Influence of Perceived Quality on the Overall Satisfaction Experience of Hotel Guests

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INFLUENCE OF PERCEIVED QUALITY ON THE OVERALL SATISFACTION EXPERIENCE OF HOTEL GUESTS

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ABSTRACT

Posljednjih par godina hotelsku industriju zadesile su brojne promjene koje su dijelom nastale kao posljedica ubrzanog tehnološkog procesa, promijenjenih preferencija potrošača u turizmu i burnih zdravstvenih, ekonomskih i političkih zbivanja koje su kvalitetu proizvoda, odnosno usluge postavili kao osnovni prioritet hotelskog upravljanja. S ciljem opstanka na sve većem konkurentskom tržištu, hotelske tvrtke moraju biti spremne na prilagodbu i modifikaciju svojih poslovnih procesa. Vodeće hotelske organizacije, u suštini se bave očekivanjima, zadovoljstvom svojih gostiju, ali i analizom doživljene hotelske usluge te onim elemenata fizičkog okruženja hotela, odnosno destinacije koje imaju izravan utjecaj na percepciju kvalitete. Postizanje odgovarajuće kvalitete u hotelskoj industriji složen je proces i zahtjeva određena znanja i vještine u svim odjelima hotela i nužnu interakciju sa osobljem hotela. Upravljanje kvalitetom u hotelu jedino je moguće uz kontinuirano osposobljenih zaposlenika usmjerenih na zadovoljstvo gostiju što u konačnici rezultira većim prihodom, nižim troškovima i povećanoj vrijednosti za hotel koji upravlja kvalitetom. Kroz ovaj rad istražen je utjecaj očekivane kvalitete hotelske usluge na ukupne doživljaje gosta hotelom i njegovom uslugom. Hipoteze koje će se testirati u radu ukazati će na odnos percipirane kvalitete usluge u hotelu s fizičkim okruženjem hotela, njegovom privlačnošću, izgrađenosti destinacije, interakcijom sa zaposlenicima, pratećim hotelskim uslugama i pogodnostima u hotelu. Ujedno će se nastojati utvrditi korelacija između percipirane razine kvalitete usluge u hotelu s motivom odabira hotela, kao i nužnosti interakcije i izgradnje pozitivnog odnosa s pružateljima usluga.

Keywords: *upravljanje kvalitetom, ukupan doživljaj, zadovoljstvo potrošača u turizmu*

In the last couple of years, the hotel industry has experienced numerous changes that were partly a result of the accelerated technological process, changed consumer

preferences in tourism and stormy health, economic and political events that made the quality of products and services the main priority of hotel management. In order to survive in an increasingly competitive market, hotel companies must be ready to adapt and modify their business processes. Leading hotel organizations essentially deal with the expectations and satisfaction of their guests, but also with the analysis of the experienced hotel service and those elements of the physical environment of the hotel, i.e. the destination, which have a direct impact on the perception of quality. Achieving adequate quality in the hotel industry is a complex process and requires certain knowledge and skills in all hotel departments and the necessary interaction with hotel staff. Quality management in a hotel is only possible with continuously trained employees focused on guest satisfaction, which ultimately results in higher revenue, lower costs and increased value for a hotel that manages quality. Through this work, the influence of the expected quality of hotel service on the overall experience of the guest with the hotel and its service was investigated. The hypotheses that will be tested in the paper will indicate the relationship between the perceived quality of service in the hotel and the physical environment of the hotel, its attractiveness, the construction of the destination, interaction with employees, accompanying hotel services and amenities in the hotel. At the same time, an effort will be made to determine the correlation between the perceived level of service quality in the hotel and the motive for choosing the hotel, as well as the necessity of interaction and building a positive relationship with service providers.

Keywords: *quality management, overall experience, consumer satisfaction in tourism*

1. Introduction

The companies that are part of the hotel industry today represent an important factor in the domestic and world economy. The positive business result of hotel companies and sustainability on the market is an indicator of progress in the hotel industry. There are a large number of service companies fighting for the same or similar market share. Long-term and continuity can be achieved by those hotel organizations that overcome the competition with the quality of products and services, but also with efficient implementation of business. The goal of every service organization is to achieve the quality of products and services, continuous education and training of employees and their orientation towards the end user. Due to increasing competition among hotel companies and efforts to attract new guests, but also to retain existing ones, consumer expectations have increased over time. Guests are no longer satisfied only with accommodation in a hotel as a property, but with the entire catering offer of products and services. Therefore, "managers and all other employees should focus on consumers and the creation of a high level of quality, i.e. value for them, in accordance with their needs, demands, and even their wishes in the further specific situation, but also based on their future needs and requirements, taking into account what the competition is doing" (Skoko, 2000,91). Companies that are focused on the quality of products and services, on the market and consumers, include (Kuliš and Grubišić, 2010,13):

- Market needs research,
- Development of products and services according to market requirements,
- Optimization of quality to the extent that meets market requirements,

- Continuous monitoring of quality,
- Continuous improvement based on feedback.

