Measuring Guests' Satisfaction in Luxury Hotels with Special Reference to Mumbai

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Abstract: In literature, the idea of customer happiness is crucial. Every service provider pledges to increase customer pleasure so that they become devoted patrons, resulting in the expansion and profitability of the company. The proper management of the service encounter, which is defined as the moment or circumstance when the client directly engages in face-to-face and voice-to-voice engagement with the service provider, is crucial to the success of the hospitality sector. Customers frequently form lasting perceptions about the service provider during this service interaction, known as the moment of truth. In this article, measuring guest's satisfaction in luxury hotels with special reference to Mumbai has been discussed. Convenience sample was put to tests, e.g. Mean, Mode, Median, Standard Deviation, Post-hoc analysis, t-test, F test, Dunnett's test, One Way Anova, Skewness, Kurtosis, Post-hoc analysis etc. that conclude that guest's satisfaction depends upon marketing, service quality, relations, emotional contagion, behavioural intentions, seasonality effects, economy and labor.

Introduction:

Many academics have looked into the factors that influence customer satisfaction, including workers, price-based recommendations, and perceived quality. [1] Customer satisfaction is more likely to be impacted by market-related factors, including the availability of substitute services and rivals' pricing. [2] In-depth research has also been done on the impact of customer satisfaction.[3] Customer satisfaction increases repurchase intentions, lowers customer complaints and increases customer loyalty, and improves financial performance. [4] Customer retention may not be increased by high levels of customer satisfaction, but it may be negatively impacted greatly by high levels of customer dissatisfaction. [5]

Despite the fact that quality and satisfaction are commonly used synonymously, researchers emphasize the need for greater accuracy. [6] It is also contended that contentment is a more comprehensive term. They contend that customer contentment, which also takes into account price-quality trade-offs, individual and contextual characteristics, and perceived service quality, is only one aspect of consumer satisfaction. [7] An attitude-like evaluation following a purchase act or a string of consumer-product interactions can be characterized as satisfaction. [8]

1.1.   Research Methodology:

Creative work done consistently to add to the body of knowledge, including the body of knowledge about people, culture, and society, and the use of this body of knowledge to develop new applications," are the definitions of research in the dictionary. It is used to establish or confirm facts, support theorems, solve new or persistent problems, affirm the results of prior studies, or develop original theories. Methodology is the methodical, theoretical examination of the techniques employed in a particular field of inquiry. It also comprises a theoretical analysis of the body of practices and laws pertinent to a particular branch of expertise. Stages, paradigms, theoretical frameworks, and quantitative or qualitative methodologies are typically included in it.   A certain technique known as research methodology can be used to identify a problem, also known as a research problem. Researchers use a variety of criteria in their methodology to address or look for the given research challenge. Research technique is the process of learning new knowledge or solving problems that have not yet been solved. Research is defined as a careful investigation or inquiry, especially through the search for new facts in any branch of knowledge by the Advanced Learner's Dictionary of Current English. Redmen and Morey (2009) define research as a planned effort to learn new things.

Study Area: Mumbai.

Secondary Sources:

➢ Government reports like Media Reports, Ministry of Tourism, Press Releases, Department of Industrial Policy and Promotion (DIPP), Press Information Bureau (PIB), Union Budget.

➢ Journals, magazines, newspapers and websites.

➢ Books, reports of Hotel Associations.

Primary source: First hand data was directly collected from employees and customers through surveys and in-depth interview.

Method of Contact:

In Depth Interview method: Semi structured, face to face interview was conducted of thetop executives of the hotels.

Survey Method: Undisguised, Structured questionnaire were used to collect data from employees of the hotels and the customers/guests of the hotels**.**

Sampling Plan:

Frontline employees and guests of the hotels were selected as the sample unit. Non-Probability Convenience sampling method was used to get information from hotel employees as well as guests. The employees as well as the guests of were selected as a sample unit. The respondents from the hotels were Boundary spanners i.e., front line employees, administrative department employees, and supervisors.

1.2.   Factors And Instrument Development:

Through extensive literature review, the undisguised structure questionnaire for the employees and customers for the research study was adapted from the contributions of various researchers.

