Additionally, the concept of culture has been outlined by defining it and revealing through various

theories the importance it has in the context of an international hospitality industry, where multicultural customers meet with different needs and expectations. The findings in the literature review will be used as a structure on which to base primary research and develop the questionnaire of the research. Next chapter includes a description of the Greek hospitality industry in which the survey will be run.

Chapter 3: Field of the Research and Methodology

3.1 Introduction

This chapter includes an analysis on the economical environment of Greece regarding the operations of the hotel industry. In addition, statistical data are provided about volume, frequency and seasonality of the tourist arrivals. Finally, we represent the structure of the hotel industry in city of Alexandroupolis, the region for which the current survey was prepared.

3.2 The Current Situation

Greece is located in southwestern Europe and has land borders with Albania, the Republic of Macedonia and Bulgaria to the north, and Turkey to the east. The Aegean Sea lies to the east of mainland Greece, the Ionian Sea to the west, and the Mediterranean Sea to the south. Greece has the twelfth longest coastline in the world at 13,676 km (8,498 mi) in length, featuring a vast number of islands (approximately 1,400, of which 227 are inhabited), including Crete, the Dodecanese, the Cyclades, and the Ionian Islands among others (Hellenic Statistical Authority, 2011). Eighty percent of Greece consists of mountains, of which Mount Olympus is the highest at 2,917 m (9,570 ft). Greece has been a member of the European Union since 1981, the Euro Zone since 2001, NATO since 1952 and the European Space Agency since 2005. It is also a founding member of the United Nations, the Organization for Economic Cooperation and Development (O.E.C.D.) and the Organization of the Black Sea Economic Cooperation.

An important percentage of Greece's national income comes from tourism. According to Eurostat (2011) Hellenic Statistical Authority, Greece welcomed over 19.5 million tourists in 2009, which is an increase from the 17.7 million tourists it welcomed in 2007. The vast majority of visitors in Greece in 2007 came from the European continent, numbering 12.7 million, while the most visitors from a single nationality were those from the United Kingdom, (2.6 million), followed closely by those from Germany (2.3 million). In 2010, the most visited periphery of Greece was

that of Central Macedonia, with 18% of the country's total tourist flow, followed by Attica and the Peloponnese. Northern Greece is the country's most-visited geographical region, with 6.5 million tourists, while Central Greece is second with 6.3 million. In 2010, Lonely Planet ranked Greece's northern and second-largest city of Thessaloniki as the world's fifth-best party town worldwide, comparable to other cities such as Dubai and Montreal. In 2011, Santorini was voted as "The World's Best Island" in *Travel + Leisure* (Hellenic Statistical Authority, 2011). According to Greek tourism, the tables below represent the figure of key variables:

Table 3.1: Holiday Demographic Trends 2005-2010

% number of people	2005	2006	2007	2008	2009	2010
Holiday Takers	74.0	77.0	79.0	79.5	74.0	72.8
Non-Holiday Takers	26.0	23.0	21.0	20.5	26.0	27.2

Source: Euromonitor, 2011

Table 3.2: Holiday Takers by Age 2005-2010

% number of people	2005	2006	2007	2008	2009	2010
0-14	15.0	14.9	14.6	14.4	15.5	14.7
15-24	14.1	14.1	14.5	14.6	16.5	16.5
25-34	15.7	15.8	16.5	16.7	16.6	15.5
35-49	20.8	20.7	20.8	20.9	20.0	20.4
50-64	17.5	17.6	17.7	17.6	17.2	17.9
Over 65	16.9	16.9	15.9	15.8	14.2	15.0
Total	100.0	100.0	100.0	100.0	100.0	100.0

Source: Euromonitor, 2011

Table 3.3: Seasonality of Trips

% number of trips	2005	2006	2007	2008	2009	2010
January	2.0	2.2	1.6	1.5	4.4	4.0
February	1.0	1.9	1.8	1.9	2.0	1.5
March	1.0	1.9	1.2	1.3	3.0	2.4
April	3.0	6.2	6.4	5.8	11.9	10.5
May	2.5	2.9	2.3	2.5	2.3	2.0
June	9.0	6.3	6.2	6.5	3.7	4.1
July	22.0	24.8	25.1	25.4	17.2	19.0
August	45.0	39.3	40.0	40.9	37.5	38.6
September	10.5	5.7	7.0	6.7	4.5	5.5
October	1.5	2.3	2.4	2.0	2.3	2.0
November	0.5	1.5	1.6	1.2	1.7	1.5
December	2.0	5.0	4.4	4.3	9.5	8.9
Total	100.0	100.0	100.0	100.0	100.0	100.0

Source: Euromonitor, 2011

Alexandroupolis is a city of northeastern Greece and the capital of the Evros peripheral unit in Thrace. Named after King Alexander, it is an important port and commercial center of northeastern Greece. Alexandroupolis is about 14.5 km (9 miles) west of the delta of the river Evros, 40 km from the border with Turkey, 346 km (216 mi) from Thessaloniki on the newly constructed Egnatia highway, and 750 km (466 mi) from Athens. Around the city one finds small fishing villages like Makri and Dikella to the west, and suburbanm Maistros, Apalos, Antheia, Aristino, Nipsa, Loutra to the east, while north of the city are the ever closing Palagia, Abantas, Aissyimi and Kirkas. The current metropolitan population is estimated at around 65,000 inhabitants, and its area covers the southern portion of the prefecture, and it

runs from the Rhodope Prefecture to the Evros Delta. The municipality has a land area of 1,220 km² (468.73 sq mi).

According to Hellenic Statistical Authority (EL.STAT.), Evros peripheral unit - including Samothrace - has 69 hotels and similar accommodation facilities while there are only 2 camping areas. The first category includes 3,879 while the second 963 beds (Table 3.4). More specifically, there are 55 hotels - except Samothrace - spread across 2 5-star hotels, 2 4-star hotels, 13 3-star hotels, 27 2-star hotels, and 11 1-star hotels (Table 3.5).

