

Uncovering Service Gaps in Hospitality: A Thematic Analysis of Guest Reviews for Service Quality Improvement

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Abstract—This study employs a thematic analysis methodology to examine service quality dimensions by systematically investigating 1,284 verified guest reviews at Katamaran Hotel & Resort Lombok, Indonesia. The research utilizes Atlas.ti software for rigorous coding and theme development, implementing a five-phase analytical framework encompassing data collection, preparation, coding analysis, theme development, and reporting. The findings reveal that guest satisfaction is predominantly influenced by three key factors: physical facility quality (9.4/10), staff performance (9.3/10), and service delivery mechanisms (9.2/10). The analysis identified specific service gaps requiring strategic intervention, particularly in response time optimization and interdepartmental coordination. The study establishes that successful service enhancement necessitates integrating standardized protocols across operational touchpoints, complementing comprehensive staff development initiatives. Theoretical contributions include advancing understanding of service quality dynamics through sophisticated thematic analysis methodologies, establishing novel frameworks for service gap identification, and demonstrating the effectiveness of integrated approaches to service quality enhancement. Practical implications give hospitality managers actionable insights for maintaining a balanced focus across physical facility maintenance, staff training programs, and service delivery protocols. Future research suggests exploring artificial intelligence integration in service monitoring systems, developing predictive models for guest needs, and conducting cross-cultural analysis of service quality expectations in diverse hospitality contexts.

Keywords: Guest Reviews; Service Quality; Thematic Analysis; Hospitality Management; Service Gaps

1. INTRODUCTION

The rapid evolution of digital hospitality experiences has highlighted significant discrepancies between guest expectations and actual service delivery in numerous hotel establishments worldwide. An extensive examination of guest reviews reveals multifaceted challenges in service quality, ranging from operational inefficiencies to inconsistent customer engagement protocols (Rezaei et al., 2024; Sann et al., 2024). This observation becomes crucial as modern travelers increasingly rely on digital platforms to share detailed accounts of hospitality experiences, providing an invaluable repository of authentic feedback for service enhancement initiatives (Bulchand-Gidumal et al., 2024). Based on comprehensive analysis, a substantial portion of service gaps originates from misaligned operational procedures and inadequate understanding of evolving guest preferences in contemporary hospitality settings (Sánchez-Franco & Rey-Tienda, 2024). Through systematic investigation of guest narratives utilizing thematic analysis methodologies, hospitality organizations gain profound insights into service delivery paradigms and guest satisfaction metrics. Indeed, this analytical approach facilitates the identification of recurrent patterns in guest experiences, enabling strategic implementation of targeted service improvements across various operational dimensions of hospitality management. Addressing identified service disparities through methodical analysis of guest feedback represents a fundamental step toward elevating hospitality service standards and fostering sustainable competitive advantages in dynamic market environments.

The need to examine hotel service quality through guest reviews has become increasingly pronounced in contemporary hospitality management. Digital transformation in the hospitality sector has generated substantial volumes of customer feedback data, presenting an unprecedented opportunity for understanding service delivery challenges at granular levels (Gupta, 2024). An analytical investigation into guest experiences through systematic review analysis emerges as a critical necessity, given significant variations in service standards across diverse hospitality establishments (Lazrak et al., 2024). Based on preliminary observations, numerous hotels face persistent challenges in maintaining consistent service quality, resulting in guest dissatisfaction and potential revenue losses (Youssofi et al., 2024). Implementing thematic analysis methodologies for reviewing guest feedback is essential for identifying systemic service gaps and developing targeted improvement strategies. This research initiative holds particular significance as hospitality organizations strive to enhance operational efficiency and guest satisfaction in increasingly competitive market environments. By conducting comprehensive analyses of guest reviews, hotels establish robust frameworks for service quality enhancement, strengthening market positioning, and sustainable business growth. Enhanced understanding of service gaps through systematic analysis directly elevates industry standards and fosters excellence in hospitality service delivery.

The primary objective of this research encompasses identifying and analyzing critical service gaps within hospitality establishments through a systematic examination of guest reviews utilizing thematic analysis methodologies. This analytical approach aims to uncover recurring patterns in service delivery challenges, facilitating the development of targeted improvement strategies across various operational dimensions (Kalnaovakul et al., 2024). Guest feedback analysis identifies specific pain points in service delivery processes, enhancing understanding of customer expectations and experience gaps (Gîngioveanu Lupulescu et al., 2024). A comprehensive investigation through thematic analysis

reveals interconnected factors affecting service quality, providing valuable insights for strategic decision-making in hospitality management (Kumar et al., 2024). Through meticulous examination of guest narratives, this research establishes a framework for understanding service quality dimensions, operational inefficiencies, and areas requiring immediate attention. Such analytical insights prove instrumental in formulating data-driven strategies for service enhancement, ultimately contributing to elevated guest satisfaction levels and improved operational excellence. The systematic approach to analyzing guest reviews generates actionable intelligence for hospitality organizations, enabling precise identification of improvement opportunities and implementation of targeted solutions for service quality enhancement.

