The managerial implications of an analysis of tourist profiles and international hotel employee service attitude

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ABSTRACT

Numerous studies indicate that customer satisfaction is closely related to hotel employees' service attitude, and that distinct segments of a target tourist market require distinct customer service emphases. The enclosed study finds, for example, that Taiwanese tourists generally appreciate friendliness and enthusiasm, Japanese tourists admire courteousness and propriety, and American tourists value immediacy and efficiency. Marketers and personnel managers are therefore well advised to develop training strategies emphasizing empathy, gracious problem solving, and prompt individual attention for Taiwanese, Japanese, and American tourists, respectively. Importance–performance analysis (IPA) can be used to identify crucial aspects of appropriate service and recommend managerial strategies to support their implementation.

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1. Introduction

1.1. The issues

A primary challenge to hotel management in the modern hospitality industry is providing quality service to tourists and keeping them satisfied. Numerous studies show that the degree to which hotel employees' attitudes impact customer satisfaction can hardly be overstated (Kriegl, 2000; McColl-Kennedy and White, 1997; Mayo and Collegian, 1997; Bach and Milman, 1996). Toney and Oyster (1998) indicate that Chief Executive Officers with good service attitudes apply a high degree of leadership and managerial skills. Slowik (2001) states that in addition to such traditional qualifications as skills, knowledge, abilities, and experience, service attitude plays an essential role in the recruitment and selection of employees in the modern enterprise. Chang (2006) demonstrates that service attitude is correlated with front-line employees' overall performance quality in international tourist hotels. However, although the above researchers stress the value of service attitude in international hotels, they refrain from specifying what a proper service attitude entails. Moreover, research on international tourist service attitude is often approached from the supply-side perspective of employees (Larsen and Bastiansen, 1991; Tornow and Wiley, 1991; Chang, 2006). This study is largely based on the contention that the demands of international tourists themselves must be considered in order to better serve them.

1.2. The purpose of this paper

Successful international hotel management requires a thorough understanding of the variety of priorities a diverse customer base may hold. This paper attempts to discover the critical factors (hereafter, "items") affecting Taiwanese, Japanese, and American tourists' appraisal of the Taiwanese hotel market, and to recommend managerial strategies for enhancing customer satisfaction.
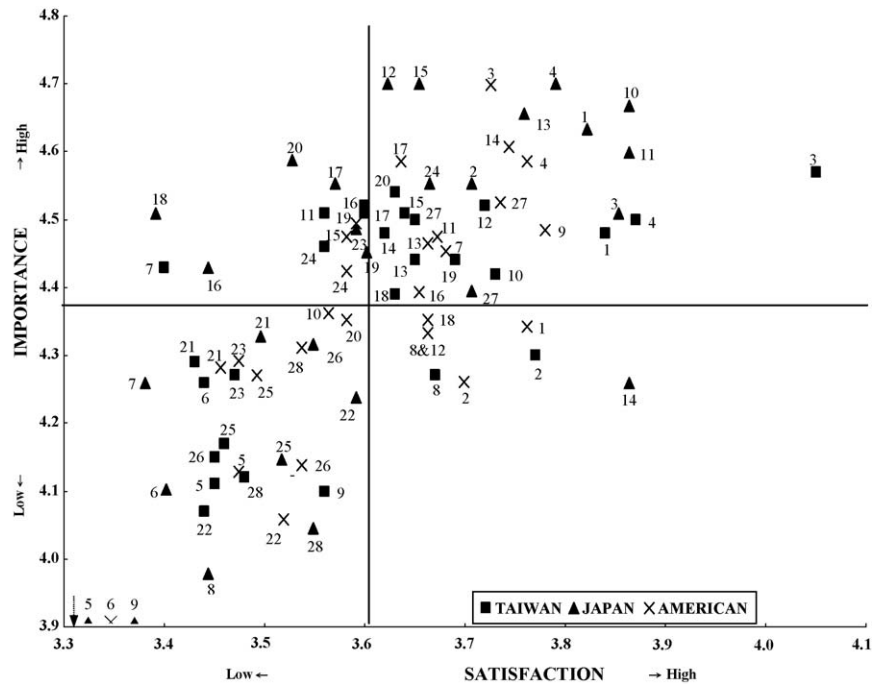
2. Literature review

The literature review is divided into two sections: (1) an investigation of the importance placed upon, and customer satisfaction with, various aspects of service attitude, and (2) a systematic importance–performance analysis (IPA).

