

CASE STUDY: SERVICE QUALITY GAP

HOTEL VIJAYA, AMSTERDAM

LUSI TARBIYANTI

Saxion University of Applied Sciences, Apeldoorn
Hospitality Business School



Case Study: Service Quality Gap Hotel Vijaya Amsterdam

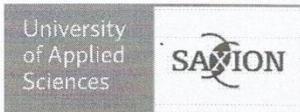
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Student: Lusi Tarbiyanti 418504

Examiner 1: Mr. Erik Van Soest CCMM

Examiner 2: Mrs. Dr. Visnja Schampers – Car

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Declaration of own work statement

I hereby declare that:

- I am fully informed about the Thesis C assessment criteria;
- all the work I have conducted to fulfill these criteria is entirely my own;
- I have not been assisted by any other person, except the coaching offered within HBS guidelines.

Name: Lusi Tarbiyanti
Date: 17 Juni 2019

Signature:



Lusi Tarbiyanti

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Chapter 1 Introduction

1.1 Client Organization

Hotel Vijaya is located in the centre of Amsterdam between the famous Dam Square and Red-Light District. Amsterdam is one of the world's top tourist destination, which gives the hotel a competitive advantage in particular due to its central location. Most touristic attractions are in walking distance of the hotel. Furthermore, Amsterdam Central Station is close to the hotel which conveniently connects the city to Schiphol International Airport as well as all other cities in the Netherland.

Hotel Vijaya is a sole proprietorship currently owned by entrepreneur Ivan Wu. Since its establishment in the 1980s, the hotel has always been a family-owned company. Hotel Vijaya caters to international visitors with intentions of leisure or business. The hotel contains 30 rooms with a maximum capacity of 88 guests per day. The hotel offers single, double, twin, triple, quadruple, quintuple, and sextuple rooms. All of the guestrooms include basic amenities such as toiletries, a smart TV, and a telephone which connects with the reception (available 24 hours/day). Even though the hotel has no wheelchair or elevator access, many older guests and families are still inclined to stay due to its location. The building is typical of old canal houses — steep stairs with a comprehensive arrangement of rooms in various sizes. Many of the guestrooms overlook the canal while the rest offer a quieter view of the neighbourhood.

In September 2018, Mr. Wu has taken charge as the new owner of the hotel and immediately expressed his wish to change the name of the hotel. From July 2019, it is known as the Amsterdam Centre Hotel (Wu, personal communication, February 2019).

The hotel consists of the Housekeeping and Front Office Departments which includes 5 receptionists and 2 housekeepers (of which 80% have been employed for more than ten years). As a small organization, there do not exists any specific departments for Accounting & Finance, Marketing, or HRM. Both Front Office and Housekeeping are led by the management team, which consists of 3 members — Mr. Wu as the General Manager, his wife, and an assistant owner. Mr. Wu is responsible for managing hotel operations such as delivering high-quality service and maintaining financial records. His wife assists with administrative duties such as creating financial reports and purchasing items for the hotel's operation.

Additionally, he has hired one assistant owner to help him manage daily operations. In particular, the assistant owner is responsible for reporting on all activities of the Housekeeping and Front Office departments (both supervising and assisting with the completion of tasks). The assistant owner works closely with all employees and acts as a contact person for the guests and any external stakeholder such as travel agencies or tour operators. The assistant owner is the reporter of this report. The truthiness of subjectivity and objectivity of the report can be found in the part of validity and reliability.

Hotel Vijaya is the second hotel located in Amsterdam owned by Mr. Wu. With more than ten years of experience in the hospitality industry, he has built an extensive network within the Amsterdam Hotel community. This network, in tandem with his entrepreneurial expertise, has helped him achieve his vision of running a big company. Within the scope of this thesis he has acted as the project manager.

1.2 Reason for the Project

Hotel Vijaya online reviews have indicated room for improvement with respect to the current service quality level. As of February 2019, it had a property review score of 5.4, while comparable properties reached an average score of 7.8 (Booking.com Extranet, 2019). Furthermore, the hotel scored 2.7 out of 5 on Expedia, 6.8 out of 10 on Booking.com and 3 out of 5 on TripAdvisor, see Appendix A. As many customers use online searches to find suitable hotels, a negative review can have a significant impact on a property's reputation and as a consequence, on its profit. In addition, positive reviews can build a strong reputation.

According to the client's feedback, the old-looking establishment has been one of the main reasons for Hotel Vijaya's low online ratings. In fact, there haven't been any renovations in the past eight years. Moreover, the old picture of the hotel shown online on Booking.com or hotel Vijaya's Facebook page is entirely different from its state today, see Appendix B. Therefore, Mr. Wu decided to completely renovate the hotel which has been ongoing since January 2019.

In addition to the aesthetic aspects of the building, another important factor is the level of service quality. Approximately 50% of the total customer reviews (109 negative reviews for the staff member and 112 negative reviews for cleanliness, out of 224 in whole) complained about poor service during their stay — especially in regard to cleanliness. However, service quality and cleanliness set the tone of hotel quality as they demonstrate that the owner invests in customer satisfaction. As a consequence, the management of Hotel Vijaya has searched for countermeasures to fulfil all guests' needs with high-quality service in order to create a pleasant stay.

Mr. Wu is directly involved in the daily operations of both hotels he owns in central Amsterdam. He applies a flexible approach in both managing the hotel and the employee. **A flexible approach** means that he gives direct supervision and mentorship to the employee without specifically written guidelines. Together with all three members of the management team, they are working hard to elevate the development of the hotel — especially in regard to the service quality. Since taking over the ownership of the hotel, Mr. Wu and his management team have already spent significant efforts to show hotel employees how to maximize their performance. For example, according to him, the previous owner never used any documentation for the guest registration process (including checking in, checking out, and taking payment). Among six receptionists, there was only one staff member who fully understood how to check in a guest and accept payment. In addition to these sorts of administrative tasks, the comportment of the employee is critical – such as welcoming guests, giving information and suggestions for their stay and wishing them a friendly goodbye. He mentioned that none of the reception staff satisfactorily interacted with guests. Besides that, in the past ten years, the previous owner never supervised housekeeping or assigned anyone to perform this task, resulting in many housekeeping-related issues. For example, according to one review, there were a dirty mop and trash bag in the hallway of the guestrooms during their stay. Moulds in the guest bathrooms and dust all over the property demonstrated the lack of cleanliness. Mr. Wu also observed that the housekeeping staff lacked knowledge of proper cleaning techniques (including the use of chemical cleaning solutions and adequate sterilization and storage of materials). For example, one of the housekeeping staff would often leave all of his cleaning equipment in the hallway simply because he had finished work. On another occasion, the same housekeeper mentioned that he forgot to put it back in place. The competences regarding cleaning as well as behaviour towards the guest were the essential central angles in this problematic situation.

Additionally, the ability of employee qualification in doing their task also plays a role in the way they serve the customers.

From September to December 2018, the new management observed many similar reports about the state of the hotel. Mr. Wu made daily tours of the entire building and often found dirty spots, unarranged cleaning tools, or merely unarranged laundry in the hallway and staircases. Additionally, on the part of administrative matters, he found many errors concerning guest payment and reservations. Due to this, he was obliged to show employees how to do their task even though the management team had always been available in cases of any issues. Despite his efforts, the errors had continued, and he had not yet achieved the results for which he was looking. This experience has also been one of his key concerns, and therefore, he has supported this project in order to identify the root cause of this problematic situation.

Although the significant efforts for renovation and an associated relaunch including a new name of the hotel have shown a positive impact on the customer ratings, the expected improvement has not been achieved yet. After announcing both a new name and the renovation project, employee performance was the last element to fine-tune — All in the name of rebuilding Hotel Vijaya's reputation. Despite Mr. Wu's successful experience managing the first hotel he owned, he acknowledged there were still issues as the majority of staff member had been performing under lesser expectations for at least the last ten years. Besides, the staff member will have to adjust to a new management style as their previous owner provided zero oversight over their work. This situation will be the term "**problem**" for this thesis project.

The gap between the current employee service quality level (which has been rather low) and the management's expectations have driven the need for an investigation to find the solution in closing the gap. In order to achieve better results, it has been necessary that current employees adjust their working habits and attitudes. This thesis report, backed by the support of the whole Hotel Vijaya organization, especially the client, has focused on the analysis of current issues and the development of an effective solution.

1.3 Management Problem and Advice Question

As previously described, the management problem for this thesis is the gap between the currently poor hotel service quality and the management/client's expectation. The client has suggested that the employees need to refine their performance and learn to complete additional necessary tasks.

In regard to the management problem, it has been necessary to develop an effective solution. The solution or project devised within this report is referred to as a measure. Each measure has advantages and disadvantages to its application.

The objective of the advisory part of this thesis is to define which measure is the most effective at closing the service quality gap at Hotel Vijaya. To find the solution to this management problem requires knowledge and effort to discover which measure can best be used to improve the hotel service quality.

This thesis has aimed to advise the company in finding the best solution to answer their management problem. The first step has been to identify the current state of Hotel Vijaya's service quality, while the second step has focused on determining a realistic level of improved service quality that management can expect. The report has not only helped to highlight the magnitude of the gap but also to reveal the underlying reasons. While there have been multiple measures to solve the management problem, not all

would have been equally effective. Therefore, the project has aimed to find a measure tailored to the context of Hotel Vijaya's situation.

Changes on an operational level would have not been sufficient to be the base of the objective of the advisory by strictly defining the problem and measures to solve it but rather a holistic level. Which means that It aims to help the organization create a clear vision of who they are and acknowledging their potential to grow in a more strategic level.

The management question that is answered within the advisory part of the thesis is "In Hotel Vijaya, what are the influencing factors on employee service quality and how is the service quality gap best minimized?"

1.4 Research / Need of information

In order to advise the management, it has been necessary to qualify key enablers for excellent service quality. These findings have been used to implement a solution going forward. The research objectives have been to gain insight into what factors have been causing the service quality gap on the one hand and the available methods to close the gap on the other hand.

The following Main Questions (MQ) have served the need for information. While the Main Questions are broadly stated the research question, and more specific sub-questions (SQ) have been evolved to refine the research question.

Main Question 1: What is a suitable service quality standard for a hotel such as Vijaya Hotel?

Sub-questions

- a) What is the service quality standard?
- b) How can Hotel Vijaya's business features be identified?
- c) What references or examples are available with regard to the quality of service offered in similar hotels?

The first main question has aimed to define the suitable service quality standard for Vijaya Hotel. There are different service standards for each type of hotel, depending on their offerings. For instance, a one-star hotel has a different standard than a five-stars hotel, or a bed & breakfast has a different standard than a luxury hotel. The purpose has been to determine the proper service quality that the client can use to match the company's expectation — the sub-questions have started with the definition of service quality standard. The next sub-question has aimed to identify the type of hotel, facility, product, and service offered by the client's company. This sub-question can also be related to the kind of guests who stay in the hotel. To set proper expectations, the necessity to examine existing service quality standards at a hotel comparable to Vijaya Hotel. This main question has helped this report determine the magnitude of the service quality gap and which measures have used to reduce it.

Main Question 2: Which factors influence service quality?

Sub-questions

- a) Which factors affect service quality?
- b) Which factors cause the low current level of service quality in Vijaya Hotel?

The second main question can be considered the primary subject of this report. By defining which factors influence service quality, the project can further investigate the best way to approach issues related to these factors. The sub-questions have determined the components that makeup service quality and place them in context at Vijaya Hotel.

Main Question 3: What methods/measure would be suitable for improving the service quality offered by the hotel's employee?

Sub-questions

- a) What is service quality improvement methods/measure definition?
- b) Which methods/measures can be used to improve service quality?
- c) Which methods/measures are suitable for Hotel Vijaya?

The last main question has aimed to find the best method/measure to improve the service quality of hotel employees as this is a fundamental component of increasing the overall service quality of the hotel. The sub-questions have started with the definition of service quality improvement and which methods/measures could be used. The third sub-question has explored which methods/measures have been best suited to Vijaya Hotel.

1.5 Reading Guide

Now after the definition of the management problem and the purpose of this project has been elaborated, the following chapter explains the research portion of the project. It begins with a brief introduction of research objectives and questions and follows by the theoretical framework that has elaborated and operationalized the core concept of this thesis project — including the research strategy, method of data collection, and method of data analysis. This section concludes with a presentation of research results and a reflection of the reliability and internal and external validity.

The final part of this report is the advisory section. It begins with a brief introduction of the advisory objectives and questions. It considers alternative solutions and, based on the data presented, ultimately offer a prescription on how to best solve the management problem.

Chapter 2 Research

2.1 Introduction

This chapter describes the research conducted for this report. It starts by addressing the theoretical framework and elaborating on the core concepts investigated in this thesis project. The research methods used for this theoretical framework include a literature review which was conducted through Internet search engines such as saxionbibliotheek.nl and Google Scholar. Defining the research questions as presented in Chapter Introduction was helpful in determining the scope of the literature review. Search terms used included “service quality”, “employee service quality,” “factors influencing employee service quality,” “standard service quality for two stars hotel,” and “measure to improve employee service quality”. Each source identified was reviewed using the AAOCC criteria (see Appendix C) before it was included in this report. This means that, prior to inclusion in this report, sources related to the central topic of service quality had to be analysed and evaluated”?

Furthermore, this chapter describes the research methodology and how findings and conclusions were drawn. Thus, this chapter aims to provide a clear overview of what information is included in this report and how sources were selected

2.2 Theoretical Framework

2.2.1 Core Concepts

Hotel Employee Service Quality

Service quality is a critical component of customer satisfaction (Caruana, 2002). Caruana explained that customer satisfaction is positive when service quality meets or nearly meets a customer’s expectations. Thus, service quality is a matter of customer perception. This statement is supported by other sources that described service quality as a customer’s perception of the totality of the processes and operations involved within service delivery (Seth et al., 2005).

Furthermore, Akbaba (2006) defined service quality as the result of a comparison between a customer’s expectation and his/her perception of the service performance. However, service quality cannot be objectively measured, as evaluating this concept is complicated due to the characteristics of a service

Before addressing further issues related to other core concepts analysed in this report, it is useful to explore the characteristics of service in the hotel industry. There are four characteristics of service: intangibility, perishability, inseparability, and variability (Kotler, 2003). Intangibility means that a service cannot be touched, seen, tasted, heard, or smelled before purchase. Perishability means that a service cannot be stored for later use or sale. Inseparability indicates that a service is a two-way relationship between providers and customers. Finally, variability means that the quality of a service depends on who provides it and where and how it is provided.

In this report, **the quality of hotel employee service** refers to all of the processes and operations associated with the delivery of service in a hotel. These terms include all interactions between hotel employees and customers which are related to the service delivery process and customer satisfaction. As stated above, the quality of these characteristics depends on the employees who deliver it.

Influencing Factors

One of the objectives of this project is to identify the factors that influence the quality of employee service to determine why there is a poor standard of service in the client's organization and to offer a suitable solution for this issue. Many studies have examined the relationship among factors that influence the quality of employee service and how they affect customer perception and satisfaction (Kinyingi, 2018; Tarigan, 2018; Djamereng et al., 2019). Customer satisfaction and customer perception are dependent on the level of service quality delivered (Caruana, 2002). Furthermore, a study has revealed a correlation between location and customer decisions which further affects the perceived service quality and ultimately the service quality itself (Almubark, 2019).

However, in this report, **influencing factors are** those related to employee performance, as they can affect service quality. Given the focus of this study, the sources identified above are insufficient in they do not provide all of the required information.

Liao and Chuang (2004) discussed how service performance can be affected on two levels: the individual level and the store level. The authors examined the potential of both levels to result in sound or poor service quality. Additionally, Kilic and Okumus (2005) stated that factors such as training and development can improve the quality of service offered by employees. This report considers these sources when examining the factors influencing the quality of service provided by employees.

By considering both sources (Liao & Chuang, 2004; Kilic & Okumus, 2005), a number of influencing factors are identified. Furthermore, research shows that these factors can be categorized into three areas, which are presented below.

Individual Level

The individual level focuses on the distinctive professional characteristics of employees and how they see themselves as a part of an organization. A study has identified a link between employees' personalities and their performance (Liao & Chuang, 2004). The authors indicate that the effect of personality traits can be ignored depending on the nature of a job; for example, personality traits are not relevant in jobs that involve no direct contact with guests, such as maintenance or office work. Thus, the personality traits of a particular individual are unlikely to influence overall service quality.

In the case of this project, the relevance of one individual personality is arguably essential and influential, as the quality of the service provided very much depends on the service provider. The same source goes on to state that the individual level defined as employee service performance as their behaviours of serving and helping the customer. Another study states that the orientation of a service organization is determined by its workers (Brown et al, 2002).

Organizational Level

The organizational level focuses on a company's relationship with its employees. The question addressed is what kind of regulatory interventions facilitate high-quality employee service (Liao & Chuang, 2004). A study claimed that organizational support affects individual service performance. Liao and Chuang found much evidence concerning the factors that affect service quality, such as performance incentives and service training.

Aspects of a job that are related to organizational support are resources that assist employees to achieve work goals and reduce job demands, are associated with physiological and psychological costs, and

ultimately stimulate personal growth (Demerouti et al., 2001). Thus, that bottom-up managerial systems can help to improve service quality. This means that an organization needs to support employees in order for them to provide service performance required. Another study also shows this aspect of service quality (Salanova et al., 2005), arguing that organizational resources affect work engagement and service climate, both of which ultimately affect individual service performance.

An example of an organizational-level effort is the implementation of human resources (HR) practices, which can play an important role in helping employees to provide high-quality service (Liao & Chuang, 2004). Therefore, having an HR department can be vital for a company. Human resources practices include, for example, an employee evaluation process, knowledge sharing, and standard operating procedure guidelines intended to create a safe and healthy workplace.

Service Context

The definition of service context in this report is based on several definitions found in the literature which also defined with the terms service climate. Liao and Chuang (2004) defined service climate as an employee's perception of the procedures, practices, and policies in his or her work environment. This means that, when an employee understands his or her organization's expectations with regard to customer service performance, he or she will do something according to the standard procedures. Another study indicates that service climate is also based on employees' perception of organizational practices concerning service quality performance. Thus, service climate involves subjective perceptions, such as how an employee feels at work and his or her motivation (Salanova et al, 2005).

It is possible that there may be a gap between an employee's understanding of organizational expectations and what his or her organization actually expects. Therefore, it is necessary to ensure that employees have the correct knowledge and that their organizations provide support for them. Doing so can ensure a positive service climate, which refers to when employee perceptions are in line with the organization's expectation (Liao & Chuang, 2004).

Salanova et al. (2005) suggested that addressing obstacles and ensuring the availability of appropriate organizational resources create a better service climate. This is because, in order to determine how positive, the service climate is, one must know how an employee performs during his or her shift. An employee's performance is affected by how busy a shift is, how complicated his or her work is, and how much he or she needs to do at any one time. Service context is also very much related to both individual and organizational aspects.

Therefore, **service context in this report** includes factors related to operational factors during employee shifts, such as the number of peak and off-peak moments; the number of tasks, procedures, and complications; and the availability of organizational support during working hours.

Methods and Measures

There are two main layers in a hotel organization: management and the employees. The management team is responsible for overseeing a group of employees, while employees are responsible for following organizational practices. Hotel organizations can have different goals. For example, an article by Prasad and Dev (2000) explored the factors that constitute a company's brand and how brand awareness and value can be increased. Another study discusses how a hotel can use a balanced scorecard to measure success (Denton & White, 2000). Other studies conclude that a service organization can enhance its performance by implementing appropriate practices and routines (Beatson et al., 2008).

The above paragraph is not intended to provide definitions of the term methods and measures used in this report but rather to provide an example of particular organizational practices or initiatives in managing business. In this report, the term methods/measures are understood as referring to organizational practices or initiatives undertaken in the management of a business, with an emphasis on employees. This project aims to advise the client on which methods and measures it can use to improve employee service quality.

2.2.2 The Relationship Among Core Concepts

The theoretical framework presented in this section shows how the three main concepts described above are connected. It uses research from the literature as the basis for describing these relationships.

Organizational support contributes to the improvement of service climate, which eventually affects employee service quality (Salanova et al., 2005). Based on Salanova, HR practices, as organizational practices or initiatives and other managerial practices, are likely to be factors that influence the quality of service provided by employees. In particular, Liao and Chuang (2004) stated that HR practices and service climate, both of which are among the factors that influence service quality, have a significant impact on the quality of service provided by employees.

2.2.3 Personalization

See Appendix D.

2.3 Research Methods

2.3.1 Research Strategy

A research **undertaking** that focuses on a particular organization at a specific point in time and investigates a specific phenomenon in that organization's natural environment (Verhoeven, 2011). This project focuses on the organization of Hotel Vijaya's organization and was conducted on the hotel premises. It aims to solve a particular case, namely a management problem defined as the gap between current service quality and management's expectations. Therefore, **the research strategy** used in this project is conducting a **case study**.

This research strategy is a form of qualitative research, and this method is generally used to understand views and perceptions. In this project, answering the management problem requires an in-depth analysis of certain internal organizational aspects of the hotel. **Therefore, qualitative research is most appropriate for this project.**

Additionally, case studies are used to answer "how" or "why" questions. In this project, the management question is as follows: "What are the factors influencing employee service quality, and how can one close the service quality gap in Hotel Vijaya?"

2.3.2 Data Collection Methods

The data collection methods used in this project are document analysis, interviews, observations, and literature reviews. All data collection methods focused on the same topic: service quality. These four data collection methods were used to improve the validity of the research; the manner in which they contributed is further explained in Section 2.6.4. The use of more than one data collection method, as is the case in this project, is also referred to as triangulation (Verhoeven, 2011).

The document analysis was helpful in establishing the current situation with regard to service quality in the organization, while the literature review helped to set reasonable expectations with regard to the kind of service quality that an organization such as Hotel Vijaya could expect to achieve. In addition, conducting interviews with employees of the organization was helpful in gathering in-depth information on factors influencing the current level of service quality. Moreover, expert interviews were helpful in establishing a goal in terms of service quality and determining ways of achieving it. In addition, the company's operational processes were observed throughout the duration of the research project; these observations were used to support the findings of the document analysis and interviews. The following sub-sections provide in-depth explanations of each method.

A. Document Analysis

Document analysis is a type of qualitative research where documents are interpreted to gain insights into the phenomenon that is being investigated (Verhoeven, 2011). In this project, document analysis was used to investigate the current status with regard to service quality in Hotel Vijaya. According to the client, the poor service quality was apparent from online reviews; guests commented on issues they encountered during their stay, which resulted in negative online reviews. Thus, document analysis was a time-efficient research method that nonetheless fulfilled all of the requirements of this research.

The primary source of documents used in the analysis conducted for this project were online reviews of the company. These reviews were taken from two online travel agent (OTA) platforms that are currently partnered with Hotel Vijaya, namely Booking.com and Expedia. These sources were preferred because only guests who confirmed and completed their stays at the hotel can leave a review on these platforms. Furthermore, both platforms have review guidelines that help to ensure that comments are genuine and relevant (Booking.com Extranet, 2019).

With regard to Expedia, there were two types of documents: Expedia real-time feedback and Expedia guest reviews. Real-time feedback provides information on guests' experiences during arrival, from check-in to entering their rooms. Guest reviews, in contrast, provide information about guests' experiences during their stays. Reviews posted on Expedia between January 2018 and January 2019 were used in this report.

In addition, TripAdvisor was included as a source because it provides information that was considered valuable to investigate in this research. While Google and Yelp are respectively considered the first- and second-ranked general review sites (Review tracker, 2018), TripAdvisor is prominent when it comes to reviewing hotels and destinations. Moreover, TripAdvisor guest reviews provide similar insights to those provided by the other OTA platforms consulted. Such insights were considered valuable for the project, and reviews posted between January 2018 and January 2019 were thus used in this report.

The document analysis focused on reviews addressing service quality left on the three sources identified above in the last 12 months. The exception is Booking.com. To limit the numbers of review from all platforms and to focus on the topic of employee service quality, those used in this report contained relevant comments concerning service quality. Thus, the focus of the reviews was limited. As this project focuses on service quality, the information obtained from the reviews concerns relevant guest comments. Examples of relevant topics include cleanliness, employees, or service provided during guests' stays. To ensure the reliability and relevance of the information obtained, any comment that was not relevant to the topic was ignored. The reviews can be found in Appendix E. No other documentation

was available from within the company. Thus, the document analysis was limited to guests' online reviews.

B. Interviews

This project involved semi-structured interviews. This method **was** used to gather in-depth information from individuals capable of providing valuable insights concerning the phenomenon this project is studying (Verhoeven, 2011). **Semi-structured interviews** are flexible; however, to increase the likelihood of obtaining valuable insights, they are structured to a certain extent. This method allows an interviewee and an interviewer to discuss a topic in the absence of a formal list of questions, but specific guidelines are put in place to ensure that the information gathered is relevant. This method was used to gain insights into the service quality offered at Hotel Vijaya, both current and the ideal situation. Furthermore, a focus group was used according to the following sub-section.

I. Sample Selection

According to Verhoeven (2011), carefully selecting a suitable sample of respondents is crucial in case study research. This study has the objective of gaining insights into both the current and the ideal situation with regard to service quality at Hotel Vijaya. As the service quality gap is primarily affected by employees and the organization has few employees, all of Hotel Vijaya's employees were interviewed, including the client. The goal was to gather information concerning the experiences of these employees and to gain insights into their daily activities and visions for the company.

Additionally, interviews with relevant experts were conducted to determine the ideal service quality within a hotel. The experts were selected from the author's network. The primary goal was to interview managers or teachers who have experience working in a hotel with service offerings and locations similar to those of Hotel Vijaya. Less preferred sources of data included those who work with employees, such as HR, front office, or housekeeping managers, as well as individuals who worked at different types of hotels. However, based on a suggestion made by the project supervisor, an interview was conducted with an HR expert; this interview provided valuable insights into the recommendations derived based on this report.

As the research focused on strategy-related questions, it was essential that the data sources could offer insight into employee service quality. For this project, characteristics such as age or sex were not considered. Interviewing two experts was deemed sufficient to gain insights into employee service quality.

First, the reporter browsed the network list and then selected potential interview candidates. The reporter contacted these individuals to inquire as to interview opportunities via phone or email. The most preferred sources (e.g. hotel managers) were contacted first; if there was no response or if an interview was not possible, then second-best candidates were contacted (e.g. restaurant managers). The same method was also used to contact teachers and HR experts. Teachers and HR experts were contacted first. Human resources experts and managers were trusted to provide information on how they had solved problems involving employees similar to that investigated in this research" or something similar. A list of interviewees can be found in Appendix F.

II. Preparation of the Instrument

It was necessary to prepare the interview instrument prior to the interviews. First, a list of topics was drawn up; this list was used to develop a tree diagram. Based on this tree diagram, an interview guide

was created, which identified the information required, broken up into clusters which were required to meet the goal of the interview. A primary question was formulated for each group, and, from these central questions, follow-up questions were generated. However, follow-up questions were also formulated based on the tree diagram. Once completed, the tree diagram clearly showed each cluster of topics and its main and follow-up questions. The interviews with employees and those with experts had different goals and were thus conducted using different lists of questions.

Since the interviews were semi-structured, structured open-ended questions were required to obtain detailed answers (Verhoeven, 2011). The questions were consecutive, which means that one short, specific question was asked at a time. Furthermore, the questions did not feature any negative associations or lead the interviewees to answer in any particular way. The interviews were conducted in English to match the language used in the report. However, exceptions were made for the housekeeping employees, who could not able to speak English; interviews with these individuals were thus conducted in Dutch, with an English translation being provided in accordance with the project requirements.

The interviews with the experts and those with the employees require slightly different interview guides. To achieve the same interview goals, the questions addressed the same topics; however, the sentences used were slightly adjusted. For example, employees were asked about their opinions concerning their performance, experts were asked about their views concerning standard employee service quality, and the client was asked about his expectations with regard to his employees' service performance. While all of the questions addressed the same topic, namely service quality, this approach allowed information to be obtained from various perspectives Both interview guides can be found in Appendix G.

III. Conducting the Interview

The interview appointments were arranged based on the employees' schedules; to avoid in disturbances during the interview process, the interviews were held outside of working hours. Once a date and time were agreed upon, the interviews were held on the premises of Hotel Vijaya. This location was chosen to establish a formal interview tone and maintain focus on the subject matter. Employee interviews were held in the lobby or the management office. The office was preferred, as it was more confidential than the open hall, but interviews were conducted in both locations depending on their availability. Each location had its own effect, as the office creates more formal atmosphere than the lobby. The interviews with the experts and the client took place in their respective offices. The interviews were recorded and transcribed (see Appendix H).

C. Literature Review

Literature research is a qualitative research method wherein scholarly articles and papers are analysed to obtain information. Literature research is used in virtually all academic fields and was particularly useful in terms of this project's aim of determining the expected standard for service quality at Hotel Vijaya based on investigating the processes of similar hotels. In this way, ideal service quality could be determined based on the literature and the data gathered during the course of this project.

The method used for this literature review was to choose the topic, namely employee service quality, and to define the research question for this project. The scope of the review was the ideal situation with regard to service quality for hotels. Google Scholar was used to broadly search for literature, and SaxionBibliotheek.nl was also used. The keywords used were the same keywords contained in the research questions. For example, for the research question 'what is service quality?', the key terms were

'service quality', 'definition of service quality', and 'service quality in a hotel'. Other key terms used were 'employee service quality', 'factors influencing service quality', and 'measure used in managing a hotel'. The search results for defining the key concepts were assessed based on the AAOCC criteria (see Appendix C).

D. Additional Field Research: Observation

Observational research refers to when a researcher observes ongoing behaviour relevant to a research project (Verhoeven, 2011). Since this report concerned hotel service quality, the observation focused on Hotel Vijaya's employees. The observation used was naturalistic or non-participant, meaning that the researcher did not interact with the observed object.

The attitudes and performance of employees were observed throughout the project timeline. This method was chosen because the findings could be used to justify whether the information from interviews and data analysis were accurate and to note any gaps between the employee interviews and the document analysis. Due to the limited access to permission given by the client to the researcher and to assure the anonymity of the hotel employees, the observations were conducted without any video recordings; only a written list of observations was made (see Appendix I). Photographic evidence was also obtained to support the notes (see Appendix J).

This list was made to collect relevant data for this project and to support the reliability and validity of this research. Given the topic of this project, among the 22 instruments in the SERVQUAL model, some instruments were used as observation ideas (see Appendix K). The 22 instruments are based on the five dimensions of service quality, which have been determined to be more reliable tools (Caruana 2002; Parasuraman 2002). Caruana (2002) noted that the 22 instruments in the SERVQUAL model represent one of the most widely used operationalisations of service quality. In addition, the model consists of clear items that help to measure service quality. In particular, the model was used to identify weaknesses and implement a strategy intended to improve service quality.

Employee performance was observed for approximately 20 hours at the property. Housekeeping was observed for six hours, whereas the receptionist was observed for 14 hours. Non-participant observation method was the observation type. Additionally, continuous observation was conducted during this time, which means that any events that occurred in the given timeframe were included in the findings. The schedule can be found in Appendix L.

2.4 Discussion of the Research

2.4.1 Data Analysis Methods

Once all of the data were gathered, the book *Qualitative Research 1617* was consulted to obtain practical guidance in managing the data analysis process. The data analysis began with an open coding process. Each item of data (i.e. interview transcripts and documents) was divided into fragments that consisted of one or more similar codes. The purpose of this open coding was to summarize the main points. Next, an axial coding process was started using a small number of code trees. This step created one code tree for all of the interview transcripts and another code tree for the documents. The axial codes helped the researcher identify similarities and differences between the transcripts and were implemented to organize the open codes by dividing them into categories.

Since the document analysis and interviews had different open and axial codes based on the information each contained, a separate code tree diagram was formulated (see Appendix M). The actual data analysis is discussed in a different chapter, and the results are included in the conclusion. Each analysis was performed separately based on the document analysis and interview transcript, and the findings were used in the discussion and to answer the research questions.

In addition, the findings of the observation are presented in the form of a table based on the 22 instruments of the SERVQUAL model. Each point identified was treated similar to document analysis by using open code and axial code (see Appendix M) and adding the code to the same tree diagram. Additionally, photographic evidence is included in the discussion of the research findings.

The results of the open and axial coding were used to determine the most important research topics. These topics were organized into code trees that summarized the critical findings from each of the different components of the study. After all of the results were described and highlighted, the outcome was analysed using the gap analysis model. Gap analysis helped to investigate areas of improvement for the company. The steps required to identify both the current and desired situations were taken, which made it possible to identify the gaps between these situations. This gap analysis model helped in connecting the findings, developing conclusions, and formulating recommendations intended to address the service quality gap.

The criteria used to measure service quality must also be described. At the beginning of the report, the analysis of service quality focused on employees' competences in terms of cleaning and behavior towards guests and the relevance of employee qualifications to the successful performance of their tasks. Findings related to these three competencies are revisited in the discussion. Furthermore, another purpose of determining the criteria was to support the conclusion and prove that employees were indeed performing poorly. Otherwise, employees might have stated that their performance was adequate when in fact it was not.

Standard operational procedure (SOP) of the Amsterdam Downtown Hotel was used as a standard of reference for the ideal quality of service (see Appendix O). The SOP of this hotel was chosen because it shares many of the features of the Hotel Vijaya, particularly the fact that it is owned by the same client. In addition to the SOP of the Amsterdam Downtown Hotel, 10 similar hotels were used for comparison purposes (see Appendix P).

In addition, the insights and information from the data collection needed to be confirmed by more than one source. For example, an expert's opinion about standard service quality should be corroborated by another expert's opinion or information from the literature review. This is also the case for document analysis and employee opinion, which can be compared to or confirmed by the observations made of the staff.

2.4.2 Findings

Document Analysis – Online Reviews

As described previously, the documents used for data analysis were online reviews, which were divided into four groups: real-time feedback from Expedia, guest reviews from Expedia, guest reviews from Booking.com, and guest reviews from TripAdvisor. Each document had a separate open code, which was organized into a tree diagram.

Service Staff: Positive Comments

Based on the reviews, several types of positive comments were made about the hotel's service staff. Of the 223 reviews, 114 included positive comments. The most mentioned terms were 'friendly' and 'helpful', such as 'Check in: friendly staff, welcoming, quick, helpful' (1.12; 1.16; 1.50). A guest commented on the helpfulness exhibited by staff in handling complaints or problem solving (4.4). Another guest noted the staff's helpfulness in being informative (4.36).

Furthermore, a guest commented on the staff being kind (3.25; 3.40; 3.145), and another guest noted their hospitality (3.125). Guests also mentioned the staff's professionalism and attitude (2.2). A number of positive comments cited an employees' names (3.98; 4.15; 4.32).

Service Staff: Negative Comments

There were also numerous negative comments made about the staff. Even though there are fewer negative comments than positive ones, the former were quite extensive, including comments such as the staff being rude (1.26; 3.23; 4.21). Other variants included the staff being unwelcoming (3.4), unhelpful (3.12; 3.55), unpleasant (3.39), and unqualified (3.84).

Comments were made about the staff's qualifications. These included 'staff, problem with a reservation, slow' (1.1) and 'The manager spoke no Dutch, strange to say in the Netherlands' (3.134).

Some comments noted that staff provided incorrect information. For example, one review said '(...) that you will take care of it (...) in the evening arrived in the hotel told us that the damage couldn't be fixed...' (2.25). Another reported 'I told the manager about it, and he said he couldn't do anything' (3.75). Some poor scores were also given with no further explanation (3.34; 3.90; 3.96).

Cleanliness: Positive Comments

Despite a number of negative reviews concerning cleanliness, guests also made positive comments online. They commented on the clean rooms: 'nice bed, clean bathroom' (1.13; 1.42). One guest noted the daily room cleaning: '(...) private bathroom with fresh towels every day' (4.33). Guests also mentioned room amenities, such as towels, soap, and shampoo: 'the rooms were arranged daily and replaced towels and bath products' (3.139; 4.12). One of the comments even stated that other negative comments were not valid: 'daily cleaning is done well, clean sheets and clean towels, no bugs or anything like that' (3.62).

Cleanliness: Negative Comments

Of 223 reviews, 112 featured negative comments about cleanliness. Guests mostly noted filth (1.2; 1.4; 1.7; 1.29; 1.32; 1.53; 2.4; 3.9; 3.161) or foul odours (1.25; 1.35). Other comments stated that the hotel 'was smelly and full of small insects (...)' (2.1) and that there was 'mould in the bathroom' (3.21).

Guests also commented on quality of the cleanliness, specifically stating that the hotel 'could be cleaner' (3.14; 3.29; 3.166). One guest said the daily cleaning service was merely superficial (2.23). In addition to the guestrooms, guests also noted the overall cleanliness: 'everything seems to be dirty' (2.12). One guest stated that 'it was disgusting; I wouldn't let a pig stay in the rooms' (3.17).

Analysis of Interview Transcripts

The recorded interviews were transcribed and processed using open coding. A tree diagram was also created based on the interviews.

Comprehensibility

Based on the answers given during the interviews, the employees of Hotel Vijaya had worked at the hotel for three to 10 years (5.1; 6.1; 7.1; 8.1; 9.1; 10.1). All of the employees had held the same position since they started at the company. Their previous working experience was mostly relevant to their current positions, meaning that, in general, employees had sufficient experience and were capable of performing their tasks.

Employees' answers indicated their different educational backgrounds (7.3; 8.3; 9.3). One employee had educational experience relevant to her current positions (6.3), and the rest had largely worked in other hotels or restaurants, which means that they also had experience of the hospitality industry (7.4; 9.4).

One employee mentioned that she had previously worked at the local supermarket (8.4). However, when answering a question regarding the operating procedures and any complications that she may have experienced, she stated that she had no particular issue with her daily tasks (8.26). Her answer was shared by other interviewees (6.30; 7.30; 9.28). However, other employees expressed their discontent with the working conditions: '[I] cannot handle stress' (8.27), and 'I cannot change that fast' (10.15).

Personality Traits

There were several reoccurring themes in the interviews: willingness, effort, consciousness, and autonomy. Employees shared the sentiment that 'we do our best to make sure that the guests are happy' (5.5) (6.5; 7.6; 8.5; 9.6).

The client defined the company's the expectation is that the employees will ensure that service meets the needs or expectations of the customer and the role that an employee plays in it, (...) ensuring the well-being, hospitality, and approach to the guest' (11.1). Experts mentioned the importance of '[being] respectful to customers' (12.2), which is similar to another comment made concerning customers (13.2). They also noted the importance of meeting guests' expectations given that the business in question is a 2-star hotel. Finally, the experts stated the target market 'depends on what the company promises to the guest' (14.2).

Finally, the employees demonstrated a notable degree of autonomy in how they dealt with issues and problems (5.56; 6.33; 7.40). Employees described their willingness to put in extra effort by noting that they would 'double check our work' and making similar statements (5.14) and similar statements (5.65; 7.1; 7.31; 10.16).

Job Satisfaction and Motivational Factors

Many employees noted the importance of training and development (5.9; 6.17; 8.12; 9.13). Experts held the same idea (12.6; 13.6; 14.11).

Employees commented on the types of training they needed on their daily tasks (5.16; 5.24; 7.27) and difficulties they faced with specific tasks (5.52; 10.13). Moreover, comments on other types of training were made, such as safety (5.23; 7.34) and personal development (6.20).

Regarding the approach, employees commented that the company should decide on the type of training and development needed (8.17; 7.21; 9.16). According to the client, 'I would schedule training and schedule [it] in the workplace' (11.9), which is similar to experts' comments (12.9; 13.7; 14.12).

The employees revealed that training would benefit them (5.18; 7.28; 9.17). In contrast, experts observed that 'You have to grow (...)' (12.8).

Training and Development

Many employees noted the importance of training and development (5.9; 6.17; 8.12; 9.13). Experts held similar view (12.6; 13.6; 14.11).

Employees commented on the types of training they needed on their daily tasks (5.16; 5.24; 7.27) and the difficulties they faced with specific tasks (5.52; 10.13). Moreover, comments on other types of training were made, such as safety (5.23; 7.34) and personal development (6.20).

Furthermore, employees commented that the company should decide on the type of training and development needed (8.17; 7.21; 9.16). According to the client, 'I would schedule training and schedule [it] in the workplace' (11.9), which is in accordance with some of the suggestions made by the experts (12.9; 13.7; 14.12).

The employees revealed that training would benefit them (5.18; 7.28; 9.17). In contrast, experts said, 'You have to grow (...)' (12.8).

Evaluation Procedure

Employees noted a lack of evaluation and feedback (5.6; 8.14). They stated that their manager delivered feedback via mail or in brief talks (6.27; 7.37; 9.10; 10.14).

One of the employees gave a suggestion concerning a better evaluation system (8.10; 8.15). Another employee explained the effect of the current approach to providing feedback: 'I honestly feel comfortable knowing that if I make another mistake, nothing will happen' (5.43). Another employee said that 'with more talk (...) I should make it [performance] better' (6.28) and that 'I have to go back and wipe it off' (10.10).

The client explained that the company evaluated employee performance based on online reviews and social media reviews (11.2), as well as employee feedback. He said, 'I use the 360-degree feedback method (...) mapping out the position of an employee then providing feedback' (11.4). Experts also described the importance of creating guidelines (14.8) and giving feedback (13.5; 14.10). They highlighted managers' intentions in creating evaluation criteria (12.3; 12.10; 14.4) and plans on how to implement them (12.4; 12.5; 14.6).

Management Style and Leadership

With regard to management practices, employees noted opportunities for future growth (5.27; 6.19). The client confirmed that there no specialized training or development was available at the company (11.8). Experts referred to using guidelines to measure performance as an example of a best practice in management (14.8) which could serve as a model for management style (13.10).

Employees' comments also highlighted the hierarchical leadership and management style (5.28; 5.33). Employees also noted how the need to defer to an authority limited their work (5.35; 5.59; 5.61; 6.36; 7.7). Moreover, employees also indicated the opportunities available in the company in terms of employee empowerment (6.22; 7.33).

Organizational Communication

Employees expressed their opinions on the communication flow within the organization (5.57; 6.32; 7.41; 8.29). Several employees mentioned the communication system that is currently in place (7.39; 9.27). Furthermore, one employee mentioned that when issues are unresolved, employees can tell guests to contact the management directly (5.60). The client confirmed these statements, saying that

'everyone can always contact me with questions or difficulties' (11.11) and 'supporting employees also play a vital role' (11.17).

Experts discussed the importance of flexibility when leading an organization (12.19). With regard to employees, they suggested 'supporting them by listening' (12.23), 'cooperation' (12.24), and '[being] available and approachable' (13.9).

Observation Analysis

The findings drawn based on the observation reflected the poor performance and service quality. Of 52 points noted by author during the observations, 30 were negative (see Appendix N). Despite some positive observations, there were a number of negative points, the majority of which were related to the staff's lack of responsiveness (15.18; 15.42; 15.39; 15.55) and leaving extra tasks and guests' requests unaddressed (15.6; 15.44; 15.52; 15.56; 15.60).

The housekeeping's poor performance was also captured during the observation, as indicated in Appendix J. Both the photographic evidence and observation notes reflect the findings of the document analysis.

Literature Review

To further investigate employee service quality performance, several types of literatures were consulted. In particular, the literature the examined literature included studies on service quality.

This thesis aims to define the most effective measures for closing the gap between the current and ideal situations in terms of service quality. Before deciding on the most effective measures and, in particular, the most appropriate ones for the hotel in question, however, this section describes the measures that could potentially be applied.

Reward and Punishment System

Liao and Chuang (2004) found that employees who are rewarded are more likely to provide excellent service. This conclusion is similar to that of another study, which found that organizations that appraise employees have more opportunities to improve performance, which fosters loyalty (Salanova et al., 2005). Similarly, organizations that reward well-performing employees contribute to the latter's future development referring to the employees (Dhar, 2015).

Another study revealed that rewards and punishments often strengthen organizational culture, although they may not necessarily benefit as individuals (Baucus & Beck-dudley, 2005). The authors examined the effect of reward and punishment on employees' ethical behaviour and found that they had an adverse long-term impact on employee performance.

Companies such as Singapore Airlines, which frequently wins best service employee awards, use rewards to motivate employees to deliver superior performance (Wirtz et al., 2008). The authors found that such initiatives are the most effective at achieving employee service excellence when paired with training and development programmes, empowerment, and an appropriate recruitment process. The study showed that reward systems are part of broader company initiatives.

Based on these findings, it can be concluded that a reward and punishment system can affect employee service quality performance. However, unless it is coupled with other initiatives, it is not the most effective practice that can be implemented.

Training and Development Programme

Researchers have stated that training and development could contribute to increasing the efficiency and effectiveness of hotel employees, as well as their service performance (Beatson et al., 2008). This means that employees who participate in such training programmes are more capable of doing their work.

Training increases knowledge and skills and consequently improves performance (Liao & Chuang, 2004). An employee who values training is also likely to engage in further self-development (Avcikurt et al., 2011).

Given that the service industry has ongoing development needs, training and development should be a continuous process as the service industry, in particular, has ongoing development needs (Almubarkk, 2019). Training and development are the most influential factors in service performance, as they directly enhance employee engagement with their work, which in turn directly affects performance (Salanova et al., 2005).

For example, Singapore Airlines used training and development to not only motivate employees but also to increase their loyalty (Wirtz et al., 2008). The study noted that the company has invested significant amounts of money in training and retraining. The company claimed that this was a holistic approach to developing its human capital, which, according to the company, is its most valuable asset besides its advanced technology and infrastructure.

In conclusion, the literature seems to suggest that implementing training and development programmes is the most important factor in influencing service performance improvement.

Evaluation Guidelines

Performance evaluations are also essential, as they are relevant to an organization's critical success factors and when making management decisions (Avcikurt et al., 2011). One study suggested that evaluations are one of the primary factors affecting this customer orientation (Brown et al., 2002).

Liao and Chuang (2004) addressed the importance of evaluations in business operations as well as their impact on performance improvement. The authors suggested that a lack of evaluation leads to decreased organizational development. The study connected evaluations with rewards for excellent performance because, if there is no consistency in terms of performance evaluation, the effects of other rewards are reduced. This means that employees with outstanding performance who do not receive favourable evaluations will no longer be affected by performance incentives.

Reviews can serve as a source for evaluations, although specific numbers are required to determine how precise this form of assessment is (Torres et al., 2015). This finding is very much relevant to the present study, as the client mentioned that he is aware of the poor service quality due to reviews. It seems that performance evaluations can significantly influence the service quality of employees working in the service business sector.

Leadership Style

Liao and Chuang (2004) stated that leadership style also affects service performance, although it is not considered as the primary factor in their research. Other factors mentioned in their study, such as training and development, evaluations or rewards, showed a greater impact on the employees' service performance.

Another study suggested that effective leadership needs to be paired with a high level of employee commitment (Almubarkk, 2019). The author suggested that leadership plays a role in service quality because management is responsible for addressing quality-related issues. This fact is stated as a general belief and means that many service companies assign this responsibility to management alone.

Furthermore, Avcikurt et al. (2011) identified management as a top critical success factor, especially in a small-to-medium-sized enterprise, identify which category (in terms of size) the company falls under. The authors suggested that leadership is more important for small organizations than for larger organizations with more clusters and departments.

To conclude, leadership impacts service performance. This topic is very much relevant to the company considered in this thesis. However, for a sole proprietorship company managed by the owner alone, the characteristics and background of the owner must be considered when further investigating leadership (Avcikurt et al., 2011). While efforts to identify a suitable leadership style may have a significant impact, its effect would perhaps be less than that of the other initiatives described.

2.4.3 Connecting the Findings

In the gap analysis model, findings are interconnected. The first question, 'Where is the organization today?', refers to the current service quality performance. The second question, 'Where does the organization want to be/where could it be?', concerns the desired service quality performance. The gap was revealed by examining both questions.

In other words, the first question focuses on performance, while the second focuses on potential. Identifying the gap can reveal what is causing performance to be lower than what the organization desires and what must be improved to reach the organization's potential (see Appendix R)

Issues related to low service quality were identified in a section of this thesis; these issues, as well as the factors that led to them, are presented in Appendix R. These factors were the terms that occurred most frequently in the data analysis. Based on these patterns, solutions are formulated.

2.5 Conclusions

This section presents the conclusions to the research questions.

Main Question 1: What is a suitable service quality standard for a hotel such as Hotel Vijaya?

The first research question focused on defining the term 'standard service quality', followed by a description of Hotel Vijaya's service features, as well as examples and references from hotel competitors. The answer to this question is formulated based on the research findings.

a. What is the service quality standard?

According to the client, the standard service quality is the extent to which the service meets the needs or expectations of the customer and the role that an employee plays in it, including ensuring the well-being of guests, demonstrating hospitality, and being approachable (11.1). Experts define standard service quality in terms of a company delivering on what it promises to its customers (14.2) and respecting what customers expect (12.2). Some experts also state it is the minimum requirement in terms of service quality that a hotel will require to satisfy customer, to please and help customers, make them comfortable, and assist in solving and avoiding potential problems (13.2).

Similar to the experts' opinions, the literature suggests that standard service quality is determined subjectively depending on a company's customers and business targets (Akbaba, 2006). Service quality has a strong relationship with customer retention and loyalty; thus, it also results in higher profits for an organization (Salanova et al., 2005). Several sources also identify service quality as one of the critical factors in ensuring the success of a hotel (Avcikurt et al., 2011; Kilic & Okumus, 2005; Parasuraman, 2002). Therefore, it is vital to determine standard service quality for companies operating in the service industry, such as Hotel Vijaya.

b. How can Hotel Vijaya's business features be identified?

Hotel Vijaya is a 2-star hotel with 30 guestrooms. According to its business features, the standard services provided for hotel guests are regular cleaning, basic facilities, and 24/7 reception. This is the case for all 30 guestrooms.

Both the experts and the literature suggest that, to determine the standard service quality, a company can consider guests' expectations. According to the reviews, guests expect hospitable and professional service that ensures their well-being, a view that is similar to that expressed by the client (11.1). Hospitality is defined as being friendly, welcoming, and helpful. Professionalism refers to staff acting in a helpful and appropriate manner by identifying relevant solutions to guests' issues or providing required information as well as being able to perform tasks (e.g. cleaning properly or checking guests in correctly).

Additionally, based on the Dutch Hotel Classification (NHC), the essential classification criteria for service mean that a property is obliged to make customers aware of the available facilities upon check-in at reception and make such information available in the guestrooms (NHC, 2009). This means that a receptionist has to welcome guests and provide the necessary information about a hotel and its facilities upon guests' arrival and ensure that the same information is available in their rooms. This is in accordance with information that can be found in the SOP with regard to check-in and check-out procedures and what is required to offer an acceptable level of service.

c. What references or examples are available with regard to the quality of service offered in similar hotels?

