

## The impact of service quality on customer satisfaction in the hotel and restaurant business

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**Abstract.** The aim of the study was to comprehensively substantiate the impact of service quality on customer satisfaction and the financial performance of the hotel and restaurant business in Ukraine, with an emphasis on post-war transformations and the growth of competitiveness in the industry. The methodological basis included economic and statistical and correlation analysis, comparison, content analysis of reviews and ratings of Ukrainian hotels on the online platforms Booking.com and TripAdvisor. The analysis used data from the State Tax Service of Ukraine and analytical materials from the “National Tourism Organisation of Ukraine” public association. Thanks to a systematic approach, key trends were studied: the share of the hospitality sector in Ukraine’s gross domestic product increased from 1.5% in 2019 to 11.6% at the end of 2024. It was also established that revenues from tourist tax, after peaking at UAH 235.4 million in 2021 and falling sharply in 2022 to UAH 178.9 million and UAH 107.1 million at the end of 2024, recovered by 33%, reaching UAH 142.6 million in the first half of 2025. It was found that in 2024, the average hotel occupancy rate peaked in the Carpathians, reaching 54.6%, exceeding the 2023 figure (54.4%), and the average price per room in Kyiv in January 2025 was UAH 2,236, which is 14% higher than in the same period in 2024. A correlation analysis of monthly occupancy rates and average room rates for the period from January 2024 to February 2025 was conducted, confirming the impact of high service quality on business profitability. An analysis of Ukrainian hotel ratings on Booking.com and TripAdvisor showed that establishments with higher ratings have higher occupancy rates and the ability to set higher prices. The results can be used to develop strategies for improving service quality, digitising processes and refining pricing policies, which will help strengthen the financial stability and long-term competitiveness of Ukraine’s hotel and restaurant sector

**Keywords:** financial efficiency; tourist tax; hospitality industry; correlation analysis; pricing policy

### Introduction

Service quality in the hotel and restaurant business, as a fundamental element of industry competitiveness, determines the ability to build lasting customer loyalty and ensure profitability growth. With significant human resources and infrastructure capabilities, Ukraine’s hotel and restaurant sector faces challenges related to growing consumer demands, the influence of digital rating platforms, and the need to adapt to developments in the context of a full-scale military invasion. Therefore, the development and implementation of effective approaches to measuring and improving service quality is crucial both for enhancing the financial stability of the hotel and restaurant business as a

whole and for strengthening Ukraine’s position in the face of global competition.

Mechanisms for assessing service quality in Ukraine’s hotel and restaurant business remain fragmented. Industry policy focuses primarily on supporting current operating performance, while a systematic model for measuring the impact of customer satisfaction on financial results is still in its infancy. The lack of a unified methodology for integrating online rating data with financial reporting, a weak analytical base, and limited use of international practices create a situation in which a significant portion of profitability factors are not taken into account. This

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reduces the effectiveness of management decisions and complicates the development of strategies to increase the competitiveness of Ukraine's hotel and restaurant sector in the context of post-war transformations. The impact of innovation on management efficiency and service quality in the hotel and restaurant business is explored in the work of V. Tokareva *et al.* (2024). The authors argue that the introduction of digital technologies, automated booking systems and management platforms significantly optimises business processes, reduces time spent by staff and ensures a higher level of customer satisfaction. It is emphasised that innovative solutions are becoming a key tool for increasing the competitiveness of hotel and restaurant establishments in changing market conditions. At the same time, in the study by B. Dmitrishin (2023), innovation is identified as the main factor in the development of the hotel and restaurant industry. The author found that without the active implementation of digital strategies, it is impossible to ensure sustainable growth in the sector and compete effectively with international chains. In particular, the paper examines issues of service modernisation through the automation of service processes, digital customer experience management platforms and the development of loyalty systems.

The introduction of modern service practices and technologies creates a positive customer experience, which directly affects the ratings of establishments on international platforms. According to N. Rogova & O. Onishchenko (2024), innovation is a means of improving the quality of service in hotels and restaurants. The authors emphasise that innovation not only improves internal business processes but also strengthens the reputation of enterprises in the long term. At the same time, T.V. Gush-tan *et al.* (2025) investigated innovative technologies as a factor in the formation of service quality management strategies. The authors found that the level of consumer satisfaction and customer service in general is directly related to the profound transformation of the hotel and restaurant business. Experts are convinced that digital solutions, including electronic booking systems, Customer Relationship Management (CRM) systems, and customer data analytics, enable hotel and restaurant businesses to respond more effectively to changes in demand and provide personalised service.

Innovative approaches to assessing and influencing the perception of service quality on business competitiveness are described in a study by V. Rusavska & S. Neilenko (2022). The authors emphasised that a high level of service directly affects repeat demand and customer loyalty. The concept of quality in the work of specialists arises in the context of the main criterion for satisfying the needs of restaurant business consumers. Assessing the impact of service quality on consumer satisfaction in the hotel and restaurant business, V. Mazur (2025) found that psychological factors also influence effectiveness. According to the author, emotional interaction, the level of empathy of staff and psychological comfort significantly influence the

perception of service quality. The study found that service quality is formed not only through technical standards, but also through the communication skills and communication culture of staff.

Instead, O. Kurakin (2024) proposed a concept of quality service for hotel businesses, which includes criteria for assessing customer satisfaction and mechanisms for improving processes. The study examines how quality management can be a component of strategic development in the hotel business. The author emphasised that a systematic approach to service organisation ensures sustainable growth and improves the position of establishments in a competitive environment. According to I. Minich (2025), the development of the hotel and restaurant business in Ukraine and the improvement of customer service quality in the era of globalisation are also impossible without the implementation of international practices. The author investigated the mechanisms for adapting international experience in improving labour productivity in the hotel and restaurant business in Ukraine. The researcher is convinced that the implementation of international practices not only increases the efficiency of enterprises but also significantly improves the quality of customer service.

In scientific research on service quality, the main focus is on revealing the essence of the concept, analysing innovative technologies, psychological factors of staff and customer interaction, and developing conceptual approaches to service management in the hotel and restaurant business. Issues related to the quantitative measurement of the impact of service quality on the financial results of enterprises, the comprehensive use of data from international online evaluation platforms, and the integration of these indicators with internal financial reporting remain insufficiently covered. There was also a lack of systematic empirical research covering the dynamics of service ratings over time and their correlation with the profitability and occupancy of establishments in Ukraine.

The aim of the study was to determine how service quality determines customer satisfaction and the financial results of the hospitality sector in Ukraine, taking into account post-war changes and the strengthening of its competitiveness. To achieve this aim, a set of objectives was defined, including: theoretical and analytical understanding of service quality as a key factor in the competitiveness of the hotel and restaurant business; analysis of the state of the hotel and restaurant business in Ukraine for the period starting in 2020, taking into account the dynamics of the industry's development, financial indicators, occupancy rates, and the impact of external factors on performance; empirical research on the relationship between service quality and financial results.

## ■ Materials and Methods

The study was empirical in nature and covered the period from 2020 to June 2025, during which Ukraine's hotel and restaurant business was affected by the COVID-19 pandemic and a full-scale military invasion, which

determined the key challenges and conditions for the industry's adaptation. Based on data from the State Tax Service of Ukraine (2025) and analytical materials from the National Tourism Organisation of Ukraine (2024), the analysis examines the dynamics of the hospitality sector's contribution to Ukraine's gross domestic product and revenues from tourist tax, and assesses key trends. Content analysis was used to describe the impact of the full-scale military invasion of Ukraine in February 2022 on the development of the hospitality sector and to analyse key trends.

To comprehensively define the essence and role of the concept of service quality, a theoretical generalisation of the results of V.A. Zeithaml *et al.* (2017) was carried out, and the Service Quality (SERVQUAL) model developed by the authors was studied. Based on this, an analytical comparison of consumer behaviour and expectations with international service quality standards (ISO 9001, 2025) was carried out in five categories: reliability, responsiveness, assurance, empathy, and tangibles. A combined diagram was constructed in accordance with the data obtained. A systematic approach was used to describe the relationship between the sustainability of the hotel and restaurant business in Ukraine and the socio-psychological aspect of service quality, which includes intangible factors (attentiveness of staff, ability to create an atmosphere of hospitality and emotional comfort).

