THE IMPACT OF SERVICE USERS' SATISFACTION ON FINANCIAL PERFORMANCE OF HOTEL ENTERPRISES

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Abstract

The purpose of this study is to explore the relationship between hotel service users' satisfaction and financial performance of hotel enterprises. There is an intention to determine empirically the direction or the course of researched relation of these two variables. The empirical research included 420 respondents from 15 hotels in Serbia as well as 8 hotels belonging to the European Union countries. The survey was conducted in 2017. The research results were obtained by using the Statistical Package for Social Sciences - SPSS 20. It was determined that the input for output creation emerges from interaction with of hotel service users which are seen as partners from the enterprise's standpoint. Therefore, the satisfaction represents an important guideline for financial performance of hotel enterprises as well as for multiplication factor of tourism development.

Key Words: *hotel service users, service quality, satisfaction, loyalty, financial performance*
JEL classification: *L83, C81, M31, Z33*

Introduction

The key segment in determining the market position of hotel enterprises and its competitiveness lies on the consumer demand side, where a particular place in the research is occupied by the hotel service users' satisfaction. This is confirmed by the views of Kotler (2000) and Blackwell et al., (2001), according to whom one of the most significant marketing strategies in the 21st century is to create or provide value for

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consumers or service users. This approach is at the essence of many domestic and especially foreign theoretical and empirical studies, that acknowledge the fact that the high level of quality of the package components of the hotel service offer has positive implications on the consumers' satisfaction, and therefore on the business performance of hotel enterprises and their competitive advantage (Ashton et al., 2010; Bei and Chiao, 2001; Wang and Hong, 2006; Lukić and Nikolić, 2009). Accordingly, the research subject refers to identifying and comparing the most important components of the hotel service offer structure (restaurant, additional facilities, rooms, etc.) and based on their value to establishing a clear diagnosis of how in the future (through the improvement of service quality etc.) more efficient drivers of customer service satisfaction may arise. On this basis, satisfaction of hotel service users is the key determinant of achieving not only long-term profitability and development of hotel industry, but also the factor of tourism development in our country.

Starting from the above mentioned concept and the research subject, this paper starts from the following hypotheses:

H1:   There is a correlation between the components of the hotel service offer structure;

H2:   There is a strong correlation between the hotel guest satisfaction and loyalty;

H3:   The hotel service offer components have a statistically significant impact on the guest satisfaction.

For the purpose of proving the above mentioned hypotheses, a research model for the empirical verification of the impact of the package value of the hotel service offer components on the hotel guest satisfaction has been developed. This approach involves the application of methods and models of customer satisfaction measurement and the interdependence arising from the variable value of the hotel service offer components and the customer service satisfaction in the hotel industry. Regarding the aspect of direction or course of the research the results of the survey show that financial goals and financial performance of the hotel industry are limited by non-financial performance resulting from the customer service satisfaction in the hotel industry. In other words, according to Andjelković and Ivkov (2013) it is a matter of balancing all the actors ("financial and non-financial") that form the basis of company growth (p. 31). In this way, the research results contribute to the creation and delivery of higher value for the customers, and thus to the increase in the

profit of the hotel enterprise in the long run, which contributes to its growth and development, and consequently to the development of tourism in Serbia. The hotels need to be directed to their guests in order to achieve a competitive advantage in the services market, and based on that to achieve a better financial perspective "expressed by the indicators of profitability and market value, as the indicators of how successfully the enterprise satisfies its owners and shareholders (Kaplan and Norton, 1996)". The research carried out by Vujić (2018), served as the basis for further researches in this paper. The research is carried out based on implementation of the statistical software package SPSS 20. Some data and assumptions are taken and adjusted for the purpose of these researches. In accordance with this approach, the first part of the paper illustrates the concept of satisfaction and its impact on the profit of the hotel enterprise. The quality of hotel services is seen as a determinant of satisfaction and a multiplicative factor of tourism development. At the end of the paper, the methodology is illustrated and the results of the empirical research are indicated.

