

A BRIEF LITERATURE REVIEW ON DIMENSIONS AND MODELS FOR EVALUATING HOTEL SERVICE QUALITY

Camelia Adriana LATA, Ioan EGERĂU

*Doctoral School of Economic Sciences, Faculty of Economic Sciences, University of
Oradea, Romania*

camelialata@yahoo.com

egerau.ioantrifu@student.uoradea.ro

Abstract: *This paper provides a brief literature review on the key dimensions used to evaluate hotel service quality, based on academic research indexed in the SCOPUS database. As the hospitality industry faces increasing competition and evolving customer expectations, understanding how service quality is measured becomes essential for improving guest satisfaction and fostering loyalty. The review highlights the most widely used conceptual frameworks and evaluation models, including SERVQUAL, DINESERV, and other customer-centric approaches. Particular attention is given to the multidimensional nature of service quality, encompassing reliability, responsiveness, assurance, empathy, and tangibles. Additionally, the study discusses recent advancements in measurement tools, such as the incorporation of online reviews, emotional responses, and memory-related constructs. The findings underline the importance of context-specific adaptation of these models and propose directions for future empirical research in various cultural and economic settings.*

Keywords: *hotel; quality; evaluation; models*

J.E.L Classification: *Z32; M21*

1. Introduction

Tourism represents one of the most complex global industries, deeply interconnected with the broader society and often seen as a barometer for societal development. The decision-making process of tourists when choosing a destination is increasingly influenced by past experiences and their ability to recall them, a factor highlighted by Kim (2022) as crucial in shaping future behavior.

The assertion that “we live in a changing society,” as noted by Saleem et al. (2024), has never been more relevant. The expansion of the sharing economy across industries has transformed consumer expectations, behaviors, and lifestyles worldwide. Within this context, service quality becomes essential for managing customer satisfaction, particularly in tourism and hospitality (Park et al., 2023).

The success of hotel operations hinges on the effective management of service quality. Understanding the key factors that influence customer satisfaction allows hotel managers to strategically improve their services, aiming for increased loyalty and long-term competitiveness (Padlee et al., 2019; Sharma & Srivastava, 2018). This is particularly important in an era when online reviews and electronic word-of-mouth (eWOM) significantly influence consumer decisions (Yang et al., 2017).

Recent research trends show a shift from traditional quantitative methods to digital data sources, such as online review platforms (Alrawadieh & Law, 2019; Padma & Ahn,

2019), which provide real-time insights into customer perceptions. The efficiency of any tourism market relies on the consumer's ability to evaluate the value of services before, during, and after consumption. The easier and more accurate these evaluations are, the more effective the market becomes.

When faced with the decision of whether to return to a particular hotel, consumers consider not only personal experience but also how well the business model and market positioning align with their expectations (Raynor & Mumtaz, 2016). The continuous improvement of service quality, based on both customer feedback and competitor analysis, becomes an essential managerial responsibility.

Moreover, as Anwar (2017) suggests, involving the customer in service processes is vital for success in the hospitality industry. This requires a 24/7 commitment to responsiveness and empathy, supported by well-trained and engaged human resources. Hameed and Anwar (2018) emphasize the importance of managerial efforts to ensure hotel reliability and trust—both internally, among employees, and externally, toward guests.

In efforts to assess service quality and customer experience, researchers have proposed various evaluation scales in tourism. These include the Tourist Role Typology Scale (Jenkins, 1982; Jiang et al., 2000), the Tourism Market Regulation Scale (Liu et al., 2020), and the Tourism Memory Characteristics Scale (Kim et al., 2022), among others.

Jenkins (1982) introduced an attitudinal scale for measuring tourist roles, identifying three dimensions of international tourist typology related to novelty-seeking behavior. While reliable, this scale was found to be more effective when used in combination with additional measures. Jiang (2000) expanded this framework by examining tourists' self-perception as part of a mass or independent group ("Demas"), further enriching the analysis of novelty-seeking tendencies.

Liu et al. (2020), responding to a gap in the literature, developed the Tourism Market Regulation (TMR) Scale from the tourist's perspective. Their work identified five key dimensions: regulatory oversight, truth in advertising, contract compliance, contract fulfillment, and travel feedback processing. This instrument provides a valuable tool for both tourists and destination marketing organizations in assessing regulatory quality across different regions.

