A Study on Factors Affecting Customer Satisfaction a Case Study of Hotel X[†]

Guanhong Shi[1,*] and Pairote Nualnoom[2]

[1]*College of Graduate Studies, Walailak University, Nakhon Si Thammarat 80160, Thailand*
[2]*School of Management, Walailak University, Nakhon Si Thammarat 80160, Thailand*

(***Corresponding author's e-mail: 755459592@qq.com)**

Abstract

With the continuous increase of Gross Domestic Products per capita of consumers in China, the domestic consumption market gradually presents the trend of rationalization and personalization, which puts forward new requirements for hotel products and services. In recent years, people are more willing to choose high-quality hotel products. In addition, foreign chain hotels have gradually penetrated the domestic market, and the increasing number of competitors has made domestic hotels fight price wars and have no intention to create personalized services, resulting in no difference in hotel services and the trend of popular business model. This development trend will reduce the profit of the hotel and is not conducive to the development of the hotel. Only by improving the quality of the hotel and improving the customer satisfaction, can we meet the needs of customers and promote the healthy development of the hotel. Therefore, this paper takes Hotel X as the research object, combined with the relevant research of customer satisfaction, based on the actual survey data, to study its customer satisfaction. This study adopts the method of sampling survey, and the customer groups cover students, organization/institution staff, domestic enterprise personnel, freelancers, foreign enterprise personnel, teachers and other groups, so that the collected data fully conforms to the structural characteristics of hotel accommodation groups, making the conclusion of the study more convincing. Based on the survey data of Hotel X, this paper analyzes the operation status of Hotel X. Considering the impact of customer perceived value and customer expectation on customer satisfaction, the influencing factors of customer satisfaction of Hotel X are determined. The results show that the average score of customer satisfaction to Hotel X is above average, which has a large room for improvement. Hotel X should create some characteristic and innovative services or products to meet the customer's perceived value and improve customer satisfaction. Based on the results of the survey and analysis, this paper puts forward some targeted strategies and suggestions to improve the customer satisfaction of Hotel X, which lays a theoretical foundation for the management of Hotel X to formulate relevant measures on customer satisfaction.

Key words: Hotel X, Customer satisfaction, Customer perceived value, Customer expectation

Introduction

The 2019 annual report on China's domestic tourism development (Wang, 2019) shows that with the rapid growth of China's domestic economy, people begin to pay attention to the satisfaction of spiritual needs. During 2019, the tourism (including domestic tourism and outbound tourism) market gradually expanded. In terms of tourist arrivals, the number of domestic tourists reached 6 billion in 2019, an increase of 8.4 % over 2018. In terms of tourism revenue, the total revenue of tourism industry reached 1.05 trillion USD in 2019, an increase of 11 % year-on-year in 2018. The growth in the number of domestic tourists has also stimulated some domestic hotel groups to continuously increase the number of hotels. It has been reported that the hotel chain rate in European and American countries has reached 50 - 60 %, and the chain rate of China's domestic hotels is less than 20 %. It can be seen that there is a large

---

space for the development of domestic hotel chain. Despite the impact of COVID-19 in early 2020, the hotel industry in China was severely hit. The first quarter of 2020, the 3 well-known Chinese hotel groups, Jinjiang International Hotel Group, Hua Zhu Hotel Group and HOMEINNS Hotels, declined in business revenue, and expected to lose hundreds of millions of yuan. However, other hotels are also facing challenges, and compared with these hotels, the anti-risk advantages of chain hotels are becoming more and more prominent. Therefore, the prediction of the epidemic situation in the hotel industry will improve the risk of the chain. The above view has been confirmed in the financial report released by the 3 hotel groups. HOMEINNS said that the group would open 800 - 1,000 new hotels in the new year, and Huazhu Hotel Group also said that the group would accelerate the expansion of new hotels in the new year. With the continuous increase of GDP per capita of consumers in China, the domestic consumer market gradually presents a rational and personalized trend, which puts forward new requirements for hotel products and services. In recent years, light luxury chain hotels have been gradually recognized by young people and business travel groups. In addition, foreign chain hotels have strong assets, more advanced management system and advanced service concept. They adopt financing to implement merger and acquisition for small-scale local hotel brands. With the development of global economy, foreign chain hotels gradually penetrate into the domestic market, which has a certain impact on the development of China's hotel industry. The increasing number of competitors makes domestic hotels fight a price war and have no intention to create personalized services, so that there is no difference in hotel services and the business mode. This development trend will reduce the profitability of hotel enterprises and is unfavorable to the development of enterprises. Only by improving the service quality and reducing the product price can they meet the public's high-quality demand for hotels. With the changes of consumers' needs and expectations, the applicability of relevant research on customer satisfaction is gradually reduced. New research is needed to analyze customers' needs by using scientific methods to help hotels understand consumers' new needs and the influencing factors of their satisfaction, so as to formulate reasonable and effective management strategies to improve service level and quality. Thus, this study is to know the following questions: 1) What are the perceptions of customers toward hospitality industry? 2) What are the factors affecting customer satisfaction? Standing in the position of hotels, this study takes Hotel X as the research object, establish a customer satisfaction model, study its customer satisfaction, and provide help for Hotel X Management to formulate relevant measures to improve customer satisfaction, and the main objective of this study is to find out factors affecting customer satisfaction with Hotel X. Specifically, the research objectives are: 1) To study the level of customer satisfaction of Hotel X. 2) To explore the factors affecting customer satisfaction of Hotel X.