The concept of satisfaction and its impact on the profit of the hotel enterprise

The concept of customer satisfaction is one of those that cause the least differences and contradictions when being defined. It is mainly analyzed as a function of the expectations and performance of a purchased product or the use of a service (Oliver, 1980). A consumer is satisfied when a product or service meets or exceeds his/her expectations. Hence the level or degree of customer satisfaction depends, in the first place, on whether the characteristics or performance of the product/service are in line with the expectations of the consumer. Javalgi et al., (2006), view consumer satisfaction in their research papers as the three interdependent and conditioned concepts. The first concept refers to the expectations of consumers from products or services. The second concept refers to the fulfilment of consumer's expectations. The third concept referring to consumer satisfaction compares the value delivered to previous expectations. If the consumer's previous expectations are met, then a satisfied consumer appears as a result. Otherwise, when previous expectations are not met, then dissatisfaction of the consumer appears as a result. Certain authors believe that in service industry, such as hotel management, service satisfaction assessment is based on the assessment of satisfaction by individual elements of the service (Marinković et al., 2013). Such an assessment provides detailed information, and guests'

satisfaction or dissatisfaction with individual elements of the service affects the assessment of overall satisfaction regarding the service provided. Therefore, in the hotel industry, the guests' satisfaction can be linked to different components of the service, such as the appearance and facilities of the hotel building, appearance, expertise and professionalism of staffs, additional facilities, etc. Satisfaction with individual components of the service determines the overall satisfaction of guests (Ekinci et al., 2008; Grigoroudis and Siskos, 2010).

The concept of consumer satisfaction should also be viewed from the aspect of its contribution to the increase in profitability and the growth of revenue. In other words, the orientation towards customer satisfaction provides the enterprise with concrete advantages that result in the increase in profitability and the growth of revenue. In this regard, six advantages are listed, three of which have the impact on the increase in profitability, and three that have the impact on the growth of the enterprise's revenue. Concrete advantages that have the impact on the increase of profit are: 1) efficiency (decrease) of costs through repeated purchases; 2) premium prices for regular consumers and 3) consumer loyalty in periods of crisis that enterprises undergo. Concrete advantages that have the impact on the growth of revenue are: 1) the positive effect of oral propaganda, 2) increasing the number of trial purchases and 3) innovations - new products (Sheth et al., 1999). Maximizing customer satisfaction will maximize the profitability and market participation of the enterprise. If an enterprise creates a sufficient number of satisfied and loyal consumers, it will meet the basic prerequisite for achieving long-term profitability. Referring to Maričić's previous quotation, the mentioned ones and other authors state that consumer satisfaction is one of the key factors of growth in competitive advantage and profitability of an enterprise. In this context, *customer satisfaction* is a valuable market benchmark and an indicator of *future revenue and profit*. From that point of view, customer satisfaction is an indicator of business success of a forward looking enterprise that measures how consumers react to the future of the enterprise. Other benchmarks, such as sales and market participation, are backward-looking benchmarks when it comes to measuring business success. They are talking about what happened in the past, not about the future. Thus, consumer satisfaction is the leading performance indicator in the future. In this context, Maričić et al. (2012), point out that consumer satisfaction in modern business management is one of the key factors of growth of the competitive advantage and profitability of an enterprise. According to Andjelković et al. (2018), "Satisfaction and customer loyalty represent the

primary growth factors of the profitability of the enterprise that imply the value for investors and partners" (p. 93-109). A hotel enterprise may have good financial indicators, and poor satisfaction, because consumers cannot change the source of supply in a short period of time. Consumers' dissatisfaction precedes the departure from a hotel enterprise and a decrease in sales and profit. Consumers who are very dissatisfied usually do not complain, but leave the enterprise. In order to maintain market participation, new consumers must be attracted. Acoording to Marinković et al., (2013) "Hence, the elements other than food which are of importance to the guest, and which trigger satisfaction and revisit intention in restaurants, must be identified" (p.312). Customer satisfaction or dissatisfaction depends on how much the purchase of a product or service met their expectations both in terms of feelings as well as the comparison of performance of a product or service in relation to competitive products or services.