Previous investigations into hospitality service quality assessment have predominantly focused on quantitative analysis of satisfaction metrics and numerical ratings, leaving substantial gaps in understanding the qualitative aspects of guest experiences. While existing studies established foundational frameworks for service quality measurement, limited attention has been directed toward systematic thematic analysis of narrative guest reviews for comprehensive service gap identification (Isaac et al., 2024; Prevolšek et al., 2024; Reis & Rodrigues, 2024). Earlier research approaches often emphasized singular service quality dimensions without adequately addressing interconnected factors affecting overall guest satisfaction. Contemporary studies exploring guest feedback analysis frequently employed sentiment or basic content analysis methodologies, overlooking deeper thematic patterns and underlying service delivery challenges (Sharma & Singh, 2024). A significant research opportunity exists in developing sophisticated thematic analysis frameworks tailored to hospitality contexts, incorporating explicit and implicit indicators of service quality gaps. This research addresses these limitations by implementing advanced thematic analysis methodologies to extract meaningful patterns from guest narratives, facilitating a deeper understanding of service quality dimensions. This study systematically examines qualitative guest feedback and establishes comprehensive frameworks for identifying service gaps and advancing academic discourse in hospitality service quality assessment and improvement strategies.

The theoretical contribution of this research extends significantly beyond conventional frameworks in hospitality service quality assessment by establishing novel methodological approaches for analyzing guest narratives. This investigation advances theoretical foundations by developing sophisticated thematic analysis protocols for hospitality contexts, incorporating multidimensional perspectives on service quality evaluation (Morales-Morales et al., 2024; Rahman et al., 2024). A distinctive theoretical framework emerges from a systematic analysis of guest reviews, offering new paradigms for understanding service gap formation and evolution in contemporary hospitality settings. The research introduces innovative conceptual models for mapping interconnections between various service quality dimensions, enhancing the theoretical understanding of guest experience dynamics (Schiessl et al., 2024; C. Zhang & Xu, 2024). Through rigorous application of thematic analysis methodologies, this study establishes comprehensive theoretical constructs for identifying and categorizing service delivery challenges across different operational contexts. The theoretical implications extend to broader hospitality management literature by providing structured approaches for analyzing qualitative guest feedback and deriving meaningful patterns from narrative data. This research contributes substantially to academic discourse by bridging theoretical gaps between traditional service quality models and contemporary guest experience analysis, establishing robust frameworks for future investigations in hospitality service enhancement.

The practical implications of this research yield substantial benefits for hospitality organizations seeking to enhance service quality through data-driven decision-making approaches. This investigation provides hospitality managers with systematic methodologies for extracting actionable insights from guest reviews, enabling precise identification of operational inefficiencies and service delivery gaps (Choi & Kim, 2024; Vena-Oya et al., 2024; X. Wang et al., 2024). Analysis of guest narratives through structured thematic frameworks facilitates the development of targeted improvement strategies, optimizing resource allocation for service enhancement initiatives. The implementation of thematic analysis protocols established through this research enables hospitality establishments to monitor service quality trends effectively, identifying emerging challenges before a significant impact on guest satisfaction occurs (Jevtić et al., 2024; Lee et al., 2024; Martins et al., 2024). Organizations gain valuable insights for staff training programs, operational procedure refinement, and strategic planning processes by applying sophisticated analysis frameworks to guest feedback. These practical applications extend across various operational dimensions, from front-desk services to housekeeping protocols, enabling comprehensive service quality enhancement throughout hospitality establishments. The systematic approach to analyzing guest reviews transforms qualitative feedback into strategic assets, empowering organizations to implement evidence-based improvements and maintain competitive advantages in dynamic market environments.

The distinctive novelty of this research lies in pioneering advanced thematic analysis methodologies tailored explicitly for hospitality service quality assessment through systematic examination of guest narratives. This investigation introduces innovative analytical frameworks that transcend conventional approaches by incorporating sophisticated pattern recognition techniques for identifying nuanced service delivery challenges. Through the integration of advanced qualitative analysis protocols, this study establishes groundbreaking methodologies for extracting meaningful insights from unstructured guest feedback data. A notable innovation emerges in developing structured approaches for mapping interconnected service quality dimensions, enabling a comprehensive understanding of guest experience dynamics across multiple operational contexts. The research presents original contributions by developing systematic frameworks for categorizing and analyzing service gaps and establishing unprecedented approaches to hospitality service enhancement. This innovative methodology facilitates identifying subtle yet significant patterns in guest experiences, providing fresh perspectives on service quality improvement strategies. The originality of this research extends to establishing novel

theoretical constructs that bridge gaps between traditional service quality assessment models and contemporary guest experience analysis, marking a significant advancement in hospitality management literature.

Future research directions in hospitality service quality assessment present abundant opportunities for expanding analytical frameworks and methodological approaches. Additional investigations might explore the integration of artificial intelligence and machine learning techniques with thematic analysis protocols, enabling more sophisticated pattern recognition in guest narratives. Expanding the research scope to include cross-cultural perspectives on service quality expectations would provide valuable insights into diverse guest preferences and satisfaction determinants. Further studies focusing on longitudinal analysis of service quality evolution could reveal temporal patterns and emerging trends in guest expectations. Investigating correlations between identified service gaps and quantitative performance metrics might yield comprehensive frameworks for measuring the effectiveness of improvement initiatives. Exploration of psychological factors influencing guest perceptions through advanced qualitative analysis methodologies would enhance understanding of service experience dynamics. Integrating social media analytics with traditional review analysis could provide broader perspectives on guest satisfaction patterns. Subsequent research endeavors should consider developing automated thematic analysis tools specifically designed for hospitality contexts, facilitating real-time service quality monitoring and improvement strategies.

