

# Research On Service Quality Improvement Based on Text Analysis and Semi-Structured Interviews: A Study on Mandarin Oriental WFJ BeijingmoBar

Zhiheng Shi<sup>1</sup>, Zehua Liu<sup>2</sup>, Huawen Shen<sup>3</sup>

## Abstract

*The service quality, which always is defined based on the consumer's assessment has changed into an element of priority for guests and consumers. With the development of the hospitality industry and the impact of COVID-19, the importance of service quality has become more obvious for both consumers and servicers. The study takes Mandarin Oriental WFJ BeijingMoBar as the study object, evaluates the service quality of MoBar through text analysis and interview research methodologies to summarize customers' perceptions based on the SERVQUAL model, and explores the potential shortcomings. Partial research results that the majority of consumers show positive emotions according to the data. The study also summarizes two major shortcomings of MoBar at the same time: the insufficiency of professional knowledge of wine for service staff, and the negative impacts on service quality caused by the over-tension of the staff. The study gives three suggestions for improvement: enriching employees' knowledge of wine in various aspects and at multiple levels, reducing the dependence on interns, and reducing employees' work pressure.*

**Keywords:** *Service Quality, SERVQUAL, Hospitality Industry, GAP Model, Text Analysis.*

## Introduction

In the post-pandemic era, people around the world have rekindled their love and attention to travel. The tourism industry has seen a rapid recovery, and the hotel market is considered the "backbone" of the tourism system (Campos & Marodin, 2012). The hotel industry is also a rapidly developing industry, and the main factors affecting the development of the industry are service quality and customer satisfaction (Ali et al., 2021). Historically, hotels have judged business results primarily on product efficiency, occupancy efficiency, and financial performance. Nowadays, all hotels are offering products and services to customers of a similar standard, which makes it difficult for the hospitality industry to gain a competitive advantage in the market (Özdemir et al., 2019). In the market, customer satisfaction is considered a key differentiator. As a result, hotels are now focusing on satisfying the needs and desires of their customers (Babić-Hodović et al., 2015).

Among the two major financial sources of the hotel, room and catering, the research on the service quality of the room has received considerable attention, while the research on the service quality of the food and beverage is relatively rare. Existing research has pointed out that alcohol is an important aspect of guests' accommodation experience (Hsieh et al., 2019). Alcohol tends to be more profitable than regular food, so conducting a service quality study for a bar and pushing the bar to improve its service can often be a great way for a hotel.

In this paper, MoBar from Mandarin Oriental WFJ Beijing is selected as the research object to help Mo Bar further improve its service quality and industry competitiveness. Mandarin Oriental WFJ Beijing is located at 269 Wangfujing Street, Dongcheng District, Beijing. Boasting views of Chinese landmarks such as the Forbidden City, the hotel has 73 spacious rooms. Designed and built with a blend of modern aesthetics and classical Chinese décor, the hotel has two restaurants and a bar, both of which open onto a spacious rooftop terrace garden. The hotel is home to the world-renowned Mandarin Oriental Spa, offering award-winning and classic wellness programs. It also features a state-of-the-art fitness centre and a 25-metre indoor

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<sup>1</sup> Faculty of International Tourism and Management, City University of Macau. City University of Macau, Avenida Xu Risheng, Taipa, Macau), Email: T23091105495@cityu.edu.mo

<sup>2</sup> School of Hospitality and Tourism Management, University of Surrey. Guilford, Surrey, United Kingdom, GU2 7JQ, Email: yxsir2001@163.com

<sup>3</sup> Faculty of International Tourism and Management, City University of Macau. City University of Macau, Avenida Xu Risheng, Taipa, Macau, Email: jamesshen@cityu.edu.mo, (Corresponding Author)

swimming pool with natural light.

Mandarin Oriental WFJ Beijing Mo Bar is an elegant cocktail bar and nighttime lounge with an expansive outdoor terrace overlooking the Forbidden City. Mo Bar is a temple for Beijing's urban elite. The bar is a relaxed space with a wide range of carefully crafted cocktails and a terrace with views of the Forbidden City, where guests can gather at dusk and evening. The Mo Bar has a total of 166 seats, including 10 at the bar, 13 tables indoors (8 doubles, 4 people remaining), 6 tables in the conservatory, and 20 tables on the terrace. Regarding staffing, Mo Bar currently has an assistant service manager, a chief bartender, a bartender supervisor, three bartenders, a service supervisor, a foreman, and three interns.