2. Methodology

This study employs a structured literature review methodology to investigate how hotel service quality has been conceptualized and measured in academic research. The review focuses on identifying key models, dimensions, and evaluation scales used in the hospitality industry, with particular attention to developments over the past two decades.

The primary data source used for this review is the SCOPUS, due to its comprehensive indexing of high-quality, peer-reviewed journals across disciplines relevant to tourism, hospitality, and service management.

A systematic search was conducted using a combination of the following keywords: "hotel service quality" and then ". Boolean operators (AND, OR) were used to refine results, and filters were applied to limit the search to articles published between 2000

and 2024, written in English, and indexed as Articles or Reviews in the fields of Hospitality, Tourism, Business, and Management.

The selection process followed included four stages (Figure 1):

- Identification – A total number of articles were retrieved based on the initial keyword search.
- Screening – Duplicates and irrelevant titles were removed based on abstract and title relevance.
- Eligibility – Full texts of the remaining studies were examined for alignment with the inclusion criteria (focus on service quality in hotel settings).
- Inclusion – Final studies included in the review were those offering conceptual models, empirical analyses, or validated measurement scales relevant to hotel service quality.



Figure 1 Article selection from SCOPUS basedata
(Source: Scopus, Accessed in 01 April 2025)

3. Literature reviews on hotel service quality studies

In Tables 1 and 2, we have provided a brief synthesis of the hotel service quality dimensions identified in the articles (or their substitutes), and we have attempted to identify the evaluation model used, whether it is a classical one, a derivative, or proposed by the authors. In some cases, these dimensions directly reflect established theoretical models such as SERVQUAL, while in others, they are adapted versions or entirely new constructs derived from empirical research or qualitative analysis, such as topic modeling of online reviews. Alongside this, we attempted to identify the specific evaluation framework employed in each study—whether it follows a traditional model, builds upon an existing one, or introduces a novel conceptual approach developed by the authors themselves. This overview offers insight into both the consistency and variability in how service quality and customer satisfaction are conceptualized and measured in contemporary hospitality research.

The literature on service quality evaluation (Table 1) reveals a broad and evolving set of dimensions that reflect both traditional service attributes and emerging contextual and technological factors. Classical models such as SERVQUAL and its variants continue to dominate, emphasizing dimensions like tangibility, responsiveness, reliability, assurance, and empathy (Benaglia et al., 2024; Lam & Nguyen, 2024;

Asgeirsson et al., 2024). However, newer studies incorporate additional elements such as safety precautions and physical environment (Benaglia et al., 2024), justice dimensions (Tengilimoglu & Öztürk, 2024), and even reputation. Other approaches highlight psychological and perceptual constructs such as discomfort, agency, and meta-perception (Pitardi et al., 2024), or explore affective and cognitive evaluations derived from user-generated content (Yu et al., 2022; Vo et al., 2022). Topic modeling and content analysis further expand the dimensional landscape by identifying latent themes related to employee treatment, organizational culture, and sustainability practices (Stamolampros & Dousios, 2024; Baratta & Simeoni, 2021; Arıcı et al., 2022). Technological integration, such as blockchain and financial indicators, also plays a role in shaping perceptions of quality (Karim et al., 2023; Alexakis et al., 2021). Overall, the literature underscores that service quality is a multidimensional construct encompassing both objective features and subjective experiences, influenced by operational, emotional, social, and digital dynamics.

Table 1 Service Quality Evaluation Dimensions

No.	Authors	Service Quality Evaluation Dimensions
1.	Pitardi, Wirtz, Paluch, Kunz, 2024	No standardized model applied; focus on 'discomfort', 'agency', 'meta-perception'
2.	Benaglia, Ho, Tsai, 2024	Adapted SERVQUAL: tangibility, responsiveness, reliability, assurance, empathy + 'safety precautions', 'safe physical environment'
3.	Lam, Nguyen, 2024	DINESERV: tangibility, responsiveness, reliability, assurance, empathy
4.	Tengilimoglu, Öztürk, 2024	Perceived justice (distributive, procedural, interactional)
5.	Asgeirsson, Gudlaugsson, Jóhannesson, 2024	Modified SERVQUAL (reliability, assurance, tangibility, empathy, responsiveness); plus, reputation
6.	Stamolampros, Dousios, 2024	Latent themes via topic modelling: employee treatment, work-life balance, company culture, compensation, management behavior
7.	Karim, Rabiul, Ishrat, Promsivapallop, Kawser, 2023	Perceived service quality in relation to blockchain payment systems
8.	Wąsowicz-Zaborek, 2023	SERVQUAL dimensions inferred via content analysis (location, cleanliness, staff, etc.)
9.	Vo, Hung, Tuckova, Pham, Nguyen, 2022	Online review content: feedback, management responses, perceived service quality via user-generated content
10	Cheraghalizadeh, Dědková, 2022	Service quality + social media marketing → brand awareness, brand image, satisfaction

