

## MEASURING SERVICE QUALITY IN HOTEL INDUSTRY IN BOSNIA AND HERZEGOVINA

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### **Summary**

*Tourism and hotel industry are one of the main priorities in the development of Bosnia and Herzegovina. Development of tourism is based primarily on raising the quality of hotel services. Hotel industry in Bosnia and Herzegovina is determined by an insufficient level of service quality, unfavourable structure and a low degree of capacity utilization. In an effort to improve the quality of services in hotel industry, and the satisfaction of tourists from emitting countries, hotel management is often faced with the problem of measuring the quality of services, which is a precondition for managing the quality of service provision.*

*The biggest problem in determining the quality of hotel services is the lack of a unified model for measuring it, or determining the customer's satisfaction with the provided service. Therefore, there is a need to determine the dimensions and sub-dimensions of hotel service quality. This paper first presents the initial model for measuring the quality of hotel services. This model identifies five key dimensions of quality through the primary activity process of providing services in hotels. The scale of expectations and a scale of perceptions are used to measure the dimensions identified in the initial model. They are then subjected to a factor analysis in order to determine whether there are basic dimensions or factors that coincide with the initial five dimensions of service quality. Reliability analysis is then conducted and the complex reliability of the structures is calculated so that the internal consistency of each of the three factors can be measured.*

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*On the basis of the study results, the paper proposes a final model for measuring the quality of hotel services, with the aim of improving the tourism market of Bosnia and Herzegovina.*

**Key words:** *measuring service quality, dimensions of service quality, hotel industry, factor analysis, reliability analysis.*

## 1. INTRODUCTION

The problem of measuring service quality arose at the very beginning of the development of the quality science and various authors proposed lots of models for addressing this problem. In fact, there is no universal model for measuring service quality that can be applied to all fields of research. Each area requires a new and adjusted model, specific for the observed area and conditions of the research.

In order to improve the competitive abilities, it is important to re-evaluate and develop long-term strategies in the field of hotel tourism aimed at tourist satisfaction and service quality. In the case of hotels in Bosnia and Herzegovina, this actually means a fundamental shift from an approach based on pure optimization of profit toward an approach based on achieving tourist satisfaction and greater tourist visits as the basis for improving profits. Quality is a multidimensional phenomenon that is impossible to provide without specifying its crucial characteristics. It is of fundamental importance to identify the key dimensions of service quality that hotel guests classify as differentiating factors of service quality, to analyse their satisfactory aspects, and finally to monitor their movement and development in time.

In this context, the research aims to identify all relevant theoretical and empiric characteristics of service quality in the field of hotel tourism, and create models for measuring the quality of service with the aim of improving the quality of the tourism market of Bosnia and Herzegovina.

In accordance with the research subject, the paper sets its general goal – to use scientific methods and create empiric tests of reliability and validity of the model in order to foster strategic management of service quality in the field of hotel tourism.

## 2. STARTING MODEL FOR MEASURING HOTEL SERVICE QUALITY

The process of providing hotel services is conducted through primary activities of the hotel. Primary activities represent the so-called “front-stage” activities, which contain a distinct component of interacting with actual and potential guests. They are focused on the selling market and they directly participate in the fulfilment of the guests’ requirements. They can be divided into three phases: a phase prior to the arrival of guests, phase of the guests’ stay and a phase after the guests’ stay (Bieger, 2000: 87).

Behind these primary activities, there are supportive ones, the so-called “back-stage” activities. They have a role of supplying the primary activities with necessary resources and infrastructure, and they include processes in the areas of hotel management, strategic marketing and human resources management, as well as the management of procurement, finances and controlling.

At the start of the service chain, in the phase prior to arrival, there is an activity of defining services and their elements. There are two groups of these elements, which can be conditionally called the “hardware” and “software” of the hotel. The “hardware” refers to the material part of the hotel service and includes the interior and exterior of the hotel and entire equipment, which can be divided into real estate, movable property and equipment, and machinery and appliances. The second group of service elements, the so-called “software” refers to the immaterial, primarily to the human dimension. It is about human resources of the hotel which enter into an intensive communication in order to provide services, they contact and interact with the guests and just like hardware, they are an essential part of the service. The service offer, as the combination of hardware and software, is not a fixed and final category because, due to the constant development of markets and competition, it must continuously adapt to market changes.