A well-designed physical environment does not only serve the purpose of a beautiful appearance of the hotel, but enables/facilitates service provision and communication with users, especially in service activities with a high degree of contact. With the physical environment, service companies compensate for the intangibility characteristic of the service. By using the physical environment, service companies try to turn the intangible into the tangible as much as possible and influence the behavior of users and employees. Destination values, socio-cultural changes, environment, economic and political situation are the elements that together make up the macro-environment of the hotel business and influence the supply, demand and preferences of consumers in tourism. The aim of the work is to determine to what extent the physical environment, accompanying services and content and interaction with employees are a key factor in the service experience.

2. Quality indicators

The root of the word quality comes from the Latin word qualitas, which means quality, property, excellence, feature, ability (Klarić, 1985). Many have dealt with the concept of quality, for example, one of the leading marketing theorists, Philip Kotler (1996,657), who sees quality as the degree of ability of a certain brand to perform its functions, can be highlighted. In everyday language, Kuliš and Grubišić (2010,11) maintain that the word quality does not mean the same for every author and consider that it can be defined as ability to use, ability to apply, user satisfaction and compliance with requirements. The quality of service is understood differently, which means that there are several definitions of it. Whatever the user sees from his perspective as quality is quality for him (Kelly, 1997,164). Schroeder (1999,90) believes that the concept of quality cannot be clearly defined and that it is used in various ways. According to Kuliš and Grubišić (2010: 10), quality represents a category that includes technical, market and management approaches, it refers to meeting certain needs. Juran (1996,6) maintains that quality is a category that is measured by service users from the aspect of the product and the absence of defects. According to Kuliš and Grubišić (2010, 14), quality indicators are defined as quantities that determine the quality of products or services, processes or companies. It is necessary that the size ranges are clear to all interested actors such as buyers, manufacturers and suppliers. Quality indicators (Kuliš and Grubišić, 2010,14):

- Product quality
- Quality of service
- Process quality
- Quality of organization

Kuliš and Grubišić (2010,15-17) define product quality as indicators that can be evaluated using attributive or variable measures, depending on the type of product. The characteristic of the product cannot be measured, but is expressed by a statement (kind-unkind). Attributive characteristics are also expressed by evaluations that can be positive or negative. A variable measure is a characteristic of a product that is determined by a numerical value and that can be measured on a scale (hardness, mass, temperature, toughness, etc.). creates an individual feeling in each individual. An important component of achieving service quality is creating a sense of value among consumers,

but also a possible difference between expectations and perceptions of the service received. "Quality is the level of satisfying the needs and demands of consumers, that is, compliance with their increasing demands and expectations" (Avelini Holjevac, 2002, 118). According to Marković (2005,55), service quality is the result of the expectations and perceptions of the company's management, its employees and their consumers. If there is a difference in the expectation or perception of users of products or services, consumer dissatisfaction occurs. Achieving quality in the hotel industry according to Kerum and Vuković (2022,6) is possible if company managers have the knowledge and skills to motivate staff and convince them of the importance of providing quality service. It is essential that they set clear criteria and safe models that meet the level of quality offered to guests. Modern times strive to bring consumer satisfaction to the highest level, which ultimately results in the delight of users of products or services. The quality of an organization is difficult to specify, therefore Skoko (2000,9) believes that the processes should be observed within a particular system or organization and in that sense define the quality of a particular company. The quality of the company can be expressed in different features such as (Gašparović, 1996, 91):

- Product quality
- Quality of service provided to the user during the consumption process
- Correctness in fulfilling one's obligations towards partners, customers, suppliers, creditors.
- Fairness in relation to employees, respect for their rights, concern for advancement, education, etc.
- Honest attitude towards the government in general, and especially in the implementation of economic policy.
- Respect for laws, morals and customs and inclusion of moral norms in business policy.
- Environmental protection, general safety for employees and guests.

2.1. Destination values

The tourist offer is an extremely complex model and it is impossible to describe it simply because it is distributed in different environments and in different social and economic systems. A tourist destination can be defined as a center for the realization of tourist services determined by the specific and diverse needs of consumers in tourism. Tourist destinations, even though they are geographically dislocated, represent the basis for the study of tourist activity, attract consumers in tourism, motivate them to visit and start the entire tourism system. Destination values influence the way consumers in tourism perceive and experience the destination. Every destination has "its own face", which must be authentic, visually pleasing, recognisable, attractive and original. Contemporary tourist offer is characterized by a trend consisting of individualization and complexity of destination values. This aesthetic imperative is especially valid for destinations with attractive locations that must pay great attention to visual contact with consumers in tourism, from access, quick identification and a look at the complexity of the entire offer. In the aforementioned hedonistic value system, the principle of "enjoyment" increasingly depends on the integrity of the tourist product. The interaction between the hotel and the environment, that is, the connection with the spirit of the climate and the place, affects the way in which tourism consumers experience a certain destination and the activities in it. Accordingly, the hotel needs specificity that is drawn from the spirit of the

destination (lat. genius loci) in order to attract and return consumers in tourism, because the hotel does not only sell services but also experiences and emotions that generate the visited destination.