An analysis of service quality and financial results in the Ukrainian hospitality sector was carried out based on data from leading analytical platforms – TripAdvisor and Booking.com. Eight hotels and six restaurants with more than 200 reviews were selected for the study, ensuring the representativeness of the sample. The data was collected in June 2025. The characteristics of the rating scales were taken into account: TripAdvisor (from 1 to 5) and Booking.com (from 1 to 10). In the restaurant business segment, the highest-rated establishments according to TripAdvisor were analysed: Baczewski Restaurant (TripAdvisor, n.d.g), BAO Modern Chinese Cuisine (TripAdvisor, n.d.h), Dacha (TripAdvisor, n.d.i), Kanapa Restaurant (TripAdvisor, n.d.j), Fratelli Ristorante & Enoteca (TripAdvisor, n.d.k), Terrace. Sea View (TripAdvisor, n.d.l). Based on ratings and reviews, a comparative characteristic of the level of service quality was formed. In the hotel business segment, establishments with different average scores on the Booking.com platform were studied: from 7 to 8, from 8 to 9, and from 9 to 10 on a 10-point scale. The sample included: Motel (Booking.com, n.d.i), Amsterdam (Booking.com, n.d.j), Palm (Booking.com, n.d.l), Alexandria (Booking.com, n.d.k), Premier Hotel Odesa (Booking.com, n.d.h), Hotel Ukraine (Booking.com, n.d.d), Emily Resort (Booking.com, n.d.b), Capsule Hotel Constellation 89 (Booking.com, n.d.a), Mountain Residence Wellness & SPA (Booking.com, n.d.f). A table and graphic materials were created to assess the level of service quality. A comparative analysis of the assessments was carried out, key customer behavioural responses were identified, as well as problem

areas of service, including the need to upgrade the technical equipment in the rooms. The results obtained made it possible to correlate the level of service quality with the financial performance of the establishments, ensuring the comprehensiveness of the study.

A comprehensive analysis was used to describe the impact of economic, social and tourism factors on the dynamics of financial indicators and hotel occupancy in Ukraine. Based on data from The State Agency for Tourism Development of Ukraine (2025), the general dynamics of room occupancy and average room rates in Ukrainian hotels for the period from January 2024 to February 2025 were identified, due to the availability of complete official statistics only up to that month. In addition, seasonal and regional fluctuations in room occupancy rates and trends in hotel financial indicators were examined.

To quantitatively verify the relationship between service quality and financial performance, a correlation analysis was performed in the study using Pearson's coefficient. This method was chosen because of its suitability for measuring the linear relationship between two quantitative variables. The study was based on monthly data on room occupancy and average room rates in Ukrainian hotels for the period from January 2024 to February 2025. Pearson's correlation coefficient ( $r$ ) was calculated using the following formula:

$$r = \frac{\sum_{i=1}^n (x_i - \bar{x})(y_i - \bar{y})}{(n-1) \times s_x \times s_y}, \quad (1)$$

where  $n$  – the sample size (14 months),  $x_i$  – the occupancy rate in the  $i$ -th month,  $y_i$  – the average price per room in the  $i$ -th month,  $\bar{y}$  and  $\bar{x}$  – their aggregate averages for the entire period under review,  $s_x$  and  $s_y$  – standard deviations.

The following formulas were used to calculate the standard calculations:

$$s_x = \sqrt{\frac{1}{n-1} \times \sum_{i=1}^n (x_i - \bar{x})^2}, \quad (2)$$

$$s_y = \sqrt{\frac{1}{n-1} \times \sum_{i=1}^n (y_i - \bar{y})^2}. \quad (3)$$

To verify the statistical significance of the obtained correlation coefficient, Student's t-test was also calculated using the formula:

$$t = r \times \sqrt{\frac{n-2}{1-r^2}}. \quad (4)$$

The interim results of the calculations were presented in the table. The calculated Student's t-test confirmed a high level of significance ( $p < 0.01$ ). The study also calculated the Revenue per Available Room (RevPAR) indicator using the formula:

$$\text{RevPAR} = \frac{y_i}{x_i} \times 100\%. \quad (5)$$

The results of the calculations are shown in the table. The calculations confirmed the existence of a strong direct link between service quality and financial results.

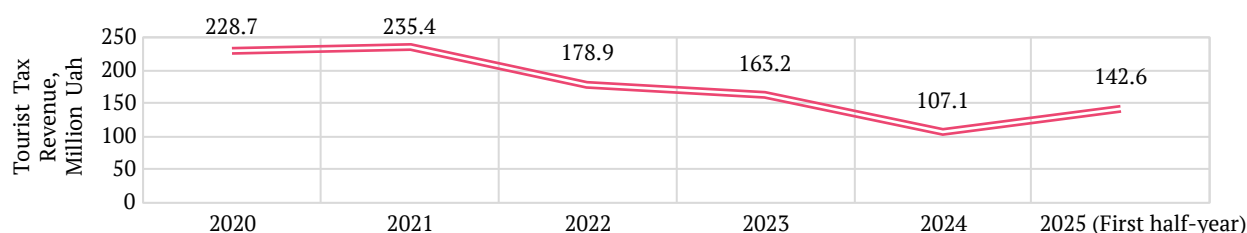
## Results

### Contribution of the hotel and restaurant business to Ukraine's GDP and its transformation in 2020-2025

The hotel and restaurant business in Ukraine is an integral part of the tourism industry and the service sector, accounting for a significant share of gross domestic product (GDP). According to the "National Tourism Organisation of Ukraine" (NTOU), the hospitality sector's contribution to Ukraine's GDP will be around 11.6% by the end of 2024, which is significantly higher than the 2019 figure of 1.5% (National Tourism Organisation of Ukraine, 2024). The development of the industry is

creating new jobs and transforming regional development, which is shaping the country's positive image on the international market. At the same time, significant shocks were observed during 2020-2025, which necessitated adaptation to crisis conditions.

The COVID-19 pandemic in 2020-2021 was a turning point for the sector. Strict quarantine restrictions led to a drop in demand for hotel services and the virtual shutdown of a significant number of restaurants. During this time, the volume of services sold and revenue from tourist tax decreased. The dynamics of the tourist tax indicator for the period starting in 2020 is presented in Figure 1.



**Figure 1.** Volume of tourist tax in Ukraine for the period from 2020 to June 2025

**Source:** compiled by the author based on materials from Horwath HTL (2021), The State Agency for Tourism Development of Ukraine (2025), State Tax Service of Ukraine (2025)

While in 2021 this indicator amounted to 235.4 million hryvnias (UAH), in 2022 it decreased by 24% and amounted to only 178.9 million UAH. This trend reflects the depth of the crisis faced by the industry during the combination of pandemic restrictions and the first months of the full-scale invasion. From 2023 to June 2025, a gradual recovery in tourist activity can be observed. Thus, in the first half of 2025, revenues from tourist tax amounted to UAH 142.6 million, which is 33% more than in the first half of 2024 – UAH 107.1 million. The largest growth is observed in Kyiv, Lviv and Ivano-Frankivsk regions, where domestic tourism and regional mobility of the population stimulate the development of hotel and restaurant services. This indicates the industry's adaptability to new conditions and the gradual restoration of its financial potential.

With the start of a full-scale armed offensive on the territory of Ukraine in February 2022, the problems of the industry have significantly worsened. In many regions, businesses were forced to cease operations due to the destruction of infrastructure or the inability to ensure the safety of customers and staff. An additional limiting factor was the increase in energy costs, logistical difficulties and staff shortages due to migration. However, during the same period, in the western regions of Ukraine, where 85% of internally displaced persons had moved, there was an increase in demand for temporary accommodation and catering (Ribas Hotels Group, 2024). This contributed to the revitalisation of small and medium-sized enterprises, which were able to adapt their services to the new conditions.