2.1. The service attitude: importance and performance

It is widely acknowledged that a quality service attitude is vital to building long-term, mutually gratifying relationships between proprietors and customers (Martin, 1986; Croby et al., 1990; Tornow and Wiley, 1991; Tsa, 1994). Numerous empirical studies also confirm the positive correlation between customer satisfaction and profitability (Anderson et al., 1994; Johnson et al., 1996; Eklof et al., 1999; Zeithaml, 2000). Enhancing customer satisfaction is therefore a critical issue for hotel managers seeking to maintain

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equilibrium between guest accommodation and corporate ethicality in today's competitive global marketplace.

According to Chen (1999), employee training must encompass cognitive, affective, and behavioral preparation in order for staff members to effectively address diverse customer needs. Mayo (1997) asserts that employees must be "inspired" to provide service that exceeds guests' expectations. Researchers agree that a friendly service attitude includes prompt and effective customer service (Gronroos, 1990; Heskett and Schlessinger, 1994; Tsa, 1994). A friendly service attitude also includes kind, polite, and enthusiastic conduct, a gracious disposition and neat appearance (Larsen and Bastiansen, 1991; Lele and Sheth, 1993; Tsa, 1994; Lin, 1999; Shu, 1999). Dabholkar (1996) indicates that employees with quality service attitudes solve problems quickly, patiently, in an orderly manner, and to their customers' satisfaction (Lele and Sheth, 1993; Lin, 1999; Shu, 1999). Employees with a quality service attitude also show empathy—demonstrating concern for customers' needs, respecting customers' safety and privacy, and offering conscientious, individualized service (Tsa, 1994; Lin, 1999; Larsen and Bastiansen, 1991). Based on the above, this study investigated and summarized 30 items of service attitude (see Table 1).

2.2. Importance–performance analysis

Numerous researchers and practitioners have applied IPA to identify critical factors in customer satisfaction survey data for products and services (Chu and Choi, 2000; Huana et al., 2002; Enright and Newton, 2004; O'Neill and Palmer, 2004; Zhang and Chow, 2004). Martin (1995) has used IPA to examine service providers' perceptions of customers' expectations regarding quality service in the hotel industry; and Hansen and Bush (1999) affirm that IPA is a simple and effective technique for identifying customer priorities. This paper utilizes results of previous studies and the IPA system to rank two factors: employee performance and importance to customers. Results will potentially assist international hotel managers in designing specific marketing strategies and manpower plans geared toward American, Japanese, and Taiwanese tourists.

For this study, IPA findings are graphically presented on a grid divided into four quadrants (see Fig. 1). The Y axis represents the importance of employees' service attitude; the X axis shows customer satisfaction. The middle point of the Y axis (importance) is determined by averaging the scores of customers' responses to importance. The middle point of the X axis (satisfaction) is determined by averaging the scores of customers' satisfaction. The four identifiable quadrants are entitled: (I) Keep Up the Good Work; (II) Concentrate Here; (III) Low Priority; and (IV) Possible Overkill.

