

System of Application of Good Practices and Quality of Service in the Real Hotel

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Abstracts

The predominance of the system of application of good practices on the quality of service perceived by hotel customers, enable variations aimed at the structural improvement of hotels, oriented towards their productive enhancement, optimizing the achievement of institutional achievements. The objective is to demonstrate the influence of the system of application of good practices on the quality of service perceived by the clients of the Real Hotel. The sample consisted of 358 people distributed in a manager, five workers and 352 clients, using a questionnaire as a data collection instrument, accompanied by a non-experimental design, of correlational scope. The arithmetic mean, the standard deviation, the "t" of student for related samples were determined as descriptive and inferential techniques to process and analyze the data obtained. It is highlighted among the results that, hay a significant increase in the fulfillment of indicators of the Manual of good practices for lodging establishments, since 85 indicators (measured in the pretest) went on to meet 114 indicators which represents an increase of 15% in compliance with standards; as well as in technical assistance of 92 indicators (measured in the pretest) went on to meet 131, i.e. an increase of 20%; concluding that the application of the system of application of good practices significantly influences the quality of service offered by the Real Hotel, improving its responsiveness, reliability, empathy, security and tangibility, to face the difficult task of satisfying the expectations of customers.

Keywords: Good practices, quality of service, hotel management.

Introduction

In the hotel environment, the expectations of accessibility of transport and cultural and social attractions are factors that significantly influence the general satisfaction of visitors, there being a positive relationship between quality of service (QoS) and satisfactory perception of hotel

guests, in such a way that when the client perceives a better QoS it also tends to improve their satisfaction with respect to the hotel, highlighting the need to improve QoS to improve satisfactory guest perception (Wong et al, 2020; Vajčnerová et al, 2014), therefore the tourist destination, determined by the perception of the QoS of the experience that the visitor intends to enjoy during his stay, and whose perception is associated with the extrinsic value of the attractions and services received (Berrones and Mendoza, 2020).

The National Tourism Quality Plan is a management instrument in tourism, which demarcates strategies and lines of action on quality issues to drive Peru towards a global quality destination, whose most representative tool is the System for the Application of Good Practices (SABP) in order to promote the continuous improvement of the QoS of a tourism company (MINCETUR, 2017); in this order of ideas Chacón & Rugel (2018) assert that the management of perceived QoS influences user satisfaction and loyalty to a product or service, as long as their perception is a lasting judgment, in compliance with a standard or preconceived expectation; Thus, being an issue of vital importance for companies, they have not stopped creating, developing and proposing tools, instruments and theories that try to measure and improve aspects related to the provision of quality services.

Angamarca et al, (2020) argue that a quality service is key to increasing the volume of customers and the income of a hotel, so the attention paid by the staff must be improved, as well as the perception of the operation and organization of the services provided, in order to build customer loyalty and make the hotel profitable; in that sense Izquierdo et al. (2017) mentions that the assessment of different dimensions confirms that perceptions of the service are not always static, depending on the various situations which may give unfavourable results with regard to the quality and expectations offered by hotel establishments; for this reason, hotel entrepreneurs must confirm their responsibility to provide competitive services that are comfortable to the continuous improvement of the sector.

In this order of ideas, in the hotel environment it is of utmost importance to consider that, the expectations of guests in relation to QoS may be lower in midscale hotels, but QoS remains a critical variable that influences the decision of a guest to return or recommend a hotel to others, even many travelers check online reviews to minimize purchase risk when looking for QoS information when selecting a hotel (Rauch et al, 2015); since, "The company must focus on improving perceptions, especially of the dimensions of reliability, responsiveness, security and empathy" (Matsumoto, 2014, p. 208).

In Peru there are few hotels that apply the SABP in their QoS, mainly due to the lack of qualified personnel and scarce application of continuous improvement processes (Maturana and Andrade, 2019), which limits to compete with other consolidated countries tourism, making it necessary to work with tourism service providers focused on the management of QoS, because it is a problem that limits the normal development and growth of companies that provide services to visitors; In this context, Hernández et al, (2018) mention that a quality management system can help to have better control of each of the internal processes of an organization, so a quality culture must be based on specific requirements such as customer satisfaction, based on the principle of continuous improvement. By virtue of the aforementioned lines, the obligation arises to improve the quality of service within the hotel sector through the SABP, in favor of visitors.