Milisavljević (2006), as the most famous author in the field of marketing in our country, starting from the illustration of quadrant data analysis of satisfaction provided by Daniel and Gateas (2006), states that if an enterprise creates sufficient number of satisfied and loyal consumers, it will meet the basic prerequisite for achieving long-term profitability. This is in line with previously illustrated concept of satisfaction as a function of expectations and performance of products or services. In other words, expectations and performance determine the profit of each enterprise, and therefore the hotel enterprise. It is stated that there are four reasons why customer satisfaction reduces costs. Firstly, it costs less to retain existing consumers than to attract the new ones. It is estimated that on average, the costs of attracting new consumers are almost five times higher than the retention of existing consumers. Secondly, increased consumer satisfaction reduces dealing with complaints, which leads to a decrease in operating costs. Thirdly, existing consumers give a possibility to an enterprise to reduce transaction costs. This is especially true when it comes to consumers who buy large quantities, which allows economies of scale in the activities such as distribution, invoicing and maintenance. Finally, satisfied customers increase the productivity of staff in the enterprise, which leads to a reduction in operating costs. The hotel enterprise can always increase the level of consumer satisfaction by lowering prices or improving the service quality. However, this rarely results in profit reduction, and this is certainly the least desirable business option. Therefore, the purpose of the hotel enterprise's orientation to reaching a higher level of consumer satisfaction is to offer them greater

value in products and services at adequate prices, which is at the same time profitable for the enterprise. Finally, what is crucial in this paper, when it comes to analyzing hotel enterprises about the impact of customer service on the financial performance of hotel enterprises, is that the process of value creation is not based on the traditional formula where it begins with input and ends with output. According to Andjelković (2018) "input to create output comes from interaction with service users that the company sees as partners" (p.274).

The quality of hotel services as a determinant of satisfaction and a multiplicative factor of tourism development

The quality of hotel services in the function of customer satisfaction and loyalty becomes a key factor in choosing a tourist destination. This approach predetermines the content of this part of paper illustrating the multidimensional significance of the quality of hotel services, their relationship with consumer satisfaction and the multiplicative factor of tourism development. The fact that hotel facilities with their content are vital resources without which the development of tourism is impossible and which, with their service quality, build the image and the brand, have a decisive impact on the results of the tourist industry. In the modern business management of hotel enterprises, the service quality is a key determinant of customer service satisfaction. This statement is confirmed by numerous researches carried out in the field of tourism and hotel management, based on the assumption that the service quality has impact on the consumer satisfaction. A number of authors confirmed the existence of dependence between these two concepts, that is, the service quality has the impact on the consumer satisfaction of hotel guests (Sivadas et al., 2000; Namkung and Jang 2008; Ryu et al., 2012). Basically, all components of hotel service quality can be classified into two basic groups: tangible and intangible elements of quality. Sekulić (2016), within the empirical researches on the impact of quality on consumer satisfaction, provides a detailed tabular illustration of the definitions of many authors when it comes to tangible and intangible elements of service. According to the mentioned author, the results of the regression analysis have unambiguously shown that the service quality and the hotel image significantly affect the satisfaction of the users of hotel services, while satisfaction with the service quality implies their loyalty. If the quality of hotel services is viewed as the interdependence of the above-mentioned classification: tangible and intangible components of the hotel service, the results of the research show that intangible

component of quality has somewhat greater impact on guest satisfaction compared to tangible. On the basis of this, the results of the research show that intangible component of quality, which depends on the staff services, has a significant impact on guest satisfaction. The results of the descriptive analysis show that the respondents assessed as the best the service quality components related to the "accuracy of the reservation", "accuracy of the bill", "room cleanliness", "availability of rooms in accordance with reservation" and "staff tidiness". On the other hand, the research showed that the respondents assessed as the worst the quality of the internet in hotels as expected, i.e. the basic service of the hotel. Hotel guests gave some lower scores regarding the availability of various hotel facilities, as well as room facilities. Likewise, the hotel guests rated lower the statements that the quality of received service was in line with the ideal and the price they paid, which indicates that it is necessary to increase the service quality in order to bring the hotel's offer closer to the ideal offer. According to Vujić et al., (2017) "Quality of hotel service has positive implications on consumers' satisfaction as service users, therefore on competitiveness when choosing tourist destination" (p.20-29).

