Management of relationship between customer satisfaction and services in hotel industry in Pristina

Shpresa Reshidi, Adelina Zeqiri,
Saranda Kajtazi

Dr.Sc. Shpresa RESHIDI, MSc. Adelina ZEQIRI, MSc. Saranda KAJTAZI

Abstract

Nowadays, when companies more and more are oriented towards the customer, it is important to make a research on customer satisfaction. This paper will describe the management of relationship between customer satisfaction and services in hotel industry in Pristina.

In the first part of the paper, review of the literature of different authors, from books and scientific publications. From the literature we achieved to understand customer relationship management, customer satisfaction and relationship between services and customer satisfaction. The literature review helped us to successfully carry out research for understanding the relationship between customer satisfaction and services in hotel industry.

The second part of the paper includes research conducted by collecting data through self-administered questionnaire. The survey was conducted in five hotels in Pristina, where respondents through the questionnaire have expressed satisfaction with the services of the hotel. The collected data are presented through different tables, amounting to an analysis of the reliability of variables, the correlation between them and testing hypotheses through multivariate regression and contingency test. From the findings, we concluded that the tangible aspect of the hotel services, the seriousness aspect of

the hotel services, the responsiveness aspect of the hotel services and the empathy aspect of the hotel services have a significant relation with customer satisfaction. But, the demographic variables did not have any significant relation with the level of customer satisfaction with services.

Finally, from the obtained results it was possible to draw conclusions and recommendations for future researchers in this area.

Key Words: the customers; customer satisfaction; services; aspects of services; hotel industry

1. Introduction

Nowadays, customer demands are changing, competition is getting tougher and every business is trying to create an advantage over the other. For this reason they are continuously trying to maintain their position in the market. All service businesses, especially the hotel industry are continuously making efforts to increase the quality of their services, in order to satisfy customers with their services.

In recent decades, the hotel industry has grown rapidly and has become recognized all over the world, therefore it is necessary to study the management of relationship between customer satisfaction and services in hotel industry. Kosovo still faces different challenges in the transition process, but the hotel industry has achieved to penetrate and develop, where the number of hotels in Kosovo is not small. Function of the hotel industry system aims to satisfy continuously customers. Now, customers have the opportunity to make more choices, so hotels have to work and find ways to keep their customers satisfied. A satisfied customer will visit more often the hotel and will tell the others about the pleasant experience with the hotel services. Also, the customer will stay more in the hotel.

Customer satisfaction is key of the success of a hotel. The quality of services and customer satisfaction are closely related to each other, because the quality of services affects customer satisfaction proportionately. On the other side, customer satisfaction indicates the quality of services.

2. Literature review

2.1. Customer Relationship Management

Each company is involved in managing relationships with its customers. Nowadays, companies are oriented more toward the customer and trying to create relations with them. Customer relationship management will result in satisfied and loyal customers.

According to Bergeron (Bergeron, 2002), Customer Relationship Management is fundamentally about the ongoing relationship between people; the suppliers and customers of goods and services. Customer Relationship Management is a system that is used by the company for planning, organizing and controlling the activities of before sales and after sales (Buttle, 2009). Customer Relationship Management is a process, which is used to manage information about customers and the points of contact with customers, in order to have loyal customers. A point of contact with customer occurs when a customer is faced with the product or service. For a hotel, the points of contact with customers include reservations by phone or internet, check in and checkout of customers, programs of frequent stay, service of the room, exercise facilities, service of laundry, spa, restaurants and bars (Kotler & Keller, 2012).

Managing relationships with customers is both a strategy and a tool. The implementation of Customer Relationship Management according to Anderson and Kerr (Anderson & Kerr, 2002) is a non-negotiable in today's business environment and the key to success.

2.2. Customer satisfaction

In a world where the cost of acquiring new customers is higher than the cost of keeping customers, companies need to focus on increasing the level of customer satisfaction and keeping customers satisfied. Majority think that the measurement of customer satisfaction may not be very difficult because the customer can be satisfied or dissatisfied with the product or service. If the customer receives the product or service wanted, the customer will be satisfied and if the customer doesn't receive the product or service wanted, the customer will be dissatisfied. *But, what does really mean customer satisfaction?*

Customer preferences differ from each other. Companies must segment the market and produce the right product for the right target market. So, customers will feel better when their needs and wants will be treated well

(Kotler, Kartajaya, & Setiawan, 2010). Customer satisfaction tries to create value for customers, by predicting and managing their expectations, and demonstrating ability and willingness to satisfy needs and wants of customers (Gunarathne, 2014).

