

Service Performance (SERVPERF) and Visitors' Satisfaction in Beni Bazaar's Small and Medium Scale Hotels (SMSHs)



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Abstract

The paper examines the role of service quality on visitor satisfaction in small and medium-scale hotels (SMSHs) within Beni Bazaar, Nepal. On the premise of SERVPERF, a survey was conducted amongst 111 randomly chosen hotel visitors to assess their perception ratings on five service quality attributes: reliability, responsiveness, assurance, tangibility, and empathy. The paper adopted the descriptive and correlation research design. By employing descriptive statistics, correlation, and multiple regression analysis, the results of this study show that visitor satisfaction is positively and significantly influenced by reliability, responsiveness, assurance, and empathy, of which reliability was the most influential determinant of satisfaction, and tangibility was less influential and insignificant. Hence, except tangibility a combined 65.4% of the variation in SERVPERF factors influences visitors' satisfaction of SMSHs of Beni Bazaar. The findings of this study support the premise that service performance plays a pivotal role within SMSHs to facilitate visitor satisfaction.

Keywords: Beni Bazaar, customer satisfaction, service performance (SERVPERF), small and medium-scale hotels (SMSHs)

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Background

In a competitive context, it is a fact that attaining success remains closely linked with providing better services that directly improve guest satisfaction. For that reason, service quality appraisal in the hotel industry is a key driving force that contributes to business development (Ali et al., 2021). To earn guest loyalty, hotels should provide differentiated services that represent excellence in the competitive context and satisfy their expectations (Abdullah, 2018). The hotel facilities and service quality together significantly influence guest satisfaction, explaining a substantial portion of the variance. These results suggest that although guests value the tangible aspects of the hotel environment, it is the quality of interpersonal service interactions—such as responsiveness, empathy, and reliability—that predominantly shapes their satisfaction (Aurellia & Hermansyah, 2025). Satisfaction and loyalty of guests are found to be more strongly related to the perceived service value. Moreover, guest loyalty is also found to be indirectly influenced, and it is mediated by the customer satisfaction path, which is influenced by the perceived service value. The role of the guest's service experience in influencing guest satisfaction is strengthened by the perceived service value (Paulose & Shakeel, 2022). Similarly, De Asis Jr. and Calma (2025) discovered a strong and significant relationship between service quality and the behavioral intentions of the customers, like return visits, word-of-mouth communication, and willingness to pay more, in the small-scale and DOT-accredited hotel establishments of Bulacan. Having high revisit intentions shows that these establishments have been able to meet the needs of the guests effectively, and this is because service quality and the expertise of the staff play vital roles. Hence, it is recommended that the management emphasize more on the improvement of service quality and staff training for the redressal of customer grievances. In fact, providing better services during the guest's stay contributes to a primary operational activity in promoting development and attracting new visitors in a short span of time in the hospitality industry. In the context indicates that these establishments have effectively met the needs of their guests, largely due to the quality of their service and the expertise of their staff of Nepal, Biswakarma et al. (2020) revealed that the effect of different forms of innovation, especially process and service innovations, on the effectiveness of service innovations in the hospitality sector's SMEs is significant, but the overall effect is relatively small. Of the factors that affect effectiveness, process innovation has the strongest relationship, followed by service, organizational, marketing, and finally human capital competency. These factors can be utilized by the hospitality sector's SMEs to increase the effect of innovations and further their organizational objectives.

While the literature has proven the significance of service quality for guest loyalty, the majority of the studies have been conducted in urban or large-scale hotels; hence, there exists a major void regarding the role of service performance for guest satisfaction in the peculiar operational context of Rural SMSHs in Nepal. In this backdrop, this paper tries to measure the service performance of the small and medium-scale hotels operating in the rural areas of Nepal.

Literature Review

This part of the paper covers the relevant theoretical and empirical reviews.