Based on the previous discussion, it can be stated that the service quality becomes a key determinant of satisfaction, business performance and competitive advantage of the hotel enterprise. In addition, from the aspect of the participants in the tourist offer, and the hotel as the carrier of the offer, the quality of hotel services is becoming an important determinant of *the multiplicative factor of tourism development*. When there are direct effects from the hotel activity, there is a chain reaction and the development of many other indirect industry branches, that is, the direct effects also cause an increase in indirect effects. Spending of a tourist enterprise (for example hotel), in non-tourist sectors, such as food, beverage, equipment also counts as an indirect impact. The analysis of the concept of a tourist multiplier shows that each spent monetary unit has a multiplicative effect, which in fact means that "a tourist multiplier or multiplicative effects occur when money generated by the tourist consumption of foreign guests in a receptive tourist country or destination is returned through many transactions in the national or local economy, thus contributing to all participants in these transactions through increased income, employment, etc. Namely, money spent by foreign tourists never stops returning (Tiebout, 1960). "It should be emphasized that the structure of tourist consumption is very important, and that the domestic component, that is domestic products, goods and services, should be used

as much as possible. Only then will the true strength of a tourist multiplier, that is, the multiplicative function of tourist consumption, come to light. Therefore, the multiple effects of tourism are seen through the purchase of goods and services produced in the country. The tourist multiplier can be explained by the example of hotel enterprises that spend earned money partly in non-tourist sectors for the purchase of food and beverages, equipment, which represents the income of the producers of these products. Spending of a hotel as a tourist enterprise in non-tourism sectors, counts as an indirect impact on its development. The higher the number of transactions, the greater the multiplier on the condition that the money from tourist consumption is not spent on imported goods. If the import component or savings is higher, the tourist multiplier is lower and vice versa. An analysis of the structure of the tourist product is very difficult to determine, and therefore it is very difficult to find out how much each of the activities directly and indirectly participates in the tourism product (Milićević, 2016). Based on the above mentioned statements, it is necessary to create tax, monetary and credit policy and adapt to tourism development. According to Petrović et al., (2018), "The impact of fiscal policy is great on economic growth, as well as the stability of the financial system and its efficiency" (p. 115-124). This is due to the need to also stimulate those participants who have direct economic effects from tourism spending and who cannot achieve positive business results and financial position due to high investment and business costs they cannot have an impact on. This is particularly the case with hotel enterprises.

Research results

In the first phase of the statistical analysis, the reliability of the designed research model was tested. *Reliability analysis* has determined the Cronbach's alpha coefficient for each individual variable (Staff, Hotel, Reception, Room, Restaurant and Bar, Hotel Facilities, Price, Image) defined by the corresponding statements from the survey. The value of the calculated Cronbach's alpha coefficient for the purposes of this researches indicates that all the variables formed are internally consistent when it comes to respondents from Serbia and abroad. As far as *hotels from Serbia* are concerned, based on the results of a descriptive analysis for the formed variable, it can be concluded that the hotel guests are most satisfied with the Staff (the arithmetic mean is the highest with the value of 6.14), the work of the Reception (6.08) and the work of the Restaurant and Bar (6.00).

On the other hand, guests are least satisfied with the available Hotel Facilities (parking, spa, etc.), where the arithmetic mean is the lowest (5.46). The most homogeneous attitudes of respondents from Serbia are noted in the variable Reception, because the value of standard deviation is the lowest. The variables Hotel and Room follow. When it comes to *hotels from abroad*, the guests are most satisfied with the work of the Reception (arithmetic mean = 6.18), received Room, and only then by the Staff. Guests from abroad are least satisfied with the Hotel Facilities (5.00), which is also the case with guests from Serbia.

The correlation analysis was carried out to determine the level of linear dependence between the observed variables. The results of the correlation analysis are presented for Serbia in Table 1.