Table 3.4: Accommodation Capacity by Region 2010

NUTS (0, I, II and III)		Number of establishments			Number of beds		
		Hotels	Camp ing	Total	Hotels	Camp ing	Total
GR	GREECE	9,732	314	10,046	763,407	86,958	850,365
GR1	Northern Greece	2,318	110	2,428	143,452	36,405	179,857
GR11	East Macedonia, Thrace	385	16	401	21,146	6,010	27,156
GR11 1	Evros	69	2	71	3,879	963	4,842
GR112	Xanthi	18	2	20	1,404	411	1,815
GR113	Rodopi	22	2	24	1,607	764	2,371
GR114	Drama	20	0	20	1,056	0	1,056
GR115	Kavala	256	10	266	13,200	3,872	17,072
GR12	Central Macedonia	1,208	79	1,287	87,368	27,453	114,821
GR121	Imathia	33	0	33	1,566	0	1,566
GR122	Thessaloniki	139	4	143	14,139	4,591	18,730
GR123	Kilkis	19	0	19	845	0	845
GR124	Pella	64	0	64	2,607	0	2,607
GR125	Pieria	393	30	423	19,761	8,129	27,890
GR126	Serres	34	0	34	1,924	0	1,924
GR127	Chalkidiki	526	45	571	46,526	14,733	61,259
GR13	West Macedonia	128	0	128	5,789	0	5,789
GR131	Grevena	24	0	24	1,012	0	1,012
GR132	Kastoria	34	0	34	1,865	0	1,865
GR133	Kozani	35	0	35	1,680	0	1,680
GR134	Florina	35	0	35	1,232	0	1,232
GR14	Thessalia	597	15	612	29,149	2,942	32,091
GR141	Karditsa	37	0	37	1,816	0	1,816

NUTS (0, I, II and III)		Number of establishments			Number of beds		
		Hotels	Campings	Total	Hotels	Campings	Total
GR142	Larisa	46	2	48	2,987	516	3,503
GR143	Magnesia	434	8	442	20,064	1,670	21,734
GR144	Trikala	80	5	85	4,282	756	5,038
GR2	Central Greece	2,737	144	2,881	191,042	36,078	227,120
GR21	Ipeiros	361	17	378	14,594	4,006	18,600
GR211	Arta	14	0	14	737	0	737
GR212	Thesprotia	54	5	59	2,812	1,158	3,970
GR213	Ioannina	197	1	198	6,289	210	6,499
GR214	Preveza	96	11	107	4,756	2,638	7,394
GR22	Ionian Islands	922	24	946	88,477	5,917	94,394
GR221	Zakynthos	272	5	277	29,303	1,203	30,506
GR222	Kerkyra	407	9	416	43,384	2,160	45,544
GR223	Kefallinia	148	2	150	10,648	1,203	11,851
GR224	Lefkada	95	8	103	5,142	1,351	6,493
GR23	West Greece	278	25	303	19,556	6,514	26,070
GR231	Aitoloakarnania	79	3	82	4,022	500	4,522
GR232	Achaia	118	8	126	7,442	1,912	9,354
GR233	Ileia	81	14	95	8,092	4,102	12,194
GR24	Sterea Ellada	560	17	577	30,901	4,961	35,862
GR241	Voiotia	35	0	35	1,516	0	1,516
GR242	Evvia	251	8	259	16,958	2,180	19,138
GR243	Evritania	38	0	38	1,696	0	1,696
GR244	Fthiotida	152	5	157	6,756	2,148	8,904
GR245	Fokida	84	4	88	3,975	633	4,608
GR25	Peloponnisos	616	61	677	37,514	14,680	52,194
GR251	Argolida	149	22	171	12,037	4,142	16,179
GR252	Arcadia	98	5	103	3,005	1,045	4,050
GR253	Korinthia	114	6	120	8,632	1,423	10,055
GR254	Lakonia	122	10	132	4,578	3,551	8,129
GR255	Messinia	133	18	151	9,262	4,519	13,781
GR3	Attica	692	10	702	61,850	2,640	64,490
GR30	Attica	692	10	702	61,850	2,640	64,490
GR300	Athens	692	10	702	61,850	2,640	64,490
GR4	Aegean Islands, Crete	3,985	50	4,035	367,063	11,835	378,898
GR41	Northern Aegean	407	0	407	22,142	0	22,142
GR411	Lesvos	147	0	147	8,673	0	8,673
GR412	Samos	199	0	199	10,656	0	10,656
GR413	Chios	61	0	61	2,813	0	2,813
GR42	South Aegean	2,029	33	2,062	183,343	9,056	192,399
GR421	Dodekanisos	1,033	3	1,036	137,158	396	137,554
GR422	Cyclades	996	30	1,026	46,185	8,660	54,845
GR43	Crete	1,549	17	1,566	161,578	2,779	164,357

NUTS (0, I, II and III)		Number of establishments			Number of beds		
		Hotels	Campi ng	Total	Hotels	Campi ng	Total
GR431	Iraklio	501	4	505	66,353	870	67,223
GR432	Lasithi	208	3	211	23,727	483	24,210
GR433	Rethymno	314	4	318	30,703	570	31,273
GR434	Chania	526	6	532	40,795	856	41,651

Source: Hellenic Statistical Authority, 2011

Table 3.5: Hotel Classification by Region 2010

REGION	5*	4*	3*	2*	1*	TOTAL
TOTAL	312	1.234	2.268	4.349	1.569	9.732
Stereia Ellada	39	139	286	633	234	1.331
ATTICA	29	97	141	295	130	692
Athens	14	41	45	90	56	246
Piraeus	1	1	8	22	7	39
Rest of Attica	13	35	40	98	20	206
Argosaronikos Islands	1	14	29	70	45	159
Lakonikos Islands	0	6	19	15	2	42
Aitoloakarnania	0	5	32	28	14	79
Voiotia	3	2	11	12	7	35
Evvia	3	13	48	158	29	251
Evrítania	3	3	15	16	1	38
Fthiotida	1	6	9	93	43	152
Fokida	0	13	30	31	10	84
Peloponnisos	15	113	225	361	101	815
Argolida	5	21	28	68	27	149
Arcadia	1	21	29	35	12	98
Achaia	0	19	33	54	12	118
Ileia	3	11	16	40	11	81
Korinthia	3	13	34	51	13	114
Lakonia	0	19	49	43	11	122
Messinia	3	9	36	70	15	133
Ionian Islands	22	100	199	518	83	922
Zakynthos	4	23	66	169	10	272
Ithaki	0	2	3	2	0	7
Kerkyra	14	53	86	188	59	400
Kefallinia	3	13	27	90	8	141
Lefkada	1	6	13	68	5	93
Meganisi	0	1	1	0	0	2
Paxi	0	2	3	1	1	7
Ipeiros	6	56	120	147	32	361
Arta	0	2	2	9	1	14
Thesprotia	2	7	17	20	8	54
Ioannina	4	39	81	63	10	197
Preveza	0	8	20	55	13	96