Research on sole proprietorship hotels in Turkey that are similar to Hotel Vijaya in terms of the number of rooms, ownership, and organizational composition suggests that successful hotels are those whose employees can perform effectively and provide quality service (Avcikurt et al., 2011). Quality service means that employees engage with guests in an appropriate manner, have strong foreign language skills, and are able to use technological equipment. Akbaba (2006) gives examples of factors related to employee service quality, such as being well-groomed, providing prompt service, being willing and available to serve, having the knowledge required to understand guests' needs, and having in-depth occupational knowledge. Both studies mention that uniqueness and personalized service add value to a hotel's service quality.

Since Hotel Vijaya caters to international visitors travelling for leisure or business, having multilingual staff is necessary. As is the case for most hotels in Amsterdam, this requirement is essential due to the number of foreign visitors.

Based on 10 competitor hotels (Appendix P), the standard service is to provide a 24/7 reception service capable of communicating in different languages. Additionally, cleaning and housekeeping services should be performed on a daily basis.

Furthermore, the quality of the 10 competitors can be established based on online reviews. Despite the fact that their average ratings for level of comfort and facilities are low (ranging from 6.5–8.7 out of 10), the level of staff and cleanliness are high (7.3–9.7 out of 10). This means that these hotels can satisfy guests with regard to their staff and cleaning standards.

Main Question 2: Which factors influence service quality?

The second question supports the primary question in this report. First, definition of the factors that influence service quality are provided. These are then placed in the context of Hotel Vijaya with reference to the interview transcripts and document analysis.

a. Which factors affect service quality?

The theoretical framework showed there are three factors influencing service quality: the individual level, the organizational level, and the service context. Aspects of each element can be related to the case of Hotel Vijaya.

The individual level encompasses the unique professional characteristics of an employee, such as his or her competencies, motivations, and job satisfaction. The organizational level represents aspects of the company and organizational efforts to manage employees, such as company practices, policies, and leadership. The service context relates to operational matters during employee shifts, such as task characteristics, challenges, and the availability of organizational support. Based on the client and employee interviews, the factors that influence service are motivational factors (5.49; 10.20), training and development programmes (5.16; 6.20; 7.27), the degree of authority (6.37; 7.7; 9.25), and constructive feedback (6.27; 7.37; 8.10; 9.10; 10.14).

Additionally, Avcikurt et al. (2011) listed the factors that have the greatest influence on service quality in small hotels owned by sole proprietors, such as Hotel Vijaya. These factors are employee skills, level of job training, the ability to use technological equipment, fair payment, and effective leadership.

b. Which factors cause the low current level of service quality in Vijaya Hotel?

The factors influencing the service quality offered by Hotel Vijaya identified in the analysis of the research findings are presented in Appendix R. Before addressing the factors influencing the current low quality of service at Hotel Vijaya, it would be best to describe points of improvement identified in the data analysis. These are staff being unhelpful, unwelcoming, rude, or unpleasant (1.26; 3.4; 3.12; 3.23; 4.21), unqualified (1.1; 1.21; 1.34; 3.84), and bad at offering solutions (2.25; 3.67; 3.75; 3.109; 4.7), as well as the poor overall level of cleanliness in the hotel (1.2; 1.4; 2.1; 3.21; 2.12).

The factors behind these issues were highlighted by the patterns that emerged the interviews and literature review. These factors are a lack of challenge and development (5.22; 7.31; 10.16), complicated procedures (5.11), insufficient instruction and no training (9.26), no awareness (7.24), no appreciation (5.37), limited authority on employee's part (5.35; 5.59; 5.61; 6.36; 7.7), and negative feedback (5.6; 6.27; 8.14).

It seems that the most significant factor influencing performance is the lack of any training or development programme (5.10; 5.27; 6.19; 11.8). Employees believe that it is essential to offer a training

and development programme (5.9; 6.17; 8.12; 9.13). Moreover, most employees offered ideas and suggestions concerning what kind of training would be beneficial (6.18; 8.17; 7.21; 9.16).

Studies also indicate that training and development can increase the service quality provided by an employee (Kilic & Okumus, 2005; Liao & Chuang, 2004). Both experts and the client share the option that this factor is important (12.6; 13.6; 14.11).

Employees' opinions about the benefits of a training and development programme are not limited to improving their knowledge and skills (5.25; 7.28; 9.17). They also said that such a programme would enhance their confidence (5.18; 6.20) and make them feel cared for (5.19). Feeling cared for in an organization is closely related to job satisfaction and motivation that are positively affect performance (Liao & Chuang, 2004).

Based on other comments, it can be concluded that the second most significant factor is there being no specific evaluation process for employee (5.8). However, the client claimed that he uses a particular feedback method to evaluate employees (11.4).

Experts agree that managers need to meet with employees and address issues through effective communication (12.4;13.5; 14.10). This minimizes vagueness in procedures as well as staff's lack of understanding concerning their actual level of service.

Finally, with regard to enhancing their work performance, employees mentioned non-monetary factors more frequently than monetary factors. The company's attention to employee (5.47; 5.98), and appreciation of employees (5.48), the opportunity to develop (5.25; 7.28), and a lifetime contract (9.19) were mentioned. Likewise, the client also noted the need to pay attention to the company's reward system (11.13).

Main Question 3: What methods/measure would be suitable for improving the service quality offered by the hotel's employees?

The last question provides the final piece of information required to offer recommendations intended to address the gap in service quality. Descriptions of the methods and measures that can be used to improve service quality are provided. Then, the methods and measures that are best suited for Hotel Vijaya are explored.

a. What is service quality improvement methods/measures definition?

Based on the theoretical framework, the definition of methods/measures used in this report is company initiatives or practices in managing a business that relate to service quality improvement. In the early 20th century, theorists and practitioners created rules and protocols for modern management (Hamel G, 2008). Examples of initiatives and practices intended to help manage a business are training and development programmes, organizational planning, effective communication, and staff empowerment. Corporate practices and support play an essential role in helping employees to achieve high-quality service (Liao & Chuang, 2004). If such initiatives and practices are correctly planned and implemented, they can help make a business successful, as they are critical success factors on the marketplace (Avcikurt et al., 2011).

b. Which methods/measures can be used to improve service quality?

Based on both the literature and the expert interviews, it was possible to identify methods and measures for improving service quality. Avcikurt et al. (2011) provided several examples of company initiatives,

such as guidelines for standard service quality, international standards for service offerings, market reviews of services provided, unique approaches to service, and service planning cost control. Torress et al. (2015) mentioned that practices such as online customer reviews are widely used among U.S. hotels. In addition, Liao and Chuang (2004) emphasized the use of human resources and organizational support to empower employees, eliminate obstacles, and provide training.

The literature identifies four types of initiatives relevant to the case investigated in this project: reward and punishment, training and development, evaluation, and leadership. Despite the fact that the client confirmed there are no particular managerial practices or guidelines in place beyond his direct mentorship, he offered a future plan to implement training and lecturers (11.9), reduce the workload, develop a reward system, and foster communication (11.12).

One expert also suggested that a structured evaluation process can help to improve service quality (12.3), as well as the importance of a suitable training and development programme based on a company's needs (12.7). Another expert mentioned the importance of an appropriate training and development programme (14.12) and particularly emphasized the use of reward systems to motivate employees. He claimed that such initiatives are essential factors in improving service quality because employees need to be satisfied to provide high-quality service (14.15). Finally, a third expert noted the importance of an evaluation process (13.5), training and development (13.6), and a reward system (13.8) in encouraging team members to improve their performance.

c. Which methods/measures are suitable for Hotel Vijaya?

Before it is possible to determine which method(s) or measure(s) would be best for the hotel in question, it is best to first consider the insights provided by the experts and the literature review. Authority was one of the most commented-on factors influencing service quality. Employees described the limitations that they were subject to in offering services and solutions to guests because they needed to wait for managerial approval, which is provided by the client. Employee empowerment is often cited as a key aspect of motivational practices (Berraies et al., 2014). However, none of the experts mentioned employee empowerment. Furthermore, the client likes to be involved in every employee decision and issue (11.11). Thus, the degree of employee empowerment and leadership style are not appropriate for Hotel Vijaya at this time.

Monetary and non-monetary incentives can also motivate employees. The client stated that the company only offers monetary incentives (11.10). However, an expert mentioned that while both types of incentives affect performance, appreciation is the most reliable way to motivate employees (12.6; 13.8) and improve performance. Appreciation can be translated into a reward system (Wirtz, 2008). However, the literature review suggests that reward systems alone have no greater impact than the other initiatives mentioned.

Rewards can also be part of a training and development programme (Barlett & Kang, 2004). Therefore, implementing a training and development programme is the most suitable way for Hotel Vijaya to improve service quality. The experts noted that training and development can be costly, but they are both useful and vital (12.9; 13.6; 14.12). Employees also stated that training and development are essential and could give them more confidence at work, help them to build trust in and loyalty to the company, and more importantly, increase their ability to perform their jobs. The literature also suggests that training and development seems to be the most critical initiative influencing service performance.

Finally, evaluation can have a significant influence on the level of service quality. The employees' opinion was that the feedback that they were given had no structure and thus did not necessarily improve their performance. While the client claimed that he uses a particular feedback method to evaluate employees (11.4), experts believed that a system of evaluation is needed to clarify work procedures and inform staff about their service performance.

2.6 Validity and Reliability

This part of the report assesses the validity and reliability of the research.

2.6.1 Construct Validity

The validity of a construct can be determined by considering how it has been operationalized and determining whether it adequately addresses (Verhoeven, 2011). For this research, a personalization was developed and applied based on a theoretical framework (see page 6). This research aimed to investigate means of improving service quality at Hotel Vijaya to ultimately provide recommendations for the management of the company. To increase the construct validity of the research project, the report thus focused on measuring service quality and factors influencing it.

The reporter deliberately created variables that are relevant to the main topic, namely service quality. These variables were then added to the personalization as the core concept and used as keywords in the literature search. Furthermore, any relevant sub-concepts identified by examining the literature in greater depth were then added to the personalization. While some sub-concepts could certainly have been explored in greater depth, due to the very broad range of such concepts considered, it was not possible to include all of them (e.g. personality and competencies). The relevance of core concepts and sub-concepts was determined in a subjective manner based on the reporter's understanding of service quality.

Various methods were used to collect data for this research, including document analysis, interviews, and observations, as well as the previously discussed literature review. All of the collected data were analysed using the gap analysis model to ensure that there were clear connections among the results, as explained on page 21 and Appendix R. The aim of using these data collection methods was to improve the validity of this research.

2.6.2 Internal Validity

Internal validity assesses whether research is free from systematic error (Verhoeven, 2011). As mentioned above, this project involved multiple methods of data collection: interviews, document analysis, and a literature review.

All interviews with employees and the client were conducted on the company premises. Employees were assured of anonymity to ensure confidentiality and to secure their trust and thus increase the likelihood of obtaining the required information. The internal validity was enhanced by obtaining insights from the client, employees, and experts, as they provided knowledge about the same context from different perspectives. The six employees consulted, and the client represent a majority of the business' population and were thus appropriate interview subjects. Furthermore, the experts included a teacher with years of experience in leading a hotel, a hotel manager, and the director of a coaching company with expertise in HR.

Additionally, document analysis was performed using online reviews and a literature review. The reviews were taken from the OTA platform that the company has partnered with. The literature reviews focused on research that met AAOCC criteria. The choices with regard to data collection methods and analysis were also guided by a teacher specialised in research and the author's thesis supervisor. Therefore, the internal validity of this research was increased.

2.6.3 External Validity

External validity reflects the extent to which the results of a project can be applied to a similar case in a different context (Verhoeven, 2011). During the course of this project, the author's thesis supervisor suggested the use of observations. Even though the observations were subjective, they were performed methodologically to enhance the external validity of the research. This means that the observations of these circumstances were used to validate the information provided by respondents and online reviews. The observations were conducted during the time provided for this research, and they focused on the daily operational activities of the hotel. The researcher was present at the company at a specific time at a specific time on a specific day of the week. To ensure that employees generally behaved as if they were not under research under observation, the observation was non-participatory.

Due to the fact that the topic of employee service quality is frequently addressed in the literature, employee service quality, the findings of this research can be used to inform similar research on the same topic for other hotel companies. Therefore, the external validity of this study is enhanced.

2.6.4 Reliability of the Research

The reliability of a research study is determined by the number of random errors that can be found in it (Verhoeven, 2011). The significance of the interview data consulted in this report can be assessed by considering several points. All of the interview respondents had no other personal agendas in participating in the research project. The client supported the project and agreed to provide objective answers, while the employees were kept anonymous. Thus, the information provided was objective. Furthermore, the interviews were conducted at the company, although some minor disturbances and noise were noticed during the recording process. In general, the focus of the responses given was strengthened by the fact that the interviews were conducted in a context that gave both the interviewee and interviewer sufficient space, such as the manager's office or the lobby area. In addition, the interviews with the experts were held in their respective offices.

After ensuring that the degree of personalization was sufficient and that all of the relevant terms were understood, interview guide was created. This interview guide was the instrument used in this research project. It was briefly explained in this report that there were two interview guides, one for the experts and one for the members of the organization. Additionally, due to the differing expertise of the respondents, the terms used in the interview questions were altered to make them easier to understand. Nevertheless, the content of the interviews was the same.

Moreover, For the document analysis, the only information considered was limited to relevant comments. This means that, to further increase the reliability of this research, no other feedback was included.

Chapter 3 Advice

3.1 Introduction

This study focuses on identifying the gap between the current employee service quality level and management's expectations. As elaborated in Chapter 2, service quality level is an important component of customer satisfaction and is influenced by factors at the individual and organizational level which are related to employee performance. Service climate, being the employee's perception of the procedures, practices and policies in his or her work environment, has also been identified as an important element in this research.

Based on the online interviews performed with the hotel guests a number of areas have been identified in which the service quality of the hotel did not meet the expectations of the guests. From the interviews with the hotel staff, a number of issues have been identified that are related to the factors mentioned above and as such play a role in the current low level of service quality. Solving these issues should increase the level of service quality, and if improved properly would also meet the expectations of the guests and increase customer satisfaction. This then decreases the gap between current employee service quality and management's expectations.

The objective of the advisory part of this thesis project is to identify and select the most effective measure for closing the service quality gap at Hotel Vijaya. In order to solve this management problem, information gathered from the research outlined in the previous chapter is used to identify the issues relating to the factors that have contributed to the poor service quality. **This section discusses possible alternative solutions that can improve the hotel service quality.**

The management question that is answered in the advisory part of the thesis is as follows: "In Hotel Vijaya, what are the influencing factors on employee service quality and how can the service quality gap best be minimised?"

3.2 Evaluation of Solutions

In order to assess alternative solutions, a number of factors have been identified in this research that have played a role in the low level of service quality provided by the employees of Hotel Vijaya. Guests have perceived the service quality low mainly due to inadequate behavior of the hotel staff, lack of knowledge or inadequacy when offering solutions to the questions raised or problems noted by the guests, and poor cleanliness of the rooms.

From the interviews with the staff, main influencing factors on the employee service quality are insufficient instructions, lack of development and training, limited awareness of their profession and limited appreciation. Please also refer to Appendix R for an overview of the issues and factors.

Following the research findings of this project, the factors that have influenced the low level of service quality are mainly at the organizational level. In line with Liao and Chuang (2004), these factors are related to service training and performance incentives. Additionally, organizational support considered as determining factor of service quality level (Demerouti et al., 2001; Salanova et al., 2005).

In order to address the management problem, alternative solutions are evaluated below. In order to limit the number of options in this chapter, the following alternative solutions are selected from the research results presented in the previous chapter. Several measures and initiatives have been identified that can

be used as alternative solutions to the aforementioned management problem. The alternative solutions are mostly mentioned in the interview of employees, client and also experts. Additionally, the insights derived from the interviews justified by findings from literature and observation. The research findings are elaborated on page 16.

This part of the report elaborates each of solutions and evaluates them based on certain criteria. The alternative solutions are not mutually exclusive and could be combined. However, for the purpose of this project advise will be provided on the most advantageous stand-alone option. An overview of the evaluation criteria is provided in section 3.2.2. Section 3.2.3. evaluates the alternative solutions based on the evaluation criteria. Section 3.3. and 3.4. provides an implementation advise and the financial plan, respectively.

By the end of this chapter, the most suitable advice for the client is presented as the outcome of the thesis project. Based on the research results (see Appendix R), the initiatives are considered as valuable ideas. Additionally, these initiatives are adjusted and tailored to the current situation and specific problem of the company in order to provide suitable advice.

3.2.1 Overview of an Alternative Solutions (AS)

AS 1: Employee Incentives

In literature study and experts' opinions, reward systems such as appreciation and monetary remuneration can help employees to improve their performance based on working motivation factors (5.47; 7.18).

The reward system suggests the initiative to give employees more appreciation **in the form of** employee recognitions on actions that support organizational goal and compensation on variable pay. Furthermore, a reward system can motivate an employee to provide better service and increase his or her loyalty (Liao & Chuang, 2004; Salanova et al., 2005). In accordance with the employees' opinions and experts' suggestions, appreciation can raise employees' performance and make them feel appreciated by non-monetary and monetary remuneration. Appreciation motivates employees' behavior and can improve their performance significantly and is considered the most reliable way to motivate employees (12.6; 13.8).

Accordingly, implementing a reward system seems to be a viable solution to the management question (see page 26). The implementation of employee recognition would enable Hotel Vijaya to motivate its employees to improve their performance and thereby raise the quality of service accordingly. In order to be able to identify those actions that should be rewarded, a proper framework of positive actions should be set up to make it clear for employees what factors would drive better rewards. Also, (internal) feedback process will be relevant here in order for peer colleagues and management to be able to evaluate these actions.

An example of an action that support the organizational goal relating to quality performance improvement, would be when the employee goes an extra mile for its guest. 'Extra mile' in this context is considered when employees provide services with special or increased efforts aiming to gain customer satisfaction and attention, leading to a positive guest feedback. Other employee actions that could be rewarded relates to employee attendance and work quality – for instance based on number of errors made or problem solving done in particular case.

The form of reward can be monetary or non-monetary. For this set of criteria, the company can display a board in the hotel lobby area where management will display the positive guest feedbacks and stories where the guests have experienced outstanding/special service from the employee. The management can also display 'the best employee of the month' based on the least errors made or for the best problem solving. Additionally, the organization can decide to provide a monetary award to the best employee of the month. For example, treat the relevant employee lunch or dinner.

Further the actions above, the organization can provide employees additional compensation in the form of variable pay. For example, giving the employee a variable bonus depending on their performance with regards to service quality over the past period. Feedback on their performance can be collected through guest review about the service quality of specific staff. Guests can be asked to rate specific elements relating to the service provided, such as the staff's communication skills, or the extent to which the staff was helpful. Management would also provide feedback on the employees' performance. Better performance feedback would result in a higher bonus / award. The different reward options discussed above, e.g. compensation on variable pay and employee recognition plan can be re-evaluated and set periodically, for example on monthly or quarterly basis.

AS 2: On-the-Job Training

Training of employees in the hospitality industry has long been identified as one of the most important factors behind higher service quality. Multiple studies have proven that there is a strong correlation between the number of employee training hours and the degree of service quality.

While there are many examples of different types of training programmes, the one that is considered the most appealing to the organisation in addressing its management problem is **on-the-job training**. On-the-job training supports the development of specific employees' competences in completing their tasks. It is a form of employee training that is done in the workplace during execution of actual job through the assistance of trainers or experienced employees.

On-the-job training can often include a combination of various training mechanisms, such as applying shift rotation and cross training. The term 'cross training' refers to training that serves to extend the work scope of employees. For example, receptionists can also be educated in housekeeping activities in order to extend their focus and flexibility. This also aiming to broaden the knowledge at work since front office works closely with housekeeping and vice versa.

Employee will receive mentorship on the correct way to do specific tasks. Since the current employees are not newly hired, most of them have experience in performing the task, however they might have consistently performed the tasks in an incorrect way. This can be identified and corrected during the on-the-job training. The training is tailored in a way that enforces the desirable manner of working from the organization point of view. From the training, the employees are also able to refresh their knowledge about their job.

The on-the-job training will be based on a one on one training, one experienced employee together with the less experienced employee. The length of the program depends on the current capabilities of the employees, the amount and complexity of the desired skills to teach, and the speed in which the employees are able to adapt the desired skills. Therefore, the length (number of on-the-job training) required varies between employees.

Further to visualise the mentorship, for example, a receptionist of Vijaya Hotel will work together on the same shift with a trainer/experienced receptionist. The experienced receptionist will provide explanation and clear instructions to the less experienced receptionist about the desired way of performing certain tasks. The experienced receptionist will then perform the tasks to show and teach the less experienced receptionist. The receptionist is then asked to repeat the task. For the remainder of the shift, the receptionist is supervised by the experienced receptionist. Feedback and improvement points on certain actions / errors will be provided instantly as the receptionist is performing the tasks. Additionally, the employee will be given suggestion on better performance, also if they already performed as expected, they will be given a positive remark. Other than providing specific instructions on certain tasks, other aspects relevant for work can be addressed as well during on-the-job training. For example, the experienced staff can address effective teamwork.

After one shift completed with the tutorial, there will be a short feedback session in which the receptionist and the experienced receptionist evaluate the progress of the performance. On the next shift the same receptionist will be working again with close supervision by the trainer/experienced receptionist. In the end of the shift, another feedback session will be provided regarding the progress of the performance. It is assumed that with each on-the-job training, the employees will learn and improve their service quality.

AS 3: Skills Training

Another solution that has been derived from the research results is skill training. Skills training involve activities that are designed to enhance employee understanding and awareness in their profession. Skills training is focused on getting the required skill set / capabilities to perform specific tasks. It can also tackle areas of the job that are not directly related to the employees' positions. Skill training enhances the quality of the work.

The main difference with this solution and AS2 is that on-the job training is applied directly in the workspace and can address different areas within one work shift, whereas skills training is more likely provided in a classroom setting in the form of role playing for example and very specific to one skill per training session. For example, on the job training will focus on instruction given to the employee for particular task, such as payment process upon check in at the front desk or assigning key for the guest rooms. While skill training will focus on the communication flow during the process, and how to make it more pleasant and professional.

Hai-yan and Baum (2006) listed a range of skills that are considered important especially for the service desk employee that most likely will have a lot of interaction with the guests, such as customer care, communication and leadership qualities. According to authors, such skills set is vital and will determine the success of companies in the service industry.

Therefore, to make the organizational effort on service quality improvement a success, the employer should focus on more than the basic service-specific competencies. That is, more focus should be placed on training of service management and other soft skills such as social skills, attitude and language abilities. This will improve the overall capabilities of service employees and improve the overall performance of the service system.

Skills Training can be varied depending on the relevancy and the need of the company. For example, for Hotel Vijaya training in communication skills can be particularly relevant as both the Housekeeping and

Front Office department need to have a certain level of communication skills to be able to communicate between them, towards management and especially towards the guests. It is therefore suggested to place special focus on communication skills, the Hotel can decide which (other) skills the employees should learn.

Skills training can be provided either in the Hotel or at an external location. There are many examples of communication skills training available in Amsterdam. Most of the training companies specialised in communication skills will provide different types of communication training. For example: conversation techniques, dealing with aggression, or communicating with confidence. The organization can first decide which topic is most relevant for their employees and then choose which training company is able to provide the chosen topic. For Hotel Vijaya, the training can be established as interactive classes to stimulate employees' in the learning process. Interactive activities serve significant effect in improving learner's skills related to communication (Saeed et al., 2016). Interactive classes can be achieved through doing exercises where active participation of the employees is required, an example would be scenario simulation exercise where the employees are asked to apply the specific communication skills in a constructed scenario.

Alternatively, Hotel Vijaya can consult with the training expert first to set up staff training needed and the skill set. Together, a program for the whole year can be set up. The Hotel is charged a membership fee for the first one year. Throughout the year, the organization can evaluate the improvement on employee communication skills and later on decide whether the membership will be extended or not. For example, the Knowledge Academy, a training company based in Amsterdam offers an annual pass for companies that need a training staff program on communication.

AS 4: Standard Operational Procedure (SOP)

According to the information described in the introduction chapter, it was known that Hotel Vijaya had no available Standard Operational Procedure (SOP) or guidelines such as employee work instructions. It defines expected practices on daily operational and plays an important role in service industry business (Childress, A., 2018).

Based on the research, SOPs helps to ensure that employees have structure in completing their tasks. An SOP is a documented method for employees that serves as a working procedure. By providing SOPs, organisations can boost their employees' ability and confidence in their performance. SOPs not only help employees in their daily operational business but also ensure the consistency of standards throughout the organisation.

The results of the research suggest that SOPs should be developed by the organisation by creating step-by-step instructions for particular employee tasks, such as reception's task to prepare departure and arrival lists or the check-in/check-out procedure. These SOPs include instructions on how to assist guests in their departure, such as by offering luggage storage, directions or transportation assistance. The management needs to inform the employee on how to use the SOP. For housekeeping, the SOPs can provide step-by-step instructions on how to clean the rooms and information about the use of chemicals and cleaning tools. Hotel Vijaya can see the example of SOP taken from another fellow hotel (see Appendix O).

3.2.2 Overview of Criteria for AS Evaluation

Before presenting the advice to the client, it is necessary to evaluate the alternative solutions to ensure that they meet the client's specifications and can solve the management problem. The requirements need to be specific, measurable, attainable, relevant and timely (SMART). The criteria were adapted and based on client wishes that were provided in the initial plan of this project (Wu, personal communication, February 2019) and from online article by Westland, J, (2015).

The client wish is to improve the service quality such that it closes the gap between the current low level of service and the customer's expectations, eventually leading to better review of the hotel. The alternative measures must address the management problem as stated above in an effective way and within the suggested timeframe. Furthermore, the solution should fit in the client's financial budget, the cost of the implementation has to be in line with the organizational budget. Also, employee considerations are taken into account, as they are key in providing service to the guests. Each of these criteria is elaborated in more detail below.

Financial Aspect

As mentioned at the beginning of the project plan, the financial aspect is also a criterion for whether the implementation of the advice is viable or not. This concerns whether the AS involves reasonable costs (specific costs), whether the organisation can fulfil these costs (assignable costs) and when the project can be completed within budget (relevant and time-related costs), the amount and type of expense are determined (measurable costs).

As a new company that has recently been taken over by the client, Vijaya Hotel has no specific yearly budget. However, the client's ambition to improve the quality of the service and achieve organisational goals means that he is willing to provide a budget for a reliable and suitable idea. For this project, the client set a budget of 5,000 euros. Since the service quality improvement can be an ongoing project of the company and as the first year can be the most difficult compared to the following years, the client added that the first-year budget is much higher than any of the following years. As it is the first year of planning, as a higher budget can be expected, for this should not be exceeded by more than 20% of the allocated amount.

Effectiveness (The Impact)

This criterion concerns how the AS impacts the organisation and the magnitude of its effects. The desire of the client concerns enhancement of the service quality performance of employee thereby meeting the service quality expectation of its guests as outlined in the management problem. The extent of the impact of the AS implementation on the organisation should be assessing how the AS contributes to solving the management problem.

Effectiveness is determined by measuring to what extent each of the alternative solutions will improve the service quality. As discussed in the research, service quality is centred on the customer's perception and experience. If the service quality improves this will be noticed by the guests as it will meet their expectations. Better guest experience on service quality will result in better guest reviews and rating for the hotel. Thus, an effective AS is measurable by an increase in the positive customer reviews and better ratings. As customer reviews can only be assessed after the AS has been implemented, this measurement is mainly output driven.

Based on the research findings, the low level of service quality is mainly caused by a lack in service training and performance incentives. Therefore, another way to measure the effectiveness of the AS is to consider if and to what extent the AS addresses these two areas. For example, any solution that increases the number of hours spent on service training would have a positive impact on the individual's opportunity to improve the quality of its service, which then increases customer satisfaction as the employee will be able to apply its improved services to meet the customer's expectation. Also, the better the solution is focused on the specific gap areas, the more effective the solution will be. Similarly, if a solution exposes the employee to performance incentives, this will help solve the issue surrounding appreciation, making the solution more effective.

Since the management problem is in part related to its employees, this criterion also includes the level of corporation and resistance of employee regards to the AS. It means that the level of resistance that the employees will express to the implementation of the AS is considered to be another factor of determining the effectiveness; the less resistance, the higher the effectiveness score.

In sum, effectiveness of AS is measured by an increase in ratings and better guest reviews, as well as the extent in which the AS addresses service training and performance incentives. Furthermore, the AS that will get less push back from employees is considered to be more effective.

Implementation Duration and Timing (Scheduling)

The point of attention for this criterion is how well the alternative solutions fit into the organisation's schedule. The alternative solution implementation needs to be suitably accommodated; the organisation must allow and support its application by dedicating sufficient time for the implementation of the solution. The AS should also be adjustable to the organisational planning, it must fit with management's long-term schedules, for example plans for renovation, promotional events, etc. The better the alternative solution fits the schedule, the higher the assessment score. The AS should also fit with employee's working schedule. Considering that employees work according to varying schedules with flexible hours, the solution should be carried out in the timeframes that each employee is reported for duty.

Thus, the alternative solution that requires the least adjustments or interruptions to the organisation's current schedule is preferred. If any additional adjustments are needed to the organization's current schedule, the solution should not jeopardise the organisation's planning in general.

In the case of additional adjustments and changes to the planning, the time span is measured by determining the difference between the implementation schedules of the alternative solutions and the time frame for the organisation to continue the initial organisation schedule. In other words, this is the timeframe in which the organization must replace the old schedule and adjust to the new one that aligns with the implementation of the alternative solution.

Furthermore, per the client request, the solution should be implemented in the coming quarter, initial results should be visible within 1 year. Results are measured in terms of improved customer satisfaction reflected in receiving better guest reviews. The sooner the AS can solve the management problem, the higher its assessment score.

The Employee Perspective on Simplicity and Cleanness

This criterion takes into consideration the wishes and needs of the employee that the alternative solution must provide cleanness for the employee about the support that the employee will receive in improving their performance. The AS should be easy to understand, it should not be overly complex, otherwise there will be a risk that the employees will not be motivated to follow the alternative solution as it's too complex for the employees to implement, or they do not understand how the AS will support them in achieving the goals.

The employees expect to be supported in order to achieve better service quality in line with the client's and guest's expectations, while there seems to be unawareness on this poor performance based on the research findings. It means that employees do not know why and in which aspects their performance is lacking, and how they can improve their performance. Therefore, the AS should be clear for the employees about what and how to perform better. This can be done through different communication channels, such as e-mail, gatherings, or one on one meetings.

This assessment criterion measures the cleanness of alternative solutions in a way that the employees understand how they will get involved in achieving the organisation's goal on better service quality, what they need to do and how they are expected to perform. Therefore, the easier the instruction and the better the communication about the AS implementation plan for the employees, the better the score.

3.2.3 Assessment score for AS based on Criteria

This part of the report assesses the Alternative Solutions through the evaluation criteria set in section 3.2.2. and elaborates the assessment scores. Among the four ASs, the most suitable and most effective solution will be selected to solve the management problem.

Financial Aspect

With regard to the financial implications, for AS1, the expected costs of providing rewards can be material specifically if it concerns appreciation in the form of monetary incentives. The non-monetary incentives will unlikely result in high costs, as hanging up a board and updating the feedbacks on the board is not costly. However, treating the best employee of the month for free lunch or dinner and variable bonuses depending on employee performance will increase costs periodically.

AS2 is conducted at the workplace through the use of the Hotel's own employees. The additional costs are therefore limited to the scheduling of additional experienced employees during the work shifts that will provide the on the job training. Furthermore, time is required on developing the on the job training routine and evaluation / feedback process. The on-the-job training implementation requires an assumption of the average time spent on employee performance training, coaching and review. Gathering feedback, points of improvement, preparing documents and the lengthiest of these processes, engaging in discussions with employees or the management team, requires coaching and all employees' working hours, which is likely to be costly. The Hotel will therefore incur higher personnel expenses.

Compared to AS2, AS3 can involve higher costs as it requires an external source, which can be extremely costly as the Hotel will be charged a fee for each training, or a membership fee. However, this external source is considered necessary because the client does not have such in-depth in-house expertise or experience in the implementation of such programmes.

Furthermore, AS3 will increase management hours spent on determining the content of the training program and planning for execution. Less time will be required for feedback process, as this will be done by the external company. Also, since the skills training will be provided to a group of employees, time should be made available to the employees to attend the training. During the training, the employees will not be able to work, however they will still be paid as it will be within their working hours.

Based on the above, the cost of an on-the-job training programme is considered to be less than that of a professional development programme following AS3.

With respect to AS4, the SOP, the organisation can produce a set of guidelines itself, as these are more likely to be accurate. This means that the SOP made with necessary information of the most update working instruction. The costs will involve the materials and the time spent in producing them, which mostly be covered by the management team's hourly wage. Also, it will require some instructions or training on the SOP, however these hours will only be occurred when the SOP is being distributed and implemented, and whenever new employees join the company. Perhaps the training on the SOP will be repeated annually. Nevertheless, the expected number of hours required for SOP is considered minimal.

In summary, AS4 has the highest (best) score in the financial aspect, as it does not require significant costs, followed by AS3 and AS2. Although the costs for AS2 and AS3 are difficult to judge, based on the brief elaboration above, it seems that AS3 will involve bigger costs than AS2. AS1 will likely involve less costs, since the Hotel can have some discretion in the setup of the reward system.

Effectiveness (The Impact)

All four ASs affect performance and also require organisational engagement. Both the employees and the client are affected by all four alternative solutions, which contribute to solving the management problem because as is described in Chapter 2, all of the specified ASs can be used to improve performance. However, the significance of the impact in terms of effectiveness will be different between the four AS.

AS1 will require the active role of the client as the provider and planner of the reward system. The more active the client is in the application of AS1, the more effective the solutions will be. The reward board in the hall (AS1) must be continually updated, the variable pay is also subject to changes, depending on the situation. It is assumed that employee motivation will increase when they are rewarded for good actions and behaviour. However, if the employees lack understanding what kind of actions or behaviour the organisation wants, then this solution may not have much effect. Also, this solution may not have a great impact if the employees are not triggered by such incentives.

AS2 and AS3 can be highly effective if well developed, especially if the service problem areas are tackled. Skills training has the advantage that experts are hired to teach the employees. Although the employees and client expressed their opinions about having an internal training programme, an expert or external company can provide a programme that is more effective and efficient in improving the company's performance. Moreover, skills training might involve external company, as it consists of courses that the organisation might not have any expertise in providing. However, skills training may have the disadvantage that the external trainers do not have sufficient knowledge about the specific problem areas as they are not involved in the daily operations. On-the-job training has the advantage that it's performed during in the workspace and the employees are training as they are working. Areas for improvement can be identified immediately and feedback can be provided. Skills training through hiring

external companies will unlikely have the same advantage if they are provided in a classroom setting. Also, on-the-job training will be more effective if it's being provided for a period of time. It's a continuous process where the employees' performance will improve increasingly through continuous feedback and training.

The SOP (AS4) is useful in setting up the guidelines, however it will only be effective if there is a monitoring process and if the employees are being made aware of the SOP. However, it will be less effective compared the other AS as this solution does not directly address the issue.

A crucial consideration is that AS1 and AS4 can be understood as efforts to apply a solution to a problem that is not directly targeting its source. Both are considered indirect methods to improve the employee performance, AS1 focuses on increasing employee motivation, AS4 on the documentation of set of procedures to be applied. AS 2 and AS3 on the other hand, directly target the problem. Based on the above considerations and supported by research and analysis, the on-the-job training (AS2) and skill training (AS3) score the highest for this assessment point. The cause of the problem is not only unmotivated staff but more so because of poorly qualified staff and complicated tasks. Both AS2 and AS3 can provide the team members with support and help to improve their skills, as well as motivating them.

The on-the-job training programme should be the primary measure for any company that aims to improve its employees' capabilities; it can build the employees' performance from a basic operational level with an immediate effect. Furthermore, in accordance with the literature review, skills training can be implemented as a complementary measure to additionally improve the overall service performance. The skill training can also contribute to improvement, but its effects are not as immediate as those of the training programme.

In summary, AS2 scored highest for impact, followed by AS3 and AS1, due to its practical advantage in daily operation, scored higher than the other options. AS4 scored lowest as this solution does not actively address the issue.

Implementation Duration and Timing (Scheduling)

The level of difficulty with regard to the implementation schedule – and whether it is possible and adjustable – also needs to be explained. The application of the employee incentives (AS1) is likely to be uncomplicated, which does not affect any working schedule, but only adds a feature to the organisation in terms of how the management deals with employees. Similar to AS4 – the SOP, whereas the management should make and provide it for the employee. It concerns how to make the current operational processes more structured by using written instructions. Therefore, no specific adjustments are made to the existing employee working schedule.

Meanwhile, the on-the-job training programme (AS2) and skills training (AS3) will involve extensive scheduling. They will require time, place and active involvement from the entire organisation. For instance, the on-the-job training plan will require the targeted employee and the trainer to be in place. Furthermore, with regard to the skills training, employees might need additional allocated hours to attend extra courses. Both ASs might involve observation and evaluation of employees' progress and the results of the programme within the organisation. This step requires significant adjustment and change. Although it is manageable, the client should be aware of the consequences of implementing it.

To conclude, AS1 and AS4 have no specific planning requirement other than the addition of a procedure to the current organisational planning. These alternative solutions scored higher than AS2 and AS3, which require additional time for organisational planning. It means that AS1 and AS4 scored better than AS2 and AS3.

The Employee Perspective on Simplicity and Clearness

Related to employee incentives (AS1), the employees emphasised their desire for more appreciation in addition to consequences for not performing a task in an appropriate way. However, the reward system needs to be clear in what actions will be rewarded. Similar to another ASs, employee expressed their wishes and needs during interviews about lack of training (AS 2&3), unavailable SOP (AS4). AS3 can be clear to employees as the employees will be given an introduction on what the sessions will focus on. AS2 can be less clear to employees if management does not provide clear instructions on the focus for learning. AS4 will be a written document, so if well written this solution is most clear out of all options although it may be difficult to understand therefore not simple.

It can be argued that the four alternative solutions mentioned are supported and affirmed by all of the employees. As the employees' demand clearness on their involvement, it seems that AS2 and AS3 will be simpler for the employees than any other ASs based on its application. For instance, employee will follow on the job training and skills training, and therefore it allows employee to have more clearness due to their direct involvement. While AS1 and AS4 is done by the management team, which of course can still be based from employee input, but the involvement is less than AS2 and AS3 for instance. This may lead to the solution being less clear to the employees.

In summary, compared to all other alternative solution, AS2 and AS3 are considered to be the most suitable option, based on employee's perspective because it serves clarity and opportunity for them to be involve in the implementation. While all other alternative solutions might have an equal score.

3.3 Suggestion for implementation

After assessing all four alternative solutions, based on the aforementioned criteria, the on-the-job training programme is the best alternative solution to serve as advice to the company in this report, and its impact is the reason that it was chosen. As described above, it has a direct impact on employees and is focused on the improvement of performance quality. Although it involves significant costs, the budget that the client has provided is sufficient for its planning, as it takes place within the workplace. Furthermore, the scheduling of the on-the-job training should not be a problem, as the employees will be trained during their usual shifts.

The on-the-job training will involve all receptionists and housekeeping in Vijaya Hotel. The training will also involve a coach from an external company, schoonmaakgoeroe.nl, and the assistant manager of Amsterdam Downtown Hotel. The external coach for housekeeping staff training is chosen because it serves experience and specialist skill that the organization doesn't possess. The assistant manager of Amsterdam Downtown Hotel is chosen due to working experience and working procedure that is similar to Hotel Vijaya. Additionally, it is based on client advice (Wu, personal communication, august 2019).

The first quartile of implementation, the preparation for the first on the job training and search process of suitable coach begin. Follow up to this is the introduction of the plan from the management to all employees. Between receptionists and housekeeping, there are different schedule. The receptionists

attend more training phases than the housekeeping due to complexity of the tasks and different type of shifts. The on the job training consists of coaching on the shift, shift rotation, and cross departmental training. Coaching on the shift is basically session for the coach to explain the employee on how to do tasks. Shift rotation is only applicable for receptionists, it means that each reception will experience to work on different shift. Cross departmental training is basically introduction/overview about each department. During this training phase, housekeeping has an opportunity to experience on how the shift is going on reception desk, and vice versa. The proposal for its implementation is provided below:

Plan: This section establishes the objectives and processes necessary to deliver results in accordance with customer requirements and the organization's policies.

The objectives for the implementation of the AS is that the service quality will increase over the period. This will be measured and monitored through increase of better client feedback. The goal is that 80% of customers leave a satisfied feedback, with a minimum of 7.5 rating for the first semester. This score can be evaluated through the guest review scored from several online travel agent platforms including TripAdvisor.

The processes required to implement the advice will mainly be the development and implementation of an overall on-the-job training program. Also, a process needs to be in place to monitor the progress of the on-the-job training and whether the program is effective. For this purpose, an appropriate schedule should be developed with milestones for evaluation (for example quarterly evaluation of the ratings, monthly management gathering to discuss the progress, sharing results with employees). This will be done at the start of the implementation phase.

In addition, an employee schedule will be developed including the details of the experienced employee that will be the trainer during the work shift. An important aspect of the on-the-job training is that the manager of ADH is also needed to provide the training as the manager is considered to have good experience and knows the organisation's view on service quality. The manager of ADH is the best resource available. Therefore, the schedule will involve planning the manager to work at the hotel.

This process also requires employee involvement as the employees need to follow the schedules. During the on-the-job training, it is important for employees to pay attention on the instruction and mentorship from the external coach and the experienced employee from 'sister' hotel Amsterdam Downtown Hotel. An appropriate meeting will be conducted by management to inform the employees on the purpose of the program and detailed information on the process.

The organization policy is that the training plan should not contradict with the organisation's schedule and should follow the employee's working hours. Also, the plan does not necessarily have to require too many extra hours for each employee and that it is within the budget available.

Do: Implement the process.

The on-the-job training plan can be seen on Appendix S. The on-the-job training plan takes approximately six months for a completed phase. This can be done for all of the employees at the beginning of the plan's implementation and for employees that are hired in the future. Furthermore, employees can initiate the programme in the future if it is necessary; for example, if an employee requests additional training, or if the management feels that an employee has to attend any additional training

Check: This phase is about the monitoring and measuring processes and products against policies, objectives and requirements for the product, and report the results.

A set of KPIs (key performance indicator) can be useful as it serves quantifiable measure on evaluating the success of organizational effort in meeting objectives for performance improvement. For example, 80% of customers are satisfied. This can be measured numbers of complain about staff service by maximum 5 complaints per month in the first semester, guest review score increased by 5% every month, and 80% of guests scored staff with minimum of 7.5 on every review within the first semester. Additionally, employee satisfaction is increased by 80% in the first year of implementation. This can be measured by the numbers of feedback and suggestion from employee about the on the job training implementation.

Action: This phase of PDCA is about taking actions to continually improve the process.

As the implementation progresses, points of improvement and elements that are suitable to maintain can be reviewed and reconsidered. This means that during the training implementation, members of the organisation may have ideas about how to improve the execution; for instance, to not only train employees through explanation but also through role play. Moreover, if there is any element that members of the organisation benefit during the training, these should be preserved. The ideal situation is that no aspects of the training require improvement, as this mean that Hotel Vijaya has achieved the optimal effect in implementing the advice.

3.4 Financial Plan

Finally, the financial implications of the advice are described. Financial factors are essential to consider with regard to the budget and the end value of the advice given in this project in order to convince the client of the project's viability and potential continuation. Since the project is closely related to the organisation's internal growth, the benefits will not be perceived as a quantitative value that is directly related to the company's profits but instead as an indirect effect. The project aims to solve the management problem, which is the low service quality and the need to improve to meet the client's expectations. Furthermore, the client's ultimate goal is to improve the company's reputation, especially in online reviews.

The implementation of the on-the-job training programme may be costly, as it requires material, people and time. Despite this cost, the benefit of the programme is that the company will invest in its people, who are the most important capital of the business and can be a long-term solution as it will be a change in the process that will apply to every new employee.

A study has demonstrated that booking transactions with absolute average values are directly affected by online hotel ratings (Torres et al., 2015). In other words, the higher a hotel's online ranking, the better its chance to gain a booking and increase its transaction value. This means that, once the client successfully solves the management problem, the hotel may gain a good reputation and raise its occupancy rate (i.e., gain more bookings) and most importantly, maximise the price of the rooms. According to the client, high service quality will result in higher online reviews. For example, from one of the reservation sources, Booking.com, Hotel Vijaya has the monthly revenue report shown that when the hotel has a higher rating, its gross revenue tends to increase as well. Appendix Q provides the total income from January to March 2019, followed by the review scores (Booking.com Extranet, 2019). This source is considered to be an example of a benefit of performance improvement.

Furthermore, since the training will be conducted internally – although the external source (from Amsterdam Downtown Hotel) must also be taken into consideration – the costs mainly involve people, time and materials. The programme consists of different employee schedules, so the company will need to allocate a certain number of working hours from both the management team and the staff who are involved.

The financial implications also include the trainer – the costs of finding him, hiring him and paying his salary – as well as employees' working hours and the materials involved in the training. Another consequence of the on-the-job training is the fact that additional employees might be required to facilitate the coaching and learning process, each work shift an additional experienced employee will be needed. This means that the salary expenses will increase. Also, employees the time spent on each task may be longer in the beginning as the employees are given instructions first, following the employees executing the tasks themselves, potentially having to redo the tasks if not performed correctly. This also increases the salary expense, as employees will need more time to complete each task. Employees' speed of learning can affect this productivity and additional time required to learn. This process may be expensive, as the on-the-job training programme will be continuously executed and improved.

Appendix T provides an elaboration on costs. From Appendix T, the calculations are based on 2 Housekeeping employees and 6 Receptionists. The time spent for each training is 4 hours for the receptionist training and 3 hours for housekeeping training. This decision is taken from the advice from external coach (see appendix U) and client's personal interview (Wu, personal communication, August 2019). The hourly wage of employees and assistant manager taken from internal company information on employee's wage. The cost of external coach is based on information per email with Jaap Niezen, founder Schoonmaakgoeroe.nl (see Appendix U). The adjustment session is added as the advice from the external coach, and in order to assure whether any additional instruction/mentorship is necessary to be given.

I An Afterword

I.1 Reflection on day-to-day practice

Writing a bachelor thesis is not an easy task, but requires significant effort, energy and time to craft the report and deliver valuable insight and advice. At the beginning of the project, I encountered many unexpected issues. One such problem was the confusion over the topic that the project would address.

I first decided on the topic of change management because this seemed to be relevant to the situation in the company that was owned by the client who offered me the case. As my employer, this client (Mr. Ivan Wu) gave me the opportunity to make use of his newly owned company as a case study for my project. However, I underestimated the complexity of the process of taking over the ownership of a hotel. This complexity gave me many options for possible areas of focus for this project. Additionally, the client gave me the freedom to choose the problem on which to focus, although he hinted that issues related to employees were his preference. It seemed that if I was able to provide him with advice on employee matters, he would have found that more useful than any other information I could offer.

Although I realised that Human Resources matters were not my area of expertise, I took the opportunity anyway, treating it as a learning experience. In the early stages of my thesis project, after consulting my thesis supervisor, Mr. Eric van Soest, I realised that change management was not an appropriate topic since the issue within the organisation was not related to change, but instead concerned performance. Therefore, on Mr. van Soest's advice, I selected employee service quality performance as the topic of my thesis.

When establishing the thesis proposal, I often lost focus, writing descriptions that went beyond the scope of the topic. This is why I found my thesis supervisor's input to be indispensable; without his supervision, I would not have been able to define my project, let alone execute it.

The topic of service quality seemed to be sufficiently tangible for me to begin with the confidence that I would be able to manage the process of executing the project. However, the reality has a different way to teach a lesson than how it was in the classes; facing reality requires more energy, knowledge and proficiency. On the one hand, I am glad that I made it through and learned a lot, but on the other hand, I realised that there was much about which I had little knowledge.

For instance, I needed to begin the thesis project by defining the primary topic of focus, but in reality, many ideas appeared to be vague and unclear, which made them difficult to write about. For example, when considering employee performance, I perceived that employees always applied their best efforts, but the management problem that I considered in this research was employees' poor performance. It seemed to be the case that what was written on online reviews differed to what I noticed in reality. Therefore, I encountered the challenge of maintaining focus and not being affected by what I saw or felt but more by the statistical information that I obtained.

I found it self-contradictory to write about employees' poor performance while acknowledging their hard work in person. Initially, I disagreed with the statistical evidence; for instance, I assumed that poor performance based on customers' reviews was an inaccurate measure of employees' performance that was caused by unrealistically high customer expectations. Therefore, I felt that customers had to limit their hopes to what they had paid for and appreciate the hard work that employees provided. However, as the project progressed, the evidence made me realise that indeed, employees can be the cause of

poor performance issues, despite their hard work. In some cases, I witnessed how employees did not follow the correct procedure; they completed their tasks, but not in the proper way. This taught me that an awareness of one's role in the organisation and the need for the need for one to share the organization's vision's essential to achieve the organisation's goals. The completion of the task is not the only concern, but also that it is completed in the right way.

The span of the thesis project I consider to be a short and exhausting moment because it required much reading and investigation to gather relevant and useful information for the project. For example, in choosing the methodology of the research, I needed to learn from many other existing studies that I could potentially use as examples. Additionally, I involved a research teacher who was also able to provide some instruction. However, again, before arriving at a satisfying decision on each step of this thesis project, I always came to an unsatisfying conclusion that I needed to review.

Additionally, I became aware of some of the difficulties in academic writing and had difficulty in expressing my opinion concretely due to my cultural background. However, I believe that this thesis project has allowed me to improve my skills in these areas; the reading of many examples of academic literature has affected my way of writing.

With regard to the methodology of the research, I used many data collection methods. In particular, I was excited to conduct observations, although I had no experience in this process. Although this resulted in my dissatisfaction with the results, I am also proud to have taken the risk of executing this method. The research teacher, Mr. Rienk van Marle, helped me to identify a way to analyse the collected data because it involved many methods with which I had no previous experience.

The company, including the client and employees, fully supported me by providing anything that I required to investigate in this project, and moreover, the client trusted me by granting many requests that I presented. For example, he allowed me to interview all of his employees and also granted me access to the entirety of the property to conduct my observations. This gave me the confidence and motivation to find meaningful insights to present to him by the end of the project. The fact that I am his employee also affected me in several ways. My focus on the research project meant that I was sometimes unable to distinguish between whether I was writing my thesis project or acting as an employee. To return to my earlier example, I found it hard to read the negative reviews, as my initial reaction was to rebel instead of accepting the fact that indeed, the current employee performance was weak.