### *Research Significance*

The significance of this study lies in the fact that some of the findings (Babakus & Boller, 1992) of Different industries may have different emphases on different elements of the SERVQUAL model, and even some elements are not obvious in some industries, but in general, the five elements of the SERVQUAL model are generally accepted. Therefore, this paper proves the applicability of the SERVQUAL model in the specific environment of bars in the hotel industry and makes an effort to fill a small academic gap. At the same time, the possibility and effect of text analysis and interviews in the same study were discussed.

### *Research Aim*

The purpose of this study is to explore the possible problems of Mandarin Oriental WFJ Beijing Mo Bar in terms of service quality in the past two years, and try to summarize these problems and give suggestions, to help Mandarin Oriental WFJ BeijingMoBar improve service quality, thereby increasing operating income and increasing competitiveness in the market.

## **Literature Review**

### *Quality of Service*

In the service literature, the quality of service is usually defined based on the consumer's assessment. In the original definition, Parasuraman et al. (1985) defined service quality as "a measure of how well the level of service provided matches customer expectations; Parasuraman et al. (1988) consider service quality to be "the consumer's judgment of the overall excellence or superiority of a product". The quality of service is "the sum of the characteristics and characteristics of a product or service that relate to its ability to meet a stated or implied need". At the same time, due to the three characteristics of service: intangibility, heterogeneity, and the inseparability of production and consumption, service quality is an abstract and elusive concept (Stefano et al., 2015). However, services can change over time, depending on the person and the sentiment of both parties (Tefera & Govender, 2015).

Currently, the vast majority of research on quality of service focuses on the question of how customers perceive quality of service and how it is measured (Stauss & Weinlich, 1997). The demand for services in the hospitality industry is often concentrated during peak hours of the day, week, or year, such as check-in, check-out times, or holidays, which create an environment in which it is difficult to provide consistent quality service (Barrington & Olsen, 1987). Gržinić (2007) points out that the quality of service in the hospitality industry is an important factor in the success of a business. Hotel guests also expect to be appreciated, cared for, served and comfortable at the hotel (Wirya et al., 2022). Many hotels have started to improve the quality of their services, especially food and beverage services, under predetermined standard operating procedures, to be more professional in providing catering services to guests. One of them is in the bar area where drinks are served (Sadjab et al., 2024). Some people also believe that customized service experience is conducive to the success of enterprises (Pantouvakis & Patsiouras, 2015). According to previous research, bar customer satisfaction in hotel areas has a significant positive relationship (Radojevic et al., 2015).

Hotels can only meet the needs of their customers if they incorporate their needs into their design. To

achieve and maintain this goal at all times, hotels need to conduct long-term research not only on the needs of their guests but also on the capabilities of the hotel itself. This ensures that the hotel can continuously improve itself according to the requirements of its customers. He also pointed out that service quality is the management of business processes to ensure the overall satisfaction of customers with the business at all levels, both internally and externally. It's a way to increase the competitiveness, effectiveness, and flexibility of the entire company.

Service quality issues are one of the important areas of marketing theory and practice (Marić et al., 2016), according to a sample study of 2,600 companies conducted in the United States between 1987 and 2002, there is a direct link between the level of quality of goods and services and their financial performance. So, in an increasingly dynamic competitive environment, some companies have recognized that providing high-quality services to customers can bring a sustainable competitive advantage. This further draws on the ongoing focus on the quality of service. Businesses have recognized the many potential benefits that come with implementing a service quality program, including increased customer satisfaction, customer loyalty, word-of-mouth, increased cross-selling opportunities, employee benefits, improved corporate image, financial metrics, and more. At the same time, service quality is an important determinant of a hotel's success in attracting repeat guests (Saleh and Ryan, 1991).

### *SERVQUAL Model and GAP Model*

The SERVQUAL model has a long history. It started in the 80s of the 20th century, grew in the 90s of the 20th century, and made progress in the 21st century (Al Bassam & Shawi, 2011). At first, the SERVQUAL model evaluated the satisfactory service quality from ten dimensions, and later with the deepening of research, it was confirmed that it was to examine the quality of service from five aspects. They are (1) tangible: which is reflected in the physical facilities, equipment, and personnel, (2) reliability: the business ensures that the promised service can be delivered, (3) responsiveness: the company's willingness to take the initiative to help customers and provide services on time, (4) assurance: employees can inspire customer confidence, and (5) empathy: the company can provide personalized assistance to customers (Parasuraman et al., 1988).