REGION	5*	4*	3*	2*	1*	TOTAL
<i>East Aegean Islands</i>	6	32	126	190	53	407
Lesvos	2	12	54	62	17	147
Samos	2	5	45	117	30	199
Chios	2	15	27	11	6	61
Crete	76	232	335	696	210	1.549
Iraklio	26	103	100	176	96	501
Lasithi	24	34	33	84	33	208
Rethymno	10	47	92	139	26	314
Chania	16	48	110	297	55	526
Dodekanisos	49	166	249	492	77	1.033
Cyclades	31	162	193	436	174	996
Thessalia	23	112	123	250	89	597
Karditsa	1	4	9	21	2	37
Larisa	2	0	12	22	10	46
Magnesia	18	100	68	178	70	434
Trikala	2	8	34	29	7	80
Macedonia	41	112	373	586	500	1.612
Grevena	0	1	11	9	3	24
Drama	0	3	10	4	3	20
Imathia	0	3	21	9	0	33
Thessaloniki	13	20	39	30	37	139
Kavala	2	3	10	25	10	50
Thasos	2	9	30	116	49	206
Kastoria	1	9	15	9	0	34
Kilkis	0	1	8	7	3	19
Kozani	1	1	20	12	1	35
Pella	0	5	32	19	8	64
Pieria	3	8	51	138	193	393
Serres	0	4	19	8	3	34
Florina	0	1	17	16	1	35
Chalkidiki	19	44	90	184	189	526
Thrace	4	10	39	40	16	109
Evros	2	2	13	27	11	55
Samothrace	0	0	6	6	2	14
Rodopi	0	6	12	3	1	22
Xanthi	2	2	8	4	2	18

Source: Hellenic Statistical Authority, 2011

Summarizing the data of this chapter, we conclude that an important percentage of Greece's national income comes from tourism. Tourists visit Greece primarily for summer holidays. Alexandroupolis is a city of northeastern Greece with little hospitality accommodation compared with other regions in Greece. Nevertheless, charming beaches, the opportunity to visit Samothrace and the strategic

location of the city (near the border with Turkey and Bulgaria) encourage the passage of the city hotels.

3.3 Methodology of the Research

This section of chapter 3 describes the methodology and research design used in the research. Moreover, it describes the methodology used in developing the questionnaire as well as the sources used to make the questionnaire attach the appropriate form and content. The research was carried out during the first half of October 2011 in the city of Alexandroupolis. We came in touch with three 5 star of the city's hotels which enabled us to communicate with their customers. The study was conducted with the use of a questionnaire which was created specifically for the purposes of the research. The completion of the questionnaires was performed by the hotels' guests in the form of a personal interview.

The main reasons the research was conducted in Alexandroupolis are:

1. This particular city is the capital of the most remote prefecture in Greece, which borders Turkey and Bulgaria. The sentimental value and national importance of this region are represented by the motto of the local municipality: "Alexandroupolis: the first city entering Europe".
2. Alexandroupolis is primarily a rural region with a huge number of public officers, thus business activity is limited. Taking into account the unprecedented economic crisis, it is vital to conduct a research that promotes business and tourism in this region.
3. In the past two decades, remarkable hotels have been established in the city and it is necessary to study these hotels that give impetus to the local economy.

3.4 Participants

The participants of this study consisted of 180 customers who stayed at the 3 five star hotels located in Alexandroupolis during the first half of October 2011. The participation level of each hotel was equal (60 questionnaires each). The researcher

selected the respondents by randomly sampling method. In terms of the sample selection process, the author aimed to include the following criteria in the sample:

- The participants were adults
- Any customer no matter as to gender or country of origin
- Those customers who were willing to participate in the research
- Customers who were able to understand either Greek or English.

3.5 Questionnaire Development

A questionnaire was used as an instrument for data collection. The questionnaire used in the research was a mix of questions used in previous studies (Akbaba, 2006; Ming-Tien et al., 2010). The questionnaire instrument consisted of 3 parts of total 16 questions as follows.

The first part includes 7 multiple-choice questions investigating general demographic characteristics of the customers. These characteristics are gender, age, marital status, and nationality, purpose of visit, education level and occupation. The results of this part of the questionnaire will help Alexandroupolis' hotels managers write down the profile of their customers.

The second part includes 6 likert scale questions/statements focusing on measuring the customer's satisfaction levels. The quantification of satisfaction was achieved using a scale between 1 and 5. As moving from 1 to 5 the satisfaction turns into dissatisfaction (1: very satisfied, 2: satisfied, 3: neither satisfied/dissatisfied, 4: quite dissatisfied, 5: very dissatisfied). A similar likert scale was used by Akbaba (2006) and Choi and Chu (2001). Each question targets on a different dimension of satisfaction or quality as describe the SERVQUAL and SERVPERF approaches (Blesic et al., 2011).

Finally, the third part was a set of three multiple/choice questions to find out if Alexandroupolis' hotels enjoy customers' loyalty. The layout of these questions was adapted from Ntuda's (2010) relevant study. The customers' intentions will produce useful results for hotels strategic and marketing planning.

3.6 Data Collection

Prior to the survey, in September 2011 the questionnaire was piloted with the dissertation supervisor to examine the first draft of the questionnaire and any misunderstanding over terms and questions. The results of the pilot test showed that no addition or improvements required.

As mentioned above data were collected from the customers who stayed at the hotels between 1 and 15 September 2011. The receptionists of each hotel asked 60 customers to do the questionnaire upon the check-out process. Moreover, the customers informed that their participation was on a voluntary basis and all information provided would be kept private and confidential. The questionnaires were distributed to the customers who agreed to participate in the study. Then, the receptionists briefly explained the requirements of the survey before the customers fill up the questionnaires. Fortunately, all the questionnaires were completed appropriately and were valid for the data analysis.

3.7 Data Analysis

After the questionnaires were collected, the researcher recorded the encoded frequencies of each answer in MS Excel 2007. Then the available data were imported into IBM SPSS 17 statistical package in order to prepare descriptive statistics, factor and cluster analysis.

Chapter 4: Results of Quantitative Analysis

4.1 Introduction

This chapter contains the outcomes of the statistical analysis performed. The results are represented regarding to each part of the questionnaire. Moreover, results from factor analysis and cluster analysis are displayed.

4.2 Part 1: Personal Data

4.2.1 Gender

Table 4.1 shows that the 57.22% of the sample were men while the 42.78% were women. Thus, we can demonstrate that the sample is representative enough according to the two genders.

Table 4.1: Gender

Gender	Frequency	Percent
Male	103	57.22%
Female	77	42.78%
Total	180	100.00%

4.2.2 Age

Table 4.2 illustrates the ages of the respondents, which were separated in six classes. The largest percent of the hotel guests were between 21 and 30 years old (24.44%). The next largest classes are guests of age 31-40 (22.78%) and 41-50 (20.56%). The two groups consisting of the oldest guests have almost equal weights in the sample (13.89 and 13.33%). Finally, the minority of the respondents are 20 or below (5.00%). These results could be considered as normal, because only 5 star hotels were included in the research and it is common that younger (without income) or older (with low income) guests choose “low cost” accommodation facilities.

Table 4.2: Age

Age	Frequency	Percent
20 or below	9	5.00%
21-30	44	24.44%
31-40	41	22.78%
41-50	37	20.56%
51-60	25	13.89%
61 or above	24	13.33%
Total	180	100.00%

4.2.3 Marital Status

Table 4.3 represents the results about the marital status of the respondents. The majority of the respondents answered that they are married (63.89%). Another significant percent of the respondents found to be single (25.56%), while only few respondents were divorced (3.89%) or widowed (6.67%). These results indicate that Alexandroupolis' hotels are family destinations opposing to some Greek islands and other regions.