That is why, during the last two months of the thesis project, I requested not to have my presence in the thesis company. This was to preserve my objectivity by using data instead of my own subjective opinions and also because writing this thesis required focus, energy and time.

Having realised the flaws in writing this thesis project, if I would need to conduct it again, I would do it in a different manner. I would adhere more strictly to the timeline and make better use of the opportunity to have consultation meetings. In addition, I would gather more information before deciding on the topic of my research, as that would allow me to properly prepare for the project, instead of making a decision without consideration of my abilities.

I wish to express my genuine appreciation for the client, Mr. Ivan Wu, for allowing me to execute this project, and Mr. Eric van Soest, who played a significant role in motivating me and keeping me focused on completing this thesis. My thanks to Mrs. Visjna, who taught me during the thesis proposal defence about the importance of content in place of the package, which meant that I did not attempt to create a

beautiful description without useful knowledge to support it. I must also express my gratitude to Mr. Rienk van Marle, who helped me with the method of analysing the collected data, which was quite problematic at certain points. Finally, I am grateful for the cooperation and expertise of the employees of Hotel Vijaya during their involvement in this thesis project.

I.2 Value of the Thesis

The value of my thesis with regard to the industry considered is that it is beneficial for future research and also relevant to today's common problem. Developments in the hotel industry have forced many companies to adjust and adapt to change. The expectations of modern customers are different and slightly higher than in the past. The product of a hotel business is the service that it provides, in addition to any tangible aspects. However, perhaps not everyone will be able to sleep well in a comfortable bed after being greeted by rude staff. Modern customers value more in a hotel stay than a comfortable place to sleep; they also value the way in which they are welcomed. There is greater value in the service that a hotel provides than in the tangible aspects of a hotel building.

As the necessity of the role of the quality of service in the hotel business has been made clear, one can conclude that the findings of this thesis are valuable. The considered company is not the only one to experience the typical problem of poor employee performance; other hotels and businesses in the service sector have similar issues. Therefore, the information in this report might help related companies that are experiencing similar problems, and if those companies have different preferences for solutions, then at least the research method can be used to investigate their issues to determine more suitable solutions.

It is almost impossible not to relate service quality with companies in the service industry. Such companies are the makers of service, and therefore, studies on this topic are considered valuable for the development of the sector. Regardless of whether the training programme as the advice might not provide the ultimate solution to the thesis company, perhaps this can be one of the points to be taken into consideration for the company's growth. However, if it solves the company's problem, then the success of the project can be used as an example for many other companies to implement the same actions.

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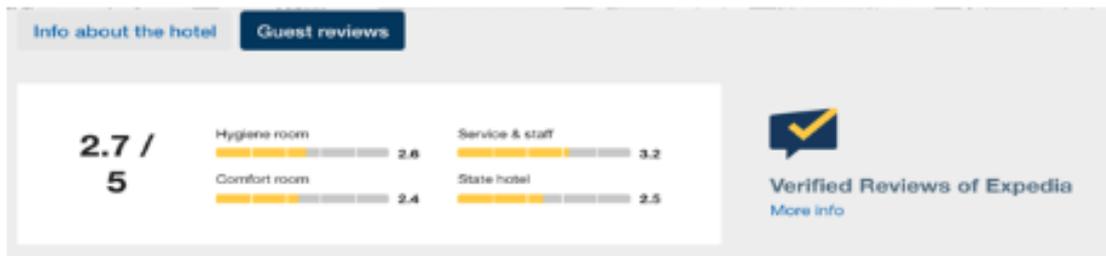
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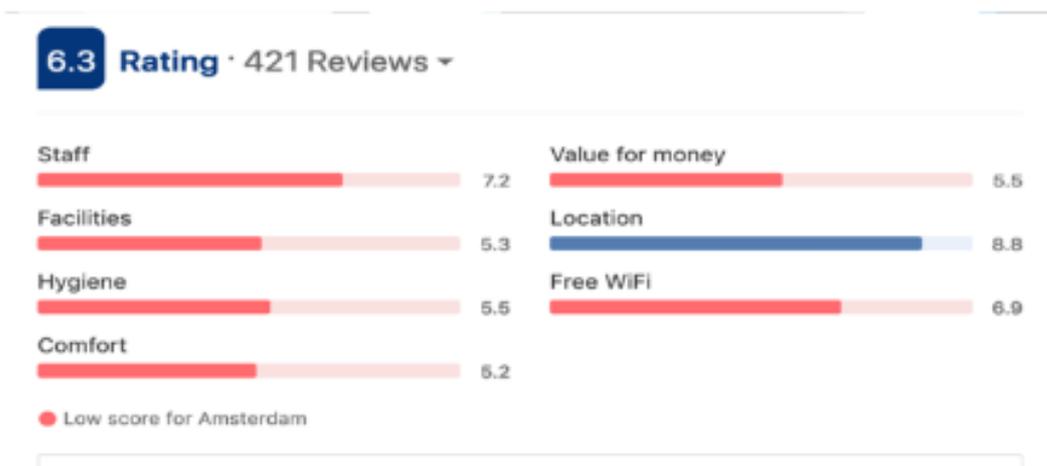
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III Appendices

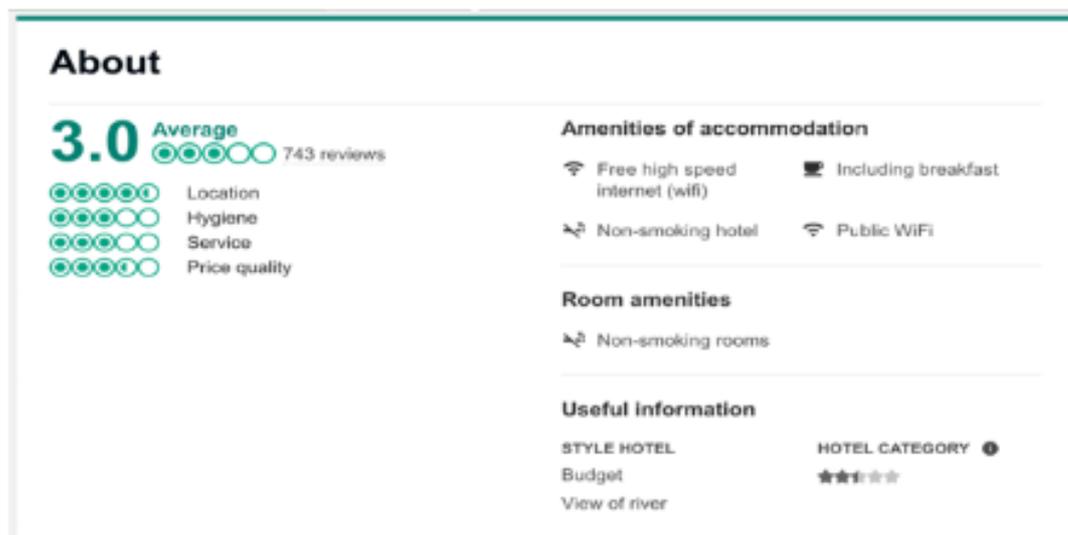
Appendix A. OTA's Review Scores.



Expedia Partner Central Extranet (2019)



Booking.com Extranet (2019)



TripAdvisor (2019)

Appendix B. The Lobby

Internal Document Hotel Vijaya (2019). The picture shown online.



Internal Document Hotel Vijaya (2019). The current property appearance.

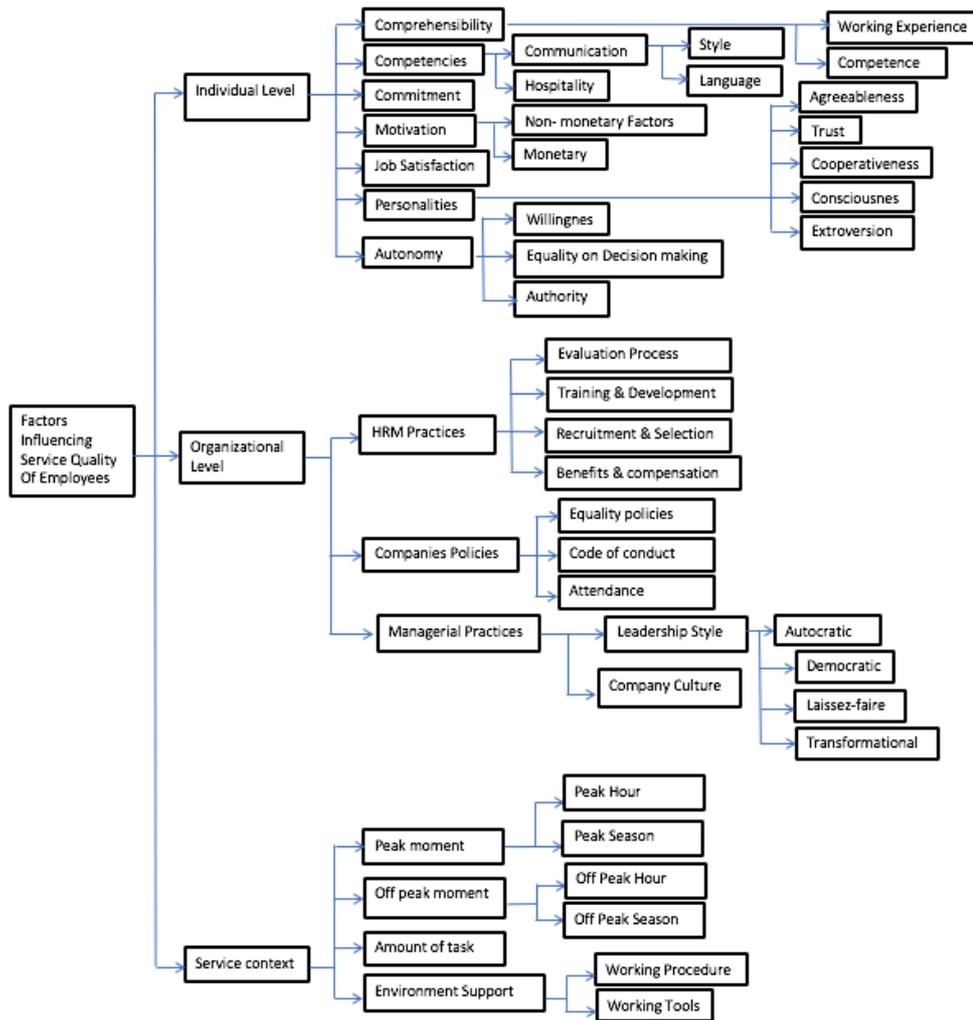


Appendix C. AAOCC

The AAOCC criteria (Kirk, 2013) is used to assess the source in this thesis project.

AAOCC criteria and the meaning	The use in this project
Authority: Qualification and credibility of the writer	The authors have sufficient professional knowledge and has university study background
Accuracy: the information is reliable and still valid	Data source contains information based on written valid source.
Objectivity: the writer writes an objective perspective	Data source written about facts and not influenced by author personal opinion.
Currency: the information is still up to date	Data source is not older than 10 years
Coverage: the information is complete, unique and relevant	Data source should not hold any missing information and contains relevant information.

Appendix D. Operationalization



Operationalization. Adapted from Beatson et al. (2008), p.3-7; Kilic and Okumus (2005), p.316; and Liao and Chuang (2004), p.43.

Appendix E. Document Analysis

Expedia Real-Time Feedback

Expedia Real Time Feedback

January 2018 – January 2019

rita tiraforti Received: Jan 28

Check-in: Staff, Problem with reservation, Slow, Unexpected fees, No perks

Room: Terrible bed, Dirty, Old, outdated, Few amenities, Small, Noisy, Dirty Bathroom

Location: Dangerous, Dirty, No dining, No transportation, Noisy, Run-down, No parking

Comments:

uno schifo veramente i bagni rotti

one really sucks for broken bathrooms

Riaan Louis Herselman Received: 12/28/2018

Check-in: No perks

Room: Dirty,Old, outdated,Few amenities,Dirty Bathroom,Terrible bed,Mouldy smelly

Location: Dangerous,Noisy,Dirty,No parking,Red light district

Comments:

I feel robbed. We have overpaid got this terrible terrible hotel. 450 euros a night??!! I am furious and so upset

Aigerim Ibrayeva Received: 12/25/2018

Check-in: Friendly

Staff,Quick,Welcoming

Room: Dirty,Small,Noisy

Location: Walkable,Good eats,Convenient,Near sights

Elizabeth O'Neill Received: 12/15/2018

Check-in:

Room

Location.

Lizette Turesson Received: 12/11/2018

Check-in:

Room

Location

Edwin Barbosa Received: 11/30/2018

Check-in:

Room

Location

Jose Guzman Received: 11/27/2018

Check-in: Friendly Staff,Quick

Room: Terrible bed,Poor Wifi,Small,Noisy

Location: Convenient,Walkable

Heather Collins Received: 11/14/2018

Check-in: Friendly Staff,Welcoming,Quick,Helpful

Room: View,Clean

Location: Great Shopping, Convenient, Walkable, Safe

Comments:

Small rooms but the location can't be beat. The staff is very helpful and they have strict access rules to stop it from becoming a loud or unwelcoming place to stay.

Hazem Soliman Received: 11/14/2018

Check-in: Friendly Staff, Quick, Welcoming

Room: Poor Wifi, Small, Noisy

Location: Good eats, Walkable

Comments:

Acceptable breakfast

Luigi Sidereo Received: 11/04/2018

Check-in:

Room

Location

Marco Filardo Received: 11/04/2018

Check-in: Friendly Staff, Quick

Room: Good Wifi, Quiet

Location: Convenient, Walkable

Niveen Karthick Vijayakumar Received: 10/26/2018

Check-in:

Room

Location

Joakim Walthersson Received: 10/05/2018

Check-in: Friendly Staff

Room: Nice bed

Location:

Hajar Daief Received: 10/02/2018

Check-in: Unexpected fees, Problem with reservation

Room: Terrible bed, Small, Noisy, Not What I Booked

Location: Walkable, Convenient

Johana Arce Received: 09/18/2018

Check-in: Staff, Quick, Location

Room: Old, outdated,Few amenities,Terrible bed

Location: Good eats,Transportation,Walkable,Safe

Nigel Herrera Received: 09/08/2018

Check-in:

Room

Location

Kristin Margret Sigurdardottir Received: 08/28/2018

Check-in: Unexpected fees, Sein innsjekk *Sein check in*

Room: Small,Noisy,Bad Smell, Forferlegt baderum

Location: Walkable

Comments:

Paste ikke i de heila til bilde på hotels.com.

Do not paste in the whole picture on hotels.com.

Juan Carlos Maya Aroca Received: 08/21/2018

Check-in: Rude Staff,Lobby, Mal hotel

Room

Location: Safe,Quiet,Convenient,Walkable

Michael Johnson Received: 08/02/2018

Check-in: Location

Room: Nice bed

Location: Walkable

chanryong kim Received: 07/21/2018

Check-in:

Room: Terrible bed,Dirty,Few amenities,Small,Bad Smell

Location: Walkable

Comments:

너무나 안좋은 호텔...가격도 저렴하지만..더 저렴한 호텔 수준~~

Too bad the hotel ... the price is cheap but ..

Taru Antila Received: 07/14/2018

Check-in:

Room: View

Location: Great Shopping,Good eats,Convenient,Walkable

Clelia Fazzo Cusan Received: 06/29/2018

Check-in: Quick,Welcoming

Room: Dirty,Poor Wifi

Location: Convenient

Scott Gale Received: 06/27/2018

Check-in:

Room: Small

Location: Convenient,Walkable

Comments:

On the edge of red light district. Very central and walkable. Might be a bit noisy tonight depending how late the street life keeps going

Renato Teixeira Received: 06/24/2018

Check-in: Problem with reservation,Lobby,Bedroom

Room: Small,Bad Smell,Noisy,View,Small shower

Location: Dangerous,Dirty,Noisy

Comments:

No parking bad smell noisy sink inside room small bathroom

AMAR HAFIZ BIN DAHLAN Received: 06/25/2018

Check-in:

Room

Location

Margaret PALU Received: 06/20/2018

Check-in: Friendly Staff

Room: View

Location: Convenient

Helen Donaire Received: 06/13/2018

Check-in:

Saber Azarnoush Received: 05/23/2018

Check-in: Welcome gift

Room

Location

elisabetta restino Received: 05/11/2018

Check-in: Quick

Room: Nice bed,Clean,Quiet,Clean Bathroom

Location: Great Shopping,Walkable

Frank Aavard Received: 05/08/2018

Check-in: Staff

Room:

Location: Walkable,Transportation

Comments:

Centralt beliggende. Simpelt værelse og morgenmad. Støj fra gaden. Venlig betjening.

Centrally located. Simple room and breakfast. Noise from the street. Friendly service.

Allison Sakers Received: 05/13/2018

Check-in: Friendly Staff

Room: Poor Wifi,Noisy,Few amenities

Location: Great Shopping,Good eats,Convenient,Walkable

Alfiya Faskhutdinov Received: 04/29/2018

Check-in:

Room

Location

Soo Young Kim Received: 03/28/2018

Check-in:

Room

Location

Manon Saner Received: 03/16/2018

Check-in:

Room

Location

Monica Guerini Received: 02/26/2018

Check-in: Check in ritardato *delayed*

Room: Old, outdated,Terrible bed, Da ristrutturare tot *To be restored tot*

Location:

Comments:

Personale alla reception gentilissimo

Very friendly reception staff

benoit violleau Received: 02/11/2018

Check-in: Friendly Staff,Quick,Welcoming

Room: Spacious,Quiet,Nice bed

Location: Safe,Good eats,Walkable,Convenient

ryuji takano Received: 02/08/2018

Check-in: Staff

Room: Dirty,Old, outdated,Few amenities,Noisy,Dirty Bathroom

Location: Great Shopping,Transportation,Walkable

FERNANDO BEZERRA Received: 01/13/2018

Check-in:

Room

Location

Expedia Guest Reviews

Expedia Guest Reviews

January 2018 - January 2019

3 out of 5

by Anonymous onExpedia

Posted Jan 14, 2019

The position is the only great thing about this place. It is only 3 mins walk from the station and very central, close to main attraction (Place Dam, New Church, red lights district etc). Lots of place where you can eat, smoke and buy souvenirs around. Tram also very close. About the room, the one at the first floor we were given was smelly and fully of small insects that we found on our covers in the morning. The room upstairs was large and cleaned instead. Brekfast is quite satisfying but the toaster always took ages. Reception staff are professional and polite. Got bitten by bed bugs so if you sensitive be careful!

1 out of 5

by Anonymous onExpedia

Posted Dec 29, 2018

camera sporca, buchi alle finestre coperti con carta, riscaldamento assente in dicembre
dirty room, holes in the windows covered with paper, no heating in December

6 out of 10

by Aigerim onHotels.com

Average hotel in a great area

Posted Dec 24, 2018

It was a last minute booking as always. The hotel is situated in the area of Red Light District, which is great. However the hotel itself is not in the greatest condition. The rooms are small and kinda not clean. However, the staff is friendly, location is super great and the price for room is cheap, which makes this hotel worth a one night stand.

4 out of 10

by Johannes onHotels.com

Posted Dec 12, 2018

Extremt kallt i rummet vi hade fastän elementet stod på fullt ös, trångt, fallfärdiga väggar och dörrar, badrummet var ännu kallare och duschen växlade mellan varmt och kallt vatten av sig själv med någon minuts mellanrum. Samt så var rummet bebott av en mus som gärna tog sig för våra godsaker vi hade inhandlat under dagen, som bara var att slänga. WiFi nådde inte upp till rummet heller. Personalen var dock trevlig och försökte hjälpa till med allt möjligt.

Extremely cold in the room we had, even though the element was on the full island, crowded, dilapidated walls and doors, the bathroom was even colder and the shower switched between hot and cold water by itself every few minutes. As well as the room was inhabited by a mouse who gladly took care of our goodies we had purchased during the day, which was just to throw away. WiFi didn't reach the room either. However, the staff were pleasant and tried to help with anything possible.

6 out of 10

by Anonymous onHotels.com

Posted Nov 12, 2018

Готель розташований майже в кварталі червоних ліхтарів, а також близько до залізничного вокзалу. Готель в міру затишний але кімнати дуже обшарпані і не дуже чисті.

The hotel is located almost in the quarter of red lights, and also close to the train station. The hotel is cozy, but the rooms are very shabby and not very clean.

4 out of 5

by Amanda onExpedia

Posted Oct 31, 2018

Es un hotel muy céntrico con una ubicación excelente, el personal es amable. Hotel no apto para minusválidos o personas con dificultad para moverse, tiene escaleras muy empinadas

It is a very central hotel with an excellent location, the staff is friendly. Hotel not suitable for disabled or people with difficulty to move, has very steep stairs

3 out of 5

by Johana onExpedia

Posted Sep 30, 2018

Great location and friendly staff, but the hotel is not ok. The rooms are very small, breakfast is not good and everything seems to be dirty.

1 out of 5

by Anonymous onExpedia

Good location bad hotel

Posted Sep 3, 2018

Hotel is in a great spot but is a terrible hotel it looks ok from reception but the room we stayed in had 5 beds squashed in there , we all got bitten of bed bugs not Gona stay here again

1 out of 5

by Anonymous onExpedia

Posted Jul 20, 2018

Dirty room, needed new sheets as the ones provided had a stain. Beds were old and worn, furniture damaged. Located directly in red light district. Aside from the central location with almost any attraction reachable on foot there is nothing positive – loud all night, dirty...

2 out of 5

by He onExpedia

Sólo aceptable la localización

Only the location is acceptable

Posted Jul 4, 2018

Pros: Solo la localizacion.

Sólo es aceptable la localización, el resto es horrible. Habitación en la última planta calurosa (calefacción encendida en Julio y no se podía apagar), escaleras infernales, sin ascensor. Limpieza nefasta. Ruido de un campanario al lado, además del ruido de inquilinos (insonorización pésima).

Only the location is acceptable, the rest is horrible. Room in the last warm floor (heating turned on in July and could not be turned off), infernal stairs, no elevator. Nefarious cleaning. Noise from a belfry next to it, in addition to noise from tenants (lousy soundproofing).

2 out of 5

by Anonymous onExpedia

Viejo, sucio, con cucarachas

Old, dirty, with cockroaches

Posted Jul 2, 2018

Hostal viejo, sin aire acondicionado, sin ascensor. No posible para alguien impedido. Apareció de noche una cucaracha en la almohada. Carisimo, una noche 427€.

Old hostel, without air conditioning, without elevator. Not possible for someone handicapped. A cockroach appeared on the pillow at night. Very expensive, one night 427 €.

6 out of 10

by Allison onHotels.com

Posted May 13, 2018

Hotel staff was very nice. Was up most of my nights. You can hear through the walls.

3 out of 5

by Teena onExpedia

Posted May 9, 2018

The location is great. The staff is helpful. The breakfast is very basic – toast, butter, jam, cheese, ham and boiled eggs, orange some days, 1 cereal and milk, coffee, tea. coffee is \$euro if u want it any other time other than breakfast. the rooms are small but comfortable. The bath room is tiny but functional. The access to the rooms in 2nd and 3rd floor is a nightmare. the steps are very steep and small and narrow. It becomes a challenge to go up and down those stairs with luggage. There is no coffee, microwave or

fridge in the room. There is an ancient TV that didn't work. Was noisy, but that was expected as the location is spectacular.

8 out of 10

by Alfiya onHotels.com

Posted May 2, 2018

Район расположения отеля идеален, в любую точку Амстердама и Голландии (за счет близости вокзала) можно было добраться без проблем. Персонал очень отзывчивый. Завтрак однообразен, но под рукой всегда была кипяченая вода. Окна выходили во двор, поэтому шума толпы, бродящей по улице красных фонарей, слышно не было. Кстати, эти самые улицы в паре метров: отель, старая церковь и вот он..quartier putain. Фена, чайника в номере нет. Были шампунь и гель для душа. Убирались каждый день, но все равно было ощущение дискомфорта, видимо за счет старой мебели. Вай фай работал с перебоем. Вообще, отель не плох, но не за такие деньги.

The location of the hotel is ideal, anywhere in Amsterdam and Holland (due to the proximity of the station) could be reached without any problems. The staff is very helpful. Breakfast is monotonous, but there was always boiled water at hand. The windows overlooked the courtyard, so the noise of the crowd, wandering around the street of red lights, could not be heard. By the way, these same streets are a couple of meters away: the hotel, the old church, and here it is..quartier putain. Hair dryer, kettle in the room there. There were shampoo and shower gel. Were cleaned every day, but still there was a feeling of discomfort, apparently due to old furniture. Wi fi worked with interruption. In general, the hotel is not bad, but not for the money.

2 out of 10

by Stig onHotels.com

Posted May 1, 2018

Ikke verdt prisen. Bra beliggenhet men skittent, dusj virket ikke, ingen varme i rommet. 550 euro for to netter grenser til svindel.

Not worth the price. Great location but dirty, shower didn't work, no heat in the room. 550 euros for two nights bordering on fraud.

3 out of 5

by Ste onExpedia

posizione ok

location ok

Posted Apr 15, 2018

splendida posizione centrale in palazzo d'epoca, personale gentile, colazione dignitosa. La pulizia delle camere durante il soggiorno è un po' superficiale, ma l'hotel è valido e lo consiglio.

beautiful central location in historic building, friendly staff, decent breakfast. The cleanliness of the rooms during the stay is a bit superficial, but the hotel is valid and I recommend it.

1 out of 5

by Anonymous onExpedia

Zentral gelegene Absteige!

Centrally located dump!

Posted Mar 30, 2018

Der erste Eindruck war der Richtige und setzte sich auf dem Weg zum Zimmer fort. Herunter gewirtschaftetes und kein sauberes Hotel. Das Zimmer hatte ein "Bett" und einen offenen Schrank. Das

WC/Bad hatte man vermutlich geputzt, oder es war der letzte Raum und entsprechend muss das Putzwasser ausgesehen haben. Das es nur für eine Nacht geplant war sagten mein Sohn und ich uns egal, denn das Bett sah sauber und frisch bezogen aus. Während wir auf dem Bett unsere Tagesplanung machten stellten wir fest das der Regen seinen Weg zu unserer Zimmerdecke gefunden hätte und sich ein kleiner See auf dem Boden ausbreitete. Nach Reklamationen bekamen wir freundlich zur antwort, dass man sich sofort kümmern und den Schafen beheben werde. Abends im Hotel angekommen sagte man uns das der Schaden nicht vor morgen behoben werden kann man es aber provisorisch gerichtet hätte da sie kein anderes Zimmer frei hätten. Das Provisorium war zwei übereinander liegende Handtücher auf dem Boden. Während wir unsere Sachen packten rutschte ich fast noch auf dem zweiten See der sich an anderer Stelle gebildet hatte aus. Bei erneuter Beschwerde hatte man dann doch ein letztes Zimmer frei. Welches zwar trocken aber sonst im selben Zustand wie das erste war. Das Frühstück hatten wir uns Dank der fehlenden Hygiene gespart. Fazit: In keinem Fall noch einmal! Da entschädigt der kleine Preis von 85 € auch nicht.

The first impression was the right one and continued on the way to the room. Run down and not a clean hotel. The room had a "bed" and an open closet. The toilet / bath was probably cleaned, or it was the last room and accordingly the cleaning water must have looked. It was only planned for one night my son and I did not care, because the bed looked clean and fresh. While we were making our daily schedule on the bed we found that the rain had found its way to our ceiling and a small lake spread on the floor. After complaints, we were friendly to the answer, that you will take care of it immediately and the sheep will fix. In the evening arrived in the hotel told us that the damage can not be fixed before tomorrow you could have it but provisionally addressed as they have no other room free. The temporary was two towels lying on top of each other on the floor. While we packed our things, I almost slipped on the second lake that had formed elsewhere. With renewed complaint you had then but a last room free. Which was dry but otherwise in the same condition as the first. The breakfast we had saved thanks to the lack of hygiene. Conclusion: In no case again! Since the small price of 85 € does not compensate.

3 out of 5

by Anonymous onExpedia

ist zweckmäßig

is appropriate

Posted Mar 16, 2018

Erfüllt seinen Zweck und liegt bitte in Amsterdam, nettes Personal, das flexibel ist.

Meets its purpose and is located in Amsterdam please, nice staff that is flexible.

2 out of 5

by M&S onExpedia

Buona la posizione

Good location

Posted Mar 2, 2018

Trovati piccoli animali tra le lenzuola (zecche?) Cambio camera: fredda, coperte sporche, tv non funzionante. "Bagno" senza box o tenda doccia..praticamente facile da allagare. Colazione scarsa, da consumare in un unico tavolo insieme agli altri ospiti. Gentile il personale.

Small animals found in the sheets (ticks?) Room change: cold, dirty blankets, broken TV. "Bathroom" without box or shower curtain .. practically easy to flood. Poor breakfast, to be consumed in a single table with the other guests. Dear staff.

8 out of 10

by benoit onHotels.com

Hôtel idéalement situé

Hotel ideally located

Posted Feb 18, 2018

Très bon hôtel idéalement situé dans le centre d'Amsterdam à 5 minutes à pieds de la gare Centraal Station. Quartier Red Light juste à côté. Hotel avec réception ouverte 24/24. Petit déjeuner très complet et très conviviale. Nous avons eu une grande chambre pour 3 personnes (nous étions seulement 2 personnes), avec vu sur les toits de la ville, églises et cathédrales donc très silencieux par rapport au côté rue piétonne . Attention ne vous attendez pas à un palace pour le prix. Nettoyage de la chambre très sommaire. A notre arrivée, ménage peu fait voir pas du tout. (Lavabo très sale, coton tiges des précédents clients à même le sol....) malgré cela cette endroit reste très sympas.

Very good hotel conveniently located in the center of Amsterdam 5 minutes walk from Centraal Station. Red Light district right next door. Hotel with reception open 24/24. Breakfast very complete and very friendly. We had a large room for 3 people (we were only 2 people), with views of the city skyline, churches and cathedrals so very quiet compared to the pedestrian street side. Be careful, do not expect a palace for the price. Cleaning the room very basic. On arrival, housekeeping did not show at all. (Very dirty sink, cotton stems of previous customers on the ground) But this place is very nice.

4 out of 5

by Anonymous onExpedia

Grazioso hotel in pieno centro!

Nice hotel right in the center!

Posted Feb 14, 2018

La stanza molto piccola ma graziosa (sembrava una casa delle bambole) affacciava proprio sul canale e la vista era davvero incantevole!al contrario di altre recensioni la stanza era abbastanza pulita e chi si sa adattare passa 3 giorni tranquillamente nel centro di amsterdam ..è una zona dove la sera fino a tardi vedi passeggiare persone ...sotto l'hotel c'era un locale molto tranquillo dove abbiamo consumato birre ecc...e tanti altri ancora... poi giri l'angolo e tante vetrine rosse!!!

The very small but pretty room (it looked like a doll's house) looked out right on the canal and the view was really lovely! Unlike other reviews the room was pretty clean and whoever knows how to adapt spends 3 days quietly in the center of Amsterdam. an area where in the evening until late you see people walking ... under the hotel there was a very quiet place where we consumed beers etc ... and many others ... then turn the corner and lots of red windows !! !

Booking.com

Important note: Booking.com Reviews restriction result in limitation of insight on reviews. The available reviews on Extranet was up to September 2018, since the change of ownership. It is not possible to review previous guest comments. Due to the numbers of review that is overwhelming from the site, (originally about 400+ reviews), for this project purpose, the review will only be taken if there is comment regards to the staff and cleanliness.

Booking.com Extranet Reviews

September 2018 – January 2019

Mi Shel , (IT)

Reservation Number [1232851436](#)

2019-01-31

4.6

Camere sporchissime, con insetti a girovagare per la camera. Lo staff accogliente , la posizione buona , ma la pulizia veramente pessima.

Very dirty rooms, with bugs wandering around the room. The welcoming staff, the good location, but the really bad cleaning.

Staff 7.5

Cleanliness 2.5

Location 7.5

Facilities 2.5

Comfort 2.5

Value for money 5.0

Additional Ratings

Bed rating 2.5

Ellie , (GB)

Reservation Number [1320306160](#)

2019-01-31

6.7

Location was perfect – so close to everything within walking distance!

Not the cleanest but you get what you pay for

Staff 7.5

Cleanliness 5.0

Location 10.0

Facilities 5.0

Comfort 5.0

Value for money 7.5

Sonia , (IT)

Reservation Number [1606771023](#)

2019-01-31

6.3

La posizione e la stanza calda

Personale poco accogliente

The location and the warm room

Unwelcoming staff

Staff 5.0

Cleanliness 7.5

Location 10.0

Facilities 5.0

Comfort 5.0

Value for money 5.0

Thomas Harold Watson , (GB)

Reservation Number [1717909418](#)

2019-01-31

6.3

Located very close to central station which was very convenient.

Very noisy outside, and the people that fitted the toilet must have forgot that people need leg space, I have never done such a cramped poo before! Also, there was a cockroach in the bathroom.

Staff 7.5

Cleanliness 5.0

Location 10.0

Facilities 5.0

Comfort 5.0

Value for money 5.0

ITapi13 , (CL)

Reservation Number [1266205544](#)

2019-01-30

5.0

Solo el desayuno incluido

La habitación estaba ubicada en subterráneo (no elijan habitación #4), muy oscuro y encerrado, poca ventilación. Las camas no estaban hechas, solo cubrecama encima. No cambiaron las toallas. Baño con hongos en el techo. Muy ruidoso, se escuchaba todo lo que hacían arriba, ruidos molestos hasta la 1AM aprox. Mala experiencia, deberían subir fotos de las habitaciones.

Only breakfast included

The room was located in underground (do not choose room # 4), very dark and enclosed, little ventilation. The beds were not made, only bedspread on top. They did not change the towels. Bath with mushrooms on the roof. Very noisy, you could hear everything they did upstairs, annoying noises until around 1AM. Bad experience, they should upload photos of the rooms.

Staff 7.5

Cleanliness 5.0

Location 10.0

Facilities 2.5

Comfort 2.5

Value for money 2.5

Stephen , (US)

Reservation Number [2091888078](#)

2019-01-24

7.5

Location and the staff were a great bunch

I did not like that the room was so small and the bathroom especially the toilet was so close against the wall that it was very difficult to use it

Staff 10.0

Cleanliness 7.5

Location 10.0

Facilities 5.0

Comfort 5.0

Value for money 7.5

Roelof , (NL)

Reservation Number [1435043521](#)

2019-01-23

6.7

Geweldige locatie, vriendelijk personeel, faciliteiten komen niet overeen met brochure.

Ontbijt was uitgebreid, goed voor elkaar. Personeel vriendelijk. Een andere kamer gevraagd, werd vlot geregeld.

Eerste kamer was niet schoon, geen wifi en tv ontvangst. Andere kamer gevraagd en gekregen. Wel wifi, geen tv ontvangst.

Great location, friendly staff, facilities do not match brochure.

Breakfast was extensive, good for each other. Staff helpful. Requesting another room was arranged quickly.

First room was not clean, no wifi and tv reception. Asked and received another room. WiFi, no TV reception.

Staff 7.5

Cleanliness 7.5

Location 10.0

Facilities 5.0

Comfort 5.0

Value for money 5.0

Additional Ratings

WiFi 5.0

Breakfast 7.5

Prisco Santonicola , (IT)

Reservation Number [1325940317](#)

2019-01-20

5.0

Posizione

Sporco

Position

Dirty

Staff 5.0

Cleanliness 2.5

Location 10.0

Facilities 5.0

Comfort 2.5

Value for money 5.0

Additional Ratings

Bed rating 2.5

Mauricio Rincon , (CO)

Reservation Number [1889588502](#)

2019-01-19

3.3

Para no volver

Al llegar ya habian descontado y tocó volver a pagar. Devolvieron a los días pero no me pareció adecuado. el lugar con humedad y sucio, la habitación en un sótano al lado del baño público y al entrar la habitación el baño estaba contaminado lo habían utilizado, y dejado sucio. Desagradable fuera de lo poco higiénico. Y ni siquiera para cambiar de habitación el encargado llegó a limpiar con un valde y como si no hubiera pasado nada dijo listo esta limpio. La verdad desagradable sucio. Poco presentable. No lo recomiendo a nadie

Never to return

When they arrived they had discounted and it was time to pay again. They returned to the days but it did not seem right. the place with humidity and dirty, the room in a basement next to the public bathroom and when entering the room the bathroom was contaminated they had used it, and left dirty. Unpleasant out of the unhygienic. And not even to change the room the manager came to clean up with a valde and as if nothing had happened, he said, "Ready, it's clean." The nasty dirty truth. Un presentable. I do not recommend to anybody

Staff 2.5

Cleanliness 2.5

Location 5.0

Facilities 2.5

Comfort 5.0

Value for money 2.5

Additional Ratings

Coffee 2.5

Harnam Gill , (GB)

Reservation Number [1626754578](#)

2019-01-18

2.5

Dirty hotel

Nothing. Never come here

Everything. Dirtt

Staff 2.5

Cleanliness 2.5

Location 2.5

Facilities 2.5

Comfort 2.5

Value for money 2.5

LC , (CN)

Reservation Number [1261338789](#)

2019-01-18

3.3

absolute dump

9-5pm renovation going on inside hotel building and one adjoining it, which the people who work there give the impression they seem to think is amusing if the inconvenience may annoy guests. the staff are also quite unhelpful with any other questions. also, this place likes to do 'smoke checks' (check see if you have smoked in.the room) claiming to be housekeeping. This place also thinks it is to enter your room when you are out. This place isnt even cheap, making it forgettable experience for me, apart from this review that is.

Staff 2.5

Cleanliness 5.0

Location 5.0

Facilities 2.5

Comfort 2.5

Value for money 2.5

Additional Ratings

Breakfast 2.5

Room view 2.5

Anonymous

7.5

There is no lift but staff is friendly and kind to carry my heavy suitcase.

Shower room and toilet are in the same room. When I used the shower, all floor was wet. It's not comfortable to use the toilet, after shower.

Staff 10.0

Cleanliness 7.5

Location 7.5

Facilities 5.0

Comfort 7.5

Value for money 7.5

Anonymous

7.5

Ubicacion excelente, buen trato, comodo

Podia estar mas limpio

Excellent location, good treatment, comfortable

Could be cleaner

Staff 7.5

Cleanliness 5.0

Location 10.0

Facilities 7.5

Comfort 7.5

Value for money 7.5

Kim , (RU)

Reservation Number [1922051710](#)

2019-01-13

4.6

Удачное местоположение

Один из сотрудников ресепшен запросил за чай в кафе дополнительную плату, хотя при заселении говорили все бесплатно и можно пользоваться

Good location

One of the reception staff asked for tea in a cafe surcharge, while on the move saying all free and can be used

Staff 2.5

Cleanliness 2.5

Location 10.0

Facilities 5.0

Comfort 2.5

Value for money 5.0

Petr , (RU)

Reservation Number [2099589859](#)

2019-01-13

3.8

Ничего

Проживание в отеле привратилось в фильм "От заката до рассвета", всю ночь мы боролись с армией клопов, которые пили нашу кровь. Фото прилагаю. Номера ужасные: грязь, мебель разваливается, все остальное такого же отвратительного качества.

No problem

Stay at the hotel was a movie "From Dusk to Dawn", all night we fought with the army of bedbugs who drank our blood. Photo enclosed

I enclose the photo. The rooms are awful: the dirt, the furniture is falling apart, everything else is of the same disgusting quality

Staff 5.0

Cleanliness 2.5

Location 7.5

Facilities 2.5

Comfort 2.5

Value for money 2.5

Amie jo , (GB)

Reservation Number [1767539822](#)

2019-01-12

2.9

If your used to staying on streets or a dump then u might find this okay

It was disgusting I wouldn't let a pig stay In the rooms

Everything

Staff 2.5

Cleanliness 2.5

Location 5.0

Facilities 2.5

Comfort 2.5

Value for money 2.5

Additional Rating:

Bed rating

5.0

leanne halpin , (AU)

Reservation Number [1920256348](#)

2019-01-10

3.3

It was a 6 minute walk from central station

The pictures on booking. Com were not indicative of the actual property. Beds are tiny, couldn't use the wardrobe as bunk beds were pushed up against it. Looked like property was being renovated, broken phone in room with exposed wiring, tv attached to window didn't work, curtains didn't fit the windows. Sheets had cigarette burns, mould in shower and suspicious matter on toilet brush. No security surrounding room key control, key must be handed in every time you leave the property, no id check on return. Breakfast dismal toast, cornflakes and crushed up meusli and boiled eggs.

Staff 5.0

Cleanliness 2.5

Location 5.0

Facilities 2.5

Comfort 2.5

Value for money 2.5

Additional Ratings

Room view 7.5

K*W , (AT)

Reservation Number [1706173091](#)

2019-01-09

10.0

Nettes Personal, sauberes Zimmer und hammer Lage.

Gibt eigentlich nichts auszusetzen für diesen Preis und für die top Lage.

Nice staff, clean room and hammer location.

Actually, there is nothing wrong with this price and for the top location.

Staff10.0

Cleanliness 10.0

Location 10.0

Facilities 10.0

Comfort 10.0

Value for money 10.0

Mirjan , (NL)

Reservation Number [1089645845](#)

2019-01-03

5.0

Ligging vanaf het station

Bedden te hard. Schimmel in de badkamer. Erg gehorig

Location from the station

Beds too hard. Mold in the bathroom. Very noisy

Staff 7.5

Cleanliness 5.0

Location 7.5

Facilities 2.5

Comfort 2.5

Value for money 5.0

Additional Ratings

Coffee 5.0

Room view 2.5

Ruben , (ES)

Reservation Number [1191095615](#)

2019-01-03

5.0

Buena ubicacion, justa limpieza y pesima comida.

La ubicación

La limpieza nula, todo super viejo, necesita una reforma. El desayuno era pesimo, poca variedad y calidad de los productos. Nada recomendable.

Good location, fair cleaning and heavy food.

The location

Zero cleaning, all super old, needs a makeover. Breakfast was lousy, little variety and quality of the products. Nothing to recommend.

Staff 7.5

Cleanliness 2.5

Location 7.5

Facilities 5.0

Comfort 5.0

Value for money 2.5

Additional Ratings

Bed rating 2.5

David , (GB)

Reservation Number [2065455950](#)

2019-01-02

2.5

BEWARE OF THE BED BUG INFESTATION!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!

There is nothing to like at this hotel unless you are a fan of dirt and bed bugs. The best thing anywhere near by is the chicken burgers at snack king on the alley opposite, they are the best chicken burgers I have ever tasted anywhere.

The hotel is infested with bedbugs, staff very rude and not remotely bothered by the infestation. I even put a live bed bug on the reception desk and the staff didn't seem concerned by this. AVOID this hotel at all costs, do your research on bed bugs, you do NOT want to risk taking some home with you and having the expense of sorting out an infestation in your own home. None of the tv's work in the hotel, and the heating in one room was non-existent. (room number 1, very cold and also has bed bugs despite being in a separate building, so goes to show how the bugs are everywhere) bathroom door doesn't close in room one either so hopefully you don't want any privacy from the other people staying in the room. Rooms don't appear to have been hoovered for a long time, bed sheets had blood and hairs on them on arrival and didn't get changed after the maid had "cleaned" the room. If you move the bed away from the wall you can see the bed bug infestation and the large amount of grime where a Hoover has never been. Sanitary towel wrapper on bathroom floor on arrival and still there when we left!!! We left

after one night and spent the second night of our holiday at the airport trying to sleep on the hard floor, this was bad but still preferable to a second night at the hotel. My partner has over 90 bed bug bites/welts as a result of one night in room 24, who knows how many more she would have had if we braved a second night. On arrival back in the UK we have seen a doctor and she now has various creams and antibiotics as a result of this. we have also had to pay to get various coats dry cleaned and all our bags/suitcases have been thrown away and all other clothes put through a hot wash and dry to avoid bring bugs into our home.

Staff 2.5

Cleanliness 2.5

Location 2.5

Facilities 2.5

Comfort 2.5

Value for money 2.5

Additional Ratings

Bed rating 2.5

Breakfast 2.5

Coffee 2.5

Room view 5.0

Maria Tejada , (PE)

Reservation Number [1085508322](#)

2019-01-01

5.8

Bueno la habitacion estaba comoda y limpia. El personal fue amable

El hotel esta ubicado en una zona muy social, es dificil de llegar porque no pasan carros por su calle, las escaleras son muy incomodas

Well, the room was nice and clean. The staff was kind.

The hotel is located in a very social area, it's difficult to reach because no cars pass by your street, the stairs are very uncomfortable

Staff 5.0

Cleanliness 7.5

Location 7.5

Facilities 5.0

Comfort 5.0

Value for money 5.0

Additional Ratings

Coffee 5.0

Ida , (DE)

Reservation Number [1764922715](#)

2018-12-30

5.8

Lieber nicht

Der Herr an der Rezeption war sehr freundlich

Das Zimmer war viel zu klein und Standard der 60ziger. Alt und ab. Starker Duft nach Chlorreiniger vermittelt den Eindruck von Sauberkeit. Sehr schmale Betren. Wir haben das Zimmer nicht bezogen und sind wieder abgereist.

Prefer not

The gentleman at the front desk was very friendly

The room was far too small and standard of the 60s. Old and off.

Strong fragrance of chlorine cleaner gives the impression of cleanliness. Very narrow Betren. We did not cover the room and are again down

Staff 10.0

Cleanliness 5.0

Location 10.0

Facilities 2.5

Comfort 5.0

Value for money 2.5

Jan , (US)

Reservation Number [1417974997](#)

2018-12-29

2.9

You shouldn't have this hotel on your sight.

nothing

it was billed as deluxe...absolutley not deluxe,,dirty, too many winding stairs, drafting windows, filthy bathroom...it was awful and not in a good location except to for a somewhat long walk to the train station.

Staff 5.0

Cleanliness 2.5

Location 2.5

Facilities 2.5

Comfort 2.5

Value for money 2.5

Rodrigo Puertas , (AR)

Reservation Number [1968028918](#)

2018-12-28

10.0

Excelente lugar!!!

La atención del personal fue excepcional, muy atentos y serviciales. La ubicación es inmejorable, cerca de todo, principalmente de la estación Ámsterdam Central. Muy recomendable!!!

Nada, todo perfecto.

Great place!!!

The attention of the staff was exceptional, very attentive and helpful. The location is unimproved, close to everything, mainly from central Amsterdam station. Very commendable!!!

Nothing, everything's perfect.

Staff 10.0

Cleanliness 10.0

Location 10.0

Facilities 10.0

Comfort 10.0

Value for money 10.0

Additional Ratings

Coffee 10.0

Room view 10.0

JOSE , (CO)

Reservation Number [2086287584](#)

2018-12-26

5.8

Excelente ubicación, para pasar la noche...

La mejor ubicación en Ámsterdam. Cerca de todo, a unos pasos de Estación Central. El desayuno Buffett era escaso en diversidad pero suficiente en calidad y cantidad.

La limpieza podría mejorar bastante.

Excellent location, to spend the night...

Best location in Amsterdam. Near everything, a few steps from central station. Buffet breakfast was scarce in diversity but sufficient in quality and quantity.

Cleaning could get a lot better.

Staff 5.0

Cleanliness 2.5

Location 10.0

Facilities 5.0

Comfort 5.0

Value for money 7.5

Susan , (AU)

Reservation Number [1193820612](#)

2018-12-25

2.9

I regret staying here, it damaged our view of Amsterdam.

This place is dirty, full of bed bugs, unwashed linen, very overpriced and I would not recommend anyone staying here.

Staff 2.5

Cleanliness 2.5

Location 5.0

Facilities 2.5

Comfort 2.5

Value for money 2.5

Additional Ratings

Bed rating 2.5

Breakfast 2.5

Room view 2.5

Desara_GJoka , (AL)

Reservation Number [1300140361](#)

2018-12-22

5.4

A lot of bedbugs, which stung us and made us itch though out the night.

Location was great

Room was not so clean, and was a lot of bedbugs 🦋, we changed the room but situation remain the same

Staff 7.5

Cleanliness 5.0

Location 10.0

Facilities 2.5

Comfort 2.5

Value for money 5.0

XX , (GR)

Reservation Number [1329169266](#)

2018-12-22

4.6

Breakfast was adequate.

Cleanliness, comfort.

Staff 5.0

Cleanliness 2.5

Location 7.5

Facilities 5.0

Comfort 5.0

Value for money 2.5

Anonymous

4.2

The price

Very unclean, there were hairs from the previous occupant still on the bed! The toilet is so small there is no place to really use it.

Staff 2.5

Cleanliness 2.5

Location 5.0

Facilities 5.0

Comfort 5.0

Value for money 5.0

Additional Ratings

Breakfast 5.0

alfredo , (MT)

Reservation Number [1034730124](#)

2018-12-19

3.8

Poor hotel

Location

Breakfast. Stairs. Staff.

Staff 2.5

Cleanliness 5.0

Location 7.5

Facilities 2.5

Comfort 2.5

Value for money 2.5

Adson Ameno , (BR)

Reservation Number [1654766822](#)

2018-12-18

6.3

Horrível, se considerarmos a qualidade das instalações do hotel.

A localização é excelente, o hotel fica próximo ao Red Light District, da Estação Centraal, do Centro, enfim fica perto de tudo. O pessoal da recepção super atencioso e procurou esclarecer as nossas dúvidas, com destaque para Samem, Dilápide e Ulh (não sei se é assim que escreve). A limpeza do quarto satisfatória.

As instalações são extremamente inadequadas e sem qualquer acessibilidade às pessoas com necessidades especiais. Não possui elevador. As escadas são de madeira e muito íngremes, com qualquer descuido do hóspede ele pode cair e se machucar. O quarto péssimo: sem ventilação. A única janela existente não possuía qualquer visão ou ventilação, de modo que estava voltada para um "quadrado, beco ou vão entre edificações". Simplesmente horrível. Não possuía tomadas suficientes e as existentes dispostas em locais altos e inadequadas ao uso. A televisão antiga (estimo que da década de 80), analógica, quadrada, sem acesso a canais por assinatura, com excesso de ruído e imagem péssima de modo que não ligamos em nenhum momento. O quarto sem nenhuma estética. Simplesmente horrível, horripilante. Só lamento haver esquecido de fotografar(que inclusive fiquei nesse sentido de fazê-lo e acabei esquecendo). Sinceramente não sei como o Booking se dispõe a comercializar e manter em seu catálogo algo tão ruim e com um preço tão caro para o que oferece. Me senti completamente lesado.

Awful, considering the quality of the hotel facilities.

The location is excellent, the hotel is near the red light district, central station, downtown, it's close to everything. The people at the reception were very thoughtful and tried to clear up our doubts, especially samem, ditombpid and ulh (I don't know if that's how you write). The room cleaning is satisfactory.