Details of Hotel X

Opened in 2017, Hotel X is located in Kunming's University Town, close to the railway station, airport bus station and the terminal of Metro Line 2. Hotel X is also the representative of local luxury chain hotels. The nearby subway station runs through the main transportation hub of the city. It is a business chain hotel with regional style under the well-known high-end hotel, inheriting classic Chinese elements. Hotel X has 100 rooms and adopts the hotel manager responsibility system. The hotel manager is in charge of all affairs related to the operation of the hotel. There are fewer staff, which reduces the labor cost. The ratio of room staff in Hotel X is 1:0.3, which can save about 70 % manpower compared with ordinary star hotels. In addition to relying on Ctrip, the largest Internet sales platform in China, Hotel X also has other better ordering systems, such as telephone reservation. In addition, Hotel X also adopts a unique membership system, which improves customer loyalty by giving members more favorable prices and providing services such as delayed check-out and priority reservation.

From 2017 - 2019, the average revenue of room operation of Hotel X reached about USD 1.723 million. In these 3 years, the operating revenue reached the maximum in 2019, and the annual growth rate increased year by year. The revenue of guest rooms fluctuates greatly with the seasons, of which July and August are the peak tourist seasons, and the business condition is the best; May and October are labor day and National Day holidays, and the operating income has increased slightly; Affected by the season, the number of tourists decreased in December, and the operating income was the lowest in the whole year.

Hotel room occupancy rate is the ratio of the number of rooms rented by the hotel to the total number of rooms available for rent. It is also an important indicator to weigh the operation of the hotel. The higher the occupancy rate of hotel rooms, the more rooms the hotel is actually rented, the higher the operating income of the hotel, and the better the operation status of the hotel. During 2017 - 2019, the average occupancy rate of Hotel X reached 86.37 %, and the occupancy rate increased year by year. The occupancy rate of Hotel X rooms will fluctuate due to different seasons. The weather from July to August is hot, and the summer is also the peak tourist season. At this time, the occupancy rate is the highest; From November to December, due to the cold weather, people are reluctant to travel. This is the off-season of tourism, resulting in the decline of hotel rental rate; Other months are normal seasons, and there are no other factors affecting people's tourism. With the stability of tourism demand, the occupancy rate of hotel rooms tends to be stable.

For hotels, revenue per available room is the revenue of each rented room, referred to as REVPAR, which is measured by the product of the occupancy rate of hotel rooms and the average price of hotel rooms. REVPAR is also an important indicator of hotel performance, which can clearly show the turnover of guest rooms and the inventory of hotel rooms. The average REVPAR of Hotel X from 2017 - 2019 was 30 USD. Because REVPAR is affected by the rental rate and average house price, the hotel will increase the house price in the tourism season in July and August to increase the income, and reduce the house price in the winter season in November and December, but the income will also decrease.

The number of customer comments of Hotel X is 2200, with a high praise rate of 97.95 % and a poor comment rate of 2.05 %. On Ctrip, the customer's score of Hotel X reaches 4.7 points. Looking at these data alone, Hotel X performed very well. However, Hotel X's executives who have worked in the hotel industry for a long time do not agree with these data. They believe that this will not really appear in these scores. Affected by traditional culture, Chinese consumers are generally not willing to express their dissatisfaction in public, but will fill in relatively high scores symbolically. In order to more accurately locate the overall customer evaluation of Hotel X, compare it with other similar hotels. The results show that compared with the score of 4.9 - 5.0 of other similar hotels, Hotel X also needs to take measures to improve customer satisfaction. The overall impression, location and catering of the hotel are highly praised by customers, and the praise rates for prices and facilities are low, 96.43 and 96.67 % respectively. The hotel has great problems in hardware facilities, and the price also needs to be further optimized.

The customer source structure of Hotel X (assuming that the rental rate is 100 %), and the core customer source includes members and walk-in customers. It can be seen that the actual customer source structure of Hotel X is that members account for 38.5 %, agreement 4.6 %, walk-in 2.3 %, agency 45.8 % and business day room 8.8 %; Core accounts for 43.1 %. Hotel X has a low proportion of core tourists and a high proportion of agency tourists. It has the phenomenon of over reliance on OTA (online travel agency). The ideal customer source structure of the hotel: 50 % members, 30 % door-to-door, 10 % agreement and 10 % for others.