This phase includes information related to the material part of the hotel service, which are essential to the guests, and they belong to the dimension called tangibility, as well as the immaterial part of the service related to the human factor as an integral part of the dimension called empathy. Therefore, the tangibility dimension includes physical, visible things in the process of providing services: equipment, interior design, uniformity of the staff, etc. On the other hand, empathy within this phase involves a willingness to assist guests of the hotel prior to their arrival.

The second phase of the service chain is a phase of the guest presence, which involves all activities of the “production” service in the presence of the guest. It involves intensive interaction between guests and staff, as well as within their respective groups. In addition, this phase is characterized by a connection between hardware and software because individuals and material goods exist in mutual interaction. The phase of the guest presence actually represents putting in use the resources of the hotel in the domain of accommodation, food, additional and accompanying services (recreation, entertainment, excursions, etc.).

Given that at this stage the process of providing hotel services takes place, it is necessary to emphasise the dimensions of reliability, responsibility and assurance, apart from the dimension of empathy. The basic assumption for the success of any company is that service users consider it reliable, which means that it must provide services with a consistent success. Reliability is the core of the services. If, for example, a hotel does not provide an adequate menu, guests will feel cheated, regardless of the friendliness of the staff or the comfort of the hotel. Perhaps other dimensions will reduce that feeling, but it will still be present. If guests do not consider the hotel reliable, other dimensions will

have very little impact on overall quality. Reliability is actually the precondition for the success of other dimensions. Reliability is assessed on the basis of the outcome of the received service. Therefore, reliability in the hotel tourism means that the time of providing services is in accordance with the one promised. If this dimension were applied to a hotel, reliability would actually mean that the time of offering breakfast, lunch and dinner is in accordance with the promised time.

Apart from this dimension, which is influenced by the result, other dimensions are more related to the actual process of providing services. Reliability is not a dimension which would significantly influence the satisfaction of hotel guests, it is implicit, it has been already promised - its impact is much greater on the dissatisfaction than on satisfaction. Apart from reliability as a dimension, which is under the influence of the result, other dimensions that are influenced by the process of providing services can more easily surprise guests in a positive way. Identification with the problems or requirements of each individual guest includes providing an appropriate level of care and individual attention, while expertise and confidence are actually a sense of professionalism and courtesy that employees use to create the image of confidentiality. The phase after the guests' stay includes all activities of maintaining contact with the guests, which includes managing complaints, magazines for guests, the guest club, while maintaining contacts and relationships with regular guests is of particular importance (for example giving certain benefits, like discounts, etc.).

Keeping in mind the fact that contacts should be maintained after the completion of services, it is necessary to put an emphasis on reliability, professionalism and trust, as well as on the amiability of the staff towards guests.

Therefore, the dimensions of service quality, which can be identified within the primary activities of the process of providing hotel services, are viewed through the following (Parasuraman, Zeithaml, Berry, 1988.: 12-40):

- tangibility (physical dimensions of services, tangible elements),
- reliability (consistency of quality),
- responsibility (preparedness of the staff to provide the service at all times),
- assurance (knowledge and courtesy of employees and their ability to instil confidence) and
- empathy (caring towards guests)

Each dimension contains features, or sub-dimensions which the customer thinks about in advance. They, as well as the dimensions of the final quality of services, have a different impact on the evaluation of each dimension. Attributes (characteristics) of the service quality dimensions are shown in the following table (Dedić, 2012: 129).