The facilities are extremely inadequate and without any access to people with special needs. No elevator. The stairs are wooden and very steep, with any oversight of the guest he may fall and get hurt. The bad room: no ventilation. The only existing window had no vision or ventilation, so it was facing a "square, alley or span between buildings ". Just awful. It did not have sufficient sockets and existing sockets laid out in high places and unsuitable for use. Old television (I estimate from the 1980s), analogue, square, no access to pay-per-view channels, too much noise and bad image so we don't turn on at all. The room with no aesthetic. Just horrible, horrifying. I'm only sorry that I forgot to photograph (which I even felt in the sense of doing so and ended up forgetting). I honestly do not know how booking is prepared to market and keep in its catalogue something so bad and at such an expensive price for what it offers. I felt completely injured.

Staff 10.0

Cleanliness 10.0

Location 10.0

Facilities 2.5

Comfort 2.5

Value for money 2.5

Anonymous

6.7

Buena ubicacion, pero no muy cómodo

La ubicacion es excelente. El personal te explica todo lo que necesites. Tiene desayuno.

La cama era terriblemente blanda y la almohada muy floja. El baño es tan pequeño que al sentarte en la taza las rodillas te chocan contra la pared. La cortina del baño estaba muy sucia.

Good location, but not very comfortable.

The location is excellent. The staff will explain everything you need. He has breakfast. The bed was terribly soft and the pillow was very soft. The bathroom is so small that when you sit on the toilet, your knees hit the wall. The shower curtain was too dirty.

Staff 7.5

Cleanliness 7.5

Location 10.0

Facilities 5.0

Comfort 5.0

Value for money 5.0

Rosa , (ES)

Reservation Number [1988650489](#)

2018-12-09

3.8

La ubicación.

No me gustó nada. El personal muy antipático, las habitaciones como zulos. Lo único que se salva es el desayuno, aunque es muy normal, tostadas y poco más. Había bichos por todos sitios y las sábanas hasta roídas. Se escucha todo como si pasara en el mismo zulo y si te toca una habitación hacia la calle, llévate tapones porque si no, olvídate de dormir. He ido a muchos hoteles pero a uno tan nefasto como este, ninguno, no sé como Booking.com lo tiene entre sus hoteles a recomendar. Se deberían cumplir unas normas para poder llamar a un alojamiento "hotel".

The location.

I didn't like it at all. The staff very unpleasant, the rooms like zulos. The only thing saved is breakfast, although it's very normal, toast and little else. Take some earplugs or you'll forget about sleeping. I've been to a lot of hotels, but one as bad as this one, none, I don't know how booking.com has it among its hotels to recommend. Rules should be followed to be able to call a hotel accommodation.

Staff 5.0

Cleanliness 2.5

Location 7.5

Facilities 2.5

Comfort 2.5

Value for money 2.5

Anonymous

10.0

La comodità, la posizione e lo staff... troppo gentili...

Che non ha l'ascensore☐

The location and the staff Too kind...

That doesn't have an elevator

Staff 10.0

Cleanliness 10.0

Location 10.0

Facilities 10.0

Comfort 10.0

Value for money 10.0

€hris , (US)

Reservation Number [1046087239](#)

2018-12-06

7.5

Great staff, helpful and friendly.

Staff 10.0

Cleanliness 7.5

Location 10.0

Facilities 5.0

Comfort 5.0

Value for money 7.5

Carlos , (PT)

Reservation Number [1161423994](#)

2018-12-05

7.1

Da simpatia dos recepcionistas

Havia muito barulho durante a noite, ouvia se as pessoas a subir as escadas, a falar em outros quartos, a tossir... Nao limpavam o quarto de um dia para o outro apenas dobravam o cobertor

The receptionists' sympathy

There was a lot of noise in the night, and I heard people coming up the stairs, talking about other rooms, coughing... They wouldn't clean the room overnight, just fold the blanket.

Staff 7.5

Cleanliness 5.0

Location 10.0

Facilities 7.5

Comfort 5.0

Value for money 7.5

Additional Ratings

Breakfast 5.0

Room view 7.5

Batsheva , (BE)

Reservation Number [1590602954](#)

2018-12-04

7.9

המארחת הסינית..מקסימה

The Chinese hostess.

Staff 10.0

Cleanliness 7.5

Location 7.5

Facilities 7.5

Comfort 7.5

Value for money 7.5

Additional Ratings

Breakfast 7.5

Max , (DE)

Reservation Number [1243787149](#)

2018-12-03

4.6

Eine Zumutung, nie wieder

Freundliches Personal

Zimmer in miserablen Zustand, abgelebte Möbel, dreckig und das Schlimmste: die Fenster waren so alt, dass sie quasi ständig geöffnet waren. Zusätzlich befand sich in jedem der zwei gemieteten Zimmern UNGEZIEFER (vermutlich Bettwanzen oder Ähnliches), welche nachts über Boden, Wände und auch über Kopfkissen und Bettdecke krabbeln. Sauberkeit war eine Zumutung, bloß nicht ohne Badelatschen bewegen. Wir hoffen, dass wir uns keine Krankheit eingefangen haben und nichts von dem Ungeziefer mit nach Hause bringen.

An imposition, never again

Friendly staff

Rooms in miserable condition, unoccupied furniture, dirty and worst of all: The windows were so old, because they were open almost constantly. In addition, in each of the two rented rooms there were UNGEZIEFER (presumably bed bugs or the like), which crawl over the floor, walls and also over pillows and duvet at night. Cleanliness was an imposition. Just do not move without bathing slippers. We hope we haven't caught any illness and don't bring any of the vermin home.

Staff 7.5

Cleanliness 2.5

Location 7.5

Facilities 2.5

Comfort 2.5

Value for money 5.0

Additional Ratings

Breakfast 7.5

Room view 2.5

Daniele , (IT)

Reservation Number [1211375448](#)

2018-12-02

5.8

Posizione eccellente 2 min dalla stazione, 1 min dalla red light e a pochi passi da piazza dam. Staff cordiale 🍷👍

Pulizie struttura un po' da riguardare l'unica cosa che fanno e sistemarti il letto. Controlla se ti cambiano lenzuola e asciugamani che non sempre fanno. Colazione abbordabile.

Excellent location 2 mins from the train station, and 1 mins from red light. Friendly Staff 🍷👍

Housekeeping facility a bit to cover the only thing they do and settle the bed. Check if you change sheets and towels that nn always do. Breakfast

Staff 7.5

Cleanliness 5.0

Location 10.0

Facilities 2.5

Comfort 5.0

Value for money 5.0

Tiago Mauricio , (PT)

Reservation Number [1243644923](#)

2018-11-30

8.3

Central location and nice staff

Ended up being a bit noisy

Staff 10.0

Cleanliness 10.0

Location 7.5

Facilities 7.5

Comfort 7.5

Value for money 7.5

Additional Ratings

Bed rating 7.5

Linsey , (GB)

Reservation Number [1387727588](#)

2018-11-26

10.0

Brilliant location at a steal of a price!

Really friendly and welcoming staff that will go far to help you! Space to store luggage before checking in and after checking out with no problems. Clean rooms and accommodated my request for my two

rooms to be near each other. Hotel is in a fantastic location if you want central Amsterdam, is placed on the same street as the bulldog in the red light district literally 1 minute walk away. Supermarket nearby and a 5 minute walk from dam square and central station. Great price would highly recommend and will stay again when I hopefully return to Amsterdam with friends again! We all had a fantastic time!

Lots of stairs! Keep in mind if any difficulties walking. Our rooms were at the very top of the hotel can get dizzy going up and down the steep spiral staircase- but is a great workout!

Staff 10.0

Cleanliness 10.0

Location 10.0

Facilities 10.0

Comfort 10.0

Value for money 10.0

Jeanette Frame , (GB)

Reservation Number [1204587637](#)

2018-11-26

6.3

the hotel staff were nice an friendly and the hotel was very central in an ideal spot

the rooms could do with a clean and a bit of upgrading maybe some paint

Staff 7.5

Cleanliness 2.5

Location 10.0

Facilities 5.0

Comfort 5.0

Value for money 7.5

Additional Ratings

Breakfast 7.5

Salam , (MA)

Reservation Number [1048373571](#)

2018-11-26

7.9

Adequate, excellent location, friendly staff. A typical B&B

Staff 10.0

Cleanliness 7.5

Location 10.0

Facilities 7.5

Comfort 5.0

Value for money 7.5

Additional Ratings

Bed rating 7.5

Anonymous

3.8

Unclean Hotel/Disputing is tough

Dirty room. Friend got a rash sleeping on the sheets. Found bugs on the bed sheets next day after we asked for them to change. Won't return full refund

Staff 5.0

Cleanliness 2.5

Location 7.5

Facilities 2.5

Comfort 2.5

Value for money 2.5

. , (GB)

Reservation Number [1168966807](#)

2018-11-23

4.6

Unsatisfactory

The staff were dismissive and unhelpful.

Staff 2.5

Cleanliness 2.5

Location 7.5

Facilities 5.0

Comfort 5.0

Value for money 5.0

Additional Ratings

Room view 5.0

Virginia , (GB)

Reservation Number [1699132184](#)

2018-11-22

4.2

Location great – hotel – awful

Well I had booked this hotel and then I've checked the reviews Lesson learned Location is great , but hotel – my days Room was extremely small (double) and toilet :D I'm not tall and struggled to use it ..literally you can not sit down because the wall is right in front of you Our sheets were very worn out , not sure if they were washed properly , there were hair everywhere on the sheets , bathroom sink too In general room was not dirty but sheets – gave me a concern Thanks God no bed bugs – I was dreading to meet these ;) But the outside room , oh lalala – carpet was sooooo stained like disgustingly stained They really need to refurbish the place It's a rip off according to the price But location is amazing – only one positive think

Hotel needs refurbishing big time Reduce prices It's a joke

Staff 5.0

Cleanliness 2.5

Location 10.0

Facilities 2.5

Comfort 2.5

Value for money 2.5

Roisin , (IE)

Reservation Number [1018451017](#)

2018-11-22

4.2

Location is good that's all

I liked the location the staff were pleasant enough

I read reviews of bed bugs after which horrified me , the hotel is so so old it needs complete renovation , I had no bed bugs but mattresses are disgusting And old , so expensive for the state of the place , the rooms are just vile so old and musty , absolutely freezing in the room as well

Staff 5.0

Cleanliness 2.5

Location 10.0

Facilities 2.5

Comfort 2.5

Value for money 2.5

Anonymous

7.9

Si fuese más limpio sería perfecto

Lo mejor la ubicación, muy céntrico. Vistas muy bonitas al despertar ya que el ventanal da al canal. La habitación tenía muy buena temperatura. Y el personal, amable en todo momento.

Lo peor la limpieza, deja bastante que desear. Tanto que creo que no volvería a hospedarme en el pese a la buena ubicación.

If it were cleaner it would be perfect

The best location, very central. Very nice views when you wake up because the window overlooks the canal. The room had a very good temperature. And the staff, friendly at all times.

The worst cleaning, leaves a lot to be desired. So much that I think I would not stay in the despite the good location.

Staff 10.0

Cleanliness 5.0

Location 10.0

Facilities 7.5

Comfort 7.5

Value for money 7.5

Additional Ratings

Breakfast 7.5

Room view 10.0

Anonymous

3.8

Локацията. За една вечер, в случай че не сте претенциозни и можете да спите с дрехите, за цената си е ок. Но ако успеете да намерите друго място, направете го!

Мръсно, персоналът те обслужва с апатия, не бяха сменени чаршафите от предходните гости. Коса по всички завивки. На рецепция казаха, че това е ок и явно не е необходимо да получим дори извинение, да не говорим за смяна или компенсация.

Location. For one night, if you are not pretentious and you can sleep with your clothes, your price is ok. But if you can find another place, do it! Dirty, the staff is serving you with apathy, the sheets have not been changed

previous guests. Hair on all blankets. At the reception they said it was ok and apparently we did not have to even get an excuse, obviously we do not have to even get an excuse, let alone a shift or compensation.

Staff 2.5

Cleanliness 2.5

Location 10.0

Facilities 2.5

Comfort 2.5

Value for money 2.5

Additional Ratings

Coffee 2.5

Viviana , (IT)

Reservation Number [1990708714](#)

2018-11-20

9.6

Nonostante le tante recensioni negative ci siamo trovati molto bene. Posizione ottima. Stanza carinissima con la finestra sul letto che affacciava sul canale e specchi triangolari con luci. Pulizia quotidiana è fatta bene. Lenzuola pulite e asciugamani puliti. Nessun insetto o cose simili. Personale gentilissimo ! Sì, ci torneremo!

L'unica pecca è la finestra che non si chiude bene quindi lascia uno spiraglio in cui entra l'aria

Despite the many negative reviews we enjoyed it very much. Great location Very cute room with window on the bed overlooking the canal and triangular mirrors with lights. Daily cleaning is done well. Clean sheets and clean towels. No bugs or anything like that. Staff! Yes, I would go again! The only flaw is the window that does not close well then leaves a where the air enter

Staff 10.0

Cleanliness 7.5

Location 10.0

Facilities 10.0

Comfort 10.0

Value for money 10.0

Sertac , (SE)

Reservation Number [1897255676](#)

2018-11-19

4.2

Det är bara nära till centrum.

Hotellrum är väldigt dåligt. Det finns ingen personal som städer rum regelbundet. Efter två dagar såg vi väggglus på natten. Vi blev chockerad eftersom vi hade 4-månaders barn med oss. Jag drabbade av väggglus och har tvättat alla kläder samt lagt frysen.

It's just close to downtown.

Hotel rooms are very bad. There is no staff that regularly hosts rooms. After two days we saw bedbugs at night. We were shocked because we had 4-month children with us. I suffered from bedbugs and washed all the clothes and put the freezer.

Staff 5.0

Cleanliness 2.5

Location 7.5

Facilities 2.5

Comfort 2.5

Value for money 5.0

Cat , (GB)

Reservation Number [1769394850](#)

2018-11-18

5.4

Basic, dirty, small, not very safe, but great location

The location was unreal right in the middle of everything, staff were helpful (except for not fixing window problem)

The hotel room was dirty and there were visible bed bugs. We had a ground floor room looking into the smoking area, the window had no lock and could be opened from the outside. When we questioned staff they were shocked saying that they didn't realise it could be opened. Couldn't move room since the place was full, so we couldn't sleep easy knowing someone could just open our window and come inside.

Staff 10.0

Cleanliness 2.5

Location 10.0

Facilities 2.5

Comfort 2.5

Value for money 5.0

Ido , (BE)

Reservation Number [1240442075](#)

2018-11-18

5.4

Personnel très gentil et attentionné, petit déjeuner très agréable, localisation agréable le long du canal.

Des bestioles qui m ont dévorée la nuit Très vétuste, pomme de douche restée dans la main Je ferai plus attention à mes réservations la prochaine fois.

Very nice and caring staff, very nice breakfast, nice location along the canal.

Bugs that devoured me the very old night, showerhead stuck in my hand. I'll pay more attention to my bookings next time.

Staff 10.0

Cleanliness 2.5

Location 7.5

Facilities 2.5

Comfort 5.0

Value for money 5.0

Juuli , (FI)

Reservation Number [1634070743](#)

2018-11-18

3.3

Lasten kanssa reissaavat älkää menkää sinne!!! covered with black mold, no heating.

Huone oli täysin homeessa, sitä oli yritetty piilottaa kloorilla ja maalamisella. Erittäin epämiellyttävä ja vaarallinen terveydelle!! Please do not stay there, covered with mold. They tried to hide it with chlorine and paint. We had to jam the window open with a bottle to survive the night. There was no heating. Worst I've ever seen and I've been to many hotels and hostels. We changed hotels bright and early.

Do not go with the kids and go there !!! covered with black mold, no heating.

The room was completely molded, trying to hide it with chlorine and painting. Very unpleasant and dangerous for your health !!

Please do not stay there, covered with mold. They tried to hide it with chlorine and paint. We had to jam the window open with a bottle to survive the night

Staff 5.0

Cleanliness 2.5

Location 5.0

Facilities 2.5

Comfort 2.5

Value for money 2.5

Yb , (FR)

Reservation Number [1415466652](#)

2018-11-17

4.6

L'hôtel est infesté de punaises de lit ! Mes bras sont complètement recouverts de piqûres. J'ai effectué ainsi des recherches à mon retour et découvert au moins un commentaire à ce sujet (dommage que je ne l'ai pas vu avant...) J'ai contacté par mail l'hôtel à ce sujet (au départ j'ai cru à une allergie n'ayant jamais eu de problème de punaises de lit) mais l'hôtel ignore mon mail et je n'ai pas leur réponse. Leur comportement est irresponsable envers leurs clients. Évitez à tout prix malgré l'emplacement attractif.

The hotel is infested with bedbugs! My arms are completely covered in needles. So I did some research on my return and discovered at least one comment on it (too bad I didn't see it before...) I e-mailed the hotel about it (at first I thought it was an allergy that never had a bedbug problem) but the hotel ignored my email and I don't have their answer. Their behavior is irresponsible towards their clients. Avoid at all costs despite the attractive location.

Staff 7.5

Cleanliness 2.5

Location 7.5

Facilities 2.5

Comfort 5.0

Value for money 2.5

Additional Ratings

WiFi 5.0

Breakfast 7.5

Ron , (GB)

Reservation Number [2080480355](#)

2018-11-14

7.9

Great budget hotel, will be back soon I hope

Best location, friendly staff. Heating and shower worked fine. Stayed here a few times and will again. Close to many bars cafes and coffee shops. Very good budget hotel with private bathroom which may be a little cramped for some but I found it OK.

Staff 7.5

Cleanliness 7.5

Location 10.0

Facilities 7.5

Comfort 7.5

Value for money 7.5

Maura , (IT)

Reservation Number [1124593249](#)

2018-11-14

7.1

Grande spirito di adattamento

Ottima posizione, vicinissima alla stazione centrale e piazza dam... ottima posizione per girare la città. Ottimo personale molto accogliente. Anche la colazione non era male. Buona anche la pulizia.

Camere un po' vecchie

Great Spirit of adaptation

Great location, close to Central station and Dam Square Great location for touring the city. Great staff very friendly. Also the breakfast was not bad. Good Even cleaning.

Rooms a bit old

Staff 7.5

Cleanliness 7.5

Location 10.0

Facilities 7.5

Comfort 5.0

Value for money 5.0

Yuan , (CN)

Reservation Number [1050562724](#)

2018-11-14

3.8

太脏了

Too Dirty

Staff 5.0

Cleanliness 2.5

Location 7.5

Facilities 2.5

Comfort 2.5

Value for money 2.5

Anonymous

2.5

Nada

Desde el primer día que entramos a la habitación olía a pura marihuana. Es cierto que es legal allá, pero fumarla dentro del hotel no es permitido. Le dije al encargado al respecto, y dijo que no podía hacer nada! Ni cambiarnos de cuarto. El hotel súper descuidado y sucio, las camas en mal estado, los baños feísimos. No fue un hotel barato, esperaba algo mejor.

nothing

From the first day we walked into the room, it smelled like pot. It's true it's legal there, but smoking it inside the hotel is not allowed. I told the manager about it, and he said he couldn't do anything! Or change rooms. The super sloppy, dirty hotel, the crappy beds, the lousy toilets. It wasn't a cheap hotel, I was hoping for something better.

Staff 2.5

Cleanliness 2.5

Location 2.5

Facilities 2.5

Comfort 2.5

Value for money 2.5

moshe , (IL)

Reservation Number [1490076977](#)

2018-11-09

8.3

excellent location

Loation is great. Expect to climb narrow stairs. Breakfast was sufficient. Clean. staff was friendly. Nice view of the canal from the window. One feels that he is in the middle of old Amsterdam. A yard where one can smoke.

As it is located in the midst of an area where so many people go out at night it is noisy.

Staff 10.0

Cleanliness 7.5

Location 10.0

Facilities 7.5

Comfort 7.5

Value for money 7.5

Additional Ratings

Coffee 5.0

Anna , (BG)

Reservation Number [1155445781](#)

2018-11-08

3.8

Не ползвайте хотела!

Единствено местоположението. Трябваше ни хотел, близо до гарата.

Персоналът е намусен и необщителен. При напускане казах "довиждане", но не получих никакъв отговор. Мръсно, запуснато и не особено чисто. Много некомфортно!

Do not use the hotel! The only location. We needed a hotel near the station. The staff is passionate and uncommunicative. On leaving I said "goodbye," but I did not get any answer, dirty, loose and not very clean, very uncomfortable!

Staff 2.5

Cleanliness 2.5

Location 10.0

Facilities 2.5

Comfort 2.5

Value for money 2.5

Additional Ratings

Coffee 2.5

Aleksey , (RU)

Reservation Number [1222065773](#)

2018-11-08

7.9

Приветливый персонал, чистое белье. Нормальный завтрак. Отличное расположение в 5 минутах от Центрального вокзала. Все рядом.

Было прохладно в номере. Сырость в ванной комнате. Плохая звукоизоляция, слышны все уличные шумы.

Friendly staff, clean linen. Good breakfast. Great location 5 mins from Central Station. It was cool in the room. The bathroom is damp. The location is good.

Staff 10.0

Cleanliness 7.5

Location 10.0

Facilities 7.5

Comfort 5.0

Value for money 7.5

Additional Ratings

WiFi 2.5

Breakfast 5.0

Cristina , (IT)

Reservation Number [1244277094](#)

2018-11-06

4.2

Stanza piccolissima, non corrispondeva alle immagini. La cosa peggiore è che era popolata da bed bugs, pulci, tutte le camere. Noi ce ne siamo andate. Abbiamo scoperto che degli ospiti si erano lamentati già mesi fa, quindi non fanno disinfestazioni.

Very small room, did not correspond to the images. The worst thing is that it was populated by bed bugs, fleas, all the rooms. We're gone. We found out that some guests had complained months ago, so they don't do disinfestations.

Staff 5.0

Cleanliness 2.5

Location 7.5

Facilities 5.0

Comfort 2.5

Value for money 2.5

Additional Ratings

Coffee 5.0

Anonymous

2.9

Horrorosa

No el recomanaria a ningú. Havia "chinchas al llit", ens van canviar d'habitació i també havien. Altres clients també en tenien, adjuntem fotos

Terrifull I would not recommend it to anyone. There were "bedbugs", they changed our room and they also had. Other clients also had them, we attached photos. I would not recommend it to anyone.

Staff 2.5

Cleanliness 2.5

Location 5.0

Facilities 2.5

Comfort 2.5

Value for money 2.5

Ricky ve , (IT)

Reservation Number [1888896474](#)

2018-11-05

2.5

Hotel scandaloso....non aprite quella porta!

Il nulla assoluto!

Soggiorno orribile! Tratto da non aprite quella porta. Hotel, un eufemismo, sporchissimo, pericolante, squallido. Personale inqualificabile se si eccettua la sola Bruna, gentile, carina, disponibile. Per il resto aiuto. Si salvi chi puo'. Stanze di dimensione scala 1 a dieci. Un corridoio chiuso con cartongesso con due letti in fila chiamata doppia. Indefinibile. Alloggi voto zero, personale rasoterra, igiene senza parole...signori prossimo ospiti in bocca al lupo...vi consiglio piuttosto un buon sacco a pelo....auguroni!

Outrageous Hotel don't open that door!

The Absolute Nothing

Horrible stay! Taken from don't open that door. Hotel, a euphemism, very dirty, dangerous, dingy.

Unqualified staff if you except the only brunette, nice, nice, helpful. For the rest help. Save those who can. Dimension Rooms scale 1 to ten. A closed corridor with plasterboard with two beds in double call row. Indefinibil Accommodation rating Zero, staff low-ground, hygiene without words... Gentlemen next guests in luck...!

Staff 2.5

Cleanliness 2.5

Location 2.5

Facilities 2.5

Comfort 2.5

Value for money 2.5

RUAT , (FR)

Reservation Number [1269287625](#)

2018-11-05

4.2

Hôtel bien situé mais trop vétuste et limite en terme de propreté.

La situation géographique et le petit déjeuner (de bonne qualité vu l hôtel)

La propreté(il y avait des cheveux et des poils dans les lits le premier jour. D autres clients ont trouvé des puces de lit), la vétusté de l hôtel. Il y faisait frais la nuit (a priori, pas de chauffage. Ils étaient froids). Le dernier jour, pas d eau chaude.

The hotel is well-situated but too old and limited in terms of cleanliness.

Geographical location and breakfast (good quality hotel)

Cleanliness (there was hair and hair in the beds on the first day. D other customers found bed chips), the old hotel. It was cool there at night (apparently no heating. They were cold). Last day, no hot water.

Staff 5.0

Cleanliness 2.5

Location 7.5

Facilities 2.5

Comfort 2.5

Value for money 5.0

Additional Ratings

Breakfast 5.0

Ricky ve , (IT)

Reservation Number [1695954578](#)

2018-11-05

3.8

Orribile! Girone infernale!

La zona

Non ho mai alloggiato in un albergo piu sporco e squallido. Considerato che per 4 notti per una stanza che definire doppia e' piu' di una barzelletta ho pagato 630 euro in ottobre posso affermare che sono stato rapinato. Per farmi cambiare stanza dopo due dei quattro giorni della mia permanenza ho dovuto chiamare la polizia la quale una volta verificato lo stato dell'alloggio ed il prezzo pagato ha intimato all'hotel, se mai si puo' definire tale di cambiarmi stanza. Ai miei amici e' andata ancor peggio. Ed anche molto. E comunque il cambio stanza non era altro che un alto schifo. Sporchissimo. Angusto. Tristeorribile! Con colazione che gia', udite udite, alle h 09,00 era gia' scarsissima non venendo di mano in mano integrato. Il mio giudizio e' OSCENO! Attenzione...pacco mostruoso, girone infernale....BEWARE!

Horrible! Infernal circle!

Area

I have never stayed in a dirtier or dingy hotel. Consumed that for 4 nights for a room that I call double is more than a joke I paid 630 euros in October I can say that I was robbed. To make me change room after two of the four days of my stay, I had to call the police who, after checking the state of the accommodation and the price paid, gave the hotel notice, if it could ever be defined as a room change. My friends got even worse. And also a lot. And anyway the room change was nothing but a high crap. Filthy. Narrow. Sad horrible! With breakfast that already, listen, at 09.00 am was already very scarce, not being integrated from time to time. My judgment is OSCENO! Attention ... monstrous package, infernal group BEWARE!

Staff 2.5

Cleanliness 2.5

Location 10.0

Facilities 2.5

Comfort 2.5

Value for money 2.5

Rachel , (BE)

Reservation Number [1528832492](#)

2018-11-02

4.6

Vloerbekleding niet schoon, gordijnen niet fatsoenlijk op gehangen, kamer veel te klein. Gaten in de bedsprei, tv die geen afstandsbediening heeft en niet aangaat of 5 minuten werkt en weer uitvalt, vreselijk ontbijt en vieze badkamer

Floor coverings not clean,curtains not properly hung on, room much too small. Holes in the bedspread, TV that has no remote control and does not switch on or work for 5 minutes and fails again, terrible breakfast and dirty bathroom

Staff 5.0

Cleanliness 2.5

Location 10.0

Facilities 2.5

Comfort 2.5

Value for money 5.0

Λιζα Ασλη , (GR)

Reservation Number [1990476608](#)

2018-11-01

3.3

Κάκιστο!!

Μόνο η τοποθεσία έλεγε αλλά σίγουρα υπάρχουν πολύ καλύτερα εκεί!

Δεν έχω ξαναδεί πιο βρώμικο ξενοδοχείο! Παροχή καμιά! Ούτε καν σαπούνι για τα χέρια. Νερά στο πάτωμα και το μόνο που έκαναν είναι να μας δώσουν πετσέτες να ρίξουμε κάτω για να μην τα πατάμε!!! Έξω 0°C και δεν είχε καν θέρμανση! Κοιμηθήκαμε με τα ρούχα , σεμεδακι το κασκόλ στο μαξιλάρι για να μην ακουμπήσουμε στα σεντόνια τους και το μπουφάν για πάπλωμα! Μας έβαλαν 3ο όροφο χωρίς ανσασερ και τα σκαλιά ήταν 90° κίνδυνος θάνατος από μόνα τους πόσο μάλλον με τις βαλίτσες παρέα! Απλά μείνετε μακριά από αυτό το ξενοδοχείο!!!

Kakisto!!

Only the site was saying but there are certainly a lot better there! I have never seen a more dirty hotel ! Provide none!Not even soap for hands. Water on the floor and all they did is give us towels to drop down so we do not hit ! outside 0" C and did not even heat up ! We slept with the clothes, the scraf on the pillow so that we do not touch their sheets and the jacket . they put us on the 3rd floor without an elevator and the stairs were

Staff 2.5

Cleanliness 2.5

Location 7.5

Facilities 2.5

Comfort 2.5

Value for money 2.5

Additional Ratings

Coffee 2.5

Giuseppe , (IT)

Reservation Number [1844984943](#)

2018-10-29

4.6

UN HOTEL PEGGIO DI COSÌ NON PUÒ ESISTERE!

Ottima posizione molto vicino alla stazione centrale.

Camera quadrupla non corrispondente alle foto presenti sul sito durante la Prenotazione, prezzo molto elevato (quasi 1000 euro per 4 notti) rispetto alla qualità della camera, molto stretta con finestre in legno molto vecchie, quindi facevano passare molti spifferi. Le pareti della camera erano in cartongesso quindi sentivi tutti i rumori provenienti dalle scale e dalle camere vicine. Ogni volta che qualcuno saliva le scale sembrava stesse per cadere il tetto in quanto si sentivano cigolare le travi di legno. In camera abbiamo trovato asciugamani con macchie marroni, le coperte de letto erano bucate vecchie e maleodoranti, appena entravi in bagno in c'era un odore di varichina molto forte quasi da far perdere i sensi e la Tendina della doccia era sporca ingiallita con presenza di muffa che tra l'altro era presente in tutte le pareti del bagno a causa dell'umidità dato che la finestra era vecchia in legno molto Fatiscente. Colazione non abbondante con alimenti di dubbia qualità. Il receptionist prende il pane e lo sistema in delle cassette vecchie e sporche senza guanti e senza aver lavato le mani dopo aver fatto pulizie o dopo aver toccato di tutto chiavi soldi ecc. Meno male che in stanza ci passavamo Poco tempo ma è stato il Peggior hotel che abbia mai visto durante tutti i miei viaggi!

A HOTEL WORSE THAN THAT CAN NOT EXIST!

Great location very close to central station.

Foto camera Quadrupla not corresponding to the photos on the ste during the reservation very high price (almost 1000 euro for 4 nights) compared to the quality of the room were. In plaster carton the you felt all the noises coming from the stairs and from the neighbouring rooms, Every time someone climbed the stairs it looked like it was. How much they felt squeaking the wooden beams. In the room we found towels with brown spots. The bed blankets were bored old and as soon as you entered the bathroom in there was a smell of very strong chlorine bleach almost to lose your senses and the shower curtain was dirty yellowed. Which by the way was present in al the bathroom walls clue to the humidity since the window was old in very dilapidated wood. Breakfast not plentiful food of dubious quality, the

receptionist takes the bread and the system in some old and dirty cassettes without gloves and without washing his hands after cleaning or after touching of all money kes etc. good thing we were spending a little time in the room but it was the worst hotel I've ever seen during all my travels !

Staff 5.0

Cleanliness 5.0

Location 10.0

Facilities 2.5

Comfort 2.5

Value for money 2.5

Riccardo , (FR)

Reservation Number [1622668926](#)

2018-10-29

6.3

Juste pratique par sa situation géographique.

Très bien placé près de la gare et du centre. Petit déjeuner correct. Personnel agréable.

Ne convient pas à une personne handicapée. Escalier en collimacon très étroit Moquette très vieillissante . Salle de bain dans le couloir . Chambre donnant côté rue avec une belle vue sur le canal et un pont mais bruyant jusqu a 2heures du matin car beaucoup de passages .

Just convenient because of its location. Very well placed near the station and the centre. Proper breakfast . nice staff. Not suitable for adisable person. Very narrow colimacon stairway. Very aging carpet . Bathroom in the hailway. Room Acroos the street with a nice view of the canal and a brigde but loud until 2:00 in the morning because there's a lot of passages

Staff 7.5

Cleanliness 5.0

Location 10.0

Facilities 5.0

Comfort 5.0

Value for money 5.0

Nina , (DE)

Reservation Number [1985157036](#)

2018-10-28

6.7

Great location, nice personnel, okay breakfast, old interior.

Very central location in the city center and in walking distance to the central station. You have a great choice of different bars and restaurants nearby. Surprisingly good mix of guests, from family with kids over couples and solo-travelers.

The hotel is quite old and has only basic low standards for the price we paid for a double room. You can tell that they are starting to renovate the interior but as of today it does not invite to spend more time than necessary in the facility. The red light district is only a few streets away.

Staff 10.0

Cleanliness 7.5

Location 10.0

Facilities 5.0

Comfort 5.0

Value for money 2.5

Additional Ratings

WiFi 7.5

Coffee 7.5

Aysenur , (TR)

Reservation Number [1035469157](#)

2018-10-26

3.3

It was sticky, dirty, really really bad. They take lots of money just for a one day but they didn't bother to clean a little bit. Even they didn't change the bed sheets.

Staff 2.5

Cleanliness 2.5

Location 7.5

Facilities 2.5

Comfort 2.5

Value for money 2.5

Sandra Andrade , (BR)

Reservation Number [2033497607](#)

2018-10-25

5.0

A funcionária Bruna

Fiquei cheia de pulga,estou me tratando o quadro está horrível no meu corpo,pensei que era muriçoca, mas está muito feio,sou da área de saúde por isso não procurei em Amsterdã a emergencial, a funcionária Bruna foi muito atenciosa

The official Bruna

I was full of fleas, I am dealing with the picture is horrible in my body, I thought it was muriçoca, but it is very ugly, I am from the health area so I did not look in Amsterdam for the emergency, the employee Bruna was very attentive

Staff 5.0

Cleanliness No score given

Location No score given

Facilities No score given

Comfort No score given

Value for money No score given

Additional Ratings

Breakfast 7.5

Anonymous

2.5

Nothing

Male staff was terrible women were very sweet, cleanliness was no one existent and was highly over priced for a closet of a room.

Staff 2.5

Cleanliness 2.5

Location 2.5

Facilities 2.5

Comfort 2.5

Value for money 2.5

, (FR)

Reservation Number [1683788823](#)

2018-10-25

5.4

Most of the staff was as helpful as they could be.

It was very expensive : over 100 euro a night for a small single room that was extremely noisy (thin partition walls; noise and music from the bar below until very late in the night or early in the morning).

Staff 10.0

Cleanliness 7.5

Location 5.0

Facilities 2.5

Comfort 5.0

Value for money 2.5

Additional Ratings

WiFi 7.5

Bed rating 5.0

Breakfast 7.5

Coffee 5.0

Room view 7.5

Jari , (FI)

Reservation Number [1661194378](#)

2018-10-25

6.7

Edullinen hinta ja hintalaatusuhde ihan ok.

Aamupala ja sijainti olivat ihan hyvät. Edullinen hinta ja ystävällinen henkilökunta. Hyvä ettei ollut kokolattiamattoa huoneessa. Ei onneksi ollut seinänaapureita eikä liikettä rappukäytävässä kun oli ylin kerros.

Vanha rakennus, huoneeseen erittäin jyrkät portaat ja kylmä huone. Tilanne parani kun ensimmäisen yön jälkeen patterin termostaatti löytyi. Kylpyhuone ei meinannut kuivua millään suihkun jälkeen. Lämmintä vettä joutui odottamaan kauan. Äänieristys oli heikko. Tupakkapaikka oli huoneen alapuolella.

Affordable price and price quality are okay. Breakfast and location were good . affordable price and friendly staff. Good that there was not to have carpeted in the room. Fortunately. There were no wall-rapers and no movement in the stairwell when the top floor. Old building room with steep stairs and cold room . the situation improved when the radioator . thermostat was found after the first night . The bathroom did not dry out after any shower. Warm water had to wait a long time. Sound insulations was weak. The smoking area was bellow the room

Staff 10.0

Cleanliness 2.5

Location 10.0

Facilities 7.5

Comfort 2.5

Value for money 7.5

Additional Ratings

Bed rating 5.0

Breakfast 7.5

Coffee 7.5

Room view 2.5

Daniel , (GB)

Reservation Number [1947998233](#)

2018-10-24

4.6

The smallest double room ever & where do my knees go when i try to sit on the toilet?

Location was useful.

Room was far to small to be a double room. No where to put my case. Trouble opening the door with the bathroom door open. The bathroom itself was a joke, you cannot sit in the toilet properly there was no room for your knees. The show constantly dripped and was difficult to get the right temperature. Overall over priced, uncomfortable and the whole property felt dirty and uncared for. Do not stay here.

Staff 5.0

Cleanliness 5.0

Location 7.5

Facilities 2.5

Comfort 5.0

Value for money 2.5

Additional Ratings

Coffee 2.5

Room view 2.5

Chyngyz Sagynov , (KG)

Reservation Number [1415627697](#)

2018-10-24

9.6

Вкусные завтраки. В самом центре событий). Хороший персонал.

Из нашей комнаты было слышно как ходят по лестнице и очень сильно.

Good breakfast . in the very center of events). Nice staff.

From our room it was audible how to walk the stairs and very much

Staff 10.0

Cleanliness 10.0

Location 10.0

Facilities 10.0

Comfort 7.5

Value for money 10.0

Additional Ratings

Bed rating 7.5

Breakfast 10.0

Room view 7.5

Mariagrazia , (IT)

Reservation Number [1722664521](#)

2018-10-19

3.3

Pessimo è poco!

La nota positiva di questo hotel se possiamo chiamarla così è la posizione.

Tutto. Non lo consiglierei a nessuno. Mancanza di acqua calda. Asciugamani macchiati e lenzuola bucate. Tende che puzzavano. Pezzi igienici non commentabili. Per non parlare degli insetti che uscivano dappertutto, trovandoli anche nel letto in cui dormivo. Scricchiolii e spifferi ovunque, e la larghezza della mia camera era quanto il letto matrimoniale, nonché incastrato tra la parete. Un posto così non dovrebbe essere chiamato hotel.

Bad is little !

The positive note of this hotel if we can call it that is the location

All I would not recommend it to anyone . lack of hot water. Stained towels and torn sheets . curtains that reeked.

Non-commentable hygienic parts. Not to mention the insects.crunches and drafty everywhere . and the width of tmy room was as the double bed as well as wedges between the wall. A place like this shouldn't be called hotel

Staff 2.5

Cleanliness 2.5

Location 7.5

Facilities 2.5

Comfort 2.5

Value for money 2.5

Additional Ratings

Bed rating 2.5

Roberta , (US)

Reservation Number [1364511165](#)

2018-10-17

6.3

All the staff were extremely helpful and friendly

Staff 10.0

Cleanliness 5.0

Location 7.5

Facilities 5.0

Comfort 5.0

Value for money 5.0

Ronaldo , (BR)

Reservation Number [1134587704](#)

2018-10-17

8.3

Desde a recepção até o checkout nada faltou, super cordiais e atenciosos, fazem o possível pra que a estadia seja agradável. Café simples, porém maravilhoso.

A falta de elevador não ajuda caso esteja vom malas grandes, pois a escada de acesso aos quartos é estreita e curva.

From the reception to the checkout nothing was missing . super cordial and thoughtful, they do everything they can to make the stay pleasant. Simple, but wonderful coffe. Lack of elevator does not help if you have large bags , because the stairway to the rooms is narrow and curved

Staff 10.0

Cleanliness 7.5

Location 10.0

Facilities 7.5

Comfort 7.5

Value for money 7.5

Additional Ratings

WiFi 10.0

Alex , (GB)

Reservation Number [1076403596](#)

2018-10-17

5.0

Very comfy beds, even though the other 2 that were with us had the complete opposite to us. Ours was memory foam and theres was some dodgy springs which they hated. Location was excellent as everything was outside our door.

We had no electrics all week. Told staff and their only suggestion was to "charge our devices downstairs" nothing offered to us or even an apology. Pretty bad staff service also

Staff 2.5

Cleanliness 5.0

Location 10.0

Facilities 2.5

Comfort 7.5

Value for money 2.5

vito , (IT)

Reservation Number [1645947151](#)

2018-10-17

4.2

posizione fantastica, staff anche gentile

mera sporca ed c'erano degli insetti. anche se costa poco nn lo consiglio a nessuno

Great Location, friendly staff

More dirty and there were insects. Although it costs little nn recommend it to anyone

Staff 5.0

Cleanliness 2.5

Location 10.0

Facilities 2.5

Comfort 2.5

Value for money 2.5

Additional Ratings

Coffee 2.5

Room view 2.5

Anonymous

6.7

Noisy at night time

The property is in a great location, right on the edge of the red light district , with all of the bars , cafes and restaurants And only a five minute walk from Amsterdam central Found the staff to be very pleasant and friendly

I had a room which looked over the canal , and in the evenings it was very noisy until the early hours of the morning The hotel I could do with a complete make over , carpets are dirty and bare thread , wallpaper was starting to peel off in my room , Wi-fi was not very good , had to go downstairs to get good reception Breakfast was not very good Not much to choose from This hotel is ok few a couple off days

Staff 7.5

Cleanliness 5.0

Location 10.0

Facilities 5.0

Comfort 5.0

Value for money 7.5

Norelis George , (PR)

Reservation Number [1561198194](#)

2018-10-15

3.8

Localización solamente.

Los cuartos son de no fumar, sin embargo las ventanas estaban justo al lado del patio. Todo el humo entraba al cuarto. Aparte que el patio lo cerraban a la 12am, luego venían a limpiarlo así que nunca podías descansar.

Location only.

The rooms are non-smoking, however the windows were right next to the patio. All the smoke entered the room. Apart from that the patio was closed at 12am, then they came to clean it so you could never rest.

Staff 5.0

Cleanliness 5.0

Location 5.0

Facilities 2.5

Comfort 2.5

Value for money 2.5

Additional Ratings

Coffee 5.0

Room view 2.5

Monica , (IT)

Reservation Number [1915183769](#)

2018-10-15

3.8

La posizione è ottima. Al centro da tutto, e tranquillamente puoi visitare a piedi. L'unica nota positiva di questa struttura!

Totale mancanza di pulizia, lenzuola sporche, il pavimento era al quanto sgradevole. Letto scomodissimo e presenza costante di animaletti volatini neri e polvere ovunque!

The location is great. In the center of everything, and quietly you can visit on foot. The only positive note of this property! Total lack of cleanliness, dirty sheets, the floor was at how Bed uncomfortable and constant presence of animals black flyers and dust everywhere!

Staff 2.5

Cleanliness 2.5

Location 7.5

Facilities 2.5

Comfort 5.0

Value for money 2.5

Susan Walsh , (GB)

Reservation Number [1117827982](#)

2018-10-15

6.3

Very old rooms but clean enough , but the location was fantastic !

One long table for Breakfast for everyone ! And no room to sit at it . And last day checkout 11 am , a male member of their staff came in just after 9am we weren't dressed and I was getting changed , saying

he got it wrong ! We still had 2 hrs , I was raging my 4 adult daughters were in the room , All I got downstairs was a SORRY , he got wrong room .

Staff 7.5

Cleanliness 5.0

Location 10.0

Facilities 5.0

Comfort 5.0

Value for money 5.0

Additional Ratings

Bed rating 5.0

Room view 2.5

maria susana huergo , (AR)

Reservation Number [1202951210](#)

2018-10-14

7.1

Hotel humilde.

LA attention de los empleados. LA ubicacion exelente.

Habitacion muy Chica. No habia WiFi en la habitacion. Enchufes rotos. Solo una luz.

The attention of the employees. Excellent location.

Very small room. There was no wi-fi in the room. Broken sockets. Just a light.

Staff 10.0

Cleanliness 7.5

Location 10.0

Facilities 5.0

Comfort 5.0

Value for money 5.0

Additional Ratings

Breakfast 7.5

Juan , (ES)

Reservation Number [1459713738](#)

2018-10-11

5.0

Caro para lo que ofrece.

La ubicación es excelente. En un pleno centro. Personal de recepción muy amable.

Incomodo, habitaciones limpias pero hotel sucio, en el desayuno una china que no te quita el ojo se encima y te mira mal para que comas rápido y poco. El buffet de desayuno algo escaso de variedad. Es realmente caro para lo que ofrece.

Expensive for what he's offering.The location is excellent. In the middle of town. Very nice reception staff.

Uncomfortable, clean rooms but dirty hotel,At breakfast, a Chinese woman who keeps her eye on you looks down on you and looks down on you to make you eat fast and light.The breakfast buffet is a little short of variety. It's really expensive for what you're offering.

Staff 7.5

Cleanliness 5.0

Location 10.0

Facilities 2.5

Comfort 2.5

Value for money 2.5

Natalia Ivanova , (RU)

Reservation Number [1546258449](#)

2018-10-11

3.3

Жесть

Местоположение рядом с центральным вокзалом

Ужасный грязный старый отель. Наверное э то стиль ретро. Но и он может. быть ухоженный. Очень удивилась увидев утром в коридоре пылесос и швабру., так как реально чувство, что там не убрали Никогда. Грязное все, ковры,стены, столы, белье подозрительно серое. Когда переключивать подушку нашла длинный чёрный волос, так что может белье не меняли. Полотенце было одно. Завтрак очень скромный. Хлеб, яйцо, колбаса, кофе, молоко кончилось и больше его не дали. Я бла

проездом. Приехала в час ночи, утром улетала. Но даже на одну ночь никому не советую. . Вообще я довольно много путешествую, в основном Испания и Италия, останавливаясь экономично, но всегда все супер!!! Такого ужаса нигде никогда не видела. В туалете можно сесть только открыв дверь, так как локти и колени не помещаются. Это у женщины с нормальной комплекции, мужчина не поместится. Кровать неудобная, матрас сползал. Комната размером с купе поезда.. Боялась гасить свет, так как в предыдущих отзывах читала, что там клопы. Из окна дует ужасно, открыть его я не смогла. Мне кажется не открывается. Всё таки меня кто то покусал, может комары, летела в самолёте и чесалась.

Tin

Location near Central Station

Terrible dirty old hotel. Probably a retro style.. But he can. be cared for. I was very surprised to see a vacuum cleaner and a mop in the hallway in the morning Since it really feels like there's never been cleaned. Dirty everything, carpets, walls, tables,Lingerie suspiciously gray. When to shift a pillow has found long black hair so that can underwear have not changed

The towel was one. The breakfast is very modest. The bread, the egg, the sausage, the coffee, the milk was over and they were not given. I passing through blah.She arrived at 1:00 in the morning and flew away. But even for one night I do not advise anyone.Generally I travel quite a lot, mainly Spain and Italy, stopping economically,but always all super!!! I've never seen such horror anywhere. You can only sit in the toilet by opening the door As the elbows and knees do not fit. This is a woman with a normal complement, the man does not fit. The bed is uncomfortable,

Mattress sliding. The room is the size of a train compartment.. I was afraid to extinguish the light, as in previous reviews I read That there are bedbugs. From the window blows terribly, I could not open it. I don't think it opens. After all, someone has bitten me, can mosquitoes, flew on the plane and itch.

Staff 5.0

Cleanliness 2.5

Location 5.0

Facilities 2.5

Comfort 2.5

Value for money 2.5

Additional Ratings

Breakfast 5.0

Niki , (GB)

Reservation Number [1494085831](#)

2018-10-11

6.7

Worth it for how cheap it is

I wasn't expecting too much after reading the reviews but it wasn't half as bad. The place needs a lick of paint and general modernisation but it isn't 'dirty' the beds were really comfy. And location perfect

The staff weren't overly friendly. We didn't have breakfast but from what I saw I didn't reckon much.

Staff 5.0

Cleanliness 5.0

Location 10.0

Facilities 5.0

Comfort 7.5

Value for money 7.5

XT75 , (BE)

Reservation Number [1694269939](#)

2018-10-11

5.4

Less than basic.

The location is perfect. Near the station, along the water, with bars and restaurant in direct proximity.

Only pick this hotel if you only plan to be there for sleeping. The staff is friendly but that's it. Everything is old and it looked like a piece of the ceiling had fallen down. All the pieces were pushed in a corner. The room is really very small, as is the bathroom. My knees were against the wall in front of me when I sat on the toilet... As for the breakfast, due to the long table being occupied and the lack of chairs, I didn't have any.

Staff 7.5

Cleanliness 2.5

Location 10.0

Facilities 5.0

Comfort 2.5

Value for money 5.0

Additional Ratings

WiFi 7.5

Bed rating 5.0

Breakfast 2.5

Markus Schippa , (DE)

Reservation Number [1758978240](#)

2018-10-09

6.3

Das Personal ist sehr freundlich und hilfsbereit. Die Lage hat uns sehr gut gefallen

Das Hotel ist sehr in die Jahre gekommen und sollte renoviert werden. Für den Preis war aber auch nicht mehr zu erwarten

The staff is very friendly and helpful. We really liked the situation

The hotel is very old and should be renovated. But the price was also no longer to be expected

Staff 10.0

Cleanliness 5.0

Location 10.0

Facilities 2.5

Comfort 2.5

Value for money 7.5

Stephane , (CH)

Reservation Number [1624545796](#)

2018-10-09

6.3

Hôtel très bien placé dans le quartier rouge

Draps sales, (trace de sang)

Very well-placed hotel in the red district

Dirty sheets, (blood trail)

Staff 7.5

Cleanliness 5.0

Location 10.0

Facilities 5.0

Comfort 5.0

Value for money 5.0

Additional Ratings

Bed rating 7.5

Breakfast 5.0

Coffee 5.0

Room view 2.5

Anonymous

9.6

Belle balade et découverte du patrimoine d'Amsterdam.

J'ai vraiment passé un agréable séjour à Amsterdam. Il a fait beau temps, sec et ensoleillé. Je tiens particulièrement à remercier Bruna, la réceptionniste de l'hôtel "Vijaya" pour son accueil et sa gentillesse.

J'ai apprécié l'intégralité de mon voyage qui s'est parfaitement déroulé sans soucis. C'est un lieu très touristique, beaucoup de commerces, produits souvenirs, bonne alimentation, etc... Le bonheur total!☺

Nice trip and Amsterdam heritage.

I had a really nice time in Amsterdam. It was nice, dry and sunny. I would particularly like to thank Bruna, the receptionist at the "Vijaya" hotel for her hospitality and kindness.

I enjoyed the whole of my journey, which went perfectly smoothly. It's a very touristic place, lots of shops, souvenir products, good food, etc. Total happiness is gone!

Staff 10.0

Cleanliness 10.0

Location 7.5

Facilities 10.0

Comfort 10.0

Value for money 10.0

Karin , (DE)

Reservation Number [1222631468](#)

2018-10-08

6.9

Alles in allem ein angenehmer Aufenthalt.