11	Yu, Cheng, Yang, Yu, 2022	Affective evaluation, cognitive effort from online reviews
12	Arıcı, Arıcı, Altınay, 2022	Green service quality themes from online reviews via Leximancer (e.g., room, staff, food)
13	Baratta, Simeoni, 2021	Perceptions of sustainability practices (e.g., local food, energy saving, recycling) and their impact on satisfaction and willingness to pay
14	Alexakis, Dowling, Pappas, Ramachandiran, Skalvos, 2021	Financial indicators as proxies for service quality (e.g., investment in services, revenue per bed)
15	Alzoubi, Vij, Vij, Hanaysha, 2021	What leads guests to satisfaction and loyalty in UAE five-star hotels? AHP analysis to service quality dimensions
16	Le, Nguyen, Le, 2020	Customer Satisfaction in Hotel Services: A Case Study of Thanh Hoa Province, Vietnam
17	Moro, Lopes, Esmerado, Botelho, 2020	Service quality in airport hotel chains through the lens of online reviewers
18	Guan, Choi	The impact of factors forming employee service attitude on service quality, customer satisfaction and loyalty
19	Nunkoo, Teeroovengadum, Ringle, Sunnassee, 2020	Service quality and customer satisfaction: The moderating effects of hotel star rating
20	Wong, Yang, 2020	A quarantined lodging stay: The buffering effect of service quality

(Source: created by author)

The evolution of consumer satisfaction models in the literature (Table 2) reflects a clear shift from standardized frameworks toward more context-sensitive, data-driven, and multidimensional approaches. Early models rooted in SERVQUAL principles continue to inform analyses through dimensions like responsiveness, empathy, and assurance (Alzoubi et al., 2021), often combined with constructs such as brand image or perceived value (Le et al., 2020). However, recent research increasingly adopts structural, mediated, or moderated models that integrate variables like trust, authenticity, privacy, and environmental factors (Benaglia et al., 2024; Lam & Nguyen, 2024; Karim et al., 2023). Novel conceptualizations, such as the QuReP model linking quality and reputation (Asgeirsson et al., 2024) or the proprietary model of agency and metaperception (Pitardi et al., 2024), point to theoretical diversification. Moreover, the use of big data analytics and unsupervised learning (Stamolampros & Dousios, 2024; Moro et al., 2020) highlights a methodological evolution, enabling the capture of latent drivers of satisfaction directly from user-generated or employee-derived content. Satisfaction is also frequently positioned as a mediator or outcome in complex causal chains involving loyalty, engagement, and customer behavior (Vo et al., 2022; Cheraghalizadeh & Dědková, 2022; Tengilimoglu & Öztürk, 2024). Overall, the

trajectory of satisfaction modeling reveals a growing emphasis on integration, contextual nuance, and analytical sophistication, adapting classical foundations to contemporary consumer experiences and technological realities.