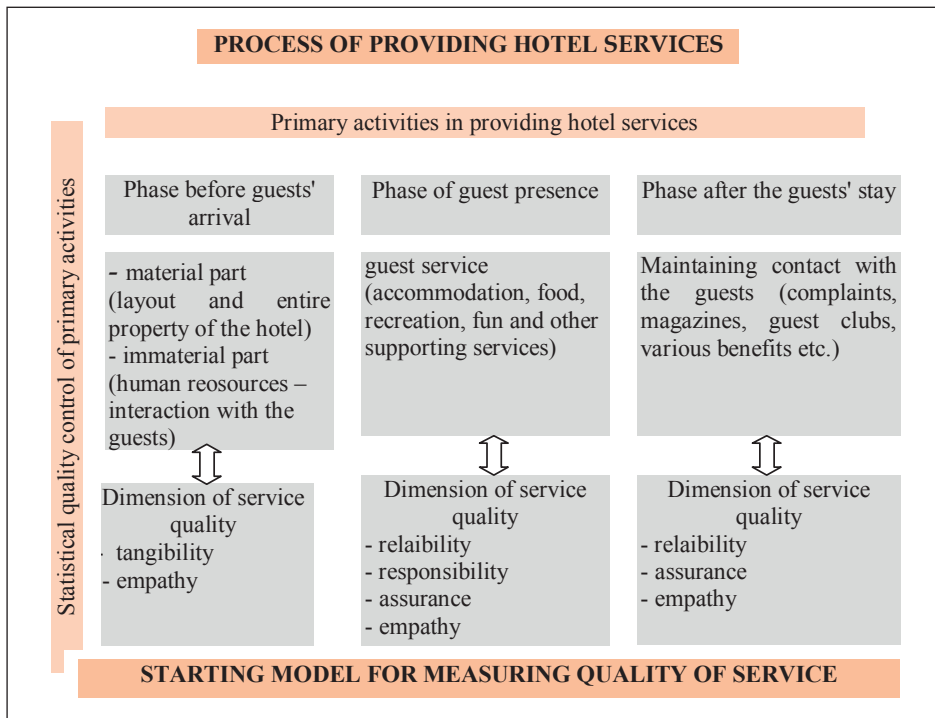
**Table 1:** Attributes of the dimensions of hotel service qualities

Dimensions of service quality attributes	Attributes (characteristics)
Tangibility	<ol style="list-style-type: none"> <li>1. Hotel facility must be equipped with modern equipment (restaurant, bar, inventory, etc.)</li> <li>2. Hotel facility should be visually attractive (layout, lighting, signs, etc.)</li> <li>3. Hotel staff should be dressed appropriately (uniform, tidy appearance, accreditation, etc.)</li> <li>4. Materials related to service e.g. brochures, catalogues, menu, napkins, etc. should be visually attractive.</li> <li>5. Variety of food and drinks should satisfy the needs of hotel guests.</li> </ol>
Reliability	<ol style="list-style-type: none"> <li>6. Promises must be fulfilled on time.</li> <li>7. Hotel staff should help guests resolve their problems.</li> <li>8. Services provided in the hotel should be flawless from the beginning.</li> <li>9. Services must be provided on time.</li> <li>10. Services should be provided without mistakes.</li> </ol>
Responsibility	<ol style="list-style-type: none"> <li>11. Guests should be informed about the exact time of providing services.</li> <li>12. Hotel staff should provide services promptly.</li> <li>13. Hotel staff should always be prepared to help the guest.</li> <li>14. Hotel staff should always be prepared to respond to the demands of the guests.</li> </ol>
Assurance	<ol style="list-style-type: none"> <li>15. Hotel staff behaviour should instil confidence to the guests.</li> <li>16. Guests should be safe when it comes to transactions with the hotel staff.</li> <li>17. Hotel staff has to be polite at all times towards the guests of the hotel.</li> <li>18. Hotel staff should have appropriate knowledge and skills to respond to all demands of the guests.</li> <li>19. Guests should feel safe and secure when staying in the hotel.</li> </ol>
Empathy	<ol style="list-style-type: none"> <li>20. Each guest should get individual attention.</li> <li>21. Working hours should be suitable for all the guests of the hotel.</li> <li>22. Hotel should have staff that dedicates personal attention to the guests.</li> <li>23. Hotel staff should understand and accommodate guests with special needs.</li> <li>24. Hotel should always carefully take care of its guests.</li> </ol>

The mentioned phases concerning guest stay should not be taken as successive, one-way activities, but rather as interrelated processes. The phase after the guests' stay, benefits from the information of other phases, in the same way as those phases benefit from the input received from that phase. Consequently, this phase represents simultaneously the final and starting point of the primary activity circle. The process of providing hotel services through primary activities is shown in Figure 1. (Dedić, 2012:130).

Full understanding of the previous phase is necessary but is not sufficient to coordinate the efforts of hotel management in order to achieve positive improvements in service quality. Consequently, it is necessary to create a model for measuring the quality of hotel services, in order to determine whether it provides services adequately identified with the dimensions of its quality or it needs to be reduced. All this serves the purpose of planning the start of the program for strategic improvement of the entire hotel service quality.