Die zentrale Lage – nicht weit vom Bahnhof und der Innenstadt entfernt – ist sehr vorteilhaft. Alles in allem eine gute Unterkunft, wenn man vor allem der Stadt wegen in Amsterdam ist und keinen Hotelurlaub machen will. Das Personal ist nett und das Frühstück völlig zufriedenstellend. Auch die Lage ist ruhig – trotz "Rotlichtviertel".

Das Wasser in der Dusche ist leider nur lauwarm gewesen. Und das Heizungsrohr brummte etwas.

All in all a pleasant stay

The central location—not far from the train station and the city centre—is very advantageous. All in all, good accommodation if you are mainly in Amsterdam because of the city and do not go on holiday for a hotel will. The staff is nice and breakfast completely satisfying. The location is also quiet—despite "red light district". The water in the shower has unfortunately only been lukewarm. And the heating pipe buzzed somewhat.

Staff 7.5

Cleanliness 7.5

Location No score given

Facilities 5.0

Comfort 7.5

Value for money No score given

Anonymous

7.5

Das Personal war sehr hilfsbereit. Frühstück war reichlich. Lage perfekt.

Die Zimmermöbel könnten erneuert werden.

The staff were very helpful. Breakfast was plentiful. Location perfect.

The room furniture could be renewed.

Staff 10.0

Cleanliness 7.5

Location 10.0

Facilities 5.0

Comfort 5.0

Value for money 7.5

Jason , (GB)

Reservation Number [1119008768](#)

2018-10-08

6.7

Amazing apart from building work and dust everywhere

We loved the location and the staff were amazing made us feel very at home

When we arrived it was like walking into a building site and dust everywhere so for this reason we decided not to eat breakfast at the hotel during our stay I did not like having to climb two flights of stairs on a spiral staircase as there was no lift

Staff 10.0

Cleanliness 5.0

Location 10.0

Facilities 5.0

Comfort 5.0

Value for money 5.0

Additional Ratings

Bed rating 2.5

wendybab , (GB)

Reservation Number [1346633245](#)

2018-10-07

2.9

Avoid!!!!

Nothing! It was filthy dirty ,rooms tiny, paint peeling off walls, wouldnt put a homeless dog in there!threadbare carpets, doors barely locked ! Checked in and out within the hour we couldnt have slept there! Not only was it filthy but it just didnt feel safe! Shocked that booking.com has this place on their books! Avoid at all cost!!!!

The room the hotel the whole thing was awful!!!!

Staff 2.5

Cleanliness 2.5

Location 5.0

Facilities 2.5

Comfort 2.5

Value for money 2.5

Anonymous

3.8

Zeer slecht en smerig hotel, schandalig.

Lokatie was prima, dicht bij station.

Haren op het kussen bewijzen dat er niet eens de moeite genomen word om de bedden te verschonen. Brandgevaarlijke kapotte stopcontacten. Badkamer/kamer stonken verschrikkelijk naar bleek. Badkamer niet fatsoenlijk schoon gemaakt.

Very poor and filthy hotel, outrageous.

Lokatie was prima, dicht bij station. Hair on the pillow proves that it is not even bothered to change the beds. Flammable broken sockets. Bathroom / room stinking turned out to be terrible. Bathroom not properly cleaned.

Staff 7.5

Cleanliness 2.5

Location 5.0

Facilities 2.5

Comfort 2.5

Value for money 2.5

Frank aus K. , (DE)

Reservation Number [1768209246](#)

2018-10-06

5.0

Fenster undicht, Zimmer viel zu klein, Bad nicht sauber und dort kann man sich kaum drehen

Window leaking, room way too small, bathroom not clean and there you can barely turn

Staff 7.5

Cleanliness 5.0

Location 10.0

Facilities 2.5

Comfort 2.5

Value for money 2.5

Additional Ratings

Bed rating 5.0

LUIS , (PE)

Reservation Number [1719036952](#)

2018-10-05

7.5

Excelente ubicación

La ubicación es excelente, al lado del Red Light District. El desayuno estuvo bien.

Un poco de ruido y las sábanas sucias. La cama incomoda.

Excellent location.

The location is excellent, next to the red light district. Breakfast was fine.

A little noise and dirty sheets. The bed is uncomfortable.

Staff 7.5

Cleanliness 7.5

Location 10.0

Facilities 7.5

Comfort 5.0

Value for money 7.5

Sri , (MY)

Reservation Number [1467168173](#)

2018-10-05

4.6

Only thing which is good was the breakfast and the location of the hotel

I arrived on the 9th September late night with 2 big luggage and the reception staff was unfriendly and didn't even offer to help us with our heavy bags to the room. So the customer service was poor

Staff 2.5

Cleanliness 5.0

Location 7.5

Facilities 5.0

Comfort 5.0

Value for money 2.5

Additional Ratings

Bed rating 5.0

Coffee 7.5

Gwendoline , (BE)

Reservation Number [2088011429](#)

2018-10-04

5.4

teleurstellend verblijf, groot contrast met de foto's die werden getoond.

De ligging is ideaal, vlak aan het centrum en bezienswaardigheden.

De kamer was aan de kleine kant ondanks we met maar 2 personen waren. de uitbater sprak geen Nederlands (vreemd om in Nederland te verblijven), de badkamer was niet praktisch ingedeeld, douchekop moesten we vasthouden met de hand of heel de badkamer was nat, er was geen plaats om u handdoeken op te hangen. verf schilferde van de muren het rook er heel muf, elektriciteitskabels hingen uit de muur, kamer was niet goed gepoetst (plakkende vloer) het raam ging niet in kiepstand maar wel volledig open. Er was niet veel keuze bij het ontbijt, kleine ruimte om te ontbijten als iedereen tegelijk komt, tafels stonden niet praktisch(1 lange rij).

disappointing stay, great contrast with the photos that were shown.

The location is ideal, close to the center and sights.

The room was on the small side despite we were with only 2 people. the manager spoke no Dutch (strange to stay in the Netherlands), the bathroom was not practically laid out, shower head we had to hold by hand or the whole bathroom was wet, there was no place to hang towels. paint was flaking off the walls, it smelled very stale, electricity cables were hanging out of the wall, room was not cleaned properly (sticky floor) the window did not open but was fully opened. There was not much choice at

breakfast, small space for breakfast when everyone comes at the same time, tables were not practical (1 long line).

Staff 5.0

Cleanliness 2.5

Location 10.0

Facilities 5.0

Comfort 5.0

Value for money 5.0

Additional Ratings

Bed rating 5.0

Breakfast 2.5

Coffee 7.5

Room view 5.0

Anonymous

2.9

Morsicata dappertutto vacanza rovinata e la paura di portarsi le cimici da letto pure s casa!!!!

La posizione

Pieno di cimici da letto,sporchissimo da scappare immediatamente! Ti fanno pagare appena arrivi tutto il soggiorno cosi poi se sprenoti le altre notti devi sperare di riavere il rimborso sulla carta di credito.una truffa a dir poco...vergognoso!!!

Bitten everywhere ruined vacation and fear of taking bed bugs as well home !!!!

The position

Full of bed bugs, very dirty to escape immediately! They make you pay as soon as you arrive throughout your stay so then if you spill out the other nights you have to hope to get back your credit card refund. A scam to say the least ... shameful !!!

Staff 2.5

Cleanliness 2.5

Location 5.0

Facilities 2.5

Comfort 2.5

Value for money 2.5

Additional Ratings

Bed rating 2.5

Breakfast 2.5

Coffee 2.5

Room view 2.5

Ugo , (IT)

Reservation Number [1884597991](#)

2018-09-30

3.8

NON VEDEVAMO L'ORA DI USCIRE DA QUELLA TOPAIA E RIMANDAVAMO AL MASSIMO IL RIENTRO
POSIZIONE CENTRALISSIMA

SPORCO, SPORCHISSIMO: LENZUOLA SPORCHE, ANIMALETTI E POLVERE CHE ENTRAVANO IN CAMERA DA
UN CONTROSOFFITTO NON SIGILLATO, PAVIMENTO SPORCO, MANCANZA DI LAVASTOVIGLIE, PAVIMENTI
UNTUOSI, IGIENICI SPORCHI, IN 5 CI HANNO DATO 3 TELI DOCCIA (SENZA ALTRI ASCIUGAMANI) ABBIAMO
ATTESO UNA GIORNATA PER AVERE GLI ALTRI, MANCANZA DI ASCIUGACAPELLI IN CAMERA, AFFACCIATA
PESSIMA SU UNO SPORCHISSIMO E SQUALLIDISSIMO CORTILE INTERNO

WE DON'T SEE THE TIME TO EXIT FROM THAT TOPAIA AND WE SENT BACK TO THE MAXIMUM RETURN
CENTRAL POSITION

DIRTY, VERY DIRTY: DIRTY SHEETS, ANIMALS AND POWDERS ENTERING THE ROOM FROM A NON-SEALED
COUNTERFLOW, DIRTY FLOOR, LACK OF DISHWASHER, UNCOVERED FLOORS, DIRTY HYGIENIC, IN 5
THERE GAVE 3 SHOWER TOWELS (WITHOUT OTHER TOWELS) TO HAVE OTHERS, LACK OF HAIR DRYERS
IN THE ROOM, CLOSE PESSIMA ON A VERY DIRTY AND SQUALLIDISSIMO INTERNAL COURTYARD

Staff 5.0

Cleanliness 2.5

Location 7.5

Facilities 2.5

Comfort 2.5

Value for money 2.5

Michele Cervelli , (IT)

Reservation Number [1581545174](#)

2018-09-29

7.5

Ottima posizione

La posizione al dir poco perfetta, in pieno centro precisamente la parallela della famosissima Red Light Street è vicino a tutto. Il personale molto cortese e disponibile, le stanze venivano sistemate tutti i giorni e sostituiti asciugamani e prodotti bagno. Per la colazione, non eccessivamente ricca, si fa con tutti su di un grande tavolo posto dinnanzi alla reception dove veniva allestito un buffet.

Scale molto ripide ed infinite, i copri letto erano abbastanza usurati con buchi e macchie. Non vi aspettate una colazione da Gran Hotel ma non è neanche scarsa (marmellate e nutella, vari tipi di pane a fette e panini con la possibilità di tostarli, succo thè caffè , salumi e formaggi e in fine cereali e mele). Non male ovviamente ma l'hotel ha superato le aspettative.

Great location

The location at the very least perfect, in the center precisely the parallel of the extension Red Light Street is near everyone The staff were very courteous and helpful, the rooms were arranged daily and replaced towels and bath products.For breakfast, not overly rich, you do with everyone on a large table placed in front of the reception where a buffet was prepared.

Very steep and endless stairs, the bed covers were quite worn with holes and stains. You don't expect a breakfast from Gran Hotel But it's not even poor (jams and Nutella, various types of sliced bread and sandwiches .A possibility to toast them, coffee tea juice, salami and cheese and in the end

Staff 10.0

Cleanliness 7.5

Location 10.0

Facilities 5.0

Comfort 2.5

Value for money 10.0

Additional Ratings

Bed rating 7.5

meine , (NL)

Reservation Number [1299891023](#)

2018-09-28

5.4

In amsterdam kunnen ze blijkbaar vragen wat ze willen wat prijs betreft.Prijs kwaliteit verhouding k
De ligging was top.

Niet zo schoon..geen handdoeken op de kamer,,na vragen kregen ze wel direct

In Amsterdam they can apparently ask what they want in terms of price. The location was great. Not so clean..No towels in the room, after asking them they did immediately

Staff 7.5

Cleanliness 2.5

Location 10.0

Facilities 5.0

Comfort 5.0

Value for money 2.5

Additional Ratings

Breakfast 5.0

ANGEL , (ES)

Reservation Number [1253802227](#)

2018-09-27

6.7

Buena localización, precio excesivo para este tipo de hotel

Localización y amabilidad del personal

Habitaciones estrechas, casi claustrofóbicas. Edificio muy antiguo que en España no tendría categoría de hotel, sino pension

Good location, excessive price for this kind of hotel.

Location and courtesy of staff

Narrow rooms, almost claustrophobic. A very old building that in Spain would have no hotel status, but a pension.

Staff 7.5

Cleanliness 5.0

Location 10.0

Facilities 5.0

Comfort 7.5

Value for money 5.0

Additional Ratings

Bed rating 5.0

Breakfast 7.5

Coffee 5.0

Room view 7.5

Munry , (AR)

Reservation Number [1170692146](#)

2018-09-27

6.9

Agradable

El personal es muy amable y servicial, eso lo ayuda para soportar la falta de comididad en la habitaciones, pero hay que entender que solo una estrella.

Las habitaciones dobles solo sirven para simples.

pleasant

The staff are very kind and helpful, that helps them to cope with the lack of food in the rooms, but you have to understand that only one star.

Double rooms are only for singles.

Staff 10.0

Cleanliness No score given

Location 7.5

Facilities 5.0

Comfort 5.0

Value for money No score given

Additional Ratings

Coffee 7.5

Olaj93 , (PL)

Reservation Number [1892605938](#)

2018-09-27

8.3

Idealna lokalizacja i zyczliwa obsługa

Zyczliwa i miła obsługa która zawsze chętnie odpowiadała na wszystkie pytania. Lokalizacja w samym centrum bez potrzeby przemieszczania się transportem publicznym. Śniadanie wliczone w cenę było urozmaicone co pozwalało na codziennie inny wybór ;)

Bardzo duża ilość schodów

Perfect location and friendly service

Friendly and pleasant service who always willingly answered all the questions. Location in the very center without the need to move by public transport. The breakfast included in the price was varied which allowed for a different choice every day;)

A very large number of stairs

Staff 10.0

Cleanliness 7.5

Location 10.0

Facilities 7.5

Comfort 7.5

Value for money 7.5

Additional Ratings

Coffee 7.5

Jan Willem van Avendonk , (MT)

Reservation Number [1336059220](#)

2018-09-26

5.4

Location is perfect near RLD and nightlife. Breakfast was decent

Bathroom and room needs renovation big time! Sheets and mattresses weren't really clean. No towels when we arrived and needed to ask multiple times for towels. Rooms are a bit cramped

Staff 7.5

Cleanliness 2.5

Location 10.0

Facilities 2.5

Comfort 5.0

Value for money 5.0

Konstantinos , (GR)

Reservation Number [1674458946](#)

2018-09-26

5.8

Καλο σημειο αλλα λιγο στα λοιπα.

Κοντα στο κεντρο. Καλο και ευγενες προσωπικο.

Η σκαλα προς το δωματιο ηταν κατακορυφη με μικρα σκαλοπατια που την καταστουσε επικινδυνη! Τα επιπλα του δωματιου ηταν φτωχικα. Δεν υπηρχε βραστηρας για καφε ουτε ραφια στο μπανιο για να βαλουμε ταπραγματα μας.

Good point but little else.

Close to the center. Good and noble staff. The staircase to the room was vertical with small stairs that made it dangerous!Room furniture was poor. There was no boiling pot for coffee or shelves in the bathroom to put our stuff on.

Staff 7.5

Cleanliness 7.5

Location 7.5

Facilities 5.0

Comfort 5.0

Value for money 2.5

Additional Ratings

Bed rating 7.5

Breakfast 5.0

Coffee 5.0

Room view2.5

Rosario , (UY)

Reservation Number [1285147594](#)

2018-09-26

6.7

Difícil

El personal muy solidario y amable procurando solucionar problemas

La habitación hubiera sido de orden Una habitación normal. Y sin escaleras en lo posible. Nos ubicaron en cuartos que eran como trasteros fuera de la estructura del hotel. Nada en el hotel era lo que mostraban por Internet. Y la reserva la habíamos hecho en mes mayo.

Difficult

Very sympathetic and friendly staff trying to solve problems

The room would have been a normal room. And no stairs as far as possible. They placed us in rooms that were like storage rooms outside the hotel structure. Nothing at the hotel was what they showed on the Internet. And the reservation was made in May.

Staff 10.0

Cleanliness 7.5

Location 10.0

Facilities 5.0

Comfort 2.5

Value for money 5.0

Hana , (CZ)

Reservation Number [1758226350](#)

2018-09-24

4.2

Bed bug on the wall !!!!! štěnice tam opravdu jsou!!!!

The hotel is in centre.

We ordered a de luxe family room for 6 people and got another worse (smaller and older) room. The price remained the same. It was just the beginning ... Before we arrived in Amsterdam, we read reviews about the presence of bed bugs in the hotel. The receptionist said it was a lie that the hotel was 100% clean. At night, when we returned to the room, we found a bed bug on the wall of the room. We called the receptionist to see it too. He offered us other rooms, but we were convinced that bed bugs are everywhere. We tried to find another hotel during the night, but we could not find it and we had to sleep in the room In the morning, the receptionist provided a full refund and we moved to the perfect Apollofirst Boutique Hotel. <https://www.apollofirst.nl/en/index.html>

Staff 5.0

Cleanliness 2.5

Location 7.5

Facilities 2.5

Comfort 5.0

Value for money 2.5

Helen Cully , (IE)

Reservation Number [1570160033](#)

2018-09-23

3.8

Nothing about the hotel

The "hotel" was more like a hostel. It was filthy and wasn't anything like the reviews I read. The walls and carpets were filthy dirty. I came home with a rash that I can only assume is bedbugs. A bar had also been advertised and there was none.

Staff 7.5

Cleanliness 2.5

Location 5.0

Facilities 2.5

Comfort 2.5

Value for money 2.5

Additional Ratings

Coffee 5.0

Pablo , (CL)

Reservation Number [1052009786](#)

2018-09-23

8.3

La joven recepcionista tuvo siempre un muy buen trato y excelente acogida con todas nuestras consultas, hizo más agradable nuestra estadía en el hotel.

La habitación no era cómoda, el colchón de la cama matrimonial era muy antiguo, se sentían los resortes, ya tendrían que haberlo cambiado. En los pasillos del hotel habian elentos de aseo, eso le resta prestancia.

The young receptionist always had a very good deal and excellent reception with all our consultations, made our stay at the hotel more pleasant.

The room wasn't comfortable, the mattress on the matrimonial bed was very old, the springs felt, they should have changed it by now. In the halls of the hotel there were hundreds of toilets, that makes it impossible.

Staff 10.0

Cleanliness 10.0

Location 10.0

Facilities 10.0

Comfort 5.0

Value for money 5.0

Anonymous

7.9

Posizione ottima e stanze pulite

Colazione un po' scarsa

Great location and clean rooms

Breakfast is a bit poor

Staff 7.5

Cleanliness 7.5

Location 10.0

Facilities 7.5

Comfort 7.5

Value for money 7.5

Additional Ratings

Bed rating 7.5

gabrielle , (AU)

Reservation Number [1641840654](#)

2018-09-23

5.4

Disappointing – not what the pictures promised !

Breakfast on a long shared table was adequate and a nice way to meet co-travellers.

My son and I were totally underwhelmed ! No more than a dilapidated backpackers / budget accommodation. There was no lift or help with our suit cases up steep, windy and narrow stairs to our room on 2nd floor. The ground floor room we were offered was level and adjacent to 'smokers' courtyard and social area. At breakfast we had to evacuate to an other part of room, as water started pouring from a previous repair in the ceiling. On further inspection, we found bed bugs (2) on my sons ' body ! We only lasted 1 night out of 4 !

Staff 7.5

Cleanliness 7.5

Location 5.0

Facilities 2.5

Comfort 5.0

Value for money 5.0

Additional Ratings

Bed rating 5.0

John , (GB)

Reservation Number [1635292377](#)

2018-09-21

10.0

Really friendly staff. Great position in the city. Small but comfortable room. Excellent breakfast

Staff 10.0

Cleanliness 10.0

Location 10.0

Facilities 10.0

Comfort 10.0

Value for money 10.0

Mark , (US)

Reservation Number [1504610490](#)

2018-09-21

4.6

There were bed bugs at this property. In addition for what they charge, not worth it!! Especially when the guest sees bed bugs- they are so gross and difficult to get rid of. I just hope they didn't make it into my suitcase! Won't b back!!

Staff 7.5

Cleanliness 2.5

Location 7.5

Facilities 2.5

Comfort 5.0

Value for money 2.5

Natalie , (DE)

Reservation Number [1515742917](#)

2018-09-21

6.7

Perfekte Lage mit Abstrichen beim Zimmer.

Die Lage des Hotels ist tip top, fast alles ist gut zu Fuß zu erreichen. Trinity bar direkt vor der Türe :) Personal sehr nett.

Zimmer sehr klein, könnte sauberer sein.

Perfect location with sections at the room

The location of the hotel is tip top, almost everything is within walking distance. Trinity bar right outside the door:) Staff very nice Rooms very small, could be cleaner.

Staff 10.0

Cleanliness 5.0

Location 10.0

Facilities 5.0

Comfort 5.0

Value for money 5.0

Additional Ratings

Bed rating 10.0

Kristina , (US)

Reservation Number [1131772319](#)

2018-09-20

3.3

This place was disappointing across all aspects.

My room had bed bugs. And no hot water.

Staff 2.5

Cleanliness 2.5

Location 7.5

Facilities 2.5

Comfort 2.5

Value for money 2.5

Additional Ratings

WiFi 2.5

Breakfast 5.0

Ilona , (PL)

Reservation Number [1882010569](#)

2018-09-20

2.9

Nie ma żadnych pozytywów. Pobyt w tym hotelu to jeden wielki koszmar. Brud, smród i ubóstwo. Wielkie oszustwo. W pokoju – uwaga!– pluskwy, pościel ohydna, smierdzaca. Totalna porażka za duże pieniądze.

Hotel ciasny, brudny z fatalną infrastrukturą. Jak można tak nabierać ludzi. Za pokój dwuosobowy zostałam skasowana na 166 euro za noc (oczywiście płatne z góry z karty). Nie ma windy, nie ma ostrzeżenia na booking.com, że z bagażem trzeba się piąć po wąskich stromych schodach na 3 piętro. Zupełnie nie dostępny dla ludzi z jakąś niedyspozycją ruchową i z dziećmi, ale nie ma na ten temat ani jednej informacji na stronie. Łazienka fatalna, bez brodzika, woda się leje na podłogę. Pościel nieświeża, ręczniki również, z obrzydzeniem się z nich korzysta. Ściany brudne, odrapane, podłogi nieswieże. Smród okropny w całym hotelu. Śniadanie beznadziejne, z najtańszych śmieciowych produktów. To najgorszy hotel w którym przyszło mi nocować. Unikajcie tego adresu, chyba że lubicie być pogryzieni przez pluskwy i spędzać czas w szambie. Nie wiem jak ten hotel może być dopuszczony do użytku. Bezpieczeństwo p-poż jest poniżej normy.

Nie ma żadnych pozytywów. Pobyt w tym hotelu na jeden wielki koszmar. Brud, smród i ubóstwo. Wielkie oszustwo. W pokoju – uwaga! – pluskwy, pościel oh

Hotel cramped, dirty with a terrible infrastructure. How can you get people like that? For a double room I was canceled at 166 euros per night (of course payable in advance from the card). There is no elevator, there is no warning on booking.com that you have to go up the narrow steep with luggage stairs to the 3rd floor. Completely not available to people with some physical disabilities and children, but there is no information on this topic but there is not one piece of information on the site Bathroom bad, without a shower tray, the water is pouring on the floor. Bedding is stale, towels also, with disgust let use. Dirty, shabby walls, floors not fresh An awful smell in the entire hotel. Hopeless breakfast, with najtańszych śmieciowych produktów. This is the worst hotel I've stayed at. Avoid this address chyba że lubicie być pogryzieni przez pluskwy i spędzać czas w szambie. Nie wiem jak ten hotel może być dopuszczony do użytku. The safety of fire is below normal.

Staff 2.5

Cleanliness 2.5

Location 5.0

Facilities 2.5

Comfort 2.5

Value for money 2.5

Maria Florencia , (AR)

Reservation Number [1936700935](#)

2018-09-20

5.0

Bien ubicado y personal atento, pero nada más

La ubicación cerca de todo

Sucio, poco cómodo. Básico.

Well located and attentive staff, but nothing more

The location near everything

Dirty, not very comfortable Basic.

Staff 7.5

Cleanliness 5.0

Location 7.5

Facilities 2.5

Comfort 2.5

Value for money 5.0

SERGIO , (CA)

Reservation Number [1100924859](#)

2018-09-17

4.2

BED BUGS in the bad beds

This hotel has BED BUGS all over. The beds are terrible. The only good thing is the location.

Staff 5.0

Cleanliness 2.5

Location 7.5

Facilities 2.5

Comfort 2.5

Value for money 5.0

Mikhail , (RU)

Reservation Number [1273333912](#)

2018-09-17

5.8

местоположение, довольно хороший wifi в номере 29

в некоторых номерах клопы

Location, good wifi in room 29

Some rooms have bedbugs

Staff 7.5

Cleanliness 2.5

Location 10.0

Facilities 10.0

Comfort 2.5

Value for money 2.5

Anonymous

4.6

Receptie was prima

Slechte bedden en matige kamer met matig sanitair. Ontbijt was matig.

Staff 7.5

Cleanliness 5.0

Location 7.5

Facilities 2.5

Comfort 2.5

Value for money 2.5

Andrea , (IT)

Reservation Number [1226566495](#)

2018-09-17

5.0

4 giorni ad Amsterdam

La posizione

Pulizia potrebbe esser fatta meglio, colazione un po' scarsa.

4 days in Amsterdam

The location

Cleanliness could be done better, breakfast a bit poor.

Staff 5.0

Cleanliness 5.0

Location 7.5

Facilities 5.0

Comfort 2.5

Value for money 5.0

Ted , (GB)

Reservation Number [1565760297](#)

2018-09-15

8.3

Would recommend

Great location and friendly staff. Been here twice with no complaints

Staff 10.0

Cleanliness 7.5

Location 10.0

Facilities 7.5

Comfort 7.5

Value for money 7.5

Additional Ratings

Bed rating 7.5

philippe , (FR)

Reservation Number [1623988007](#)

2018-09-15

5.8

Bonne situation, mais infesté de puces!

La situation de l'hotel est idéale. Les prestations correspondent au prix raisonnable (puces non comprises...)

Il y a des puces dans la literie! Deux d'entre nous ont été piqués durant les nuits. Nous avons trouvé des puces dans le lit et la salle de bains. Ceci nous a bien gâché le voyage et le personnel de l'hôtel n'a pas eu l'air de s'en inquiéter. On a refusé de nous changer de chambre. Le reste était correct

Good situation, but infested with fleas!

The hotel situation is perfect. Benefits correspond to the reasonable price (not including chips...)There are chips in the bedding! Two of us were stung during the night. We found fleas in the bed and bathroom.This has ruined our trip and the hotel staff didn't seem to care. We refused to change rooms. The rest was correct.

Staff 7.5

Cleanliness 2.5

Location 10.0

Facilities 5.0

Comfort 2.5

Value for money 7.5

flavio1972 , (IT)

Reservation Number [1544470677](#)

2018-09-14

6.7

Andarci senza bambini !!!!

Il posto è centrale ,la colazione abbondante e il personale dell hotel accogliente.

È arredata con mobili vecchi e qualche volta rotti.non ha una zona adebita alla colazione ma ci sono dei tavolini alla reception.

Go there without children!!!!

The place is central, the breakfast plentiful and the staff of the hotel cozy.

It is furnished with old furniture and sometimes broken. It does not have a breakfast area but there are tables at the reception.

Staff 10.0

Cleanliness 7.5

Location 10.0

Facilities 5.0

Comfort 2.5

Value for money 5.0

Anonymous

5.0

Una via di mezzo tra un hotel e un ostello

Vicino alla Stazione; personale disponibile

Stanza piccola, priva di tavoli, alcuni giorni 1 solo asciugamano disponibile, tazza del WC danneggiata (ho segnalato il problema), colazione scarsa, reception nella stessa stanza della colazione.

A middle street between a hotel and a hostel

Near the station; Staff available

Small room, free of tables, some days 1 towel only available, TOILET Cup damaged (I reported the problem), poor breakfast, reception in the same breakfast room.

Staff 7.5

Cleanliness 5.0

Location 10.0

Facilities 2.5

Comfort 2.5

Value for money 2.5

Anonymous

8.3

La ubicación y el personal

Location and personnel

Staff 10.0

Cleanliness 7.5

Location 10.0

Facilities 5.0

Comfort 7.5

Value for money 10.0

antonello , (IT)

Reservation Number [1619316794](#)

2018-09-10

5.4

La posizione centrale nel cuore della città e la reception aperta h24 e la doccia comoda nella stanza n°8 familiare x max 5 persone , si sta bene con la famiglia

pulizia della camera era scadente , materassi e reti vecchi e deformati (sono tornato con il mal di schiena) e molto sporchi , sicuramente il prezzo pagato nn vale l'alloggio

The central location in the heart of the city and the reception open H24 and the comfortable shower in the room No. 8 family x Max 5 persons, You are comfortable with the family

Cleanliness of the room was poor, mattresses and nets old and deformed (I returned with back pain) and very dirty, certainly the price paid NN is worth the accommodation

Staff 7.5

Cleanliness 5.0

Location 7.5

Facilities 5.0

Comfort 5.0

Value for money 2.5

Additional Ratings

Breakfast 5.0

TripAdvisor

TripAdvisor

January 2018 - March 2019



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AzitiZ wrote a review Mar 2019

Shanghai, China 325 contributions 112 helpful votes

1 out of 5

horrendous – what a difference a year makes!

stayed here in Jan 2018 and was quite pleased with it. Despite the way the place is run that makes Fawly Towers look 5 star, I was pleased enough with the stay then to re-book it again for Jan 2019.

Big mistake!

I know Amsterdam well enough to know that sod's law and ridiculous coincidences that would normally only happen in an episode of Mr. Bean are plentiful here but did not expect what I encountered.

On arrival, the hotel and next door – the previous Trinity Bar were undergoing major reconstruction work. The workers who I encountered at that time in the hotel lobby / restaurant area were arrogant about it and mocked (in Dutch) the fact it might be annoying. The situation was totally unbelievable but also condoned by the people who run the hotel as they were present as well and actually they seemed to think it was amusing that guests would arrive and then be confronted with this shambolic situation. What that refers to is the hotel has a strict no cancellation policy but had not mentioned that the building would be undergoing renovation – anywhere on its own website or the booking site I used.

The immediate response I got from one of the charlies on the lobby desk was well it finishes at 5pm so the evening will be quiet. Trying to negotiate an early check out / cancellation with this person was not accepted so I had to stick it out or fork out and that is one thing I do not do in Amsterdam – let them win. Instead I fired off an email complaint to the booking site who were supportive and offered me a partial refund.

So some things about staying here are like this. One of the things this place likes to do is smoke checks. Do not be surprised if someone comes to knock on your door claiming to be housekeeping or someone else just to see if there is a whiff of skunk lingering about. Also, the staff DO ENTER rooms when you are out. I know this because my bin was emptied when I was out.

Funny thing was I had even managed to sneak out with the room key during a barrage of drilling and construction fun.

They are also mean. Despite the hassle I had been caused with the noise, they were even too mean to print a document for me and instead told me to find a printing place "around the corner".

If planning to stay here first it aint that cheap apart from January and second it is not a very trustworthy hotel (entering your room) nor are the people who run the place willing to help with anything.

Remember the thing about the cleaners entering guest rooms that is totally how the place operates.

Dump.

[Read less](#)

Date of stay: January 2019

Trip type: Traveled solo

Room Tip: do not leave anything valuable in the room if you go out.

[See more room tips](#)

Cleanliness 1 out of 5

Service 1 out of 5

Sleep Quality 1 out of 5

This review is the subjective opinion of a TripAdvisor member and not of TripAdvisor LLC.

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frocha2018 wrote a review Mar 2019

Crawley, United Kingdom11 contributions16 helpful votes

3 out of 5

Great location, but I'd be lying if I said that I wasn't disappointed

I recently stayed at Hotel Vijaya for two nights with a friend. We had made the booking through booking.com which turned out to be a bit of a nightmare. Advice for anyone travelling through booking.com: The hotel only reserves a deposit amount, with the outstanding amount to be paid on arrival. The deposit amount that the hotel took and the amount that appeared on the statement did not add up (still trying to resolve this). The staff at the desk in the hotel did what they could at the time to explain and resolve, so I think the issue is with booking.com...I would probably recommend booking directly through the hotel if you are thinking of staying here and cutting out the middle man.

Anyway...

The room we stayed in (Room 17) seemed to be brand new and very clean. It looked just as the pictures did online. The beds were comfortable and view wasn't bad either. The only thing we found to be a bit odd, was that the bathroom had no door, so not ideal for people that like their privacy when showering or using the toilet! I can't comment on the food as we did not book to have any meals here. There are a lot of (steep) stairs at this hotel and I'm not sure that there is a lift here. So worth checking about a lift/ or lower level room if you have any mobility issues. The location is great, it couldn't be any more central. Close by to lots of shops, bars, restaurants and within walking distance of everything. It's about a 10-15 minute walk to the train station. There was a refurb going on during the time we were there. Workmen/ noise/ dirty carpets/ no carpet on the way up top our room, holes in parts of the ceiling etc...The room was very nicely done, so it was a shame the rest of the hotel felt so dingey. All in all, it's not bad if you are looking for a good location. It will probably be much nicer when the refurb is done.

[Read less](#)

Date of stay: March 2019

Trip type: Traveled with friends

Value 3 out of 5

Location 5 out of 5

Service 3 out of 5

This review is the subjective opinion of a TripAdvisor member and not of TripAdvisor LLC.

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Georgia wrote a review Mar 2019

24 contributions

1 out of 5

Such an awful hotel which lets down this beautiful city

Hotel Vijaya.. we arrived in Amsterdam earlier than the check in for our room so we opted to check if the hotel had somewhere to store our bags until we could check in, they happily took our bags which was nice.

Checking in was a pleasant experience nothing out of the ordinary. However the man at the desk did tell us 2 out of 3 nights we were staying in room 17 then in room 1 for the last night, a little annoying but what can you do. After making payment for the room the man at reception then told us the room for the first two nights would be a twin room, as I had booked a double this was a little disappointing as I was on a trip away with my partner. He seemed to think this was okay that I was staying in a room I did not book because the hotel are having renovations and they have no double rooms left, I do understand renovations needed to be done however informing guests about this before booking at arriving at the hotel would have been a polite.

Once receiving they keys for the room we were told it was on the 3rd floor.. walking up a spiral of stairs which were covered in dust and building debris. We were then met with a very narrow steep set of stairs, very common in Amsterdam, only these stairs were uncarpeted and unboarded. The landing area on the top floor leading to the top floor rooms was in a similar state to the stairs...uncarpeted and unboarded, however that wasn't the worst of it. The landing area had bolts and screws sticking out from the walls, not to mention the live wires hanging out above each door possibly for over door lights? Not good.

Arriving at our room to find the door number was stuck on via sticky note, as they are having renovations this would be understandable however we were told this was a brand new completed room so I would expected the door to have a more than sticky note taped to the door. The room has been renovated very tastefully with the twin beds head to head with a very large wooden headboard separating them which would be perfect for travelling with a friend or family member. Looking into the room with a little more detail you start to notice small floors such as not being able to have the curtains in the room open with out feeling the very noticeable draft which lead me notice there is no lock or seal on this window and you are unable to have it open as it doesn't lock in one position.

The room had a very strong glue smell which is not very nice and potentially be harmful, as the 2 days we were in the room went by the smell had gotten worse and began to give me a headache. This room is being sold as twin room which I see as travelling with a friend or family member, how comfortable would you feel going to the toilet or showering with no toilet door, this room lacks a bathroom with a door. The main room gets very steamy when showering.. well that's when the shower works we had to leave the shower running for 5-10 minutes to get hot water.

On the wall In the room there is a plug located higher up on the wall with an aerial cable which could only indicate there should be a TV In this room to make it complete as the man at reception described it as.

On a positive note the beds are very comfortable albeit a tad small and the bathroom is done really well and contemporary. The building work is being done on the floor below so no lie in for us. Walking around the hotel I can see no smoking signs saying there is a fine for smoking which I love due to me

and my partner not being smokers, that would be if the builders did not smoke while working throughout the hotel. This is very off putting and unpleasant combined with the fumey glue smell.

I went out for a lovely day out in Amsterdam arriving back at the hotel met by the endless stairs to find there is a wire running across a step which is very easy to be tripped on after avoiding this trip hazard to then be met by a circular saw just on the floor no one working on it. Another massive hazard as this was just left in the middle of the very small space to get up the last narrow set of stairs.

After a day out sight seeing we went back to the room to have a little relax and get ready for the evening, it is currently 19:50 and the building work is still going on which I personally feel is a little late seen as it started prior to 8am.

On the morning of our second night in Hotel Vijaya there was a knock on the door I was in the process of getting changed which was a bit awkward for me to hide with no bathroom door as my partner answered the door. The man from reception informed us it was time to change to room 1.

Room 1 was in a separate building you have to go through the smoking area to get to rooms 1-3 the door to this building was constantly open regardless of the wind and rain we are still only in March so the weather is not warm. None of the doors had any draft excluders to even try keep any of the warm in.

We were told room 1 was a double room, arriving at the room we were met with two single beds pushed together which in my eyes is still a twin room due to it being two single beds and two single blankets however it was a better lay out than room 17 so that's a positive :)!

This room looked like it was yet to be renovated however we had a bathroom door so it was already looking better than room 17 regardless of the dated decor. This room also had a TV which did not work, it was a very large window space which left the room feeling very cold. There was a radiator in the room however In the time I spent on this room the heating did not come on once, this left the room feeling rather uncomfortable to try and sleep in. The shower station was very similar in this room leaving us with a wait to get hot water.

Trying to navigate round the hotel while the builders were working was very hard as they had no consideration towards Hotel guests.

There were mainly 2 men on reception we dealt with during our stay, the one man seemed to only work during the day this man was very rude. The man that worked throughout the night he was a lot nicer and seemed very approachable.

In conclusion this hotel has potential to be a nice hotel in a very good location for tourist once the renovation is complete. The management could learn some new management skills.

I do personally believe we were let down and messed about by this hotel I would have liked some pre warning with this situation. I would have liked to have paid for a twin room seen as this is what we had throughout our stay. I did check online to find it is a completely different price to book a double rather than a twin room. A small amount for a good Will gesture would have gone a long way to making me a returning customer which unfortunately I am not going to be.

Read less

Date of stay: March 2019

HelpfulRepost

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Matthew David wrote a review Jan 2019

1 contribution5 helpful votes

1 out of 5

Bug ridden , appalling standards

What a dump, it's noticeable from moment you walk in. Rooms are dusty and falling apart with major need of makeover. Dried blood on one of the bedsheets and a toilet with a loose lid that was on the verge of being unusable. Minimal cleaning except only in the must places. Looking behind a wardrobe for example could tell the place hadn't been thoroughly cleaned in months.

WARNING

MAJOR

BUG

INFESTATION

Upon coming back to England I've woken up with a ever increasing amounts of bites recently and have been forced to throw my mattress at home out due to the unknown infestation coming back.

Avoid at all costs by far the scummiest hotel in Dam. You'd been better off in a hostel.

[Read less](#)

Date of stay: January 2019

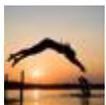
Trip type: Traveled with friends

This review is the subjective opinion of a TripAdvisor member and not of TripAdvisor LLC.

3 Helpful votes

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Lauren V wrote a review Jan 2019

County Wicklow, Ireland11 contributions2 helpful votes

4 out of 5

Would stay again

Visited twice , basic hotel but all we really need is a clean bed and toilet which it had! And it was cleaned daily. Breakfast was good the table is abit small but thats fine. Location of the hotel is great right in the centre, you can come and go as you please. The only disappointing thing is that the smoking area closes at 11 pm but again its only so other guests are not disturbed at night. Would most likely stay again! Also the stairs are very steep but so are most stairs in the beautiful city.

[Read less](#)

Date of stay: June 2018



Follow

Miss_dmet wrote a review Jan 2019

1 contribution

3 out of 5

Thumbs up!

First of all they put a £138.89 hold on your bank account so make sure you have money in your account before booking! Luckily I did have but I thought it was “no pre-payment” that’s why I booked! This hold money is not part of the actual hotel price so you still pay the full amount when you get to the venue but you do get the hold money back!! That is my only problem I had with this hotel.

On arrival the receptionist booked us in promptly and helped with everything we asked! The hotel is small with a steep spiral staircase but this wasn’t a problem for me and my friends. The rooms are clean, equipt with towels, soap/body wash and the beds were comfy! Our room had a canal view which was great on mushrooms we thought we were on a boat lol! Breakfast runs from 7.30–10:30 it is very basic, toast, cereal, cheeses and hot/cold drinks. They do have munchies in reception which is 24 hour! Very handy when you have been in coffee shops all day haha! Location is really good, 5 min walk from the station, 1 min from red light and everything else very close walking distance.

Overall a very reasonable stay for the price! Would be staying again in our next visit!

[Read less](#)

Date of stay: January 2019

Trip type: Traveled with friends

This review is the subjective opinion of a TripAdvisor member and not of TripAdvisor LLC.

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Ian D wrote a review Jan 2019

Portstewart, United Kingdom 1 contribution 4 helpful votes

1 out of 5

Dreadful beyond words

I booked to stay here 2nd – 5th Jan 2019 via booking.com. When we arrived we waited in the reception area (if you could call it that) until the room was “cleaned”! I wasn’t allowed to inspect the rooms until I had signed up. We had two large suitcases plus 4 smaller hand luggage items. The room given was up 2 or 3 flights of very steep stairs. The rooms were a complete thilthy and unmaintained disgrace, and frankly I wouldn’t let an animal stay there. I complained to the indifferent manager and told him I was not going to stay there and asked him not to charge me as the rooms and the hotel were a disgrace and not fit for purpose. He refused to let me speak to the owner or give me his phone number. I left with my wife and found something far superior not far away. I complained to booking.com and to my bank immediately. Booking.com were totally unhelpful and clearly wanted to support the hotel, despite the horrendous reviews on their own website – all raising similar issues as I raised with the manager (I wasn’t

in the hotel long enough to get acquainted with the bed-fleas.) Because of my complaining and a mere one day after my booking was due to begin, they have taken the full payment from me via my credit card.

I regard their actions as little short of theft and I shall try to take legal action once I am back in the UK.

DO NOT STAY HERE – the hotel is a total and utter disgrace, the management indifferent and couldn't care less. If you value your pride and self respect, and that of your partner – then find somewhere else. Thank you for reading this.

[Read less](#)

Date of stay: January 2019

Trip type: Traveled as a couple

Room Tip: None that I can suggest

[See more room tips](#)

Value 1 out of 5

Rooms 1 out of 5

Service 1 out of 5

This review is the subjective opinion of a TripAdvisor member and not of TripAdvisor LLC.

3 Helpful votes

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Flashback wrote a review Dec 2018

Amalfi, Italy **64** contributions **11** helpful votes

5 out of 5

New owner!

This time I've been only 5 nights, the situation has been change with new owner, wi-fi free and much better, breakfast very good as usual and Mr Tami at reception very honest man, is always a plesure for me stay there. By Flashback.

[Read less](#)

Date of stay: December 2018

Room Tip: My secret.

[See more room tips](#)

Value 5 out of 5

Service 5 out of 5

Sleep Quality 5 out of 5

This review is the subjective opinion of a TripAdvisor member and not of TripAdvisor LLC.

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Lana wrote a review Nov 2018

5 contributions4 helpful votes

1 out of 5

Rude staff and disgusting rooms

We were accommodated in a room for 6 people, it was dirty, it had mold on the ceiling and walls. The sheets had holes and traces of blood. Luckily the bathroom was renovated and it was bearable. One of the staff members raised his voice when we asked if we can pay with credit card.

The hotel is not cheap

[Read less](#)

Date of stay: October 2018

Trip type: Traveled with friends

Value

Rooms

Service

This review is the subjective opinion of a TripAdvisor member and not of TripAdvisor LLC.

2 Helpful votes

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Rory H wrote a review Oct 2018

1 contribution2 helpful votes

5 out of 5

Great price and value.

The hotel is located in a great location and is very easy to find your way back to. Reception is manned 24 hours a day and the staff there always seemed to be more than willing to help.

Considering the price it was definitely great value for money, with much better facilities than anticipated. Additionally, the breakfast each morning, while not the most varied, was certainly very good value for money.

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Date of stay: October 2018

Trip type: Traveled with friends

Value

Location

Service

This review is the subjective opinion of a TripAdvisor member and not of TripAdvisor LLC.



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LarsFuchs wrote a review Oct 2018

1 contribution

5 out of 5

Friendly and good value

The reception is open at any time. The accommodation was clean. The staff was always very friendly. Breakfast was included, nothing special but good. The location is perfect, all interesting places are near.

At night it can be a bit loud, especially on Saturday.

All In all a very good value.

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Date of stay: October 2018

Trip type: Traveled with friends

This review is the subjective opinion of a TripAdvisor member and not of TripAdvisor LLC.

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Benjamin E wrote a review Aug 2018

Nottingham, United Kingdom 122 contributions 10 helpful votes

3 out of 5

It was a roof over my head

Im not sure i would stay here again, especially if i was with my partner or family... Although the location and price was amazing, the shower was good, and the breakfast was good, just dont leave it until the last minute. The place was very run down and the staff are quiet rude, we literally only slept, had breakfast and showered there...

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Date of stay: July 2018

Trip type: Traveled with friends

This review is the subjective opinion of a TripAdvisor member and not of TripAdvisor LLC.

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mike.o wrote a review Aug 2018

Russell Lea, Australia 11 contributions 5 helpful votes

1 out of 5

Warning take note Infestation in room

I visited this hotel from 26 -29 June
It is not a cheap hotel even so this would be unacceptable
They gave me room 17 first I had to make the bed then there were no towels in the room
No hot water for wash basin no cold water for shower this lasted 2days but worst of all there were BED
BUGS in the mattress
I did not know at the time I have never encountered this before
I only found out when I went to doctor in UK
I thought it was bad heat rash
They knew the room was infested as there had been previously complained about
Please be advised if you are looking at this hotel read all reviews they have no regard for the paying
guest don't make the same mistake I made
Room 17 is to be avoided who knows about the other rooms I don't want to see the place again how it
gets a rating is a mystery **XXX**

Ps: Amsterdam is a great city but this hotel is a disgrace.
I can't give any rating zero stars

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Date of stay: June 2018

Trip type: Traveled solo

This review is the subjective opinion of a TripAdvisor member and not of TripAdvisor LLC.

2 Helpful votes

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Avanholten wrote a review Aug 2018

4 contributions1 helpful vote

3 out of 5

Central and good value

Great location if you want to be amongst it all in the buzzing Red Light district, but be prepared for it to be a bit noisy especially at night! Take a walk a few blocks further out for a quieter pace and pleasant little cafes (or I recommend the cafe in the Oude Kirk which is very close by). The room was basic but clean and as a solo traveller I felt safe in the hotel. The staff were friendly and efficient.

[Read less](#)

Date of stay: August 2018

Trip type: Traveled solo

This review is the subjective opinion of a TripAdvisor member and not of TripAdvisor LLC.

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LeeBlackman wrote a review Aug 2018
Eccles, United Kingdom9 contributions4 helpful votes

1 out of 5

BAD MANAGEMENT

I Had booked on booking.com for a get away in March 2019.

Free Cancellation
No Pre payment
Pay on arrival.

They have taken 2/3 of the payment, without notice until i got a confirmation email off them to say they have not taken payment, but have taken a blocking from my card.. pretty sure that's a payment.

And could take up to 4 weeks to go back into my account.

NO THANKS.

[Read less](#)

Date of stay: August 2018

Trip type: Traveled with friends

Service 1 out of 5

WorldTraveller1984 wrote a review Aug 2018
Newcastle upon Tyne, United Kingdom59 contributions9 helpful votes

4 out of 5

Cheap and cheerful

This was by far the best value place I found while searching for accommodation so I was slightly apprehensive but it was fine, especially for a group of lads who aren't too picky.

The location was fantastic and right by the red light district and many of the bars.

Although the rooms were basic and slightly dated they were definitely clean and comfortable.

Breakfast is served from 7:30 until 10am so if you're up you can get a bit of food before you head out, although it is a continental breakfast only.

There is however a bar right outside so if you're not one for late night drinking it may not be for you.

[Read less](#)

Date of stay: July 2018

Trip type: Traveled with friends

Rooms 4 out of 5

Service 4 out of 5

Sleep Quality 4 out of 5

This review is the subjective opinion of a TripAdvisor member and not of TripAdvisor LLC.

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Ferchuonly wrote a review Jul 2018

Mar del Plata, Argentina **26** contributions **2** helpful votes

3 out of 5

Good Location

I think the best about the hotel is its location. It's a low budget hotel. The room I stayed in was tiny and very noisy. It's an old building with steep stairs and no elevator. The bathroom was refurbished, though. The staff was fine, only that. You have to pay the total amount of your stay when checking-in. Good internet connection. Breakfast is acceptable, but serviced on one long table for all and you have to take the cups, glasses and other stuff to a counter.

[Read less](#)

Date of stay: July 2018

Trip type: Traveled solo

Value 3 out of 5

Service 3 out of 5

Sleep Quality 3 out of 5

This review is the subjective opinion of a TripAdvisor member and not of TripAdvisor LLC.

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shunna0786 wrote a review Jul 2018

30 contributions **8** helpful votes

2 out of 5

Need a bit of updating

Hotel was cheap wasn't expecting anything luxurious but it's ok for the price just to out your head down for the night and go not somewhere you would stay for 3/4 nights. don't get me wrong staff and everyone is Very friendly but the hotel needs a bit of an update and a clean otherwise ok

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Date of stay: July 2018

Trip type: Traveled with friends

This review is the subjective opinion of a TripAdvisor member and not of TripAdvisor LLC.

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Donna L. wrote a review Jun 2018

3 contributions1 helpful vote

3 out of 5

Essentials given

Not the most fanciest hotel but good location, the staff were absolutely brilliant. Got given a ground floor room for convenience. Simply breakfast but as much as you want. Good prices. Bars near by..

Read less

Date of stay: June 2018

Trip type: Traveled with friends

This review is the subjective opinion of a TripAdvisor member and not of TripAdvisor LLC.



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Elin B. wrote a review Jun 2018

8 contributions10 helpful votes

4 out of 5

Perfect location and friendly staff!

We stayed here for 3 nights (27th May–30th) as a group of 6 girls. We had the room facing the street/canal, noise levels was not bad as we had read before visiting. Could take earplugs with you if you are a light sleeper but we didn't get any trouble sleeping. The room got EXTREMELY hot as the weather was hot and we had an extra friendly member of staff called Robbie bring us an additional fan to the room. He made sure we had everything in the room and made sure our stay was pleasant. Beds were comfy, private bathroom with fresh towels everyday and location was perfect. 1 street away from the red light district and 5 minute walk to the Centraal Station. Great value for money and would definitely stay here again.

Read less

Date of stay: May 2018

Trip type: Traveled with friends

Value 5 out of 5

Rooms 5 out of 5

Service 4 out of 5

This review is the subjective opinion of a TripAdvisor member and not of TripAdvisor LLC.

