

Impact Of Service Quality on Customer Loyalty in Luxury Hotels

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Abstract- The high competition in the luxury hospitality industry defines the need to ensure that hotels retain customers to be viable in the market in the long term. At the core of this problem is the quality of service or how the hotel can continue to exceed or surpass the demands of its customers by offering efficient services to them, engaging with them on a personal level and adhering to professional norms of hospitality services. The given research problem is the effects of the quality of service on customer loyalty in the luxury hotels as the influence of the different dimensions of the service quality of reliability, responsiveness, assurance, empathy, and tangibles on the overall perceptions, satisfaction, and loyal behaviors of the hotel guests. Luxury hotels have been praised due to their quality facilities, fancy surroundings, and customized services to visitors.

Nevertheless, the existence of better physical facilities is not enough to ensure the loyalty of the guests. This is the whole experience of being in a luxury hotel, especially interpersonal service of the hospitality employees, and the regularity of service delivery that reinforces customer loyalty. In case of an experience of the truly high-grade service, there are more chances that the guests will trust the hotel brand, will reappear again, and refer other people to the facility. The results of this study confirm the fact that the high quality of service has direct strong and positive impact on customer satisfaction and loyalty. Customers who feel served efficiently, with respect, and in a customized manner get positive attitudes of the hotel which later translate to returning to the hotel, positive word-of-mouth reviews and favourable online reviews.

These aspects of loyalty enhance the hotel brand name and competitiveness in the luxury hospitality industry. Also, an excellent service quality establishes stronger emotional bonds between the guests and the hotel brand which forms the basis of the long-term business relationships on the principles of a transactional satisfaction.

I. INTRODUCTION

The world hospitality industry has recorded a high rate of growth and competition especially in the luxury hotel industry. Luxury hotels are characterized by the high standards of services, advanced equipment and extremely individual treatment of guests. Customer loyalty in this competitive world has not only become a dream but also a strategic goal towards business success in the long run. The level of service to the customers is the main parameter used in the determination of the level of satisfaction of the customer, their perception to the hotel and their willingness to revisit the hotel or recommend it to others. Service quality is the capability of a hotel to provide its services with consistency and exceeding the expectation of the guests. In the case of luxury hotels, the customers come in with high expectations; not just expecting the highest quality of physical facilities, but also customized services, speed of operation and professionalism in the behavior of the employees.

These expectations that are achieved or surpassed would increase the likelihood of guests developing a true sense of satisfaction, as well as, creating a strong, lasting impression about the place. Such satisfaction often leads to customer loyalty in the form of a repeat visit, good word-of-mouth and solid brand attachment. The large hotel industry has special commercial interest in customer loyalty since, as a rule, the cost of attracting new customers is much greater than it would take to maintain the loyalty of others. Loyal customers do not just visit regularly, but they also make higher spends on the services and become an informal brand ambassador promoting the hotel to their friends, families, and work circles.

The strategic interest of the luxury hotels, therefore, is to ensure maximum standards of service delivery to foster long lasting relationships with the guests. In the hospitality industry, quality of service is measured in relation to five dimensions which are reliability, responsiveness, assurance, empathy and tangibles. Reliability refers to the capability by the hotel to perform services in an accurate and constant fashion. Responsiveness deals with the timeliness and the responsiveness of the staff to attend to the guest needs. Assurance entails the professionalism, expertise and courtesy of the hotel employees, which create trust and confidence. Empathy is a manifestation of individual care and attention to the guests. Physical cover like facilities, equipment, and presentation of staff to the guests are tangibles. The question will be answered by this research study that will determine the interrelationship between these aspects of service quality and customer loyalty within a luxury hotel context.