Service Performance (SERVPERF)

Service performance (SERVPERF), developed by Joseph J. Cronin Jr. and Steven A. Taylor in 1992, is a performance-only model for measuring service quality. It was proposed as a more direct and practical alternative to the earlier SERVQUAL model (Cronin & Taylor, 1992). SERVPERF measures perceptions of performance only, whereas SERVQUAL measures the difference between prior expectations and subsequent perceptions (Cronin & Taylor, 1994). The performance-based scale developed (SERVPERF) is efficient in comparison with the SERVQUAL scale; it reduces by 50% the number of items that must be measured (44 items to 22 items) (Cronin & Taylor, 1992). SERVPERF measures the same five factors and has the same 22 service statements as the SERVQUAL model, but only to measure performance. The five service dimensions are: Reliability, Responsiveness, Assurance, Empathy, and Tangibles.

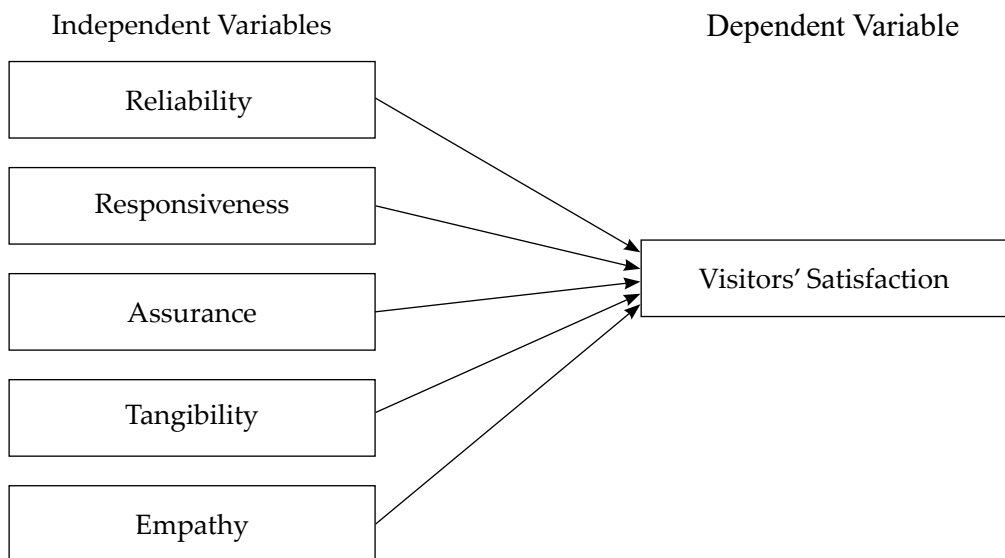
Visitors' Satisfaction

Satisfaction of the visitor in Small and Medium-Sized Enterprise (SME) hotels is based on fundamental elements such as quality of the rooms, service quality, and quality in terms of overall value, along with elements of personalization, issue redressal, and matching expectations to reality. Furtado et al. (2022) indicated that 90 percent of the clients registered positive satisfaction and that nationality, date of stay, and experiences of travelers influence satisfaction. Contrary to our hypothesis and contrary to our expectation as well, gender has not produced significant results.

When customers' expectations and what they have learned are balanced, it may lead to a positive or negative outcome (Makanyeza et al., 2016; Xu & Li, 2016). After they

Figure-1

Conceptual Framework



Note. Cronin and Taylor (1992)

experience the service, they give a review of their satisfaction with it. They express satisfaction when they are happy with the experience and displeasure when they fail to achieve their objectives and may experience feelings of discontent and anger (Min et al., 2015; Xu & Li, 2016).

To a hotel owner or chain of hotels in particular and tourism as a whole, customer happiness is key to a hotel's or tourism industry's existence as a sustainable venture (Min et al., 2015). Therefore, a customer review is key to building a tourist destination brand or identity (Lee et al., 2016; Zeng & Gerritsen, 2014).

Review Literature

Ahmad et al. (2018) examined service quality and satisfaction in the small and medium-sized hotel (SMSH) industry in the UAE, revealing that only tangibles, responsiveness, and assurance are significant drivers of customer satisfaction, while reliability and empathy are not. This challenges the generalizability of the SERVQUAL model and suggests that budget-conscious consumers prioritize visible service aspects. The study's geographic and industry-specific focus limits broader applicability but highlights the need for further exploration into these findings. Overall, it effectively explores the unique context of SMSH management.