**Figure 1:** Process of providing hotel services



### 3. DETERMINING THE TYPE AND SIZE OF THE SAMPLE

Gathering of data was carried out on the basis of a proportional stratified sample, since it belongs to the category of random samples and it allows evaluating the degree of reliability in drawing conclusions about researched parameters. Since the quality of hotel services is the subject of research, categorization of a hotel complex was used as criteria for the stratification population, which is determined by the number of stars in the hotels. The total number of hotel facilities is divided into five strata, and those are hotels with one, two, three, four and five stars. In the next iteration, category 1, 2 and 3 were taken as the basis for collecting samples, which includes hotels with three stars or more. The choice of hotel categorization as the stratification criteria is based on the results of the tests conducted by experts from the Association of Hoteliers and Restaurateurs of Bosnia and Herzegovina and the Federal Ministry of Environment and Tourism. Next, a certain number of hotels was randomly selected, which are proportional to the size of the stratum. Therefore, the selected hotels were classified according to the number of stars in the three strata. The structure of the sample according to the number of stars is presented in Table 2. (Dedić, 2012: 155)

**Table 2:** Size and structure of the sample

Categorization	Number of stars	Population		Sample	
		Number of hotels	%	Number of hotels	Number of hotels in the sample
1	5	7	4,40	0,84	1
2	4	55	34,60	6,57	7
3	3	97	61,00	11,59	11
Σ		159	100,00	19,00	19

Desired rate choice:

$159 * 0,1194 = 18,98 \rightarrow 19$  hotels (planned size of the sample)

$19/159 = 0,1194$

Starting from the criteria given in Table 2, a list of the hotels was classified into three categories according to the number of stars. When entering the hotels into the database (registry), an automatic number was assigned to each one, and the number could not be repeated. A list of hotels was entered in the software for generating random selection. A random selection was conducted for each of the three categories individually, and a list of 19 hotels was created, including one five-star hotel, seven four-star hotels and 11 hotels in the third category, which were three-star hotels. In the same way, for each stratum a reserve list of subjects was formed, which was used to choose the alternative respondent, if there was no response from a respondent on the primary list. Testing of the guests was conducted in 19 hotels. Questionnaires in hotels were distributed to the sample following a written and telephone announcement. Depending on the structure of the guests in hotels and the hotel capacity, questionnaires were distributed in the hotel reception. One part of the research was conducted through personal examination. Testing was conducted in the lobby of the hotel or restaurant, and it included hotel guests exclusively, with the consent of the head of reception. The collected data were entered first into an Excel spreadsheet and later it was imported into SPSS Statistics 19.0 for analysis.

In this research, factor analysis and reliability analysis were used. They were applied first with the goal of identifying the basic dimensions of service quality, with reference to the expectations and perceptions of the hotel guests, and their impact on satisfaction with hotel services, and second in order to measure the reliability of the model in hotel tourism. In the next part of this research paper we will put an emphasis on factor analysis and reliability analysis.

#### **4. FACTOR ANALYSIS IN FUNCTION OF ESTABLISHING STRUCTURE OF DIMENSIONS OF HOTEL SERVICE QUALITIES**

Dimensions of hotel services are measured by the scale of expectations and the scale of perception, and they are subjected to a factor analysis in order to determine

whether there are basic dimensions or factors, or whether they are matched with the five dimensions which are identified in the process of providing hotel services. Only those factors which fulfil the following conditions are significant (important):

- their own values must be higher than one,
- percentage of the total variance is higher or equal to 0.60 ( in social studies),
- significance of the factor coefficients is higher or equal to 0.50.

For each scale, a factor analysis of the main components is carried out individually. In order to determine the adequacy of the data for the applying factor analysis, necessary conditions are examined. For examining data adequacy, a Kaiser–Meyer–Olkin measure for sampling adequacy (KMO) for all variables together has been used. KMO varies in the range from 0 to 1, where values less than 0.5 indicate the inappropriateness of the correlation matrix for the factor analysis (Živadinović, 2004:956).

The following table presents the values of Bartlett’s test of sphericity and KMO coefficient for the entire sample. Both tests are necessary to evaluate the justification of the factor analysis (Dedić, 2012: 215).

**Table 3:** KMO and Bartlett’s test of sphericity

Description		Values
Kaiser-Meyer-Olkin Measure for Sampling Adequacy		.941
Bartlett’s Test of Sphericity	Approx. Chi-Square	29465.950
	df	276
	Sig.	.000

Since in our case, the Kaiser-Meyer-Olkin measure equals 0.941, we can conclude that the data of the used variables are suitable for conducting the factor analysis. The matrix of the factor structure and matrix of the factor set after conducting varimax rotation represents the basis for interpreting the factors. The matrix of the factor structure and matrix of the factor set are equal if factors are orthogonal, which is the case with this research. Table 4 shows the matrix of the factor structure for 24 variables after conducting the varimax rotation of the factors. The structure of the factor load after completing the rotation allows better interpretation of the factors in relation to the initial factor matrix. The table lists both the communality for each individual variable and the values of the extracted factors after completing the factor rotation (Dedić, 2012: 220).