II. RESEARCH PROBLEM

The business environment of the luxury hotel industry is highly competitive and dynamic; hence it is more difficult to achieve and maintain customer loyalty. Even with a good service provision, high-end facilities, and a customized experience, the luxury hotels are constantly faced with the challenge of constantly exceeding and surpassing the fast-changing guest demands. Customers who feel that their expectations are not being met can easily switch to other rival facilities and the effect of this can have a massive impact on the reputation and the financial performance of the hotel. The major issue that luxury hotel faces is how exactly service quality influences customer loyalty in its various dimensions. Hotels which manicure their infrastructure and physical facilities might not be able to ensure consistent quality of service in their departments and service touchpoints.

The differences in the performance of employees, inconsistency in execution of service provision and failure in the management of customer relations can cause dissatisfaction to the guests. To make it even worse, the development of online review sites implies that any service failure can influence the view of the potential guests almost instantly due to the scale of online ratings. Another critical issue is the necessity to

see which dimensions of the quality of service have the most significant impact on the customer loyalty. Customer perceptions are not impacted by reliability, responsiveness, empathy, assurance, and tangibles to the same extent. Hotel managers have challenges in formulating effective and targeted service improvement strategies without having a clear picture of the relative importance. The given research is thus dedicated to studying the relevance between the quality of service and client loyalty in luxury hotels as well as determining the role played by each service quality dimension in creating long term relationships with clients.

III. NEED FOR THE STUDY

The importance of the study of service quality and the loyalty of the customers in luxury hotels is relevant in respect to a variety of reasons connected with each other. First, hotel business is inherently a service-oriented business and the level of satisfaction by the guests highly depends on the standard of services offered. The customers in the luxury settings do not only need comfortable rooms, but they need exceptional interactions with the service to complement their total experience. The awareness of how the quality of the services contributes to the customer loyalty will help management of the hotel being considered to optimize their strategies of service delivery and enhance customer satisfaction results.

Secondly, the retention of loyal guests is very important to the long-term sustainability of the luxury hotels. Repeat customers will have increased frequency of visits, will refer others to the hotel and promote the hotel through word of mouth. This eliminates the marketing expenses and provides an even footing in terms of revenue. Determining the determinants of customer loyalty, in turn, helps the hotels to develop a better strategy of guest retention. Third, the high rates of global tourism and the growth of the high-end hotel chains have contributed to the extremely high level of competition in the sector.

Maintaining high-quality service provision is one of the differentiators in such an environment. The study offers practical implications to the managers of various hotels on how they can improve their service delivery and improve their competitiveness in the market.

IV. SCOPE OF THE STUDY

This study explores the effects of quality on the customer loyalty in the service industry, which in this case, is the luxury hotel industry, due to the fact that the expectations and the standard of service that is provided to the customer is high as compared to customer expectations and service standards in the mid-range and low-cost industry. The research is aimed at analyzing the perception of guests who have used services in luxury hotels and evaluating them through the five major dimensions of service quality including reliability, responsiveness, assurance, empathy, and tangibles.

Customer loyalty is analyzed in relation to behavioral outcomes such as repeat visits, positive word of the mouth referrals, positive online reviews and emotion rate of brand attachment. The research has a limited range of study since the advertisement focuses on luxury hotels within chosen cities or tourist spots and thus the results can best be applied to other similar hospitality settings.

The study is not expanded into the segments of budget and mid-range hotels; the expectations of services and their delivery situation vary significantly. Website of these limitations, the research results in meaningful knowledge on the significance of service quality in the development of customer loyalty in the luxury hospitality business, and the study has practical implications to the hotel management and future studies.

V. LITERATURE REVIEW WITH GAP ANALYSIS

Literature Review

The theoretical basis of the study is the significant amount of academic literature on the connection between service quality and customer loyalty in the hospitality industry.

1. One of the popular tools in the measurement of service quality is the SERVQUAL framework developed by Parasuraman, Zeithaml and Berry (1988). The model establishes five dimensions namely: tangibles, reliability, responsiveness, assurance, and empathy and concludes that service quality is dependent on the difference between the customer perceptions and expectations. This

framework has been widely used to assess service effectiveness and customer satisfaction of luxury hotels in the hospitality research field.