Ali et al. (2021) examined the impact of service quality dimensions on hotel customer satisfaction using data from 111 participants. The findings revealed that four dimensions—empathy, responsiveness, assurance, and tangibles—positively influence satisfaction, while reliability showed a negative relationship.

Saeed et al. (2021) investigated whether customer satisfaction was influenced by the quality of hotel services as measured through the five SERVQUAL dimensions. Using structural equation modeling of 167 customer surveys, this research identified that while all five dimensions correlated well with customer satisfaction, only empathy, responsiveness, and most importantly, assurance made a significant contribution to that satisfaction. Interestingly enough, it was found that both tangibility and reliability lacked any significant influence.

Birara (2022) explored the impact of seven dimensions of SERVPERF on customer satisfaction for medium-level hotels in Debre Markos, Ethiopia. Based on responses from 305 guests in 5 hotels, the authors found that tangibility, assurance, responsiveness, core hotel benefits, and corporate image were significantly and positively related to satisfaction, while the dimensions of empathy and reliability were not significant. These results imply that hotel managers should give more emphasis to improvement in tangible services and corporate reputation rather than to initiatives aimed at being empathetic or enhancing reliability.

Ezeh and Ezeuduji (2024) employed SERVPERF to examine the gender-specific factors that drive guest satisfaction in low-cost hotels in Nigeria. With a sample size of 300 customers, the results were examined using SEM. Among the important results were that there was a huge disparity in satisfaction between the two genders, such that the

reliability dimension of service had a positive relationship with the satisfaction of female customers but a negative relationship with the satisfaction of male customers. On the contrary, reliability had a positive relationship with the satisfaction of female customers.

Mareeswaran and Balasubramani (2024) analyzed the relationship between service quality and customer satisfaction in the hotel industry in a quantitative research design that involved a survey of 111 visitors. The study brought forth that there was a complex relationship in that there was a positive relationship between satisfaction and the following SERVQUAL variables: empathy, responsiveness, assurance, and tangibles. But what was rather startling was that there was a negative relationship between reliability and customer satisfaction.

Pérez-Campdesuñer et al. (2025) found partial metric invariance across age, gender, and origin dimensions. Gen-Z prioritized transport safety; females prioritize cleanliness/empathy; Latin Americans prioritize organization. These findings contradict universal satisfaction models and demonstrate the role of demographic resources.

Methods

The paper deals with measuring the satisfaction among visitors using service performance (SERVPERF) of small and medium scale hotels (SMSHs) operating at Beni Bazaar, Myagdi, Nepal. The paper used a five-point Likert scale to measure the SERVPERF and satisfaction level among SMSHs operating at Beni Bazaar. The paper adopted the items of Ahmad et al. (2019) to maintain a criterion-related validity of the questionnaire. Descriptive statistics and the correlation coefficient are used to analyze the opinions forwarded by the visitors. All the visitors who were available during the survey period are the population for the paper, and among them, a random 111 visitors from SMSHs operating at Beni Bazaar are taken as a sample for the paper. As the SMSH are highly concentrated in bazaar area or scattered alongside of national highway, to cover majority of the visitors, a random sampling technique is adopted for the paper. A one-sample t-statistic is also applied to test the significance of the opinions forwarded for each statement. The reliability of the constructs was assessed using Cronbach's Alpha, which is illustrated below:

Table 1

Reliability Results

Constructs	Initial Items	Dropped Items	Cronbach's Alpha
Reliability	5	2	0.717
Responsiveness	5	2	0.712
Assurance	5	2	0.746
Tangibility	5	1	0.791
Empathy	5	3	0.848
Visitors' Satisfaction	5	3	0.857

Note. Field Survey, 2025

The alphas obtained, ranging from 0.712 (Responsiveness) to 0.857 (Visitors' Satisfaction), are above the cut-off of 0.7, suggesting a good to very good reliability of the final scales. The Empathy and Visitors' Satisfaction, having the largest number of items deleted (3 each), were found to have the best reliability estimates. The final scale development procedure succeeded in producing a reliable and compact instrument of measurement.