In this sense, with the aim of demonstrating the influence of the SABP on the QoS perceived by the clients of the Real Hotel, a questionnaire was applied as a data collection instrument to measure the perception of quality of service towards the clients, measuring responsiveness, reliability, empathy, security and tangibility, through the technique of scientific observation.

2. Materials and Methods

The present study corresponds to an applied research, explanatory level, since it was sought to demonstrate that good practices affect the perception of quality of the clients of the Real Hotel, one of the hotels with the greatest history and prestige of the district and province of Huánuco, Peru, being also a longitudinal study for having been developed in two moments with pre test and post test in a time interval of 10 months. To address the problem of study through the sample, the survey and observation techniques were used, applying two research instruments: The standardized questionnaire to measure the perception of the clients of the Real Hotel, composed of 22 items and the standardized comparison guide sobre el SABP in service s h oteleros, based on the practical buenas (MBP) of gest of s services for the establishment of hospedaje, which has 189 reagents, the same that was applied at the beginning of the research and after the experimental treatment, as well as the QoS was determined considering the scale of the SERVPERF model, in order to measure the perception of the hosts.

The quality of service questionnaire (SERVPERF, S ervice Performance for its acronym in English) was applied as an instrument, which owes its name to the exclusive attention paid to the evaluation of performance for the measurement of QoS, in the dimensions responsiveness, reliability, empathy, security and tangibility, to a target population that was comprised of 5 workers, 25 workers and above all by 5232 clients of the Real Hotel, determining a sample of 358 people that was formed proportionally by 1 manager, 5 workers and 352 clients, using stratified random probability sampling. The validity of the instrument: It was measured through the validity of content, which was intended to collect the opinions and suggestions of experts dedicated to teaching with academic degrees of Doctor in administration or related.

Validation of instruments for data collection

The validity of the instrument: It was measured through the validity of content, which was intended to collect the opinions and suggestions of experts dedicated to teaching with academic degrees of Doctor in administration or related. In this procedure, each expert issued an assessment judgment of a set of aspects related to the questionnaire on the perception of the clients of the Real Hotel on the quality of service. The range of values ranged from 0 to 100%. Taking into account that the average score of the judgments issued by each expert was 92.12%, the qualifier higher than 80% was considered as an indicator that the SERVPERF met the category of adequate in the aspect evaluated.

Reliability of instruments for data collection

As stated by Cristóbal (2020) "for the calculation of reliability by the internal consistency method, it was based on the premise that, if the questionnaire has questions with several answer alternatives, the reliability coefficient of Alfa of Cronbach is used" (p.68).

Procedure

According to the nature of the present pre-experimental research, the process is multiethapic, as detailed below:

1st. Stage. A diagnosis of the real hotel company was carried out, and application of the Questionnaire (Pretest) to measure the Customer Perception of the real Hotel, as well as the checklist to verify compliance with the indications of GoodPracticesin lodging services.

2nd. Stage. The treatment or intervention was carried out through training sessions for hotel employees and managers to increase their capacities for attention and response to customers according to the System of Good Practices for lodging establishments of the Ministry of Foreign Trade and Tourism.

3rd. Stage. A diagnosis of the company Real Hotel was carried out, and application of the Questionnaire (Post test) to measure the Customer Perception of the Real Hotel, as well as the checklist to verify compliance with the indications of Good Practices in lodging services

Data tabulation and analysis plan

Table 1 shows the techniques used for collecting information. Data processing and analysis was performed using the statistical software package SPSS version 26.

Table 1. The techniques for collecting information from this research work

Technique	Instrument	Application Group
Survey	The Survey Questionnaire (SERVPERF)	Clients
Observation	The checklist	Manager, Collaborator, of the
Evaluation	Test	Real Hotel
Interview	Interview Guide	

Source: Authors.