3.   The relationship between perceived quality and guest satisfaction

Quality is not a single category. Consumer perceptions of the quality of products or services refer to several different dimensions, or quality features. We can classify quality features into 3 basic groups, namely (Skoko, 2000,30):
- Features that determine the functionality of the product
- Features that determine product reliability and durability
- Features that make a hedonic addition to the product and services.

Consumers today are more informed than ever before and frequently check offers and compare them with other similar offers. They calculate which offer will bring them the greatest perceived value, so they act based on the conclusion reached. It is easy for consumers to find a replacement if their expectations are not met. The probability that the consumer will choose the same company again as a service provider depends on whether the offer met his expectations. According to Kotler and Keller (2008, 141), perceived value for the consumer describes the difference between the buyer's assessment of all benefits and all costs of a particular offer and the perception of possible alternatives. The total value for consumers is the perceived monetary value, which consists of a set of economic, functional and psychological benefits that the customer expects from a certain market offer. They believe that the total cost for the consumer is the set of costs that the customer expects during the evaluation, acquisition, use and disposal of the obtained market offer, including monetary, time, energy and psychological costs. Perceived customer value is based on the difference between what the customer gets and what he gives for different possible choices. The customer receives certain benefits and anticipates certain costs. Kerum, Vuković and Hunjet (2021,5) state that the orientation of service providers towards hotel guests with the offer of products and services is of great importance. Service providers pay great attention to customer satisfaction. Hotels whose business orientation is based on hotel guests, such hotel companies aim to satisfy the needs of consumers. Perceived quality and received service affect the level of satisfaction, dissatisfaction or enthusiasm of hotel guests. If the perception of the quality of the hotel service is similar to the one received, the guest is usually satisfied. If the received hotel service exceeds the guest's expectations, if he is pleasantly surprised, he is delighted. Likewise, if the perceived hotel service is not met, the guest is dissatisfied. From this follows - "a satisfied guest is the best advertisement" (Marković, 2005,53). Although, a dissatisfied guest talks more about his dissatisfaction to other people than a satisfied hotel guest. In this way, it creates negative marketing and harms the hotel that does not meet its expectations. According to Juran and Gryna (1999, 96), guest complaints that are resolved with less than complete guest satisfaction will result in financial losses, i.e. a drop in business income. The quality of products and services can be a decisive factor in lost sales. The principle of focus on the customer refers to 3 basic tasks (Kuliš and Grubišić, 2010,82):
- Improve relations with customers
- Retain existing customers and

- Win as many customers as possible.

The perceived quality and satisfaction of hotel guests can be measured using several methods. The most common methods used by researchers are surveys, focus groups, interviews, complaints and some other methods. Complaints are the best indicators of business. If there are many of them, the company needs an immediate turnaround through a change in the way of doing business, an audit of the entire hotel organization and a review of employees in management positions. When it comes to user complaints, it should be taken into account that many of them do not always report their complaints, but often share bad experiences with others, which can have a negative impact on the company in a way that deters potential consumers from booking and consuming. The most important thing about complaints is that they provide specific information about the product or service, so it is possible to discover the real cause of the problem and act in the direction of its elimination (Lazibat, 2009,105). In order for hotel product and service providers to achieve consumer satisfaction, retain existing guests, improve relationships with them and ultimately attract new guests, it is necessary to determine target consumers. There is a wide spectrum of consumers, their perceptions and possibilities. Some hotel companies decide on one target group, while some other hotel companies on a wider range of consumers. Quality planning is important for determining business criteria with the intention of attracting and retaining guests with different needs. Service providers determine what level of quality they want to offer their guests, and therefore it is important to determine whether the target guests are those for whom price is the most important criterion when choosing accommodation, those who compare prices, offer and quality of service with the competition, or guests for whom the most important thing is to get the best from the offer in the corresponding market. According to Juran and Gryna (1999,4-5), guest satisfaction is achieved through two components: product properties and freedom from incompleteness. Product properties have a major impact on sales revenue. In many industries, including the hospitality industry, the consumer population can be divided by level or class of desired quality. With such an approach, it is easy to determine the target consumers, whether they are consumers of luxury hotels or cheap ones. The range of products and services itself indicates the level of quality. Increasing quality usually results in higher costs. Free from incompleteness affects costs through reduction of complaints and error-free business processes. Incompleteness is determined in different units of measurement, such as errors, defects, omissions, etc. Freedom from incompleteness refers to the quality of conformity. Increasing the quality of compliance usually results in lower costs. Higher compliance means fewer complaints, therefore it also affects higher consumer satisfaction. Product properties and freedom from incompleteness are the main determinants of consumer satisfaction.