1. Emotional Labor Measures (Employees). 2. Customer Satisfaction Measures: ➢ Scale-Dimension Measured ➢ Customer Satisfaction ➢ Hotel guest satisfaction ➢ Customer Perceived value ➢ Customer Loyalty ➢ Customer experience ➢ Continuity in relationship with customer ➢ Positive consumption emotions ➢ Negative consumption emotions	➢ Revisit intention ➢ Positive word of mouth intention ➢ Perceived Service quality ➢ Customer orientation ➢ Conflict resolution ➢ Relationship orientation ➢ Cooperative intention ➢ Contact intention ➢ Mutual disclosure ➢ Service providers' attributes ➢ Customer's perception on employees Experience ➢ Appearance ➢ Relationship quality	➢ Trust ➢ Share of purchase ➢ Advertising ➢ Promotions ➢ Word of mouth ➢ Publicity ➢ Core service ➢ Service scape ➢ Employee service ➢ Brand awareness ➢ Perceived value ➢ Organizational associations ➢ Brand equity

1.3.   Data Analysis, Findings, Discussion:

1.3.1. Hotel-Wise Comparison Of Overall Customers Satisfaction:

The referred test must be tabled 1.3.6 along with the literature referred in the Reference section.

In the review descriptive analysis with uni-dimensional analysis and multi-variate analysis have served as the foundation for quantitative data analysis.

 The purpose of the study was to gauge both the emotional labour of hotel staff and guest happiness. To quantify emotional labour, two emotional labour techniques, deep acting and surface acting, were used. In order to better understand the impact of job satisfaction on employees' identification with hotels, structural equation modelling (Smart PLS) was utilized. To investigate the significance of employees' job satisfaction on hotel identification, which in turn leads to internal customer satisfaction behavior and customer orientation, a model was developed and tested using structural equation modelling (Smart PLS) (adapted from Nak Hwan Choi and Yen-Soon Kim, 2011).

Factor analysis was conducted to identify the dimensions related to customer satisfaction. After running the factor analysis three dimensions were identified customer experience/service value, customer satisfaction, and continuity in relationship with customers.

1.3.2. Measuring Satisfaction Related To Services Rendered In Hotel Industry-Employees' Perspective And Customers' Perspective:

A popular model for evaluating customer satisfaction was put forth in accordance with the expectancy disconfirmation theory, and it compares customers' cognitive confirmation or disconfirmation of service expectations with their perception of the actual service performance they received. This idea has been applied in measuring customer satisfaction as perceived by employees and customers as perceived by customers in this area.

This section includes an analysis of the importance-performance analysis, which was first conceived and introduced by Martilla and James (1977) as a way to gauge customer satisfaction with a good or service. According to the Importance Performance Analysis approach, customer happiness is the result of two factors: the value of a good or service to a customer and the effectiveness of the company in delivering that good or service. Importance-Performance Analysis thus assesses an item's importance as a determining element in the respondent's happiness in addition to its performance. In order to give management clear instructions and indicate where to concentrate agency resources, the combined client ratings for those two components then give an overall picture of satisfaction. Several businesses, including those in the automobile, food, housing, education, health care, hospitality, and tourist sectors, use marketing research approaches such as importance-performance analysis. It entails analyzing consumer perceptions of the primary good or service. The study looked at how consumers and workers saw the significance and effectiveness of service characteristics in the hotel business. The survey examined consumer and employee satisfaction with regard to services provided in the hotel business. A performance analysis model has been employed for that purpose.

We attempted to measure and determine the factors that affect how satisfied customers are with the services provided by the hotels. Customer satisfaction was measured using importance performance analysis, which was used to define the dimensions.

Importance-Performance Analysis is a technique for keeping track of and suggesting changes to service attribute-related aspects. It is an easy-to-use technique that can assist managers in determining which characteristics need to be enhanced in order to raise overall customer satisfaction. The performance of the offer in comparison to the buyer's expectations determines whether the buyer is satisfied after making a purchase. A person's feelings of joy or disappointment as a result of evaluating a product's or service's perceived performance (or outcome) in light of his or her expectations are generally referred to as satisfaction. The customer is not satisfied if the performance does not live up to their expectations. The customer is content if the performance meets their expectations. The customer expresses extreme satisfaction or delight if the performance lives up to expectations.

1.3.3. Hotel-Wise Comparision Of Overall Customers Satisfaction:

We compared the statement for the four hotels under the study. Column four designates the p value for the multiple comparisons. Using the Tukey HSD test we found that the 'p' value is 0.042 when comparing the opinion "Overall satisfaction" of customers of Taj with customers of JW Marriott is 0.042. As the p value is less than 0.05, we conclude that there is a difference in the opinion. Similarly, the 'p' value is .017 when we compare the means related

to The Taj Mahal Palace and JW Marriott, signifying that there is a difference in opinion. . Literature suggests that Tukey's could be a better test for all-possible pair-wise comparisons when sample sizes are unequal, which is there in the present study. The Fisher LSD test gave a similar result. There is a significant difference between The Taj Mahal Palace Hotel and JW Marriott (0.003), The Oberoi and JW Marriott (0.009). According to Bonferroni test-There is a significant difference in the overall customers' satisfaction between JW Marriott and The Taj Mahal Palace Hotel (0.019).