Based on these five dimensions, the scholars went on to identify a gap model, which contains five gaps from customers to employees to managers, and it is these five gaps that lead to the possibility of dissatisfied customers in the quality of service. The gap model illustrates how customers rate the quality of service and takes into account the factors that help determine the quality of service (Mauri et al., 2013).

In the development of the SERVQUAL model, historical and academic achievements have proved that the SERVQUAL model has considerable universality for different environments. Parasuraman et al. (1991) proposed that the SERVQUAL tool was developed for use in a variety of service contexts and that it is suitable for different experiential backgrounds and different national and cultural contexts. In particular, the SERVQUAL model is used to measure and evaluate the quality of services in different service, industrial, commercial and not-for-profit settings (Buttle, 1996; Ladhari, 2008). In addition, it has been used to measure the quality of services in different countries and cultural backgrounds (Ladhari, 2008), e.g., the United States of America, China, Australia, Cyprus, Hong Kong, South Korea, South Africa, the Netherlands, the United Arab Emirates and the United Kingdom (Babakus & Boller, 1992). In addition, this model is used by several well-known international organizations.

However, the SERVQUAL model has also faced many criticisms. Many scholars have similarly pointed out the shortcomings of the SERVQUAL model. Buttle (1996) presents several theoretical and operational criticisms of SERVQUAL. He argues that, theoretically, the SERVQUAL model is not based on solid foundations and that it is not based on well-known, established theories or backgrounds. Second, the SERVQUAL model emphasizes the process of service provision, rather than the outcome. In addition, from the perspective of business operations, the standard by which customers evaluate the quality of service is not an expectation. In addition, he argues that it is impossible to capture the variability of each quality-of-service dimension with four or five items. Notably, it is not advisable to use two different tools to measure two different concepts: perception and expectation, and to perceive the quality of service

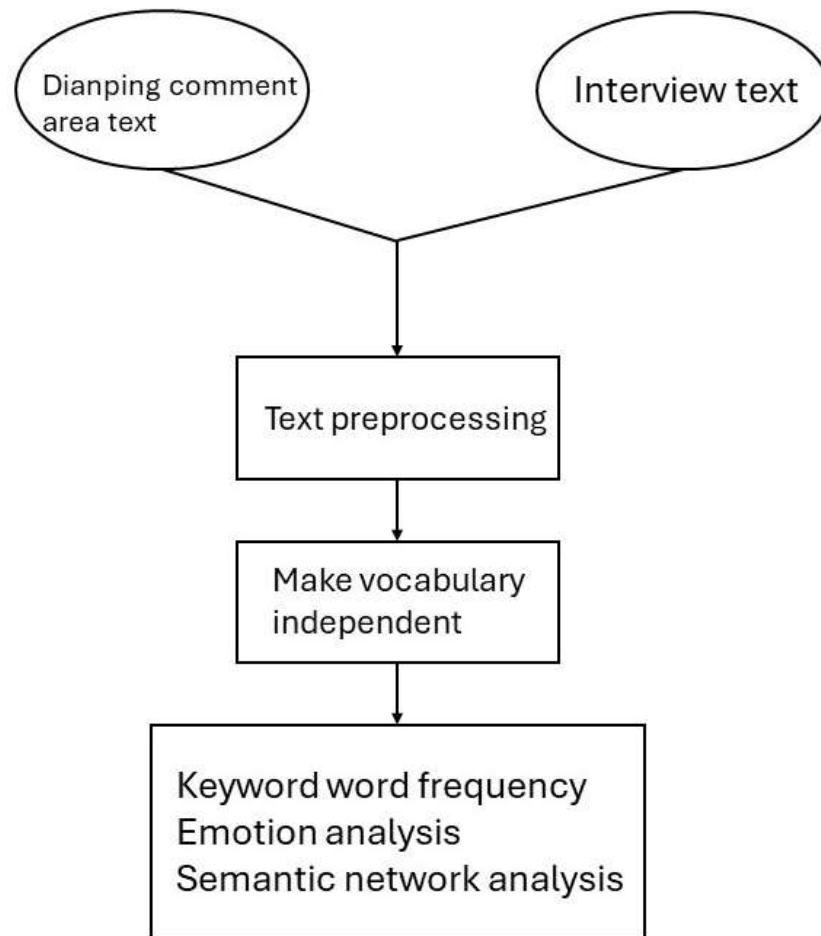
accordingly. There are many disagreements on the relevant theories, and there are also some scholars who do not agree with the practical operation process of the SERVQUAL model. For example, the immutable universal scale has questions about the applicability of measuring service quality across all service settings. In addition, Buttle (1996) pointed out that this model does not take into account the cost of improving the quality of service, the analysis method does not exactly match the scale, the statistical method used is not sufficiently promising, etc., and the statistical scale of the same group of customers before and after consumption can cause boredom and confusion.