Table 1. *Two components of quality*

Production activities	**Service activities**
Product properties	***Product properties***
Fulfilling a function	Accuracy
Reliability	Timeliness
Durability	Completeness

Ease of use	Friendly relationship and politeness
Usability	Anticipating customer needs
Aesthetics	Server knowledge
Availability of options and expandability	Aesthetics
Reputation	Reputation
Freedom from incompleteness	***Freedom from incompleteness***
Product without defects and errors upon delivery, during use and during service	Error-free service during the first and future service transactions
Sales, issuing invoices, and other business procedures without errors	Sales, issuing invoices, and other business procedures without errors

Izvor: Juran, J. M., Gryna, F. M. (1999). Planiranje i analiza kvalitete. 3. izd. Zagreb:

Mate d.o.o.

Achieving quality in hotels and guest satisfaction is only possible through focus on the end consumer, the hotel guest. The goal of hotel companies is to acquire new customers, but also to retain them permanently. In order to achieve the set goals, it is necessary that the entire hotel organization is directed towards setting a high level of quality, while at the same time satisfying the most refined needs and preferences of consumers, taking into account the activities of competitors.

4. Product and service quality to increase value for consumers in tourism

Juran and Gryna (1999, 10) maintain that frequent quality can identify and eliminate the cause of a certain error, and consequently reduce costs and smooth work with dedication to the end consumer. Poorly directed quality, on the other hand, can cause costs and create problems in business plans, correcting errors, and establishing comprehensive controls. If the company does not provide enough time and resources to achieve the appropriate level of quality, the business result will not meet the set expectations. It is important for hotel organizations to understand how consumers define value. The value of products or services is equal to the consumer's perception of the following factors (Lazibat, 2009, 104):

- Quality of products or services
- Services provided by the organization
- Employees of the organization
- Image of the organization
- Selling price of the product or service
- Total expenditure for the product or service.

Satisfaction and value for the consumer depends on the perception of the mentioned factors. Consumers in tourism give different priorities to certain factors, so it is important that hotel employees maintain close and lasting relationships with guests. The implementation of processes such as planning, control and continuous quality improvement in hotel companies is necessary to achieve excellence in business., today. Planning the quality of products and services must be based on meeting the needs of guests, not just on achieving business income.

Occasional and permanent quality problems are the result of inconsistencies in the hotel organization and require a prompt analysis by the department in order to identify deficiencies and remedy the resulting or potential damage. Kotler and Keller (2008, 148) believe that the demand for increasing customer satisfaction led certain companies to raise the level of quality by implementing a total quality management model in their operations. Total quality management is a model at the level of the entire organization, the goal of which is continuous improvement of quality through all departments, improved processes, procedures and services. There is a close connection between the quality of the product or service, the consumer's perception and his satisfaction with the service provided, and the business result of the hotel company. A high level of quality results in consumer satisfaction and enables the company to work with higher prices and lower costs. "The value proposition for the consumer is a complete promise that a company makes to its consumers in a given market segment. It is the embodiment of a precise point of contact between the consumer's needs and desires, with the distinctive capabilities of the company. The value proposition focuses the energy of each person within the company based on the purpose of each of its activities. It contains the meaning of what it means to be customer-oriented in a competitive business environment" (Collins, Devanna, 2002,142-143). According to Vranešević, Bajs and Mandić (2018, 109), perceived value is the guests' idea of how the product or service will fulfill their wishes and needs, that is, how and to what extent the expected purpose will be achieved. The purpose of each guest is to maximize the invested in relation to the received. According to Collins and Devanna (2002,144), consumer knowledge has become one of the most important management abilities to influence company partners, including suppliers, service providers and technology providers, to remain focused on the consumer and to contribute value to the user of products or services. Research shows that a loyal customer is much more valuable than a new customer. Regular consumers enable the resale of the same products and services, but also the sale of related additional products and services with only part of the sales costs needed to attract new consumers. In most cases, it is much easier to satisfy existing customers than new ones, especially if you try to attract new customers by lowering prices or using other forms of sales promotion.