**Table 4:** Matrix of the factor structure after orthogonal varimax factor rotation

Question (variable)		Factor structure (component matrix)		
		1	2	3
E9	Services must be provided at the exact promised time.	.891	.277	.289
E12	In the hotel, staff must promptly provide service to the guests of the hotel.	.891	.277	.289
E7	Hotel staff must help the guests in resolving their problems.	.887	.263	.303
E8	Provided service in the hotel complex should be provided perfectly from the start.	.881	.319	.261
E22	Hotel should have staff which devotes personal attention to its guests.	.865	.233	.339
E14	Hotel staff should always be prepared to respond to guest demands.	.847	.399	.215
E10	The hotel should insist on the providing flawless services.	.807	.472	.181
E6	Promises should be carried out on time in the hotel.	.784	.178	.432
E13	Hotel staff should always be prepared to give help to its guests.	.762	.540	.156
E21	Working hours should suit all guests of the hotel.	.734	.575	.146
E16	Guests need to feel safe when it comes to communicating with the hotel staff.	.290	.891	.236
E11	Hotel staff should inform guests about the exact time of providing services.	.295	.890	.255
E18	Hotel staff should have adequate knowledge and skills in order to be able to satisfy the demands of the guests.	.201	.873	.288
E19	Guests should feel safe and secure while staying in the hotel complex.	.160	.856	.274
E17	Hotel staff should constantly be courteous to the guests.	.293	.839	.334
E20	Hotel should give individual attention to each guest.	.431	.815	.200
E23	Hotel staff should meet the needs of the guests with special needs.	.552	.765	.116
E24	Hotel should always carefully take care of its guests.	.580	.743	.115
E15	Behaviour of the hotel staff should instil confidence to the guests.	.576	.735	.139
E3	Hotel staff should be adequately dressed (uniform, neat appearance, accreditation, etc.)	.211	.259	.904
E5	Variety of food and drinks in the hotel should meet the needs of the guests.	.172	.212	.867
E4	Materials related to the service such as brochures, catalogues, menus should be visually attractive.	.311	.126	.847
E2	Hotel complex should be visually attractive (building, lighting, signs, etc.)	.306	.286	.846
E1	Hotel should be equipped with equipment of modern appearance (restaurant, bar, inventory, etc.)	.407	.386	.695

The first factor of “reliability” consists of 10 variables and it accounts for 69.779% of total data variance. It is defined in the following variables: E9 (services are provided at the exact promised time), E12 (staff promptly provides service to the guests), E7 (hotel staff helps guests in resolving their problems), E8 (the provided service in the hotel complex is flawless from the start), E22 (hotel has staff that dedicates personal attention to the guests), E14 (hotel staff is always prepared to respond to demands of the guests),

E10 (hotel insists on providing flawless services), E6 (in the hotel, promises are carried out on time), E13 (hotel staff is always ready to help its guests) and E21 (working hours suit all the guests of the hotel).

The second factor “assurance and empathy” consists of 9 variables and accounts for 10.430% of total variance in data. It includes the following variables: E16 (guests feel safe when communicating with hotel staff), E11 (hotel staff informs guests about the exact time of providing services), E18 (hotel staff with its knowledge and skills can respond to the questions of hotel guests), E19 (guests feel safe and secure staying in the hotel complex), E17 (hotel staff is constantly courteous to the guests of the hotel), E20 (each guest is given individual attention to each guest), E23 (hotel staff meets the needs of the guests with special needs), E24 (hotel always carefully takes care of the guests) and E15 (behaviour of the hotel staff instils confidence to the guests).

The third factor “tangibility” consists of 5 variables and accounts for 9.499% of the total variance. Variable of factor 3 relates to: E3 (hotel staff is adequately dressed - uniform, neat appearance, accreditation, etc.), E5 (variety of food and drinks satisfy the needs of the guests), E4 (materials related to service such as prospects, catalogues, menus are visually attractive), E2 (hotel rooms have an attractive appearance) and E1 (hotel has modern equipment - restaurant, bar, inventory, etc.).