Table 2 Consumer Satisfaction Model

No.	Authors	Consumer Satisfaction Model
1.	Pitardi, Wirtz, Paluch, Kunz, 2024	Proprietary theoretical model: agency → metaperception → satisfaction
2.	Benaglia, Ho, Tsai, 2024	Structural model with trust as mediator; satisfaction influenced by service quality, environment, precautions
3.	Lam, Nguyen, 2024	DINESERV; satisfaction partially mediates authenticity → eWOM; services indirectly mediate authenticity → satisfaction
4.	Tengilimoglu, Öztürk, 2024	Recovery satisfaction → customer citizenship behavior; model moderated by failure severity
5.	Asgeirsson, Gudlaugsson, Jóhannesson, 2024	QuReP Model: quality + reputation → satisfaction and loyalty
6.	Stamolampros, Dousios, 2024	No classical model; unsupervised machine learning (LDA topic modelling) based on Glassdoor employee reviews
7.	Karim, Rabiul, Ishrat, Promsivapallop, Kawser, 2023	Mediated model: blockchain → privacy/security + satisfaction → loyalty intention
8.	Wąsowicz-Zaborek, 2023	Exploratory: user-generated content compared with SERVQUAL; suggests updates to model
9.	Vo, Hung, Tuckova, Pham, Nguyen, 2022	Customer satisfaction → engagement → loyalty; e-WOM as driver of perceived service quality
10	Cheraghalizadeh, Dědková, 2022	Satisfaction, brand image, awareness mediate quality/social media → customer retention
11	Yu, Cheng, Yang, Yu, 2022	SCCT-based model; crisis response strategy moderates affective/cognitive inputs → satisfaction
12	Arıcı, Arıcı, Altınay, 2022	Big data-driven model linking perceived green practices → satisfaction
13	Baratta, Simeoni, 2021	Behavioral intentions influenced by perceived quality and comfort related to environmental practices
14	Alexakis, Dowling, Pappas, Ramachandiran, Skalvos, 2021	TripAdvisor ratings explained via offline financial data as proxies for perceived service quality
15	Alzoubi, Vij, Vij, Hanaysha, 2021	Responsiveness, empathy, reliability, assurance (SERVQUAL-inspired)

16	Le, Nguyen, Le, 2020	Perceived quality (intangible and tangible), brand image, perceived value, customer relationship management
17	Moro, Lopes, Esmerado, Botelho, 2020	Topic modeling: staff, food & beverage, cleanliness, punctuality, transport
18	Guan, Choi	Employee attitude (emotional intelligence, role clarity), service behavior
19	Nunkoo, Teeroovengadum, Ringle, Sunnassee, 2020	Accommodation infrastructure, employee expertise, room quality, safety, waiting time, customer interaction
20	Wong, Yang, 2020	Perceived service quality (staff warmth, care, responsiveness)

(Source: created by author)

4. Conclusion

The comparative analysis of recent academic literature reveals both convergence and diversification in the way hotel service quality and customer satisfaction are evaluated. While many studies continue to rely on classical models such as SERVQUAL or its adapted versions like DINESERV, an increasing number of researchers are incorporating more context-sensitive approaches. These include models tailored to specific segments (e.g., green hotels, airport hotels, or quarantine lodging) and the integration of modern techniques such as big data analytics and text mining. Moreover, customer satisfaction is frequently modeled as a mediator between service quality and behavioral outcomes such as loyalty, engagement, or electronic word-of-mouth, underscoring its central role in hospitality research.

The trend toward personalized service, emotional engagement, and digital interaction suggests a need for more dynamic and adaptable evaluation tools that go beyond static survey-based assessments.

One limitation of this review is its reliance on a selected set of recent peer-reviewed articles, which, while diverse in geographic and methodological scope, may not fully represent the broader body of hospitality research. Additionally, the synthesis is based on reported models and may not capture nuances in operationalization or context-specific adaptations unless explicitly stated by the authors.

Future research could explore cross-cultural validation of both classical and newly proposed service quality models, especially in emerging tourism markets. There is also a growing opportunity to integrate machine learning and real-time customer feedback into evaluation frameworks. Further, longitudinal studies could provide deeper insights into how customer satisfaction drivers evolve in response to global crises, technological innovation, and shifting consumer values.

References:

Alexakis, C., Dowling, M., Pappas, V., Ramachandiran, M., & Skalvos, F. (2021). Do hotel financial factors influence satisfaction? *Annals of Tourism Research*, 90, 103128. <https://doi.org/10.1016/j.annals.2020.103128> .