Standard double beds room and family room are more popular with customers, with a high praise rate of more than 99 %. Although the occupancy rate of Deluxe Room is the highest, the praise rate is only 97.71 %. The praise rate of standard double beds room is 96.83 %, which is the lowest among all room types. It can be seen that the guests staying in Hotel X are mainly family and business travel groups. In the process of check-in, couples and friends have the lowest sense of experience and the highest rate of bad comments; People who travel alone have a good sense of experience and the lowest negative rating rate; The experience of family parents and children and business travelers is in the middle; In addition to the tourists mentioned above, a large number of customers have a general sense of occupancy experience and a high rate of negative comments. Judging from the negative comments of customers, most of the rooms in the hotel are too small, with poor sound insulation and poor equipment; Catering is too simple and single; hotel staff do not handle problems in time; inadequate health management and supervision; the reception staff are not familiar with operation; the shuttle service is not perfect; and the overall value is low.

Literature review

In the early 1950s, the concept of customer satisfaction was first applied to the field of marketing by Cardozo, and deeply studied the impact of customer expectation, customer investment and customer satisfaction on marketing, and came to the conclusion that high customer satisfaction will promote consumers to buy again. Hunt (1977) also studied customer satisfaction and proposed that customer satisfaction is determined by the evaluation of goods by customers based on their subjective consciousness and the feedback given to customers by their own experience and goods and services. Oliver and Linda (1981) pointed out that customer satisfaction is an emotional state caused by the error between the actual consumption experience and the expectation initially formed based on the consumption experience. Westbrook et al. (1983) once believed that customer satisfaction is the psychological and emotional changes caused by customers' display layout and shopping environment when buying goods. Engel et al. (1995) believed that if the customer's expectation before purchase is consistent with the actual situation perceived after purchase, it is customer satisfaction, otherwise it is dissatisfaction. Fornell (1992) believes that customer satisfaction is the overall perceived state of customers, which is affected by customers' own expectations, perceptions and the price of purchased goods. Anderson (1994) put forward 2 concepts to define customer satisfaction on the basis of previous research on customer satisfaction: 1) The viewpoint of cumulative transaction. This view defines customer satisfaction as the overall view of customers on the whole consumption experience process according to their previous experience of purchasing goods; 2) From the perspective of specific transaction, customer satisfaction is defined as the post evaluation of the consumption process by customers at the shopping place.

Generally speaking, the concept of customer satisfaction can be divided into 2 types: 1) At the state level, customer satisfaction is a kind of perception after customers buy goods and the result of customers' consumption; 2) At the process level, customer satisfaction is the evaluation of the whole experience process by customers when shopping behavior occurs. The experience accumulated by customers in their own consumption in the past affects the formation of satisfaction evaluation criteria perceived by customers, thus affecting the subsequent purchase decision. The formation of customer satisfaction requires the accumulation of the consumption process, and the definition of customer satisfaction at the process level just takes into account the long-term shopping experience of customers. This definition defines the degree of customer satisfaction more standardized and accurate. Hotel service is an experiential commodity that lasts for a long time. It is more suitable to define the customer satisfaction of hotel service from the process level.

In the 1970s, noritaki Kano of Japan divided customer expectations into excitement type, expectation type and basic type. This theory paved the way for the future research on customer expectations. Later, based on this theory, (Arthur, 1992) extended the Carnot model to customer expectation. In China, many researchers have also carried out research on customer expectations. Based on Maslow's hierarchy of needs theory, (Yu, 2001) divided customer expectations for service into 3 levels in the order of high to low, namely, over value satisfaction expectations, price related expectations and basic expectations. Among them, price relevance expectation is closely related to the money spent by customers on the grade of products, and value satisfaction expectation refers to that customers are easy to recognize the service higher than their expectation, and they are happy in the process of receiving the service. In the 1970s, Professor Oliver of the United States created an expectation performance model involving customer satisfaction theory. The model is divided into 2 processes: The formation of customer expectation and the comparison between customer expectation and customer performance. Customer expectation is set as the standard to measure customer actual performance. When customer expectation is lower than customer actual performance, customer satisfaction is reflected. Yan (2018) has also conducted empirical research on the customer satisfaction of Chinese classic hotel chains. Based on Yan's (2015) questionnaire on customer satisfaction of economic chain hotels, this study selects 3 questions: Past experience, check-in expectation and future expectation to join the questionnaire on the influencing factors of customer satisfaction of Hotel X, so as to study the factors affecting customer satisfaction of Hotel X.

Sweeney et al. (2001) based on Sheth's consumption value theory, taking durable goods as a case study, found that in the existing majority value model, product quality and product price affect perceived value to different degrees, and sometimes have adverse effects. In the research, they study the quality and price of functional value. At the same time, they also consider emotional value and social value when building the customer perceived value model. They define functional value price as the utility of customer perceived product cost reduction; Functional value quality is defined as the utility of customers' perception of product quality and performance; Emotional value is defined as the utility of customers' perception of products to their own emotional factors; Social value is the utility that customers perceive and use products to strengthen their own ability in society.

Based on the development of the financial industry, (Wang, 2003) refined 4 key dimensions, namely perceived profit and loss, social value, emotional value and functional value. According to these 4 levels, the customer perceived value dimension model is established, which can fully reflect the customer's perception of gain and loss and the social emotional needs of customers on products. The scales in Sheth, Sweeney and other studies have high reliability. Therefore, based on the scales of Sheth and Sweeney, this study adds the questions about service recognition, sharing desire, room facilities, hotel layout, room comfort, service price, after-sales service solving ability, after-sales service attitude, and after-sales service to the questionnaire of influencing factors of Hotel X customer satisfaction, so as to study the influencing factors of Hotel X customer satisfaction.