Items in the "Keep Up the Good Work" quadrant represent service attitude factors rated high in both importance and customer satisfaction. This quadrant may be considered a critical measure of employees' strengths. Items in the "Concentrate Here" quadrant represent areas of service attitude rated high in importance, but comparatively low in performance, or customer satisfaction. This quadrant denotes areas where immediate improvement efforts should be concentrated. Items in the "Low Priority" quadrant signify factors of both low importance and low satisfaction. Although less significant than items in the "Keep Up the Good Work" or "Concentrate Here" categories, the low satisfaction levels shown in the "Low Priority" quadrant may alert hotel managers to needed improvements. The "Possible Overkill" quadrant contains items rated low in importance, but relatively high in customer satisfaction. In these areas, customers are pleased with hotel employees' service attitudes, but time, effort, and capital may be better expended elsewhere. For the purposes of this study, IPA methodology has been applied.

3. Methodology

3.1. Instrument

Items relevant to service attitude are derived from the aforementioned literatures and from 12 in-depth interviews with 6 hotel managers and 6 instructors of hotel management at Jinwen University of Science and Technology; the experts' contribution enhances the content validity of the service attitude questionnaire (see Table 1). The 12 experts interviewed arrived at 30 items to be ranked and analyzed; a number reduced to 28 after a pilot study netted importance scores of less than 0.3 for two items (see Table 2).

In the pilot study, questionnaires written in Chinese, Japanese, and English were given to 90 customers, 30 from each nationality. The internal consistency of service attitude was measured by the Cronbach's α test to ensure the internal reliability of each identified factor. The reliability coefficient for the testing instrument used was 0.788 in the pilot test.

3.2. Sample size and response rate

According to data from monthly reports on tourist hotel operations, the majority of guests of international tourist hotels in Taiwan are Taiwanese, Japanese, and USA citizens; this study thus focuses on tourists of these three nationalities (Tourism Bureau of Taiwan, 2005). During 3 weeks in 2005, the researcher and eight master's students conducted face to face interviews in Chinese, Japanese, and English with questionnaire respondents. Data was

Table 1
Summary of service attitude items (elements).

Authors	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
Larsen and Bastiansen (1991)	√	√		√	√																		√	√	√		√		√	√
Lele and Sheth (1993)		√	√	√				√						√	√	√	√	√						√						
Martin (1986)							√		√	√																	√		√	√
Croby et al. (1990)								√		√		√	√	√	√															
Gronroos (1990)												√	√		√															
Heskett and Schlessinger (1994)								√	√			√	√		√															
Dabholkar (1996)														√	√	√	√	√			√					√				
Tsa (1994)					√														√						√					
Chen (1999)	√	√	√		√	√	√	√		√	√	√		√	√	√	√			√	√		√	√	√					
Shu (1999)	√			√										√	√	√	√	√	√		√							√		√
Lin (1999)				√	√	√					√			√	√	√	√							√				√		

Fig. 1. Critical elements of employee service attitude.

Remark: Service Attitude Items (Elements)

1. Employees always keep smile.	16. When customers complain or feel dissatisfied, employees will carefully listen and show their apologies.
2. Employees greet you courteously.	17. When customers complain or feel dissatisfied, employees carefully help problem quickly.
3. Employees have neat, well-groomed appearance.	18. When solve n customers complain or feel dissatisfied, employees solve the problems patiently.
4. Employees show enthusiastic service.	
5. Employees properly introduce available hotel service and equipment.	19. Employees can offer the service properly.
6. Employee kindly inform customer of promotion program of hotel.	20. Employees solve the problems orderly.
7. Employees pay attention to customer's demand as much as possible.	21. Employees follow up after customers' requires and complain have been solved to see if it all set.
8. Employees' behavior is elegant during the service.	22. Employees sense timely customers' need of help through customers' body language.
9. Employees act very friendly.	23. Employees keep alert on all possible incident and accident.
10. Employees are affirmative servers.	24. Employees always think of customer while serving.
11. Employees treat customer nicely regardless of customer's attire.	25. Employees consider the individual need of customers and offer the personal service.
12. Employees answer customers' demand immediately.	26. Employees are always treated with the first priority.
13. Employees serve promptly and effectively.	27. Employees always concern customers' safety and privacy.
14. Employees are willing to help customers to solve the problems.	28. Employees always concern customers' needs.
15. Employees can solve customer's problems well and quick.	

collected using Chinese, Japanese and English versions of the questionnaire. This quota sampling was conducted at two international airports in Taiwan; prior to presenting the questionnaires, interviewers were required to confirm the national residency of respondents and their hotel accommodations in Taiwan.