Table 4.3: Marital Status

Marital Status	Frequency	Percent
Single	46	25.56%
Married	115	63.89%
Divorced	7	3.89%
Widow	12	6.67%
Total	180	100.00%

4.2.4 Country of Residence

The table below shows that most respondents were Greek (41.11%). Another significant percent of visitors came from Russia (21.67%), despite the fact that Greece borders with Bulgaria and Turkey. This is partially charged to the airline connection between Alexandroupolis and Moscow. On the other hand the, the Turkish and

Bulgarian guests constitute 11.67% and 17.78% of the sample respectively. Finally only a small percent of respondents come from Germany (4.44%) and other countries (3.33%).

Table 4.4: Country of Residence

Country of Residence	Frequency	Percent
Greece	74	41.11%
Germany	8	4.44%
Bulgaria	32	17.78%
Turkey	21	11.67%
Russia	39	21.67%
Other	6	3.33%
Total	180	100.00%

4.2.5 Purpose of Visit

Asking the hotel customers about the purpose of their visit we received the results listed in Table 4.5. Most respondents visited Alexandroupolis for holidays (48.89%), while a large proportion of them for business/professional purposes (38.33%). We can explain that as a result that one of the three 5 star hotels carries a conference centre, which accommodates medical and healthcare events (Alexandroupolis also has a University Hospital as well as Schools of Biology and Medicine). Furthermore, 5.56% of respondents visited friends or relatives, 2.78% were en route and 2.78% of them visited Alexandroupolis for other reasons.

Table 4.5: Purpose of Visit

Purpose of visit	Frequency	Percent
Holidays	88	48.89%
Visit friends/relatives	10	5.56%
Business/meetings	69	38.33%
En route	5	2.78%
Other	8	4.44%
Total	180	100.00%

4.2.6 Education

Table 4.6 illustrates the education level of the respondents. The results show that only a small proportion of them are of low educational level (elementary or secondary school). On the other hand, most visitors are high school graduates (53.89%). Moreover, university graduates and students (BA, MSc, PhD) reach 37.78% of the sample.

Table 4.6: Education

Education	Frequency	Percent
Elementary school	6	3.33%
Secondary school	9	5.00%
High school	97	53.89%
BA, MSc, PhD	68	37.78%
Total	180	100.00%

4.2.7 Occupation

Table 4.7 illustrates the hotel customers' education. Most customers (41.67%) work as government officers. That result is probably connected with the result that most customers came from Greece (Table 4.4) where government officers cover a large proportion of working capital. Moreover, owners or employees of private sector cover 26.67% and 10.56% of the sample respectively. Another significant group is

students (20.00%) coming from other cities' Schools of Biology or Medicine. Finally, respondents with other occupation consist 1.11% of the sample.

Table 4.7: Occupation

Occupation	Frequency	Percent
Government officer	75	41.67%
Owner/Private business	48	26.67%
Private sector employee	19	10.56%
Student	36	20.00%
Other	2	1.11%
Total	180	100.00%

4.3 Part 2: Satisfaction Levels

4.3.1 *General-Tangibility*

Table 4.8 illustrates the general customers' satisfaction. Respondents appeared to be highly satisfied from the hotels' parking area with a mean score of 4.58 and standard deviation 0.46. On the other hand, Alexandroupolis' hotels got the lowest score about their convenient and accessible location (mean score 4.06, standard deviation 0.84). Furthermore, the respondents gave a high mean score for the hotels' visually attractive exterior and interior (4.22 and 4.35 respectively). The mean score for the visually appealing prospectuses and other brochures was 4.17 with standard deviation 0.43. The total average score in general-tangibility characteristics was 4.28.

Table 4.8: General-Tangibility

General - Tangibility														
STATEMENTS	Very satisfied		Satisfied		Neither satisfied / dissatisfied		Quite dissatisfied		Very dissatisfied		Total		Score	
	5		4		3		2		1					
Score	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Mean	Std
1. Convenient and accessible location	45	25,00%	111	61,67%	15	8,33%	7	3,89%	2	1,11%	180	100,00%	4,06	0,84
2. Visually attractive exterior of the hotel	67	37,22%	87	48,33%	25	13,89%	1	0,56%	0	0,00%	180	100,00%	4,22	0,73
3. Visually attractive interior of the hotel	70	38,89%	103	57,22%	7	3,89%	0	0,00%	0	0,00%	180	100,00%	4,35	0,55
4. Visually appealing prospectuses, brochures, menus, wine lists, napkins and bills	35	19,44%	140	77,78%	5	2,78%	0	0,00%	0	0,00%	180	100,00%	4,17	0,43
5. Spacious parking area	105	58,33%	75	41,67%	0	0,00%	0	0,00%	0	0,00%	180	100,00%	4,58	0,46
											Average	4,28	0,20	

4.3.2 Staff Service Quality

Customers' satisfaction deriving from staff service quality is represented in Table 4.9. Descriptive statistics show that customers are highly satisfied from staff's helpfulness (mean score 4.22). In aspects of staff's neat appearance and efficiency hotels got high mean scores too (4.11 and 4.09 respectively). Moreover, staff appeared to be quite polite and friendly (only 4 customers demonstrated their dissatisfaction). On the other hand quality according to multi-lingual and understanding skills is lower than expected. The mean score in staff's multi-lingual skills was low (3.61) and highly standard deviated (0.94). The respective score in understanding the customers' requests was better but still low (3.81) and is probably due to the language gap mentioned above. Check-in and check-out services satisfy most customers but the mean score was low (3.88). Those results indicate that hotel managers should pay attention in recruiting and training staff sufficiently in order to meet closely to customers' needs. The mean score in staff service quality was significant lower than that of the tangibility characteristics of Table 4.8.

Table 4.9: Staff Service Quality

Staff Service Quality														
STATEMENTS	Very satisfied		Satisfied		Neither satisfied / dissatisfied		Quite dissatisfied		Very dissatisfied		Total		Score	
	5		4		3		2		1				Mean	Std
Score	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%		
1. Staff are polite and friendly	33	18,33%	123	68,33%	20	11,11%	4	2,22%	0	0,00%	180	100,00%	4,03	0,63
2. Staff are helpful	55	30,56%	110	61,11%	15	8,33%	0	0,00%	0	0,00%	180	100,00%	4,22	0,58
3. Staff understand your requests	35	19,44%	88	48,89%	48	26,67%	6	3,33%	3	1,67%	180	100,00%	3,81	0,96
4. Staff provide efficient service	39	21,67%	123	68,33%	14	7,78%	4	2,22%	0	0,00%	180	100,00%	4,09	0,62
5. Check-in/check-out are efficient	12	6,67%	142	78,89%	19	10,56%	7	3,89%	0	0,00%	180	100,00%	3,88	0,52
6. Staff have multi-lingual skills	15	8,33%	104	57,78%	40	22,22%	18	10,00%	3	1,67%	180	100,00%	3,61	0,94
7. Staff have neat appearance	32	17,78%	136	75,56%	12	6,67%	0	0,00%	0	0,00%	180	100,00%	4,11	0,47
											Average	3,97	0,21	

4.3.3 Room Quality

Next four statements listed in Table 4.10 investigate the customers' satisfaction according to the room quality. The highest score was achieved in the fourth statement that "room is quiet" (mean score 4.37), while the score for the internal temperature control was a little lower (mean score 4.30). When customers were asked if beds, pillows etc. were comfortable the mean score was 4.06. The score achieved on rooms' cleanness was close to the previous score (4.07). Summarizing, the mean score on total room quality was measured significantly high (4.20). It is worth mentioning that no customers found to state dissatisfaction (of any level) about the room quality resulting to low standard deviations for all mean scores.