However, in the review of previous studies, this paper noticed that almost all the surveys of service models were conducted using quantitative research methods, especially questionnaire surveys. Only a very small number of surveys use a combination of qualitative and quantitative research methods. Although quantitative research can collect a large amount of data to understand the customer's perception of the service quality of the research subjects, quantitative research also lacks the specificity of the service quality survey of a specific department within the hotel or often focuses only on the guest rooms. At the same time, quantitative research also lacks in-depth mining of a certain point of view or a certain cognition. In the GAP model, the different perceptions of service quality between management and employees are also important factors affecting service quality, but quantitative research often ignores this point. After all, a service or a hotel is people-oriented, scored on a quantitative research-led scale, and lacks the guest's deep perception of the service.

## Research Methodology

### *Qualitative Research*

Since most of the existing studies on the SERVQUAL model use quantitative analysis methods, this paper attempts to observe the characteristics and embodiment of the SERVQUAL model in another research method by qualitative research. At the same time, to enrich the research perspective, this paper also invited hotel practitioners or people with previous experience as interviewees. In this paper, text analysis and interview methods are mainly used in qualitative research (see Figure 1).



**Figure 1.** Research Flow Chart

### *Data Collection*

The target object of text analysis is nearly 1005 comments on the Mandarin Oriental MoBar in Wangfujing, Beijing as of March 23, 2024, on the Dianping platform, which are extracted by the octopus program, and then used Rost CM6 software for text processing and operation to obtain keyword word frequency, sentiment analysis conclusions, semantic network diagrams, etc.

### *Qualitative Interview*

In terms of interviews, semi-structured interviews were used. Firstly, after reading about interview design (Mann, 2016), a general question framework was preset, followed by more detailed questions based on the different identities of the interviewees, and finally, the content and questioning strategies were continuously adjusted according to the interviewees' responses. In addition, with the continuous progress of the interview process, this paper has also continuously optimized the question framework and reflected on his own interview skills and content promptly. This study invited 7 interviewees, all of whom have professional backgrounds in hotel management. Among them, 3 of them have worked in Beijing Wangfujing Mandarin Oriental MoBar, and the other 4 have also worked in a bar (1 in a hotel bar, 1 in a social dining bar, and the remaining 2 in the internal bar of the hotel management school); 71.4% of the interviewees are males and 28.6% are females; the interviewees are all adults aged 22~25. All interviews will be completed from March 18 to 23, 2024. During the interview, all telephone interviews are 30~60 minutes long, and the whole process is recorded, and after the recording is transcribed, it will be sent to the interviewee for reconfirmation to prevent omissions or misunderstandings of the interview content. As the interviews progressed, the number of people who completed the interviews increased, and the answers to the different

questions became consistent, so it can be concluded that the interviews were saturated.

### *Textual Analysis*

After the interviews were completed, this paper also conducted text analysis of the interviewees' interview contents, and also used Rost CM6 software to analyze the word frequency, and then manually identified and deleted some meaningless words or words unrelated to the topic, and then carried out sentiment analysis and semantic network analysis, and compared the results of online text analysis, to further improve the reliability and validity of the interviews.

## **Research Results**

### *Analysis of High-Frequency Entries*

The higher the frequency of related words in online texts, the higher the group's attention to related words (Storey & O'Leary, 2022). Therefore, these related words are also more likely to affect the customer's perception and evaluation of service quality. In this paper, the processed Dianping MoBar Comment txt text is analyzed as the word frequency, and the high-frequency entry list of 28 keywords is obtained (see Table 1).

**Table 1.** List of High-Frequency Entries in Dianping Text

serial number	keyword	Frequency
1	serve	789
2	environment	526
3	lion	454
4	bar	267
5	terrace	259
6	cocktail	242
7	Beijing	241
8	Hotel	237
9	mint	206
10	flavor	192
11	Friend	190
12	Good temper	184
13	imperial palace	183
14	orient	165
15	fit	153
16	sunset	150
17	At night	139
18	Temple of Heaven	129
19	taste	120
20	outside	115
21	atmosphere	113
22	location	109
23	photograph	107
24	sculpt	107
25	hide	104
26	characteristic	100
27	palate	91

28	pretty	90
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Through the high-frequency entries, it can be found that service is indeed the first element that customers perceive in the process of the MoBar experience. Secondly, customers pay more attention to some special products or material conditions that are unique to MoBar, such as lions and ice cubes in the shape of the Temple of Heaven and terraces overlooking the Forbidden City. The third point that has been widely mentioned is the perception and evaluation of the quality of wine.