- Alrawadieh, Zaid & Law, Rob. (2019). Determinants of hotel guests' satisfaction from the perspective of online hotel reviewers. *International Journal of Culture, Tourism and Hospitality Research*, 13, 84-97, DOI:[10.1108/IJCTHR-08-2018-0104](https://doi.org/10.1108/IJCTHR-08-2018-0104)
- Alzoubi, H. M., Vij, M., Vij, A., & Hanaysha, J. R. (2021). What leads guests to satisfaction and loyalty in UAE five-star hotels? AHP analysis to service quality dimensions. *"Enlightening Tourism. A Pathmaking Journal"*, 11"(1), 102–135.
- Anwar, K. (2017). "Analyzing the conceptual model of service quality and its relationship with guests'satisfaction: A Study Of Hotels In Erbil." *The International Journal of Accounting and Business Society*, 25(2), pp.1-16.
- Arıcı, H. E., Arıcı, N. C., & Altınay, L. (2022). The use of big data analytics to discover customers' perceptions of and satisfaction with green hotel service quality. *Journal of Sustainable Tourism*, 30(12), 2387–2406. <https://doi.org/10.1080/09669582.2022.2040661>
- Asgeirsson, M. H., Gudlaugsson, T., & Jóhannesson, G. T. (2024). The relationships between service quality, reputation, and performance in hospitality. *Tourism and Hospitality*, 5(3), 736–752. <https://doi.org/10.3390/tourhosp5030043>
- Baratta, R., & Simeoni, F. (2021). Food is good for you (and the planet): Balancing service quality and sustainability in hospitality. *Sinergie – Italian Journal of Management*, 39(1), 193–210.
- Benaglia, M. F., Ho, M. H. C., & Tsai, T. (2024). Drivers of customer satisfaction with restaurants during COVID-19: A survey of young adults in Taiwan and Indonesia. *Asia Pacific Management Review*, 29(3), 251–262. <https://doi.org/10.1016/j.apmr.2023.08.001>
- Cheraghalizadeh, R., & Dědková, J. (2022). Do Service Quality and Social Media Marketing Improve Customer Retention in Hotels? Testing the Mediation Effect. *E&M Economics and Management*, 25(2), 118–133. <https://doi.org/10.15240/tul/001/2022-2-008>
- Guan, X., & Choi, J.-G. (2020). The impact of factors forming employee service attitude on service quality, customer satisfaction and loyalty in the hotel industry. *"Global Business & Finance Review"*, 25" (3), 84–95. <https://doi.org/10.17549/gbfr.2020.25.3.84>
- Hameed, A. A., & Anwar, K. (2018). Analyzing the Relationship between Intellectual Capital and Organizational Performance: A Study of Selected Private Banks in Kurdistan, *International Journal of Social Sciences & Educational Studies*, 4(4), p. 39.
- Jenkins C.L.(1982), The effects of scale in tourism projects in developing countries, 1982, *Annals of Tourism Research*, Volume 9, Issue 2, pp. 229-249, Available on: [https://doi.org/10.1016/0160-7383\(82\)90047-0](https://doi.org/10.1016/0160-7383(82)90047-0).
- JIANG, J.; Havitz, M. E.; O'Brien, R. M. (2000) Validating the international tourist role scale. *Annals of tourism research*, pp. 964-981. Available on: [https://doi.org/10.1016/S0160-7383\(99\)00111-5](https://doi.org/10.1016/S0160-7383(99)00111-5).
- Karim, R. A., Rabiul, M. K., Ishrat, M., Promsivapallop, P., & Kawser, S. (2023). Can Blockchain Payment Services Influence Customers' Loyalty Intention in the Hospitality Industry? A Mediation Assessment, *Administrative Sciences*, 13(3), 85. <https://doi.org/10.3390/admsci13030085>
- Kim, Y., Manuel A. R., and Gang Li. "Tourism memory characteristics scale: Development and validation. *"Journal of Travel Research"* 61.6 (2022): 1308-1326. Available on: <https://doi.org/10.1177/00472875211033355>.