Key trends in the industry include the digitisation of management and marketing processes, the active use of online platforms for booking and delivery, and increased

attention to quality and safety standards. There is a growing focus on domestic consumers, the development of regional tourist routes, and the creation of specialised formats of establishments adapted to the needs of domestic tourism (National Tourism Organisation of Ukraine, 2024). In summary, as of June 2025, Ukraine's hotel and restaurant business can be described as being in crisis, but with signs of gradual recovery and stability. Despite significant losses, the industry is demonstrating its ability to adapt quickly to change, seek new business models and niche markets. Its future prospects are linked to the end of the war, the restoration of international tourist flows and the intensification of digital transformation, which has already become an integral part of business strategies in the hospitality sector.

### Service quality as a key factor in the competitiveness of Ukraine's hotel and restaurant business

One of the key factors determining the competitiveness of Ukraine's hotel and restaurant business is service quality. This indicator shapes consumer experience and builds long-term customer loyalty. In a situation where the industry is undergoing crisis transformations under the influence of a full-scale invasion, the level of service quality becomes not only a means of satisfying consumer needs, but also a strategic resource for the survival and development of hospitality businesses. A similar approach to strategic management in the tourism sector is supported by A. Pavlenchuk & N. Tsizdyn (2025), who argue that the foreign economic activity of tourism enterprises is an important factor in shaping their competitiveness. In countries with developed tourism infrastructure, service quality is considered a complex category that encompasses tangible and

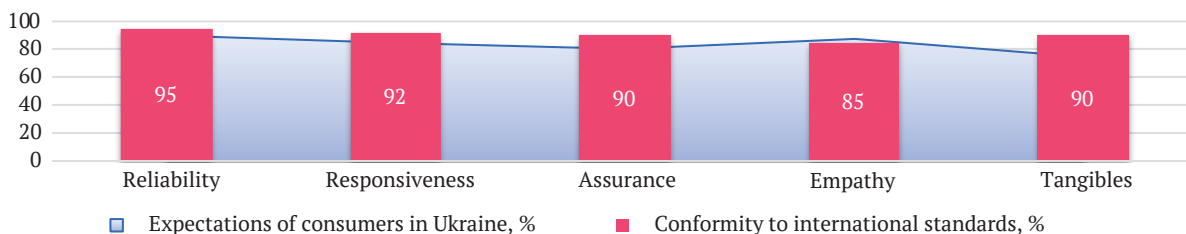
intangible aspects, including staff competence, environmental comfort, technological processes, and compliance with international standards.

In scientific literature, service quality is interpreted through various conceptual approaches. One of the most common is the SERVQUAL model developed by V.A. Zeithaml *et al.* (2017), which defines service quality as the difference between consumer expectations and their actual perception of the service. The principle was based on five key dimensions: reliability, responsiveness, assurance, empathy, and tangibles. This approach made it possible to quantitatively assess service quality and identify areas for improvement. Another theoretical approach, proposed by H. Zavarika & O. Zelenko (2024), is to interpret service quality as the result of a combination of technical (what the customer receives) and functional (how it happens) components. Thus, the focus is not only on the final product, but also on the process of its delivery.

To ensure the sustainable development of the hotel and restaurant business in Ukraine, the socio-psychological aspect of service quality is also important. This component covers the culture of communication and the ability of staff to create an atmosphere of hospitality and emotional comfort. The experience of 2020-2024 shows that it is precisely intangible factors – friendliness, an individualised approach, and a willingness to help the customer – that become a key element of competitive advantage in conditions of increased uncertainty and instability (Sereda, 2025). This is particularly important for domestic tourists and internally displaced persons, for whom quality

service is associated not only with comfort, but also with safety and psychological support. Innovative theoretical approaches emphasise the need for a comprehensive measurement of service quality. This means integrating classic assessment models with modernised concepts of customer experience management, digital service and sustainable development strategies. In this context, service quality is seen not as a static characteristic, but as a dynamic process that is shaped by the interaction between the enterprise and the customer (Hospitality Financial and Technology Professionals, 2024). For the hotel and restaurant business in Ukraine, this means that future competitiveness will largely depend on the ability of companies not only to provide a basic level of service, but also to create a unique service experience focused on long-term interaction with customers.

Consumer expectations and behaviour in Ukraine’s hotel and restaurant business are shaped by a number of internal and external factors, including cultural characteristics, economic conditions, the level of development of tourism infrastructure and individual customer experience (Sereda, 2025). At the same time, current trends in globalisation and the integration of the Ukrainian market into the global space place additional demands on the compliance of services with international standards, in particular ISO 9001 (ISO, 2025) in the field of quality management, and hotel industry standards by star rating categories applied in countries with developed tourism infrastructure. A comparison of Ukrainian consumers’ expectations with international service quality standards according to the SERVQUAL model (Zeithaml *et al.*, 2017) is presented in Figure 2.



**Figure 2.** Comparison of Ukrainian consumers’ expectations with international service quality standards

**Source:** compiled by the author based on analytical materials World Tourism Organisation (2018), National Tourism Organisation of Ukraine (2024)

Research into consumer behaviour shows that Ukrainian customers expect hospitality businesses to offer a high level of reliability and comfort, a personalised approach, quick and effective problem solving, and a safe stay. Compared to international standards, the most noticeable gaps are in the areas of technological support for services, digitisation of booking and payment processes, and standardisation of service delivery procedures. At the same time, the socio-psychological aspects of service – attentiveness of staff, ability to create an atmosphere of hospitality and emotional comfort – often exceed the global average, which gives Ukrainian establishments a competitive advantage in the domestic tourism and displaced persons service segments.

When considering the competitiveness of the Ukrainian hospitality sector, the example of Ukrainian hotels should also be used to assess the impact of service quality on customer behaviour. For analysis on the Booking.com platform and to ensure a comprehensive overview, hotels from different regions of Ukraine will be selected at random with an average rating of up to 7 points, from 7 to 8, from 8 to 9 and from 9 to 10 points on a 10-point scale. In order to assess the level of service quality of a hotel, it is necessary to summarise and determine the average between the ratings in the categories “Staff”, “Cleanliness”, “Comfort”, “Amenities”, “Value for money”, “Location”, and “Free Wi-Fi” presented on the platform. The results of the analysis are presented in Table 1.

**Table 1.** Level of service quality in Ukrainian hotels

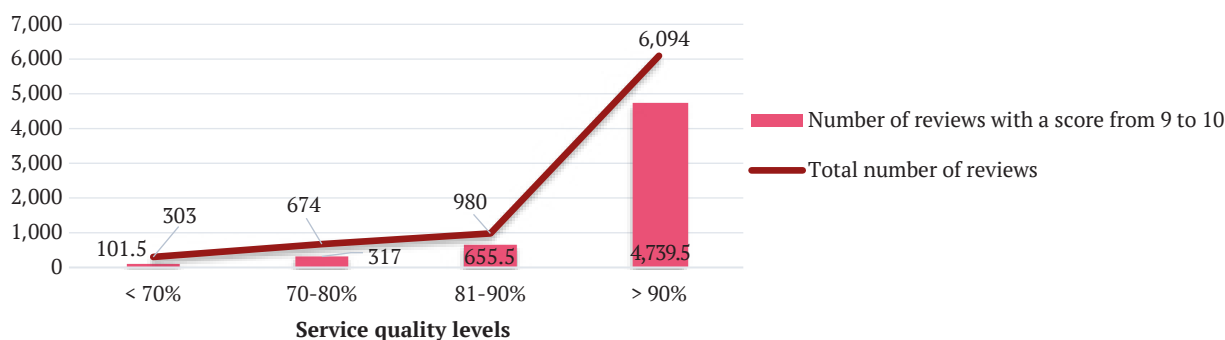
Evaluation criteria	Hotels with an average score of up to 7		Hotels with an average score of 7 to 8		Hotels with an average score of 8 to 9		Hotels with an average score of 9 to 10	
	Motel	Amsterdam	Palm	Alexandria Hotel	Premier Hotel Odesa	Hotel Ukraine	Emily Resort	Capsule Hotel Constellation 89
Staff	81	74	86	85	86	90	94	94
Amenities	70	63	78	76	88	84	96	88
Cleanliness	75	63	78	77	89	85	95	90
Comfort	73	65	78	78	90	85	97	89
Value for money	78	68	81	72	83	83	88	95
Location	77	73	66	86	92	96	96	90
Free Wi-Fi	–	80	85	78	94	84	91	83
Level of service quality	64.9	69.4	78.9	78.9	88.9	86.7	93.9	89.9