In 2005, the number of Taiwanese patrons of Taiwan's tourist market was 2,191,420, the number of Japanese patrons was 1,362,942, and the number of American patrons was 460,561 (Tourism Bureau of Taiwan, 2005). The proportionally representative samples calculated for each sector were 288 Taiwanese, 165 Japanese, and 135 American participants.

3.3. Total sample needed

Each sector of the tourist market was also measured proportionally against the number of area hotels (see Table 3). There are 58 international hotels in Taiwan; based on their location, the hotels were stratified into six groups, as were the aforementioned questionnaire respondents (see Table 3) (Tourism Bureau of Taiwan, 2005).

3.4. Data for analysis

This analysis focuses on the perceptions of targeted tourist sectors – American, Japanese, and Taiwanese – regarding the importance of employee service attitude, and customer satisfaction with the service attitude experienced by IPA method. One-way ANOVA and t-testing measure the distribution of demography. Analysis of responses regarding service attitude was therefore refined by collecting basic demographic data on all respondents.

4. Findings and discussion

4.1. Specific features of targeted market and managerial implications

4.1.1. Features of market segments

In this study, a total of 776 American, Japanese, and Taiwanese customer responses were compared with cross-sectional analyses of international tourist profiles.

Demographic features such as age, gender, purpose of trip, occupancy, and education were considered. One-way ANOVA and

Table 2
Service attitude items (elements).

1.	Employees always have a smile.
2.	Employees greet customer courteously.
3.	Employees have a neat, well-groomed appearance.
4.	Employees show enthusiastic service.
5.	Employees properly introduce available hotel service and equipment.
6.	Employee kindly inform customer of promotional programs of hotel.
7.	Employees pay attention to customer's demands as much as possible.
8.	Employees' behavior is elegant during the service.
9.	Employees act very friendly.
10.	Employees are affirmative servers.
11.	Employees treat customer nicely regardless of customer's attire.
12.	Employees answer customers' demands immediately.
13.	Employees serve promptly and effectively.
14.	Employees are willing to help customer solve problems.
15.	Employees can solve customer's problems well and quickly.
16.	When customer complains or feels dissatisfied, employees carefully listen and make apologies.
17.	When customer complains or feels dissatisfied, employees carefully help solve the problem quickly.
18.	When customer complains or feels dissatisfied, employees solve the problem patiently.
19.	Employees offer the service properly.
20.	Employees solve problems in an orderly manner.
21.	Employees follow up after customers' needs and complaints have been solved to see if everything is OK.
22.	Employees sense in a timely manner customers' need of help through customers' body language.
23.	Employees keep alert of all possible incidents and accidents.
24.	Employees always think of customer while serving.
25.	Employees consider the individual needs of customer and offer personalized service.
26.	Employees always make customer the first priority.
27.	Employees are always concerned about customers' safety and privacy.
28.	Employees are always concerned with customers' needs.

t-testing indicate that, after nationality, age and gender have the greatest impact on consumer opinion. The American, Japanese, and Taiwanese respondents were thus placed in three targeted groupings, based on highest percentages of age and gender; their

Table 3
Tourist sample by nationality and hotel number by area.