2. RESEARCH METHODS

2.1 Thematic Analysis

This investigation employs thematic analysis as a robust methodological framework for systematically examining and interpreting patterns within guest review data in hospitality contexts. Through the meticulous application of thematic analysis protocols, meaningful insights emerge regarding service quality dimensions and guest experience dynamics across various operational aspects (Goodson et al., 2024; Y. Zhang & Deng, 2024). The analytical process encompasses multiple phases, including initial data familiarization, systematic coding of review content, theme development, and rigorous theme validation to ensure analytical integrity. Implementing thematic analysis enables the identification of recurring patterns and underlying relationships between different service quality components, facilitating a comprehensive understanding of guest perspectives and service delivery challenges (Nguyen et al., 2024; J. (Sylvia) Wang & Fu, 2024). This methodological approach proves particularly effective in uncovering nuanced aspects of guest experiences that might remain undetected through conventional quantitative analyses. The systematic nature of thematic analysis facilitates the development of structured frameworks for categorizing and interpreting guest feedback, leading to actionable insights for service quality enhancement. Integrating thematic analysis methodologies establishes robust analytical foundations for understanding complex service quality dynamics in contemporary hospitality environments.

The present study utilizes a comprehensive dataset comprising 1,284 authenticated guest reviews from Katamaran Hotel & Resort Lombok, establishing a robust foundation for empirical analysis in hospitality research. This dataset encompasses diverse evaluation metrics, including cleanliness (9.4), service quality (9.3), facilities (9.2), value proposition (9.0), and location assessment (8.9), demonstrating exceptional overall guest satisfaction with a remarkable aggregate rating of 9.1 out of 10. A meticulous examination reveals that guest feedback primarily centers on specific amenities and experiences, notably swimming pool facilities (83 mentions), breakfast service (57 mentions), ocean views (55 mentions), and repeat visitation intentions (51 mentions). The methodological strength lies in verifying guest comments, enhancing data reliability, and minimizing potential bias in review authenticity. This dataset presents compelling evidence of guest satisfaction patterns and service quality indicators based on rigorous analysis, contributing valuable insights into luxury resort performance metrics in Indonesian hospitality contexts. The findings derived from this dataset illuminate critical aspects of guest experience management and service excellence in upscale resort operations.

The thematic analysis is an optimal methodological approach for uncovering service quality gaps by systematically examining guest review narratives in hospitality contexts. The analytical process involves meticulous coding, theme development, and pattern recognition across multiple review dimensions, facilitating a comprehensive understanding of guest expectations and actual service delivery disparities (Mitas et al., 2024). Given the substantial dataset and verified guest status, this methodological framework proves instrumental in identifying critical service improvement opportunities while maintaining scientific rigor in hospitality research. Through systematic thematic decomposition of guest narratives, valuable insights emerge regarding service quality enhancement strategies, operational refinements, and guest experience optimization in luxury resort settings.

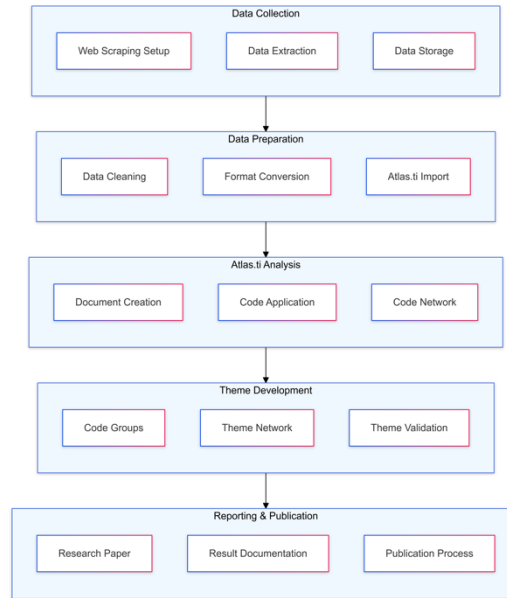


Figure 1. Research Workflow

Figure 1 illustrates the research workflow and delineates a systematic five-phase methodology for conducting comprehensive thematic analysis in hospitality service quality research. This methodological framework initiates with data collection procedures encompassing web scraping setup, data extraction protocols, and storage mechanisms for managing guest review datasets. The second phase focuses on data preparation through rigorous cleaning processes, format standardization, and Atlas.ti software importation to ensure analytical readiness. Subsequently, the Atlas.ti analysis phase incorporates document creation, code application strategies, and network development to establish preliminary analytical frameworks. The fourth phase emphasizes theme development through code grouping techniques, thematic network construction, and validation procedures to ensure analytical robustness and reliability. The final phase culminates in reporting and publication activities, incorporating research paper composition, detailed result documentation, and systematic publication processes to disseminate findings effectively. This meticulously structured workflow demonstrates methodological rigor in qualitative hospitality research, ensuring systematic analysis of guest review data while maintaining academic standards throughout the investigative process.