The more satisfied the customers, the more it will be possible to repurchase products or services again. Satisfied customers will pay more for products and services and will be more tolerant to changes in prices.

2.3. Customer satisfaction, loyalty and services

The service is an economic activity that creates value and benefits for customers in certain times and places by bringing about a desired change in the interest of the customer who received the service (Poku, Zakari, & Soali, 2013). The relationship between satisfaction and loyalty can be divided into three categories: "zone of *defection*", "zone of *indifference*" and "zone of *affection*", shown in figure below (Wirtz, Chew, & Lovelock, 2012).

Figure 1: The customer Satisfaction-Loyalty Relationship
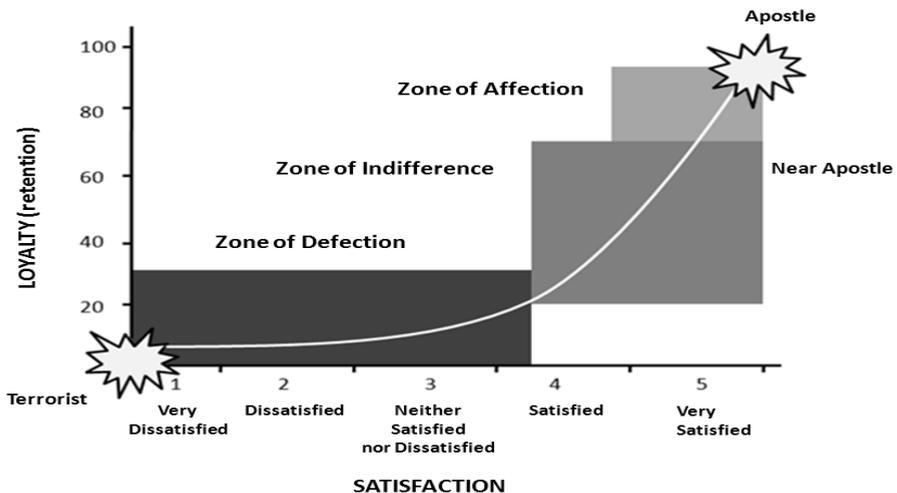
Source: Jones and Sasser, 1995, p.91.

The "*zone of defection*" of customers occurs when customer satisfaction is at a low level. Customers will leave the company if the costs of products or services are too high and they have no other choice. Customers who are highly dissatisfied can turn into "terrorists", who will spread negative words for the company. The "*zone of indifference*" occurs when customer

satisfaction is at an intermediate level. At this zone, customers are willing to leave the company if they find a better alternative. The "*zone of affection*" occurs when customer satisfaction is at a high level, where customers highly satisfied will be loyal and do not look for other alternatives or companies. Customers who spread positive words for the company and refer others to the company are called "apostles" (Wirtz, Chew, & Lovelock, 2012).

The base for building true loyalty consists in customer satisfaction. It is more likely that customers highly satisfied and satisfied to buy more from the company, to spread positive words and to be loyal customers of the company.

In this paper, we have used four aspects of the hotel services: The tangible aspect of the hotel services has to do with the physical environment, equipment, staff and way of communication. So, we can say that the tangible aspect of the hotel services has to do with creating the first impression. The seriousness aspect of the hotel services refers to the accuracy and seriousness according to requirements between the hotel and the customer. The responsiveness aspect of the hotel services has to do with the readiness of the staff to help customers with different services. Whereas, the empathy aspect of the hotel services has to do with the care of staff for guests that are staying at the hotel.

3. Methodology and methods

This paper is written in two parts: theoretical and practical part. In the first part of the paper, respectively in the theoretical part, data were collected through secondary sources from literature of different authors and scientific publications. In the second part of the paper, data were collected through primary sources from questionnaire.