Areas (number of hotel)	Sample size needed	Returned sample	Response rate
Hotel number by area and Taiwanese tourist sample size need by area			
Taipei areas (29 hotels)	250	241	96%
Taichung areas (5 hotels)	43	42	98%
Kaohsiung areas (7 hotels)	60	55	92%
Hualien areas (5 hotels)	43	41	95%
Sight-seeing area (6 hotels)	52	52	100%
Other areas (6 hotels)	52	49	94%
Total	500	480	96%
Hotel number by area and Japanese tourist sample size need by area			
Taipei areas (29 hotels)	150	111	74%
Taichung areas (5 hotels)	26	17	65%
Kaohsiung areas (7 hotels)	36	28	78%
Hualien areas (5 hotels)	26	18	69%
Sight-seeing area (6 hotels)	31	26	84%
Other areas (6 hotels)	31	20	65%
Total	300	220	73%
Hotel number by area and American tourist sample size need by area			
Taipei areas (29 hotels)	100	77	77%
Taichung areas (5 hotels)	17	13	76%
Kaohsiung areas (7 hotels)	24	19	79%
Hualien areas (5 hotels)	17	13	76%
Sight-seeing area (6 hotels)	21	17	81%
Other areas (6 hotels)	21	16	76%
Total	200	155	78%

subsequent demographic features, in order of importance, are summarized below (see Table 4).

USA Males 51–60 years of age, single, in managerial positions, of high income, mainly on business trips.

Japan Females 51–60 years of age, single, in managerial positions, of high income, mainly on leisure trips.

Taiwan Females 21–30 years of age, single, in clerical positions, of lower income, mainly on leisure trips.

4.1.2. Managerial implications—"market segmentation and product differentiation"

The targeted market groups' responses suggest the need for strategic design and provision of differentiated services based on the distinct demands of the three market segments (American, Japanese, and Taiwanese) surveyed. This promising management strategy may be referred to as product differentiation for different market segments.

For example, the majority of Taiwanese and Japanese customers within this sample were female, single, and traveling alone. It is therefore advisable to prioritize safety, privacy, and aesthetics, by means of women-only floors, interior decorations, and feminine care services, to appeal to this demographic. Differentiated service may also be desirable because guests have a variety of reasons for patronizing hotels. In this sample, most Taiwanese and Japanese customers were on leisure tours, while most Americans were on business tours. Hotels may thus wish to supply American guests with express check-out services while offering Japanese and Taiwanese guests more leisure amenities; college-educated customers may expect a higher standard of service overall. Below, rankings of the three highest rated and three lowest rated service attitude items, based on importance and satisfaction, expressed by Taiwanese, Japanese, and American tourists (see Table 5).

4.2. Critical elements of employee service attitude and their managerial implications

4.2.1. "Market promotion and personnel training"

Managerial accountability can be inferred from the following three summaries (see Fig. 1):

(1). High importance–high performance items (the "Keep up the Good Work" Quadrant).

For the Americans sampled, neat, well-groomed employees, friendly and enthusiastic service, and immediate response to customer demands were crucial to a pleasing service attitude. Likewise, along with a smiling expression, Taiwanese respondents valued good grooming, enthusiasm, and prompt attendance to customer demands. Enthusiasm and employee appearance were also valued by Japanese respondents, as were smiling and courteous greetings. In the international hotel market, smiling is the rule; and as Collins and Zebrowitz (1995) observe, employees recruited in part for their attractive physical features are known to produce a "Halo Effect"—the better the countenance of a server, the higher the customer satisfaction. All of the above high-rated elements point to the market-wide value placed on employees' appearance, dispositions, and proper international etiquette, and should be maintained for peak hotel performance (McColl-Kennedy and White, 1997).

The many and various demands placed on hotel employees make staff retention a high priority. Managers must provide suitable incentives to encourage enthusiasm, compensate for

Table 4
Demographic characteristics of respondents ($n = 787$).