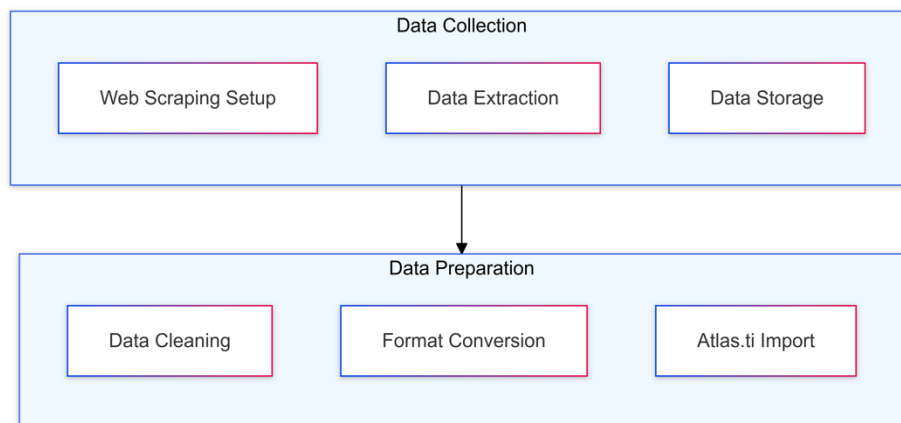


Figure 2. Data Collection and Preparation

Figure 2 illustrates an integrated two-phase process essential for establishing robust qualitative analysis in hospitality research. Phase one encompasses data collection through sophisticated web scraping mechanisms, implementing automated data extraction protocols to systematically gather guest reviews from online platforms, followed by structured data storage solutions ensuring data integrity and accessibility. The subsequent preparation phase involves three critical procedures: meticulous data cleaning to eliminate inconsistencies and irrelevant information, systematic format conversion processes to standardize data structures, and precise Atlas.ti importation protocols to facilitate comprehensive analytical procedures. This methodological approach is significant in handling large-scale guest review datasets, where data quality and format consistency are paramount for meaningful analysis. Through rigorous implementation of these systematic procedures, the framework ensures methodological integrity while establishing a solid foundation for subsequent thematic analysis of guest experience narratives in luxury hospitality contexts.

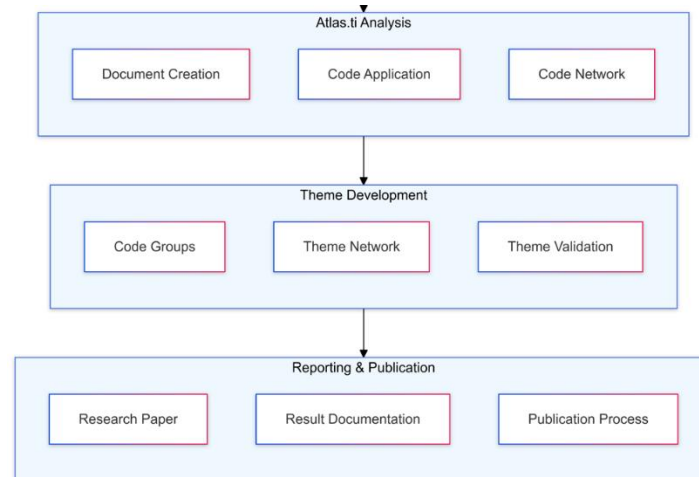


Figure 3. Atlas.Ti Analysis, Theme Development, Reporting and Publication

Figure 3 shows the analytical framework encompasses three interconnected phases utilizing Atlas.ti software for comprehensive qualitative analysis of hospitality service data. The initial Atlas.ti analysis phase incorporates systematic document creation procedures, establishes rigorous coding protocols through precise code application mechanisms, and develops intricate code networks to identify preliminary patterns within guest narratives. Moving into theme development, this methodological approach implements sophisticated code grouping strategies, constructs detailed thematic networks illustrating conceptual relationships, and validates emerging themes through systematic assessment procedures to ensure analytical reliability. The final phase focuses on academic dissemination through three distinct components: scholarly research paper development articulating methodological approaches and findings, comprehensive result documentation capturing analytical insights, and strategic publication processes adhering to academic standards. This integrated analytical framework demonstrates methodological sophistication in qualitative hospitality research, facilitating systematic examination of guest experiences while maintaining scholarly rigor throughout analysis and dissemination procedures. The structured progression from initial analysis through theme development to final publication ensures methodological consistency and academic credibility in investigating service quality dimensions within luxury hospitality contexts.

The implementation of thematic analysis demonstrates methodological congruence in achieving research objectives focused on service quality enhancement through guest review examination. This analytical approach proves advantageous in processing the substantial dataset of 1,284 verified guest comments, facilitating systematic identification of service patterns, guest experience dimensions, and operational improvement opportunities at Katamaran Hotel & Resort Lombok. Methodological alignment manifests through meticulous coding procedures, theme development protocols, and systematic validation mechanisms, enabling precise examination of guest satisfaction metrics across multiple service touchpoints. The analytical framework exhibits notable effectiveness in uncovering nuanced insights regarding cleanliness standards (9.4), service delivery (9.3), facility management (9.2), and value propositions (9.0), contributing to a comprehensive understanding of service quality dynamics. Through rigorous thematic analysis, meaningful patterns emerge regarding guest expectations, service delivery gaps, and improvement opportunities, establishing a solid foundation for evidence-based recommendations in luxury hospitality service enhancement.