Table 1: *Results of correlation analysis*

	Hotel	Staff	Reception	Room	Restaurant	Facilities	Price	Image	Satisfaction	Loyalty
Hotel	/	0.716*	0.689*	0.780*	0.759*	0.578*	0.631*	0.718*	0.714*	0.679*
Staff	0.716*	/	0.725*	0.608*	0.684*	0.525*	0.624*	0.638*	0.684*	0.621*
Reception	0.689*	0.725*	/	0.631*	0.647*	0.516*	0.591*	0.598*	0.648*	0.613*
Room	0.780*	0.608*	0.631*	/	0.741*	0.503*	0.584*	0.634*	0.671*	0.595*
Restaurant	0.759*	0.684*	0.647*	0.741*	/	0.614*	0.702*	0.692*	0.755*	0.687*
Facilities	0.578*	0.525*	0.516*	0.503*	0.614*	/	0.583*	0.582*	0.641*	0.631*
Price	0.631*	0.624*	0.591*	0.584*	0.702*	0.583*	/	0.728*	0.786*	0.771*
Image	0.718*	0.638*	0.598*	0.634*	0.692*	0.582*	0.728*	/	0.779*	0.853*
Satisfaction	0.714*	0.684*	0.648*	0.671*	0.755*	0.641*	0.786*	0.779*	/	0.781*
Loyalty	0.679*	0.621*	0.613*	0.595*	0.687*	0.631*	0.771*	0.853*	0.781*	/

* The value is statistically significant at the level 0.01
Source: *Vujić, M. (2018), Market research of the hotel service users as a factor of tourism development in Serbia, doctoral dissertation, Faculty of Business and Financial Studies, Banja Luka, pp. 188.*

As can be seen from the previous table, all Pearson linear correlation coefficients are statistically significant at the level of 0.01. When it comes to hotels in Serbia, the highest level of linear correlation is present between Loyalty and Image, where Pearson coefficient is 0.853, and this is a strong linear correlation. There is also a strong linear correlation between Satisfaction and Loyalty (Pearson coefficient is 0.781). Hotel is in closest connection with the Room variable (0.780). The Staff is in

closest connection with the Reception (0.725). the Restaurant and Bar variable is in the largest quantitative connection with the Hotel variable (0.759). When it comes to Other hotel facilities, they are in the highest correlation with Restaurant (0.614). And finally, the Price variable is in closest connection with the guest Satisfaction (0.786). All of the above correlations are strong linear correlations. As is the case with a sub-sample from Serbia, in the sub-sample from abroad, all Pearson linear correlation coefficients are statistically significant at the level of 0.01. The highest level of linear correlation is present between Loyalty and Image (0.853), which is the case with hotels in Serbia. There is a strong linear correlation between the Satisfaction and Loyalty of the guests from abroad (Pearson coefficient = 0.893). There are strong linear connections between all variables, while moderate correlations (for example, Hotel Facilities - Reception) can be noticed in several pairs, while weak linear correlations do not exist.

Correlation analysis tested hypotheses H1: There is a correlation between the components of the hotel service offer and H2 structure structure: There is a strong correlation between satisfaction and loyalty of the hotel guests. Between all the variables (value components) there are moderate to strong correlations, which makes *hypothesis 1 proved*. Also, Pearson linear correlation coefficient between Satisfaction and Loyalty is positive and amounts to 0.781 for Serbia and 0.893 for abroad (strong linear correlations), which leads to the conclusion that *hypothesis 2 is proved*.

Through *multiple regression analysis*, the impact of independent variables on the dependent variable was measured (guest satisfaction). If independent variables would have impact one on the other, there would be a problem of multicolinearity, and in that case the values of the beta coefficient (β) showing the impact of independent variable on dependent variable would not be realistic and regression would not yield reliable results (Hanić, 1982). In order to look at the problem of multicolinearity, it is necessary that the values of variance inflation factors (vif - *variance inflation factor*) are less than 10. The value of t corresponds to the beta coefficient, and the higher the t value, the higher the beta coefficient. The results of the conducted multi-regression analysis for Serbia related to satisfaction are illustrated in Tables 2 and 3. Since the inclusion of a large number of variables in a multiple regression model can lead to less accurate results, two regression models are formed. The first model will measure the impact of the Hotel, Staff, Reception and Room variables on the dependent variable Satisfaction. The other model will measure the

impact of the Restaurant and Bar, Facilities, Price and Image on Satisfaction.