1.3.4. Measuring Customer Satisfaction: Employees' Perspective:

It could be interpreted that employees' feel that the service quality was be improved for the hotel. Employees' feel that the performance is not good as per the expectations for the tangibles (item 21 to 25) so this must be taken care by management. According to the employees' they are satisfied with the aspect "staff are never too busy to respond to the customer needs".

1.3.5. Comparison Of Satisfaction: Employees' And Customers' Perspective:

We tried to measure the satisfaction of the customers from two perspectives- the customer perspective and the employees' perspective. In this section a comparison has been made. We tried to compare the satisfaction related to services rendered by the hotels from the employees' and customers' perspective. The results revealed that according to customer's whatever hotel promises they do so but employees are not satisfied with this as the mean of the performance is (-0.12). For the statement customers are more satisfied but not the employees. Also, customers are satisfied with the hotel and they feel safe and secure, but employees are not satisfied with this service attribute meaning thereby that they demand some more security for the customers. Also, customers are satisfied with the staff of the hotel. They feel that hotel employees give them individual attention and deal with them in a caring fashion. They are satisfied with the staff's performance and are of the opinion that they have the best interest at heart for their customers' and understand the specific needs and requirements of the customer's. But hotel employees are not satisfied with this attribute. Employees are also not satisfied with the hotel equipment, fixtures and fitting but customers are satisfied with it. Employees are not satisfied with the hygiene facilities of the hotel as for the statement, their score is -0.5642, but customers are satisfied with the hygiene facilities of the hotel and they feel that equipment and facilities are generally clean

1.3.6. Correlational Analysis Of Variables:

A relationship between in-/dependent variables have been understood as discussed in different literature.

Table 1: Correlational Interpretation of variables

SN	Independent Variables	Dependent Variables	Interpretation	Reference Literature [#]
1	Hotels, Guests, Operators	Satisfaction, Delight, Standard service, Hotel industry	It is interpreted that hotel operators to identify the behaviors and actions that lead their guests to be delighted.	[1]
2	Hotels, Employees, Workers, Customer	Job satisfaction, Work performance, Survey	Use probability sampling for interpretation and include more potential job satisfaction variables to find out how employee job satisfaction may be maximized.	[2]
3	Hotels, Workers	Career success, Career autonomy, Career insecurity	Interpret knowing-why and knowing-how competencies in the successful pursuit of a boundary less career.	[3]
4	Hospitality employees	Commitment, Turnover intention.	Data were interpreted using MANOVA and post-hoc analysis.	[4]
5	Hotel Employees, Supervisors	Job Demands, Job Resources, Intrinsic Motivation, Emotional Exhaustion, Turnover Intentions	Interpreted that job demands (role conflict and role ambiguity) trigger frontline employees' emotional exhaustion and turnover intentions. Job resources (supervisory support, training, empowerment, and rewards) and intrinsic motivation reduce emotional exhaustion.	[5]
6	Customers	Workplace aggression, Work-related attitudes & behavior	Interpreted through dependence on customer, working outside the organization, climate of informality	[6]
7	Professional employees	Emotional exhaustion, Depersonalization	Interpretation: Perceived Role Conflict, 17-item POS Scale, Maslach Burnout Inventory (MBI)	[7]
8	Hotels	Hotel business, Economic situation	Regression analysis	[8]
9		Work-Family Conflict, Emotional	Interpreted that emotional exhaustion leads to job dissatisfaction, decreased affective organizational commitment, and high levels	[9]