In order to determine whether data is suitable for applying factor analysis and scale of perception, necessary conditions were tested. A procedure was performed in the same way as the scale of expectations. A three-dimensional solution resulted from the following factors:

The first factor “reliability” consists of 10 variables and accounts for 71.656% of total variance in data. Variables that are included in this factor relate to: E7 (hotel staff helps the guests in resolving their problems), E8 (service provided in the hotel complex is flawless from the start), E12 (hotel staff promptly provides services to guests), E14 (hotel staff is always prepared to respond to the demands of the guests), E9 (services are provided at the exact promised time), E10 (hotel insists on providing flawless services), E13 (hotel staff is always prepared to provide help to its guests), E21 (working hours suit all guests of the hotel), E6 (in the hotel, promises are carried out on time) and E22 (hotel has staff dedicates personal attention to the guests).

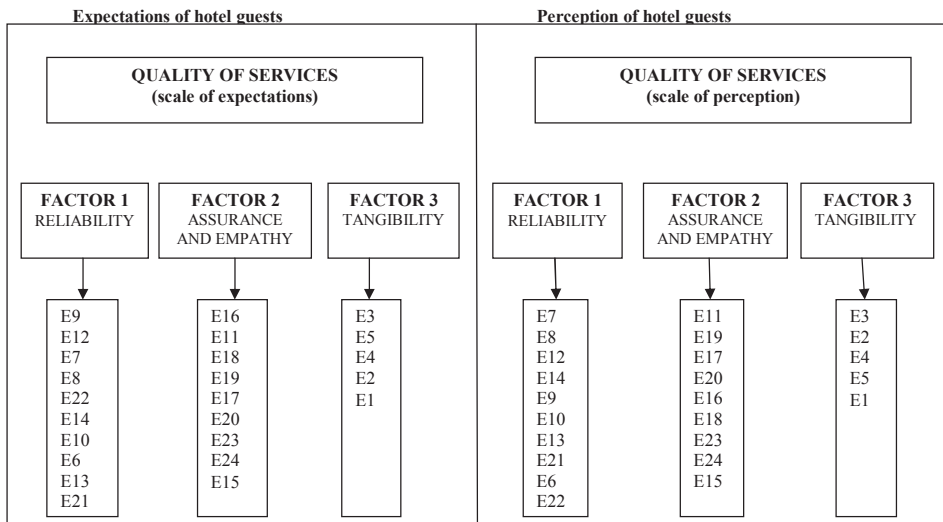
The second factor “assurance and empathy” consists of 9 variables and accounts for 9.928% of total variance in data. It includes variables: E11 (hotel staff informs guests about the exact time of providing services), E19 (guests feel safe and secure staying in the hotel complex), E17 (hotel staff is constantly courteous with the guests of the hotel), E20 (individual attention is provided to every guest in the hotel), E16 (guests feel safe to transact with the hotel staff), E18 (hotel staff with its knowledge and skills can respond to questions of the hotel guests), E23 (hotel staff meets the needs of the guests with special needs), E24 (hotel always takes care of its guests) and E15 (hotel staff behaviour instils confidence).

The third factor “tangibility” consists of 5 variables and accounts for 8.468% of total variance. Variables of factor 3 relate to: E3 (hotel staff is adequately dressed - uni-

form, neat appearance, accreditation, etc.), E2 (hotel rooms have an attractive interior), E4 (materials related to services such as prospects, catalogues, menus are visually attractive), E5 (a variety of food and drinks satisfy the guest needs) and E1 - the hotel has modern equipment - restaurant, bar, inventory, etc.)

In this research the results of the factor analysis show that it does not confirm the existence of the five dimensions of service quality identified in the baseline model. Factor analysis of both scales was confirmed by a three-dimensional structure, namely: reliability, assurance and empathy and tangibility. Factor analysis results are clearly shown in the following figure (Dedić, 2012: 231).