Table 4.10: Room Quality

Room Quality														
STATEMENTS	Very satisfied		Satisfied		Neither satisfied / dissatisfied		Quite dissatisfied		Very dissatisfied		Total		Score	
	5		4		3		2		1					
Score	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Mean	Std
1. Bed/mattress/pillow are comfortable	22	12,22%	147	81,67%	11	6,11%	0	0,00%	0	0,00%	180	100,00%	4,06	0,40
2. In-room temperature control is of high quality	54	30,00%	126	70,00%	0	0,00%	0	0,00%	0	0,00%	180	100,00%	4,30	0,45
3. Room is clean	20	11,11%	153	85,00%	7	3,89%	0	0,00%	0	0,00%	180	100,00%	4,07	0,36
4. Room is quiet	67	37,22%	113	62,78%	0	0,00%	0	0,00%	0	0,00%	180	100,00%	4,37	0,47
											Average	4,20	0,16	

4.3.4 Amenities

Table 4.11 illustrates customers' satisfaction deriving from hotel amenities. Statistics show that customers are more satisfied by the wake-up call reliability (mean score 4.51) and the information desk availability (mean score 4.48). Moreover, the quality of food and drinks found to be high enough (mean score 4.32) and higher than the range of that amenities (mean score 4.21). Alexandroupolis' hotels got the lowest scores according to room service and valet/laundry service efficiency (4.16 and 4.06 respectively). The total average score in amenities characteristics was 4.20.

Table 4.11: Amenities

Amenities														
STATEMENTS	Very satisfied		Satisfied		Neither satisfied / dissatisfied		Quite dissatisfied		Very dissatisfied		Total		Score	
	5		4		3		2		1					
Score	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Mean	Std
1. Valet/laundry service is efficient	34	18,89%	124	68,89%	20	11,11%	2	1,11%	0	0,00%	180	100,00%	4,06	0,58
2. Room service is efficient	45	25,00%	118	65,56%	17	9,44%	0	0,00%	0	0,00%	180	100,00%	4,16	0,56
3. Food & beverage facilities are of great variety	64	35,56%	108	60,00%	8	4,44%	0	0,00%	0	0,00%	180	100,00%	4,31	0,55
4. Wake-up call is reliable	91	50,56%	89	49,44%	0	0,00%	0	0,00%	0	0,00%	180	100,00%	4,51	0,48
5. Information desk is available	87	48,33%	93	51,67%	0	0,00%	0	0,00%	0	0,00%	180	100,00%	4,48	0,48
6. High quality of food & drinks	66	36,67%	107	59,44%	5	2,78%	2	1,11%	0	0,00%	180	100,00%	4,32	0,58
7. High range of food & drinks	48	26,67%	124	68,89%	6	3,33%	2	1,11%	0	0,00%	180	100,00%	4,21	0,54
											Average	4,29	0,17	

4.3.5 Security

Security services found to be quite satisfactory as shown to Table 4.12. The best score was achieved measuring the safe box availability (mean score 4.55). The security personnel responsibility and the loud fire alarms reliability are less satisfactory (mean score 4.06 and 4.04 respectively). Finally the total score for security services remains as high as that of the previous services (mean score 4.22).

Table 4.12: Security

Security															
STATEMENTS	Very satisfied		Satisfied		Neither satisfied / dissatisfied		Quite dissatisfied		Very dissatisfied		Total		Score		
	5		4		3		2		1						
Score	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Mean	Std	
1. Security personnel are responsible	31	17,22%	131	72,78%	16	8,89%	2	1,11%	0	0,00%	180	100,00%	4,06	0,54	
2. Loud fire alarms are reliable	45	25,00%	98	54,44%	37	20,56%	0	0,00%	0	0,00%	180	100,00%	4,04	0,70	
3. Safe box is available	99	55,00%	81	45,00%	0	0,00%	0	0,00%	0	0,00%	180	100,00%	4,55	0,47	
													Average	4,22	0,29

4.3.6 Value

Table 4.13 indicates the results of the perceived value the customers earned during their stay at Alexandroupolis' 5 star hotels. The results show that rooms and hotel ambiance are value for money to a large extent (mean scores 4.23 and 4.19 respectively). On the other hand, hotel food and beverages don't seem to add great value to customers. The corresponding score was significantly lower (3.83) suggesting that food and beverages are of high quality-range but at the same time constitute an expensive service. The total score on value found high (4.09) with low standard deviation (0.22).

Table 4.13: Value

STATEMENTS	Value										Total	Score			
	Very satisfied		Satisfied		Neither satisfied / dissatisfied		Quite dissatisfied		Very dissatisfied			Mean	Std		
	5		4		3		2		1						
Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Mean	Std		
1. Hotel food and beverages are value for money	11	6,11%	131	72,78%	34	18,89%	4	2,22%	0	0,00%	180	100,00%	3,83	0,52	
2. Room is value for money	46	25,56%	130	72,22%	4	2,22%	0	0,00%	0	0,00%	180	100,00%	4,23	0,46	
3. Hotel provides comfortable ambiance	41	22,78%	133	73,89%	6	3,33%	0	0,00%	0	0,00%	180	100,00%	4,19	0,46	
													Average	4,09	0,22

4.4 Part 3: Customer's Loyalty

4.4.1 Repeatability of Visits

Table 4.14 represents the results about the repeatability of visits. The majority of the respondents answered that they have previously stayed at this particular hotel twice (41.11%). Another significant percent of the respondents found to have revisited the hotel more than two times (25.56%), while only few respondents haven't visited the hotel again (9.44%). These results indicate that Alexandroupolis' hotels manage to keep a great degree of customers' loyalty.

Table 4.14: Repeatability of Visits

How many times have you previously stayed at this hotel?	Frequency	Percent
None	17	9.44%
1 time	39	21.67%
2 times	74	41.11%
More than 2 times	50	27.78%
Total	180	100.00%

4.4.2 Revisiting Intention

Presenting a similar but more direct question most customers expressed their intention to revisit this hotel in the future (93.33%), while only few customers answered negatively (6,67%). That result strengthens the findings of the previous answer (Table 4.14) about a great degree of customers' loyalty.