Demographic variables	Nationality					
	Taiwan		Japanese		American	
	Sample ($N = 448$)	Valid percentage	Sample ($N = 184$)	Valid percentage	Sample ($N = 155$)	Valid percentage
Sex						
Male	189	42.2	49	26.7	108	69.4
Female	259	57.8	135	73.3	47	30.6
Marital status						
Married	176	39.3	63	34.2	49	31.8
Single	259	57.8	107	58.3	95	61.2
Divorce	10	2.2	12	6.7	11	7.1
Others	3	0.7	1	0.8	0	0
Education						
Secondary or below	14	3.1	3	1.6	5	3.5
Vocational	64	14.3	35	19.2	11	7.1
College (2 years)	107	23.9	28	15.0	16	10.6
University (4 years)	186	41.5	104	56.7	55	35.3
Graduate	77	17.2	14	7.5	68	43.5
Age group						
Under 20 ages	26	5.8	3	1.7	2	1.2
21–30	202	45.1	45	24.2	24	15.3
31–40	126	28.1	37	20.0	36	23.5
41–50	66	14.7	31	16.7	42	27.1
51–60	21	4.7	52	28.3	47	30.6
Over 61	7	1.6	16	9.2	4	2.3
Purpose of this trip						
Business	44	9.8	86	46.7	98	63.5
Travel and vacation	319	71.2	89	48.3	37	23.5
Conference	31	6.9	6	3.3	5	3.5
Others	54	12.1	3	1.7	15	9.4
Occupancy						
Enterprise or boss	13	2.9	34	18.3	26	16.5
Managers	44	9.8	69	37.5	45	29.4
Company clerk	169	37.7	6	3.3	2	1.2
Educator	39	8.7	14	7.5	11	7.1
Science and Engineer	24	5.4	12	6.7	35	22.4
Culture business	11	2.5	3	1.7	11	7.1
Government employee	31	6.9	8	4.2	4	2.4
Farmer or laborer	1	0.2	0	0	0	0
Homemaker	24	5.4	23	12.5	5	3.5
Retiree	6	1.3	0	0	0	0
Others	86	19.2	15	8.3	16	10.6
Income[a]						
Under $NT 300,000	143	31.9	31	16.7	5	3.5
300,001–400,000	73	16.3	52	28.3	13	8.2
400,001–500,000	71	15.8	32	17.5	18	11.8
500,001–650,000	44	9.8	28	15.0	16	10.6
650.001–800,000	42	9.4	14	7.5	26	16.5
800,001–1,000,000	31	6.9	27	15.0	73	47.1
Over $NT 1,000,000	44	9.8	0	0	4	2.4

[a] There are three different incomes of questionnaire, US and Yuan, and NT dollar.

heavy workloads, and engender company loyalty; to that end, Daley (1995) proposes material rewards as the most direct and effective means of preserving job satisfaction and enhancing the service attitude of employees.

(2). High importance–low performance items (the "Concentrate Here" Quadrant).

The American tourists surveyed regarding the Taiwanese hotel market appealed for more rapid problem resolution and conscientious attendance to customers' individual needs. For the Japanese segment of those surveyed, prompt and orderly problem-solving and alertness to potential mishaps needed improvement. For the Taiwanese, employees' service attitude left much to be desired in terms of attentive service, impartiality, and demonstrable care.

A significant reason for customer dissatisfaction requiring immediate correction is the language barrier. Taiwanese employees with a poor command of foreign languages, particularly that of English, may have trouble communicating with guests, causing delayed or inappropriate responses. Lee (2000) confirms that language skills are a vital component of hotel employees' perceived service attitude. The failure of managers to delegate authority is another factor contributing to low service attitude scores. Heskett and Schlessinger (1994) show that proper task delegation instills a sense of employee empowerment, ensuring prompt conflict resolution and a good service attitude. Parent (1996) concurs, finding that organizational success often depends upon efficient

Table 5
Ranking of importance and satisfaction with 28 service attitude items by Taiwanese, Japanese, American customer.