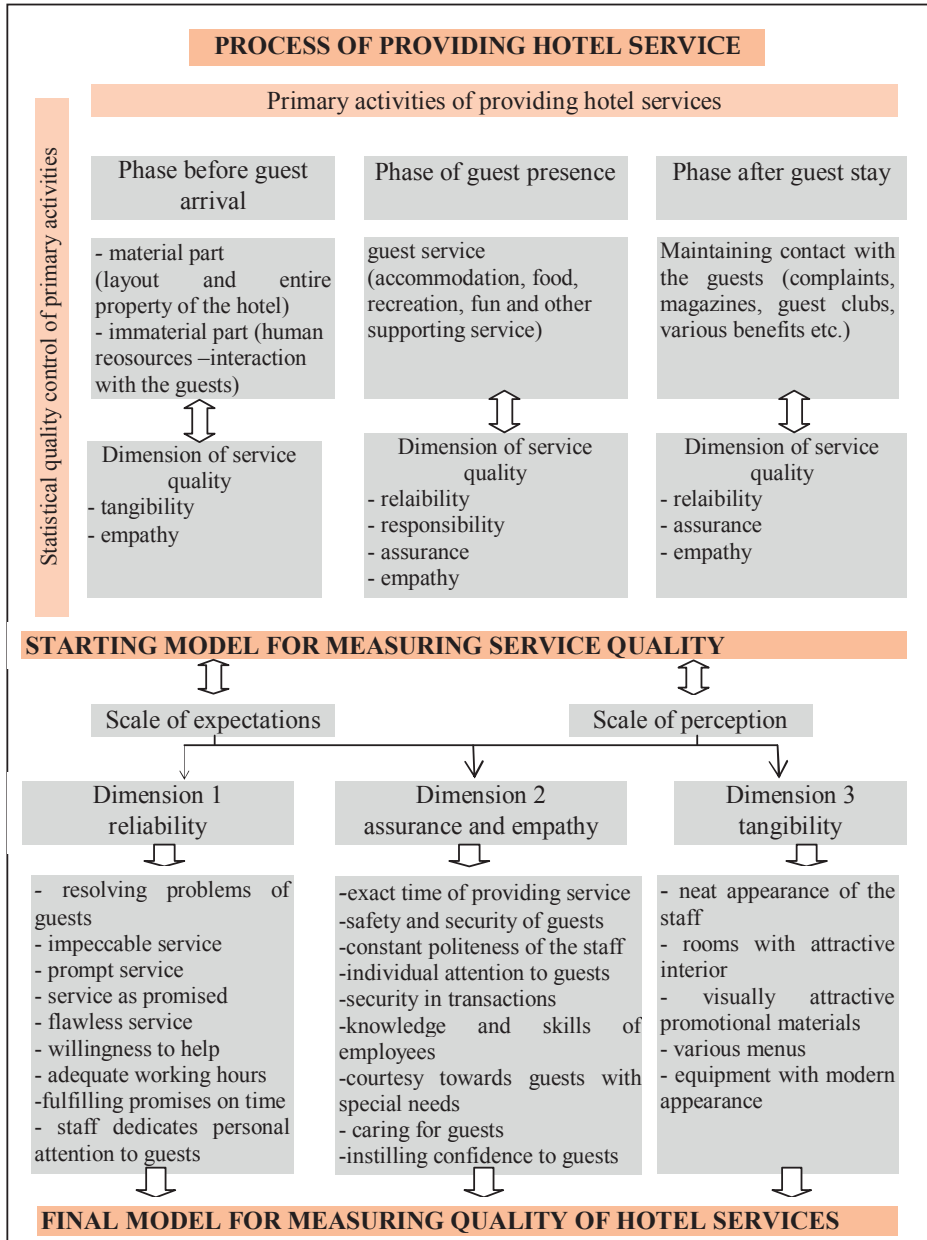
**Figure 2:** Results of the factor analysis of the scale of expectations and scale of perception after rotation



In this research, following the factor analysis, both scales were subjected to a reliability analysis, in order to assess the quality of measured results. Cronbach coefficient alpha was used for evaluating the reliability of these scales. Coefficients higher than 0.50 are acceptable. Ideally, the Cronbach coefficient should be higher than 0.70 (Pepur, 2006: 59).

Results showed that all scales of expectations and perceptions exceed the recommended level. The high value of Cronbach alpha coefficients (from 0.945 to 0.987) showed a high reliability of the model, which leads to the conclusion that this model can provide useful information to managers in order to be able to properly assess the expectations and perception of hotel guests.

**Figure 3:** Final model of measuring quality of hotel services



## 5. MODEL FOR MEASURING SERVICE QUALITY IN HOTEL INDUSTRY - PROPOSAL

Based on the results of the conducted research, it is possible to suggest a possible model for measuring the quality of hotel services, which would serve the purpose of improving the tourism market of Bosnia and Herzegovina. Model for measuring the quality of hotel services can provide useful information to managers, in order to properly assess the expectations and perceptions of hotel guests.