**Source:** systematised by the author based on data from Booking.com (n.d.a; n.d.b; n.d.d; n.d.h; n.d.i; n.d.j; n.d.k; n.d.l)

Having divided hotels into rating groups, it is advisable to visually assess the impact of the service quality level of Ukrainian hotels on customer behavioural responses. To do this, it is necessary to summarise and compare the service quality indicators obtained with the number of reviews with a rating of 9 to 10, taking into account the total number of reviews (Fig. 3).

Consumer behaviour in the context of expectations and actual experience shows a clear correlation: the higher the level of service quality, the higher the likelihood of positive reviews on digital channels. The summary data

in the figure shows a “threshold effect”. After moving from an average level of compliance to the 81-90% range, the share of 9-10 ratings significantly prevails, and in the group with a service quality indicator of over 90%, it constitutes an absolute majority, along with a sharp increase in the total number of reviews. This indicates that high standards not only improve the quality of perception but also increase customer engagement in digital channels (willingness to share experiences and leave reviews), which enhances the effect of reputation and price leverage for establishments.



**Figure 3.** Impact of the level of service quality in Ukrainian hotels on customer behavioural responses (positive reviews)

**Source:** constructed by the author based on data from the Booking.com platform (n.d.a; n.d.b; n.d.d; n.d.h; n.d.i; n.d.j; n.d.k; n.d.l)

For scientific and practical analysis of such interrelationships, an integrated approach is important, combining traditional assessment tools (the SERVQUAL model, measurements of technical and functional quality) with modern methods of monitoring customer experience and digital interaction. Service quality is a critical factor that determines customer satisfaction and loyalty in the hotel and restaurant business in Ukraine. Research shows that a high level of service contributes to a positive customer experience, which in turn encourages repeat visits and recommendations to others (Hospitality Financial and Technology Professionals, 2024). An analysis of reviews on popular Ukrainian travel platforms, such as Booking.com, shows that customers highly value reliability, attentive staff, a comfortable environment, technological processes,

and compliance with international standards. For example, the Hotel “Ukraine” in Lutsk received high ratings in three categories: “convenient location,” “delicious cuisine,” and “beautiful scenery,” which had a positive impact on customer satisfaction (Booking.com, n.d.d). Users note that the willingness of staff to accommodate their needs, for example, by allowing early check-in or late check-out, significantly increases their loyalty to the establishment. However, not all aspects of the service receive positive reviews. Some customers point to the need to update the technical equipment in the rooms, such as replacing old TVs or improving the air conditioning. These comments highlight the importance of constantly improving the physical infrastructure of hotels to maintain a high level of service. Overall, the analysis of customer feedback confirmed that

service quality directly affects customer satisfaction and their willingness to return to the establishment or recommend it to others. This means that in order to remain competitive in the hotel and restaurant services market in Ukraine, businesses need to focus on high standards of service and constantly work to improve them.

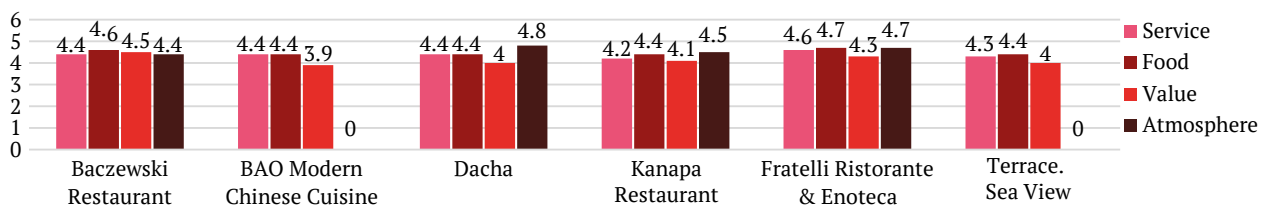
**Analysis of service quality and financial results in the Ukrainian hospitality sector**

In the context of economic and social challenges, the Ukrainian hospitality sector has made significant progress in improving service quality, which directly affects the financial performance of businesses. Online booking platforms such as Booking.com and TripAdvisor have become key tools for assessing service levels and customer satisfaction. An analysis of the ratings of Ukrainian hotels and restaurants on these platforms has made it possible to assess the level of service and the impact of these indicators on financial results.

The service quality of Ukrainian restaurants is determined by three indicators: operational reliability (consistency of serving times, cleanliness, food safety standards), customer experience in the dining room and online (communication, empathy, complaint handling, transparency in reviews) and digital processes (electronic menus, reservation options, convenient payment options, demand analytics, delivery). After 2022, the Ukrainian restaurant business became more polarised. Establishments that quickly standardised procedures and the digital chain (online reservations, CRM systems, integration with delivery services, automated order taking) demonstrate greater service stability, better peak hour load management and a higher proportion of positive online reviews (Sereda, 2025). The key drivers of loyalty are predictability and speed: guests “forgive” limited menus or simple interiors, but react worse

to delays, inconsistencies between the dining room and kitchen, poor communication, and untidiness. Seasonality and regional factors remain: in tourist hubs (Kyiv, Lviv, Carpathians, Odesa), there are higher demands for speed of service and personalisation, while in residential areas, there are higher demands for price/quality and children’s/ family infrastructure. Restaurants that have implemented standards of preparation and service (SOP), regular internal cleanliness audits, communication scripts, and repeat visit analytics are better at maintaining average check sizes and recover more quickly from reputational setbacks. In general, service quality is increasingly determined not by the internal atmosphere, but by the ability to systematically manage demand, expectations, and feedback in real time – from the table in the dining room to reviews on the internet.

Review platforms, primarily TripAdvisor, serve as basic indicators of perceived service quality in the restaurant segment and allow for a unified comparison of establishments by city and format. An analysis of Ukrainian restaurant ratings on TripAdvisor shows a concentration of high ratings for establishments with established service standards and transparent review management. For example, in Lviv, Baczewski Restaurant has a rating of 4.4 out of 5 based on 3,084 reviews and is among the top establishments in the city’s ranking, indicating consistent service quality across a large sample size. In Kyiv, BAO Modern Chinese Cuisine has the same rating, 4.4 out of 5 based on 499 reviews, and is among the best establishments in Kyiv, which indicates stability in the modern cuisine category. In Odesa, Dacha has a rating of 4.4 out of 5 based on 1,001 reviews and is among the top five in the city, which is consistent with its high rating for hospitality and service organisation during peak seasons. The summary distribution of average ratings for leading restaurants is shown in Figure 4.