5. Research methodology

In accordance with the defined subject and goal of the research, and in accordance with the research hypotheses, the research methods were defined. In accordance with the above, several scientific methods will be used in the work, with the help of which we will try to reach relevant data and a scientific conclusion. A survey method will be used, which will collect and research relevant data, information, attitudes and opinions of tourists on the defined subject of research based on a questionnaire. The research was conducted according to 299 respondents in the 2021 season and the pre-season of 2022. Through a descriptive analysis, the respondents were questioned about their satisfaction with the hotel service. The analysis was done in the SPSS program. Below are the basic characteristics of the respondents from the sample. In order to test the hypotheses, multiple linear regression and correlation methods were used. The relevant variables in the model were expressed on a Likert scale of 1-5, where the respondents rated at what level they agreed with a certain statement. The hotel product and destination values are intertwined and integrated into the tourist experience, and the aim of the work is to determine:

- the intensity of service quality in the hotel, which is an important factor in consumer satisfaction in tourism;
- the impact of the physical environment of the hotel, the attractiveness and built-up of the destination on the perception of the overall experience of the tourist product;
- to define the impact of hotel guest interaction with employees and the impact of accompanying services on overall satisfaction with the hotel product.

The perception of the quality of the expected product and service significantly affects the preferences of guests and their decisions when choosing a particular hotel accommodation, as well as their overall experience. The hypotheses that will be tested in this paper are:

Hypothesis H1: Perceived quality of service in a hotel is positively influenced by the hotel's physical environment, attractiveness and construction of the destination, interaction with employees and accompanying services and amenities in the hotel.

Hypothesis H2: The pronounced heterogeneity of hotel service users, their motives for choosing a hotel and the necessity of interaction with hotel staff are positively correlated with the perception of the level of service quality in the hotel.

Table 2. *Respondents by gender*

Sex	n	%	valid %
Male	131	43.81	44.56
Female	163	54.52	55.44
Total valid	**294**	**98.33**	**100.00**
It's missing	5	1.67	
In total	**299**	**100.00**	

Source: author's work

Out of a total of 299 respondents, 294 of them declared by gender. Among those who declared (n=294), 55.44% were women, while 44.56% were men.

Table 3. *Respondents by age*

Age	n	%	valid %	cumulative %
16-25	31	10.37	10.47	10.47
26-35	74	24.75	25.00	35.47
36-45	64	21.40	21.62	57.09
46-55	47	15.72	15.88	72.97
56-65	31	10.37	10.47	83.45

65+	49	16.39	16.55	100.00
Total valid	**296**	**99.00**	**100.00**	
It's missing	3	1.00		
In total	**299**	**100.00**		

Source: author's work

Out of the total number of respondents regarding age, 296 of them gave an answer. The largest share of respondents is between the ages of 26 and 35 (25%). Cumulatively, the largest share falls on respondents aged 26 to 45 (46.62%). More than half of the sample (57.09%) of respondents is 45 years old or younger. From the above, it can be concluded that the relatively younger part of the population in the sample prevails. However, the smallest and equal share is made up of the age groups 16-25 and 56-65 (10.37%).

Table 4. *Respondents according to school preparation*

School preparation	n	%	valid %	cumulative %
Elementary School	9	3.01	3.02	3.02
secondary school, vocational school	53	17.73	17.79	20.81
College	43	14.38	14.43	35.23
faculty	110	36.79	36.91	72.15
master's Degree	69	23.08	23.15	95.30
doctorate	14	4.68	4.70	100.00
Total valid	**298**	**99.67**	**100.00**	
It's missing	1	0.33		
In total	**299**	**100.0**		

Source: author's work

In the structure of the respondents according to schooling, respondents who have completed college predominate (36.91%), while the smallest share is those with the lowest, i.e. elementary, level of education (3.02%). The proportion of respondents with a master's degree is also relatively high (23.15%), which indicates the fact that highly educated respondents predominate in the sample. One respondent did not answer this

question. The following hypotheses reflect the association of different variables with the perceived quality of hotel service:

Hypothesis H1: Perceived quality of service in a hotel is positively influenced by the hotel's physical environment, attractiveness and construction of the destination, interaction with employees and accompanying services and amenities in the hotel.

Hypothesis H2: The pronounced heterogeneity of hotel service users, their motives for choosing a hotel and the necessity of interactions with hotel staff are positively correlated with the perception of the level of service quality in the hotel. The presentation of the variables can be found in Table 5.

Table 5. *Variables in the model*

Physical environment	
FO1	How important it is: a neat and orderly environment
FO2	How important it is: a well-maintained and clean interior
Additional services and benefits	
PU1	How important: The friendliness of the staff
PU2	How important: speed of service
PU3	How important: secured parking
PU4	How important: the diversity of the offer/content of the facility
PU5	How important: safety and protection of guests
Necessity of interaction with employees	
INT1	How important: the professionalism of the staff
INT2	In your opinion, how important is communication and ways to resolve possible objections or complaints in the hotel?
Motives	
MOT1	Rate the importance of the content that can attract you to a particular hotel: the location of the hotel
MOT2	Rate the importance of content that can attract you to a particular hotel: variety of content
MOT3	Rate the importance of content that can attract you to a certain hotel: organized events
Perceived quality	
PK1	When choosing hotel accommodation in a tourist destination, evaluate the importance of the mentioned elements (My expectations) Overall, the experience in the hotel complex can be described as a quality experience
PK2	When choosing hotel accommodation in a tourist destination, evaluate the importance of the mentioned elements (My expectations) To assess the quality of a hotel, the appearance and attractiveness of the facility and the environment are important to me.
PK3	When choosing hotel accommodation in a tourist destination, evaluate the importance of the mentioned elements (My expectations) Sports and recreational facilities are important to me when evaluating the quality of a hotel.