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Angel C. wrote a review May 2018

London, United Kingdom **33** contributions **12** helpful votes

4 out of 5

Location location

Is not a luxury hotel but great loction in Amsterdam Central,they give us a room with beautiful view at the canal. Friendlt staff and very welcoming place! Highly recommend ifyou just looking a place to sleep
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Date of stay: May 2018

Trip type: Traveled as a couple

This review is the subjective opinion of a TripAdvisor member and not of TripAdvisor LLC.

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stratos911 wrote a review May 2018

Athens, Georgia **2** contributions **4** helpful votes

1 out of 5

Too many flies

The location of this hotel was good, pretty close to Amsterdam city centre.

The hotel room was really dirty with flies inside. The number of the room was number 16 however, the number of flies inside the room was greater .. [check photos]

Read less

Date of stay: April 2018

Trip type: Traveled with friends

Value 1 out of 5

Rooms 1 out of 5

Service 1 out of 5

This review is the subjective opinion of a TripAdvisor member and not of TripAdvisor LLC.

2 Helpful votes

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jaymac20 wrote a review Mar 2018

6 contributions **1** helpful vote

4 out of 5

Pleasantly surprised

Having never been to Amsterdam, other than a few hours on a mini cruise years ago, I booked Hotel Vijaya via booking.com as it seemed to meet our requirements of decent price for an overnight stay and a great location.

After reading some reviews on here we were a bit apprehensive but decided if it was worse case scenario it was only an overnight. I had contacted the hotel just after I booked to request a room at the front of the hotel and the room we got (17) was on 3rd floor (not advisable if you have respiratory problems, steep spiral staircases lol) and had a great view of street, canal and seating area of cafe/bar next door.

We arrived early morning off the overnight ferry and we had been advised we could leave our luggage prior to checking in. We did this then went to do some exploring. Upon checking in the staff were very helpful in advising which tram to get to all the attractions and reception is manned 24 hours. We were informed we could also leave our luggage after checking out should we require it (which we did).

Our room was very clean with a quirky layout. We booked a twin room and the 2 single beds fitted snugly together at the top of the room perfectly (wall to wall). We were fine with this (I'm sure some people would complain!!) and found it amusing as it added to the quiriness of the room as we had to climb up and down the bed to get in and out and also look out the window. The bathroom was basic with good size shower and again very clean.

When we got back to hotel at night there was a bit of a noise from people sitting outside the cafe/bar next door but what do you expect from a busy, bustling street full of life. That's what earplugs are for :)

The location of the hotel is brilliant, tucked away about 5ish mins walk to Amsterdam Central station, for trains, buses, trams tourist bus and boat tours galore and even closer to Dam Square. It is also one street away from the bustle of the Red Light District.

Breakfast was a no frills continental breakfast laid out for guests to help themselves with a good timeframe for the late risers.

I would stay here again. Granted it's not a high star rated hotel, but it was clean and the price was worth it for the location alone.

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Date of stay: March 2018

Trip type: Traveled with friends

This review is the subjective opinion of a TripAdvisor member and not of TripAdvisor LLC.



Follow

Jessica M wrote a review Mar 2018

26 contributions 6 helpful votes

1 out of 5

Horrendous

Good location but that's IT. Filthy and noisy. Our bedroom door didn't even lock from the inside. See pictures. So dated and not like it's overly cheap. "Breakfast included" its self service so if there's an option for just the room take it, we didn't eat downstairs anyway.

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Date of stay: March 2018

Trip type: Traveled with friends

This review is the subjective opinion of a TripAdvisor member and not of TripAdvisor LLC.

1 Helpful vote

Helpful **Repost**

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Ryan M wrote a review Mar 2018

1 contribution 5 helpful votes

1 out of 5

TERRIBLE!!!

Took money out my account without my permission/knowledge. Then tried to do it a second time!!! I called as I needed it as some funds were proceeds of a fundraiser I have helped to organise, I then cancelled booking because I need this money asap but was told that it will take 2-4 weeks. Disgusted & Speechless

Read less

Date of stay: March 2018

Trip type: Traveled with friends

This review is the subjective opinion of a TripAdvisor member and not of TripAdvisor LLC.

2 Helpful votes

Helpful **Repost**

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susyq1967 wrote a review Feb 2018

Llandudno Junction, United Kingdom 459 contributions 46 helpful votes

2 out of 5

Not good

We stayed here for 3 nights and were given a double room despite requesting a twin off booking .com. Location is great . And that's all. Our room was tiny with worn, mismatched furniture. A tv we couldn't see and the bathroom across the hall. We literally had to move the bed to get into it. Breakfast was a joke..20 kids sat on 2 benches and no room for us to sit. No coffee back go the room even! . No basic amenities in room. No hairdryer, kettle etc. Nothing Entire "hotel" grubby and worn. On the plus side. Great location and chap on desk first day did look for a twin room for us. "Pack em in cheap " kinda hostel. Definitely like no hotel I have ever stayed in ☹

Read less

Date of stay: February 2018

Trip type: Traveled with friends

This review is the subjective opinion of a TripAdvisor member and not of TripAdvisor LLC.

Helpful **Repost**

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Lbur4288 wrote a review Feb 2018

Barrow-in-Furness, United Kingdom **24** contributions **35** helpful votes

3 out of 5

Good for the cost

I have just arrived back today after celebrating my 30th birthday with friends and stayed at Hotel Vijaya. There are pros and cons to this hotel which I will try to address.

The hotel was basic but for what we paid it cannot be complained about. There was absolutely no bed bugs as others seemed to report and our bedding/towels were changed daily. The hotel was kept clean.

The staff were very helpful and the location was very accessible to the Red Light District. We were able to pre order an airport taxi through the hotel for 5 people for €55.

The rooms were small and basic and I certainly wouldnt advise anyone with mobility issues to book here as there are a lot of steep steps and no disability access.

If it was for a social visit then I would definitely recommend the place but dont expect a 5 star hotel for the price you pay.

[Read less](#)

Date of stay: February 2018

Trip type: Traveled with friends

This review is the subjective opinion of a TripAdvisor member and not of TripAdvisor LLC.

Helpful **Repost**

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Apostolos wrote a review Jan 2018

Thessaloniki Region, Greece **97** contributions **7** helpful votes

3 out of 5

Attention to the stairs!!!

The hotel is situated in a very central location of the city!The breakfast it was good and the staff helpful.The room and the bathroom were clean but the bathroom it was small.The stairs were very small and dangerous!The furniture was old.

[Read less](#)

Date of stay: December 2017

Trip type: Traveled with friends

Rooms 3 out of 5

Location 5 out of 5

Service 5 out of 5

This review is the subjective opinion of a TripAdvisor member and not of TripAdvisor LLC.

Appendix F. Interviewee List

Interviewee List	
Ivan Wu	Client, Owner of Vijaya Hotel
Terry Maipauw Sperwer	Director of AVC (Amsterdam Vrijwilligers Collectief) HR Coaching Company, Couch Van Terry. Terry.Sperwer@amsterdamvrijwilligerscollectief.com
Mike Lee	Area Manager of HKK Restaurant chain, Amsterdam Mike.HKK@hotmail.com +31 620222264
Mr Jos Poth	Saxion Univ. Applied Science.
Employee 1 – 6	Anonymous

Appendix G. Interview Guide

Interview Guide Employee

Intro:

My name is Lusi, and I am currently doing a thesis project for my final report to complete my study at Saxion Univ. Applied Science, The Hotel Management program. Mr.Ivan Wu, the general manager, is the client of this project. *Assignment & Client*

More about the topic of the project, I chose **service quality** as a focus point. Hotel Vijaya has currently a low ratings online in several platform such as Booking.com, Expedia and TripAdvisor. Apparently one of the reason is the low service quality and with this project, I want to investigate what is the reason behind this low service quality. *Purpose & Information wanted.* Therefore, I am inviting employees of Hotel Vijaya to share their thought with me in this session. *Target.*

The questions will be about your professional information and about the work that you do. This will takes about 15–20 min and the information gathered from you is confidential and the source will be written as anonymous. The information will purely be taken for the report of my project and the client might use the outcome as an idea to be applied at the company without affecting your position at the company.

Individual Level:

*The individual level is focusing on individual characteristic of employee professionally, and how they see themselves at work as a part of the organization. This part will cover: Personality, Competencies, Motivation, Commitment, Job Satisfaction and Autonomy. -> **This part is to help me focus on the conversation, but not explicitly read it.***

1. How are you?
2. Can you tell me a bit about yourself,
 - How old are you?
 - Where are you from?
 - Where do you live?
3. How long do you work for this company?

Organizational Level:

*Organizational level is focusing on the company relationship with employees. This part includes training & development, recruitment, company's policies, leadership style and company culture. -> **This part is to help me focus on the conversation, but not explicitly read it.***

4. Recruitment: How did you join the company,
 - How did you get this job from?
 - What is your educational background?
 - Where did you work previously?
5. Appraisal: *"Hotel Vijaya rated 6.3 out of 10 on Booking.com, 3 out of 5 on TripAdvisor and 2.7 on Expedia with many bad reviews regards to cleanliness/service by staff."*
-I will showcase some example of reviews during the interview-
 - How do you experience your professional service performance? Is it well enough?
 - Does the management team help you measure this?
 - If yes, how?
 - If no, what do you think can be use in measuring your performance?
6. Training & Development: *"Researchers stated (studies) that training & development can contribute to increase the professionalism of employees (of hotels) and their service performance - so employee who joined the training and development program are more capable of doing their work."*
 - What is your opinion about this?
 - Does the management team offer you any kind of training and/or development?
 - **YES** -> What trainings and developments are provided by the organization - support - by organization to do your work?
 - If so, does it help you to increase your professional service performance?
 - **NO** -> what do you think of any example of training and development that can help you increase your performance.
 - How it will help you increase your working performance?
7. Company policies:
 - As you have been working for ... years, how do you think about opportunities in the company (as in promotion /or career /or having more task & authority).
 - How about benefit the company offer? (incentives, bonuses and/or salaries) - it is not about the amount but more about your satisfaction towards it.

- How the company deals with your sick leaves, absenteeism and/or vacation request?

Service Context

Service context covered the situation at work during peak-off peak moment, and the nature of the task of employee.

8. Company Culture/Leadership:
 - How is the working atmosphere?
 - How the management team communicating with you?
 - How do you communicate with your colleague at work?
 - **What do you think about your task?**
 - . The amount
 - . The level of difficulties
 - . Complication of procedures
 - Tell me about some peak/off peak moment at work?
 - . How do you deal with it?
 - . How does your colleague support you? How do you support your colleague?
 - . How does the organization support you in this situation? (if things become out of control/too busy)

Interview Guide Client

The interview aims to investigate the ideal situation of the service quality in Hotel Vijaya

1. In your opinion, how will you define the standard quality service of a hotel employee?
2. Are there differences in the level of service quality offered in a different type of hotels? And if there is, what are they?
3. How can one hotel measure their own standard service quality they should possess? How do you think Hotel Vijaya should have the service quality standard?
4. How do you measure the performance of Hotel Vijaya's employee at the moment?
5. In the case of negative reviews regarding staff performance and what will you do about it? at this moment,
 - The fact that Hotel Vijaya currently has low rating review online, what is the current organizational effort towards employee?
6. What is your opinion about the training and development program?
7. How can a company/hotel decide which training and development program is needed if there is none at the moment - what is the most basic important T&D regards to service quality level? At this moment for Hotel Vijaya?
8. How do you motivate your employee, by using monetary or non-monetary incentives?
9. As I understand from your experience managing a hotel as a Hotel Manager, How do you think your leadership affects the employee?
10. How do you create a positive company culture to move towards better service quality?
11. How do you support your organization in the case of service context?

Interview Guide Experts

The interview aims to investigate the ideal situation of the service quality in a hotel.

I would like to begin with a brief intro about yourself as an expert in the Hospitality Industry.

1. In your experience, how will you define the standard quality service of a hotel employee?
2. Are there differences in the level of service quality offered in a different type of hotels? And if there is, what are they?
3. How can one hotel measure their own standard service quality they should possess?
4. Is there any case that you faced negative reviews regarding staff performance and what will you do about it?
5. What is your opinion about the training and development program?
6. How can a company/hotel decide which training and development program is needed if there is none at the moment – what is the most basic important T&D regards to service quality level?
7. How the company should motivate their employee, by using monetary or non-monetary incentives?
8. As I understand from your experience managing a hotel as a Hotel Manager, internationally, meaning that you have diverse team, with different background, experience, length of work, etc, how do you lead your organization?
9. How do you create a positive company culture to move towards a better service quality?
10. How do you support your organization in the case of service context?

Appendix H. Interview Transcript

Employee 1

1. Hi Good Afternoon,
2. *Good afternoon,*
3. Thank you for being here, mm, before we start the session I will start with the intro: My name is Lusi, and I am currently doing a thesis project for my final report to complete my study at Saxion Univ. Applied Science, The Hotel Management program. Mr.Ivan Wu, the general manager, is the client of this project. More about the topic of the project, I chose **service quality** as a focus point. Hotel Vijaya has currently a low ratings online in several platform such as Booking.com, Expedia and TripAdvisor. , I believe that you know this as well,
4. *Ehehm*
5. Apparently one of the reason is the low service quality and with this project, I want to investigate what is the reason behind this low service quality. Therefore, I am inviting employees of Hotel Vijaya to share their thought with me in this session.
6. *Ok*
7. The questions will be about your professional information and about the work that you do. This will takes about 15–20 min and the information gathered from you is confidential and the source will be written as anonymous. Don't worry, The information will purely be taken for the report of my project and the client might use the outcome as an idea to be applied at the company without affecting your position at all the company.
8. *Ok*
9. So lets get it on, How are you?
10. *I'm alright*

11. Okey, good
12. Can you tell me a bit about yourself, How old are you? Where are you from? Where do you live right now?
13. *I am 32 years old, I'm from Brazil, I have been living in Koog aan de Zaan, a little bit close to Amsterdam.*
14. How long do you work for this company?
15. *It's been around 6 years*
16. Okey, that's great, .. mm
17. Recruitment: How did you join the company on the first place,
18. *So I applied online and they called me for an interview and then I have an interview in person with Mr. Ivan and yeah after that they set a contract for me to start working*
19. What was your educational background?
20. *Mm I finished middlebar school, high school, I have 2 years courses on basically HR and that's mainly it.*
21. Where did you work previously, before you work here?
22. *I worked for another hotels, mainly small hotels, that's it.*
23. Ah okey, also the same position I guess?
24. *Yea ya..*
25. So, okey, I will show a statement here, the fact here that I found on my research, "Hotel Vijaya rated 6.3 out of 10 on Booking.com, 3 out of 5 on TripAdvisor and 2.7 on Expedia with many bad reviews regards to cleanliness and service by staff." So it is quiet low, so, in regards to this, because this is really really into about the service, How do you experience your professional service performance? Is it well enough?
26. *Oh well we do our best to make sure that the guests were happy where us give them information too restrictives but yeah overall we do our best.*
27. You think that you do your best.. okey.
28. *Yea*
29. Do you know if the management team actually measure it?
30. *We do have feedback in case we have regular mistake or something, so the management check all of our work, but there's not, mainly a, uh, nothing general, that is the only day work that is checked daily so if we do any mistake, we're gonna have to read the feedback from it and that is to prevent from this to happening again.*
31. So that is just about the administrative task or the overall task?
32. *Yea*
33. Okey, So, regarding the performance, like the service performance itself, there is no particular measure? Like they don't actually look it up or...
34. *No, not really.*
35. Okey. So I will also show you a statement, a Researchers stated (studies) that training & development can contribute to increase the professionalism of employees of hotels including and their service performance – so employee who joined the training and development program are more capable of doing their work."
36. *Ehemmm*
37. What is your opinion about this? About the training and development.

38. *Well, its is necessary although at the moment we don't have much of it. I think we have barely have anything.*
39. So the management does not offer you any kind of training and development?
40. *No, at the moment, not really. We used to have a system, at the moment we don't have it anymore and yeah we are still working this out.*
41. What do you mean by 'we used to have any system'?
42. *We used to have a mancloud and from the last month we actually don't work with it anymore, so we are using Excel, which can cause a lot more trouble and issues.*
43. So you mean that the tasks, and the task that you have now is more complicated?
44. *Indeed, yeah of course. There's also quiet a lot of chance of more mistakes happening so we really need to pay more attention on it, we need to be more, basically double check our work because we are working without any system at the moment*
45. So you think that is why therefore the training should be provided?
46. *Indeed, Yeah*
47. And there is nothing?
48. *Yeah.*
49. Okey, then what do you think of any example of training and development that can help you increase your performance.
50. *It could be something even smaller, it doesn't have to be a huge training or development ideas, but at least something that it would give us a feeling that we are being trained and that the company cares about our work and yeah it doesn't have to be a huge thing but something that would show us that we need to improve and can improve and to put ourselves as well, as a goal, to improve. Because at the moment I believe everyone is comfortable, but with training and development, we also want to develop ourselves and you just develop yourself according to the training that you do. At the moment we are just stuck in the same way.*
51. Example of the training, perhaps that you can give me an example of one task or something, that then there is a training I want to take that, that can make me better or something.
52. *I don't know, I think it could be a lot of things, some about safety at work, or something work related with the reception maybe.*
53. So you think that training will help you perform better?
54. *Indeed, yeah, I just think that having maybe a small training, it doesn't have to be so huge, but just something that you can put a goal for your self, to improve yourself and not only the personal development, but the company development itself since the company depends on its employees and our service.*
55. It sounds that, You were saying that if you have training then you will have more confident at work?
56. *Yeah, of course, exactly. I believe that's mainly that.*
57. Okey, cool, so As you have been working for 6 years that's quiet long, how do you think about opportunities in the company like promotion, career, or having more task & authority.
58. *Well at the moment, we basically, well there's not much option for development as I've been doing in the same position as I started in the beginning. The management basically, he manages everything. So that everything that we do we need to be stuck in our position and this is a little bit like blocking us for running a better service because we only count for his approval for basically everything. In my opinion, there is no chance for development as the only thing above us would be the manager as owner, the same person for both positions.*

59. So you mean that you stuck in the same position from the beginning. Do you feel something that you want it better?
60. *Yeah, I mean, but even though if I had an upgrade position, let's say, it would still have quiet limitations at work because we need the approval of the management.*
61. So that's about authority that is limited,
62. *I believe so.*
63. Okey, How about benefit the company offer? How do you feel about it, are you satisfied about it?
64. *I wouldn't say that I am satisfied, but I'm comfortable with it. It's not that I have, of course, if I hadn't upgrade on my salary, on this part, I believe that I would give myself, I'll put myself more at work. I think that would be something nice for the company but I'm actually comfortable with the salary and the benefits itself at the moment. Of course you can always improve always.*
65. Yea, its nice if it can be improve. Always. And How the company deals with your sick leaves, absenteeism and vacation request? How does they deal with it?
66. *It's pretty simple actually, but I think they're quiet flexible at it. I think the management tries to understand a lot of our side as well. I have never had anything denied every time that I was sick. I could stay at home and get better and rest.*
67. That's, really good to hear,
- So we were talking about some kind of benefit, like positive stuffs, but how about if there is any remark that the management found, you were saying that they are checking and you will get a feedback and are there a sort of punishment, something that you might have negative effect about it when you make mistakes?
68. *No, we're just gonna hear something like 'look this happened, why?' and we explain why, maybe there is a reason for it, otherwise it's just 'please don't do it again'*
69. Do you think that it makes you do it better or you just don't do it again?
70. *Yeah I think so. I know it's bad to say but I honestly feel comfortable with it knowing that if I do another mistake, nothing will happen. So when you have some kind of punishment, let's say a warning, that makes you take care of it and look up so you wont do these mistakes again. If nothing would happen, it makes me a little bit, I wouldn't say comfortable, but I'm not afraid of doing mistakes. So my attention is not at the highest when I'm working because of it.*
71. Ehem, that's really good insight. Ok now, How do you feel about the working atmosphere?
72. uhm?
73. How do you feel about working atmosphere like, your relation with your colleague, or management, or anybody at the organization as a whole?
74. *Well I think it's a very raw, all of my interaction is pretty much raw at work because everyone is very busy and I'm mainly working by myself so there is no a colleague or something that I can actually work with so I don't have any person to talk with when I'm at work. So I would say that at the social part, this is a little bit of, yeah, it doesn't basically exist. But I have a nice relationship with the management. We can always discuss things and I don't have any fear to report anything to him.*
75. Okey, so basically the management team communicating with you in a good flow, that's what you were saying?
76. *Yeah, but I would like to have more attention maybe, I mean, I would like him to take more care about my job not only when mistakes are done, but to let me know when something good was done and have a nice feedback, not only bad feedbacks but also positive feedbacks. So if I do extra thing for guests lets say an extra help, then I guess maybe a nice comment will do. It doesn't have to be*

material like money or nothing, but just maybe small talk, or 'thank you for helping this guest out' just some feedback that is good. Because the moment we receive bad feedbacks it makes us, um not negative thing but it's just better when we have positive feedbacks as well.

77. So you want to be like emm, appreciated?
78. *Yeah, something like that.*
79. Okey, thats yea, of course..
80. *Yea..*
81. What about the task itself, do you think that, oh, you were saying that it's now more complicated than before, right? Can you still handle it? And how is the support from the management or you colleague about it if you cannot handle it?
82. *Well they are basically have to. Although mistakes are growing, and of course the system helps us a lot. It was way easier when we have the system and then now without it would be complicated, we don't feel that safe while we're working because we need to double check the work, because humans against machine will always, well you know. It makes me, yeah I really, not that im not confident, but i really sometimes I feel that I'm not doing 100% my job well because of it and I feel insecure about it. I think when we had the system I was way more secure about it.*
83. So you just want to have more structure and system at work about the task, right?
84. *Yeah exactly*
85. Yeah what if, that's also about when things become out of control, I believe, has it ever happened to you, like in your shift?
86. *Yeah*
87. And what is then after all, what happened then?
88. *We can always contact management by WhatsApp or give him a call, but unfortunately the management is not there all the time so most of the time we have to handle the problem ourselves and we just report what comes out of it to the management. We basically figure out the problem ourselves.*
89. So even though it is an emergency situation?
90. *We always try to give him a call and that's try to ask help with the situation.*
91. Okey, I see, but before you mentioned that you need to wait for decision, if there is a case happen about guest issue, how will you solve the situation if the management unreachable?
92. *That's why I mentioned that its blocking our service. Sometimes the guest unsatisfied with the solution we offered, at the end, we always tell them to send email of complaint and directly connected to the management.*
93. Ok, and how is that going?
94. *Well, of course some case needs immediate solution, such as problem with rooms and want to relocate etcetera, but the guest really have no option but to stay and wait till management is reachable. That's basically it.*
95. How does it affect you? How do you think about this process?
96. *Well, that's why, I say I do my best. But to have this limitation makes me hard to serve the guest or give them best. But I still try to speak and explain. Only sometimes guest don't understand but mostly they will understand and patiently wait for solution.*
97. Okey, so that's basically it is, and that's basically a nice insight, thank you for being honest. Have a good day.

Employee 2

1. Hi, Good afternoon!
2. *Hi!*
3. Mm, okay, so I will start this interview section with an intro. So My name is Lusi, and I am currently doing a thesis project for my final report to complete my study at Saxion Univ. Applied Science, The Hotel Management program. Mr.Ivan Wu, the general manager, is the client of this project. More about the topic of the project, I chose service quality as a focus point. Hotel Vijaya has currently a low ratings online in several platform such as Booking.com, Expedia and TripAdvisor. Apparently one of the reason is the low service quality and with this project, I want to investigate what is the reason behind this low service quality. Therefore, I am inviting employees of Hotel Vijaya to share their thought with me in this session. The questions will be about your professional information and about the work that you do. This will takes about 15–20 min and the information gathered from you is confidential and the source will be written as anonymous. The information will purely be taken for the report of my project and the client might use the outcome as an idea to be applied at the company without affecting your position at the company. Okay?
4. *Sure.*
5. So, shall we start?
6. *Yes.*
7. And, how are you?
8. *Good.*
9. Good? Okay.
10. *Today is good.*
11. Okay. Good to hear that. Okay, now can you tell me a bit about yourself, like how old are you, where are you from, where do you live?
12. *Uh, Now i'm 29 years old, and i'm from Vietnam, for now I live in Amsterdam, close to the hotel we work.*
13. Okay. So, how.. How long do you work for this company?
14. *Uh, it's more than 3 years already.*
15. Okay, so it's like 3 years and a little bit more.
16. *Yeah.*
17. Okay. How did you join the company? How did you get this job from? Before, like, to start?
18. *Err, luckily I was introduced by my friends.*
19. Mhhmm.
20. *So, she was here before when she, uh, live (work) in the hotel. She just introduced me to here and I find the hotel is suitable for me. So, for now I still working there.*
21. Okay, and what is your educational background?
22. *Er, I graduate in Netherlands, in University also for the hotel management.*
23. Oh, so this work is perfect for you, ya?
24. *Yes.*
25. Uh, but, where did you work previously? You have any working experience before this job?
26. *Uh, before this job, uh, I usually worked in the restaurant, like as a waitress, uh, also sometimes before when I was in Vietnam, i worked in the tourism company.*
27. Ah, okay.

28. *So, I still work in the hospitality industry.*
29. So always in hospitality?
30. *Yes.*
31. Okay, cool. Now, okay, Hotel Vijaya rated 6.3 out of 10 on Booking.com
32. *Yeah, I see.*
33. 3 out of 5 on TripAdvisor, yeah?
34. *Yeah.*
35. and 2.7 on Expedia with many bad reviews regards to cleanliness/service by staff.
36. *Yeah.*
37. Now you see here on the table I show you some comment. Now, in regards to these, how do you experience your professional service performance, is it well enough?
38. *I think just for the, like, because of Vijaya is just like a 2-star hotel, so for the service now, we just deliver to the customer, like the basic one. But, we already try our best and I think it's well enough. But actually, I think the guests expect more than that.*
39. Okay, so you mean, so you mean that you actually provide a good service already towards the guests, but apparently, they are expecting something else.
40. *Mhhmmhm*
41. Ah, okay. What, what, can you give me an example of that?
42. *Like a, example for what?*
43. Like what you think you did already well and why would it not be as expected, like, they expect more than you already did.
44. *Ya, because when the guest coming, I like deliver to them the warm welcome and i try to assist them with all the difficulty or if they have any problem with the facility or something like this, or if they need the information about tourism or something about Amsterdam and I did try to serve for them and I'm ready to spend time with them to help them solve the problem.*
45. *Mhhmmhm*
46. *But because they think they paid a lot of money for the hotel so I think they expect more than, like the bigger room or like a 24-hour service like the cleaning girl service or something like that, was actually, is in fact is not possible.*
47. Okay, okay, so they are still not happy because of other things, not because of your service, so, but then why would it affect your service (due to the score shown online)? It should be going to any other.
48. *Yeah because all the guest will call us on anything about the service because when it want to do something but we are not able to do this, for example, if they want to move to the other room and we are just enough hotel and we don't have enough facility to offer them to a new room immediately, or we have to wait for the decision from the management, like the, like the staff cannot flexible and decide at the same time, like, at the moment they want for it so. They also measure it as the service.*
49. Okay. So, you think that your service performance is well. Now, does the management team help you to measure this?
50. *Err, I think no, not really, uh the management team usually just say the, the, the review and the chat on social media, and they say, uh and they say the service is not good or something like this, but they actually didn't say about the reason why.*

51. Okay, so what do you think that, err, then okay then what do you think that better that they can do it better, so you say that they are actually measure-- they are focusing on the review online and they say that 'okay this is a bad service and this is it and this is that' but then you say, um, that is not really, is not really meaningful, because you don't know, they don't see the reason. Then what do you think that's better they do then?
52. *Yeah*
53. How, how can they do it better?
54. *Uh, well I think they, they have to do, like, because on the review they have many factor to measure about the review of the hotel.*
55. Mmhhmm
56. *So they just are not only about the staff, also about the facility that their will or the money or et cetera. So they should include everything together, not only about just focusing about the staff because the staff can't solve everything in the hotel.*
57. Ahaha. Okay oh so you say, okay you mean that it's related to each other. That's what you mean, right?
58. *Yeah, of course.*
59. So if they think that the facility is not good, they would not be happy with the service either, that's what you mean. So therefore, the score is going to be low. Is that what you mean?
60. *MMhmm*
61. Okay, cool. So, okay, so we go forward. Now, um, I have a statement here. So "Researchers stated (studies) that training & development can contribute to increase the professionalism of employees (of hotels) and their service performance - so employee who joined the training and development program are more capable of doing their work." Now, you were telling me that the management team was not really measuring your service performance, so how about your opinion about training and development program? Does the management team offer you with any kind of training and development and what do you think about this statement?
62. *Yeah, I think about the training and development is, uh, yeah is necessary for any company. And totally about the statement, because the internal training is better than the external training. So, because the internal training, they based on the company situation, they will know the strength and the weak of the company. So they can build up a training course and I hope they can train their staff, like, it's, it would be according to the hotel...um..*
63. Standard?
64. *Um, yeah.*
65. Ah, okay. So, is it here, you say that there is NO training and development program?
66. *Yeah, there is no training.*
67. Okay. What do you think any example of training and development? You say about internal training and development, I wasn't really sure about what you mean by that. Can you, can you maybe, um, specify it briefly?
68. *Err, in my opinion, previously I was thinking about the personal development. So if the company would pay attention on the personal strength and they, they, they should know about the, like, the personal strength and weak of the staff and so they can, like, they can build up a training course, err, to like, to make them stronger, like..*
69. Okay, so, so I mean, you mean, you want it to be like, um, personal training so every person have different training.

70. *Yeah, it should be like this.*
71. Yeah, okay so how it will then help to increase your working performance, you think?
72. *Yeah, because, like, I think, like, for example, with myself, I, I, I, I think I'm an introvert person, so I can greet the guest friendly and warm welcoming but I am not really talking with the guests.*
73. Mmhmm
74. *So I think it is my weakness and if the company know about this, they will, they will offer me some course that will can, can increase my, yeah,*
75. Like to help you to be able to--
76. *Talk more.*
77. Ah, okay. So that is, yeah that is a good example.
78. *Yes.*
79. Okay, so, as you have been working for 3 and more years, how do you think about the opportunities in the company? As in, like, your task, authority, career or promotion. How do you think about this in the company at the moment?
80. *Err, because this is just a small company so actually there is no, they don't really have more opportunity for any staff. So everyone just, to do have their position for a long time even if you took a year or 5 or 10 years, you just stay there at the reception. But as a reception you have to do many tasks, like, uh, to take care of the guests or look after, like err, yeah like about the housekeeping or something else like this. So, they, they don't have many opportunities for, for the staff.*
81. So you mean the opportunity to get a career enhancement, there is no, there is no way you can become supervisor one day because there is no chance or, is that what you mean?
82. *Yeah, yeah.*
83. Okay. Now, um, how about benefit that the company offer? Like, because, like, perhaps it can be a point that it is motivating you to work harder or..?
84. *Um, I think because, err, there's not many bonus or benefits from the company but at least we have something like, for example if the end of this year or Christmas something, we have a small gift and also we have like a, I think, I think for just a stop I think that is still okay. Haha.*
85. You feel okay with it?
86. *Yeah.*
87. So you think that the bonus, that the incentive? Is that what you call, incentive?
88. *Mhhmm yeah.*
89. Every end of the year that is enough.
90. *Mmmm yeah. Sometimes it's better if they increase it, the salary every month.*
91. Every month?
92. *So, like, every year hahaha.*
93. Every year? Okay so it's better if, so it's, it's somehow, so do you think that somehow, in your opinion, it's going to affect your performance more?
94. *Mhmm, ye*
95. Okay. So, um, and then next. How is the company deals with your sick leaves or absent or vacation request? How do they deal with it?
96. *For the vacation request, of course we also have a responsibility with the company that we should give them the time that I want to have the vacation before, like 2 or 3 months before.*
97. Mhmm

98. *So, but, and the company also try to, err, offer me about the vacation, about the sick leaves, I think, err, they already try our best to give it if I'm got sick.*
99. So this, this is actually, at least a point that you're satisfied about.
100. *Yeah.*
101. Okay. Okay, good. Um, now, beside reward or incentive or opportunity those things, how about any, any, like what if you made mistake, what is then, the, you say that the hotel give a focus on review and then there is a bad review. What did they do towards you?
102. *Usually they just send an email or just a brief talk with the management about my mistake or, yeah that's all. Not really a strict punishment, but they, they always give the talk with us.*
103. Do you think that it change, it's, it's affecting you somehow?
104. *Yes, of course, with the, like, 'talk to me' I think hahaha*
105. Yeah, okay, about you?
106. *If I, if I see that I have enough responsibility with the company of course, with more talk with the management I feel like, I should make, I should make it better.*
107. Okay so, because you have a responsibility, you say,
108. *Yeah.*
109. Then, this kind of thing, even though it's just like a notice, let you make a mistake, then it makes you work better
110. *Yeah.*
111. Okay. How is the working atmosphere?
112. *Ummmm, yeah i think it's just comfortable, if I don't get a problem with a guest. Hahah.*
113. If you don't get a problem with a guest, it's comfortable. So, basically, okay.
114. *So about the workloads, it's not very heavy, like,*
115. The task?
116. *Yeah, the task is not difficult and also the workload is not too much.*
117. Mhmm
118. *Yeah, we still have time, eerr, to solve most of the things in the hotel.*
119. Okay, so the task, your task as a reception--
120. *Yeah.*
121. -- is okay, the amount is okay.
122. *Mhmm.*
123. It's not difficult.
124. *Yeah.*
125. And the procedure you can deal with it.
126. *Yes.*
127. How do you, um so you say that the atmosphere is comfortable, how the management communicate with you?
128. *Errr*
129. How about the communication?
130. *Not, not, not too much. When, it's just happen when I have a mistake. Otherwise, just once a month we have a meeting with altogether.*
131. Okay, once a month.
132. *Yeah.*
133. Heheh okay. So they are communicating with you, like, actually it's okay, you say?

134. *Yeah.*
135. Okay. how about you colleague? How do you communicate with your colleague at the work?
136. *Um, actually not really, because we work in the shift, most of the time I would just work alone, like, everyone just work alone.*
137. Mhmm
138. *So, um, we just meet each other when we're changing shift and if i have something difficult, like, I don't know what to do or I don't know how to solve the problem I can ask them. If they know about this, they are willing to support me or help me to solve another problem.*
139. Okay, so basically at work it's, it's okay.
140. *Yeah.*
141. *Yeah.*
142. *But most of the time, I have to do it alone.*
143. Yourself? Okay. So, so that's how also your colleague support you, I guess?
144. *Yes.*
145. Um, what if things really turn out out of control? In the situation that you're alone. You said that you're alone. How if things turn out out of control, like, and then how will you still perform in your task, in your work?
146. *Yeah, i think that is the problem, that's make the bad review from the guest. If out my control, we have to contact the management and most of the time I have to wait also the guest need to wait. So, sometimes, they, they're not satisfied with the, the service of the hotel.*
147. Okay, so that's, that, but, what, what can you say more about this in particular? What can be, like, what is the point? Why, why it can happen or what can be avoided to do have this not happen?
148. *Err, I'm not sure. I think because the, we just do what we should to do, what we should do but we don't have like the power to decision, anything. So most of the time we have to wait.*
149. Okay, okay so, it seems like you encounter, encounter something, some situation, you know what to decide better--
150. *Yeah, I'm not sure.*
151. --but you cannot decide it yourself?
152. *I'm not sure I would decide better, but sometimes the guest just want to know about their reply or answer immediately and I cannot give it to them. I'm not sure if my decision or the management decision is better, but at least I can do something.*
153. You wanted to do something immediately
154. *Yeah.*
155. Because you think that it can make it better for the guest.
156. *Yeah.*
157. So you wanted to have more authority actually about something.
158. *Mhhmm. ehemn*
159. Okay. So, okay. That's actually a very good insight. I, thank you very much for your time.
160. *You're welcome.*
161. And, thank you.

Employee 3

1. Hi Good morning,
2. Good morning
3. Thank you for being here, mm, before we start the session I will start with the intro: My name is Lusi, and I am currently doing a thesis project for my final report to complete my study at Saxion Univ. Applied Science, The Hotel Management program. Mr.Ivan Wu, the general manager, is the client of this project. More about the topic of the project, I chose **service quality** as a focus point. Hotel Vijaya has currently a low ratings online in several platform such as Booking.com, Expedia and TripAdvisor. , I believe that you know this as well, Apparently one of the reason is the low service quality and with this project, I want to investigate what is the reason behind this low service quality. Therefore, I am inviting employees of Hotel Vijaya to share their thought with me in this session.

The questions will be about your professional information and about the work that you do. This will takes about 15–20 min and the information gathered from you is confidential and the source will be written as anonymous. So there is no need to mentioned any personal details, The information will purely be taken for the report of my project and the client might use the outcome as an idea to be applied at the company without affecting your position at all the company.

Ehem,

4. Ok, so we start, how are you?
5. So far so good,
6. So far so good, ok, Can you tell me a bit about yourself, How old are you? Where are you from? Where do you live right now?
7. Im now 36 years old, im born and raise in Amsterdam, I live in Amsterdam in a city calle ijburg,
8. Ok, how long dd you work for this company?
9. Around 9 to 10 years,
10. Wow ok, that's quiet a while,
11. Ok, how did you join the company? How did you get this job from?
12. Eeehmm, I know a friend, by the time I was looking for a job, and he was also looking for a person, so he gave me his number and I gave him a call,
13. Ooh ok, you mean the owner number?
14. Yea, the owner number.
15. What is your educational background?
16. Eh, well, I finished 2 degrees on a bachelor level, the subject law, and certificate on crimilnal law, and administrative law. And second one is English teacher education, where im allowed to teach,
17. English?
18. Yea, English, like to people on A1 and A2 level, and also linguistic,
19. Ooh okee, that's a lot, where did you work previously?
20. Eeh, previously, I was working for aa... how do I said that, for a company, that is working with the government. But they were like focusing on tourism. So I was working in an office, where I was informing about visiting tourist, about parking in Amsterdam.
21. Like a customer service,
22. Yea, like a customer service, but also security and also technical stuff.

23. Ok, so um .. we move on to the next part. Hotel Vijaya I was state a statement right now. So Hotel Vijaya rated 6.3 point of 10 from Booking.com, 3 out of 5 on TripAdvisor, and 2 point 7 on Expedia, with many bad reviews regarding the cleanness and service by staff. Now, I'd show you here on the table a few of example of reviews. By looking of this, how do you experience your professional service performance is it well enough?
24. *Umm well I am to like five stars personal, so I was trying to give the best for help people to provide as much as service as I can. But as a reception you are limited to certain things. And sometimes there're situation that you can't always help the customer*
25. Can you give me the example?
26. *For example back then when people had to pay with credit card, there wasn't 3% extra rate above that and people were not happy with that o and they were also never told before the hand so during the check in already the people or the guests were already not happy with that so if you already cause a bit bad at the beginning then who knows when they find or see the room and knowing how small the room then it keeps adding up.*
27. Ok and then you're thinking that because some of the regulation that make you limit on your what you can do for them?
28. *Yes, but for example, so that's the problem has been solved because they don't have to pay that anymore since then the check in procedures goes smoothly but then the room size for example when they come here, well they're in the centrum of the area then there some of the mark quite shock with the room size and there is not much you can do about it. And that's if there some of rooms are available then you can show those and hopefully they're happy with that.*
29. So you're saying that your service performance is actually good except that there are several things about the hotel that limiting your performance?
30. *Yes and no.*
31. What is no?
32. *Cause like umm knowing where an ATM is you can't tell that like providing as much information as you can and sometimes you can get question like hey... no umm I say that I don't know that,*
33. Ok so you have a.. ike you cannot answer the question and then it would be ok. So, about your service performance again like does the management team help you measure this?
34. *In the beginning when I was new, for my self already like I like to help people as much as I can, provide services as much as possible but in the beginning when I as new, I didn't know what was allowed, and what was not allowed. So I had figure it out first and once I knew the limits of being able to help the certain.. certain things, and at beginning yes but after 10 years you know what is allowed and not allowed and you know what you can't do*
35. So I got it one that answers about your service performance again, how does the management review it for you? Do they ever having like umm communicate, communication, communicate with you that your performance is good or this is need to be improved or something like that ?
36. *In the beginning.. in the beginning umm I had to discuss a lot what can I do? And after few years, sometimes I still do got a question like hey you had this problem how did you solve it? Then I always answer how I solve it. And the answers were always positive like that's a good way of solving of this problem.*
37. So, ok so there is no formal way to evaluate your performance from the management is that what your saying? But you are actually having a communication for your working performance evaluation
38. *In in the one of so many times yes. That was before...*

39. That was before? And sometimes now?
40. *But then the situation like I'm informing what happened like what I did that and then just hear my point of perspective and ok that and most of the time it's always a good way of solving the problems, it's like following the procedure and I'm sticking in to the procedure that's why that's always positive.*
41. So I will again state another statement so researcher stated or studies stated, that training and development can contribute to increase professionalism of employees including hotels employees and their service performance. So employee will join the training and development program and then more capable of doing their work. Now with this statement what is your opinion about it?
42. *I think the best way for people to learn as well also in practical way*
43. Ok, so training is yes but then also
44. *Both way should be*
45. Together yea
46. *Should be able to work, but in the end practical way is still the best way because you get the experiences, you get to see how the customer is.. maybe that time is angry and then um...and you just stay calm and you get to used to be in this kind of situation when you learn from them.*
47. But then do you agree that if the training development can contribute to increase their performance?
48. *Both of ways yes, it should help you, alright yea*
49. Now in this situation of this company, does the management team offer you any kind of training or development? They ever you any particular? No?
50. *No. not really*
51. Ok, now if they ever offer you any training or development, what do you think that it can help you to increase your performance even better?
52. *Well, I'm like maybe there's umm room of improvement, I always open for that so if there if something new that I can learn to improve on then*
53. Ok so you're saying that it depends of what you need is that what you're saying, like what in your performance you need that you need that particular training
54. *Yea but then in which direction I mean..*
55. About the work? about doing in your work?
56. *Well after nine tp ten years I've developed my own working system and so far I almost making no mistake with my work. So I think so far it's good. But if there's room for improvement or there something that I can get feedback on, then.. umm..*
57. Then there will be ok?
58. *Yea*
59. So the training would be like, tailor made, it depend on who it's not like a training for everybody, it's like what you need and there is for you, what you mean?
60. *Yea, that can be right*
61. Ok, how do you think that kind of training will help you to increase your working performance then?
62. *How I think it improve me or?*
63. Hmm like if there something that after all like ok this is for you, so do you want to join it ? How do you think that? That particular training
64. *How I think about it?*
65. Like you were saying that no there's no training and development at the moment yea right, there's no particular and then you're think of yea perhaps if I have some feedback from the management

then they offer me this training in particular like umm I don't know what something like you have training about it for example administrative for then you have a training

66. *Maybe there is room to get part of administrative part like umm*
67. And then eventually you got, you received this training, how then do you think it will help you to increase your working performance? Working performance, It's not only task, but also how
68. *Umm how do I improve my working? Yea maybe I will know more about that subject then, and this will make me understand and work better*
69. Ok I assume that you're thinking about confident at work, because you know more then you are more with your work more confident.
70. *Yea like broaden with my knowledge*
71. Ok, now if you have been working for ten years how do you think about opportunities in the company? And now this opportunity can be vary so for example having more tasks? having more authority? Or even promotion or even making career in the future? How do you think about that?
- interuptions-
72. *Now of that I gain so many working experience and after so many years doing the same thing might get eventually boring, eventually yeah you want to do more things, I mean you're here for eight hours and I finish my work in two hours and for the record next things hours, and then sometimes like hey.. can I do something else perhaps, another time another time and then same, maybe umm something like that being able to do something more*
73. Ok, is there any that the company offer you do this already? Or you want to or the guess there is nothing?
74. *Actually there's another company, it's a Bastian Hotel. But I'm like in the dilemma like between like stay here you know like kind of settle, you have to... what you have..*
75. But ok, now there's specific question about it, the company does they ever offer you opportunities or there is nothing?
76. *Ya they already offered opportunity as an assistant manager, and then they its's a big company so you can always go to another hotel which is also nice because you get to go our places so you are not stuck on your own place umm yea after whole year you get to become a manager as well so there are opportunities. There's actually some more other things that they offer that they are..*
77. Ok thats about the other hotel, how about this company, is there any in particular that they are offer for you like this like kind of opportunity? Or like because you're working for them so you do thing that, I mean what is in your opinion you think, " I think the management even do not care about it or I think the management would offer me but I just don't want or I think there's kind of thing.."?
78. *There was a moment that I had to refuse that the chance so that also would be my fault but yea I had that opportunity, but I think this opportunity is two three times already but at that time I might refuse that because of personal things*
79. So do you think that there's actually opportunities in that company?
80. *Umm, ehem, (ya)*
81. There are available opportunity?
82. *Now that there are two hotels share, and that the things yea being renovated and were working as a team and trying to improve more so yea maybe, I'm not sure but that depends on the boss himself, so the kind of predictable you must to give, but I think there is opportunity*

83. There's a clear information. And now there's next one. How about the benefit that company offer? Now the benefit offer of this question it can be related to incentive, bonus or salaries, but this question is not about like the amount, but this question is more about like how your satisfaction toward it, do you think that, "ahh it's good" or it could be better?
84. *When I find at the company at least should take care of, for every personal umm it's called "BAV" that's a little training about safety about fire alarm, about manage of people, what to do when in some, can you repeat the question again?*
85. Ok that answer just now it could be for my previous question about the training. That's good so we can still use it.
86. *There's something I really have achieved but maybe the other*
87. Maybe the other, ok that is like a suggestion. The question that I just recently say is about the benefit of the company offer, how is your satisfaction toward it? Like we are not talking about the amount right now. So?
88. *So far so good, because independently I got myself some certification in that direction, such as the BAV and I think the company should also invest in other colleges.*
89. Ok so that's about the training?
90. *Yea*
91. Ok. Now how about the company deals with your sick lives, absent or vacation request? Are they flexible or what do they do?
92. *On my contract I do get vacation money but sick days they don't pay for that, so if you're sick, you're sick. But I'm a hard working person and I'm rarely sick, for me it's ok. But, maybe for other colleges maybe when they get sick and they need money a lot.*
93. So for yourself everything is ok?
94. *Yea*
95. Like this is a satisfaction, satisfied?
96. *Yea I'm*
97. We move on to the other part of the question. Now it is more about the company. So how is the overall the working atmosphere? In general
98. *Right now right?*
99. Humm hmm ya
100. *Yea right now it's good.*
101. Right now, in the past ten years?
102. *In the past ten years not really actually*
103. Now it's better or not?
104. *Much better .. much better. A lot of things improvements, finally*
105. Ok so the working atmosphere is like better, like comfortable right now
106. *much comfortable*
107. How is the management team communicating with you?
108. *Before, it was face to face, it could five minutes conversation and now it's mainly by phone and just messages*
109. More recent? But this is then more often or regularly? are Are they reachable? let's say?
110. *Yea always do so*
111. So there's always a way to communicate. Ok and now, how about communicating between you and colleague at work?

112. *I only see two of them and that's only when taking over the shift*
113. Before and after then?
114. *Exactly And the communication is good, we have messages system so if there is something we need to know that there always inform me or maybe inform them*
115. Ok. Now about your task in particular. What do you think about the amount level of difficulties and complication of the procedure?
116. *Well in the beginning, that was difficult. That there is some moments and we need to know what is allowed to do and not allowed to do, but beside that it's very easy*
117. Like the task all?
118. *Yea all the task and um..*
119. Ok. So tell me about some moment at work that you need to deal with, how do you deal with, if the situations are busy how does your college support you? Or how do you support college? It's all like both side
120. *I have some situations that I always help my other colleagues when there was a complain and then I took it over and I helped them took care of it. For the example the room size and because they were still new so they don't know how to react on it or what to do, so I took it over and then hopefully they then look at me and observe and see how I'm solving it and most of the time was like.. umm if there was still room available and then I show them another room, and most of the time the guests were happy with the room*
121. You are supporting colleagues but how about your colleagues support you then?
122. *How they are supporting me? Actually after nine- ten years there's not much support that I need actually and I also stress resistance that also.. doesn't matter how busy it is I always have my ...*
123. Things ok?
124. *Yea*
125. Basically there like on the first place that they do not have each other to support you anyway. Is it what your think? If there are any, will they support you to do thing?
126. *Of course. I'm sure they will*
127. How about organization then? In overall like the management or any other like you and your colleague? And then you have other people in the organization? How do they support you also in this situation then?
128. *The only way they can support me then, if I somehow I need to know some then I always call them or send them the message and then wait for it*
129. How about their response? Is it like immediate or is like long wait?
130. *Depends on the situation but so far always., yea they into it*
131. Ok, that's very good. That's 20 minutes and thank you very much.

Employee 4

1. Hi, how are you?
2. *I'm good, how are you?*
3. I'm good I'm good ok, so thank you for being here and I'm going to start this session with an intro: so my name is Lusi and I'm currently doing a thesis project from my final report to complete my study at Saxion Univ. Applied Science, The Hotel Management program. Mr. Ivan Wu, the general manager is the client of this project. And more about the topic of the project, I choose **service quality** as a focus point. Hotel Vijaya has currently at low ratings online in several platforms such

as Booking.com, Expedia and Trip Advisor. Apparently one of the reason is the low service quality and with this project I want to investigate what is the reason behind this low service quality. Therefore, I'm inviting employees, including you employee of Hotel Vijaya to share their thought with me in this session. The question will be about your professional information and about the work that you do. This will takes about 15–20 maximum and the information gathered from you is confidential and the source will be written as anonymous. The information will purely be taken for the report and the client might use the outcome as an idea to be applied at the company without affecting your position at the company, ok?