The questionnaire has served to interview different customers in some of the largest hotels in Pristina. From the inability to get contacts of the hotel customers, the survey had to be conducted in selected hotels. Initially, the conversation was realized with managers and in some cases with hotel owners, to allow for the survey to be completed. The hotel staff was ensured to send questionnaires in customers' rooms, in order for them to be completed. The questionnaire was formulated based on the funnel method, starting with general questions dealing with demographic data and continuing with more specific questions related to the implementation of

the research purpose. Initially are presented questions that describe customer demographics such as age, gender, education and occupation. Then questions are presented that express customer satisfaction with hotel services. In most questions are used scales for measuring customer satisfaction from 1 to 5, where 5- means highly satisfied and 1- means highly dissatisfied.

After the data has been collected, then their analysis was made using various statistical methods: *descriptive method*, which has served us to describe the results obtained through questionnaire, *Cronbach's Alfa,* which has served for testing the reliability of variables, *bivariate correlation method,* which is an analysis that measures the strength of relationship between two variables, *multivariate regression method* for testing hypotheses and *crosstabs and test contingency or HI-squared test,* which helped us to test others hypotheses.

The collected data through questionnaire are processed by using the program Microsoft Office Excel and SPSS (Statistical Package for the Social Sciences).

3.1. Hypothesis

H1: The tangible aspect of the hotel services has a positive effect on customer satisfaction

H2: The seriousness aspect of the hotel services has a positive effect on customer satisfaction

H3: The responsiveness aspect of the hotel services has a positive effect on customer satisfaction

H4: The empathy aspect of the hotel services has a positive effect on customer satisfaction

H5: There is a significant relationship between age of customers and the level of satisfaction with hotel services

H6: There is a significant difference between the level of satisfaction of male and female with hotel services

4. Findings and analysis of data

The data are collected through self-administered questionnaire from the customers of the hotels in Pristina. The collected data are analysed and interpreted as following; initially we have presented demographic variables of different respondents, which are presented in the table below:

Table 1: Demographic data of respondents

Demographic data		Frequency	Percent	Cumulative Percent
1. Age	Under 20 years	7	3.9	
	21-30 years	27	15.0	3.9
	31-40 years	53	29.4	18.9
	41-50 years	55	30.6	48.3
	Over 50 years	38	21.1	78.9
	Total	**180**	**100.0**	100.0
2. Gender	Female	59	32.8	
	Male	121	67.2	32.8
	Total	**180**	**100.0**	100.0
3. Education	High school	2	1.1	
	College	7	3.9	1.1
	Bachelor's degree	30	16.7	5.0
	Master's degree	73	40.6	21.7
	Doctoral	68	37.8	62.2
	Total	**180**	**100.0**	100.0
4. Occupation	Manager	43	23.9	
	Businessman	61	33.9	23.9
	Administrator	19	10.6	57.8
	Student	13	7.2	68.3
	Other	44	24.4	75.6
	Total	**180**	**100.0**	100.0

Source: Authors' own calculations

According to results we can see that most of respondents were in the group-age 41-50 years old (30.6%). There were more respondents of male (67.2%) than female (32.8%) gender and most of them had completed master's degree (40.6%). As regard the occupation, most of respondents were businessman (33.9%).

4.1. Reliability of variables-Cronbach's Alpha

Cronbach's Alpha is used very often in scope of marketing. This method takes values between 0 and 1. According to Hair et al. (Hair, Money, Samouel, & Babin, 2003), in order to be accepted Cronbach's Alpha must be greater than the value 0.6 ($α > 0.6$). But, according to some other sources variables are more acceptable if Cronbach's Alpha value is above 0.70 and can be used for measuring scale of reliability of variables.

In the following are presented results of Cronbach's Alpha for the tangibility, the seriousness, the responsiveness and the empathy aspects of the hotel services. Each aspect of the services has three variables.

Table 2: Cronbach's Alpha of the aspects of the hotel services

Aspects of services	Items	Cronbach's Alpha
Tangibility	Decoration of hotel Modern and comfortable furniture Cleanliness of hotel	.895
Seriousness	Reservation is with accuracy Employees provide information without errors Reservation is very easy (phone or internet)	.931
Responsiveness	Employees are well-behaved Employees gave guests special attention The staff is willing to help guests	.941
Empathy	Employees apologize if they made mistakes during the service Employees listen attentively when customers complain for something Employees understand the customer's needs and wants.	.933

Source: Authors' own calculations

The table above shows Cronbach's Alpha or the scale of reliability of variables. From the results, it is shown that Cronbach's Alpha of the tangible aspect of the hotel services is 0.895, Cronbach's Alpha of the

seriousness aspect of the hotel services is 0.931, Cronbach's Alpha of the responsiveness aspect of the hotel services is 0.941, Cronbach's Alpha of the empathy aspect of the hotel services is 0.933. Cronbach's Alpha of all aspects of the hotel services is greater than 0.7 ($\alpha > 0.7$), so we can conclude that all variables of aspects of the hotel services have resulted reliable and can be used for other analysis and testing hypothesis.