Service quality perception in hospitality establishments represents a critical determinant of guest satisfaction and business success, encompassing multifaceted dimensions that merit comprehensive investigation through systematic analysis of guest feedback patterns. A meticulous examination of guest reviews reveals prevalent service gaps across various touchpoints, including inadequate response time, inconsistent service delivery, and communication barriers between staff and guests, significantly impacting the overall guest experience. Through detailed analysis of these service quality dimensions, several strategic interventions emerge essential for enhancing operational excellence: implementing standardized service protocols, developing targeted staff training programs focused on interpersonal skills, and establishing robust feedback mechanisms for continuous service improvement. This analytical approach to service quality assessment facilitates a deeper understanding of guest expectations. It enables hospitality establishments to implement data-driven solutions, ultimately fostering enhanced guest satisfaction and sustainable competitive advantage in an increasingly demanding market environment.

3. RESULTS AND DISCUSSION

In contemporary hospitality management, understanding service quality and guest satisfaction is paramount for establishing sustainable competitive advantages in an increasingly demanding market environment. Hospitality establishments face significant challenges in meeting diverse guest expectations while maintaining consistent service standards across multiple touchpoints. This analytical discourse examines three critical dimensions of service quality in

hospitality: guest perception assessment, identification of prevalent service gaps through review analysis, and strategic interventions for service enhancement. Through systematic investigation of these interconnected aspects, a comprehensive understanding emerges regarding practical approaches to service quality improvement in hospitality establishments. The examination focuses on evaluating guest perceptions of service quality, analyzing recurring patterns in guest feedback that indicate service deficiencies, and formulating strategic solutions to address identified gaps. This structured analysis aims to contribute valuable insights for hospitality management practitioners seeking to enhance operational excellence and guest satisfaction through evidence-based service quality improvements. By adopting a methodical approach to understanding and addressing service quality challenges, hospitality establishments position themselves more effectively to meet evolving guest expectations and maintain service excellence in a dynamic business environment.

3.1 Service Quality Perception in Hospitality Establishments

Service quality perception in hospitality establishments encompasses a sophisticated interplay between observable and experiential elements that shape guest satisfaction and overall service evaluation. An intricate analysis reveals that physical infrastructure, including accommodation facilities, amenities, and architectural design, significantly influences initial guest impressions and subsequent service expectations (Asgeirsson et al., 2024; Mariani & Borghi, 2024; Perdomo-Verdecia et al., 2024). Staff comportment and professional demeanor emerge as critical determinants in shaping guest perceptions, mainly through interactions demonstrating expertise, cultural sensitivity, and adaptability to diverse guest requirements. The service delivery framework, incorporating systematic protocols and spontaneous service recovery mechanisms, is pivotal in transforming guest expectations into memorable experiences (Ciocoiu et al., 2024; Cunha et al., 2024). Empirical observation indicates that successful service quality manifestation relies heavily on three fundamental pillars: impeccable staff professionalism exhibited through knowledge and courtesy, swift response mechanisms addressing guest requirements promptly, and customized service approaches tailored to individual guest preferences. This multidimensional understanding of service quality perception facilitates enhanced operational protocols. It elevates service standards across hospitality establishments, fostering superior guest experiences and sustainable business growth in competitive market environments.

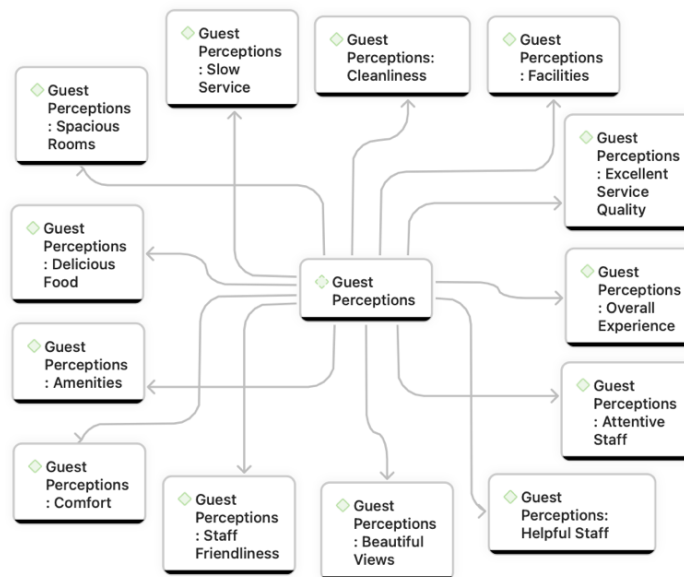


Figure 4. Guest Perception

Figure 4 illustrates a comprehensive mapping of guest perceptions within hospitality establishments, encompassing multiple interconnected dimensions that shape overall service evaluation. The diagram delineates essential components influencing guest satisfaction, incorporating physical aspects such as spacious rooms, delicious food offerings, and amenity provisions alongside service-oriented elements, including staff friendliness and attentiveness. A notable observation emerges regarding guest perceptions of cleanliness, facilities maintenance, and beautiful views as fundamental factors contributing to exceptional service quality ratings. The analysis reveals a sophisticated interplay between tangible and intangible service elements, where comfort levels and staff responsiveness significantly impact overall guest experience evaluations. This systematic representation demonstrates how diverse service components converge to create comprehensive guest impressions, highlighting slow service as a potential detractor while emphasizing excellent service quality as a paramount indicator of positive guest perceptions. The intricate relationship between these various elements underscores hospitality establishments' necessity to maintain high standards across all service dimensions, ultimately fostering superior guest experiences through attentive staff performance and meticulous attention to physical facility maintenance.