Table 4.15: Revisiting Intention

Are you going to stay again at this hotel in the future?	Frequency	Percent
Yes	168	93.33%
No	12	6.67%
Total	180	100.00%

4.4.3 Recommendation Intention

In the last field of the questionnaire customers were asked about their intention to recommend friends, relatives etc. to visit this particular hotel. The vast majority of them answered positively (96.11%). That result suggests that Alexandroupolis' hotels customers find their stay a pleasant experience and are willing to recommend it to others.

Table 4.16: Recommendation Intention

Are you going to recommend any family members, friends or colleagues to stay at this hotel in the future?	Frequency	Percent
Yes	173	96.11%
No	7	3.89%
Total	180	100.00%

4.5 Factor Analysis

Factor analysis regarding to guests' satisfaction staying at Alexandroupolis' hotels (Part 2 of the questionnaire) resulted in seven factors. As shown in Table 4.17 the model fits food with Kaiser-Meyer-Olkin Measure of Sampling Adequacy (K.M.O.) giving a high score of 0.868 and Bartlett's Test of Sphericity a score of 5,410.835 (df:406, sig:0.00). Factor analysis explains the 79.757% of the Total Variance (Table 4.18).

Table 4.17: KMO and Bartlett's Test in Factor Analysis

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.868
Bartlett's Test of Sphericity	Approx. Chi-Square	5,410.835
	df	406
	Sig.	0.000

Table 4.18: Total Variance Explained

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.949	37.755	37.755	5.714	19.703	19.703
2	4.370	15.068	52.823	4.370	15.070	34.773
3	2.069	7.136	59.959	3.640	12.553	47.326
4	1.840	6.343	66.302	3.613	12.459	59.785
5	1.555	5.361	71.664	2.274	7.842	67.626
6	1.308	4.510	76.173	1.961	6.762	74.389
7	1.039	3.583	79.757	1.557	5.368	79.757
8	.925	3.189	82.946			
9	.704	2.429	85.376			
10	.673	2.321	87.697			
11	.478	1.647	89.344			

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
12	.424	1.463	90.807			
13	.415	1.432	92.239			
14	.310	1.069	93.307			
15	.256	.882	94.189			
16	.233	.802	94.991			
17	.211	.727	95.718			
18	.206	.711	96.429			
19	.165	.570	96.999			
20	.159	.549	97.548			
21	.130	.449	97.997			
22	.128	.442	98.438			
23	.104	.359	98.798			
24	.096	.332	99.130			
25	.077	.266	99.396			
26	.062	.212	99.608			
27	.054	.187	99.795			
28	.032	.112	99.906			
29	.027	.094	100.000			

Extraction Method: Principal Component Analysis.

Factor analysis extracted seven distinguished factors each of which loads the 29 initial variables as shown in Table 4.19 (the shaded areas represent the highest loading of each factor).

Table 4.19: Rotated Component Matrix

Initial Variables	FACTORS						
	1	2	3	4	5	6	7
VAR00001	.802	.082	.323	.264	.098	.157	.045
VAR00002	.674	.029	.471	.282	.082	.275	.014
VAR00003	.472	-.009	.436	.341	.145	.279	-.059
VAR00004	.373	.068	.238	.745	.242	.172	-.005
VAR00005	.174	.580	-.082	.107	-.135	.059	-.243
VAR00006	.832	.056	.289	.271	.177	.166	.117
VAR00007	.460	-.028	.631	.262	.121	.375	.064
VAR00008	.287	-.041	.129	.052	.105	.065	.779
VAR00009	.806	.066	.116	-.020	-.001	-.016	.114
VAR00010	.845	.034	.197	.084	-.024	.088	.200
VAR00011	.108	.039	.049	.231	-.045	-.001	.819
VAR00012	.299	-.012	.873	.153	.066	.137	.091
VAR00013	.233	.013	.860	.112	.079	.113	.115
VAR00014	.022	.845	-.054	-.133	-.159	-.076	-.009
VAR00015	.175	-.009	.133	.822	.003	.093	.146
VAR00016	.027	.895	-.041	-.117	.013	-.047	.097
VAR00017	.784	.047	.234	.324	.288	.156	.064
VAR00018	.312	-.057	.807	.160	-.033	.045	.036
VAR00019	-.033	-.057	.192	.672	-.148	-.152	.242
VAR00020	.022	.919	.015	.129	.137	.036	.017
VAR00021	.001	.936	.029	.087	.135	.025	.026
VAR00022	.181	.040	.062	.175	.908	.041	.066
VAR00023	.179	.029	.062	.047	.915	-.027	-.010
VAR00024	.781	.064	.181	.267	.341	.125	.078
VAR00025	.299	-.019	.393	.241	.102	.754	.068
VAR00026	.027	.861	.069	.045	.089	.036	.029

Initial Variables	FACTORS						
	1	2	3	4	5	6	7
VAR00027	.177	.019	.138	.093	-.054	.899	.011
VAR00028	.324	.107	.130	.716	.320	.145	-.073
VAR00029	.270	.049	.059	.735	.140	.232	.070

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
Rotation converged in 7 iterations.

Factor 1 loads 8 variables (Table 4.19) and interprets the 19.703% of Total Variance (Table 4.18):

1. Var00001: Convenient and accessible location
2. Var00002: Visually attractive exterior of the hotel
3. Var00003: Visually attractive interior of the hotel
4. Var00006: Staff are polite and friendly
5. Var00009: Staff provide efficient service
6. Var00010: Check-in/check-out are efficient
7. Var00017: Valet/laundry service is efficient
8. Var00024: Loud fire alarms are reliable

Factor 2 loads 6 variables (Table 4.19) and interprets 15.070% of Total Variance (Table 4.18):

1. Var00005: Spacious parking area
2. Var00014: In-room temperature control is of high quality
3. Var00016: Room is quiet
4. Var00020: Wake-up call is reliable
5. Var00021: Information desk is available
6. Var00026: Safe box is available

Factor 3 loads 4 variables (Table 4.19) and interprets 12.553% of Total Variance (Table 4.18):

1. Var00007: Staff are helpful

2. Var00012: Staff have neat appearance
3. Var00013: Bed/mattress/pillow are comfortable
4. Var00018: Room service is efficient

Factor 4 loads 5 variables (Table 4.19) and interprets 12.459% of Total Variance (Table 4.18):

1. Var00004: Visually appealing prospectuses, brochures, menus, wine lists, napkins and bills
2. Var00015: Room is clean
3. Var00019: Food and beverage facilities are of great variety
4. Var00028: Room is value for money
5. Var00029: Hotel provides comfortable ambiance

Factor 5 loads 2 variables (Table 4.19) and interprets 7.842% of Total Variance (Table 4.18):

1. Var00022: High quality of food and drinks
2. Var00023: High range of food and drinks

Factor 6 loads 2 variables (Table 4.19) and interprets 6.762% of Total Variance (Table 4.18):

1. Var00025: Loud fire alarms are reliable
2. Var00027: Hotel food and beverages are value for money

Factor 7 loads 2 variables (Table 4.19) and interprets 5.368% of Total Variance (Table 4.18):

1. Var00008: Staff understand your requests
2. Var00011: Staff have multi-lingual skills.

4.6 Cluster Analysis

The cluster analysis performed was based on the seven factors that resulted from the factor analysis. The analysis resulted in two clusters containing the guests of the hotels. The factors' scores regarding each cluster, as well as the sample size are represented in Table 4.20.