After the transcoding of the interview content is completed, the word frequency analysis of the txt file of the processed interview content is performed to obtain the high-frequency entries of the interview text with 28 keywords (see Table 2).

**Table 2. List Of High-Frequency Entries in The Interview Text**

serial number	keyword	Frequency
1	guest	115
2	serve	53
3	Hotel	41
4	beverage	20
5	cocktail	13
6	employee	12
7	inquire	10
8	satisfy	9
9	sentiment	9
10	region	9
11	process	9
12	satisfied	9
13	distinguish	8
14	sculpt	8
15	Bar counter	7
16	display	7
17	Housing	7
18	quality	7
19	drink	6
20	location	6
21	characteristic	6
22	standard	6
23	photograph	6
24	chat	5
25	feedback	5
26	scenery	5
27	demand	5
28	taste	5

Considering that the interviewees all have academic backgrounds in hotel management and have experience working in bars, this is very representative of the fact that "service" in the high-frequency entry list of online texts is also significantly ahead of other words. This shows that employees and guests are equally aware that each other is an important factor in the service quality system and influences each other. Some of the more representative examples emerged during the interview:

"The manager used to say, 'A bar is a place where people are happy, and the emotions of the staff can arouse the emotions of the guests'"

Secondly, the interviewers also paid attention to the service itself, including taking the initiative to ask about the guests, the quality of the drinks, and so on. The interviewer's third area of focus is that there is overlap with the customer's needs or expectations, such as taking photos, scenery, etc.

#### *Emotional Factor Analysis*

To better perceive the customer's evaluation attitude towards Mandarin Oriental WFJ BeijingMoBar, this paper also used Rost CM6 software to conduct a sentiment analysis of the comments in the comment area of Dianping, and the analysis results are as follows (see Table 3), according to the analysis results, it can be found that positive emotions account for 92.35%, which can be said that the vast majority of customers are more satisfied with MoBar's products and service quality. After further analysis of positive emotions, the analysis results (see Table 4) showed that the proportion of highly positive emotions was as high as 45.43%, moderate positive emotions accounted for 24.16%, and average positive emotions accounted for 22.76%. Positive emotions are particularly important for hotel services. Happy guests show a greater degree of satisfaction and loyalty. They visit the hotel again and recommend it to their friends, which affects the hotel's profits (Vujić et al., 2019).

**Table 3. Statistical Results of Sentiment Analysis of Dianping**

name	Number of Articles	Analysis Results (%)
Positive Emotions:	929	92.35%
Neutral Mood:	48	4.77%
Negativity:	29	2.88%

**Table 4: Statistical Results of Dianping's Positive Sentiment Segmentation**

extent	Number of Articles	Analysis Results (%)
General (0-10):	229	22.76%
Moderate (10-20):	243	24.16%
Height (20 or more):	457	45.43%

Among them, the more representative texts of positive emotions are:

"I was quite impressed by MoBar. The setting is indeed elegant, and although the light is on the dim side, this adds a sense of understated luxury. The atmosphere is relaxing, as if you are in a secret corner and enjoying a rare tranquility. ....The waiter's little brother is very considerate in introducing the taste of each wine, very good!"

After analyzing the negative emotions and obtaining the statistical results (see Table 5), it can be found that the overall service quality of MoBar is still very good, with no high negative emotions and very few moderate negative emotions, accounting for only 0.2%. Attributes that represent negative emotions have a greater impact on the overall evaluation than attributes that represent positive emotions (Baek et al., 2020), and fewer negative emotions also correspond to high bar ratings.

**Table 5. Segmented Statistics of Positive Sentiment in Dianping**

extent	Number of records	Analysis Results (%)
General (-10—0):	27	2.68%
Moderate (-20—-10):	2	0.20%
Height (-20 or less):	0	0.00%



The more representative texts of negative emotions are:

"The in-store service is fully worthy of the additional 15% service charge, and the service attitude is very good. However, the waiter does not know much about wine and is only responsible for ordering and collecting feedback from customers. After the second round of communication with the bartender, I personally feel that the bartender may not have thought clearly about the integration and balance and highlighting the flavor, which led to a complex process but an embarrassing situation."