4.2. Bivariate correlation

Correlation measures the strength of relation between two variables. The correlation coefficient can take values between -1 and +1. The correlation coefficient with value +1 shows that the variables have strong positive correlation, whereas when the value of the correlation coefficient equals -1 shows that the variables have strong negative correlation. The closer to zero will be the value of the correlation coefficient, the weaker will be a linear relationship between them and when the value of the correlation coefficient is equal to zero it indicates that there is no linear relation between variables (Ahmeti, 2016).

In the table below are presented results of analysis of the Pearson Correlation for variables of the tangibility, the seriousness, the responsiveness and the empathy aspects of the hotel services and for overall customer satisfaction which is the dependent variable.

Table 3: Analysis of correlation between variables

		The tangible aspect of the hotel services	The seriousness aspect of the hotel services	The responsiveness aspect of the hotel services	The empathy aspect of the hotel services	Overall customer satisfaction
The tangible aspect of the hotel services	Pearson Correlation	1	.737**	.731**	.802**	.792**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	180	180	180	180	180
The serious-ness aspect of the hotel services	Pearson Correlation	.737**	1	.745**	.800**	.791**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	180	180	180	180	180
The response-veness aspect of the hotel services	Pearson Correlation	.731**	.745**	1	.800**	.778**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	180	180	180	180	180
The empathy aspect of the hotel services	Pearson Correlation	.802**	.800**	.800**	1	.826**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	180	180	180	180	180
Overall customer satisfact-ion	Pearson Correlation	.792**	.791**	.778**	.826**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	180	180	180	180	180

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Authors' own calculations

As it is shown in the table with the results of the correlation between variables, correlation between overall customer satisfaction and the tangible aspect of the hotel services indicates that a strong positive correlation between them exists, where the correlation coefficient is 0.792.

Correlation between overall customer satisfaction and the seriousness aspect of the hotel services indicates that a strong positive correlation between them exists with the correlation coefficient 0.791. Correlation between overall customer satisfaction and the responsiveness aspect of the hotel services indicates that a strong positive correlation between them exists with the correlation coefficient 0.778. In accordance with the results we can see that the empathy aspect of the hotel services has the strongest correlation with dependent variable (overall customer satisfaction r=0.826).

From the analysis of correlation between variables we can conclude that all variables have a positive significant correlation.

4.3. Multivariate regression

Regression analysis method is a method for finding the relation between the dependent variable Y and independent variable X.

The regression coefficient is a measure that indicates how strongly one dependent variable predicts independent variable (Krasniqi, 2012). In linear regression the dependent variable is marked with 'Y' and the independent variable is marked with "X". In the following table is presented analysis of multivariate regression:

Table 4: Analysis of multivariate regression
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.877a	.769	.764	.405

a: Predictors: (Constant), The tangible aspect of the hotel services, The seriousness aspect of the hotel services, The responsiveness aspect of the hotel services, The empathy aspect of the hotel services
Source: Authors' own calculations

Value R presents the coefficient of correlation between independent variables with the dependent variable. In this case, R = 0.877 indicates that independent variables and dependent variable have a strong positive correlation. From this result we conclude that the value of R indicates a satisfactory level of prediction of the dependent variable Y- overall customer satisfaction. Value R Square is 0.769 and presents the coefficient of determination which is used to find out how independent variables are willing to predict the dependent variable. Adjusted R Square equals 0.764

and is the adjustment of the value of R Square. It does not have too much difference from R Square, so we can say that this value tells us that four independent variables indicate 76% variation in the dependent variable- overall customer satisfaction. In the following table is shown ANOVA, which indicates analysis of variance.