Data Analysis

This part of the paper covers the analysis of data that the visitors provided.

Visitors' Profile

Table 2 illustrates the profile of the visitors.

Table 2

Visitors' Profile

Sex	Age	Marital Status	Education	
Male	81 (73.0)	Below 20	6 (5.4)	
Female	30 (27.0)	20-30	57 (51.4)	
		31-40	29 (26.1)	
		41-50	14 (12.6)	
		51 and above	5 (4.5)	
		Married	50 (45.0)	
		Unmarried	55 (49.5)	
		Divorced	6 (5.4)	
			Illiterate	4 (3.6)
			Below SEE	18 (16.2)
			SEE	30 (27.0)
			SLC	40 (36.0)
			Bachelor	13 (11.7)
			Masters	6 (5.4)
Total	111 (100.0)			

Note. Field Survey, 2025

The visitor profile indicates a predominantly male (73%) and young demographic, with over half (51.4%) aged 20-30. Marital status is nearly evenly split between married (45%) and unmarried (49.5%) individuals. Educationally, the majority have completed at least secondary education, with the largest group holding an SLC certificate (36%), while a small portion (3.6%) are illiterate.

Purposes and Length of Stay

Table 3 shows the primary purposes for visiting are leisure-oriented, with travel (37.8%) and visiting Beni (28.8%) together accounting for two-thirds of all visits. Correspondingly, the length of stay is typically short, as 70.2% of visitors stay for only 1 or 2 days, suggesting most trips are brief getaways rather than extended visits.

Table 3 illustrates the purpose of visiting Beni and the length of stay at the hotel.

Table 3*Purposes and Length of Stay*

Purpose	Responses	Length of Stay in day(s)	Responses
Travel	42 (37.8)	1	44 (39.6)
Beni visit	32 (28.8)	2	34 (30.6)
Gathering/Meeting	10 (9.0)	3	10 (9.0)
Business	7 (6.3)	4	2 (1.8)
Official Work	7 (6.3)	5	1 (0.9)
Exam	6 (5.4)	6	1 (0.9)
Medical Treatment	3 (2.7)	7	3 (2.7)
Sports Competition	2 (1.8)	8	Nil
Foreign Employment	1 (0.9)	9	3 (2.7)
Wedding Ceremony	1 (0.9)	10	2 (1.8)
		90	9 (8.1)
		120	1 (0.9)
		180	1 (0.9)
Total	111 (100.0)		

Note. Field Survey, 2025

Opinions on Reliability

Table 4 presents the descriptive statistics on opinions regarding the reliability of services provided by small and medium-scale hotels operating at Beni Bazaar.

Table 4*Opinions on Reliability*

Items	Mean	Std. Deviation	Skewness	T-statistics*
The hotel can solve problems and cooperate.	3.28	0.96	-1.16	24.79
The hotel employees are skillful in performing their tasks.	3.16	0.80	-0.52	25.14
The hotel performs the services right the first time.	3.06	0.88	-0.62	28.34
Overall Average	3.17			

Note. Field Survey, 2025

*Sig. at 5% 2-tailed

Table 4 shows a moderately positive attitude towards the reliability of the hotel, with an average rating of 3.17 on key items. Although the hotel is considered to have strengths in problem-solving and cooperation with a mean of 3.28, areas for improvement are identified with regard to doing things right the first time with a mean of 3.06. The t-statistics for all items are significant to support that these are not just by chance with positive means. The t-statistic values for all items were statistically significant since all the values were less than 0.05. This led to the rejection of the null hypothesis. This confirms that the respondents' positive mean ratings are not due to chance and are real perceptions.

Opinions on Responsiveness

Table 5 illustrates the descriptive statistics on opinions on the responsiveness of services provided by the small and medium-scale hotels operating at Beni Bazaar.