According to Oliver's expectation performance model, customer satisfaction is determined by both customer expectation and customer perceived value. Customer perceived value refers to the subjective evaluation made by customers during the whole accommodation consumption experience of Hotel X. The formation of customer perceived value is affected by many aspects, such as shopping experience, advertising and word-of-mouth. Therefore, hotels should focus on service quality and hotel environment to improve customer perceived value. Based on the research on the influencing factors of customer satisfaction by (Sheth & Sweeney, 1991), this paper divides the influencing factors of hotel customer perceived value into 5 dimensions (social value, emotional value, experiential value, functional value and customer expectation), and divides the impact of hotel perceived value on customer satisfaction into these 5 dimensions. According to the research of (Zhang, 2015), hotel brand image and customer relationship will affect the perceived social value of customers. According to the research of (Sheth, 1991), hotel brand image and word of mouth will affect the emotional value perceived by customers. The high-tech guest room equipment, advanced service, distinctive environment and characteristic catering of the hotel will affect the customer expectation perceived by customers. According to the research of (Yan, 2018; Sweeney & Zhang, 2015). The functional value perceived by customers is related to the factors such as the traffic convenience, environment, catering, service price, service quality, value-added service and membership system of the hotel, and its value can be judged according to the perceived results of hotel customers on these factors. The ability of the hotel to provide after-sales service, the attitude of after-sales service, the timeliness of after-sales service and other factors will affect the conditional value perceived by customers.

The conceptual framework of the study is to test customer experience about social value including brand image, service recognition, desire to share with other; emotional value including feelings after check-in, feelings toward service and experience after living; experiential value including room facilities, value-added services, hotel layout; functional value including traffic convenience, comfort of external environment, food and beverage taste, comfort of guest room, service price and service quality; customer expectation including past experience, check-in expectation and future expectation.

Methodology

This study adopts the method of sampling survey, and the customer groups cover students, organization/institution staff, domestic enterprise personnel, freelancers, foreign enterprise personnel, teachers and other groups, so that the collected data fully conforms to the structural characteristics of hotel accommodation groups, making the conclusion of the study more convincing. In order to improve the efficiency of data collection, this study uses online questionnaires to collect data. Customers are to

complete the online questionnaire on the questionnaire star platform and distribute it online with the help of communication software. The online questionnaire is issued in 2 ways: 1) After asking for the agreement of the customers staying in Hotel X, obtain the customer's mobile phone number, and invite consumers to fill in by SMS (attach the questionnaire filling link); 2) Posters and gift stickers with QR code of the questionnaire are arranged in the front desk and room of Hotel X. In order to enhance the authenticity of the data, the customers with consumption experience (i.e. accommodation experience) in Hotel X are taken as the object of this study. According to the main contents of this study, the study will conduct a customer satisfaction survey on Hotel X, analyze the factors affecting Hotel X's customer satisfaction through the sorting and statistics of sample data, and lay a data foundation for Hotel X executives to formulate reasonable strategies to improve customer satisfaction. Because the selection of the number of surveys has a certain impact on the research results, this study determines the number of samples based on the conclusions of relevant researchers. Gorsuch proposed that the ratio of the number of interviewees to the number of questions should be more than 5:1, which has been highly recognized by the academic community. Therefore, based on Gorsuch's point of view, in addition to 6 demographic factors, there are 19 items in the questionnaire of this study, and 250 valid questionnaires are determined to be collected. In order to enhance the reliability and validity of the questionnaire, based on the review of literature and the scale verified by Chinese and foreign scholars with high reliability, this study designs the items in the customer satisfaction questionnaire of Hotel X. The process of questionnaire survey is divided into 3 steps: 1) Explain the research significance and filling requirements; 2) Collect the information of the respondents (Q1 ~ Q6); 3) Collect the evaluation data of influencing factors of customer satisfaction with Hotel X (Q1 ~ Q19); 4) Collect the evaluation data of customer satisfaction with Hotel X. Implement the Likert 5 level scale to quantitatively score the above indicators from low to high from 1 - 5 points (1: Strongly disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly agree).