Table 5: Analysis of the variance

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	95.579	4	23.895	145.54	.000[a]
	Residual	28.732	175	.164		
	Total	124.311	179			

a. Predictors: (Constant), The tangible aspect of the hotel services, The seriousness aspect of the hotel services, The responsiveness aspect of the hotel services, The empathy aspect of the hotel services

b. Dependent Variable: Overall customer satisfaction

Source: Authors' own calculations

From analysis of variance (ANOVA), presented in the table above we can see that the model is significant at $\alpha = 0.000$. ANOVA results indicate that in general the independent variables have a significant correlation with the dependent variable, respectively with overall customer satisfaction which has taken the values F = 145.539 and p = 0.000.

In the Table No. 6, it is presented an analysis of the regression coefficients and significance between the independent variables. Also, in the following is presented the t-test which will help us for testing hypotheses H1, H2, H3 and H4.

Table 6: Regression coefficients and significance between the independent variables

Coefficients^a

Model		Unstandardized Coefficients		Standar-dized Coeffici-ents	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.353	.167		2.110	.036
	The tangible aspect of the hotel services	.256	.065	.251	3.907	.000
	The seriousness aspect of the hotel services	.240	.065	.239	3.696	.000
	The responsiveness aspect of the hotel services	.166	.055	.194	3.011	.003
	The empathy aspect of the hotel services	.260	.072	.278	3.619	.000

a. Dependent Variable: Overall customer satisfaction

Source: Authors' own calculations

The level of significance is $p < 0.05$ and the interval of confidence is 95%, which means that to be accepted as true a hypothesis must have a value of significance smaller than 0.05. According to the results presented in table it is obvious that the level of significance derived from t-test for all variables is less than 0.05.

According to the table above we conclude that:

H1 - "The tangible aspect of the hotel services has a positive effect on customer satisfaction" is approved, because the significance value is smaller than 0.05 where the value of significance in this case is $p = 0.000$.

H2 - "The seriousness aspect of the hotel services has a positive effect on customer satisfaction" is approved, because the significance value is smaller than 0.05 where the value of significance in this case is $p = 0.000$.

H3 - "The responsiveness aspect of the hotel services has a positive effect on customer satisfaction" is approved, because the significance value is smaller than 0.05 where the value of significance in this case is p = 0.003.

H4 - "The empathy aspect of the hotel services has a positive effect on customer satisfaction" is approved, because the significance value is smaller than 0.05 where the value of significance in this case is p = 0.000

4.4. Contingency test of X^2

Contingency test is a test which is used to assess whether differences between the average values of the two samples that are statistically significant (with significant we understand that it is worth to be considered). This test relies on measuring how much the observed values (data collected) are different from the expected values (Matthews & Ross, 2010). A hypothesis can be accepted as a correct when differences between the observed values and the expected values are tiny. However, if the differences between the observed values and the expected values are large, the hypothesis is rejected (Nuhiu & Shala, 2005).

In the following through contingency test we will test hypotheses H5 and H6. Below we present cross-tabulation, which shows the relationship between age and overall customer satisfaction. The table shows the expected and observed values.

H5-*There is a significant relationship between age of customers and the level of satisfaction with hotel services.*

Table 7: Cross-tabulation for overall customer satisfaction and age

			Age					Total
			Under 20 years	21-30 years	31-40 years	41-50 years	Over 50 years	
Overall customer satisfaction	Highly dissatisfied	Count	0	0	1	1	0	2
		Expected Count	.1	.3	.6	.6	.4	2.0
		% of Total	.0%	.0%	.6%	.6%	.0%	1.1%
	Dissatisfied	Count	0	1	3	1	1	6
		Expected Count	.2	.9	1.8	1.8	1.3	6.0
		% of Total	.0%	.6%	1.7%	.6%	.6%	3.3%
	Moderately satisfied	Count	0	7	6	5	1	19
		Expected Count	.7	2.9	5.6	5.8	4.0	19.0
		% of Total	.0%	3.9%	3.3%	2.8%	.6%	10.6%
	Satisfied	Count	5	8	25	28	18	84
		Expected Count	3.3	12.6	24.7	25.7	17.7	84.0
		% of Total	2.8%	4.4%	13.9%	15.6%	10.0%	46.7%
	Highly satisfied	Count	2	11	18	20	18	69
		Expected Count	2.7	10.4	20.3	21.1	14.6	69.0
		% of Total	1.1%	6.1%	10.0%	11.1%	10%	38.3%
Total		Count	7	27	53	55	38	180
		Expected Count	7.0	27.0	53.0	55.0	38.0	180.0
		% of Total	3.9%	15.0%	29.4%	30.6%	21.1%	100%