Table 5

Opinions on Responsiveness

Items	Mean	Std. Deviation	Skewness	T-statistics*
Employees always treat guests in a friendly manner.	3.45	0.88	-0.94	29.29
Employees respond effectively to my complaints.	3.44	0.87	-1.08	29.55
Employees provide efficient and prompt service.	3.40	0.77	-0.94	32.96
Overall Average	3.43			

Note. Field Survey, 2025

*Sig. at 5% 2-tailed

Table 5 shows that the responsiveness factor of service quality is rated positively by customers on average, with an average score of 3.43 on all three items: friendly treatment, handling complaints, and efficient service. The mean scores on all three items are significantly greater than the hypothetical mean on the scale, supported by highly significant T-values; in other words, these values are highly reliable and highly likely not to be by chance. The high negative skewness on each item suggests that customers tended to rate responsiveness at the high end of each scale; in other words, most customers were positive about the responsiveness delivered by the service agency. The slight exception would be the item regarding efficient and prompt service, which has a mean score of 3.40.

Opinions on Assurance

Table 6 illustrates the descriptive statistics on opinions on the assurance for services provided by the small and medium-scale hotels operating at Beni Bazaar.

Table 6

Opinions on Assurance

Items	Mean	Std. Deviation	Skewness	T-statistics*
Employees provide tour advice.	3.59	1.11	-0.75	24.60
Employees are polite, professional, and friendly.	3.17	0.77	+0.05	29.59
Employees have in-depth occupational knowledge.	2.98	0.83	-0.16	25.13
Overall Average	3.25			

Note. Field Survey, 2025

*Sig. at 5% 2-tailed

Table 6 results for the assurance dimension are mixed but generally positive, on average. While customers rated the provision of tour advice by employees (mean 3.59), their politeness and professionalism (mean 3.17), and especially their in-depth knowledge (mean 2.98) scored considerably lower. Also, the positive skewness for politeness (+0.05) is indicative that responses in this item were slightly grouped towards the lower end of the scale. The significant T-statistics confirm that these findings are reliable with statistically significant at 0.05 level, with the high standard deviation for tour advice (1.11) indicating considerable disagreement among respondents. These results would

point out that the key area of improvement is to make sure the employees possess strong occupational knowledge.

Opinions on Tangibility

Table 7 presents the descriptive statistics on opinions regarding the tangibility of services provided by small and medium-scale hotels operating at Beni Bazaar.

Table 7

Opinions on Tangibility

Items	Mean	Std. Deviation	Skewness	T-statistics*
The atmosphere is comfortable and suitable for staying (beds, chairs, and rooms).	3.14	0.84	-0.84	26.88
The hotel facilities function properly.	3.07	0.82	-0.44	26.72
The hotel has visually appealing buildings and physical facilities.	2.97	0.89	-0.18	23.38
The hotel has modern-looking equipment (air conditioner, furniture, elevator, etc.)	2.81	0.94	-0.01	20.31
Overall Average	3.00			

Note. Field Survey, 2025 *Sig. at 5% 2-tailed

Based on the Table 7 data, it becomes clear that it is the most underperforming factor since it scores the lowest average of 3.00 exactly. It should be noted that the average scores decrease continually from the comfort of the atmosphere (3.14) to the least rated factor of the modern appearance of the equipment (mean = 2.81). The negative values of the skewness indicate a slight concentration of the scores towards the higher end for comfort and functioning facilities. However, the values for the visual appeal and the modern appearance of the equipment are close to zero (-0.01), indicating a balanced distribution of scores. Since all the T-statistic values are significant, but the values for the visual appeal and the modern appearance of equipment are low, it is clear that the three factors require upgradation so that the physical appearance can be improved.

Opinions on Empathy

Table 8 presents the descriptive statistics on opinions regarding the empathy of services provided by small and medium-scale hotels operating at Beni Bazaar.

Table 8

Opinions on Empathy

Items	Mean	Std. Deviation	Skewness	T-statistics*
Employees of the hotel understand the specific needs of the guests.*	2.96	0.96	-0.24	21.50
Employees give guests individualized attention to make them feel special.	2.87	0.96	+0.13	20.48
Overall Average	2.92			

Note. Field Survey, 2025 *Sig. at 5% 2-tailed

The empathy category is also rated lowest in service, with mean scores standing at 2.92, implying that guests perceive it slightly negatively. Though T-statistics are significant for their mean scores, it is evident from the mean scores that employees neither understand their demands nor do they address them personally. This also reflects that there is no significant concentration or bias in either direction, since both values stand close to zero, implying that it's an average impression from guests that they are not very impressed with these services.