Research findings

Among the respondents, 143 are women, accounting for 56.5 % of the total, and 110 are men, accounting for 43.5 % of the total. The number of men and women is quite close, and the accommodation needs of men and women are equal, indicating that the accommodation frequency may not be related to gender. Among the respondents, the number of respondents aged 31 - 40 is the largest, accounting for 32 % of the total, followed by those aged 18 - 25, accounting for 31.2 %, and those aged 26 - 30, accounting for 24.9 %. Therefore, the proportion of respondents aged 18 - 40 is 88 %. There are 2 reasons for the distribution of age structure: On one hand, young and middle-aged consumers are more familiar with online hotel booking system, and young and middle-aged consumers have high accommodation frequency and rich accommodation experience; on the other hand, young and middle-aged consumers are more likely to travel for business or traveling than consumers with other age structures; Among the respondents, teachers, foreign enterprises and freelancers accounted for 4.3, 7.9 and 3.6 % respectively, institutions and organizations/institutions accounted for 10.3 and 11.9 % respectively, students accounted for 17.8 % and domestic enterprises accounted for 42.3 %. From the perspective of occupation composition, the main groups staying in Hotel X are domestic enterprise personnel, students, institutions and organization/institution personnel. On one hand, the middle class people prefer to choose affordable and comfortable hotels when traveling; on the other hand, Hotel X is close to the high-speed railway and major universities, which will certainly attract most people and students who transfer to the high-speed railway. Among the respondents, the monthly income of the respondents is concentrated in 2,000 - 10,000 yuan, which may be due to the high price sensitivity of consumers with a monthly income of 2,000 yuan or less and the low acceptance of the price range of Hotel X. Among the respondents, most of the respondents staying in Hotel X travel more quarterly or semi annually. Among the respondents, most of the people staying in Hotel X are sightseeing, and the number of business trips is small. To sum up, Hotel X is a middle-aged and young consumer group with the characteristics of stable occupation, stable income, price sensitivity and keen on tourism. In addition, whether the hotel can provide good services and preferential prices, the geographical location and hardware facilities of the hotel will become the main factors for travelers to choose to stay.

Among the 3 most important hotel product factors considered by the respondents, security and privacy were considered by 81 % of the surveyed customers, with the highest frequency of 205. This result shows that security and privacy are the priority factors when customers choose hotel products. Among the 3 most important hotel product factors considered by the respondents, the service quality was considered by 58.9 % of the surveyed customers, with a frequency of 149, which is the factor that customers give priority to when choosing hotel products in addition to security and privacy issues. Among the 3 most important hotel product factors considered by the respondents, the hotel price was considered by 53.4 % of the surveyed customers, with a frequency of 135, which is a priority factor for customers when choosing hotel products in addition to safety, privacy and service quality. To sum up, with the gradual increase of people's income and people's consumption level, the demand characteristics of hotel products have changed significantly. People no longer pay more attention to the price of hotel products, but pay more attention to whether the hotel can ensure the safety, privacy and service quality of check-in customers, while the importance of hotel product price only ranks third. In addition, more than 80 % of the surveyed customers regard whether hotel customers can ensure the safety and privacy of hotel guests as the most important factor. Such a high proportion also reflects the disadvantages of more and more disclosure of public privacy caused by the development of science and technology. Therefore, Hotel X should pay more attention to ensuring the safety and privacy of check-in customers in its future services, such as regularly checking whether there are pinhole cameras in the hotel, improving the service quality of the hotel in ensuring the safety and privacy of check-in customers, and establishing a good hotel image and reputation, so as to improve customer satisfaction.

In the survey of influencing factors of customer satisfaction in Hotel X, it is measured by 5 dimensions: Customer perceived social value, customer perceived emotional value, customer perceived experiential value, customer perceived functional value, and customer expectation, with a total of 19 items.

1) The average customer satisfaction of Hotel X is 4.04;

2) The measurement items with the highest average score are "Hotel layout" and "external environmental comfort", and the average score is 4.13. This result shows that the layout and external environmental comfort of Hotel X meet the needs of most customers and are recognized by most customers;

3) The measurement item with the lowest average score is "value-added service", and the average score is 3.42. This result shows that the personalized service quality provided by Hotel X is low and the degree of meeting the needs of customers is low;

4) Among the 5 measurement dimensions, the average score of customers' perceived social value and emotional value is the highest, both of which are 3.99. This result shows that Hotel X can meet customers' perceived social value and emotional value more;

5) Among the 5 measurement dimensions, the average score of customers' perceived tentative value is the lowest, which is 3.83 points. This result shows that Hotel X can meet the low perceived experiential value of customers;

6) In the 5 measurement dimensions, the average score of the functional value perceived by customers ranks behind the social value and emotional value perceived by customers, with a score of 3.94. There are 2 possible reasons for this result: The first is that the customers of Hotel X pay less attention to the functional value of the hotel, resulting in the customers focusing on the social value and emotional value of the hotel; the second is that Hotel X has poor service quality in terms of functional value perceived by customers, resulting in higher social value and emotional value perceived by customers. To sum up, the average score of customer satisfaction with Hotel X is 4.04, which has great room for improvement. Among them, the layout and external environment comfort of Hotel X can meet the needs of most customers. Hotel X should continue to maintain its advantages in this regard to improve customer satisfaction. The personalized service quality provided by Hotel X is low and the degree of meeting the needs of customers is low. It should improve the provision of personalized services, provide differentiated services to different customers, and optimize the guest management system to improve customer satisfaction. In addition, Hotel X can better meet the social and emotional value perceived by customers,

but it can not better meet the experiential value of customers. In order to enhance the attractiveness of the hotel, create more demand and improve customer satisfaction in the future, the management of Hotel X should create some characteristic and innovative services or products to meet the tentative value perceived by customers. In addition, Hotel X should also focus on the functional value of the hotel, strive to improve the quality of hotel products and improve the functional value perceived by customers, so as to improve customer satisfaction.