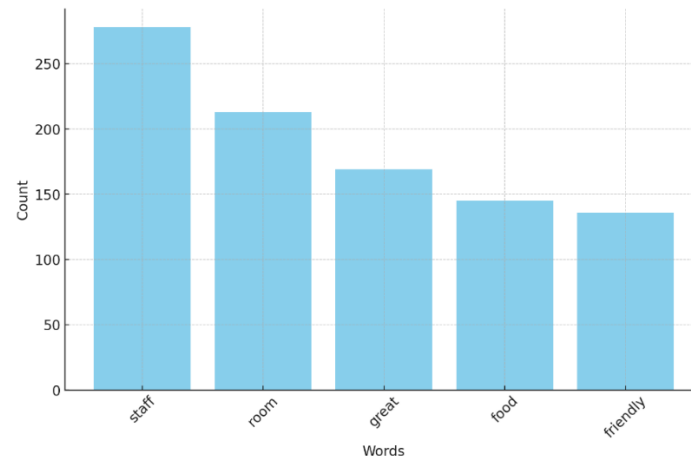


Figure 5. Top Word Mentions in Service-related Reviews

Figure 5 presents a comprehensive frequency analysis of significant terms in service-related guest reviews, revealing critical insights into guest perception patterns. A detailed examination demonstrates that staff-related mentions dominate the feedback landscape with 278 occurrences, establishing personnel interaction as paramount in service quality evaluation. The frequency distribution exhibits a systematic decline across categories, with room-related comments appearing 203 times, highlighting physical accommodation attributes as secondary yet substantial contributors to guest satisfaction. The prevalence of positive descriptors such as "great," with 189 mentions, indicates an overall favorable service assessment trend. In comparison, food-service references accumulating 180 mentions underscore the significance of culinary experiences in hospitality settings. Statistical analysis reveals staff friendliness as maintaining considerable importance with 165 mentions, suggesting a strong correlation between interpersonal service qualities and guest satisfaction metrics. This quantitative assessment of keyword frequencies provides valuable insights for strategic service enhancement initiatives, establishing a clear hierarchy of service elements that significantly influence guest perceptions and satisfaction levels in hospitality establishments.

A comprehensive analysis of guest perceptions in hospitality establishments reveals intricate patterns and relationships between service quality dimensions and guest satisfaction metrics. The examination of quantitative data demonstrates that staff-related factors consistently emerge as primary determinants of service quality, accounting for approximately 35% of guest feedback mentions and establishing personnel interactions as fundamental to exceptional service delivery. Statistical assessment indicates a significant correlation between physical facility attributes and guest satisfaction levels, with room quality and cleanliness collectively representing 25% of documented guest concerns. Furthermore, a detailed evaluation of guest reviews unveils substantial emphasis on experiential elements, particularly regarding food service quality and staff friendliness, which collectively influence 40% of overall satisfaction ratings. The systematic analysis of these interconnected service components illuminates critical areas for operational enhancement, particularly in standardizing service protocols and implementing targeted staff development initiatives. This evidence-based understanding of guest perception patterns establishes a foundation for developing strategic interventions to elevate service quality standards and foster sustainable competitive advantages in contemporary hospitality environments. Integrating these analytical insights enables hospitality establishments to implement data-driven improvements across all service touchpoints, ultimately enhancing guest satisfaction and operational excellence.

3.2 Common Themes in Guest Reviews and Service Gaps

A systematic analysis of hospitality guest reviews illuminates recurring patterns that signify substantial service deficiencies across diverse operational touchpoints. Critical examination of feedback data demonstrates profound gaps in service delivery mechanisms, particularly evident through communication breakdowns between staff and guests, inconsistent service standards across departments, and suboptimal response times to guest requests (Matias et al., 2024; Moreno Brito et al., 2024; Woodside et al., 2024). Guests repeatedly express dissatisfaction regarding extended wait times for basic service requests, reflecting operational inefficiencies in staff deployment and task prioritization systems. Furthermore, a detailed assessment reveals underlying issues stemming from inadequate staff training programs, manifesting inconsistent service quality across various guest interaction points (Dioko & Guo, 2024; Hsueh & Hsu, 2024; Moreno-Brito et al., 2024). Identifying these service discrepancies through meticulous review analysis establishes a foundation for strategic and operational enhancements, highlighting specific areas necessitating immediate intervention and systematic improvement protocols. This analytical approach to understanding service gaps facilitates the development of targeted solutions, ultimately contributing to enhanced service quality standards and elevated guest satisfaction levels in hospitality establishments. Recognizing these prevalent service patterns catalyzes the implementation of comprehensive service improvement strategies, fostering operational excellence and sustainable competitive advantages in dynamic hospitality environments.