Similarly, to better reflect the different emotional proportions of the respondents during the interview, this paper analyzes all the responses of all respondents and obtains the statistical results of the interview sentiment analysis (see Table 6). According to statistics, although positive emotions still account for 66.12%, the proportion of neutral emotions and negative emotions has increased significantly. Among them, the proportion of neutral sentiment increased by 16.72%, and the proportion of negative sentiment increased by 9.52%. Although the increase in the proportion of neutral sentiment and negative sentiment is partly due to the large gap between the sample sizes of the two statistics, the data fluctuates significantly. However, the results of the analysis also show that respondents with a professional background in hotel management have higher requirements for service quality and are more sensitive to service quality.

**Table 6.** Statistical Results of Interview Sentiment Analysis

name	Number of Articles	Analysis Results (%)
Positive Emotions:	80	66.12%
Neutral Mood:	26	21.49%
Negativity:	15	12.40%

After further analysis of the positive emotions in the interviews, the results (see Table 7) showed that the proportion of general positive emotions increased by 4.51%, the proportion of moderate positive emotions decreased by 1.85%, and the proportion of highly positive emotions decreased by 28.9%. Overall, the proportion of positive sentiment decreased significantly, which is also in line with the overall sentiment analysis statistics, reflecting that respondents with a professional background in hotel management have higher requirements for service quality.

Typical positive emotions that emerged from the interviews were:

"The bartenders are excellent, the mixes are very good, and the taste is good. The wine list is good, the wine list is well designed and it is original, like a book.

**Table 7.** Segmented Statistics of Positive Sentiment in Interviews

extent	Number of records	Analysis Results (%)
General (0-10):	33	27.27%
Moderate (10-20):	27	22.31%
Height (20 or more):	20	16.53%

After further analysis of the negative emotions in the interviews, the analysis results (see Table 8) were obtained, and the comparison with the negative sentiment segmentation statistics of Dianping found that the proportion of general negative emotions increased by 8.06%, and the proportion of moderate negative emotions increased by 1.45%, which once again verified the finding that respondents with hotel management professional background have higher requirements for service quality.

**Table 8.** Segmented Statistics of Positive Sentiment in Interviews

Extent	Number of records	Analysis Results (%)
General (-10—0):	13	10.74%
Moderate (-20—10):	2	1.65%
Height (-20 or less):	0	0.00%

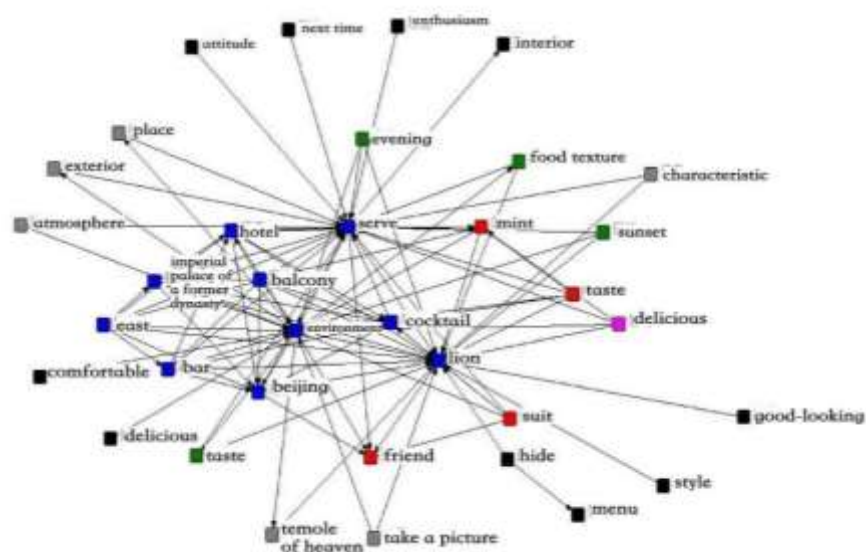
The most representative negative emotions that emerged from the interviews were:

"They follow the SOP process to treat customers, and there is a lack of human touch."

"There are relatively few interns from the wine management major. Even if they are in a vocational school of hotel management, they don't know much about bar drinks, and they may not be able to reply to customers in time when they encounter some customers who are particular about drinks."

### *Semantic Network Analysis*

After analyzing the high-frequency vocabulary and sentiment analysis, to make the analysis results more three-dimensional and better judge the relationship between different high-frequency words, this paper conducts semantic network analysis on both groups of texts and obtains the semantic network analysis of Dianping comments (see Fig. 2) and the semantic network analysis of interview text (Fig. 3).