Table 4.20: Cluster analysis of the hotel guest satisfaction factors

Attribute	Cluster n°1, n=136 (75.56%)	Cluster n°2, n=44 (24.44%)
Factor 1	3.883309	4.743409
Factor 2	4.454265	4.505455
Factor 3	3.966912	4.664773
Factor 4	4.045588	4.659091
Factor 5	4.106618	4.750000
Factor 6	3.764706	4.465909
Factor 7	3.595588	4.068182

As shown in Table 4.20, customers could be classified in two clusters the first of which is composed from a sample of 136 customers and the second of the 44 customers left. The customers of first cluster seem to be highly satisfied by hotel characteristics loaded on factors 2, 3, 4 and 5. On the other hand, characteristics and services loaded on factors 1, 6 and 7 appear to be less satisfactory. Thereafter, hotel managers in Alexandroupolis must improve the quality of their services included in these factors (for example staff multi-lingual skills, staff understanding skills, food and drinks value for money etc.) as there is a chance of improvement for the 75.56% of the customers. That result is consistent with that of the descriptive statistics analysis performed earlier. The other cluster consists of a smaller group of customers who are very satisfied by the characteristics loaded on overall factors (especially factors 1 and 5). These customers are expected to perform the highest loyalty.

4.7 Summary of the Quantitative Analysis

Summarizing the quantitative analysis the following aspects should be highlighted.

About the customers' profile, results showed that most customers of Alexandroupolis' hotels are between 21 and 50 years old. Most customers are married. Most customers come from Greece, while a lot of them come from Turkey, Bulgaria and Russia. The main purposes of visiting those hotels are taking family vacations and following medical (or biology) meetings/conferences. Most customers own a higher education. Most customers are government officers, entrepreneurs and students. These results suggest that hotel managers should classify their customers according to the characteristics above and provide them customized services related to each class's background. Furthermore, seems critical for hotel managers to adopt in their strategy the different nationalities, cultures and spoken languages of guests they have to face.

About the customers' satisfaction, research concluded that the most satisfactory services are those that conclude the amenities provided to the hotel customers. That result suggests that Alexandroupolis 5 star hotels focus on making customers feel comfortable promoting the secondary activities of hotel industry. This result seems expected as 5 star hotels use to provide luxury services in order to impress customers. The satisfaction levels of the general-tangibility characteristics of those hotels are high too. That result suggests that hotel managers of 5 star hotels try and manage to impress customers using visually attractive infrastructure. Concentrating on each statement separately results showed that most customers' dissatisfaction is associated with staff's disability to communicate with customers effectively. The fact that food and beverages are of low value was noted as another dissatisfaction factor. It seems to be critical for those hotel managers to increase staff service quality and prepare highly value-added services. According to research questions it is worth mentioning that understanding requests, speaking a common language and keeping a balance between value and quality of food and drinks are significant factors, strongly correlated with customers' satisfaction.

About the customers' loyalty, the results were impressive. The vast majority of customers has repeated a stay at Alexandroupolis' hotels two or more times and states willing to revisit these hotels in the future. Moreover, there is strong evidence of a great degree of positive customers' commitment which distinguishes truly loyal customers. Also, high levels of overall satisfaction, which were observed by the likert scale statistics, are consistent with the theory that customers' satisfaction and customers' satisfaction are positively and strongly correlated.

Finally, factor analysis resulted to a well fitted model of seven factors that can represent customers' satisfaction. Regarding to the second research question, research concluded the existence of two extra dimensions/factors of customer's satisfaction. These dimensions/factors are related with staff's communication skills and food/beverages value for money respectively. Clustering the observations two distinguished groups were formed each of which is obvious for different priority for the hotel managers.

Chapter 5: Conclusions and Recommendations

5.1 Conclusions

The purpose of this study was to assess the importance that customer satisfaction and service quality play in the hospitality industry by using the 5 star hotels located in Alexandroupolis, Greece.

Northern Greece is a very attractive destination for the tourists hosting a large number of accommodation facilities. An important percentage of Greece's national income comes from tourism. Tourists visit Greece primarily for summer holidays. Alexandroupolis is a city of northeastern Greece with little hospitality accommodation compared with other regions in Greece. Nevertheless, charming beaches, the opportunity to visit Samothrace and the strategic location of the city (near the border with Turkey and Bulgaria) encourage the passage of the city hotels. According to Hellenic Statistical Authority (EL.STAT.), Evros peripheral unit - including Samothrace - has 69 hotels and similar accommodation facilities while there are only 2 camping areas. The first category includes 3,879 while the second 963 beds (Table 3.4). More specifically, there are 55 hotels - except Samothrace - spread across 2 5-star hotels, 2 4-star hotels, 13 3-star hotels, 27 2-star hotels, and 11 1-star hotels (Table 3.5).

The fact that nowadays hotel industry is one of the main growing industries makes companies search for possibilities how to gain competitive advantage on the market. Indeed, customer satisfaction survey is the best suitable tool for this purpose. Building long-lasting relationships with the customers have to be the most important target for the hotels. The literature review has provided an overview of the context in which the dissertation is set as regards examining customer satisfaction and influences of cultural factors in Greek hospitality industry, in terms of stating what customer satisfaction is and which role quality plays in achieving satisfaction. Additionally, the concept of culture has been outlined by defining it and revealing through various theories the importance it has in the context of an international hospitality industry, where multicultural customers meet with different needs and expectations.

The research was carried out during the first half of October 2011 in the city of Alexandroupolis. We came in touch with three 5 star of the city's hotels which enabled us to communicate with their customers. The participation weight of each hotel was equal (60 questionnaires each). The researcher selected the respondents by randomly sampling method. The study was conducted with the use of a questionnaire which was created specifically for the purposes of the research. The completion of the questionnaires was performed by the hotels' guests in the form of a personal interview. The quantitative results showed that customer satisfaction should be a high priority of hotel managers because improves customer's loyalty and increases the hotel's goodwill, reputation and financial returns and finally leads to corporate survival. Factor analysis resulted in a seven factor model different from the early SERVQUAL approach. New dimensions, such staff's communication skills and food/beverages value for money appeared as significant factors of customer satisfaction. Finally, cluster analysis suggests that hotel managers in Alexandroupolis must improve the quality of their services included in these factors (for example staff multi-lingual skills, staff understanding skills, food and drinks value for money etc.) as there is a crowded cluster that is dissatisfied or less satisfied compared with other factors. Generally, the satisfaction levels found high enough and the customers' intentions favorable for the Alexandroupolis 5 star hotels.