Opinions on Visitors' Satisfaction

Table 9 presents the descriptive statistics on opinions regarding the visitors' satisfaction from small and medium-scale hotels operating at Beni Bazaar.

Table 9

Opinions on Visitors' Satisfaction

Items	Mean	Std. Deviation	Skewness	T-statistics*
I am satisfied with my decision to stay at SMSHs.	3.38	0.73	-0.40	27.22
My choice of SMSHs as a service provider was a wise one.	3.14	0.83	-0.85	27.25
Overall Average	3.26			

Note. Field Survey, 2025

*Sig. at 5% 2-tailed

Table 9 shows that the respondents are satisfied on the whole, especially with the "decision to stay" at the SMSHs. The "wise choice" received a slightly lower response, perhaps because the respondents realized that there could have been equally preferable alternatives. The high values of the t-statistics indicate that the satisfaction levels are significantly higher than the neutral point.

Correlation and Reliability of Construct

Table 10 illustrates the correlation matrix and the reliability of the construct.

Table 10

Correlation and Reliability of Construct

Constructs	Reliability	Respon- siveness	Assur- ance	Tangibility	Empathy	Satisfaction	Cronbach's Alpha
Reliability	1						0.845
Responsiveness	+0.522** (0.000)	1					0.865
Assurance	+0.502** (0.000)	+0.592** (0.000)	1				0.840
Tangibility	+0.479** (0.000)	+0.224* (0.018)	+0.529** (0.000)	1			0.861
Empathy	+0.529** (0.000)	+0.358** (0.000)	+0.540** (0.000)	+0.633** (0.000)	1		0.853
Satisfaction	+0.693** (0.000)	+0.625** (0.000)	+0.660** (0.000)	+0.526** (0.000)	+0.600** (0.000)	1	0.823

** Correlation is significant at the 0.01 level (2-tailed). * Correlation is significant at the 0.05 level (2-tailed).

On the basis of the correlation matrix and the results of the reliability analysis, it can be seen that all the constructs measure excellent internal consistency with a Cronbach's Alpha measure above 0.82. The results based on the correlation analysis indicate that all the dimensions of service quality—Reliability, Responsiveness, Assurance, Tangibility, and Empathy—have a positive moderate to strong relationship with Overall Satisfaction, with a Cronbach's Alpha measure of 0.693 for Reliability and 0.660 for Assurance. The correlation pattern among the various dimensions of service quality appears logical, with the lowest correlation between Responsiveness and Tangibility at 0.224, ensuring a measure of discriminant validity. This dataset makes it very clear that these instruments are very reliable for further analysis.

Normality Test

Table 11 illustrates the normality test for the constructs used in the paper.

Table 11
Normality Test

Constructs	Kolmogorov-Simonov Test
Reliability	0.149 (0.000)*
Responsiveness	0.203 (0.000)*
Assurance	0.168 (0.000)*
Tangibility	0.122 (0.000)*
Empathy	0.140 (0.000)*
Customer's Satisfaction	0.294 (0.000)*

**Lilliefors Significance Correction*

A Kolmogorov-Smirnov (K-S) test with Lilliefors correction indicates that for all constructs—Reliability, Responsiveness, Assurance, Tangibility, Empathy, and Customer's Satisfaction—the observed data distributions are statistically significantly different from a normal distribution (all $p < 0.001$). Despite the high values of the K-S tests, the OLS regression model employed is still robust. The normality condition of OLS holds for the errors of the estimated regression model, not for the raw data. Furthermore, as per the Central Limit Theorem, the distribution of regression coefficients approaches normality with large sample sizes, hence OLS is reliable for inference even if the data is not normally distributed.