3. Results and Discussion

Table 2 shows the PRE and POST TEST results of the application of the research instrument to a sample of 358 clients

Table 2. PRE and POST TEST results

Dimensions		PRE TEST				POST TEST			
		Regular	Well	A little	Total	Regular	Well	A little	Total
Tangibilidad	Surveyed	241	28	89	358	149	120	89	358
	%	68	8	24	100	43	33	24	100
Reliability	Surveyed	249	21	88	358	189	120	49	358
	%	70	6	24	100	53	33	14	100
Responsiveness	Surveyed	210	49	99	358	131	178	49	358
	%	59	14	27	100	37	49	14	100
Safety	Surveyed	233	90	35	358	121	219	18	358
	%	65	25	10	100	34	61	5	100
Empathy	Surveyed	172	104	82	358	120	210	28	358
	%	48	29	23	100	33	59	8	100

Source: Authors.

Descriptive analysis of the PRE TEST AND POST TEST results of the application of the research instrument to a sample of 358 clients (Table 1)

Analysis and interpretation of the tangibility dimension

The tangible aspects (infrastructure, facilities, appearance of employees and cleanliness) of the services offered by the Real Hotel are framed in the neglect by the administration and workers of aspects such as infrastructure, facilities (walls, furniture, lighting), neatness of employees and cleanliness of the rooms, whose protocols are not respected, although at the post test had a substantial improvement by the administration and workers in these aspects, noting an increase of 25% in the qualification of good, in such a way that the aspect of tangibility remains crucial to promote comfort and harmony in the infrastructure, in any medium perceptible to the senses of the client, coinciding with Wong (2020) who mentions that with advances in technology, The location of a hotel has become a more tangible resource than before.

Today, customers can pre-access a hotel's location, examining its relationship to the surrounding environment using Google Maps. To achieve better QoS to the client, one of the most important and used tools is the SABP, which aims to immerse tourism service providers in the tourism quality system through the application of continuous improvement processes, proposed to tourism service providers in three sectors: travel agencies, hotels and restaurants (Mamani, 2019), so the SABP translates into degree of satisfaction perceived by customers, establishing itself as an unspecific link between the hotel organizational level and individual guest satisfaction, framed in a friendly internal environment where the relationship between job satisfaction of hotel employees and guest satisfaction is direct; all this is reflected in the optimization of resources, whether tangible or intangible, contributing to the continuous improvement of the services provided every day in lodging establishments, with direct and indirect effects on the intention of guests to return (Concha, 2017; Worsfold, 2016).

Alketbi et al, (2020) assert that QoS is optimal to the extent that this service meets customer needs and expectations, because high-quality services lead to greater customer loyalty and improved business results; these claims being supported by Al-Khayyal et al, (2020), who state that QoS is primarily a matter of perception and that, although customers do not see the physical attributes of the intangible product, they can determine its quality as their needs and expectations are met. The quality of service model, often abbreviated as SERVQUAL, is an essential model that comprises five dimensions: responsiveness, reliability, empathy, security and tangibility, which are used to capture and measure QoS to customers, through consumer surveys related to QoS, and that over the years has been refined as an essential tool in QoS research (Jahmani, 2017)

Analysis and interpretation of the reliability dimension

The reliability in the services offered by the Real Hotel, where the interest and support in solving problems, timeliness and relevance of service and error-free registration are contemplated, show the deficiencies in these aspects, which may be mainly due to the deficient training of the hotel workers, since their practices do not meet the standards required of this type of hotels, However,

after the post test, these aspects of reliability improved in the deficiencies observed in these aspects, so it can be said then that training in the SABP in lodging establishments has increased by 27% in the rating of good by customers.

From the perspective of Arciniegas (2017), the reliability of the service is demonstrated when a sincere interest is shown in solving a problem. Mamani (2019) indicates that the execution of the SABP is done by the Ministry of Foreign Trade and Tourism (MINCETUR), in coordination with the Tourism Training Center (CENFOTUR), the Regional Directorates or Managements, the guilds and / or managers of tourist destinations, making the call to the providers of tourist services that join the SABP, prioritizing the development of the quality of services in the field of tourist destinations, using the relevant manuals, methodology and other tools in that implementation process; in agreement with Gómez (2018), who indicates that a public policy to promote tourism competitiveness cannot remain the same, especially when it is detected that a large part of the destinations do not compete with international markets.