**Figure 4.** Distribution of ratings for the best Ukrainian restaurants on TripAdvisor (on a scale of 1-5)

**Source:** compiled by the author based on data from TripAdvisor (n.d.g; n.d.h; n.d.i; n.d.j; n.d.k; n.d.l)

According to the data presented in Figure 4, ratings for key service quality metrics in Ukrainian restaurants are concentrated in the upper range of the scale: the “Service” and “Food” categories show relatively stable high values in all establishments, while “Value” is systematically several tenths of a point lower, reflecting consumers’ sensitivity to the price-quality ratio. At the same time, “Atmosphere” is a differentiating factor: its peak value is observed in Dacha (visually the highest among the compared establishments), while in a number of establishments this indicator is not available in open data. The dynamics of the distribution of points indicate that

guests’ behavioural preferences are primarily based on the reliability and speed of service and the quality of the cuisine; these measurements have the smallest gap between establishments. On the other hand, perceived value and atmospheric characteristics create competitive positions: even with similar ratings for service and cuisine, restaurants with a higher sense of value proposition and a more distinctive atmosphere receive better overall ratings and potentially higher willingness to recommend. A selective comparison of the best restaurants (city, average rating, number of reviews, service features) based on data from the TripAdvisor platform is presented in Table 2.

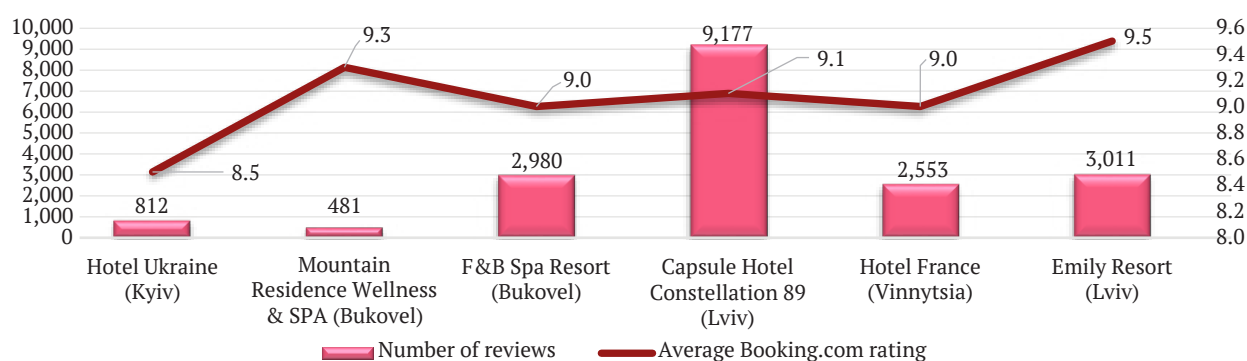
**Table 2.** Comparison of ratings for the best Ukrainian restaurants on TripAdvisor

Restaurant	City	TripAdvisor rating (1-5)	Number of reviews	Comments
Baczewski Restaurant	Lviv	4.4	3,084	The establishment consistently receives high ratings across a large number of reviews, with comments regularly noting the speed of service, the politeness of the staff, and the cleanliness of the dining room.
BAO Modern Chinese Cuisine	Kyiv	4.4	499	Guests emphasise the organisation of the service, the waiters' knowledge of the menu, and their efficiency; they also give separate positive reviews for the staff's work and the visual presentation of the dishes.
Dacha	Odesa	4.4	1,001	Despite seasonal peaks, the establishment maintains a predictable pace of service; reviews often note the attentiveness of the waiters and the quality of the home-style dishes.
Kanapa Restaurant	Kyiv	4.3	1,046	The restaurant receives "good-excellent" ratings for the work of the staff; at the same time, during peak hours, there are comments about waiting times, but the overall service is perceived positively.
Fratelli Ristorante & Enoteca	Odesa	4.5	532	Visitors note the consistent quality of Italian cuisine, attentive staff, and clear communication when booking tables and paying the bill.
Terrace. Sea View	Odesa	4.5	698	Reviews consistently highlight the friendliness of the staff, speed of service, and pleasant atmosphere; during the high season, there is an increased workload, but service standards are maintained.

**Source:** compiled by the author based on data from TripAdvisor (n.d.g; n.d.h; n.d.i; n.d.j; n.d.k; n.d.l)

In summary, it can be stated that the service quality of Ukrainian restaurants, according to TripAdvisor data, consistently remains in the upper range of the scale: the dimensions of service and food quality receive the highest and least variable ratings, while perceived value is noticeably lower and more sensitive to fluctuations. The differentiation of establishments is primarily based on atmosphere and price/quality ratio, which, with similar basic service standards, determine the transition to the top quartile of the rating. Higher average scores on platforms are consistent with demand indicators (intensity of new reviews, positions in local ratings), indicating a strong association between service consistency and

restaurant competitiveness. The Booking.com platform offers a wide selection of hotels in Ukraine, from budget to luxury. Among the best, for example, is the "Emily Resort" hotel in Lviv, which received a rating of 9.5 out of 10, indicating a high level of guest satisfaction (Booking.com, n.d.b). Other hotels, such as "Capsule Hotel Constellation 89" (Booking.com, n.d.a) in Lviv and "Mountain Residence Wellness & SPA" (Booking.com, n.d.f) in Bukovel, also received high ratings (9 and 9.3, respectively), confirming the trend towards improving the quality of service in Ukrainian hotels. The ranking of the best hotels by number of reviews and average rating on Booking.com is presented in Figure 5.

**Figure 5.** Distribution of ratings for the best Ukrainian hotels on Booking.com (on a scale of 1-10)

**Source:** compiled by the author based on data from Booking.com (n.d.a; n.d.b; n.d.c; n.d.d; n.d.f; n.d.g)

At the same time, TripAdvisor provides additional information about the quality of service in Ukrainian hotels. For example, the "Senator Maidan" hotel in Kyiv ranks second among 133 hotels in the city, receiving 601 reviews and a rating of 4.8 out of 5 (Tripadvisor, n.d.c), which indicates a high level of service and customer

satisfaction. Other hotels, such as "Premier Hotel Odesa" and "Hotel France" in Vinnytsia, also received high ratings (4.6 and 4.4, respectively), confirming the general trend towards improving service quality in Ukrainian hotels. Table 3 compares TripAdvisor and Booking.com ratings for the best Ukrainian hotels.

**Table 3.** Comparison of TripAdvisor and Booking.com ratings for the best Ukrainian hotels

Hotel	City	Rating on Booking.com	Number of reviews on Booking.com and TripAdvisor	Rating on TripAdvisor	Comments
Emily Resort	Lviv	9.5	3,008 (Booking.com), 10 (TripAdvisor)	3.7	A complex with its own infrastructure; reviews emphasise cleanliness, staff organisation and breakfast quality; service remains consistent even during peak periods.
Mountain Residence Wellness & SPA	Bukovel	9.3	481 (Booking.com), 18 (TripAdvisor)	3.5	The establishment offers comprehensive spa services, comfortable rooms and a wide range of additional leisure services.
Capsule Hotel Constellation 89	Lviv	9.1	9,177 (Booking.com), 1 (TripAdvisor)	3.0	Capsule accommodation format with high ratings on Booking.com and a large database of reviews; at the same time, the number of reviews on TripAdvisor is minimal, so the average rating cannot be considered indicative.
F&B Spa Resort	Bukovel	9.0	2,980 (Booking.com), 80 (TripAdvisor)	3.5	The hotel is known for its delicious breakfasts, attentive staff, and high level of service, which creates a comfortable experience for guests.
Hotel France	Vinnytsia	9.0	2,553 (Booking.com), 88 (TripAdvisor)	4.4	Guests consistently note the convenient location in the centre, the politeness of the staff and the cleanliness of the rooms; the service is adaptable for both leisure and business trips.
Premier Hotel Odesa	Odesa	8.7	1,148 (Booking.com), 32 (TripAdvisor)	4.6	The hotel is distinguished by its comfortable accommodation, friendly staff and high-quality service for tourists and business clients.
Hotel Ukraine	Kyiv	8.5	812 (Booking.com), 69 (TripAdvisor)	3.7	The hotel is noted for its convenient location, high level of service and pleasant atmosphere for guests.