2. Another model is the SERVPERF model suggested by Cronin and Taylor (1992), which assesses the quality of service against what is real according to actual performance as opposed to what is or should have been perceived. Their study revealed that the performance in service provision has a direct and significant impact on customer satisfaction and loyalty especially in hospitality where repetition through factors such as consistency leads to repeat and referral patronage.

3. Bitner (1992) came up with the term servicescape which means the physical setting where service is delivered. Her studies provided an insight into how the design of hotels, their sanitation, ambience and design influence the customer experience in relating to the quality of service. In luxury hotels, physical environment has an important role in the satisfaction and provokes a repeat visit by a well-designed and well-managed visible environment.

4. Zeithaml, Berry and Parasuraman (1996) conducted research into the behavioral implications of service quality in which greater perceived service quality was associated with greater customer satisfaction, customer loyalty and positive word-of-mouth. Their research highlighted the fact that enhancing the quality of service helps in curbing customer defection and strengthening long term brand relationships.

5. Oliver (1999) analyzed the association between satisfaction and loyalty and realized that loyalty is built with time as customers continue to gain satisfaction. Exceptional experience of service delivery in the case of luxury hotels is part of creating a lasting loyalty to the company, to revisit and recommend the brand.

6. Kandampelly and Suhartanto (2000) discovered that customer satisfaction and loyalty levels strongly depend on the quality of services and that the image of a hotel only mediates to strengthen customer loyalty. The luxury hotels with a substantial brand image and high standards of service are in a better position to attract and keep loyal guests.

7. Bowen and Chen (2001) found out that guests who are satisfied with the hotel to a high extent will be much more loyal and able to refer others. Their study focused on the value of proper quality of service in creating a favorable relationship with the customers, especially with the personalized services and professionalism in the behavior of the staff.

8. Ramsaran-Fowdar (2007) applied the SERVQUAL model to the hotel industry and established that all the five dimensions play a significant role in satisfaction and loyalty, with the reliability and responsiveness dimensions being particularly important. The level of expectation of guests in the luxury hotels is the delivery of service on time and resolving problems promptly in addition to the employees respecting their interactions.

9. Ladhari (2009) also provided a comprehensive review of the SERVQUAL studies and concluded that customer satisfaction and loyalty cannot be studied without assessing the quality of service provided. Hotels with a high level of service that constantly uphold the conditions create competitive advantages and have a better chance of attracting loyal customers.

10. Markiovic and Raspor (2010) looked at dimensions of service quality in a hotel and discovered that reliability and responsiveness of service provision had the most significant role in satisfying customers and fostering their loyalty. The importance of staff acting courteously, professionally and on time highlighted in their study is critical in enhancing experiences of guests.

Gap Analysis

Although the current literature has provided a strong foundation on which the concept on service quality and customer loyalty can be understood, there exist some critical gaps:

- Focused on the luxury segment: Most of the studies study the hospitality industry in general and not the luxury hotel industry per se where service demands and standards are significantly higher.
- Lack of research on emerging tourism markets: Majority of the current studies are carried out in the

developed countries or even in the major tourist destinations leaving the upcoming markets with gaps.

- Lack of overall integration of dimensions of service quality: In some cases, only particular dimensions of SERVQUAL framework are studied instead of their combination.
- Lacking longitudinal research: Cross-sectional studies are mainly homogeneous, which restricts cognizance of the behaviour of customer perceptions and loyalty over the years.
- The neglect of the quality of digital services: Digital service quality has turned the world of service, as online booking platforms, digital communications, and customer review have become an omitted source of loyalty potency, though numerous studies have not addressed them.
- Minimal emphasis on staff behavior and training: although the relations between the employees are key to the quality of the luxury services, there are scant studies of the effect of the staff behavior and its influence on their loyalty.
- Under research into emotional loyalty: Studies have been more focused on transactional satisfaction and less on the emotional ties and trust that constitute deep-rooted and enduring loyalty.
- Poorly studied personalization: Although individual, personalized service experience contributes to building loyalty in luxury hospitality, this field has not been studied properly.