Table 2: Impact of independent variables on Satisfaction - Regression *model 1*

Variables	β	t	sig.	vif
Hotel	0.256*	5.522	0.000	3.558
Staff	0.267*	6.494	0.000	2.803
Reception	0.128*	3.182	0.002	2.667
Room	0.227*	5.547	0.000	2.768

* The value is significant at the level of 0.01; R^2=0.702*; F=248.931
Source: *Vujić, M. (2018), Market research of the hotel service users as a factor of tourism development in Serbia, doctoral dissertation, Faculty of Business and Financial Studies, University of Business Studies, Banja Luka, pp. 190.*

The data in the given regression model are suitable for analysis because the values of of variance inflation factors (last column) are less than 10. The determination coefficient is 0.702, which means that 70.2% of the variability of the satisfaction (dependent variable) is described by this model, which means that this regression model is a good one. The value of the determination coefficient is statistically significant at the level of 0.01. All four variables have a statistically significant impact on the satisfaction of guests (all sig values are less than 0.05). In the given regression model, there is also no multicolinearity problem, all data are suitable for analysis (vif <10). The determination coefficient is 0.751, which means that 75.1% of the dependent variable (satisfaction) is described by this regression model. So, this regression model is a good one too. The value of the determination coefficient is statistically significant at the level of 0.01. Also in the Regression model 2, all four variables have a statistically significant impact on satisfaction. When comparing the impact of all eight variables processed in these two regression models, we come to the conclusion that Price has the greatest impact on the satisfaction of hotel guests (since the β coefficient is the highest and amounts to 0.384). The second strongest impact is the hotel Staff. On the other hand, the lowest impact on the guest satisfaction is provided by other hotel facilities (spa, playgrounds, parking, etc.). When comparing the impact of all eight variables processed in these two regression models, we come to the conclusion that for hotels in Serbia the

Price has the greatest impact on the satisfaction of hotel guests (since the β coefficient is the highest and amounts to 0.384).

Table 3: *Impact of independent variables on Satisfaction - Regression model 2*

Variables	β	t	sig.	vif
Restaurant and bar	0.186*	6.632	0.000	2.579
Hotel facilities	0.101*	4.265	0.000	1.861
Price	0.384*	17.210	0.000	2.607
Image	0.238*	8.576	0.000	2.532

* The value is significant at the level of 0.01; R^2=0.751*; F=659.416
Source: *Vujić, M. (2018), Market research of the hotel service users as a factor of tourism development in Serbia, doctoral dissertation, Faculty of Business and Financial Studies, University of Business Studies, Banja Luka, pp. 190.*

The second strongest impact is hotel Staff. On the other hand, the lowest impact on the guest satisfaction is provided by other hotel facilities (spa, playgrounds, parking, etc.). All variables have a statistically significant impact on the satisfaction of guests from Serbia. As for hotels abroad the hotel Facilities ($β = -0.003$) and Reception ($β = 0.109$) do not have a statistically significant impact on the guest satisfaction. When it comes to the remaining variables, Image has the strongest impact ($β = 0.638$), Price has a significant impact ($β = 0.217$), while Restaurant and Bar has the smallest impact ($β = 0.137$). Using the previous two regression models, H3 hypothesis was tested: The hotel service offer components have statistically significant impact on the guest satisfaction. Regression models 1 and 2 show that all 8 analyzed variables have a statistically significant impact on the satisfaction of hotel guests from Serbia, with the Price having the greatest impact. In this case, when it comes to Serbia, the hypothesis 3 is proven. However, when looking as a whole, when it comes to hotels abroad, hotel Facilities and Reception abroad do not have a statistically significant impact on satisfaction, so the hypothesis 3 is partly proven.

Conclusion

The research model in this paper was set up in line with the basic purpose and the subject of the research, that based on the identification of various components of the hotel service offer, we determine and prove the extent

to which they had an effect on the consumer satisfaction in the past, and how they can appear as more efficient drivers of the satisfaction of the hotel service users in the function of increasing the profitability of the hotel enterprise in the future (by improving the service quality, etc.). Based on the empirical research in this paper, the most important components of the hotel services determining its quality and having impact on the guest satisfaction are identified.