5.2 Recommendations for future research

However, the study also revealed, that many customers also felt dissatisfied, regarding some functional and technical aspects offered at the three hotels in study. The author's recommendation to fully train and provide forms of empowerment to staff would further increase customer satisfaction levels. As was mentioned in Chapter 4, under the heading of the first objective, the aim to motivate hotel staff will achieve that staff will have respect towards their customers and will also increase the level of staff offering guests an increased personal service. This, in turn, will increase the readiness of staff to be available for their customers, who can contact them at any time. Additionally, employee appraisal systems can ensure that staff can continuously improve their working ability and improve upon weaknesses identified in their work. The latter feedback on performance system is well known to not only motivate staff

but also ensures that costly working mistakes are prevented. As a result a study that investigates the hotel staff's performance as a factor of customer satisfaction is necessary to be included in a future research.

On the other hand, is equally important to conduct additional researches at hotels located in other regions of Greece until sufficient data are available so as to investigate customers' satisfaction in the whole Greek hotel industry.

5.3 Reflections of Learning

This study will be as a practical guideline for the hotel managers, especially for those who deal with quality assurance and improvement, recruitment and staff training (human resources management) and general management. The outcome of this study will develop these hotels' quality in order to meet with the customers' needs and their satisfaction. In particular, the study will help these hotels in:

1. Having a greater understanding of strengths and weaknesses of their business, since there has been no similar research conducted in that specific region.
2. Improving their service quality and the value-added proceedings.
3. Increasing the customer satisfaction and the probability to revisit the hotel
4. Consolidating their financial status that involves the economic growth of this border region.

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Appendices

Appendix 1: Questionnaire

Dear guest,

I am a student in Staffordshire University and in order to get my Master's degree, I'm doing a survey in 5 star hotels located in Alexandroupolis, Greece. The questionnaire measures the satisfaction levels you reached during your stay in this particular hotel. Your answers are completely confidential and exclusively serve the purposes of research.

Thank you very much for your cooperation.

Part 1: Personal Data

Q1) Gender	
<input type="checkbox"/> Male	<input type="checkbox"/> Female

Q2) Age	
<input type="checkbox"/> 20 or below	<input type="checkbox"/> 41 - 50
<input type="checkbox"/> 21 – 30	<input type="checkbox"/> 51 - 60
<input type="checkbox"/> 31 – 40	<input type="checkbox"/> 61 or above

Q3) Marital Status	
<input type="checkbox"/> Single	<input type="checkbox"/> Divorced
<input type="checkbox"/> Married	<input type="checkbox"/> Widow

Q4) Country of residence	
<input type="checkbox"/> Greece	<input type="checkbox"/> Turkey
<input type="checkbox"/> Germany	<input type="checkbox"/> Russia
<input type="checkbox"/> Bulgaria	<input type="checkbox"/> Other (please specify.....)

Q5) Purpose of visit	
<input type="checkbox"/> Holidays	<input type="checkbox"/> En route
<input type="checkbox"/> Visit friends /relatives	<input type="checkbox"/> Other
<input type="checkbox"/> Business/meetings	

Q6) Education	
<input type="checkbox"/> Elementary school	<input type="checkbox"/> High School
<input type="checkbox"/> Secondary school	<input type="checkbox"/> BA, MSc, PhD

Q7) Occupation	
<input type="checkbox"/> Government officer	<input type="checkbox"/> Private sector Employee
<input type="checkbox"/> Owner/Private Business	<input type="checkbox"/> Student
<input type="checkbox"/> Other (please specify.....)	

Part 2: Satisfaction Levels

Q8) General - Tangibility					
Please check for every statement your degree of satisfaction.					
STATEMENTS	Very satisfied	Satisfied	Neither satisfied/dissatisfied	Quite dissatisfied	Very dissatisfied
1. Convenient and accessible location					
2. Visually attractive exterior of the hotel					
3. Visually attractive interior of the hotel					
4. Visually appealing prospectuses, brochures, menus, wine lists, napkins and bills					
5. Spacious parking area					

Q9) Staff Service Quality					
Please check for every statement your degree of satisfaction.					
STATEMENTS	Very satisfied	Satisfied	Neither satisfied/dissatisfied	Quite dissatisfied	Very dissatisfied
1. Staff are polite and friendly					
2. Staff are helpful					
3. Staff understand your requests					
4. Staff provide efficient service					
5. Check-in/check-out are efficient					
6. Staff have multi-lingual skills					
7. Staff have neat appearance					

Q10) Room Quality					
Please check for every statement your degree of satisfaction.					
STATEMENTS	Very satisfied	Satisfied	Neither satisfied/dissatisfied	Quite dissatisfied	Very dissatisfied
1. Bed/mattress/pillow are comfortable					
2. In-room temperature control is of high quality					
3. Room is clean					
4. Room is quiet					

Q11) Amenities					
Please check for every statement your degree of satisfaction.					
STATEMENTS	Very satisfied	Satisfied	Neither satisfied/dissatisfied	Quite dissatisfied	Very dissatisfied
1. Valet/laundry service is efficient					
2. Room service is efficient					
3. Food & beverage facilities are of					

great variety					
4. Wake-up call is reliable					
5. Information desk is available					
6. High quality of food & drinks					
7. High range of food & drinks					

Q12) Security

Please check for every statement your degree of satisfaction.

STATEMENTS	Very satisfied	Satisfied	Neither satisfied/dissatisfied	Quite dissatisfied	Very dissatisfied
1. Security personnel are responsible					
2. Loud fire alarms are reliable					
3. Safe box is available					

Q13) Value

Please check for every statement your degree of satisfaction.

STATEMENTS	Very satisfied	Satisfied	Neither satisfied/dissatisfied	Quite dissatisfied	Very dissatisfied
1. Hotel food and beverages are value for money					
2. Room is value for money					
3. Hotel provides comfortable ambiance					

Part 3: Customer's Loyalty

Q14) How many times have you previously stayed at this hotel?

<input type="checkbox"/> None	<input type="checkbox"/> 1 time
<input type="checkbox"/> 2 times	<input type="checkbox"/> More than 2 times

Q15) Are you going to stay again at this hotel in the future?

<input type="checkbox"/> Yes	<input type="checkbox"/> No
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Q16) Are you going to recommend any family members, friends or colleagues to stay at this hotel in the future?

<input type="checkbox"/> Yes	<input type="checkbox"/> No
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