VI. RESEARCH DESIGN WITH OBJECTIVES OF THE STUDY

Research Design

The current study will use descriptive and analytical research design. The descriptive element defines the demographic characteristics of the respondents and their understanding of the service quality in luxury hotels. The analytical aspect investigates the correlation of the dimensions of service quality with the customer loyalty outcomes. The combination design helps the researcher to establish patterns, correlations, and trends in order to gain a holistic view of the relationship between service quality and the loyalty of guests. A quantitative research design is applied. To obtain the numerical data concerning the service quality perceptions and intentions to be loyal to the hotel, a structured survey tool was used and distributed to hotel clients.

Analysis of the data used statistical procedures such as percentage analysis, mean score analysis, correlation analysis, and regression analysis in order to make some meaningful conclusions. Both secondary (a literature research, industry reports, and authoritative online sources) and primary data (which was gathered directly among the guests of the luxurious hotels through the use of structured questions) were employed. The major data tool is based on a five-point Likert scale, Strongly Agree to Strongly Disagree, to measure the levels of agreement to the statements on the service quality and loyalty. The population of the study will include guests that have used the services of luxury hotels in the past, which were chosen through convenient sampling. The sample size of about 100150 respondents was considered adequate to do meaningful statistic analysis.

Objectives of the Study

1. To explore the degree of the quality of service that the luxury hotels offer.
2. To define the most important aspects of service quality in luxury hotels namely, reliability, responsiveness, assurance, empathy and tangibles.
3. To examine the concept of service quality and customer satisfaction at luxury Hotels.
4. To present the effect of the quality of the service on customer loyalty in the luxury hotels.

Hypothesis

The hypotheses that will be tested in this study are:

H1: Customer loyalty in luxury hotel settings is highly boosted by the quality of services.

H2: Customer loyalty towards luxury hotels is positively dependent on the reliability of their services.

H3: Hotel staff being responsive is a critical factor in determining the overlay of customer loyalty.

H4: Customer loyalty increases with assurance provided by hotel employees.

H5: Customer commitment is highly achieved on a personalized basis and empathy.

H6: Tangible elements, including hotel services, neatness and the look of the staff positively influence customer loyalty.

H7: The level of service quality leads to customer satisfaction at luxury hotels.

H8: There is a mediating relationship between service quality and customer loyalty via customer satisfaction.

VII. PREVIOUS MODEL OF THE STUDY

Previous studies of hospitality and service marketing have led to a number of conceptualizations that shed light to the linkage between the quality of service, customer satisfaction and loyalty. These are the most powerful of these frameworks:

Model 1 -Parasuraman, Zeithaml and Berry (1988) SERVQUAL Framework: This theoretical line of work assumes that the dimensions of service quality (tangibles, reliability, responsiveness, assurance, empathy) have a bearing on customer evaluations of service delivery, a factor that subsequently influences service satisfaction and loyalty. It is also the best used framework in the study of quality of hospitality services.

Model 2 Kandampelly and Suhartanto (2000) Hotel Loyalty Framework: This model will include hotel image as a mediating variable which argues that good service quality increases customer satisfaction and the overall image of the hotel, which will subsequently lead to loyalty. The positive brand image enhances the effect of superior service quality in the process of brand loyalty.

Model 3- Zeithaml, Berry and Parasuraman (1996) Behavioral Intentions Framework: According to this model, favorable behavioral intentions are the results of competence of the perceived service quality, in the form of recommending the hotel to other customers, and patronizing the same hotel again in the future, which results to observable loyalty behavior.