Service attitude items	Taiwanese	Japanese	American
	Ranking: top three		
Importance with service attitude items			
3. Employees have neat, well-groomed appearance	1		1
4. Employees show enthusiastic service		1	3
10. Employees treat customer nicely regardless of customers' attire		2	
12. Employees answer customers' demand immediately	3	1	
13. Employees answer customers' demand immediately		3	
14. Employees are willing to help customers to solve the problems			2
15. Employees can solve customers' problems well and quick		1	
16. When customers complain or feel dissatisfied, employees will carefully listen and show their apologies	3		
17. When customers complain or feel dissatisfied, employees carefully help problem quickly			3
18. When solve n customers complain or feel dissatisfied, employees solve the problems patiently	2		
Service attitude items	**Taiwanese**	**Japanese**	**American**
	Ranking: three least		
Importance with service attitude items			
5. Employees properly introduce available hotel service and equipment	3	2	
6. Employee kindly inform customer of promotion program of hotel			1
8. Employees' behavior is elegant during the service		3	
9. Employees act very friendly	2	1	
22. Employees follow up after customers' requires and complain have been solved to see if it all set	1		2
26. Employees are always treated with the first priority			3
Service attitude items	**Taiwanese**	**Japanese**	**American**
	Ranking: top three		
Satisfaction with service attitude items			
1. Employees always keep smile	3	3	3
3 Employees have neat, well-groomed appearance	1	2	
4. Employees show enthusiastic service	2		2
9. Employees act very friendly			1
10. Employees are affirmative servers		1	
11. Employees treat customer nicely regardless of customer's attire	1		
14. Employees are willing to help customers to solve the problems	1		
Service attitude items	**Taiwanese**	**Japanese**	**American**
	Ranking: three least		
Satisfaction with service attitude items			
5. Employees properly introduce available hotel service and equipment		1	3
6. Employee kindly inform customer of promotion program of hotel	3		1
7. Employees pay attention to customers' demand as much as possible	1	3	
9. Employees act very friendly		2	
21. Employees follow up after customers' requires and complain have been solved to see if it all set	2		2

distribution and clear delineation of duties. Employees informed of their responsibilities act decisively and with confidence; improved customer loyalty (repeat business) results (Mayo and Collegian, 1997).

It is evident from this and other studies that preparation is also vital to competent hotel operation. Several researchers indicate that customers would be better served if international hotels provided training in crisis response and ranked services by priority (Kriegl, 2000; Siu, 1998; Sandwith, 1993; Jaworski and Kohli, 1993; Bach and Milman, 1996; McColl-Kennedy and White, 1997). In-house training programs highlighting employee courtesy, check-in/check-out efficiency, reservation processing, and damage control are examples of preparatory measures geared toward meeting guests' needs in advance.

However, because hotels employ high numbers of part-time staff during peak seasons, consistent service-oriented training is difficult; customer service quality often suffers. As Siu (1998) contends, manpower organization and procedural planning are critical for successful hotel operation. It is thus recommended that hotel managers engage with hotel industry educators to standardize instruction, and design practical curricula for on-the-job training.

(3). Low importance–low satisfaction items (the "Low Priority" Quadrant).

The low importance–low satisfaction elements cited in this study are common to all segments of the sample market. American, Japanese, and Taiwanese respondents all marked personalized service and proper advisement regarding hotel promotions and amenities as less critical but in need of improvement. Both Taiwanese and Japanese respondents also noted that overall employee friendliness could be bettered. The consensus among those sampled suggests: (1) items in the "Low Priority" quadrant are considered basic, but are also easily neglected, (2) Because habits and preferences vary from culture to culture, individualized services are favored, and (3) Guests would make better use of available services, facilities, and special offers, were they better promoted by hotel staff.

5. Conclusion and suggestions

International tourist profiles and controlled assessments of hotel employee service attitudes are among the most important

Table 6
Comparison of quadrants of critical elements with Taiwanese, Japanese, American customers.