QoS has become a key source of competitive advantage in the business environment, as customers seek services and products that meet their needs and expectations (Aburayya et al, 2020d), so companies in the hospitality sector must meet the needs and expectations of customers by providing excellent services (Aburayya et al, 2020e). The growing importance of the hotel sector as a source of income is crucial for many countries, which has prompted many marketing researchers to examine how QoS can be positioned as a source of sustainable competitive advantage in the sector, leading to an intense rivalry in the hotel sector that involves the effort of many companies to differentiate services from their competitors to gain a competitive advantage, with the understanding that industry organizations can only achieve this when they understand customer needs and expectations (Alshurideh et al, 2017; Al-Ababneh, 2017).

Analysis and interpretation of the responsiveness dimension

The aspects of response capacity such as speed, prestige and predisposition of the services offered by the Real Hotel, do not have the expected perception by the clients due to the neglect of protocols established by authorities of the sector in relation to this type of service; however, these aspects have improved substantially due to the training in SABP for hotel establishments increasing the perception of the qualifier good, by customers by 35%. According to Barrientos (2017), the level of quality of service according to the guest's perception is good due to the promptness and ability of employees to resolve situations that arise on a day-to-day basis.

According to Sánchez (2018), companies that have been part of the SABP program for more than four years, have shown some improvements, having achieved this thanks to compliance with the recommendations given, which allowed them to implement improvements; while in MINCETUR (2017) it is mentioned that the purposes of the SABP focus on: Develop and recognize the importance of a culture with quality services, encourage the participation of continuous improvement processes and lay the foundations for granting a tourism quality seal. When analyzing the provision of a high quality service, this must be understood as a primary factor in any organization, and to achieve this, it is essential to have indicators that allow knowing the QoS that is being offered and this is only possible through the measurement of the different aspects of it (Arciniegas, 2017).

In this same vein, Monroy & Urcádiz (2019) mention that the study of QoS greatly facilitates the characterization of factors that affect to a greater or lesser degree the consumption tastes of customers. So, to improve guest QoS, motivational aspects that are manifested in this service must be considered, in line with Flores (2020) who concluded that motivation as part of organizational culture significantly influences an efficient productive organization in the perception of QoS.

Analysis and interpretation of the security dimension

The security aspects such as flexible schedules, trust and knowledge of the workers and services provided by the Real Hotel, are perceived and qualified by the clients of said hotel in a minority percentage with the qualification of bad, which certainly could be substantially improved, since there was an increase of 36% in the perception of good quality from the clients of the Real Hotel, communing with Angamarca (2020), who highlights among the considerations of hotel service customers that safety and optimal cleanliness of the facilities should be considered as strengths. The SABP is a tool that helps both large and small companies, forged on experience, principles, objectives and appropriate procedures, which lead to a coherent set of actions that provide positive results, demonstrating their effectiveness and usefulness in a specific context, without neglecting the performance of all those who work in the organization (owners / owners and subordinates) cooperating with the identification of the necessary variables to offer quality customer service and attention (Carbajal, 2017).

On the other hand, Monsalve & Hernández (2015) affirm that the administration that is developed to offer QoS of SME hotels becomes one of the elements with the greatest significance in tourism development, so that, when quality originates, equivalent to satisfaction in tourists, the sustainability of a city occurs, because there is an increase in the number of national and international visitors attracted by the tourist destination; However, Lazzari & Moulia (2014) ensure that the evaluation of QoS is more difficult to estimate than the quality of products, being a definition of singular importance for companies, given that customers, after receiving the service, compare it with the expected service, remembering that the evaluation of QoS focuses on the extent to which the service received coincides with customer expectations.

Theoretical model of the dimensions of hotel QoS and customer satisfaction. The dimensions of QoS influence customer satisfaction in the hotel group, having identified responsiveness, reliability, empathy, security and tangibility, as key factors that influence customer satisfaction, maintaining that reliability is the most important QoS dimension for customers (Fazlic & Fazlovic, 2014), although Silva et al.(2021) assert that there is a significant positive relationship with customer satisfaction, being a strong determinant of QoS perceptions; while Blanco & Font (2021) indicate that it is difficult, in practice, to ignore this model of quality management systems where establishments offer products and services according to the demand of the market, since it is complex to change the idea "quality of service" to "quality service"; However, it is through service, that quality can be offered to customers.