Regression Analysis

Table 12 illustrates the regression results:

Table 12*Regression Results*

Model	Beta	T-statistics	p-value	VIF
(Constant)	-0.474	-1.725	0.088	
Reliability	0.369	4.294	0.000	1.793
Responsiveness	0.255	3.349	0.001	1.834
Assurance	0.232	2.505	0.014	2.145
Tangibility	0.131	1.303	0.195	1.972
Empathy	0.145	2.051	0.043	1.981
R-Square	0.670			
Adjusted R-Square	0.654			
F-statistics	42.56			
	(0.000)			

Dependent Variable: Customer Satisfaction

Table 12 indicates that four attributes out of five are significant predictors of Customer Satisfaction, accounting for a combined 65.4% of the variation ($Adj. R^2 = 0.654$, $F = 42.56$, $p < 0.001$). The regression coefficients illustrate that the top two factors, being heavily influential and highly significant, are Reliability ($\beta = 0.369$, $p < 0.001$) and Responsiveness ($\beta = 0.255$, $p = 0.001$), followed closely by Assurance ($\beta = 0.232$, $p = 0.014$) and then Empathy ($\beta = 0.145$, $p = 0.043$). However, the final attribute, Tangibility ($\beta = 0.131$, $p = 0.195$), emerged as being statistically insignificant. All the VIF scores for the model are less than 2.15; therefore, there is no reason for concern regarding multicollinearity.

Discussion

The findings do prove that Reliability, Responsiveness, and Assurance are drivers of customer satisfaction regarding SMSHs in Beni Bazaar, consistent with Ahmad et al. (2018) and partially consistent with Saeed et al. (2021). Yet one of the main deviations is that the positive significant value of Reliability ($\beta = 0.369$, $p < 0.001$) in this survey is different from previous studies that discovered it as non-significant or negatively significant to customer satisfaction. The main reason may be that service reliability ('getting it right the first time') is essential to these visitors in this particular environment, as they tend to visit this place usually just for traveling.

On the other hand, the results showed that Tangibility was insignificant, hence supporting the concept by Ahmad et al. (2018) that in budget-sensitive or SMSH environments, the visible attributes might be less stressed than the service. Empathy was a significant factor, yet the smallest influence, thus supporting the concept by Birara (2022) that personalized service matters less.

The fact that the model has high explanatory power ($R^2 = 0.670$) only reinforces the idea that service quality is a major influencing factor of overall satisfaction. The research shows the reliability of SERVPERF scale application in this particular case but illustrates how the relative importance of certain dimensions differs depending on a number of characteristics, such as customers' demographics and trip purpose.

Conclusion and Implications

This paper supports that service quality, which is measured in terms of the dimensions of SERVPERF, is a major determinant of visitor satisfaction in small and medium-scale hotels in Beni Bazaar, Nepal. Among the five dimensions, Reliability, Responsiveness, Assurance, and Empathy were established as statistically significant factors, with Reliability emerging as the most prominent one, whereas Tangibility was established as a non-significant factor in this particular study, though could not be stated irrelevance for enhancing the SERVPERF of SMSH in Nepal. These outcomes confirm the appropriateness of the service quality model in the SMSH industry in Nepal while identifying the specific changes in the dimensions, which are reflective of the distinct needs and behaviors exhibited by the youth-oriented visitor groups in this particular setting.

Implications

- **Emphasize Service Dependability:** Hotel administrators need to concentrate largely on error-free, dependable, and problem-solving services, since service reliability turned out to be the best predictor of overall satisfaction.
- **Invest in Staff Training on Responsiveness and Assurance:** Improvement in staff members' skills with respect to responsiveness to customers' needs and complaints, politeness, and their level of professional knowledge is of the essence in view of the importance of this service attribute.
- **Re-evaluate Tangible Investments:** Expenditures for physical plant and facility beautification could be cut, given the sensitivity of customers in this segment to service delivery rather than tangible offerings.
- **Personalized Services for the Core Group:** Services would be designed and delivered as per the dominated group, which consists of young and short-stay tourists.
- **Embrace a Focused Measurement System:** Instead, hotel management should focus on measuring service delivery using a targeted measurement tool (such as the instrument validated in this study) to monitor the important dimensions of Reliability, Responsiveness, and Assurance.

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Conflict of Interest

The authors declared having no conflict of interest associated with this study.

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