PK4	When choosing hotel accommodation in a tourist destination, evaluate the importance of the mentioned elements (My expectations) To assess the quality of a tourist destination, location is important to me
PK5	When choosing hotel accommodation in a tourist destination, evaluate the importance of the mentioned elements (My expectations) A clean and tidy hotel leaves an impression of reliability and professionalism, which affects my trust and positive perception of the hotel
PK6	When choosing hotel accommodation in a tourist destination, evaluate the importance of the mentioned elements (My expectations) A clean hotel with many different facilities affects the improvement of my perception of the quality of the hotel offer.
PK7	When choosing hotel accommodation in a tourist destination, evaluate the importance of the mentioned elements (My expectations) The hotel offer affects the improvement of the perception of the quality of the tourist destination
PK8	When choosing hotel accommodation in a tourist destination, evaluate the importance of the mentioned elements (My expectations) The hotel is adapted to the needs of the guests
PK9	When choosing hotel accommodation in a tourist destination, evaluate the importance of the mentioned elements (My expectations) Information about the hotel is easily available
PK10	When choosing hotel accommodation in a tourist destination, evaluate the importance of the mentioned elements (My expectations) Overall, quality is important to me when evaluating the value of a hotel complex

Source: author's work

The first hypothesis was tested using the multiple linear regression method, where perceived usefulness was used as a dependent variable, while the independent variables in the model were the physical environment, accompanying services and benefits, and the necessity of interaction with employees. Given that all variables are expressed using a set of statements, in the first step, these statements are averaged for each variable, in order to obtain a single variable that will reflect certain attitudes. Averaged variables were used in regression analysis. At any stage of model development, predictors that have a p-value exceeding a certain level are excluded from the model. Likewise, predictors that have a p-value less than a certain level are retained in the model. Table 5 shows the results of the regression analysis. It can be concluded that the physical environment does not significantly affect the perceived quality of hotel service (p=0.290), while accompanying services and amenities (p=0.021) and the necessity of interaction with employees (p=0.029) positively affect perceived quality. The equation of the estimated model is:

$$\hat{y}_i = 2.375 + 0.078FO + 0.170PU + 0.169INT$$

Observing the standardized coefficients, it can be concluded that the greatest relative influence on the perceived quality of the hotel service has certain accompanying services and benefits. When this result is connected to the survey questions, it is evident that a higher level of friendliness of the staff, faster service, secured parking, greater variety of the facility's offer/contents, and the safety and protection of guests have the greatest influence on positive expectations and a better perception of the quality of hotel service. Likewise, with regard to the positive impact of interaction with employees, it is concluded that greater professionalism of the staff and communication and the way of solving possible complaints contribute to the perception of a higher quality of hotel service. In the model, there is no problem of multicollinearity among the independent

variables, given that all values of the tolerance indicator (TOL) and the variance inflation factor (VIF) are satisfactory. More precisely, all TOL values are greater than 0.20, while all VIF values are less than 5.

Based on the estimated model, it can be concluded that the hypothesis H1: Perceived service quality in the hotel is positively influenced by the hotel's physical environment, attractiveness and construction of the destination, interaction with employees and accompanying services and amenities in the hotel - partially accepted, given that the physical environment did not show significant influence.

Table 6. *Results of regression analysis*

	Unstandardized coefficients		Standardized coefficients	t-value	p-valute	Multicollinearity test	
	$\hat{\beta}$	Std. Error	$\hat{b}$			TOL	VIF
(constant)	2.375	0.382		6.217	≤ 0.001		
FO	0.078	0.074	0.072	1.061	0.290	0.772	1.295
PU	0.170	0.073	0.165	2.327	0.021	0.712	1.404
INT	0.169	0.077	0.148	2.194	0.029	0.790	1.265
* Dependent variable: PK							

Source: author's work

Table 7. *ANOVA table of the estimated regression model*

	Zbroj kvadrata	df	Sredina kvadrata	F-omjer	p-vrijednost
Regresija (protumačeni dio)	8.738	3.000	2.913	8.659	≤ 0.001
Reziduali (neprotumačeni dio)	85.101	253.000	0.336		
Ukupno	93.839	256.000			
Zavisna varijabla: PK, Nezavisne varijable: FO, PU, INT					

Source: author's work

According to the ANOVA table, it is evident that the model as a whole is statistically significant. ANOVA as a method was used to test whether there is a statistically

significant difference between the arithmetic means of the hotel's physical environment, accompanying services and amenities, and interaction with employees. The obtained results indicate the fact that hotel guests separate the quality of the destination, the physical environment, from the quality of the hotel product.