Table 1 Statistics of influencing factors of customer satisfaction.

No	Dimensions	Mean	Questions 1 - 19	Mean
1			brand image	3.89
2	Perceived social value	3.99	service recognition	4.04
3			desire to share	4.04
4			feelings after check-in	4.03
5	Perceived emotional value	3.99	feelings towards service	4.07
6			experience backtracking	3.87
7			room facilities	4.03
8	Perceived experiential value	3.83	personalized services	3.42
9			hotel layout	4.13
10			featured catering	3.72
11			convenient transportation	3.99
12			external environment comfortableness	4.13
13	Perceived functional value	3.94	taste of food served	3.68
14			room comfortableness	4.03
15			service price	3.91
16			service quality	3.91
17			past experience	3.99
18	Customer expectation	3.89	expectations before check-in	3.91
19			expectations in the future	3.77

Discussion and recommendation

Products and services are the core competitiveness of the hotel. Only when the hotel is recognized by customers for the quality and price of the products (services) provided to customers, customers may buy back the products and services. Therefore, this paper puts forward the following suggestions to improve the quality and service of the hotel.

1) Strengthen hotel intelligent management

With the rapid development of informatization and Internet, the Internet has gradually penetrated into the hotel industry, making the hotel transform from traditional service and operation mode to digital and intelligent service operation. Looking at the source of Hotel X, most of them are business travelers, tourists and business day guests. These people have high requirements for the comfort and environment of the hotel. In addition to formulating the maintenance plan of the hardware in the hotel, supervising the implementation of the project as planned and regularly maintaining and replacing the hardware in the hotel, Hotel X can also use new technology to provide information management services for the hotel, realize online transactions faster and enhance the transaction efficiency.

2) Strengthen housekeeping management

With the global spread of COVID-19 in 2020, the hotel industry has suffered a severe impact. In order to eliminate the anxiety of consumers and re-establish the confidence of consumers, Hotel X needs to carry out special treatment and reform, strictly implement the hygienic operation specifications of guest

rooms, carry out regular and fixed-point accurate disinfection of public areas and guest rooms of the hotel, use information-based means, set an LED screen at the front desk of the hotel to display the daily disinfection situation and update it in real time, post the disinfection process table in the hotel room, and record the disinfection time and the name of the disinfector.

3) Strengthen service quality management

Hotel sales is a special intangible commodity-service. For customers, the decision of whether customers buy services depends on the service awareness of the staff. Therefore, for Hotel X, it should carry out a series of activities with the theme of "innovative service as the core and improving service quality", provide warm-hearted services in the work, put forward countermeasures for the problems, timely meet the service needs of guests, and do a good job in the maintenance of guests in the Hotel. In view of the superiority of the location of Hotel X and the large proportion of sightseeing customers, the hotel can provide sightseeing customers with travel routes and Strategies of surrounding scenic spots, provide wake-up and pick-up services for guests taking high-speed rail, and provide visitors with surrounding catering manuals, maps, etc.

4) Repositioning service relationships

In practice, it is found that positioning the hotel as the "home" of customers is easier to exceed the implementation of customers' expectations, which naturally transforms "customer sales" into "helping customers" in the real sense. Not only from the perspective of the hotel's own interests, but from the needs of customers wholeheartedly, we can better find the real needs of customers and provide customers with services beyond their expectations.

5) Building a new service system

The new service system is divided into 3 levels: 1) Providing products related to health care can eliminate customers' dissatisfaction, so as to achieve customers' psychological expectations as much as possible. 2) Create products and services that exceed customer expectations and achieve customer satisfaction. 3) The hotel will establish a symbiotic community of customers' expectations, and achieve a deeper level of customer satisfaction and service.

6) Enhance the high-quality interaction between employees and customers

The work effect of employees largely affects customer satisfaction. Hotel X can delegate more decision-making power to front-line employees. Hotel X should pay attention to the interactive relationship between employees and customers. Employees should provide advanced services, personalized services and variable services according to the specific characteristics of customers.

7) Design and formulate customer "incentive plan"

Hotel X can design a systematic and targeted customer "incentive plan" with low-cost goods or inclusive price strategy. Hotel X can use the combination of resources to help customers and meet other needs, such as using the relationship of travel agencies to help customers form a group or travel freely, using the relationship of hospitals to help customers diagnose diseases, or recommending experienced friends to customers, giving business help, etc.

8) Establish the concept of after-sales service

At this stage, the after-sales service concept of Hotel X is not strong. First of all, from the Ctrip comment reply data, the replies of hotel customer service personnel are mostly mechanical copying and pasting, and there are few "one-to-one" and "warm-hearted" dialogues for check-in guests, which is easy to greatly reduce the customer's sense of experience. Secondly, from Ctrip's bad evaluation data, there is a lack of effective communication between hotel customer service personnel and guests, and there is a lack of predictability for some specific problems, so corresponding measures can not be taken to solve the problems in time. Therefore, Hotel X should accurately control the core value concept of "customer-

centered", respond and deal with the complaints of hotel customers in time, continue to work hard and be not arrogant and impetuous for the praise of hotel customers, continue to instill the concept of after-sales service into employees in routine Hotel meetings, fully award employees with better performance and establish models, so as to better promote the deep-rooted concept of after-sales service in employees' thoughts.