4. *Ok.*
5. Ok now can you tell me a bit about yourself like how old are you? Where are you from and where do you live?
6. *My name is llam, I'm 26, I'm original from Morocco but I born in Amsterdam and I live in here also with my parents.*
7. And so how long do you work for this company?
8. *Six years now.*
9. Wow ok
10. Recruitment: How did you join the company for the first place? How did you get this job from?
11. *I found it through indeed.*
12. Oh through online, ok. What is your educational background?
13. *Eum... not so much, I did MBO4, I studied for teacher assistant.*
14. Ok, and where did you work previously?
15. *Before this, when I was studying I was working at the local supermarket.*
16. Ok now, so I'm going to show a statement here that I take it from an information I can share with you. Hotel Vijaya rated 6.3 out of 10 on Booking.com, 3 out of 5 on TripAdvisor and 2.7 on Expedia with many bad reviews, yeah regard to cleanliness/service by staff. Now here you see some of the review. Ok about this fact, how do you experience your service performance?
17. *My service performances? I guess it's ok because I'm always try to do my best for the guest.*
18. Ok, then is it well enough? Is it well enough like do you think that it's ok as if like it could be better or it's already?
19. *We can always do better, but for me I always try to do harder best but yeah.*
20. Ok, if you think that you have already done your best, does the management help you to measure if it is good already or if it is not in their eyes or do you think that they help you to measure this? Do you think that they gave you feedback?
21. *The guest?*
22. No, about your service performance, because you say that oh I'm always doing my best
23. *Yeah I always hear like a nice a, how do you say it, comment from the guest.*
24. Ok, how about the management? Do they say something to you about your performance?
25. *Yes, about paying attention to my work.*
26. Ok, they give feedback but not in particular any measure, ok
27. *Eum no.*
28. So if they do give you feedback, what you do you think you want them to give you feedback for? Like do you want them to give you for example there is a feedback like an evaluation form, formal evaluation, 1 on 1 meeting or you want to gift a report for yourself or what do you think that can measure your performance?

29. *I think I prefer both, first of all they send you a report and that you can see for yourself what is wrong what is not and then you need to speak like 1 on 1 to this point and how you can do better.*
30. Do you think that is going to help you?
31. *Yeah.*
32. Ok now I'm going to share another statement here from the study, so researcher stated that training and development can contribute to increase the professionalism of employees of hotels as well and their service performance so employee who join the training and development program are more capable of doing their work. What do you think of this statement? What is your opinion?
33. *I agree with this, because my opinion is it's important that everyone do the same at work you know, like if you get the training everyone know what to do not everyone doing their own thing.*
34. So with the training you think that everybody can be on the same level?
35. *Yes.*
36. Yeah, does the management right now offer you any kind of training or development like this?
37. *You can say yes because they always try to give you feedback about what you are doing and you can see that also like a training because you can learn from those feedback, you can learn from them.*
38. How do they give you feedback so far?
39. *Eum, well actually they just mention what you doing wrong.*
40. So they just give you notification about what is wrong and then you need to make sure ok. And that kind of like training for you?
41. *Yes, but they can do more professional of course.*
42. Like how?
43. *Like set up a meeting to speak up for real.*
44. Ok, so now i see that you are saying about training and development that is also helpful to increase your service performance, and you were saying about all they need to do with more. Can you give an example of maybe a training that you think it can help you like right now at the moment because of this service performance? Like the overall performance of the hotel that actually not so good?
45. *Yes, but i don't know how to explain.*
46. You don't know? Ok no problem, but you just think that a training can help?
47. *Yes, they have to do by themselves what is important for their company, and they just have to look a general problems of everyone, what everyone can do better.*
48. Ok, so we are going to move forward to the next question. So as you have been worked in here for six years, how do you think about opportunities in the company? I'm saying about opportunities is that like more task for you or carrier or promotion or more authority that maybe the beginning you cannot do something and now you can do more or later you want to do more?
49. *Yes, more task or something more to do with because I started to get bored. I already know what to do now, just continue with the same thing and I will prefer it would be nice if I can do more things, I can also get better on my job.*
50. Ok, but then do they make it available for you?
51. *Not yet.*
52. But you think that there will be maybe?
53. *I don't know, I hope so.*

54. How about the benefit that the company offer? This is the thing about insentive, bonus or salary. I'm not talking about how much or the amount but I'm talking about the satisfaction level that you think happy or not about it?
55. *Yes of course they can do better. Now I'm just ok and not complaining.*
56. So How the company deals with your sick leaves, absent and vacation request?
57. *Yes quite good, you have to find yourself someone who replace you before you can get off if you are sick and about vacation. I already ask for my vacation.*
58. How about the working atmosphere overall?
59. *'it's quite ok but since I'm working alone so it's a little bit boring but its ok, I wish I had like a college with me but sometimes is also nice to be alone.*
60. How the management team communicating with you? Is it good communication or they are unreachable?
61. *They are reachable you can also reach them so it's ok.*
62. Ok, how do you communicate with your college at work?
63. *Well I actually don't truly communicate to much with my college only when meeting shift and sometimes if we find someone sick can always text them through whatsapp, so it's quite ok for the communication.*
64. How do you think about your task? The amount, the level of difficulties and complication of procedure at work?
65. *it's on one level you do the same from beginning.*
66. So for you it's ok? It's easy?
67. *Yeah, for me it's easy.*
68. Tell me about some busy moment, have you ever like in particular like something in particular that happen you are not able to do your work because its too busy?
69. *Because since you alone, you have a lot task to do like one the laundry is not ontime you have to do work of the housekeeping and stuff like that, and sometimes when you already busy with your task and also people coming to check in and then you have to do this also, so sometimes it can takes a lot of times and sometime I can't finish my task on time.*
70. Is it stressful?
71. *Yes and I'm the person who can't handle stress.*
72. Do you get any support in this situation?
73. *Well no, because I working alone. But since I used to it, I'm just trying to organize my stuff to make sure I finish my task early.*
74. How about your college? Do they support you as well?
75. *Yes actually, because sometimes if you not finish you can always tell your college and they always would.*
76. And how about the organization overall like the management if you are not finishing something? What will they do?
77. *It's ok if it really really busy then they are understand.*
78. Ok, so that's good, so basically overall is good. Ok so that's it, that's the end of our conversation today and thank you very much.
79. *You are welcome.*

Employee 5

1. Hi, Good, good evening!
2. *Hello.*
3. Err, okay, so before we start this section I'm going to with an intro. My name is Lusi, and I am currently doing a thesis project for my final report to complete my study at Saxion Univ. Applied Science, The Hotel Management program. Mr. Ivan Wu, the general manager, is the client of this project. And more about the topic of the project, I chose service quality as a focus point. Hotel Vijaya has currently a low ratings online in several platform such as Booking.com, Expedia and TripAdvisor. Apparently one of the reason is the low service quality and with this project, I want to investigate what is the reason behind this low service quality. And, therefore, I am inviting employees of Hotel Vijaya to share their thought with me in this session. The questions will be about your professional information and about the work that you do. And this will take about 15–20 min and the information gathered from you is confidential and the source will be written as anonymous. The information will purely be taken for the report of my project and the client might use the outcome as an idea to be applied at the company without affecting your position at the company. Okay? Okay so, um, did I ask how are you? Err, not yet. Okay, how are you?
4. *Haha. Yeah, I'm good. How are you?*
5. I'm good. Okay. Um, can you tell me a bit about yourself? Like, how old are you, where are you from and where do you live?
6. *Uh, I'm 33 years. I'm originally from Morocco and I've been living in Amsterdam since 2001.*
7. Okay. How long do you work for this company?
8. *I've been working since 2009, so 10 years now.*
9. Okay, that's quiet long. Um, how did you join the company on the first place? How did you get this job from?
10. *Um, I found, like, that they were looking for people online and I just, err, sent my, err, resume and, like, 2 days later I got the call for a conversation and that's how I got into this company.*
11. Okay. Um, what is your, what was your educational background?
12. *Err, I studied business and the management, um that's like, IT.*
13. Okay. And where did you work previously?
14. *Before, I worked in another hotel as well. Um, it's called The Westside Inn.*
15. Mhmm
16. *And I've been working there for, like, 2 years and I, after that I wanted, like, a place closer to my house so I change to this company.*
17. Ah, okay. So you were working in a hospitality before?
18. *Yeah.*
19. Okay. So here I will, um, I will continue with the next part. So here I will stated some fact about what is it going on right now. So Hotel Vijaya rated 6.3 out of 10 on Booking.com, 3 out of 5 on TripAdvisor and 2.7 on Expedia with many bad reviews regards to cleanliness/service by staff. Err, so, with this fact, if we relate it to the staff, how do you experience your professional service performance.
20. *Um, err, I think I'm doing good, I mean, I do mostly the night shift and there's not really a lot of people during my shifts. But if there is some complaints or anything, I tried to, like, um, to figure it out and to solve it with the guest. So, he's, err, happy when it's solved. If not, I mostly, um, like, tell them to come back later to talk to the manager to, err, to try to solve it by then.*
21. Okay. Um, okay so you think that it's, it's, you always just do night shift and then you think, how, how about, how do you think, how well do you think your, your service performance then?
22. *Um, I would say, between 1 and 10, I would say, like, ?? 7.5?*
23. Okay. Um, between what?
24. *Um, like, between a scale 1 to 10, I would say 7 and 7.5?*

25. Okay, 7 and 7.5. Oh that's, that's okay. That's okay. Um, well, okay. In the score that you are, like you mention, does the management team help you to measure your performance in the, in the company?
26. *Um, not really. I mean, we never, we sometimes had, like, time to talk about work. But that doesn't happen in a while so. Other than that, not really, no.*
27. Not, no, no measure?
28. *No.*
29. Err, what do you think can be used in measuring your performance and, if there would be any, what do you, do you have any idea of what?
30. *Uh, yeah that's very difficult to say. I mean, um, yes. Sorry, I wouldn't know, I mean. That's something that has to do with the management itself, I guess.*
31. They need to decide?
32. *Yeah.*
33. Okay. Okay. I'm going to state another statement here. So this taken from the study. "Researchers stated that training & development can contribute to increase the professionalism of employees, including hotel employees, and their service performance – so employee who joined the training and development program are more capable of doing their work." What is your opinion about this?
34. *Um, I think it might help indeed to develop their staff when there is, like, training our, some courses that, so that people know what to handle in some sort of situations or, like, with the guests or anything. So I think it might be helpful, yeah.*
35. Mhhmm. And, um, does the management team, right now, right now, in the organization offer you any kind of training and/or development?
36. *Err, no, we never had any, um, training or anything, but we had a meeting where we discuss couple things about how to, like, act with the guests or, like, how to help them or, um, in case of complaints or anything that they're not happy about. So, but, there was no training, those are like a meeting once in a while, but no training or something.*
37. No training in particular?
38. *No.*
39. If there will be any, what do you think as an example of this kind of training and development that can help you to increase your performance?
40. *Um, I think a role play would be, like, a helpful tool, I mean, so at least so you know how to, um, react to the emotion of the guests. So that's like, there's someone playing the guest and there's someone playing the staff so, so, err, like that you can, you can, like, um, figure out what to, what to do on the place if you're on, on pressure or anything. So, I think it might be one of the best ways to help the, I mean to develop.*
41. Sort of that kind of training.
42. *Yeah.*
43. And you think that this can increase you working performance.
44. *Yeah, I think so. Because, I mean, if it happens, I mean, if, if we done that already, so if it happens with the guests, you know how to react to the guests, you know how to handle.*
45. More or less?
46. *Yeah.*
47. Yeah. And do you think that it, it can be applied on, for you and also for everybody in the organization?
48. *Yeah. It might be done to the, to everyone in the orga--, organization. Yeah, I mean, that's where we work as a team. So I think if everyone has to, um, yeah, like, to have some sort of training if it's for it's to be for all of them, I guess.*
49. Okay, that's, that's nice. Um, okay. As you have been working for 10 years, how do you think about opportunities in the company? So, the opportunities here, I mean, it's about like, having more tasks, authority, career or promotion. How do you think the company provide you with these opportunities?

50. *Um, well, I think it's good. Err, there's, like, opportunities here to, like, get higher and, um, even job like a, um, like a contract for, um, not just like for a couple years, but like a long life contract and, um, yeah, it's good, um, it's pretty good.*
51. So, you think that in regards of the contract you think that, that's, like, um opportunity for you that the company provided to you?
52. *Yeah, I mean, it's how long you work. That's better you have the chance to, like, grow in the company.*
53. Mhmm okay. And how about the benefit of, that the company offer? So, this is about the incentive, bonuses, or salaries and now, in particular, I'm not talking about the amount, but more about your satisfaction level towards it, like, if it is good already or no, it can be better.
54. *Yeah, I mean, I'm, I'm satisfied with my, um, like, salary at this moment, I mean, I, I get, like bonus, because I'm doing night shift and, besides those, like also, um, tips from the guests or the taxi company. So, it's good, it's, uh, pretty good.*
55. Yes, of course you're happy. Good.
56. *Yeah, pretty much. That's why I've worked here for 10 years.*
57. How the company deals with your sick leaves, absent, and, and, or, or vacation request?
58. *Um, well, I'm, yeah, I go on vacation once a year, for like 3 or 4 weeks and, err, there's no problem at all. I mean, I've been, I've been doing it for my whole, err, stay here or since, like, 10 years, I always go for every summer for like 4 or 5 weeks and I always have no problems with it. So, if I need like a free day, I always ask or trade shifts. It works fine for me.*
59. A change with your colleague, you mean?
60. *Yeah.*
61. Okay, and that is pretty much flexible.
62. *Yes, it is.*
- **Interuptions** –
63. Okay so continue with this, with the next part. How is the working atmosphere overall?
64. *Um, it's good. I have no problems at all. I mean, like, I have my colleagues and it's, it's pretty good. No problems at all.*
65. Okay. Um, how the flow of the communication with the, with the management?
66. *Um, well it's, it's good. I mean, if there's something new or everything, we get to hear about it or if there's some changes we get like a note about it. But, in some cases, it doesn't, like, happen a lot because there's, sometimes there's new and they don't, like, mention it until you figure it out yourself for that mistake. So, it can be, it could be better, actually.*
67. Okay. Um, okay. So, in that case, something, overall is okay, but there's something could be, be done better.
68. *Yeah, if there's like some changes, better to hear it immediately that there's something change on the workplace or man of working or anything. So, yeah.*
69. Okay, then there's should an, given a notification ahead.
70. *Yeah.*
71. Okay, then how about communication with your colleague?
72. *Um, yeah, with the colleagues, it's pretty good. I mean, we have a system where we, there's some, like, messages or, or anything we just up to the next colleague that takes your shift over. So, uh, yeah that's pretty good.*
73. So everything at work basically working—
74. *Yeah.*
75. –in a nice flow. Okay. How do you think about your own task, like the amount of the task, the level of difficulties or the complication of the procedure?
76. *Um, I mean, that's pretty good, that's not really difficult. Um, yeah, it's not, I mean, yeah it's not that much of tasks as well. I mean, I could do all my tasks in, like, one hour or less and, uh, yeah, like, in the rest of it, it's like helping people or checking people in or just provide information to the guests.*

77. Okay. And, err, tell me about some, err, some at the peak moment at work. How do you deal, like, if by any chance you're too busy about something, then how do you deal with it? Is that ever happened?
78. *Um, no, not really.*
79. If you get too busy.
80. *No, I never had, no, like I said—*
81. No? like, everything comes at the same time?
82. *Uh, I mean, if there's like, if I'm busy with some guests and there's some other guests, I always tell them, like, to wait for a couple minutes downstairs at the breakfast area until I'm done with the guest, but I never had it before.*
83. Okay. Okay. Um, but, okay. So, the—basically there's not, never happen.
84. *No.*
85. So, I couldn't even forward to, if, if there's, okay. How about if there's any difficulties about your work that you cannot do or you cannot go forward with some tasks, like, how does somebody else support you, like, by means, in this case, the colleague or anybody in the organization?
86. *I mean, if there's something that I have difficulties, I always, I can ask, we have, like, a WhatsApp group all the colleagues and manager. So, if there's something, I can always ask them.*
87. And they can always help?
88. *Yeah. There's always people that's awake at that time and they can help.*
89. Okay, so basically all the things are in control.
90. *Yeah, pretty much.*
91. Okay. So, that's, that's it basically. So, thank you for your time.
92. *You're welcome.*

Employee 6

1. Hello good afternoon,
2. *Good afternoon,*
3. Thank you for being here, mm, before we begin the session, I'll start with the intro: my name is Lusi and I'm working on a thesis project to complete my final report on my studies at Saxion Univ. Applied Science, The Hotel Management program. Mr. Ivan Wu, the general manager, is the client of this project. More about the subject of the project, I chose service quality as a focal point. Hotel Vijaya currently has a low rating online on various platforms such as Booking.com, Expedia and TripAdvisor. , I believe you know,

Apparently one of the reasons is the quality of service and with this project I want to investigate the reason behind this low service quality. That's why I have to leave Hotel Vijaya employees to share their thoughts with me around this session.

The questions are about your professional information and about the work you do. This takes about 15–20 minutes and the information you collect is confidential and the source is also written anonymously. Don't worry, the information will be taken purely for the report of my project and the client can use the outcome as an idea to be applied to the company without your position in the company.

4. *OK*
5. Shall we start?
- 6, *yes,*

7. How are you? About you and work, are you all right?
8. *Yes, everything goes well, only work is a bit busy, but always busy ...*
9. Yes, I know that hospitality is just always busy right?
10. *Yes, that's right*
11. Can you tell me something about yourself, how old are you? Where are you from? Where do you live now?
12. *I am 51 years old and I live in Amsterdam, I am from India but I have been living here since 30 years ago*
13. How did you get this job?
14. *I know the previous owner and he wants to give me a job, so I work here.*
15. Where do you work before you work here?
16. *I work in a restaurant as dishes and cleaning, exactly the same as what I do here. only here do I have to tidy up the room*
17. okay, I will show an explanation here, the fact that I found on my research, "Hotel Vijaya rated 6.3 out of 10 on Booking.com, 3 out of 5 on TripAdvisor and 2.7 on Expedia with many bad reviews regarding cleanliness and staff "are you aware of this?
18. *I have heard of it yes, last time we had a meeting with Ivan, he said about it.*
19. Ah, well, well, do you think about your work? I mean, what is your opinion about your own quality of work?
20. *Cleaning is a very hard job. I always try to finish the room that I have to clean. I have been working here for over 10 years now and I think I have already done well for my work. sometimes, if it is too much to do, I will do it quickly because of the time, and maybe that is when it is not that clean anymore.*
21. oh, if it's not that clean, what will happen normally?
22. *I don't have many rooms for now, so I have enough time. and the boss trusts me, so he never checks. now people check, Ivan also checks, and I have to fix what is still not clean. that's difficult.*
23. Can you tell me more about that? what's hard
24. *So now I have a lot of rooms to clean, I usually finish at 4 o'clock, but I am old and I work long. he can just trust me, so he doesn't have to check it.*
25. But you say that some rooms are not that clean, and he can remind you to clean it, right? what does he normally check?
26. *Well, he wants everything clean. we cannot use chemicals for the floor, only hot water. it is well. but it means that I have to change the water every time I mop. that took time. And he really wants to make the room dust-free. little dust, I have to go back and wipe it off.*
27. oh well, go back to the review, there are many bad score, do you think this way will help you improve your work now?

28. *I always try to do better, it's just hard. I don't like the way it is now, but I have no choice. I am just an employee here.*

29. What is better than if it is not?

30. *Well, I think it's confusing, because I always clean the room in such a way, now I have to listen to what is needed. for example with that warm water. so sometimes i forget how is cleaning now with new way.*

31. Do they explain what you should do? some study says, there is a way to educate employees by doing training and development. this means that the manager will explain to you how and see how you will improve and keep explaining what is needed.

32 *I don't understand,*

33. Okay, so for example, now you say that everything has a new way of doing things, does someone explain to you?

34. *Yes, Ivan himself explained it to me .. I don't understand it or I don't understand it properly. but I see what he explains. but I've been working more than 10 years ... I can't change that fast. I sometimes forgot. Also, when it is busy, you just try to do it quickly and I do it my way.*

35. I think you say that this is not a good way to explain because you forget.

36. *yes ..*

37. okey, so how do you think he can explain you better?

38. *I want to learn, yes, I now know that the room is cleaner. but I sometimes forget the new way. maybe i need time.*

39. So do you think it's okay for him to explain?

40. *yes .. but sometimes it is busy. And this also takes time to listen and learn*

41. Of course I understand. but then, if the room is clean, the guests are happy and the business is good. do not you think?

42. *of course. but guests are also very dirty. and this is just hard.*

43. Yes, I know that. it's so and it's hard. I know.

Okay, then I have another question. What about an opportunity, or incentives, or profit from the company? maybe this will be something that motivates you and makes the work happier?

44. *yes, of course I want to have more salary. the work is harder. long ago it wasn't that hard. so it's nice to get better money. or maybe a bonus.*

45. okey, what do you mean long ago was not difficult and now it is?

46. *old boss doesn't ask much to clean. I also have less room. I have more colleagues at work. there is someone else who was all prepared and I just have to clean the room.*

now I have to prepare and clean everything myself. that is a lot to do.

47. okay, so because the work is more difficult, do you want more incentives or salary? and you work on the basis of hours, right?

48. *Yes, that's right*
49. If the work is more difficult, do you work longer so that you get more money?
50. *yes, but is heavy, so more time and more salaries is good.*
51. So if the boss offers you more, will you work better?
52. *Yes, I want that. I can still forget or make mistakes, but I will gladly do the job.*
53. okay. Well, how about if you are sick, or are not coming to work or are on vacation. does the boss also give you permission?
54. *I almost never get sick, or don't come to work. But vacation, yes, I'm going with my children. Boss is ok. But I have to tell this in advance.*
55. So is it nice to have that?
56. *yes, of course. It is important to have my time with my family too. So it's fun.*
57. okey, for the next question.
- you say, work can be busy. what happens if it's too busy and you can't do it alone? who helps
58. *I first try to ask my colleague. if they can help. if they are busy too, I'll tell ivan.*
59. what did your colleague say when you ask for their help?
60. *they will help if they can. I will also help them if they need it, so they will help me too.*
61. and what about the boss. how he helps you
62. *He will ask me to stay longer. or if things can be done tomorrow, he'll let me do it tomorrow. he sometimes helps too, but I don't let him vacuum the stairs, it's no fun. but i also have many things to do .. so it is difficult.*
63. It's nice that he helps, why don't you let him do that?
64. *It is not good to see him do the cleaning. but it's nice to get some help. he only needs to hire more people.*
65. If he hires more people, will you work better?
66. *Yes, because then that work is not too much. I have time to properly clean.*
67. aah ok .. I understand. it seems like you communicate a lot with ivan and colleague. how did you do it are they always available?
68. *I can always tell my colleague who works with me or ask for help. the one who works for a long time is easy, only now we also have a new colleague, whom I hardly speak because I don't speak Dutch, and some English. At the reception I can always ask if I need information about a room or a guest. they can also tell me something.*
- with Ivan, if he is here, I can ask him something directly, otherwise I can call him, or I ask the reception to ask him.*

69. so the communication is actually good. only you hardly understand the language. I mean, because you can always contact someone.

70. *yes, it is true.*

71. well okay. it's nice that you have spent your time on this session. thank you for your time.

The Client – Mr Ivan Wu

1. Good afternoon
2. *Good afternoon*
3. So as the project you might already been in touch with me often enough, and in order to get more information to help me complete my report, This interview aims to investigate the ideal situation of the service quality in Hotel Vijaya in your opinion of course, as the client of the project as well as the general manager of the company.
4. *Yes*
5. So, I will just go ahead and proceed with questions
6. *Ok*
7. In your opinion, how will you define the standard quality service of a hotel employee?
8. *I would define it as the extent to which the service meets the needs or expectations of the customers and the role that an employee plays in it. I am thinking of customer service in all respects such as ensuring the well-being, hospitality and personal approach of the guest.*
9. Are there differences in the level of service quality offered in a different type of hotels? And if there is, what are they?
10. *I can only speak from the perspective of my hotel, there are no differences as I mentioned earlier.*
11. How can one hotel measure their own standard service quality they should possess? How do you think Hotel Vijaya should have the service quality standard?
12. *How we measure it is to send surveys after a stay, to monitor social media and to make use of mystery guest. In this way we can get an adequate picture of how we can maintain and improve continuity with regard to our service quality.*
13. Is that already being applied or is that what you want to do?
14. *well, we have checked the online reviews, and social media. i am planning to attach the survey with guest internet login during their stay. but monitoring reviews is very very important.*
15. How do you measure the performance of Hotel Vijaya's employee at the moment?
16. *In addition to the annual checklist for appraisal interviews, I use the 360-degree feedback method, which is a method for mapping out the position of an employee and then providing feedback. In this way I get a complete picture of all employees and the performance in this regard. I also monitor reviews of social media and booking sites, this to analyze previous trends of employees.*
17. In the case of negative reviews regarding staff performance and what will you do about it? at this moment,
 - The fact that Hotel Vijaya currently has low rating review online, what is the current organizational effort towards employee?
18. *I schedule a meeting with the relevant employee, and try to set up a plan so that he / she can further develop the competencies. I try to be more accessible to employees myself, a direct communication line can be experienced as pleasant.*
19. What is your opinion about the training and development program?
20. *We currently do not have that.*
21. How can a company/hotel decide which training and development program is needed if there is none at the moment – what is the most basic important T&D regards to service quality level? At this moment for Hotel Vijaya?

22. *I would schedule training and lectures in the workplace. It is usually impossible to teach someone everything they need to know at a location away from the workplace. Training in the workplace is therefore often a supplement to their training. It provides an immediate insight into what is to be expected from the position they are going to hold.*
23. How do you motivate your employee, by using monetary or non-monetary incentives?
24. *Our remuneration system is only based on monetary, as soon as an employee performs very adequately, he / she is rewarded in such a way.*
25. As I understand from your experience managing a hotel as a Hotel Manager, How do you think your leadership affects the employee?
26. *I think my role can have a lot of impact, so I always try to create a participatory atmosphere within my team. Everyone can always contact me with questions or difficulties. I think the role of the manager does not stop at the door of the hotel.*
27. How do you create a positive company culture to move towards better service quality?
28. *Stay in dialogue, reduce workload and further elaborate a reward system. I think there is still room for improvement there and of course a nice company outing.*
29. How do you support your organization in the case of service context?
30. *I ensure that the operational tasks are performed adequately. That means, among other things, assigning tasks to the right employees and identifying bottlenecks. Supporting employees also plays a vital role in this regard*
31. OK, Now, all questions have been answered, thank you for your time.

The Expert 1 Terry Maipaw Sparwer

Transcript Expert 1

Terry Maipaw Sperwer

Director of AVC (Amsterdam Vrijwilligers Collectief)

HR Coaching Company, Couch Van Terry.

Terry.Sperwer@amsterdamvrijwilligerscollectief.com

1. Hi, good evening?
2. *good evening?*
3. It's nice to have you here, thank you for your time. Now I would like to introduce myself a little bit and the project itself and the aim for the interview. So, the interview aim is to investigate the ideal situation of service quality in a hotel and I would like to begin with a brief introduction about yourself it first. I understand that you are an expert in human resources not in particular in a hotel but it can be useful if you can give me an insight about how to deal with your employee in specifically human resources. Would you mind to introduce yourself a little bit?
4. *Yes, my name is Terry and I'm the director of a little foundation. We were with the refugees, what we do is we give coach lesson and myself I coach and give training to my employees but also to the refugees*
5. Ok, and beside that I heard that you also have a coaching company about that, like helping company, other company to coach them to ...
6. *Yes, I have my own company coaching at training and I coach employees within their job and I coach managers so they can function better in their own field*
7. Ok so it's like better their performance?
8. *Yes,*

9. So it's a very good topic. Ok I will start with some of my question, in your experience how will you define the standard quality service performance? What does the standard mean to you?
10. *The standard is that they have to be respectful to customers, they have to try to listen to the customers before judging and before helping because sometimes if we don't help, if you don't listen you cannot help someone in the correct way.*
11. In any case of, if somebody do not perform well, how do you think, you as a manager, or you to coach a manager to tell them how to work better? To better their performance?
12. *I think that the manager first has to know what is his expectation from the other person and if the expectations are realistic, because you can only expect things from people who are that is realistic enough. And if the other person cannot fulfil their duty then it's good to have a meeting first and try to talk about it and find out that the employee is also aware of the expectations and if it's for the employee something realistic, so you can meet each other half way and so you will learn if there is someone or something to learn for the employees.*
13. so it depends on the manager expectations and then can the employee, or how far the employee can fulfil the expectations? So, basically in your statement both side needs to understand each other, need to compliments each other that meeting the half way like you said
14. *Yes, and if there is a gap, if there are something that the employee doesn't know or doesn't know how to do then you have to see if there is a rule to learn*
15. Ok, so this is really good because next question is what your opinion about training and development program?
16. *Very important because not only training for the management but also for the other employees because working in service means you have to grow and its flexible and you know that the customer always coming in and there are always different customers so you need to be flexible.*
17. You need to be up to date as well
18. *Yes*
19. If training and development is very important, how does the company can decide which training or development are and what is in particular that its needed?
20. *What kind of training you have to...Well you need to have good contact to the managers, and the managers has to being counted with the other employees, so you know...so you have to have i think every three months or every six months I think, you need to have conversation about function and evaluation so you know where the employees, where is lacking and about customer service or hygiene, and from there you can decide what kind of training.*
21. About the evaluation, can you give me an example what is the best to evaluate if it's for example a small organization because you know the employee by heart per person? What is the way to evaluate?
22. *I think if you hire someone, someone starting to work for you have to make a list of what you have to do, what you have to work and what is your education, what your experience. and if there are somethings that you don't have skill or experience then you will make an agreement. So, let's say you do three months working and we will evaluate that. And if its like you need some more skills or you need to perform better and we will se if its realistic to go get a training. After the training you need to make and agreement, you need to learn within six months. If don't, then there's something wrong.*
23. So that's about the reward and punishment in a company like for example if he succeeded of the training, perform well and if good or otherwise?
24. *there's something wrong that the training was not or the training was not good enough or your motivation is not good.*
25. So, in any training we need to test it to the employees like what you mean. If the training doesn't work, is not always mean that the employee is not capable?
26. *No is not, it also can be the management or the manager didn't do evaluation well.*
27. how about motivating an employee, what do you think a company should do?

28. *to motivate employee, I think you need to be realistic about the hours build and pauses (break), also give them the chance to upgrade themselves with training, or maybe after few years they want to go into something else within the company like promotion. So that is to grow*
29. –interruptions–
30. So, the motivation for you is more like about promotion and what else can you think of motivation?
31. *It's that the managers, is like you know the boss you have to be like human boss. So is not only about the statistic or the money, are you able to give your employee the feeling that they are doing the job well. And then they can grow and there is space to grow and there is best for initiative or...*
32. Its like about giving them authority, also?
33. *No is not about authority, is more like you give the feeling that they are precious for the company.*
34. So its like appreciated them? Appreciation for them?
35. *Yes, appreciation for them because without the employees you don't have a business.*
36. I think you have a diversity team especially because you mention you work with refugee and also teach them dutch– language– and also coaching managers, I assume that you met a lot of people with any background like nationality and ethnicity. How do you lead your organization? What style do you have?
37. *I try to lead my organization, there are 2 half of the organization, there is one have behind the curtains those are members of the board, the context in lobbying with people from the municipality and there are the volunteers who work with the people, so I keep that separate, because the board, those things will work, its important that volunteer have to feeling that they are important because they are important. If there is no volunteer there is no foundation. You know, its not about I need the volunteer but also they need me because I will organize the space and the place for them so they can do their thing. But there are also rules. The rules have to be very clear. So if you have an activity or you have initiative its ok but they have to be write on paper. If they write on paper and it matches with the vision of foundation then you can do your thing.*
38. Ok, so you actually give freedom but you have set rules and it has to be written?
39. *Yes,*
40. Why do you do that? Why do you give them freedom? Why there is also leader whose okey, im telling you to do this and that? What is the reason you give also rules while you give them freedom?
41. *because you need rules, because we need money from municipality, subsidi, we need that kind of money so we have rules. But at the other side, of course I'm the boss, I'm the director of the foundation but I'm not superman I don't know everything so why not take advantages from the talents of the volunteer.*
42. that's really good, thats actually good, good choice. So, is this also a part of creating positive company culture or do you have other idea about creating positive company culture?
43. *I would create company culture because my future, my plans or my dreams is that one of the days I can turn this foundation into social company. And then I can like for example the refugees can get their id and if I'm a social company, then I able to try and give some people job. Not a sponsor but because They have to work they will going to an employee of the company but its social company so not about making a fortune its making enough money to keep on going. Because salary is very important, we have to pay our rents but we don't have to be a multi–millionaire company.*
44. its a non profit organization, is that how that it called? Because non profit organization is only make a profit only for the organization back its not for the owners it's for you to bring back home the money for your private but its for the company or to give back to the community, that's also non–profit organization.
45. *No I don't think I will be non–profit because when I become a non–profit I cannot grow, I want to grow in this sentence of you know starting here in Amsterdam with the social company. But and maybe start one in the hague or in Rotterdam.*

46. *-interruption-*
47. The last question, how do think you already do what you do, to support your organization, employee, volunteer, or employee at work or anybody in the organization in the case of their work. So they are doing something, they have their own task. How do you support them? In particular
48. *I try to support them by listening to them, and take them serious. I try to if they need something for the activities, I try to arrange that. If they have activity and its worth to organize it, than I will do my best and try to arrange the space and things.*
49. So basically, you take into action
50. *Yes, im an action person,*
51. You think that is important?
52. *Yes, I think it is, because we don't have the money. So I need my network to work for me. And to have a network that work for you, it means that you need to work for your network.*
53. Okey,
54. *So you cant have a network and you don't do anything for them, and they do everything for you. Its not the way it works, its like team building or drink tea with them, if you see that they are sad, make time to talk to them*
55. Okey, so that's all, and thank you very much for your time.
56. *You are welcome.*

The Expert 2 Mr. Jos Poth

Written Source Expert 2

Mr Jos Poth

Saxion Univ. Applied Science.

1. The interview aims to investigate the ideal situation of the service quality in a hotel. I would like to begin with a brief intro about yourself as an expert in the Hospitality Industry
2. Bachelor in Hotel Administration, Master in International Business Management, several years of work experience in the hotel industry as Hotel Manager and General Manager in Kenya, the Netherlands, Indonesia.
3. In your experience, how will you define the standard quality service of a hotel employee?
4. 'Standard' as in minimum requirements: the willingness to please and to help other people by making them feel comfortable and assist in solving/avoiding (potential) problems.
5. Are there differences in the level of service quality offered in a different type of hotels? And if there is, what are they?
6. Yes, there is! The higher the level of service, the more time and means (financial) are required. A 'yes, we can'-mentality only fits environments where money doesn't play a role at all.
7. How can one hotel measure their own standard service quality they should possess?
8. Be open to communication with your guests for all staff and between operational and management staff.
9. Is there any case that you faced negative reviews regarding staff performance and what will you do about it?
10. Of course. Talk with your staff about the issue(s) and analyse what exactly happened. It's often about matters of expectations and mutual understanding.
11. What is your opinion about the training and development program?
12. T&D can be useful, not too often and directly related to everyone involved in the subject of the training.

13. How can a company/hotel decide which training and development program is needed if there is none at the moment – what is the most basic important T&D regards to service quality level?
14. I think I would focus on the essence of hospitality and show some examples (videos), positive as well as negative. Also stress that every employee is equally important in the entire process of delivering hospitality to guests.
15. How the company should motivate their employee, by using monetary or non-monetary incentives?
16. In the ideal situation both. However, appreciation is the strongest way of motivating people.
17. As I understand from your experience managing a hotel as a Hotel Manager, internationally, meaning that you have diverse team, with different background, experience, length of work, etc, how do you lead your organization?
18. By being available and approachable. Be consistent in decisions and the way you treat people. Be able to delegate and ready to admit mistakes you make.
19. How do you create a positive company culture to move towards a better service quality?
20. Top-down, be a role model, see question 8.
21. How do you support your organization in the case of service context?
22. I don't think I understand this question! How do you mean 'support your organization'? You as employee, certainly as management, ARE the organization..
23. How would you best evaluate your team, if it is a small team?
24. In a certain sense daily, but a structured cycle of 2 or 3 times per year is advisable.

The expert 3 Mike Lee

Transcript Expert 3

Mike Lee

Area Manager of HKK Restaurant chain, Amsterdam

Mike.HKK@hotmail.com

[+31 620222264](tel:+31620222264)

1. Hi Good evening,
2. Good evening
3. Thank you for your time and this opportunity, first of all. And as I have briefly mentioned before our appointment that the purpose of this interview is to finalize my report. Before I begin, I will start with a brief intro just to make it clearer about the topic of the interview. My thesis project is to investigate the ideal situation of the service quality in a hotel. I understand that your expertise is more likely about restaurant chain business, and since it belongs to hospitality business and you are dealing with employees and customer, I believe that this interview will produce a valuable knowledge for my report. And, I would like to begin with a brief intro about yourself as an expert in the Hospitality Industry
4. Well, my name is Mike Lee, you can call me Mike. I feel honoured to be a part of your project and I do hope to give you information that is useful for your project.
5. Thank you

6. Well, I am now an area manager of restaurant chain, HKK, we have several restaurants operated in Amsterdam, one of it is Hongkong kitchen where we are at. And a few other is located in Rembrandt square, but also in Zuid Oost – one of it is Mizu Bar. I have been doing this job for the last 3 years, but before this, I also manage a restaurant with the same chain. So, I was just having more responsibility of being an area manager. And yea, I deal with employees and service quality is topic that I am interested in.
7. Okey, great! So, I will just proceed with the first question about service quality. In your experience, how will you define the standard quality service of a hotel employee?
8. Well, standard quality service always depends on the type of the restaurant, eemm, it's like, depend on what you offer to the guest.
9. What do you mean by that?
10. I got like different type of restaurant. Of course like this one (Hongkong Kitchen) we offer simple lunch or dinner menu, and it is typical fast food in a way that there is set menu with appetizer and main course and such, so the service done rather fast but it is also cheap. And the other one I got in Zuid Oost is more like a higher service level. The waiter will start with a warm towel for you before the dinner and such. So yea, I say here it depends on what the company promise to the guest and that is about the standard the company should provide as well.
11. Wow, great, so perhaps you can define for me the basic service quality that at least a hospitality company can perform?
12. I would say here, the staff needs to be well groomed, and hospitable. Otherwise you can never be a part of the team like if you dress untidy or rude. Eeh, and of course a good team work, and maybe also capable of what you need to do. I think that is the basic. Like all of my staff at least need to have that.
13. Okey, great. How do you know if your staff is qualified for the job or to work in your restaurants?
14. Mmm, that also quiet depend. But if you want me to say about average. They do need to be able to show me the remark I mentioned, like well groomed, nice smile, able to speak clearly, and show that you want the job of course. I normally do not do interview – someone else does, but in the first month I will see how she/he works, and then I know.
15. Do you have certain criteria that you know if the person is ok or not?
16. Yes I do, so first month, no absence, and to see how they work you know. You can see if she/he fast or not, tidy, clean, understand the menu, helpful to the guest. Sometimes you have difficult guest with dietary, and that can be problematic if it is busy, so if that happens, I want to see how she/he deals with it. Like if she/he confuses or afraid or such. I also ask opinion from the restaurant manager on site of course and some of the team. We actually have guidelines on how the first month checklist should be, this is for the manager to do. So yea, I follow that too.
17. This guideline is like to observe the new hire?
18. Yes, and also the other employee. Of course the other employee who works longer has other points like if they want to change their position or even maybe become manager. Some staff of course wants that. We are chain so we really have rooms for that. If not, than normally we offer more task that of course similar to upgrade position. Of course if they have more task they got like bonus. Nothing is for free, right.
19. Yes, that's true, and it is good to know that. How about if there is anyone who do not meet your criteria or perhaps got a negative comment?

20. Well, that happens of course, luckily not that often. But if it is, the manager needs to have a talk with the person. Like if we got a complain or nowadays there is google reviews, we have that, or on TripAdvisor, also, we will review what is the issue and yea, have a talk to the personel. The result is recorded in the guidelines that I mentioned. So that also point that is mostly added to the employee that works longer. Some staff does have a few remarks.
21. Okey. What is your opinion about the training and development program?
22. My opinion, well, that is useful tool. It costly but let me say, training can be made simple. We have the one we make ourself. So me and managers get together and create a training plan. This is happen if for example we have a new items or menu or something change in the operational. But otherwise, we do want to make additional training program but at this moment, there is nothing from outside.
23. What do you mean by from outside?
24. Yea, like if I hire company to give training about gastvrij, eehm, hospitality, just like that. From outside. But so, we do have training program, but all of it, we design ourself, me and managers, cus I think for now, we know best what we need, like what is lacking from the employee.
25. Okey, great, so you have training program and you and your team design it.
26. Yes
27. How motivated is your employee?
28. Like how do they like their job?
29. Yes, and also how do they do their job. A motivated person will do the job with more effort like they want to do their best and want to achieve.
30. Yes, they do actually. Most of my team will look happy, well if I visit the site and meet them. They always learn, so we have like a random food testing and they know about what is the ingredienst how its served what's the story, sometimes we do, scheduled food testing. How I see, they are enthusiastic and like to try to answer. Also have a good interaction. During work also you, sometimes can see that.. yea
31. How do you make them motivated?
32. Well, create a good working atmosphere. That's to me, I think very important. You are coming to work, its already an effort, so you don't want to make a working place as hell. You want it to be a good place for you. Your colleague are friendly and helpful to you. So you can work with each other. Most of my employee are young, they like to learn too. So we at the company create learning tools. So, that's one also about training. Some waiter turn to be interesting in culinary, and one of, I remember, we give him training about being a chef. Now he is working as help, like chef kook, like the assistant. I think, one day he can become a good chef. You know, when you give them chance to learn to be or to do what they passionate about.
33. Ah ok, and is there anything other than that? Perhaps about monetary matter or more like enough day off..or something like that.
34. Well, we try to always respect the free day, so sometimes when it is busy, you want to call your staff to work, and but we don't want to do this, it's the last option. Although it is still happening. But, we always ask, like prior, which date they got something, they want a day off. And we give it. No problem. And monetary, well, some employee who actually works hard, like of course we know it. We give a little bonus, well, I also said that if they work good, we can offer more task. And then they got bonus. Together with salary, so besides the salary, they got a bonus. Its good, they are

happy, but I think, the working atmosphere and make them feel like home, or we are their family are more important to motivate them being at work of course.

35. So, I also can conclude that in your company, creating working atmosphere the positive one is very important.
36. Yes
37. And the way is everyone helping each other and friendly. How do you create that?
38. Well, we always encourage our team to help each other. The manager do that, I do that personally, I always do that. I sometimes clean tables, or, I will really be on the floor when it gets busy. I do, even, sometimes, I wash dishes. This is not about, this is not my task or this is your task, no. this is about, how do you communicate, you just have to be respectful, professional, hospitable, and helping each other. You give example and people will follow.
39. That's great,
40. Eh, that is also, so when a new hire join the team, we also show them, or tell them, so they will follow as well
41. This is great, and thank you for your time.

Appendix I. Observation Sequence

Day	Time	Code	Code	Activity
Day 1	11.00	15.1	Tangibles	Observer took a tour in the building to see the establishment (Decoration, facilities, maintenance)
		15.2	Tangibles	Observer saw that receptionist was well-groomed. Wore business casual type of outfit, with long sleeves and long pants but not too formal.
	11.30	15.3	Responsiveness	Guest came in the reception area with luggage, the receptionist offered the guest to store their luggage if they stay longer in the city (after checked out)
		15.4	Responsiveness; Assurance	The receptionist shown the guest and assisted them on where the luggage can be put.
	12.00	15.5	Responsiveness	guest came in the reception area and asked the reception about his request for a wake up call
		15.6	Reliability; Assurance	the receptionist check in the message system about wake up call request
	12.30	15.7	Responsiveness	the receptionist apologize to the guest due to forgotten wake up call
				another guest came to the reception area, and asked about a tour to keukenhof
				the receptionist explained to the guest that keukenhof is no longer available
				the guest closed the conversation, and left the reception area
		15.8	Empathy	the receptionist did not suggested the guest with another type of tour guest can enjoy
		15.9	Empathy	the receptionist also did not suggested about the ublic transportation strike in the following day.
Day 2	14.30	15.10	Tangibles	Observer noticed that the receptionist wore a sweater and long pants. Casual but tidy.
	15.00	15.11	Responsiveness	a group of guest came and entered the reception area. Guest mentioned that they have reservation and receptionist process the registration He completed the payment process. The receptionist explained the check out time
		15.12	Responsiveness; Empathy	the receptionist did not mentioned the non-smoking policy and complimentary coffee&tea facility.
		15.13	Empathy	The receptionist didn't give any recommendation nor explained the map to the guest. the receptionist completed the check in process within 10 minutes, the receptionist asked the guest to wait in the lobby.
	15.10	15.14	Reliability	the group of guests were waiting in the lobby for 30 minutes due to delayed in the room. The room was not ready for the guest to check in. observer checked the room for the guest, the housekeeping was busy cleaning it.
				observer checked the room list to clean, and found that there are another checked out room needs to be cleaned.
	17.00	15.15	Tangible	Observer checked the housekeeping equipment in the basement (storage) and see the available chemical and tools used to clean
	17.30	15.16	Tangible	Observer noticed that one of the housekeeping was working with no shoes on.
	17.40			He finished his duty and went downstairs to change, and put his shoes on.
	17.40	15.17	Reliability	Housekeeping did not signed the toilet cleaning registration

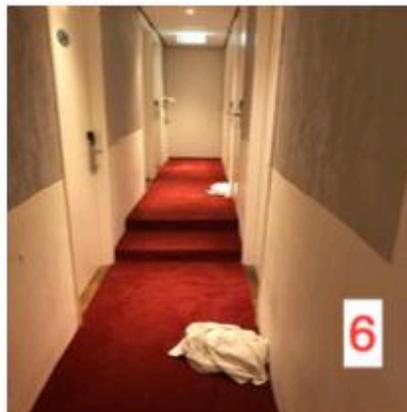
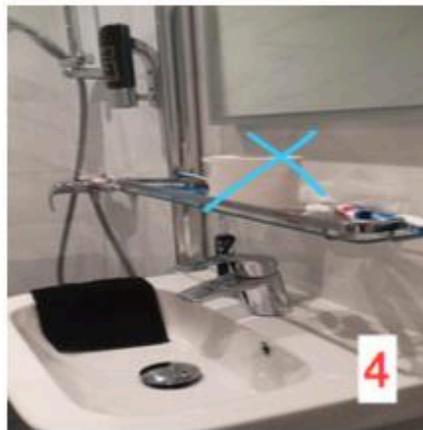
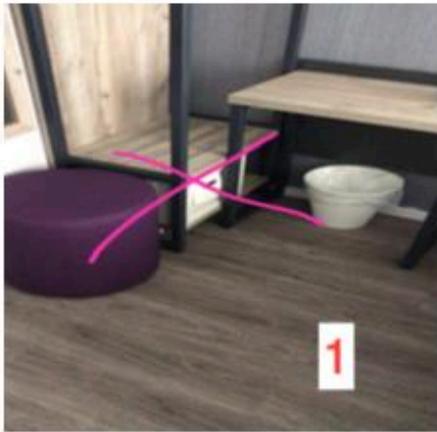
Day 3	18.00			the receptionist worked behind the desk, observer noticed stuck of paperwork in the reception area
				the receptionist processed reservations
	18.15	15.18	Responsiveness	a guest entered the reception area, was appeared standing for about 5 minutes
				guest seems to observe the lobby and the drinks display
	18.25			guest took one drink and asked if he can pay at the reception
				the receptionist helped the guest with the payment of the drink
	19.00	15.19	Responsiveness	A guest entered the reception area, was asking for recommendation for dinner spot
		15.20	Empathy	The receptionist provided guest with recommendation with a map
				the receptionist mentioned several touristic spot worth to visit
	19.10			the receptionist worked behind the desk
	19.20	15.21	Responsiveness	receptionist answered a phone call about future reservation confirmation
	20.00	15.22	Responsiveness	guest entered the reception area, and wished the reception good night
				receptionist replied the guest's greetings.
		15.23	Empathy	receptionist did not asked the guest about the dinner, from the same guest he gave recommendation
Day 4	XXX			
Day 5	21.00	15.24	Responsiveness	A guest entered reception area, and spoke to the receptionist
				guest informed the receptionist about issue in their room, bathroom faucet,
				guest were not able to turn on the warm water
	21.10	15.25	Reliability	Receptionist went with the guest to the room
	21.30			After awhile, receptionist came back to the desk and called the manager
	21.40	15.26	Assurance	after that, the receptionist apologize to the guest,
				and informed them that the issue were not be able to be solved immediately
		15.27	Reliability	receptionist assisted the guest with the room moved and provided them with the new key
		15.28	Responsiveness	and gave information
				Guest asked the receptionist to help with the luggage, receptionist helped the guest
		15.29	Reliability	Receptionist gave the manager email contact, for the guest to mention their concern.
	23.00			The receptionist apologize
		15.30	Tangible	Receptionist arrived and started to work after took over the shift from the previous colleague
	23.30	15.31	Responsiveness	He started the computer and launch the system within 5minutes.
				guest came in and the receptionist did not greet/welcome guest at first
				Guest asked for the key at the reception.
		15.32	Reliability	receptionist verify the name and ID records
				receptionist made some comment about the passport,
		15.33	Empathy	guest was then seems to be unhappy, and asked for the key insistently
				receptionist gave the key to the guest and wished him goodnight

Day 6	21.00	15.34	Responsiveness	guest came in and informed the reception that they have reservation and wanted to check in.
		15.35	Assurance	Receptionist check in the guest while sit down and process registration
				Receptionist stayed sit down and gave the key card from behind the desk to the guest.
		15.36	Assurance	There was no eye contact or smile noticed during the transaction.
		15.37	Assurance	Guest was asking if he needs to sign the registration form, the receptionist did not answer clearly
				Guest repeated the question, and the receptionist stand up, and answered guest question.
	21.15			Guest leave the reception area and went to the room.
	22.00	15.38	Responsiveness	another guest came enter the reception area, walking towards the coffee area
				guest were standing and looking for something, in the coffee area
	22.10	15.39	Responsiveness	guest came to the reception to ask where can he get a spoon to stir the sugar.
				Receptionist assisted the guest by giving him spoon from the kitchen.
				guest asked about the cleaning time for the following day
		15.40	Responsiveness	receptionist told the guest to better check with the morning shift, about the time.
Day 7	XXX			
Day 8	XXX			
Day 9	12.00	15.41	Tangible	the receptionist process the reservation in the computer.
	12.10	15.42	Reliability	there is a phone call, the receptionist did not give prompt response, after 3 rings.
				receptionist answered the phone on the 4th rings.
				Receptionist spoke with customer about hotel information.
	13.00	15.43	Responsiveness	guest came to the reception and asked about his taxi picked up booking.
				the receptionist did not find the reserved taxi in the message system,
	13.10	15.44	Reliability	the receptionist called the taxi company, and confirmed if it was booked.
		15.45	Assurance	the receptionist apologize to the guest, due to the error occured about the taxi order.
	14.00			receptionist informed the guest to leave the key when they leave property (hotel houserule)
		15.46	Assurance	the guest told the reception that they wanted to keep their key with them
				receptionist informed the guest that if they party of the group arrived,
				it will be an issue since there is only one key
				the guest said that they will arrange it themselves. It shouldnt be a problem for them to keep the key
				the receptionist closed the conversation, and told the guest,
				they can do that, and offer guest if any other help is needed
	14.10			guest thanked the reception and left the area.
Day 10	XXX			
Day 11	XXX			
Day 12	XXX			

Day 13	16.00	15.47	Reliability	Receptionist called the manager to inform about important email.
	16.30	15.48	Tangible	Receptionist was working behind the desk to process reservation
	18.00			Receptionist assisted the guest with the check in process
		15.49	Reliability	Receptionist register the guest, and proceed the payment
				Guest mentioned that she forgot her wallet in the taxi on the way to the hotel
				Receptionist asked the guest about the taxi information, the driver, the color, the time and the departure point.
		15.50	Reliability	receptionist called several taxi company in search of the guest's wallet.
				Receptionist informed the guest that this issue will be noted down, and guest will be informed if anything
		15.51	Assurance	guest asked for invoice, the receptionist told the guest to ask the following morning to her colleague.
	18.20			guest appreciated and thanked the receptionist for the help, guest left the reception area.
	19.00	15.52	Reliability	Receptionist asked a guest about forgotten ID to record from the previous day checked in.
Day 14	16.15			Receptionist answered the phone call from the guest
		15.53	Responsiveness; Empathy	receptionist mentioned the possibility for the late check in as the reception is 24h.
	16.30			guest came to the reception area and spoke to the receptionist about his injured feet
		15.54	Reliability	receptionist was assisting the guest with the first aid. She suggested the guest on how the injured area should be treated.
	17.15			another guest came and asked about extra pillow
				the receptionist confirmed the request and called the housekeeping
	17.20	15.55	Reliability	the phone was not answered by housekeeping after 4 rings.
				the receptionist marked the room list for the extra pillow.
	17.30			the housekeeping was about to leave and signed the room list in the reception
				the receptionist shown the housekeeping about the extra pillow.
				the housekeeping said ok. And he left the reception area.
	18.00	15.56	Reliability; Empathy	the observer checked the room with extra pillow request but no pillow was placed. That time all the housekeeping left.
	18.30	15.57	Assurance	the receptionist called the manager to ask about special amenities for her stay
	18.45	15.58	Empathy	the receptionist called back the guest to informed that it is not possible to provided special amenties – guest were asked for a banner.
	19.30	15.59	Empathy	A guest informed the receptionist about housekeeping that were trying to knock and entered the room during the day, while they asked for no service.
		15.60	Empathy	The same guest informed that their towel were not replaced the previous day, that is why they do not want any service as it is not use.
		15.61	Assurance	the receptionist apologize to the guest
		15.62	Responsiveness	the receptionist assured the guest that she will inform accordingly for the following day
	19.40			guest thanked the reception and left the area.