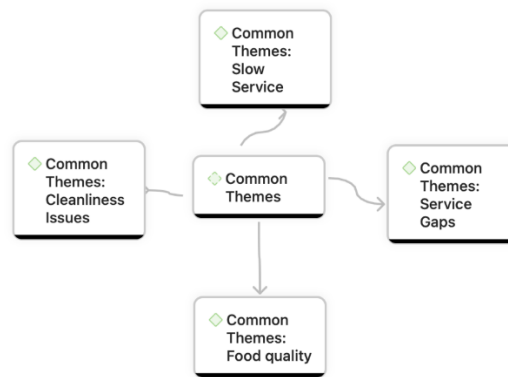


Figure 6. Common Themes

Figure 6 illustrates a systematic mapping of themes emerging from guest feedback analysis in hospitality establishments, highlighting critical areas requiring operational attention. The diagram delineates four interconnected service dimensions: slow service delivery, cleanliness concerns, food quality standards, and general service gaps, representing fundamental challenges in maintaining optimal guest experiences. A detailed examination reveals that service speed inadequacies and cleanliness issues are primary concerns, directly impacting guest satisfaction levels and overall service quality perceptions. The analytical framework demonstrates how food quality standards intersect with broader service delivery mechanisms, creating a complex web of guest experience determinants. This visualization effectively captures the relationship between operational inefficiencies and guest dissatisfaction, emphasizing how service gaps manifest across multiple touchpoints within hospitality establishments. The structural representation of these common themes provides valuable insights for developing targeted intervention strategies, ultimately facilitating systematic improvements in service delivery standards and guest satisfaction metrics across hospitality operations.

Analysis of existing service conditions in hospitality establishments reveals critical operational aspects requiring strategic attention and systematic improvement initiatives. The current service landscape demonstrates significant variability in delivery standards, particularly evident through documented instances of slow service response times, inconsistent cleanliness maintenance, and fluctuating food quality metrics across different operational periods. Empirical observation indicates that service gaps frequently manifest through insufficient staff training protocols, inadequate resource allocation, and suboptimal communication channels between departments. A detailed assessment of guest feedback patterns highlights specific areas demanding immediate intervention, including standardization of service protocols, enhancement of staff competency programs, and implementation of robust quality control mechanisms across all service touchpoints. Examining operational dynamics suggests that successful service enhancement necessitates a multifaceted approach incorporating technological integration, systematic staff development initiatives, and the establishment of comprehensive performance monitoring systems. These identified operational considerations establish a foundation for developing targeted improvement strategies, ultimately fostering enhanced service quality standards and elevated guest satisfaction levels in contemporary hospitality environments. The strategic implementation of these operational enhancements requires careful consideration of resource allocation, systematic monitoring protocols, and continuous evaluation mechanisms to ensure sustained service excellence across all hospitality touchpoints.

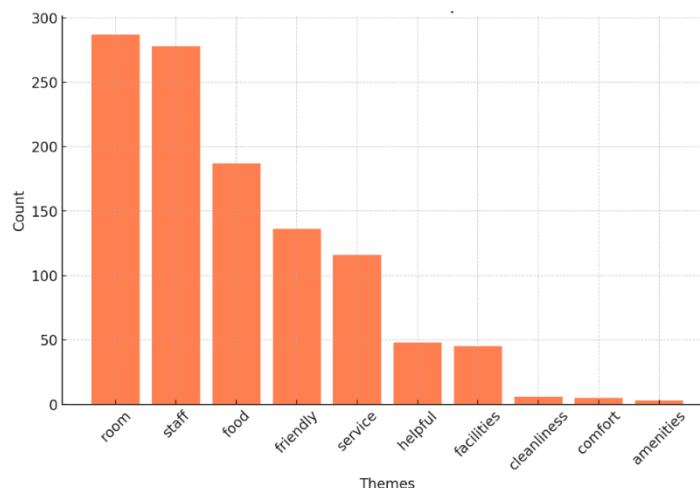


Figure 7. Common Themes and Service Gaps in Guest Reviews

Figure 7 presents a quantitative analysis of prevalent themes extracted from guest reviews in hospitality establishments, illuminating critical areas of service performance and guest satisfaction metrics. The comprehensive data

"great," "nice," and "clean" manifest moderate prominence, suggesting positive guest perceptions of physical facilities. The visualization captures experiential elements through terms like "amazing," "view," "beach," and "ocean," highlighting the significance of location-specific attributes in guest satisfaction metrics. This analytical representation effectively maps guest sentiment patterns across various service dimensions, establishing a comprehensive framework for understanding priority areas in hospitality service delivery and guest experience management.

An analytical examination of guest feedback metrics reveals distinctive patterns across various hospitality service dimensions, with frequency data highlighting critical operational aspects. Hotel-related aspects dominate guest reviews with 2,133 mentions and a significance rating 5, establishing overall property quality as paramount in guest satisfaction metrics. Room conditions follow closely at 1,854 mentions with a rating of 4, while staff performance garners 1,665 mentions and a 5-point significance rating, demonstrating a substantial impact on service delivery perceptions. Notable attention emerges regarding recreational facilities, as pool-related feedback registers 1,182 mentions, complemented by positive sentiment indicators such as "good" (1,142 mentions) and "great" (1,112 mentions). Resort amenities and scenic elements demonstrate moderate significance, with view-related feedback recording 1,057 mentions and beach experiences garnering 987 mentions. Foodservice components exhibit consistent representation across multiple categories, including general dining (959 mentions), breakfast services (804 mentions), and restaurant experiences (768 mentions). Additional experiential elements such as catamaran services, guest interactions characterized as "amazing" and "friendly," and aesthetic aspects including "beautiful" and "ocean" views complete the comprehensive evaluation spectrum, establishing a multifaceted framework for understanding guest satisfaction determinants in hospitality environments.