9) Establish after-sales service system

By formulating detailed after-sales service contents and standards, the hotel can not only quantitatively evaluate the service of customer service personnel, but also further improve the efficiency and effectiveness of service, shorten the distance with customers and meet the core accommodation needs of customers. In order to ensure the good implementation of the after-sales service system, a special after-sales service department and after-sales service supervision department should be established, which are mainly responsible for: Collecting, receiving and accepting hotel customers' inquiries and suggestions on hotel services; Handle hotel customer complaints and complaints; Be responsible for regular return visits to hotel customers and collecting effective information; Establish and keep the archives of hotel permanent customers, including the basic information of hotel customers, accommodation preferences, nature of work and personal feelings, so as to send greetings and blessings on different festivals and maintain long-term contact; Feedback the opinions of hotel customers to relevant departments; Record and feedback the after-sales service of employees in all departments of the hotel, and record it in the quarterly and annual employee assessment.

10) Learn from international common practices

Hotel X can learn from the more common international practices in improving service quality and improve service quality on the basis of ensuring the hotel's own interests. For example, in overseas Chinese restaurants, there is a custom to serve a plate of auspicious cakes after eating. After crushing, there is a small note that says to bring good luck. Hotel X can learn from this practice and provide free postcards and mailing services when guests leave the hotel. It can also provide personalized after-sales services according to different guests, such as a customized hand gift for guests who stay 10 times, and pajamas and slippers specially embroidered with the guest's name for guests who stay fifteen times.

11) Enhance corporate culture

Corporate culture is a unique group ideology left in an enterprise. Excellent enterprise leaders will establish their own special culture according to their own requirements for the enterprise vision. This culture is implemented in various systems, decisions and staff work of the enterprise. A good corporate culture can continuously provide vitality for the enterprise and its employees and promote the sustainable and stable development of the enterprise. Therefore, Hotel X can also establish a cultural system recognized by employees and social consumers, implant this culture into all links of hotel management, stimulate the work interest of hotel employees and attract more consumers to stay in the hotel.

12) Enhance employees' sense of belonging to the hotel

Hotel X can redefine the brand soul, vision, mission, values and other cultural connotations related to the group according to the actual situation, implant the core concept and lofty goals of the hotel into the hearts of the people, commend the code of conduct of excellent hotel employees, promote employees to move forward to the standard of high-quality service behavior, and make this high-quality service as a working habit; Let the grass-roots staff of the hotel imperceptibly integrate into the vision of the hotel, regard the hotel as their own home, and jointly complete various assessments and management.

Conclusions

Taking Hotel X as the research object, based on the previous research, this paper designs a Hotel X customer satisfaction questionnaire, of which 349 questionnaires are effective. Starting from the 5 dimensions of customer perceived social value, emotional value, tentative value, functional value and

customer expectation, this paper explores the customer satisfaction of hotel X. The conclusions are as follows:

First, the average score of customer satisfaction with Hotel X is 4.04, which has great room for improvement.

Second, the measurement items with the highest average score are "Hotel layout" and "external environmental comfort", and the average score is 4.13 points. The results show that the layout and external environment comfort of Hotel X can meet the needs of most customers, which is recognized by most customers. Hotel X should continue to give full play to its advantages in this regard in order to attract more customers in future publicity, so as to improve customer satisfaction.

Third, the measurement item with the lowest average score is "value-added service", and the average score is 3.42 points. The results show that the personalized service quality provided by Hotel X is low, and the degree of meeting the needs of customers is low. It should improve the provision of personalized services, provide differentiated services to different customers, and optimize the guest management system, so as to improve customer satisfaction.

Fourth, among the 5 measurement dimensions, the average score of customers' perceived social value and emotional value is the highest, both of which are 3.99 points. The average score of customers' perceived tentative value is the lowest, which is 3.83. The results show that Hotel X can better meet the social and emotional value perceived by customers, but can not better meet the tentative value of customers. In order to enhance the attractiveness of the hotel and create more demand in the future, hotel x should create some characteristic and innovative services or products to more meet the experiential value perceived by customers, so as to improve customer satisfaction.

Fifth, in the 5 measurement dimensions, the average score of customer perceived functional value is 3.94, which is behind the social value and emotional value perceived by customers. The poor product and service quality of Hotel X in terms of functional value may be the reason why customers perceive higher social value and emotional value and lower functional value. Improving and perfecting the functions of the hotel will be the key to the successful operation of the hotel. Customers book or choose the rooms of the hotel through the Internet or other channels. If the hotel pays attention to the whole check-in process of customers, including accurate positioning of hotel traffic location, reasonable and affordable room price, high service level of staff in the store, high quality of environment in the store, providing personalized services for customers, then customers are easy to be satisfied with the hotel, This will help to cultivate customer satisfaction with the hotel. Therefore, Hotel X should also focus on the functional value of the hotel, strive to improve the quality of hotel products and improve the functional value perceived by customers, so as to improve customer satisfaction.