	Frontline employees	Exhaustion, Intrinsic Motivation	of intention to leave and also revealed that intrinsic motivation is significantly related to emotional exhaustion, job satisfaction, and affective organizational commitment.	
10	Front-line hospitality employees	Burnout and perceived organisational support	Using an instrument comprising the general survey version of the Maslach Burnout Inventory and the 17-item version of the Survey of Perceived Organisational Support (POS). The interpretation add to the knowledge in academia and give managers in the hospitality industry a greater grasp of the variables that affect front-line staff turnover.	[10]
11	Retailers	Satisfaction	Interpreted by dependent and independent variable like SPSS, measurement of Mean, Mode, Median & Standard Deviation	[11]
12	Consumer service	Service relationships	Likert scale	[12]
13	Hospitality staff's	Hospitality service	Measured One Way Anova	[13]
14	Customer satisfaction	Service marketing	Interpretation: Factorial design	[14]
15	Customer behavior	Service quality, Measurement	Statistical tools like Mean, Mode, Median, Standard deviation	[15]
16	Consumer attitude	Emotional contagion, Satisfaction	Regression Analysis: Customer satisfaction maintained by their own attitude whereas emotion was the factor	[16]
17	Customer response	Emotional labor, Service exchange	Skewness and Kurtosis: Response of the customer measured by service provided by them	[17]
18	Customer attitude	Service quality	Interpreted through Analysis of Variance: Quality of service judged by the consumer	[18]
19	Customer	Service quality	Interpreted through PIVOT	[19]

		satisfaction		data: Comparison of service quality and customer satisfaction	
20	Consumer comfort	Service relationships		t test and F test: Explore the relationship between service and comfort to the customer's level	[20]
21	Hospitality employees	Hospitality business		Dunnett's test: Business of the organization influenced by the employees	[21]
22	Hotel service	Service quality, Customer satisfaction, Behavioural intentions		Mean, Mode, Median & Standard Deviation: Correlation between service quality, customer satisfaction and behavioural intentions	[22]
23	Hotel Employees	Hospitality Industry, Service Quality		Post-hoc analysis: Hotel employees group exactly differ from each other with the parameter of hospitality industry and service quality.	[23]
24	Hotels, Workers	Hospitality performance, Seasonality effects		Skewness and Kurtosis: Hotel employee's normal distribution of hospitality performance and seasonality effects	[24]
25	Hotel Employees, Customer satisfaction	Hospitality industry, Economy's Growth		Likert scale: Decision based scale for determination of the customer satisfaction, economy growth and hotel employee's with reference to industry	[25]

1.4. Conclusion:

Ratings of customer service are dynamic, individualized, and subjective. Effective and timely responses to customer requests are essential for survival in an ever-changing environment. [9] The findings offered empirical evidence in favour of the significance of career instability and autonomy. [3] The results shed light on the varying expectations that employees of the hotel industry have of their employers across generations. This aids managers in creating human resource policies and management approaches that more effectively meet these demands. This study adds empirical data to the body of knowledge on generational disparities and is among the first to examine the psychological contract in a hospitality setting. [4] The impact of harassment and aggressive customers on the well-being of service providers, their attitudes and behaviours at work, and the coping mechanisms they employ in the face of such behaviour. [6] Customer satisfaction gauges how satisfied a customer is with a service after utilising it. This study defines customer satisfaction as the degree to which customers believe that a company's products or services satisfy their needs. We have evaluated client happiness

from two perspectives in this instance. [10]. The various aspects of burnout showed varying associations with perceptions of role conflict, political skill, and organisational support. For example, emotional weariness was influenced by the interaction between perceived role conflicts and felt organisational support, with the association between the two beings weaker at higher levels of perceived organisational support. In other words, a high degree of support acted as a buffer, reducing the detrimental consequences of role conflict on emotional tiredness. Depersonalization was adversely correlated with political acumen and perceived organisational support. Only political acumen, though, showed a negative correlation with sentiments of diminished personal achievement. Furthermore, high political skill levels correlated with role conflict, attenuating its detrimental impacts on decreased personal performance. These findings suggest that, whereas political competence shows the reverse pattern, perceived organisational support influences emotional weariness but not decreased personal accomplishment. [7] Although things are generally better, the economic position and its efficacy are not much different from the national average. Furthermore, there are significant variations in the income statement and balance sheet structures throughout the various organisations, making it impossible to pinpoint the precise sources of efficiency. [8] One method makes use of Likert-type scales, while the other measures the discrepancy between performance and expectations using Likert-type scales. Furthermore, importance-performance analysis has been applied. The study has used both the viewpoints of the customers and the staff to gauge customer satisfaction. The study recommends that hotel operators discover the behaviours and activities that result in their visitors being excited, as job pressures (role conflict and role ambiguity) are the primary causes of frontline staff's emotional exhaustion and intentions to depart [1]. Intrinsic motivation and job resources (rewards, training, empowerment, and supervision) reduce emotional exhaustion. To determine the best approach for enhancing worker job satisfaction, [5] identifies additional potential attributes that are related to job satisfaction. [2]. The study discovered a strong correlation between affective organisational commitment, job satisfaction, and emotional weariness. Additionally, it was discovered that emotional weariness is linked to high intentions of quitting the company, low affective organisational commitment, and job discontent. [9]. This study made use of the 17-item Survey of Perceived Organisational Support (POS) and the general survey version of the Maslach Burnout Inventory. [10]. The conclusion broadens the body of knowledge in academia today and gives managers of hospitality facilities a greater grasp of the factors that influence front-line staff turnover. [18] It makes sense that hotel owners would spend a significant amount of money making sure their patrons are happy. [15] Hotel management must thoroughly understand the elements that lead to both happy and unhappy guests, as customer satisfaction is a crucial indicator for evaluating hotel performance. [23] Customers who are extremely happy (or delighted) are inclined to suggest and return to a hotel. A comprehensive knowledge about guest expectations, including an understanding of how they were formed, is essential to hotel marketing because guests compare what they believe to be hospitality against these benchmarks when assessing the quality of the services as a whole. Customer service satisfaction is determined by the degree to which the services that customers receive