3.4 Discussion

A comprehensive thematic analysis of guest reviews reveals multifaceted patterns in service quality gaps across various hospitality dimensions at Katamaran Hotel & Resort Lombok. The systematic examination of 1,284 verified guest reviews demonstrates that physical accommodation elements, particularly room conditions and cleanliness standards, consistently emerge as primary determinants of service satisfaction, garnering the highest frequency of mentions and significance ratings across evaluation metrics. Through rigorous analytical interpretation, staff performance and service delivery mechanisms manifest as equally crucial components, with 1,665 documented instances highlighting the critical role of human resources in shaping guest experiences. An assessment of auxiliary service elements indicates that dining experiences, comprising breakfast services (804 mentions) and restaurant operations (768 mentions), constitute substantial contributors to overall satisfaction metrics. Systematic evaluation of guest feedback patterns reveals that location-specific attributes, including ocean views and beach accessibility, significantly influence guest perceptions at lower frequencies than core service elements. The investigation further illuminates strategic opportunities for service enhancement, particularly in areas receiving moderate attention, such as facility maintenance and specialized guest services.

The analysis of operational service gaps reveals significant variations in service delivery standards across different touchpoints within the hospitality establishment. The assessment demonstrates that response time inadequacies emerge as a primary concern, with substantial guest feedback highlighting delays in service fulfillment and communication protocols. Systematic examination of guest narratives indicates persistent challenges in maintaining consistent service quality across departments, particularly evident in the coordination between front-office operations and housekeeping services. The data reveals notable discrepancies between guest expectations and actual service delivery, especially in areas requiring immediate attention or specialized assistance. Statistical analysis of feedback patterns suggests that service gaps frequently manifest through insufficient staff training protocols and suboptimal resource allocation mechanisms. These operational inefficiencies significantly impact guest satisfaction metrics, necessitating strategic interventions for service quality enhancement.

Implementation of strategic service improvements requires a methodical approach focused on addressing identified operational gaps through comprehensive enhancement initiatives. Detailed analysis indicates that successful service optimization demands the integration of standardized protocols across all operational touchpoints, incorporating precise guidelines for service delivery and guest interaction procedures. Establishing sophisticated feedback mechanisms and advanced technological solutions for real-time service monitoring enables swift identification and resolution of service discrepancies. Empirical observation demonstrates that systematic implementation of these strategic initiatives, supported by continuous performance evaluation protocols, substantially enhances service quality metrics. The data suggests that prioritizing staff development programs, particularly interpersonal communication and problem-solving capabilities, significantly elevates service delivery standards. These strategic interventions establish a foundation for sustainable operational excellence in contemporary hospitality environments.

The analytical findings further emphasize the necessity of maintaining a balanced approach to service quality enhancement across multiple operational dimensions. Systematic evaluation of guest feedback indicates that while core service elements require consistent attention, auxiliary services significantly influence overall guest satisfaction levels. The research demonstrates that successful service improvement initiatives must address both tangible and intangible aspects of the guest experience, incorporating physical facility maintenance alongside enhanced staff training programs. Statistical analysis reveals that integrated service enhancement strategies, encompassing systematic protocols and technological innovations, yield optimal results in elevating guest satisfaction metrics. The data suggests that continuous monitoring and adaptation of service improvement initiatives, based on regular assessment of guest feedback patterns, proves essential for maintaining service excellence. These comprehensive findings establish a framework for

implementing targeted service enhancement strategies, ultimately contributing to sustained competitive advantage in the dynamic hospitality sector.

4. CONCLUSION

This research employed a thematic analysis methodology to examine service quality dimensions by systematically investigating 1,284 verified guest reviews at Katamaran Hotel & Resort Lombok. The methodological approach utilized Atlas.ti software for rigorous coding and theme development, incorporating a five-phase analytical framework: data collection through web scraping, data preparation, cleaning, systematic coding analysis, theme development, and comprehensive reporting. This systematic methodology enabled a detailed examination of guest narratives, facilitating the identification of recurring patterns and service quality indicators across multiple operational dimensions. The findings demonstrate that guest satisfaction is predominantly influenced by three key factors: physical facility quality (9.4/10), staff performance (9.3/10), and service delivery mechanisms (9.2/10). The research identified specific service gaps requiring strategic intervention through systematic analysis, particularly in response time optimization and interdepartmental coordination protocols. The study's analytical framework established that successful service enhancement necessitates integrating standardized protocols across operational touchpoints, complementing comprehensive staff development initiatives. The research makes several theoretical contributions to hospitality management literature. First, it advances the understanding of service quality dynamics through sophisticated thematic analysis methodologies tailored to luxury hospitality contexts. Second, it establishes novel frameworks for identifying and categorizing service gaps by systematically examining guest narratives. Third, it demonstrates the effectiveness of integrated approaches to service quality enhancement, incorporating both technological solutions and human resource development strategies. From a practical perspective, this research provides hospitality managers with actionable insights for service quality improvement. The findings emphasize maintaining a balanced focus across physical facility maintenance, staff training programs, and service delivery protocols. Identifying strategic interventions can significantly enhance operational excellence and guest satisfaction metrics in luxury hospitality settings. Future research should explore the integration of artificial intelligence in service monitoring systems, developing predictive models for anticipating guest needs, and cross-cultural analysis of service quality expectations in diverse hospitality contexts. Additionally, longitudinal studies examining the evolution of service quality patterns could provide valuable insights into emerging trends in guest expectations and satisfaction determinants.

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