Source: Authors' own calculations

At the relation between the age-group under 20 years and customer satisfaction, only the category of satisfied customers had observed values higher than expected values and all other categories had expected values higher than observed values. At the relation between the age-group 21-30 years and customer satisfaction we notice that the categories of dissatisfied customers, moderately satisfied customers and highly satisfied customers had observed values higher than expected values, while the categories of

highly dissatisfied customers and satisfied customers had expected values higher than observed values. At the relation between the age-group 31- 40 years with customer satisfaction, we notice that only the category of highly satisfied customers had expected values higher than observed values, while all other categories had observed values higher than expected values. At the relation between the age-group 41- 50 years with customer satisfaction we can see that the categories of highly dissatisfied customers and satisfied customers had observed values higher than expected values, while the categories of dissatisfied, moderately satisfied and highly satisfied had expected values higher than observed values. And finally, at the relation between the age-group over-50 and customer satisfaction, only the categories of satisfied customers and highly satisfied had observed values higher than expected values, while all others categories had expected values higher than observed values.

In the table below is presented Chi Square test for testing hypothesis H5.

Table 8: Contingency test between age and customer satisfaction
Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	16.220[a]	16	.438
Likelihood Ratio	17.144	16	.376
Linear-by-Linear Association	2.150	1	.143
N of Valid Cases	180		

a. 15 cells (60.0%) have expected count less than 5. The minimum expected count is .08.
Source: Authors' own calculations

From results of contingency test which are presented in the table above, it is noticed that the level of significance is 0.438 (column Pearson Chi Square, Asymp.Sig (2-sided)). Hypothesis can be approved when the value of significance is smaller than 0.05.

H5- "There is a significant relationship between age of customers and the level of satisfaction with hotel services" is rejected because the value of significance is greater than 0.05, in this case the value of significance is 0.438. As the value of significance is higher than 0.05, we conclude that our results are not significant. This means that there is no significant

relationship between age of customers and the level of satisfaction with hotel services.

The table below indicates the comparison of the level of customer satisfaction by gender. At the relation between the feminine gender and customer satisfaction we can see that only the categories of highly satisfied customers and dissatisfied customers had observed values higher than expected values and all other categories had expected values higher than observed values. At the relation between the masculine gender and customer satisfaction we can see that the categories of highly dissatisfied customers, moderately satisfied customers and satisfied customers had observed values higher than expected values and the categories of dissatisfied customers and highly satisfied customers had expected values higher than observed values.

H6-*There is a significant difference between the level of satisfaction of male and female with hotel services.*

Table 9: Cross-tabulation for overall customer satisfaction and gender
Overall customer satisfaction * Gender Cross-tabulation

			Gender		Total
			Female	Male	
Overall customer satisfaction	Highly dissatisfied	Count	0	2	2
		Expected Count	.7	1.3	2.0
		% of Total	.0%	1.1%	1.1%
	Dissatisfied	Count	3	3	6
		Expected Count	2.0	4.0	6.0
		% of Total	1.7%	1.7%	3.3%
	Moderately satisfied	Count	5	14	19
		Expected Count	6.2	12.8	19.0
		% of Total	2.8%	7.8%	10.6%
	Satisfied	Count	25	59	84
		Expected Count	27.5	56.5	84.0
		% of Total	13.9%	32.8%	46.7%
	Highly satisfied	Count	26	43	69
		Expected Count	22.6	46.4	69.0
		% of Total	14.4%	23.9%	38.3%
Total		Count	59	121	180
		Expected Count	59.0	121.0	180.0
		% of Total	32.8%	67.2%	100.0%

Source: Authors' own calculations

In the following table is presented Chi Square test for testing hypothesis H6.

Table 10: Contingency test between gender and customer satisfaction
Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.243a	4	.518
Likelihood Ratio	3.809	4	.433
Linear-by-Linear Association	.739	1	.390
N of Valid Cases	180		

a. 4 cells (40.0%) have expected count less than 5.
b. The minimum expected count is .66.
Source: Authors' own calculations

According to results of contingency test presented in the table above we can notice that level of significance is 0.518. Hypothesis can be approved when value of significance is less than 0.05.