Model 4 - Cronin Taylor (1992) Framework Service Performance: According to this model, actual service performance, not expectation perception gap, is the major determinant of customer satisfaction and brand loyalty. High quality helps to boost the perceptions of the customers and strengthens the loyalty to the hotel.

Altogether, these frames prove that the quality of service is the fundamental driver of customer satisfaction that in turn predetermines customer loyalty. This paper has constructed on these models in a bid to explore the dynamics of service quality and loyalty in luxury hotels that include the specifics.

VIII. RESEARCH AREA, SAMPLING DATA, AND DATA COLLECTION METHODS WITH JUSTIFICATION

The study is predominantly concerned with the luxury hotels present within major cities and great tourist spots. Five-star and five-star-plus hotels or luxury hotels specifically are a perfect research environment as the customers there are exceptionally sensitive to changes in the quality of services and their level of demand is very high. This is because the perception of the customers in this high-expectancy setting offers the most stringent yet informative analysis of the relationship between service quality and customer loyalty. The research sample will include guests who have used the services of luxury hotels in the past and gained direct experience of their service offerings.

As a sampling technique, convenience sampling was used to come up with the approximate number of just 100-150 respondents in terms of their availability and willingness to respond. This is sufficient to apply meaningful statistical analysis by use of correlation and regression analyses. The structured questionnaire was used to gather the primary data that included the demographic data, perceptions of service quality on five dimensions of SERVQUAL, and the loyalty behavior that included intention to revisit the service, willingness to recommend to others, and word-of-mouth behavior. Each attitudinal question was based on the five-point Likert scale.

The academic journals, books on hospitality management, reports on the industry and respectable online media were taken as secondary data giving the theoretical foundation and contextual background to the empirical study.

IX. THEORETICAL PERSPECTIVE

Service quality in the luxury hotel industry has both a tangible and an intangible aspect. Physical factors will be tangible in terms of physical facilities of the hotel, its cleanliness, the quality of the room, aesthetic design, and including technological facilities.

Intangible factors - which tend to be the more decisive factors of loyalty in the luxury field include employee conduct, its sensitivity, responsiveness and the confidence guests have in professional transactions. The research hypothesis is that the quality of the service is a key theoretical construct that produces a host of positive effects on luxury hotels. With high levels of service quality, there is high customer satisfaction as guests will feel that they have met or exceeded their expectations in terms of service in any of the service interactions.

This appreciation creates the trust and emotional attachment to the brand of the hotel, which, in consequence, is converted into loyalty patterns repeat visits, positive recommendations, favorable reviews, and a high brand attachment. Brand image of the hotel also increases the service quality. Whenever the guests sense superiority at every stage of the touchpoints during services whether in the front desk or in the room service or in the concierge or the dining service, the hotel comes to be linked with dependability, luxury, and worth. This good brand image would bring in other guests and reward the loyalty of the already existing guests. Moreover, loyal guests bring increase in revenues, both directly, through regular attendance and increased purchases of the additional services and indirectly, due to the organic marketing impact of the positive word of mouth and recommendations.

The fact that the variability of the service in luxury hotels is determined by the challenges of this operating environment also predetermines the relationship between service quality and loyalty. The expectations of luxury guests have been extremely high, and the hotel has to remain creative and keep personalizing their services to comply and go beyond their expectations. To control the behavior of the employees and maintain coherence in different service touchpoints, there must be long-lasting investment in training, quality control, and organizational culture. The downside of the technology being integrated in the delivery of services is the fact that it could not only provide opportunities but also pose risks to the company, since it is likely to replace the human touch that forms the luxury experience.

X. DATA COLLECTION & ANALYSIS OF DATA, LIMITATION, INTERPRETATION OF RESULTS

Data Collection & Analysis

A questionnaire consisting of structured questions was administered to 100 guests of hotels, and the respondents were distributed in gender and age groups. Analysis of answers to the survey was done through percentage analysis, mean scores and

interpretive commentary on each question. Ten central statements that would cover all five dimensions of service quality and their correlation with the customer loyalty were covered by the survey, and it was disaggregated according to gender.