The price offered by the hotel has the strongest impact on satisfaction when it comes to the guests from Serbia, while it has a moderate impact on the guests from abroad compared to the strength of impact of other variables (see the results of the regression analysis). Hotels must take care to ensure the satisfaction of their guests by the price, while remaining in the competitive race with other hotels. In addition to the price, *staff* have a key role in ensuring satisfaction (especially with respondents from Serbia). Hotel management is a service industry, where huge part of the service provided largely depends on the service provider itself. Therefore, in order to ensure the guest satisfaction, hotels must motivate and train their staff well. Professional and satisfied staff will provide a high level service, and exactly this has one of the greatest impacts on the guest satisfaction. The results of the research show that the highest level of guests' satisfaction is present exactly because of the hotel staff (in Serbia), and that the staff is one of the factors that most respondents from abroad are most satisfied with. However, when it comes to the price, this is the variable that after additional hotel facilities occupies the penultimate place, which is an indicator for the managers that the decrease in prices of hotel services would definitely lead to the increase in satisfaction. *The room* has a very strong impact on the guest satisfaction, primarily the guests from abroad. Room is the primary service that guests expect when buying and using hotel services, therefore it is very important that functionality, facilities and cleanliness of the room are at the right level. Lack of these characteristics would lead to the guest dissatisfaction. *The image* of the hotel has the strongest impact on the satisfaction of the guests from abroad. Guests will feel more comfortable at a well-knownhotel and will be able to retell about their stay at the renowned hotel to their friends, rather than at a hotel with poor image. *The hotel* variable has a significant impact on the guest satisfaction. Guests will be satisfied and return to the renowned hotel, at a favourable location, with luxurious appearance, etc. even if they are less satisfied with the prices. Hotel management is the industry intended in the first place for rest and relaxation and that is the reason why all those invisible elements, such as

the image, have a very important significance. *The restaurant and bar* variable has no particular statistically significant impact on the guest satisfaction. Hotels are mostly visited for accommodation, while restaurant services are in the second place. Guests will revisit the hotel again if they are in the first place satisfied with the accommodation they received.

The value of the research results given in this paper is reflected in the fact that concrete actions can be carried out, important business decisions can be made and strategies for increasing the satisfaction and loyalty of the guests can be formulated, on the basis of the obtained results. The results of empirical researches raise the level of hotel managers' knowledge about the components of the service offer package that have the impact on satisfaction, as well as about the strength of their impact, which is especially important for the establishment and development of long-term relationships with the users of hotel services and their retention. Such an approach to the marketing strategies of hotel enterprises further leads to the creation of superior i.e. higher value for the consumers as hotel service users, on the one hand, and consequently to the provision of long-term profit to hotel enterprises, on the other hand. Based on this, the components of the value of the hotel service offer in the function of satisfaction of a consumer as a service user are a key factor in achieving not only long-term profitability and the hotel management development, but also the factor of tourism development in our country. Also, the value of this paper is reflected in its international approach, since other countries from our near and wider international surroundings are included in the research.

The tested model provides a reliable basis for future researches on quality and satisfaction of the hotel service users both at the level of individual hotels and at the level of the entire hotel industry in Serbia. The results of the tested hypotheses showed the following:
  - Test H1: "There is a correlation between the components of the hotel service offer structure" showed that among all the variables (service offer components) there are moderate to strong correlations, thus the hypothesis H1 is proven.
  - Test H2: "There is a strong correlation between satisfaction and loyalty of the hotel guests" showed that Pearson linear correlation coefficient between Satisfaction and Loyalty is positive and amounts to 0.781 for Serbia and 0.893 for abroad (strong linear correlations), which leads to the conclusion that the hypothesis H2 is proven.

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- Test H3: "Hotel value components have a statistically significant impact on the guest satisfaction" showed that all 8 analyzed variables, that is hotel service offer components have statistically significant impact on satisfaction of the hotel guests from Serbia, with the Price having the biggest impact. Based on this, H3 hypothesis is proven. However, by observing the hypothesis as a whole, when it comes to the guests from abroad, Hotel Facilities and Reception abroad do not have a statistically significant impact on satisfaction, which on the whole affects that the hypothesis H3 is partially proven.

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