For the purpose of testing hypothesis H2. The pronounced heterogeneity of hotel service users, their motives for choosing a hotel and the necessity of interactions with hotel staff are positively correlated with the perception of the level of service quality in the hotel, correlation analysis was used. Namely, this analysis determines the direction and strength of the connection of certain variables. The significance of the corresponding correlation coefficients was also tested. In the first step, Pearson's linear correlation coefficients were calculated using the averaged variables of perceived quality of hotel service, motives for choosing a hotel, and necessity of interaction with hotel staff.

Table 8. *Matrix of Pearson's linear correlation coefficients*

		PK	MOT	INT
PK	r	1		
	p			
	N	260		
MOT	r	0.171**	1	
	p	0.006		
	N	259	289	
INT	r	0.262**	0.251**	1
	p	≤ 0.001	≤ 0.001	
	N	259	287	289
$**p<0.01$				

Source: author's work

Based on the data presented in Table 8, it can be concluded that both variables: the motives for choosing a hotel, as well as the necessity of interaction with the hotel staff show a positive but weak connection with the perceived quality of hotel service. Both coefficients are statistically significant. This result points to the fact that respondents who attach more importance to hotel location, variety of content and organized events when choosing a hotel also perceive hotel service more positively, as well as respondents who value interaction with hotel staff in terms of communication and solving complaints and problems.

Considering that this result only gives the results of the correlation of general averaged variables and it turned out to be weak, the correlation was additionally examined using the Spearman rank correlation coefficient. Namely, this coefficient takes into account the ranks of the variables, and the variables of interest are of the ordinal type, i.e. they are expressed as statements on a scale from 1 to 5. The results of the analysis are shown in table 9.

Table 9. *Matrica Spearmanovih koeficijenata korelacije ranga*

		PK1	PK2	PK3	PK4	PK5	PK6	PK7	PK8	PK9	PK10	MOT1	MOT2	MOT3	INT1	INT2
PK1	r_s	1														
	p															
	N	244														
PK2	r_s	0.647**	1													
	p	≤ 0.0001														
	N	242	248													
PK3	r_s	0.561**	0.571**	1												
	p	≤ 0.0001	≤ 0.0001													
	N	239	243	245												
PK4	r_s	0.522**	0.601**	0.540**	1											
	p	≤ 0.0001	≤ 0.0001	≤ 0.0001												
	N	239	244	241	250											
PK5	r_s	0.616**	0.550**	0.511**	0.605**	1										
	p	≤ 0.	≤ 0.	≤ 0.	≤ 0.											

		1	2	3	4	5	6	7	8	9	10	11	12	13	14
	N	238	242	240	247	249									
P K 6	r$_s$	0.521**	0.566**	0.472**	0.648**	0.660**	1								
	p	≤0.001	≤0.001	≤0.001	≤0.001	≤0.001									
	N	240	245	242	248	247	252								
P K 7	r$_s$	0.593**	0.550**	0.528**	0.584**	0.611**	0.688**	1							
	p	≤0.001	≤0.001	≤0.001	≤0.001	≤0.001	≤0.001								
	N	240	245	242	248	247	251	253							
P K 8	r$_s$	0.598**	0.600**	0.486**	0.577**	0.591**	0.608**	0.677**	1						
	p	≤0.001	≤0.001	≤0.001	≤0.001	≤0.001	≤0.001	≤0.001							
	N	241	246	243	249	248	252	252	254						
P K 9	r$_s$	0.475**	0.465**	0.424**	0.581**	0.573**	0.545**	0.626**	0.613**	1					
	p	≤0.001	≤0.001	≤0.001	≤0.001	≤0.001	≤0.001	≤0.001	≤0.001						
	N	241	245	242	248	247	251	252	253	255					
P K	r$_s$	0.53	0.49	0.45	0.52	0.51	0.54	0.56	0.59	0.63	1				