H6 - "There is a significant difference between the level of satisfaction of male and female with hotel services" is rejected because the value of significance is greater than 0.05, in this case the value of significance is 0.518. As the value of significance is higher than 0.05, we conclude that our results are not significant. This means that there is no significant difference between the level of satisfaction of male and female with hotel services.

5. Conclusions and recommendations

5.1. Conclusions

In this study an attempt has been made to analyse the relationship between customer satisfaction and services in Pristina hotels. According to obtained results, we have managed to bring important conclusions which can serve as a resource for further studies or as suggestions and guidance for the hotel industry. The model presented above from using literature of different authors and the findings and analysis through surveys of customers in hotels, helped us to understand better the management of relationship between customer satisfaction and services in the hotel industry in Pristina.

From the analysis of the data which are gathered through the questionnaire, we have reached the conclusion that the tangible aspect of the hotel services, the seriousness aspect of the hotel services, the responsibility aspect of the hotel services and the empathy aspect of the hotel services have a positive effect and significance on customer satisfaction. By using contingency test we have reached the conclusion that there is no significant relationship between age of customers and the level of satisfaction with hotel services. Also, we conclude that there is no significant difference between the level of satisfaction of male and female with hotel services.

As we have seen, in some questions are used scales for measuring customer satisfaction from 1 to 5. So, we have noticed that the level of satisfaction of different customers with services changed in the same hotel, depending on how they perceive services of the hotel and how they meet their expectations.

According to analysed and presented data, we can conclude that the tangible aspect, the seriousness aspect, the responsiveness aspect and the empathy aspect of the hotel services are important aspects that influence the customer satisfaction and increasing the quality of services will increase the level of customer satisfaction.

5.2. Recommendations

Some of recommendations that can be given for future researchers about management of relationship between customer satisfaction and services in the hotel industry are:

- Increasing the number of participants in the research, respectively to include more customers of the hotels in the survey, to understand better the relationship between customer satisfaction and hotel services.
- To expand research in other cities of Kosovo, in order to understand the views of different customers.
- To include more aspects of services in the research, in order to know how much those will influence the customer satisfaction.
- To include more hotels in the research, because by increasing the number of hotels participating in the research, will increase the number of respondents, where a larger sample provides more accurate results and we can draw clearer conclusions.

List of References

Ahmeti, A. (2016). *Statistikë për Biznes dhe Ekonomiks.* Prishtinë: Universiteti i Prishtinës. Fakulteti Ekonomik.

Anderson, K., & Kerr, C. (2002). *Customer Relationship Management.* United States of America: McGraw-Hill.

Bergeron, B. (2002). *Essentials of CRM.* New Yorks: John Wiley & Sons Inc.

Buttle, F. (2009). *Customer Relationship Management.* Oxford: Elsevier Ltd.

Gunarathne, U. (2014). Relationship between Service Quality and Customer Satisfaction in Sri Lankan Hotel Industry. *International Journal of Scientific and Research Publications* , 1-8.

Hair, J., Money, A., Samouel, P., & Babin, B. (2003). *Essentials of business research methods.* USA: Wiley&Sons.

Jones, T. O., & Sasser Jr., W. E. (1995). Why Satisfied Customers Defect. Harvard Business Review.

Kotler, P., & Keller, K. L. (2012). *Marketing Management.* New Yersey, USA: Pearson Education.

Kotler, P., Kartajaya, H., & Setiawan, I. (2010). *Marketing 3.0- From Products to Costumers to the Human Spirit.* New Jersey: John Wiley & Sons Inc.

Krasniqi, B. (2012). *Metodat kërkimore në shkencat sociale. Udhëzues i analizës statistikore në SPSS (Dispensë).* Prishtinë: Instituti për Ndërmarrësi dhe Biznes të Vogël - IESB.

Matthews, B., & Ross, L. (2010). *Metodat e Hulumtimit. Udhëzues praktik për shkencat sociale dhe humane.* Tiranë: Qendra për Arsim Demokratik.

Nuhiu, R., & Shala, A. (2005). *Bazat e Statistikës.* Prishtinë: Universiteti i Prishtinës.

Poku, K., Zakari, M., & Soali, A. (2013). Impact of Service Quality on Customer Loyalty in the Hotel Industry: An Empirical Study from Ghana. *International Review of Management and Business Research* , 600-609.

Wirtz, J., Chew, P., & Lovelock, C. (2012). *Essentials of Services Marketing.* Singapore: Pearson Education.