We started from the initial model for measuring the quality of hotel services. This model identified five key dimensions of quality through the primary activity of providing services in hotels.

Dimensions are derived from three phases of primary activities in the hotel which includes: phase before the arrival of guests, phase of guest presence and phase after the guests' stay. Within these phases, guests attached particular importance to the appearance and overall hotel equipment, caring towards guests, consistency of quality, the willingness of employees to provide services at any time, and knowledge and courtesy of employees and their ability to instil confidence. These attributes are actually component parts of five dimensions of service quality: tangibility, accommodation, identification, reliability, expertise and confidence.

Figure 3 shows the final model for measuring the quality of service, which is based on three dimensions of quality (Dedić, 2012: 246).

## 6. CONCLUDING REMARKS

In this research, the initial model for measuring the quality of hotel services was tested. Dimensions were identified in a starting model and the scale of expectations and the scale of perception were used to measure them. They were subjected to a factor analysis, in order to determine whether there were basic dimensions. Those are factors, which coincide with five starting dimensions of quality of the services. On the basis of an orthogonal rotated varimax factor matrix, three dimensions on both scales were defined. Most variables are grouped in first three factors in both the scale of perception and scale of expectation.

A three-dimensional solution on the scale of expectation resulted in the following factors: (F1) "reliability", (F2) "assurance and empathy", (F3) "tangibility". The scale of perception confirms the same factors.

A reliability analysis was conducted. Results showed that all factors (in both scales) exceed the recommended level of 0.50, ranging from 0.945 to 0.987, which indicates high reliability of the model. Therefore, this research has shown that the model is credible in three dimensions, but not in five dimensions.

Consequently, the main conclusion implies that the three-dimensional model can be used in measuring service quality in hotel tourism of Bosnia and Herzegovina

and that this methodology can help hotel managers to determine the position of the hotel in relation to its competitors. This is why we suggest using this model to the maximum in order to contribute to the improvement of the tourism market of Bosnia and Herzegovina.

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## MJERENJE KVALITETE USLUGA U HOTELSKOJ INDUSTRIJI BOSNE I HERCEGOVINE

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### **Sažetak**

*Turizam i hotelska industrija čine jedan od temeljnih prioriteta razvoja Bosne i Hercegovine. Razvoj turizma temelji se prevashodno na podizanju kvaliteta hotelskih usluga. Hotelski turizam u BiH determiniran je nedostatnim nivoom kvalitete usluga, nepovoljnom strukturom i niskim stupnjem iskorištenosti kapaciteta. U nastojanju za poboljšanjem kvalitete usluga u području hotelske industrije, te zadovoljstva turista emotivnih zemalja, hotelski menadžeri vrlo često nailaze na problem mjerenja kvalitete usluga, što je pretpostavka upravljanja kvalitetom pružanja usluga.*

*Najveći problem u utvrđivanju kvalitete hotelskih usluga jeste nepostojanje jedinstvenog modela za mjerenje istog, odnosno utvrđivanje zadovoljstva korisnika dobivenom uslugom. Zbog toga se javlja potreba utvrđivanja dimenzija i poddimenzija kvalitete hotelske usluge. U radu se kreće od polaznog modela mjerenja kvalitete hotelskih usluga. Isti je kroz primarne aktivnosti odvijanja procesa pružanja usluga u hotelima identificirao pet ključnih dimenzija kvalitete. Dimenzije koje su identificirane u polaznom modelu mjerene su pomoću skale očekivanja i skale percepcija te su podvrgnute faktorskoj analizi, kako bi se ustanovilo da li postoje osnovne dimenzije, odnosno faktori koji se podudaraju sa polaznih pet dimenzija kvalitete usluga. Provedena je i analiza pouzdanosti, te izračunata složena pouzdanost te konstrukcije, da bi se mogla izmjeriti unutrašnja konzistentnost svakog od tri faktora.*

*Na osnovu rezultata provedenog istraživanja predlaže se konačni model za mjerenje kvalitete hotelskih usluga, koji bi bio u funkciji unaprjeđenja turističkog tržišta Bosne i Hercegovine.*

**Key words:** *mjerenje kvalitete usluga, dimenzije kvalitete usluga, hotelska industrija, faktorska analiza, analiza pouzdanosti.*

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