**Source:** compiled by the author based on data from TripAdvisor (n.d.a; n.d.b; n.d.d; n.d.e; n.d.f; n.d.m; n.d.o) and Booking.com (n.d.a; n.d.c; n.d.d; n.d.f; n.d.h; n.d.g; n.d.m)

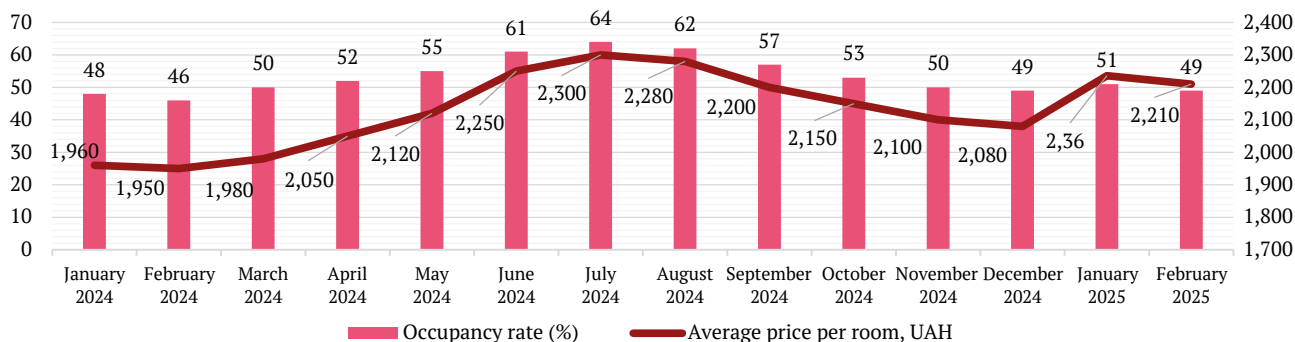
High ratings on booking platforms directly affect hotels' financial results. Hotels with high ratings usually have higher occupancy rates, which allows to set higher prices and increase profits. For example, the "Emily Resort" hotel, with a rating of 9.5 out of 10, has a high occupancy rate, indicating its popularity among guests (Booking.com, n.d.b). This confirms the importance of high-quality service for achieving financial success in the hospitality industry. However, not all aspects of service receive positive reviews. Some customers point to the need to upgrade the technical equipment in the rooms, for example, replacing old TVs or improving the air conditioning. These comments demonstrate the importance of continuously improving the material base of hotels to maintain a high level of service. Hotels that are actively working to improve their infrastructure and implement the latest technologies can significantly increase customer satisfaction and, accordingly, their financial results. Thus, an analysis of Ukrainian hotel ratings on Booking.com and TripAdvisor shows positive trends in improving the quality of service in the Ukrainian hospitality industry. High customer ratings directly affect the financial results of businesses, confirming the importance of focusing on high service standards to achieve success in the market. However, to maintain and improve these results, it is necessary to continuously work on improving the material base and introducing the latest technologies in the hospitality industry.

The combined impact of economic, social and tourism factors is reflected in the dynamics of financial indicators and hotel occupancy rates in Ukraine. In 2024, there was a positive trend towards growth in operating indicators in leading tourist cities such as Kyiv, Odesa, Lviv and Bukovel (State Tax Service of Ukraine, 2025). However, most hotels have not yet reached pre-war levels of occupancy and profitability. The exception was properties located in the Bukovel area, where profitability significantly exceeded its maximum values for the period from 2021 to 2025. For a comprehensive assessment, Figure 6 shows the generalised dynamics of room occupancy and average room rates for the period from January 2024 to February 2025.

According to the data presented in Figure 5, a seasonal influence can be observed on both indicators: a gradual increase from spring to the summer peak, followed by a decline in autumn and winter. The minimum values are recorded at the end of the winter period (for example, February 2024 indicators: occupancy 46%, average price 1,950 UAH), the maximum values are recorded in the middle of the summer season (July 2024 indicators: occupancy 64%, average price 2,300 UAH). This pattern indicates a clear seasonality in room occupancy rates and that the improvement in commercial parameters during the peak season is supported by simultaneous growth in both prices and occupancy rates, while in winter both indicators tend to decline; already at the beginning of 2025, there are signs

of a gradual recovery after the winter period. Overall, the dynamics of financial indicators and hotel occupancy in Ukraine indicate a gradual recovery of the industry after the shock caused by the start of the full-scale invasion.

However, in order to achieve pre-war levels of efficiency, it is necessary to continue working on improving service quality, introducing new technologies and adapting to changing market conditions.



**Figure 6.** Generalised dynamics of room occupancy and average price per room in Ukrainian hotels for the period from January 2024 to February 2025

**Source:** compiled by the author based on analytical materials National Tourism Organisation of Ukraine (2024), The State Agency for Tourism Development of Ukraine (2025), Booking.com (n.d.e)

Based on the presented monthly indicators of room occupancy and average room rates in 2024-2025, it is possible to analyse the relationship between service quality and financial results in the Ukrainian hospitality industry. The initial data demonstrate the relative seasonality of the hotel business: the lowest occupancy rates are recorded in the winter months (46-50%), while in the summer season they rise to 61-64%, indicating an increase in demand from domestic and foreign tourism. At the same time, the average price per room has a stable upward trend – from UAH 1,950 in February 2024 to UAH 2,236 in January 2025,

confirming inflationary processes and price adaptation of enterprises to increased demand. To quantitatively examine the relationship between service quality and financial performance, a correlation analysis is conducted with the calculation of the Pearson correlation coefficient. According to the formulas defined in the previous section, calculating the average monthly hotel occupancy rate ( $\bar{x}$ ), gives a result of 53.4%. At the same time, the average price ( $\bar{y}$ ) is 2,133.3 UAH, and the standard deviations are 5.6 and 118.4, respectively. The intermediate results of the calculations are presented in Table 4.

**Table 4.** Interim results of calculations for correlation analysis of the relationship between service quality and financial results in the hospitality sector in Ukraine

<i>i</i> (month)	$x_i, \%$	$y_i, \text{UAH}$	$x_i - \bar{x}$	$y_i - \bar{y}$	$(x_i - \bar{x})^2$	$(y_i - \bar{y})^2$	$(x_i - \bar{x})(y_i - \bar{y})$	RevPAV, UAH
January 2024	48	1,960.0	-5.4	-173.3	28.7	30,027.9	928.3	941.0
February 2024	46	1,950.0	-7.4	-183.3	54.1	33,593.7	1,348.5	897.0
March 2024	50	1,980.0	-3.4	-153.3	11.3	23,496.5	514.6	990.0
April 2024	52	2,050.0	-1.4	-83.3	1.8	6,936.5	113.0	1,066.0
May 2024	55	2,120.0	1.6	-13.3	2.7	176.5	-21.8	1,166.0
June 2024	61	2,250.0	7.6	116.7	58.4	13,622.2	892.0	1,373.0
July 2024	64	2,300.0	10.6	166.7	113.3	27,793.7	1,774.3	1,472.0
August 2024	62	2,280.0	8.6	146.7	74.7	21,525.1	1,268.0	1,414.0
September 2024	57	2,200.0	3.6	66.7	13.3	4,450.8	243.0	1,254.0
October 2024	53	2,150.0	-0.4	16.7	0.1	279.4	-6.0	1,140.0
November 2024	50	2,100.0	-3.4	-33.3	11.3	1,107.9	111.7	1,040.0
December 2024	49	2,080.0	-4.4	-53.3	19.0	2,839.4	232.2	1,019.0
January 2025	51	2,236.0	-2.4	102.7	5.6	10,550.2	-242.1	1,130.0
February 2025	49	2,210.0	-4.4	76.7	19.0	5,885.1	-334.3	1,083.0
	$\bar{x}$	$\bar{y}$			$s_x$	$s_y$		
	53.4	2,133.3			5.6	118.4		

**Source:** interim calculations made by the author using the following formulas (2), (3), (5)

The RevPAR calculations show a clear seasonal revenue profile: a low in February 2024 (UAH 897) and a high in July 2024 (UAH 1,472), when higher room rates and increased occupancy combine. When compared with service quality indicators, a consistent association can be observed: higher service ratings are accompanied by higher average RevPAR values. This is consistent with the mechanism of lower price sensitivity of demand and a higher probability of repeat bookings at establishments with stable service standards. Thus, maintaining high service quality is an economically significant factor in increasing revenue per available room.