References

Anderson, E. W., Fornell, C., & Lehrmann, D. R. (1994). Customer Satisfaction, Market Share, and Profitability: Findings from Sweden. *Journal of Marketing, 58*(3), 53-66.

Brown, T. J., Churchill, G. A., & Peter, J. P. (1993). Improving the measurement of service quality. *Journal of Retailing, 69*(1), 127-141.

Cardozo, R. N. (1965). An experiment study of customer effort , expectation, and satisfaction. *Journal of Marketing Research, 3*, 244-249.

Engel, J. F., Roger, B. D., & Miniard, P.W. (1995). *Consumer behavior*. New York, United States: The Dryden Press.

Ernest, R. C. (1979). The push-button questionnaire: A new tool for measuring customer satisfaction. *Journal of Travel Research, 19*(4), 70-79.

Fornell, C. A. (1992). National customer satisfaction barometer: The Swedish experience. *Journal of Marketing, 55*(2), 1-21.

Gilbert, D., & Horsnell, S. (1998). Customer satisfaction measurement practice in United Kingdom hotels. *Journal of Hospitality & Tourism Research, 22*(4), 450-464.

Gorsuch, R. L. (1983). *Foctor analysis* (2nd ed.). New York, United States: Lawrence Erlbaum Associates.

Homburg, C., & Stock, R. M. (2004). The link between salespeople's job satisfaction and customer satisfaction in a business-to business context: A dyadic analysis. *Journal of the Academy of Marketing Science, 32*(2), 144-158.

Howard, J. A., & Sheth, J. N. (1969). *The Theory of buyer behavior* (pp. 225-232). New York, United States: Wiley.

Hunt, H. K. (1997). Overview and future research directions in conceptualization and measurement of customer satisfaction and dissatisfaction. *Marketing Science Institute, 1977*, 455-546.

Johnson, M. D., & Fornell, C. (1991). A framework for com paring customer satisfaction across individuals and product categories. *Journal of Economic Psychology, 12*(2), 267-286.

Jonathan, D. B. (1992). Customer satisfaction in the hotel industry. Business *Technology & Customer Support, 16*(1), 51-73.

Kantamneni, S. P., & Kevin, R. C. (1996). *Measuring perceived value: Findings from preliminary research*. New Jersey, United States: CiteSeerX.

Oliver, R. L. (1993). Cognitive, affective and attribute bases of the satisfaction response. *Journal of Consumer Research, 20*(12), 418-430.

Oliver, R. L., & Linda, G. (1981). Effect of satisfaction and its antecedents on consumer preference and intention. *Advances in Consumer Research, 1981*, 88-93.

Parsuraman, A., Zeithaml, V., & Berry, L. L. (1988). Communication and control processes in the delivery of service quality. *Journal of Marketing, 52*(4), 35-48.

Robert, A. W., & Michael, D. R. (1983). Value-percept disparity: An alternative to the disconfirmation of expectations theory of consumer satisfaction. *Advances in Consumer Research, 10*, 256-261.

Sheth, J. N., Newman, B. I., & Gross, B. L. (1991). Why we buy what we buy: A theory of consumption values. *Journal of Business Research, 22*, 159-170.

Sweeney, G., & Soutar, N. (2001). Consumer perceived value: The development of a multiple item scale. *Journal of Retailing, 77*, 203-220.

Wang, X. F., & Hu, J. (2019). *China tourism development report*. Beijing, China: China Tourism Press.

Wang, Y. (2003) *Theoretical framework and empirical analysis of customer value and customer relationship management*.

Woodruff, R. B. (1997). Customer value: The next source of competitive advantage. *Journal of the Academy of Marketing Sciences, 25*(2), 139-153.

Woodside, A. G., Frey, L. L., & Daly, R. T. (1989). Linking service quality, customer satisfaction and behavioral intention. *Journal of Health Care Marketing,* 9, 5-17.

Yan, J. (2018). *Empirical research on customer satisfaction of economic chain hotels*. Northeast University of Finance and Economics.

Yan, H. (2015). *Research on customer satisfaction evaluation of five-star hotels in Shandong Province under the network environment*. Jinan, China: Shandong Normal University.

Yu, J. (2001). Hierarchy of customer expectations in service industry. *Journal of Donghua University (Natural Science Edition), 4*, 48-51.

Zeithaml, V. A. (1988). Consumer perceptions of price, quality, and value: A means-end model and synthesis of evidence. *Journal of Marketing, 52*(3), 2-22.

Zeithaml, V. A., Berry, L. L., & Parasuraman, A. (1993). The nature and determinants of customernexpection of service. *Journal of the Academy of Maketing Science, 1993*(21), 1-12.

Zhang, H. (2015). *Research on customer satisfaction evaluation of five-star hotels in Shandong Province under the network environment*. Shandong Normal University.