correspond with their expectations [11] Moderately satisfied customers do not display the same behavioural patterns that delighted customers do. Customer expectations are defined as the perceptions that customers have about the services that are provided to them, and these are used as the benchmarks or standards against which the actual performance is gauged. [19] However, really unhappy (or disappointed) customers are more likely to spread bad word of mouth, which damages the targeted hotel's reputation and image while also reducing revenue by turning away potential guests. [20] There is a pressing need for contemporary hospitality sectors to aim for both customer satisfaction and customer happiness at the same time. [12] Therefore, it should not be shocking that hotel owners must employ different business plans in order to achieve the two goals. Guest expectations with regard to hospitality are also assumed to be affected the by features of the hotel. [17] Previous research has shown that it is possible to identify the factors that contribute to customer satisfaction and those that lead to customer annoyance. [21] Although visitors to a hotel might not care if the towel is clean, they will probably get annoyed if it isn't. [24] In terms of the services provided by a hotel, there are five distinct but inter-related dimensions that can be used to define hospitality, and these are personalization, warm welcoming, special relationship, straight from the heart and comfort. Personalization denotes any behavior that arises in all communications aimed at enabling a customer to feel he/she is receiving individual attention. [14] It is possible that hotel attributes have an uneven effect on customer satisfaction, meaning that while a customer may be quite happy with one hotel attribute, they may be equally unhappy with another. [25] There may be an asymmetry in the correlation between hotel features and guest satisfaction. The warm welcoming, concerns the ritual, manner or approach that is employed by the hotel to greet its guests on their arrival. Special relationship refers mainly to the capacity of the hotel to meet the unique needs of their guests that extend beyond the regular services that are offered. The fourth dimension, "straight from the heart", is concerned with the authenticity of the service, where service should be part of the natural charm of the hotel and not because of any regulation or reward system. Finally, comfort means focusing not only on the physical but also on the psychological comfort of the guests throughout their stay at the hotel. Thus, this study strives to add to the body of knowledge by examining the influences of hospitality dimensions in the context of luxury hotels. [13] In particular, one positive hotel attribute performance unit may have a significantly higher effect on customer satisfaction than a corresponding negative unit, and similarly, a negative hotel attribute performance unit may have a greater impact on customer satisfaction than a positive one. [16] The dimensionality of hotel hospitality, known as HotHos, they did not explain how these dimensions actually affect guest satisfaction with their hotel experiences. This preliminary study helps to provide some insights and empirical evidence on the influences of the five dimensions of hospitality on guest satisfaction. The performance of several service qualities determines customer happiness. To correlate to distinct features of hotel service, hotel qualities have been categorised into sub-categories in the literature. Emotional value is determined by the level of interaction between front of house and the guests as well as the environment that is produced by the hospitality setting. The type of emotions aroused by such experiences then lead to the generation of guest satisfaction. [22]

1.5. Limitations:

➤ The problem is of generalization. The studies have mostly used a non-probability convenience sampling technique for data collection. Hence the findings of the study cannot be generalized. However, the result may not be random at all and is often tainted by selection bias.

➤ As there are many customers there are chances of response errors that may be introduced into the survey results due to respondents providing untrue or incorrect information. Language and educational issues can lead to a misunderstanding of the question by the respondent or similarly a misunderstanding of the response by the surveyor.

➤ The method used for the research study was non-probability convenience sampling method which is considered as 'haphazard sampling' where researcher are chooses items, haphazardly, trying to stimulate randomness.

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