Substituting the obtained values into the Pearson correlation coefficient calculation formula (1), obtained a value of 0.79, which corresponds to a strong direct

relationship. The significance of this result can be verified using Student's t-test (4), which is equal to 4.40, corresponding to a two-tailed significance level of  $p = 0.000859$ . Interpreting this indicator shows that, under the hypothesis of no linear relationship (null hypothesis  $r = 0$ ), the probability of obtaining such or a more extreme value of the t-test is approximately 0.086%. Since this probability is negligible, the null hypothesis is rejected at conventional significance levels ( $\alpha = 0.05$ ,  $\alpha = 0.01$ ). In other words, the obtained correlation is statistically significant. This means that the relationship between occupancy and average price is statistically highly reliable ( $p < 0.01$ ). To illustrate the direction of this relationship, Figure 7 presents a simple linear regression in which the average price acts as the dependent variable and occupancy as the independent variable.

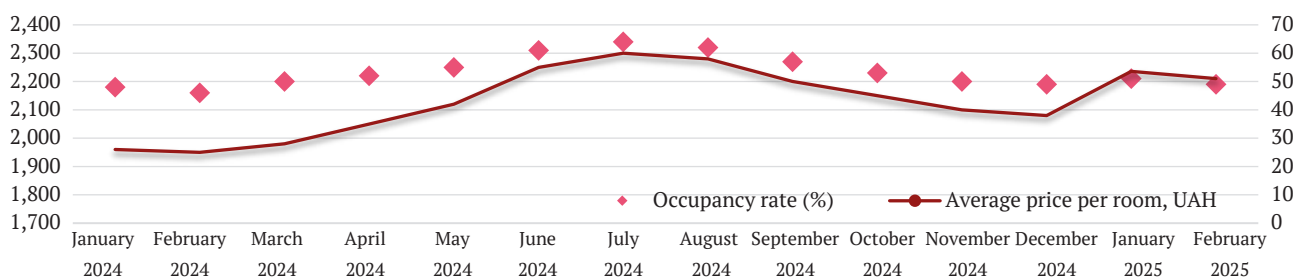


Figure 7. Dependence of average price on occupancy rate

Source: constructed by the author based on calculations of Pearson's correlation coefficient (formula 1)

The results obtained allowed to make several generalisations. First, high occupancy rates can be interpreted as an indicator of adequate service quality, which encourages repeat bookings and positive recommendations. Second, the correlation indicates the ability of companies to flexibly adjust their pricing policy depending on demand, which is a key factor in financial stability. Thirdly, the identified relationship indicates that investments in improving service quality (staff professionalism, service standards, digital solutions for customers) indirectly lead to revenue growth through the mechanism of increased occupancy rates. Thus, the results of the correlation analysis confirmed the existence of a relationship between the level of service quality and the financial performance of the hotel and restaurant business. They demonstrate that the development strategy for the hospitality sector should be based on a balance between maintaining high service standards and an effective pricing policy that maximises profitability in the face of seasonal fluctuations in demand.

### Discussion

In the context of the dynamic development of the hotel and restaurant business in Ukraine, service quality assessment is a key tool for increasing competitiveness and building long-term customer loyalty. Ratings on Booking.com and TripAdvisor serve as feedback, allowing companies to adjust management decisions, optimise internal processes, and improve staff performance. At the same time, it is

important to study the relationship between service ratings, occupancy rates and financial results, as this allows to determine the real impact of service quality on the profitability and strategic development of enterprises. This approach makes it possible to consider service quality not only as an operational indicator, but also as a complex factor that determines the financial stability, reputation, and long-term competitive advantages of establishments.

The work of M.A.A.M. Harif *et al.* (2022) examines the relationship between open innovation, hotel service quality, and marketing strategies with the financial results of the hotel business. The authors show that integrating innovative practices into the service process and marketing positioning directly affects the competitiveness of establishments and customer satisfaction. The study finds that the systematic combination of management innovations and service standards allows hotels to increase profitability and strengthen consumer confidence. The results confirm that improving service quality is directly linked to improved financial performance. The study also revealed a close relationship between service quality and profitability, which manifests itself in increased occupancy and average price. Thus, both approaches demonstrate the decisive role of service standards in shaping the competitiveness and financial stability of hospitality establishments. In particular, S. Singh *et al.* (2024) found that the active use of online platforms, social networks and data analytics shapes the reputation of establishments and directly influences consumer

choice. The authors examined the impact of digital marketing on the competitiveness of the restaurant industry. The study clearly demonstrates that the integration of digital promotion channels with service quality management allows restaurants to increase customer loyalty and financial efficiency. The results of the study confirm that digital tools, in particular online platforms and data analytics, increase customer loyalty and financial efficiency. The study also demonstrates that a higher level of service correlates with better economic results for businesses. Thus, both approaches agree that technological solutions and service quality complement each other in increasing competitiveness.

The study also found that quality service standards ensure repeat sales and sustainable profitability. This indicates that investments in customer experience management technologies enhance the economic effect of service quality. According to J.A. Al-Gasawneh *et al.* (2021), the integration of customer experience management technologies is of utmost importance in a service strategy to strengthen the competitive position of enterprises. After analysing the impact of various aspects of customer relationship management on service quality, the authors showed that the systematic use of CRM tools increases customer satisfaction and ensures repeat sales and visits. The conclusions of the study on the role of CRM systems in strengthening customer satisfaction are consistent with the results obtained. E.F. Amisshah *et al.* (2021) are convinced that a high level of service contributes to the formation of positive customer experiences and repeat visits, which directly affects the economic efficiency of the tourism sector. The study establishes a relationship between service quality, tourist satisfaction and loyalty to a tourist destination in developing economies. The experts also outline the mechanisms by which service standardisation and personalisation increase the attractiveness and competitiveness of destinations. The established relationship between service quality and tourist loyalty is consistent with the trends identified in the study. The increase in occupancy and prices during periods of high demand also confirms the key role of service standards in financial performance. Thus, these results reinforce the argument that quality service is the basis for the sustainable development of the tourism business.

The analysis conducted in the study clearly demonstrated that improved service characteristics are accompanied by increased workload. This once again emphasises that key service elements directly shape positive customer experience and determine economic performance. The results showing the impact of staff professionalism and speed of service on customer satisfaction are fully consistent with the study conducted by J.A. Bayad *et al.* (2021). According to the authors, service quality shapes a positive customer experience, which directly influences repeat visits and guest loyalty. The study examines the key components of service, including staff professionalism, speed of service, and service standards, which determine the level of customer satisfaction. In contrast, the study by S. Ahmed *et al.* (2022) analyses the complex relationships between

consumer loyalty, their perception of service quality, prices and satisfaction levels in restaurant service. The authors showed that customer satisfaction acts as a mediator between service evaluation and loyalty formation, and the balance between price and service quality determines consumers' willingness to revisit establishments. The conclusions about the role of customer satisfaction as a mediator between service quality and loyalty are consistent with the study. The analysis showed that the combination of quality service and adequate pricing policy directly affects the profitability of establishments. This emphasises the importance of a harmonious balance between price parameters and service quality in shaping repeat demand.

The study also revealed a link between service characteristics and financial indicators, confirming that investments in human capital and service standards contribute to increased profitability. The results obtained, which demonstrate the dependence of customer satisfaction on the professionalism of the staff and the atmosphere of the establishment, coincide with the opinion of O. Abdullah *et al.* (2022). The authors found that high service standards increase satisfaction and form lasting relationships between customers and the establishment. The researchers identified key factors that influence service evaluation, including staff training, atmosphere, and timeliness of service. Thus, high service quality is a determining factor in the loyalty and sustainable development of hotel businesses. The impact of service quality and customer satisfaction on hotel room occupancy rates was analysed in a study by P. Candra *et al.* (2023). The authors showed that an increase in the level of service directly correlates with an increase in the occupancy rate of the room stock. The study also emphasises that standardisation of procedures, personalisation of services and quality control ensure stable growth in occupancy rates and financial performance of hotels. The results regarding the impact of service quality on room occupancy directly correspond to the conducted study. Data analysis also confirmed that higher service standards are accompanied by an increase in occupancy rates and profitability. This is consistent with the conclusion about the importance of standardisation, personalisation, and quality control in ensuring stable financial results.