10	r	5**	0**	0**	2**	4**	2**	1**	8**	5**					
	p	≤0.001	≤0.001	≤0.001	≤0.001	≤0.001	≤0.001	≤0.001	≤0.001	≤0.001					
	N	240	243	240	246	245	248	249	250	252	255				
MOT1	r_s	0.004	0.112	-0.016	0.054	0.064	0.097	0.099	0.037	0.131*	0.141*	1			
	p	0.945	0.080	0.800	0.397	0.320	0.127	0.117	0.559	0.037	0.025				
	N	241	245	242	247	246	249	250	251	252	252	287			
MOT2	r_s	0.043	0.045	0.110	0.064	-0.003	0.067	0.088	0.055	-0.025	0.087	0.275**	1		
	p	0.510	0.486	0.088	0.317	0.958	0.297	0.168	0.388	0.692	0.172	≤0.001			
	N	240	244	241	246	245	248	248	250	250	250	279	281		
MOT3	r_s	0.072	0.066	0.156*	0.099	0.042	0.056	0.083	0.137*	0.082	0.156*	0.020	.583**	1	
	p	0.271	0.306	0.015	0.124	0.517	0.381	0.195	0.031	0.197	0.014	0.740	.000		
	N	238	242	240	244	243	246	246	248	248	248	278	279	280	
INT1	r_s	0.175**	0.262**	0.258**	0.202**	0.138*	0.145*	0.204**	0.197*	0.211*	0.248*	0.180**	0.222**	0.136*	1
	p	0.006	≤0.001	≤0.001	0.001	0.029	0.021	0.001	0.002	0.001	≤0.001	0.002	0.0000	0.023	

	N	242	246	243	249	248	251	251	253	253	253	282	280	278	286	
I N T 2	r_s	0.112	0.204**	0.126	0.221**	0.115	0.218**	0.224**	0.204**	0.270**	0.283**	0.201**	0.063	-0.038	0.323**	1
	p	0.083	0.001	0.051	≤0.001	0.072	0.001	≤0.001	0.001	≤0.001	≤0.001	0.001	0.2962	0.5322	≤0.001	
	N	240	244	241	246	245	248	248	249	249	249	277	273	271	278	281
**p<0.01, ***p<0.05																

Source: author's work

A detailed analysis of all the questions from the survey concludes that there is a positive significant connection between the location of the hotel as a motive for choosing and the perception and expectation of easy accessibility of the hotel and the overall importance of quality when evaluating the hotel complex. Therefore, respondents whose main motive for choosing a hotel is location have higher expectations about the ease of accessibility of the hotel and the general quality of the hotel. For respondents whose main motive when choosing a hotel is the variety of contents, there is no significant connection with the perceived quality of hotel service. As for respondents whose main motive for choosing a hotel is organized events, there is a positive significant connection with expectations about sports and recreational facilities, the hotel's suitability for guests, and the general importance of quality as indicators of the perceived quality of hotel service.

When it comes to interacting with hotel staff, the connection is more significant. Namely, for respondents who value the professionalism of the staff, there is a positive significant correlation with all indicators of the perceived quality of hotel service. Thus, respondents who place more importance on the professionalism of the staff have a better perception and higher expectations of the quality of hotel service in all aspects: attractiveness of the facility and environment, sports and recreational facilities, location, orderliness, variety of offer, overall experience and importance of service quality. Among respondents who place more importance on communication and ways of solving possible objections or complaints in the hotel, there is also a significant positive connection with the perceived quality of hotel service according to most indicators. Exceptions are attitudes about the overall experience in the hotel complex, sports and recreational facilities, and cleanliness and tidiness as an impression of reliability and professionalism.

The above analysis leads to the conclusion that the perceived quality of the hotel service is more closely related to the necessity of interaction with the staff, compared to the connection with the differences in the motives for choosing a hotel. In conclusion, hypothesis H2. The pronounced heterogeneity of hotel service users, their motives for choosing a hotel and the necessity of interactions with hotel staff are positively correlated with the perception of the level of service quality in the hotel - it can be accepted.

6. Conclusion

Quality in the hotel industry begins and ends with the satisfaction of the end consumer, the hotel guest. Customer satisfaction, profitability and business efficiency of a hotel company have common links. Achieving a high level of service quality leads to guest satisfaction in the hotel, which ultimately results in higher sales prices, higher income and lower operating costs. Quality is an important process of the entire hotel, and it refers to the complete quality that includes the interior of the hotel, position, destination values, but also all employees as well as hotel managers. Achieving a certain level of product and service quality is possible if the hotel company is focused on end consumers and their satisfaction. Acquiring customers and keeping that same customer is the purpose of every serious hotel company. The perceived quality of the hotel service, as shown in this paper, is influenced by a whole series of elements that represent the accompanying services and additional benefits of the hotel. The results of the conducted research indicate the fact that the level of friendliness of the staff, speed of service, greater variety of hotel contents, security and protection of guests have the greatest influence on the positive expectations of guests and a better perception of hotel service. Guest satisfaction depends mostly on their experience and preferences. The most common reasons for choosing a hotel are location, diversity of content, organized events, attractiveness of the facility and environment, professionalism of the staff, communication and resolution of objections and complaints, etc. Respondents of this research also point to variables of the quality of the hotel service, such as the professionalism of the staff, communication and ways of solving possible objections or complaints, and the same are defined as the most important elements that influence the overall experience of satisfaction, have a better perception and higher expectations of the quality of hotel service in all aspects: attractiveness of the facility and environment, sports and recreational facilities, location, tidiness, the variety of the offer, the overall experience and the importance of service quality.

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