	Taiwanese (top three items of quadrant I)	Japanese (top three items of quadrant I)	American (top three items of quadrant I)
High importance–high satisfaction elements (the Keep up the Good Work Quadrant)	1. Employee always smiling expression	1. Employee always having a smile	3. Employee always having a neat, well-groomed appearance
	3. Having a neat, well-groomed appearance	2. Greeting the customer courteously	4. Showing enthusiastic service
	4. Showing enthusiastic service	3. Having a neat, well-groomed appearance	7. Immediately responding to customers' demands
Marketing strategy	Emphasis on friendly and enthusiastic customer service	Emphasis on courteous customer service and on employee etiquette	Emphasis on customer service with immediacy and efficiency
	(top three critical of quadrant II)	(top three critical of quadrant II)	(top three critical of quadrant II)
High importance–low satisfaction elements (the Concentrate Here Quadrant)	7. Employee pays attention to the customers' demands as much as possible	16. Employee solves customer problems carefully	15. Employee solves customer problems quickly
	11. Treating the customer nicely regardless of the customer's attire	17. Solving the problems in an orderly way	19. Offer the service properly ways thinking of the customer while serving
	16. Carefully solving problems	18. Solve the problems patiently	24. Consider the individual needs of customer and offer personalized service
Enhancement training strategies	Enhance employee ability to possess empathic feeling (improve service passion)	Improve employee problem solving ability (improve language ability)	Advance employee ability to meet individual need and efficient service (improve frontline efficiently)
	(top three critical of quadrant III)	(top three critical of quadrant III)	(top three critical of quadrant III)
Low importance–low satisfaction elements (the Low Priority Quadrant)	5. Properly introducing available hotel services	5. Properly introducing available hotel services	5. Properly introducing available hotel services
	6. Informing customers of the promotional programs of the hotel	6. Informing customers about the promotional programs of the hotel	6. Informing customers of the promotional programs of the hotel
	9. Acting in a very friendly manner	7. Pay attention to customer's demands as much as possible	10. Employees are affirmative servers
Quality control	Introduce various basic facilities and amenities to customers and respect customers	Introduce various basic facilities and amenities to customers and respect customer	Introduce various basic facilities and amenities to customers and deliver personalized service

tools for research in the tourism service industry. Through a cross-sectional analysis of survey respondents' profiles ($n = 776$), different segments of the international tourist market can be identified in terms of demographics and characteristic features. Importance–performance Analysis can isolate crucial aspects of appropriate service, and recommend managerial strategies to support their implementation. Equipped with data on international tourists and their unique service expectations, hotel managers can develop and refine specialized services such as express check-out for business customers, and relaxation options for leisure-trip customers, and safety, privacy, and comfort features for single women.

Managerial implications regarding employee service attitudes and their affects on consumer satisfaction can be summarized as follows (see Table 6):

(1). *Quadrant I results*: To maintain a high importance–high satisfaction level among guests, prudent hotels will hone their marketing strategies to appeal to distinct demographics. For the Taiwanese market, friendly and enthusiastic customer service should be emphasized; for Japanese guests, courteous customer service and employee etiquette are essential; and for American patrons, immediacy and efficiency are favored. Advertising geared toward distinct tourist markets may also enhance a given hotel's image, creating a competitive advantage through increased customer loyalty and new customer attraction.

(2). *Quadrant II results*: To improve high importance–low satisfaction levels, enhanced training strategies are advised. For

Taiwanese patrons, employee empathy should be fostered; for the Japanese market, problem-solving skills should be improved; and for Americans, efficient service and individual attention are priorities. Hotel managers may need to develop employees' language skills, delegate authority and manpower, reinforce professional standards, and work in accordance with hotel industry educators to regulate employee training.

(3). *Quadrant III results*: To upgrade low-importance–low-satisfaction levels, managers should focus on quality control. Providing information regarding various basic facilities and amenities to customers in all three American, Taiwanese and Japanese markets is recommended, as is further development of employee respect and personalized service. Guests' individual interests may also be better served through managerial sensitivity to national cultures, value systems, interests and preferences. For example, Japanese business travelers may expect accommodations on higher floors than those of their subordinates. Similarly, American guests may favor a romantic room decor, while Asian patrons would find such a setting inappropriate.

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