- Lam, H. P., & Nguyen, T. Q. (2024). Parallel mediation of service quality and customer satisfaction between restaurant authenticity and eWOM intention: A PLS-SEM approach. *Journal of Applied Structural Equation Modeling*, 8(2), 1–28. [https://doi.org/10.47263/JASEM.8\(2\)05](https://doi.org/10.47263/JASEM.8(2)05).
- Le, Q. H., Nguyen, T. X. T., & Le, T. T. T. (2020). Customer Satisfaction in Hotel Services: A Case Study of Thanh Hoa Province, Vietnam, *Journal of Asian Finance, Economics and Business*, 7(10), 919–927. <https://doi.org/10.13106/jafeb.2020.vol7.no10.919>
- Liu, Y., Yao, Y., & Fan, D. X. F. (2020), Evaluating Tourism Market Regulation from Tourists' Perspective: Scale Development and Validation. *Journal of Travel Research*, 59(6), 975-992. Available on: <https://doi.org/10.1177/0047287519871107>.
- Moro, S., Lopes, R. J., Esmerado, J., & Botelho, M. (2020). Service quality in airport hotel chains through the lens of online reviewers. *Journal of Retailing and Consumer Services*, 56, 102193. <https://doi.org/10.1016/j.jretconser.2020.102193>
- Padlee, S. F., Thaw, C. Y., & Atikah Zulkiffli, S. N. (2019). The relationship between service quality, customer satisfaction and behavioural intentions in the hospitality industry, *Tourism and Hospitality Management*, 25(1), 121–139, <https://doi.org/10.20867/thm.25.1.9>
- Nunkoo, R., Teeroovengadum, V., Ringle, C. M., & Sunnassee, V. (2020). Service quality and customer satisfaction: The moderating effects of hotel star rating. *International Journal of Hospitality Management*, 91, 102414. <https://doi.org/10.1016/j.ijhm.2019.102414>.
- Panchapakesan, Padma & Ahn, Jiseon. (2019). Guest satisfaction & dissatisfaction in luxury hotels: An application of big data. *International Journal of Hospitality Management*. 84, DOI:[10.1016/j.ijhm.2019.10231](https://doi.org/10.1016/j.ijhm.2019.10231)
- Pitardi, V., Wirtz, J., Paluch, S., & Kunz, W. H. (2024). Metaperception benefits of service robots in uncomfortable service encounters. *Tourism Management*, 105, 104939. <https://doi.org/10.1016/j.tourman.2024.104939>.
- Raynor M. E, Mumtaz A., (2016) The three rules-How Exceptional companies think, Publica, Bucuresti.
- Saleem, Syed Muhammad Umer & Taib, Che & Ikram, Maryam & Mehmood, Waqas. (2024), "A comprehensive analysis of service quality: A systematic literature review", *Total Quality Management & Business Excellence*, [10.1080/14783363.2024.2357805](https://doi.org/10.1080/14783363.2024.2357805).
- Sharma, Savita & Srivastava, Sidharth. (2018). Relationship between Service Quality and Customer Satisfaction in Hotel Industry, *TRJ Tourism Research Journal*, 2-42 DOI:[10.30647/trj.v2i1.20](https://doi.org/10.30647/trj.v2i1.20)
- Stamolampros, P., & Dousios, D. (2024). Employee satisfaction during the pandemic in the tourism and hospitality industries. *Current Issues in Tourism*, 27(22), 3643–3657. <https://doi.org/10.1080/13683500.2023.2268798>.
- Tengilimoglu, E., & Öztürk, Y. (2024). The effects of eWOM triggered service recovery on customer citizenship behavior in the hospitality industry: The moderating role of failure severity. *International Journal of Tourism Research*, 26(4), e2673. <https://doi.org/10.1002/jtr.2673>.
- Vo, N. T., Hung, V. V., Tuckova, Z., Pham, N. T., & Nguyen, L. H. L. (2022). Guest Online Review: An Extraordinary Focus on Hotel Users' Satisfaction, Engagement, and Loyalty. *Journal of Quality Assurance in Hospitality & Tourism*, 23(4), 913–944. <https://doi.org/10.1080/1528008X.2021.1920550>.

- Wąsowicz-Zaborek, E. (2023). Content analysis of hotel reviews as a quality management tool: Preliminary verification of the SERVQUAL scale. *Turyzm/Tourism*, 33(1), 29–40. <https://doi.org/10.18778/0867-5856.33.1.03> .
- Wong, I. A., & Yang, F. X. (2020). A quarantined lodging stay: The buffering effect of service quality. *“International Journal of Hospitality Management, 91”*, 102655. <https://doi.org/10.1016/j.ijhm.2020.102655>.
- Yu, M., Cheng, M., Yang, L., & Yu, Z. (2022). Hotel guest satisfaction during COVID-19 outbreak: The moderating role of crisis response strategy, *Tourism Management*, 93, 104618. <https://doi.org/10.1016/j.tourman.2022.104618> .