**Figure 2:** Dianping Comments on Semantic Web Analysis

Through the semantic network analysis of Dianping's comments, it can be seen that the most mentioned by customers are service, environment, and product design, which reflects that MoBar has done an excellent job in service reliability (professional enough for general guests) and tangibility, and has been widely recognized by consumers. Secondly, consumers are more likely to comment on the flavor of the drink, and combined with positive sentiment analysis, the drink has also been affirmed and appreciated by consumers.

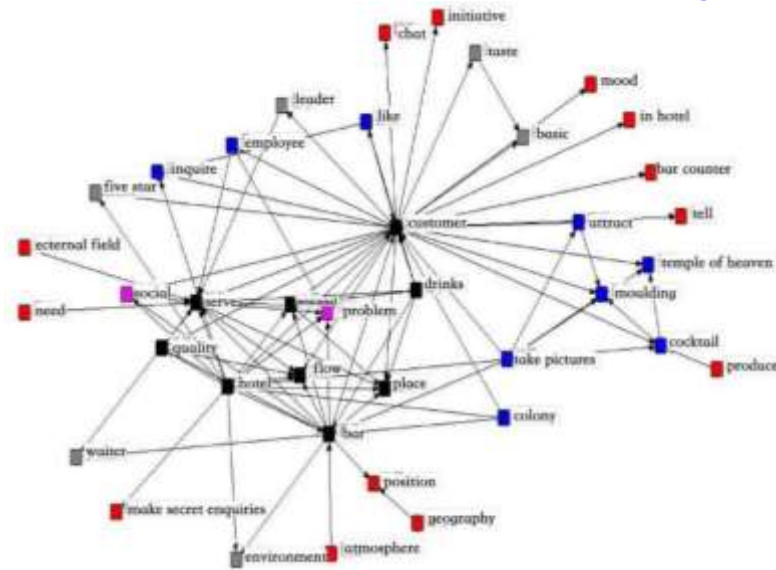


Figure 3. Interview Text Semantic Network Analysis

According to the semantic network analysis of the interview text, it can be found that the respondents are more likely to talk about the guests and the characteristics of the wine and the hotel. Secondly, it also mentions the unique design of the wine product to attract guests to take pictures, etc. Comparing the two semantic network analyses, it can be found that there is a certain degree of overlap in the key points, which further proves the reliability and validity of the interviews.

### *Summarize Problems and Suggestions*

#### *Problem Summary*

After analyzing the text of Dianping's comments and interviews, this paper concludes two issues that have been raised:

#### *The Service Staff Has Insufficient Knowledge of Alcohol*

In Dianping's reviews, a small number of guests pointed out that the waiters didn't recommend drinks for them, especially when they needed to pair **them** with food. During the interview, respondents with a professional background in hotel management or work experience as bartenders generally have higher expectations and requirements for drinks and recommended services. Therefore, the perceived deficiencies in the service are pointed out:

"The downside is that the waiter didn't make better recommendations for the drinks, just gave us the menu and let us see it for ourselves. I **do not** think the bar's outfield service staff is still in my opinion. And the other one is that maybe you were too busy and didn't take care of it so much, just let you watch it first, or maybe that's the case. Because there were only three people in the outfield at that time, and someone had to be in charge of welcoming and leading the seats, so there were no people."

"Employees lack professional knowledge, and there is no relevant assessment when recruiting employees."  
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#### *The Service Staff is Too Nervous*

Due to the high requirements of five-star hotels and the fact that Mandarin Oriental WFJ Beijing is located in the core area of Beijing (close to the Forbidden City, the Great Hall of the People **and others**), it often

receives some important domestic and foreign guests. However, from the previously mentioned departmental structure, it can be found that the service staff are almost all interns, with little work experience, very young, and lack sufficient ability to cope with pressure and self-regulation. In particular, sometimes there is also the pressure of the assessment from the hotel or the group, which makes the intern feel nervous, easy to make mistakes, over-service, etc. During the interview, the interviewee mentioned this:

"Sometimes, though, the service staff is a newcomer and a little nervous that it seems to me that it's a bit too considerate."

"The most common thing that customers say is that they hope that the service will be improved, and the old customers think that the service quality is not as good as before. "

## Recommendations

Studying the above two problems, this paper puts forward three specific suggestions to solve them.