At the same time, A. Biswas & R.K. Verma (2022) found that additional measures of service quality influence the image of a restaurant and consumer perception, using the Indian catering industry as an example. The authors showed that a positive company image affects customer satisfaction and loyalty, enhancing the effect of traditional aspects of service quality, such as speed of service and staff politeness. The study also highlights the importance of strategic image management in maintaining the competitive advantages of restaurants. The identified impact of additional dimensions of service quality on the image of an establishment partially differs from the conducted research. In the present study, the emphasis was placed primarily on the relationship between occupancy and financial performance, whereas the authors' work focuses on the role of corporate

image. Nevertheless, both approaches indicate that service quality is a key determinant of customer satisfaction and loyalty. The relationship between the concept of Total Quality Management (TQM), job satisfaction, and organisational commitment among hotel employees in the provinces of Zhejiang and Hainan (China) is examined in the study by Y. Mo and N.M.D. Borbon (2022). The authors emphasised that effective implementation of TQM contributes to increased staff motivation, the formation of long-term organisational commitment, and improvements in guest service performance. The study demonstrates the interdependence of managerial practices and service quality in the context of sustainable development. The results regarding the impact of TQM implementation on service quality are consistent with the study. As with the identified link between service quality and financial performance, it is confirmed here that management practices directly shape the level of service and determine the sustainability of development. This indicates that strategic quality management is a key tool for improving efficiency in the hospitality industry.

M. Mendocilla *et al.* (2021) developed a service quality assessment tool for the fast food restaurant segment – QUICKSERV. The authors proved that systematic assessment of service standards allows companies to identify weaknesses, optimise processes and increase customer satisfaction. The article emphasises the practical significance of the tool for standardisation and quality control in the fast-paced restaurant business segment. The conclusions about the importance of systematic service assessment for improving customer satisfaction are consistent with the study. The analysis also showed that quality control and standardisation of procedures are closely related to financial results. Thus, both approaches emphasise the importance of using measurement tools to maintain a high level of service. The study by S.N. Yeong *et al.* (2022) analysed the relationship between customer satisfaction and loyalty using the example of Malaysian resort hotels, taking into account the level of empathy, reliability and material aspects of service. The authors demonstrated that these components of service quality have a direct impact on repeat visits and customer recommendations, as well as determining the perception of the overall value of the service. The study emphasises the role of a personalised approach and attention to small details in shaping the competitive advantages of hotels. The identified direct impact of various aspects of service quality on repeat visits and recommendations is consistent with the results obtained. The study confirmed that raising service standards leads to increased occupancy and profitability. This demonstrates once again that personalised service and attention to detail are crucial for building competitive advantages.

A comparison of the results of the analysis with international studies suggests that service quality is a key factor in shaping customer satisfaction and the financial performance of hotels and restaurants. The experience of European countries shows that high service quality, integration of digital technologies, and strategic image management

directly affect consumer loyalty, repeat visits, and occupancy rates. The Ukrainian case confirms these conclusions. Higher service standards, innovative management practices, and active use of platforms to assess customer experience contribute to the growth of financial indicators and competitiveness of establishments. This allows to conclude that further improvement in the efficiency of Ukraine's hotel and restaurant business is only possible with a comprehensive combination of service quality control, process digitalisation, and systematic analysis of consumer feedback.

## ■ Conclusions

The study provides a comprehensive overview of the dynamics of service quality and financial results in the Ukrainian hospitality sector in 2020-2025 and confirms the decisive impact of service levels on the profitability of hotel and restaurant businesses. Ratings on Booking.com and TripAdvisor showed that high service ratings correlate directly with higher room rates and consistently high occupancy rates. Thus, the average occupancy rate of hotels in the Carpathians increased from 54.4% in 2023 to 54.6% in 2024, and the average price per room in Kyiv in January 2025 rose to UAH 2,236, which is 14% higher than in January 2024. The positive dynamics are also confirmed by the recovery of revenues from tourist tax: after a decline in 2024 to UAH 107.1 million, this indicator grew by 33%, amounting to UAH 142.6 million in the first half of 2025 alone. This indicates a gradual recovery in demand and an increase in consumers' willingness to pay for higher quality services even in the face of military and economic risks.

A correlation analysis of the relationship between average hotel ratings on Booking.com and average room rates showed a strong correlation: Pearson's coefficient confirmed the statistical significance of the results. This means that a one-tenth point increase in the rating is accompanied by a proportional increase in revenue per room. It is worth noting the hotels that achieved the highest ratings, in particular "Emily Resort" in Lviv (average rating 9.5/10) and "Mountain Residence Wellness & SPA" in Bukovel (average rating 9.3/10), which demonstrate a direct link between service quality and the ability to set premium rates.

The limitation of the study consists in its dependence on open online ratings and selective financial data, which may contain subjective user assessments and do not always reflect the full picture of the actual quality of service and profitability. Further research should focus on improving the methodology for integrated monitoring of the relationship between service quality and financial results, developing regional scenarios for the restoration of tourism infrastructure and taking into account external risks – from macroeconomic fluctuations to climate and security challenges – that will determine the trajectory of the industry's development in the medium term.

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## ■ Conflict of Interest

None.

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## Вплив сервісної якості на рівень задоволеності споживачів у готельно-ресторанному бізнесі

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■ **Анотація.** Метою дослідження було всебічне обґрунтування впливу сервісної якості на рівень задоволеності споживачів та фінансові результати готельно-ресторанного бізнесу України з акцентом на післявоєнні трансформації та зростання конкурентоспроможності галузі. Методологічна база включала економіко-статистичний та кореляційний аналіз, порівняння, контент-аналіз відгуків та рейтингів українських готелів на онлайн-платформах Booking.com та TripAdvisor. Для аналізу використано дані Державної податкової служби України, аналітичні матеріали громадської спілки «Національна туристична організація України». Завдяки системному підходу були вивчені ключові тенденції: частка сфери гостинності у валовому внутрішньому продукті України зростає із 1,5 % у 2019 році до 11,6 % на кінець 2024. Встановлено також, що надходження від туристичного збору після пікового значення 235,4 млн грн у 2021 році та різкого падіння у 2022 році до 178,9 млн грн та 107,1 млн грн на кінець 2024 року відновилися на 33 %, склавши 142,6 млн грн у першому півріччі 2025 року. Виявлено, що у 2024 році середня завантаженість готелів досягла пікового значення у Карпатах, сягнувши 54,6 %, перевищивши показник 2023 року (54,4 %), а середня ціна за номер у Києві у січні 2025 року становила 2 236 грн, що на 14 % вище показника у аналогічний період 2024 року. Проведено кореляційний аналіз щомісячних показників завантаженості та середньої ціни за номер за період з січня 2024 року по лютий 2025, що підтвердило вплив високої сервісної якості на прибутковість бізнесу. Аналіз рейтингів українських готелів на Booking.com і TripAdvisor засвідчив, що заклади з вищими оцінками мають вищу заповнюваність та можливість встановлювати вищі ціни. Отримані результати можна використати для розробки стратегій підвищення якості обслуговування, цифровізації процесів та вдосконалення цінової політики, що сприятиме зміцненню фінансової стійкості та довгострокової конкурентоспроможності готельно-ресторанного сектору України

■ **Ключові слова:** фінансова ефективність; туристичний збір; сфера гостинності; кореляційний аналіз; цінова політика