Appendix J. Observation Picture Evidence

On site Hotel Vijaya (2019)





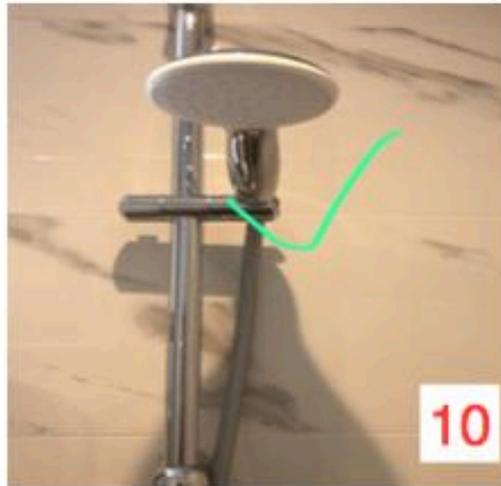
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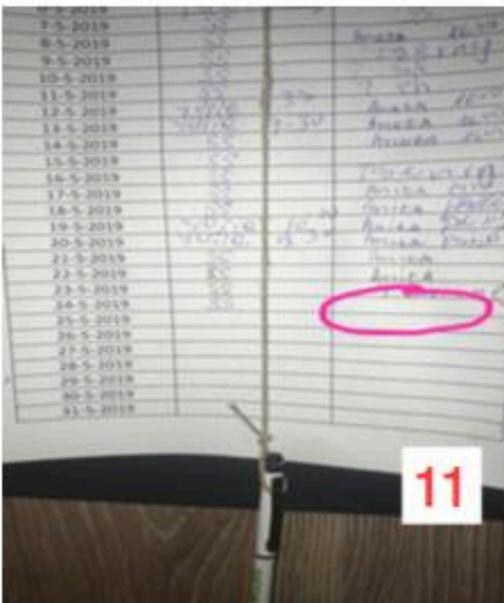
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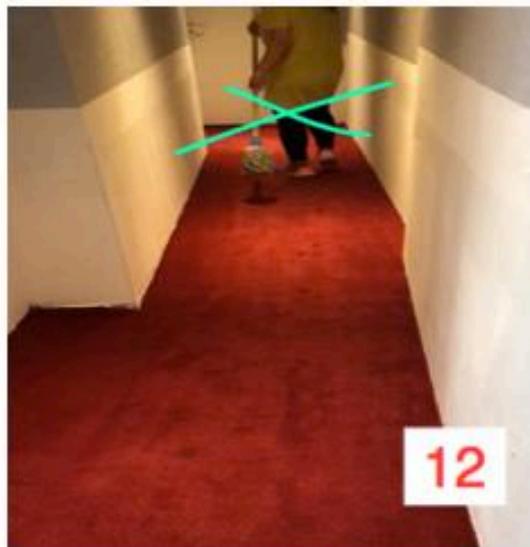
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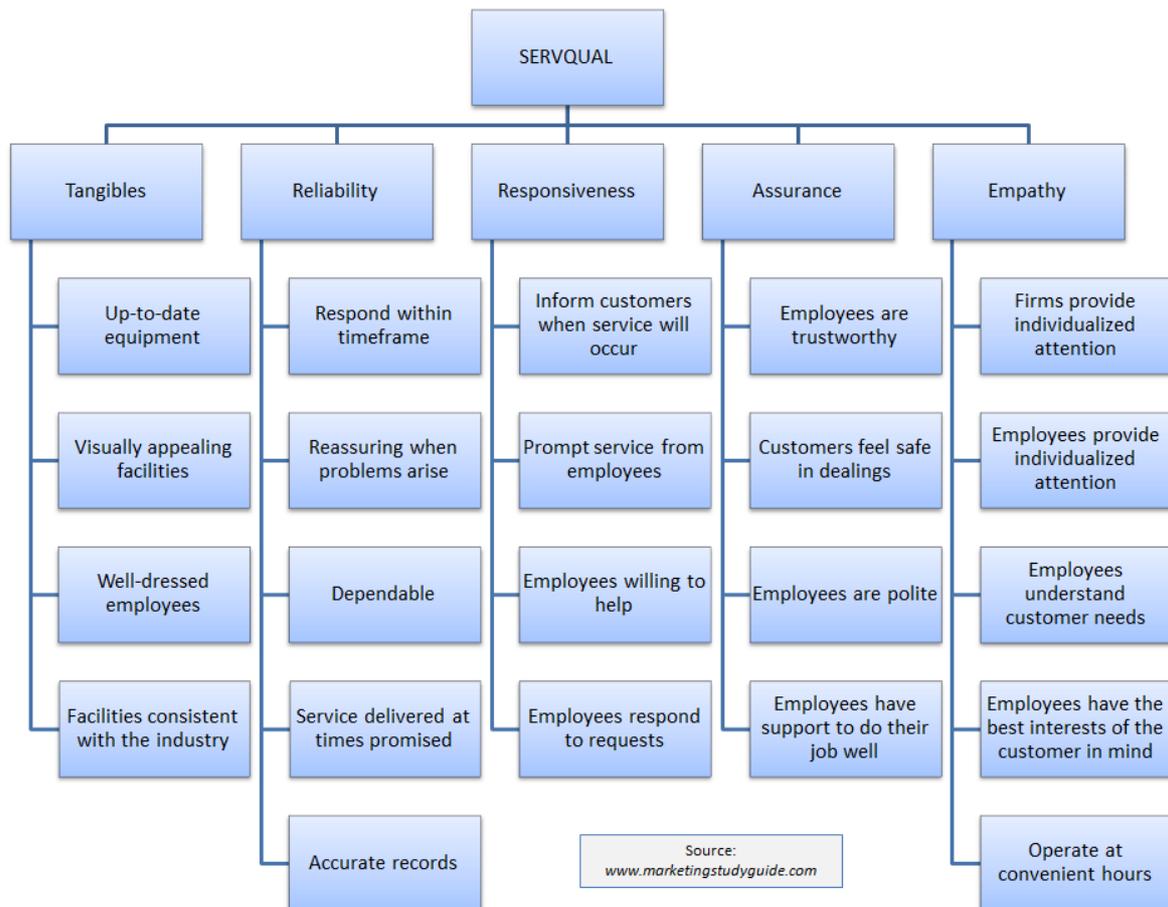


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Appendix K. SERVQUAL Model



Appendix L. Observation Systematic Schedule

Systematic Observation Schedule						
Hotel Vijaya Employee Performance						
Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7
1.5 h Morning Shift Reception	1.5 h Morning Shift Reception	1.5 h Evening Shift Reception		1.5 h Evening Shift Reception	1.5 h Evening Shift Reception	
1h Housekeeping	1h Housekeeping	1h Housekeeping		1h Night Shift Reception	1h Night Shift Reception	
Day 8	Day 9	Day 10	Day 11	Day 12	Day 13	Day 14
	1.5 h Morning Shift Reception				1.5 h Morning Shift Reception	1.5 h Evening Shift Reception
	1h Housekeeping				1h Housekeeping	1h Housekeeping
Shift Time			Approximate Observation Timeline			
Morning Shift Reception			08.00 – 16.00			
Evening Shift Reception			16.00 – 23.00			
Night Shift Reception			23.00 – 08.00			
Housekeeping			10.30 – approx. 17.00			
			Candidate Observation			
			5 Receptionist: Each Employee being observe 2 times whether on different shift and/or on different day			
			2 Housekeeping: observation involving both, during the day/before end of the shift			

Appendix M. Code Tree Diagram

Code Tree Diagram – Document Analysis

Concepts	Axial codes	Open codes	Fragment numbers
Service/Staff	Positive Comment	<p>Welcoming</p> <p>Friendly</p> <p>Kind/ helpful</p> <p>Informative</p> <p>Attentive</p> <p>Professional</p>	<p>1.6, 1.8, 1.9, 1.11, 1.12, 1.14, 1.15, 1.16, 1.17, 1.18, 1.19, 1.20, 1.22, 1.23, 1.27, 1.30, 1.31, 1.33, 1.37, 1.38, 1.40, 1.41, 1.43, 1.44, 1.47, 1.49, 1.50, 1.51.</p> <p>2.2, 2.6, 2.8, 2.10, 2.11, 2.17, 2.18, 2.19, 2.22, 2.26, 2.28.</p> <p>3.1, 3.7, 3.8, 3.13, 3.20, 3.25, 3.26, 3.28, 3.35, 3.37, 3.40, 3.41, 3.42, 3.43, 3.44, 3.46, 3.48, 3.49, 3.51, 3.53, 3.57, 3.58, 3.63, 3.68, 3.72, 3.73, 3.77, 3.80, 3.93, 3.94, 3.98, 3.100, 3.102, 3.103, 3.105, 3.107, 3.108, 3.110, 3.116, 3.117, 3.122, 3.123, 3.125, 3.126, 3.127, 3.128, 3.134, 3.138, 3.141, 3.142, 3.143, 3.144, 3.146, 3.147, 3.151, 3.155, 3.157, 3.160, 3.164, 3.167, 3.169, 3.171.</p> <p>4.4, 4.11, 4.15, 4.18, 4.20, 4.25, 4.28, 4.29, 4.31, 4.32, 4.34, 4.36, 4.41, 4.43, 4.44.</p> <p>15.2, 15.3, 15.4, 15.5, 15.7, 15.10, 15.20, 15.25, 15.26, 15.27, 15.29, 15.32, 15.45, 15.47, 15.49, 15.50, 15.53, 15.54, 15.57, 15.62.</p>
	Negative Comment	<p>Unwelcoming</p> <p>Unhelpful</p> <p>Untrustworthy</p> <p>Rude</p> <p>Unpleasant</p> <p>Bad response</p> <p>Unqualified</p> <p>Bad solution</p> <p>No luggage assistance</p>	<p>1.1, 1.3, 1.5, 1.10, 1.21, 1.24, 1.26, 1.28, 1.34, 1.36, 1.39, 1.45, 1.46, 1.48, 1.53.</p> <p>2.25.</p> <p>3.4, 3.12, 3.15, 3.19, 3.23, 3.34, 3.39, 3.55, 3.60, 3.62, 3.67, 3.71, 3.75, 3.78, 3.84, 3.87, 3.90, 3.92, 3.96, 3.99, 3.109, 3.115, 3.119, 3.121, 3.133, 3.148, 3.153.</p> <p>4.1, 4.2, 4.3, 4.5, 4.6, 4.7, 4.10, 4.14, 4.17, 4.21, 4.26, 4.39, 4.40.</p> <p>15.6, 15.8, 15.9, 15.12, 15.13, 15.14, 15.16, 15.17, 15.18,</p>

			15.23, 15.24, 15.31, 15.33, 15.35, 15.37, 15.38, 15.39, 15.40, 15.42, 15.43, 15.44, 15.46, 15.51, 15.52, 15.55, 15.56, 15.58.
Cleanliness	Positive Comment	Satisfactory Daily cleaning Nice bed/ Tidy	1.13, 1.42. 2.20, 2.30. 3.36, 3.62, 3.139, 3.152. 4.9, 4.12, 4.19, 4.24, 4.27, 4.33, 4.37, 4.42, 4.45.
	Negative Comment	Dirty Unhygienic Bad cleaning/could be better Insect No service during stay Mould Cleaning when guest is resting Bad smells	1.2, 1.3, 1.4, 1.7, 1.25, 1.29, 1.32, 1.35, 1.52. 2.1, 2.3, 2.4, 2.5, 2.7, 2.9, 2.12, 2.13, 2.14, 2.15, 2.16, 2.21, 2.23, 2.24, 2.27, 2.29. 3.2, 3.3, 3.5, 3.6, 3.9, 3.10, 3.11, 3.14, 3.16, 3.17, 3.18, 3.21, 3.22, 3.24, 3.27, 3.29, 3.30, 3.31, 3.32, 3.33, 3.38, 3.45, 3.47, 3.50, 3.52, 3.54, 3.56, 3.59, 3.61, 3.65, 3.66, 3.69, 3.70, 3.74, 3.76, 3.79, 3.81, 3.82, 3.83, 3.85, 3.86, 3.88, 3.89, 3.91, 3.95, 3.97, 3.101, 3.104, 3.106, 3.111, 3.112, 3.113, 3.114, 3.118, 3.120, 3.124, 3.129, 3.130, 3.131, 3.132, 3.135, 3.136, 3.137, 3.140, 3.145, 3.149, 3.150, 3.154, 3.156, 3.158, 3.159, 3.161, 3.162, 3.163, 3.165, 3.166, 3.168, 3.170, 3.172. 4.8, 4.13, 4.16, 4.22, 4.23, 4.30, 4.35, 4.38. 15.56, 15.59, 15.60.

Code tree Diagram - Interviews

Concepts	Axial codes	Open codes	Fragment numbers
Individual Level	Comprehensibility	Length of work	5.1, 5.2, 5.3, 5.4. 6.1, 6.2, 6.3, 6.4.
		Experience	7.1, 7.2, 7.3, 7.4, 7.5.
		Educational Background	8.1, 8.2, 8.3, 8.4. 9.1, 9.2, 9.3, 9.4, 9.5.

			10.1, 10.2, 10.3, 10.6. 12.1, 13.1, 14.1
	Personality	Willingness Efforts Consciousness Autonomy	5.5, 5.14, 5.21, 5.53, 5.56, 5.63, 5.65. 6.5, 6.7, 6.15, 6.39. 7.6, 7.11, 7.13, 7.14, 7.23, 7.24, 7.31, 7.40. 8.5, 8.6, 8.18. 9.6, 9.7, 9.9. 10.4, 10.16, 10.17, 11.1, 12.2, 12.8, 13.2, 13.3, 14.2, 14.3, 14.4,
	Motivation	Satisfaction Motivation monetary Appreciation/Non-Monetary	5.20, 5.36, 5.37, 5.38, 5.39, 5.47, 5.48, 5.50. 6.21, 6.23, 6.24, 6.25, 6.26, 6.29. 7.18, 7.33, 7.35, 7.36. 8.7, 8.21, 8.22. 9.19, 9.20, 9.21, 9.22, 9.23, 9.24. 10.11, 10.20, 10.22, 10.23, 10.24, 11.10, 11.13, 11.14, 11.15, 12.15, 12.16, 12.17, 12.18, 13.8, 14.8, 14.9, 14.14, 14.15, 14.16, 14.17, 14.18,
Organizational Level	Training & Development	Training & Development Idea Training & Development Benefit	5.9, 5.16, 5.17, 5.18, 5.19, 5.23, 5.24, 5.25, 5.26. 6.17, 6.18, 6.20. 7.21, 7.22, 7.25, 7.26, 7.27, 7.28, 7.29, 7.34. 8.12, 8.15, 8.16, 8.17. 9.13, 9.16, 9.17, 9.18. 11.9, 12.6, 12.7, 12.9, 12.10, 12.11, 12.12, 13.6, 13.7, 14.11, 14.12, 14.13,
	Evaluation	Evaluation Feedback Benefit/effect	5.6, 5.7, 5.8, 5.40, 5.41, 5.42, 5.43, 5.44. 6.13, 6.19, 6.27, 6.28. 7.16, 7.17. 8.8, 8.9, 8.10, 8.11, 8.13, 8.14, 9.10, 9.11, 9.12. 10.7, 10.9, 11.2, 11.4, 11.5, 12.3, 12.4, 12.5,

			13.4, 13.5, 13.11, 14.5, 14.6, 14.7, 14.10,
	Managerial Practices	Available opportunity Available training & development Leadership/Management style	5.10, 5.27, 5.28, 5.31, 5.32, 5.33, 5.34. 6.12, 6.22. 7.9, 7.32. 8.20. 9.14, 9.15. 10.14. 11.8, 12.20, 12.21, 12.22, 13.9, 13.10, 14.19,
	Communication	Manager contact Between colleague	5.45, 5.46, 5.55, 5.57, 5.60. 6.31, 6.32, 6.35. 7.37, 7.38, 7.39, 7.41, 7.42. 8.23, 8.24, 8.25, 8.29, 8.30. 9.27, 9.29. 10.25, 10.27, 10.29, 10.30, 10.33. 11.11, 11,17, 12.23, 12.24
Service Context	Problems	Work procedure, Work load Work complication Capabilities Insufficient Support Authority limitations High Customer expectation	5.11, 5.12, 5.13, 5.15, 5.22, 5.29, 5.30, 5.35, 5.51, 5.52, 5.54, 5.58, 5.59, 5.61, 5.62, 5.64, 5.66. 6.6, 6.8, 6.9, 6.10, 6.11, 6.14, 6.16, 6.30, 6.33, 6.34, 6.36, 6.37, 6.38. 7.7, 7.8, 7.10, 7.12, 7.15, 7.19, 7.20, 7.30. 8.19, 8.26, 8.27. 9.8, 9.25, 9.26, 9.28. 10.6, 10.8, 10.10, 10.12, 10.13, 10.15, 10.18, 10.19, 10.21, 10.26, 10.28, 10.31, 10.32. 12.13, 12.14

Appendix N. Observation Coding

Servqual				
Tangibles	Up-to-date equipment	15.15	Housekeeping has similar cleaning equipment with another hotel. i.e henry vacuum cleaner (professional use), mop, cleaning chemical (all purpose cleaning, bleach, etc).	Positive
		15.30; 15.41	Receptionist has adequate technological equipment such as computer and payment machine. It took approximately 5min to restart the computer and launch the system that were used. The payment machine is always online.	Positive
	Visually appealing facilities	15.1	Guestrooms are newly renovated	Positive
		15.1	Public area are not renovated and not maintained (i.e. smoking area and lobby)	Negative
	Well-dressed employees	15.2; 15.10	Receptionist appeared neat. Hair, face, and dress were appropriate – business casual.	Positive
		15.16	Housekeeping appeared to work without wearing shoes in the middle of his shift, while in the beginning, he was.	Negative
		15.2; 15.10	There were no uniform provided by the company, employee may wear their own outfit with no guidelines.	Negative
	Facilities consistent with the industry	15.1	Guestrooms has vingcard access (no traditional key). Adequate lobby area for the guests with chairs and tables, also coffee area.	Positive
		15.1	No locked luggage storage, open area in the lobby as luggage storage.	Negative
Reliability	Respond within timeframe	15.42; 15.55	Receptionist and Housekeeping did not response phone call (company phone) immediately, (more than 3 to 4 rings – approx. 20 seco	Negative
		15.47	Receptionist informed the manager for an important email from the guest immediately, within 1 hour the email is received.	Positive
	Reassuring when problems arise	15.25; 15.27	Receptionist dealt with maintenance problems in guest bathroom, were not able to fix the damage, offered guest for an immediate room move.	Positive
		15.50	Receptionist tried to call taxi companies to assist the guest in finding their forgotten items.	Positive
		15.29	Receptionist gave management contact to the guest to mail a complaint if case can be delayed i.e refund request due to maintenance issue, modification of future reservation, etc	Positive
	Dependable	15.54	Receptionist provided guest first aid when they injured.	Positive
		15.56	Housekeeping forgot the extra pillow guest's requested.	Negative
		15.6	Receptionist forgot a guest wake up call request.	Negative
	Service delivered at times promised	15.14	The staff needed a lot of time to clean the room. Guest were not able to check in at 3pm (the room was not ready).	Negative
		15.44	Receptionist forgot to booked taxi for the guest, who booked in advance.	Negative
	Accurate records	15.17	Housekeeping did not signed the toilet cleaning registration sheet.	Negative
		15.32	Receptionist verify guest ID before hand out the key	Positive
		15.52	Receptionist did not completely record guest's ID for guest registration.	Negative
		15.49	Receptionist attached the guest's payment on registration form accordingly.	Positive

Responsiveness	Inform customers when service will occur	15.53	Receptionist answered guest question about the reception opening hour for the late check in request.	Positive
		15.12	Receptionist did not provide guest with the time frame of complimentary coffee and tea upon check in.	Negative
		15.40	Receptionist are not able to provide guest with approximate time of room daily cleaning when guest asked.	Negative
	Prompt service from employees	15.3; 15.5; 15.7;		Positive
		15.19; 15.22	Receptionist responded to guest presence in the reception area.	Negative
		15.39	Receptionist did not react when the guest were looking for a spoon in the coffee area.	Negative
	Employees willing to help	15.18	Receptionist let guest waited for service, while they are busy. With no eye contact/signal to acknowledge guest presence.	Negative
		15.28	Housekeeping/Receptionist helped an elder guest with luggage to second floor.	Positive
		15.24; 15.31;		Negative
		15.38; 15.43	Receptionist react towards guest question instead of being proactive by their presence	Negative
	Employees respond to requests	15.62	Receptionist noted down the guest request about no room service for cleaning.	Positive
		15.4	Receptionist assisted guest with luggage storage	Positive
<hr/>				
Assurance	Employee are trustworthy	15.4	Customers trusted the employee to keep their belonging in the reception area.	Positive
		15.46	Customers did not want to leave their key at the reception despite of the house rules.	Negative
	Customers feel safe in dealings	15.51	Receptionist were not able to provide guest's payment invoice	Negative
	Employees are polite	15.5; 15.26; 15.4;	receptionist apologize for inconvenience or service error occurred	Positive
		15.35	Receptionist did not stand up but stay sit in the chair behind the desk while checking in the guest.	Negative
		15.33	Receptionist commented on guest's passport inappropriately.	Negative
		15.37	Receptionist give no eye contact to the guest during service, and unclear speech.	Negative
	Employees have support to do their job well	15.57	The client always responded receptionist phone call regarding concerns/request.	Positive
<hr/>				
Empathy	Firms provide individualized attention	15.58	Hotel did not provide special amenities for guest celebration upon request, i.e birthday.	Negative
	Employees provide individualized attention	15.8; 15.13	receptionist did not offer recommendation for alternative tour/suggestion	Negative
		15.12	Reception proceed the check in with no additional information given i.e recommendation, hotel facility etc.	Negative
	Employees understand customer needs	15.59	Housekeeping knocked the guestrooms while guest requested for no service (listed in the housekeeping list)	Negative
		15.60	Housekeeping did not replace the guest towels, while it is placed on the floor.	Negative
		15.20	Reception gave route for the guest to reach touristic area i.e Dam Square, Leidseplein, Volendam etc	Positive
	Employees have the best interests of the customer in mind	15.56	Reception provided map and give information/recommendation, and asked guest's plan to provide route After 5PM, any guest request of room cleaning is not granted, Housekeeping did not proceed with extra task. Except for extra amenities i.e towels.	Positive
		15.9	Housekeeping did not clean the room for any occupied room during service hour.	Negative
		15.23	Employee did not initiate advice for alternative transportation during public transportation strike in Amsterdam.	Negative
	Operate at convenient hours	15.53	Employee did not asked the guest how was the dinner, meanwhile guest were at first asking recommendation.	Negative
		15.56	The reception is available 24/7. Housekeeping service available from 9.30 am till 5 pm.	Positive
				Negative

Appendix O. SOP Amsterdam Downtown Hotel

Check in Procedure

Check all formulier: make sure the name, room type, date check in/out and total amount of payment is correct. (Information in the form, should be match with excell)

1. **Ask the name** of the guest (or name used in the reservation).
2. **Find the form** (on your check in formulier) – look into excel is more difficult (taking more time), since it is only the first name that listed there.
3. Ask everyone **ID'S / Passport**. And **copy**. Attach it to the back side of the form.
4. Let the **guest** to **fill in their information** in the form.
5. **Payment:** more info: see payment on arrival on first page
 - ➔ For any virtual card, charge the amount mentioned on the booking to the card.
 - ➔ For guest payment: surcharge
 - (1) Cash / Debit card = **0%**
 - (2) Credit card (visa/mastercard) & **Foreign debit card = 3%**
 - (3) Americanexpress = **5%**
 - ➔ Attach any card transaction proof. 1x on the check in form & 1x your dienst form.
 - ➔ Write down each transaction in the form
6. Make the guest key card. Put the **correct room number** and **correct check in/out date**.

The screenshot shows a software interface for a hotel check-in process. At the top, there is a 'Check in' button and several utility buttons: 'Encode', 'Help', 'Logout', and 'Back'. Below these is a form with the following fields:

Main	Name	More rooms
Room		Type
103		
From date/time		
1-12-2017	22:05	
Until date/time		
4-12-2017	11:00	
User group		
GASTEN		
Common doors		Cards
Yes		1

To the right of the form is a numeric keypad with buttons for digits 0-9, a 'BkSpc' button, and a '0' button. The status bar at the bottom of the window displays 'Amsterdam DownTown Hotel 1600' on the left and '22:05:22 1-12-2017' on the right.

7. Explain our house rules! Especially check out time & smoking/eating policy.

AMSTERDAM DOWNTOWN HOTEL
GUEST REGISTRATION FORM/invoice

Arrival date : 04/12/2017 Departure date : 06/12/2017	Room type: 2x Double Room number:	Breakfast: Included
Check-in time :		
* Name Guest : Conroy Martin	<ul style="list-style-type: none"> - Breakfast : between 8:00 and 9:30 - Check out: before 11:00 - It is possible to leave luggage after check out - 24 hours reception. Ring the bell after 01.00 - Smoking is prohibited in the hotel - Food isn't allowed in the rooms, but can be consumed and stored in the breakfast area anytime. - Complete housekeeping except replacement of the sheets. - Every fourth day: Complete housekeeping of the room incl. replacement of the sheets - Wi-fi key: Amsterdam28 Keycard(s):.....pcs. 	
* Home address :		
* Tel. number :		
E-mail address :		

Total amount: € 273.00
The total price is including 6% VAT + 5% city tax

Signature guest Hotel confirmation

8. After payment and information given clearly. Both guest and you sign the form.

- 8a. Room S01, S02 & S03 downstairs.
- 8b. Room 001 – 005: same floor with reception
- 8c. Room 101 – 105: one level up. By lift -> press number 1.
Room 106: one and half stairs up. By lift -> press number 2 and walk half stairs down.
- 8d. Room 201 – 205: two level up. By lift -> press number 2.
- 8e. Room 301 – 305: three level up. By lift -> press number 2 and one stairs up.
- 8f. all dorm guest must be escort to the room
 - ➔ Show them their bed, so they will not sleep in any other bed.
 - ➔ Show them the bathroom & locker. Explain that we provide a lock for 10 euros deposit.

9. Excel:

- ➔ The first days are dark green colour. Last day is light green colour
- ➔ Put the number of key given on the first block after the reservation name.

Room	Guest	Room	Room	Room	Room	Room	Room	Room	Room	
001	Rodriguez	TRIPLE	Nabil 1	€ 473,95	€ 193,20	Rodriguez	€ 0,00	€ 200,35	€ 400,00	€ 400,00
111	Sultu	Quad	Ben 1	€ 794,85	€ 294,00	Sultu	€ 0,00	€ 354,90	€ 0,00	€ 145,95
104	Paul	Quad	Ben 1	€ 948,90	€ 294,00	Paul	€ 0,00	€ 354,90		

- ➔ If it is only one day stay – light green

Room	Guest	Room	Room	Room	Room
14+				€ 215,25	
nitro				€ 250,00	
25-1		ben		€ 22,05	€ 78,75
25-2					
25-3		Paul/Dorm/Walk/Nabil 1		€ 65,10	€ 65,10
25-4					
25-5					

10. Kas: Kas Receptie

- ➔ If it is cash: in Kas. First column (guest name/room number). Second column (total cash).

Room	Guest	Room	Room	Room	Room
187	aleyana	29-11-2017 avond	cursor/004	€ 182,70	€ 412,00
188			amreza/106	€ 375,00	€ 791,00
189			leung/005	€ 26,25	€ 817,25
190			dhaoui/104	€ 63,00	€ 880,25
191			afstorting	€ 650,00	€ 230,25

- ➔ If it is card transaction: in CC. first column (guest name/room number), second column (total charge), third column (last4 digits card number)

Room	Guest	Room	Room	Room	Room
nachtshift			Card no	Mohammed	Amount
green = checkin payment			Alessandro/001	€ 310,80	0039
blue = non refundable					
red = no show					
yellow = late cxl					

11. Put the check in form on the yellow map (Check ins map)

Check out procedure

1. Ask guest **room number**
2. Ask for the room **keys** (depending on how many key they were given)
See excel

3. Check on message, if guest has anything still left to pay.

4. ask if guest need anything. (for example taxi, or any information)
5. Guest may **leave their luggage** under the staircase, and take it anytime. If the place is full, please show the guest any place in the breakfast area. *Always recommend the guest to not leave any valuable belonging, if necessary, keep it in HK room*

6. On excel: **mark it RED**

7. Make sure **all check out at 11** the latest. Otherwise, **go to the rooms**, to remind the check-out time. If guest stays after 11.30, they need to pay 10eur per hour extra, and max up to 2.30 PM.

Appendix P. 10 Hotel Competitors

	<p>Hotel Clemens ★★</p> <p>Amsterdam City Center, Amsterdam – Show on map (500 m from center)</p> <p>The Hotel Clemens has rooms right in the center of Amsterdam, a 4-minute walk from the Royal Palace. The famous shopping area Dam Square is just over a quarter mile away. Last booked: 10 hours ago</p> <p></p>	<p>Wonderful 9.0 1,182 reviews</p> <p>Location 9.6</p> <p>Show prices</p> <p>1</p>
	<p>Hotel Asterisk Annex 2 Stars ★★</p> <p>Amsterdam City Center, Amsterdam – Show on map (1.6 km from center)</p> <p>Hotel Asterisk Annex ** offers 2-star accommodations in Amsterdam. This family-run hotel is located close to the Wateringcircuit. Rooms are equipped with a flat-screen TV.</p> <p></p>	<p>Very Good 8.3 364 reviews</p> <p>Show prices</p> <p>2</p>
	<p>Amsterdam Wiechmann Hotel ★★</p> <p>Amsterdam City Center, Amsterdam – Show on map (850 m from center)</p> <p>This quaint hotel offers rooms with antique furniture and free Wi-Fi in a picturesque area of Amsterdam, a 10-minute walk from the Anne Frank House. In high demand! Booked 20 times in the last 24 hours</p> <p></p>	<p>Very Good 8.3 2,878 reviews</p> <p>Location 9.3</p> <p>Show prices</p> <p>3</p>
	<p>Budget Hotel Tourist Inn ★★</p> <p>Amsterdam City Center, Amsterdam – Show on map (400 m from center)</p> <p>Situated only just under half a mile from the Anne Frank House, Hotel Tourist Inn is a budget hotel in Amsterdam. The property is an 8-minute walk from Amsterdam Central Train Station and Dam Square. Booked 8 times in the last 6 hours</p> <p></p>	<p>Very Good 8.2 2,316 reviews</p> <p>Show prices</p> <p>4</p>
	<p>Frisco Inn ★★</p> <p>Amsterdam City Center, Amsterdam – Show on map (400 m from center) – Subway Access</p> <p>With stylish, clean accommodations in the heart of Amsterdam, the Frisco Inn offers a tasteful setting for your city break at a competitive price. Booked 2 times in the last 6 hours</p> <p></p>	<p>Very Good 8.1 1,443 reviews</p> <p>Location 9.5</p> <p>Show prices</p> <p>5</p>



Nadia Hotel **★★**

Amsterdam City Center, Amsterdam – [Show on map](#) (550 m from center)

Located between the Royal Palace on Dam Square and the Wester Church, Nadia Hotel offers private rooms with a view of the area. The Kalverstraat shopping area is a 1640 feet away.

Booked 2 times in the last 6 hours



Good **7.9**
1,628 reviews

Show prices

6



easyHotel Amsterdam Arena Boulevard **★★**

Zuidoost, Amsterdam – [Show on map](#) (7 km from center) – **Subway Access**

EasyHotel Amsterdam Arena Boulevard is located in Amsterdam, next to Bijlmer Arena train station, 984 feet from Amsterdam Arena and 5 mi from Amsterdam city center.

In high demand! Booked 32 times in the last 24 hours



Good **7.7**
6,219 reviews

Show prices

7



Acostar Hotel **★★**

Amsterdam City Center, Amsterdam – [Show on map](#) (1 km from center)

Acostar Hotel is located 984 ft from Leidseplein. This 2-star hotel offers nonsmoking rooms and free high speed Wi-Fi. All the rooms are equipped with Auping beds and a flat-screen TV.

Booked 3 times in the last 6 hours



Good **7.5**
1,263 reviews

Show prices

8



Mozart Hotel **★★**

Amsterdam City Center, Amsterdam – [Show on map](#) (1.1 km from center)

Mozart Hotel is only 320 yards from Leidseplein and 650 ft from tram stop Prinsengracht. It features free Wi-Fi, 24-hour front desk, vending machines and a breakfast room overlooking the canal.

In high demand! Booked 31 times in the last 24 hours



Good **7.4**
3,579 reviews

Show prices

9



City Hotel **★★**

Amsterdam City Center, Amsterdam – [Show on map](#) (900 m from center) – **Subway Access**

City Hotel Amsterdam is near the famous Rembrandtplein, a city square with many bars, terraces and restaurants. Amsterdam Central Station is a 15-minute walk away.

Last booked: 18 minutes ago



Good **7.2**
1,074 reviews

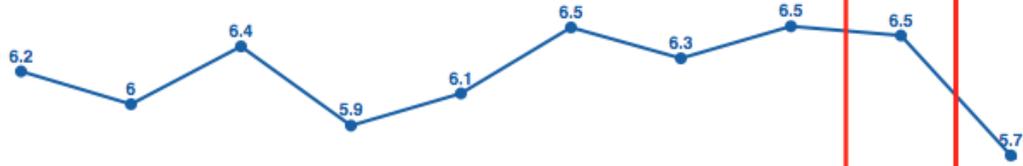
Show prices

11

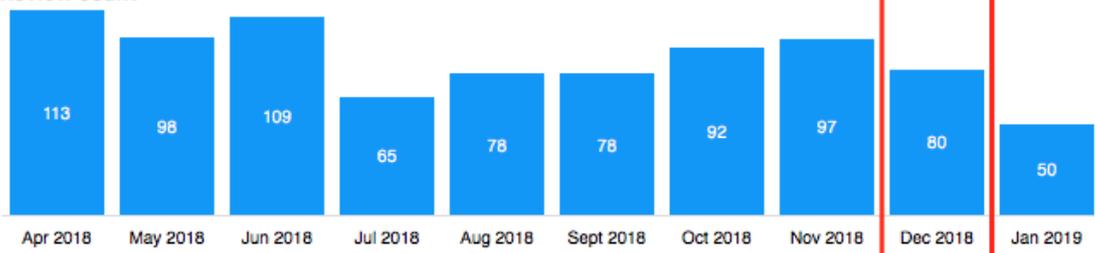
Appendix Q. Gross Revenue vs Review Scored

Review trends

Review score



Review count

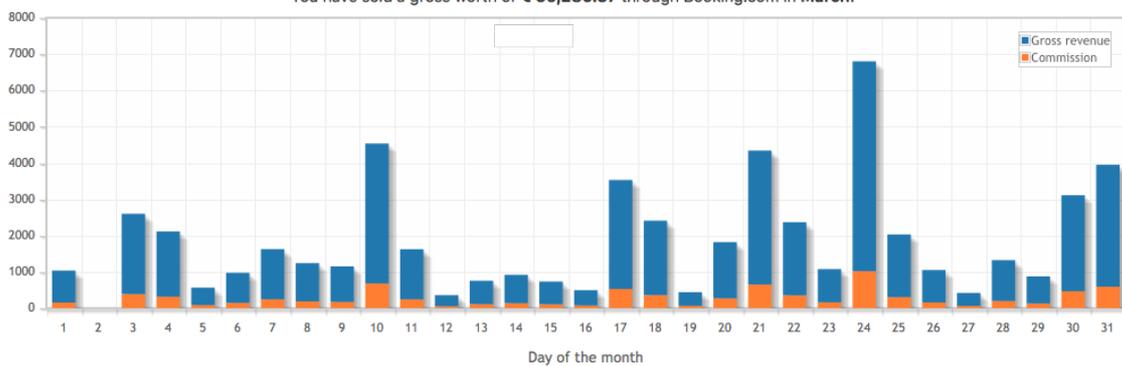


Financial overview

Monthly revenue report

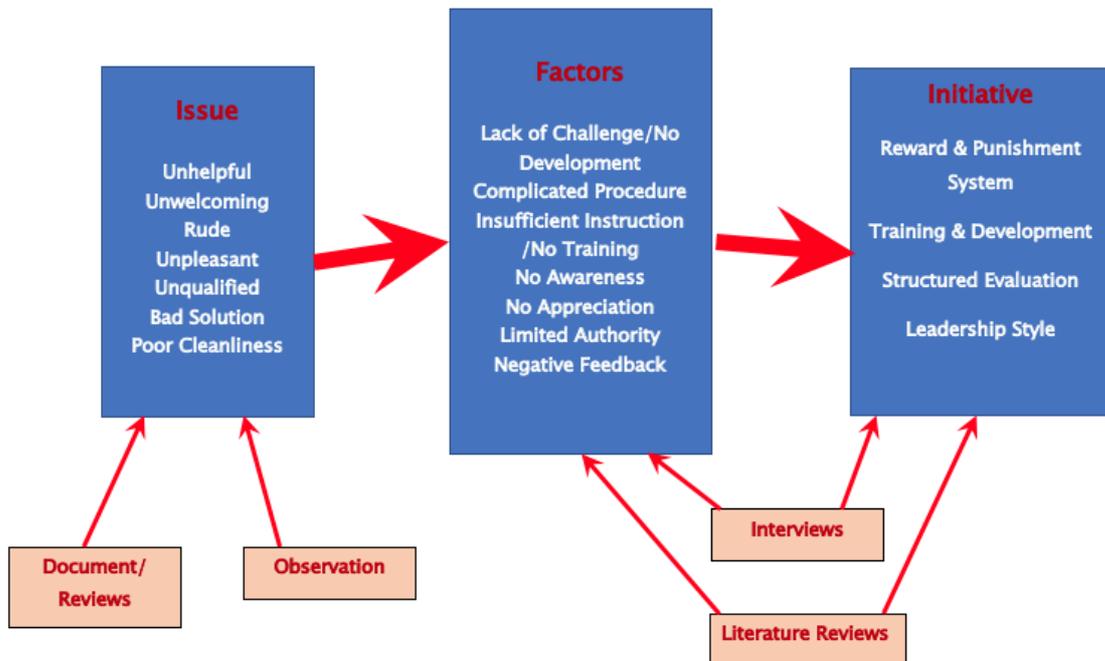
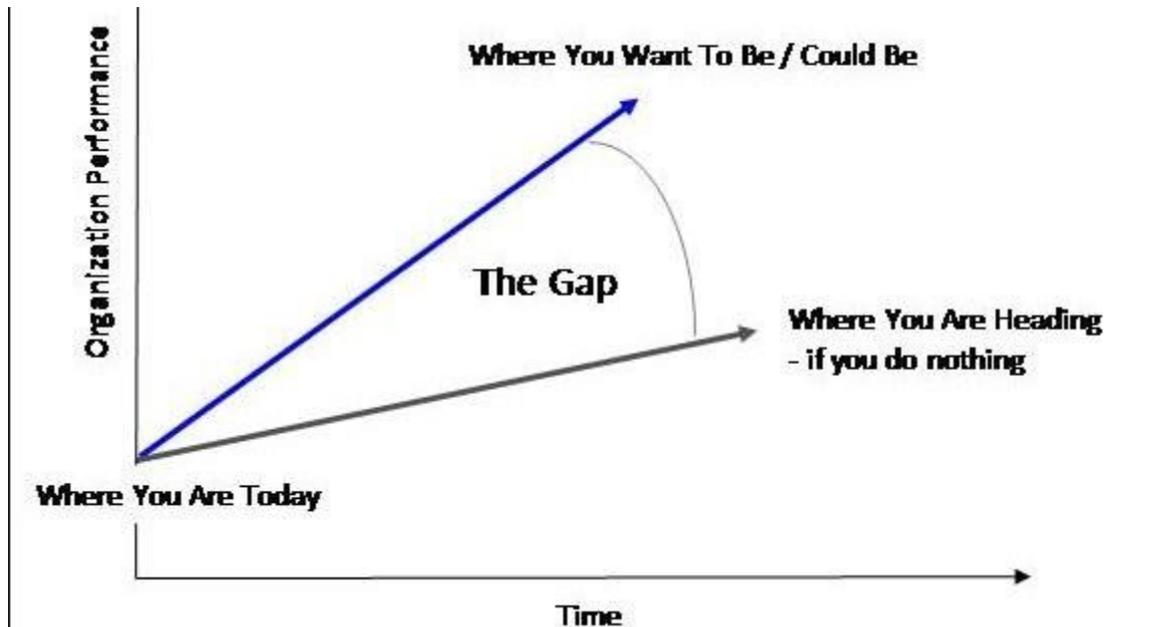


You have sold a gross worth of € 56,286.37 through Booking.com in March.



Commission in March so far: € 8,443.04

Appendix R. Connection of Findings. Visualisation



Appendix S. Do Phase of PDCA

Week(s)	Type of Activity	Description of the activity
Week 1-3	Preparation of training and search of external coach	Determine the training phase and to schedule it within the organization. Search the suitable external coach based on their expertise and their offer.
Week 4	General introduction meeting	-Introduction and explanation of the on-the-job training by Management Team, including the objective of the on-the-job-training and details of the training programme. Details of the training programme include explanation on the processes and timing, and specific areas of focus.
Weeks 5-9	On-the-job training First phase	-Each staff needs to attend the programme coached by the Management Team. Each staff gets assigned a coach during its shift. The coach is someone that has more experience and is capable of providing the expected service quality. -Receptionists: The programme takes place over at least two types of shifts (Morning, Evening and/or Night). -Housekeeping: The training concerns the proper cleaning of guestrooms, use of materials and ergonomics.
Weeks 10-11	Management review of performance	Management team: -Review the first training phase. -Evaluate results of the first training. -Decide on the next phase of training and arrange the schedule.
Weeks 12-16	Shift rotation on-the-job training second phase	-Only applicable for the Front Office staff. Each receptionist needs to experience each different shift with the coaching of an experienced employee/assistant manager of ADH. For example, a day shift receptionist must work one-night shift accompanied by the night shift employee or the management team, and vice versa.
Weeks 17-18	Management review of performance	Management team: -Review the first training phase. -Evaluate results of the first training.

		-Decide on the next phase of training and arrange the schedule.
Weeks 19-20	Cross-departmental training on-the-job training third phase	-Each staff member gets opportunity to get acquainted with another function within the organization. - for the receptionist, they need to attend the tutorial from the external coach about the housekeeping department tasks. - for the housekeeping staff, they will be given an opportunity to observe the situation in the front desk during specific time of the day to see different
Weeks 21-23	Management review of performance	Management team: -Review the first training phase. -Evaluate results of the first training. -Decide on the next phase of training and arrange the schedule.
Week 24	Team meeting	-Staff and Management Team meet to review the on the training experience. -Feedback session on suggestions, ideas and comments about the executed training.
Week 25-26	One-on-one meetings	-Each staff member meets the management team for a performance evaluation and personal feedback session. -The management team elaborates on the employees' strengths and points for improvement. This includes future career development possibilities.

Appendix T. Financial Implication

Name	Details	Estimated cost
General Meetings	1 hour per meeting, 8 Employee and 2 Management team. In total there are 2 meetings for the 5 months OJT planning.	$11.56 * 6 * 2 = € 138.72$ $10.26 * 2 * 2 = € 41.04$ $15.66 * 2 * 2 = € 62.64$ = € 242.4
Management Team meeting	1 hour per meeting, 2 Management team. In total there are 3 meetings for the 5 months OJT planning	$15.66 * 2 * 3$ = € 93.96

One on One Meeting	1 hour per meeting, 1 Management team and 1 employee at a time. In total there is 1 meeting.	$11.56 * 6 * 1 = € 69.36$ $10.26 * 2 * 1 = € 20.52$ $15.66 * 2 * 1 = € 31.32$ = € 121.20
On-the-job training Front Office	<p>First On the Job Training plan:</p> <p>Hourly wage each receptionist to follow 2 shifts accompanied by assistant manager. 4 hours per shift.</p> <p>Hourly wage each Housekeeping to follow 3hour of housekeeping training accompanied by external company coach.</p>	$11.56 * 6 * 8 = € 554.88$ $15.66 * 6 * 8 = € 751.68$ = € 1306.56 $10.26 * 2 * 9 = € 184.68$ $10.26 * 2 * 9 = € 184.68$ $545 * 3 = € 1635.00$ = € 1819.68
	<p>Shift Rotation plan:</p> <p>Hourly wage for each receptionist to follow 4 hours/ shift accompanied by assistant manager.</p>	$11.56 * 6 * 4 = € 277.44$ $15.66 * 6 * 4 = € 375.84$ = € 653.28
	<p>Cross-departmental Training:</p> <p>Hourly wage for each receptionist to follow 3hour of housekeeping training accompanied by assistant manager (during external company coaching).</p> <p>Hourly wage for each housekeeping to follow 3hour of receptionist training accompanied by assistant manager. (during OJT)</p>	$11.56 * 6 * 3 = € 208.07$ $15.66 * 6 * 3 = € 281.88$ = € 489.95 $10.26 * 2 * 2 = € 61.56$ = € 61.56
Adjustment Session		$11.56 * 6 * 4 = € 277.44$ $15.66 * 6 * 4 = € 375.84$ = € 653.28 $10.26 * 2 * 3 = € 61.56$ $545 * 1 = € 545.00$ = € 606.56
Total		€ 5806.03

Appendix U. Email Source for External Couch Cost

Beste Lusi,

Allereerst wil ik je bedanken voor het prettige en informatieve gesprek waarin je je vraag naar een training hebt toegelicht.

De punten die je hebt aangegeven die je terug wilt zien in de training zijn o.a.

- Toepassen juiste schoonmaak techniek in verschillende type ruimten
- Correct gebruik materialen
- Ergonomie
- Uiteindelijk doel dat iedereen op dezelfde manier werkt

In ons gesprek gaf je aan dat je op zoek bent naar een trainer die deze doelen kan verwezenlijken. In ons telefoon gesprek heb ik je verteld dat een training waar jij naar op zoek bent samen met mijn collega trainer Rob wordt verzorgd.

Rob en ik zijn beiden vakidioten die op een bevlogen en betrokken manier al meer dan 20 jaar vaktrainingen verzorgen aan medewerkers binnen de schoonmaakbranche. Wij verzorgen trainingen binnen ziekenhuizen, schoonmaakbedrijven, industrie en in de recreatieve branche zoals hotels en bijvoorbeeld de Efteling. Daarnaast verzorgen wij ook communicatie trainingen aan leidinggevenden en hun teams binnen de branche.

Als je ons in huis haalt als trainers dan zal er absoluut een positieve verandering binnen jouw team plaats vinden. Jouw beoogde doelen zullen bereikt worden als wij de tijd krijgen met jouw team aan het werk te gaan.

Onze manier van trainen is het creëren van betrokkenheid van de deelnemers aan de training. Betrokkenheid bereiken wij door op een ontspannen en humorvolle manier de deelnemers te benaderen met zaken die dicht bij hun dagelijkse ervaring liggen. Door onze open en ontspannen manier van communiceren creëren wij een veilige omgeving waarin de cursist zich zelf mag zijn. We zetten de deelnemers op een hoger plan waardoor o.a. een stuk respect en betrokkenheid voor het werk bereikt wordt. En heel belangrijk de training zal absoluut een bijdrage geven aan het groeien in eigenwaarde van de deelnemers.

Zoals besproken is mijn inschatting dat we moeten uitgaan van drie bijeenkomsten van drie uren elk. Mijn advies is om na ongeveer twee maanden terug te komen voor een sessie waarin waar nodig bijgestuurd kan worden.

De kosten zijn €545 exclusief BTW per bijeenkomst. Na elke bijeenkomst zal er gefactureerd worden. Als betaal termijn wordt er 30 dagen gehanteerd.

Dit voorstel heb ik zo zorgvuldig mogelijk gemaakt. Mochten er toch nog vragen zijn dan hoor ik dat graag.

Ik kijk er naar uit om met je team aan het werk te mogen gaan en kijk dan ook met belangstelling uit naar je reactie.

Met vriendelijke groet,

Jaap Niezen

<https://www.schoonmaakgoeroe.nl/trainingen/>