Other studies have established a positive relationship between QoS and customer satisfaction in the hotel industry, meaning that their results showed that QoS dimensions improved customer expectations and satisfaction (Ünal et al, 2020; Panda & Das, 2014). It is important to consider

in any evaluation of QoS, the perception of customers concerning the availability of staff to attend at the right time, together with multiple behaviors that positively or negatively influence the expected results, that in the future the principles that govern the QoS are complied with, and not engage only in the functions entrusted to a particular position. QoS will not be possible if rules and procedures are breached, so organizations must design and apply QoS evaluation instruments, where specialization is essential to be able to adequately meet expectations, in order to detect limitations to correct them and guarantee the achievement of institutional objectives, in such a way that empathy reigns as an important indicator that involves providing a personalized service, taking care to create an overall positive experience that increases customer satisfaction (Rivera, 2019; Albarrán, 2019).

Analysis and interpretation of the empathy dimension

The aspects of empathy such as personalized attention, understanding of needs and hotel reservation of the services provided by the Real Hotel, are rated by customers mostly positively; but a percentage of customers not satisfied with some services is still perceived, which indicates that improvements must be made, since these in the face of empathy have developed an improvement in the perception of customers increasing by 30% the customers who qualify as good to the empathy of the workers, which may be due to the technical assistance and training provided to the lodging establishments in SABP.

This is supported by Jahmani (2017) who asserts that empathy includes accessibility, sensitivity of service, employees and effort to understand the needs of customers, serving them individually and showing them sympathy and affection, seeing them as distinguished customers. On the other hand, Herrera (2019) concludes that the implementation of the SABP affects the improvement of the quality of service offered in the lodging MSEs of emerging destinations in Peru; likewise, by implementing a quality system, model or initiative, the optimization of the quality provided in an establishment or company can be achieved.

The concept of service, by its genesis and content, defines the value or benefits that the company wants to deliver to the market, which implies that the concept, previously conditions, the way in which the organization must function (business idea, structures, components, strategies), to guarantee this delivery, from the design phase, of the product service, although it is very complex to change the idea "quality of service" to "quality service"; however, it is through service, that quality can be offered to people (Blanco & Font, 2021). There is a tendency in Peruvian companies to "Do not do to do".

According to Falcão et al, (2017), customers who receive responses to their comments are more satisfied, which is why service organizations should always try to understand the customer, identifying their attributes as "value", to know their needs and satisfy them in the best way, applying quality tools appropriate to the desired objective, since the needs of customers change every day and, therefore, the efforts aimed at improving the quality of services, to obtain sustainable competitive advantages; In addition, consumer expectations are often formed by subjective, personal judgment aspects, which makes it difficult to assess customer satisfaction.

Thus, it becomes evident that company managers are increasingly aware of the importance of quality and the need to implement a management system to be more competitive in a global economy and open more markets (Alzate, 2017).

Conclusions

The post-test results, regarding the dimensions worked in the Real Hotel, force us to point out that, in the rating of good, the one that has the highest valuation by the clients is security, a situation that highlights the importance that the visitors surveyed give to aspects related to the guarantee and confidence in which the service is provided compared to those others merely tangible; while the degree of customer satisfaction in relation to tangibility is the least valued, a circumstance that makes entrepreneurs in the sector reflect on competitiveness with improvement of their financial results.

The perception of customers also improved in terms of empathy, pro being an important indicator of a personalized service taking care of the generation of comforting experience with an added value to the service to finish satisfying a dissatisfied minority percentage, which reflects that there are still aspects that govern the QoS that must be improved; certainly the responsiveness obtained a strong increase in the good range, reflecting the effectiveness of the SABP that is necessary to be able to efficiently correspond to the expectations of the guests; reliability was increased due to the effect of SABP on QoS, through the reformulation of business principles and strategies within the framework of continuous improvement.

The application of the SABP considerably influences the QoS to the client in the Real Hotel, thus being able to face the difficult task of satisfying the expectations of the clients, improving the aspects of responsiveness, reliability, empathy, security and tangibility.

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