### *Enrich Employees' Knowledge of Drinks in Various Aspects and At Multiple Levels*

Hotels can include alcohol knowledge as an assessment requirement in the promotion conditions of bar employees, and at the same time, employees can also be encouraged to obtain alcohol-related certificates, and employees with certificates can receive appropriate salary incentives. In the department's team building activities, you can also set up a part of the prize quiz and interesting games about the knowledge of alcohol, so that employees can actively or imperceptibly understand the relevant knowledge and improve their business capabilities.

Hotels can also invite wine trainers to give training lectures to bars, restaurants and other departments, or invite guest bartenders to hold events to add some content to share wine knowledge.

### *Reduce Dependence on Interns*

According to the structure of the department, it can be found that most of the bar service in the field is done by interns. Therefore, this paper suggests that the hotel retain at least one old employee or give more opportunities for interns to become regulars, make full use of their accumulated work experience, and bring the old to the new, to reduce the learning cost of new employees or new interns and reduce their learning time. Alternatively, bars can adjust the job functions of supervisors or foremen, requiring them to take on more front-line work, reducing the workload and stress of interns.

In this way, the hotel can not only improve the quality of service but also form a virtuous circle, avoiding the embarrassing situation of excessive turnover of personnel in the hotel industry and a group of newcomers.

### *Reduce the Work Pressure of Employees*

Due to the special working hours of hotel bars, employees often need to work late into the night, which is contrary to the daily schedule, making employees more likely to feel excessive stress or psychological and physical discomfort. Based on the content provided by the interviewees during the interview, this paper understands that it is excessive pressure, such as unannounced visits from the group, that leads to omissions or excessive tension in the service process.

Therefore, this paper suggests that hotels should pay attention to the mental health of employees, earnestly implement the employee care plan, create a good working atmosphere in the department, reasonably arrange shifts to ensure that employees rest, attach importance to the role of the old and the new, actively coordinate the time and frequency of unannounced visits with the group, and try to avoid unannounced visits on weekends or activity days.

## Summary

This paper takes Mandarin Oriental WFJ Beijing MoBar as the research objective to understand the different views and evaluations of service quality between ordinary guests and guests with hotel management professional backgrounds. This paper uses two qualitative analysis methods, text analysis and semi-structured interviews, to make up for some gaps in the field of service quality research, and tries to explore the effectiveness and reliability of the SERVQUAL model for hotel bars, and how to use the SERVQUAL model to help hotel bars improve service quality. At the same time, this paper also attempts to verify the two research methods and improve their reliability and validity. Finally, this paper summarizes two shortcomings of MoBar and gives three suggestions, trying to help MoBar truly improve service quality and solve the problems existing in actual operation.

However, there are still great deficiencies and areas for improvement in the research process of this paper. For example, in the process of text analysis, only the comments of one platform on Dianping are collected, which has certain limitations and singularity, and the collected text is not comprehensive enough. In addition, during the interview process, the researcher himself was not familiar with the interview process, the interview question design was incomplete, and the interview process lacked certain interview skills. At the same time, the screening of respondents needs to be improved, and in follow-up studies, some hotel bar managers or hotel executives should be interviewed to add insights into the problem from a high-level perspective.

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#### Appendix

##### Interview questionnaires

How many hotel bars have you visited?

How many points do you think MoBar's facilities can be scored and where are the points deducted?

What do you think is the special feature of MoBar?

. What do you think is the special feature of MoBar in terms of service?

What do you think is the difference between a hotel bar and a social bar?

To MoBar staff:

How long have the staff been working in the bar, what is their job title, and what do they do daily?

Whether the guests are mainly in-house guests or non-in-house guests

Do you interact with your guests a lot daily, and what are the interactions?

Will the recipe be adjusted according to the customer's customized requirements?

What do you think is the difference between the audience of hotel bars and the audience of social bars?

What kind of expectations do you think customers have when they enter MoBar?

Do you think the service you provide meets the expectations of your customers?

Have you ever had an experience where a guest has volunteered to report how they want MoBar to be?

Do you think you have lived up to what your superiors expect of you?

For guests:

How many times have you been to the hotel bar in the last two years, how many times have you been to MoBar, and when have you waited?

What is the ranking of MoBar in your mind, and what is the reason for its lower ranking than other bars?

Did you expect anything from MoBar before going to it?

Do you see any differences from what you expected before you went to MoBar?

Do you have different expectations for hotel bars than social bars?

Will the staff take the initiative to pay attention to your status and needs when you are at MoBar?

If you were asked to rate the quality of MoBar's service out of 10, how many points would you score, where would the points be deducted, and why?