Survey Statement	Men (Top Response)	Women (Top Response)
Luxury hotels maintain high standards of services	Strongly Agree – 25%	Strongly Agree – 10%
Staff provide professional and courteous help	Strongly Agree – 25%	Strongly Agree – 10%
Hotels are responsible when it comes to service promises (Reliability)	Strongly Agree – 25%	Strongly Agree – 10%
Employees respond promptly to customer demands (Responsiveness)	Agree – 25%	Agree – 10%
Guests are confident and secure with the help of staff (Assurance)	Agree – 25%	Agree – 10%
Empathy- Staff demonstrate empathy and serve individual needs (Empathy)	Strongly Agree – 25%	Strongly Agree – 10%
Hotels have the best facilities and services (Tangibles)	Strongly Agree – 25%	Strongly Agree – 10%
Customer satisfaction increases due to the quality of the service	Strongly Agree – 25%	Strongly Agree – 10%
Customers like to come back when the service has been excellent at all times	Strongly Agree – 25%	Strongly Agree – 10%
Excellent service quality promotes the referral to other persons	Strongly Agree – 25%	Strongly Agree – 10%

The survey results indicate that the respondents are being highly positively oriented towards service quality and relation to loyalty in luxury hotels. The most frequent answers by male (70 percent of respondents) and female (30 percent of respondents) participants in the various categories of responses about service quality were Strongly Agree or Agree, indicating that the satisfaction and loyalty behavior of the luxury hotel guests counts upon the high-level of service quality. The gender statistics were 70% male and 30% female and the age group 2631 took the lead.

XI. LIMITATIONS OF THE STUDY

1. Geographical constraint: The research is confined into luxury hotels of particular Metropolises, thus it constrained the generalization of the study results to other geographical locations or other global markets where the expectations of the guests and cultural beliefs could vary widely.

2. Sample size/sampling technique: Only 100-150 respondents may be conveniently sampled thus may

not be able to represent the wider population of luxury hotel guests and this would lead to selection bias.

3. Response bias: Guests who receive timely questions after their stay would give socially desirable or excessive positive responses and this would influence the accuracy of service quality-loyalty affiliateations estimations.

4. Time factors: The guest opinions gathered during or soon after a visit are only instant impressions. Loyalty is a longitudinal variable that can not be encompassed on a short research time span.

5. Personality of perceptions: The perception of service quality is subjective by nature and is perceived in terms of personal expectations, cultural and prior experiences of the hotel introducing subjectivity that is unwieldy to regulate.

6. Strict attention to luxury hotels: Finding cannot be generalized to any of the other hotel segments, including the mid-range or the low-cost hotels, in which the service expectations and the contexts of service delivery vary much.

7. Omission of extraneous variables: This study does not consider extraneous factors like pricing, place, macroeconomics, and marketing activities, which can also cause loyalty.

8. Self report information: Recall of services based on surveys might suffer the inaccuracy of memories and this could interfere with the stability of the measurement of satisfaction and loyalty

XII. INTERPRETATION OF RESULTS

An overview of survey-data indicates that customer loyalty to service quality in luxury hotels is positively correlated and significantly between the quality of the service and customer loyalty as expected in the theoretical frameworks. The guests who felt that there had been increased service quality in all five dimensions were found to be more loyal in terms of loyalty intentions and behaviors where their intentions were to visit the hotel again, refer others, leave good online reviews and be emotionally attached to the hotel brand.

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The positive relationship between responsiveness and loyalty was also high. Visitors attached a lot of importance on quick response to orders and effective handling of complaints. The aspect of delays or lack of attention was identified as a critical issue impacting poor perceptions of service quality and low chances of being recommended.

Guarantee - related to employee capabilities, professionalism and civility were appreciated by the respondents. Learned, assertive employees who resolve complicated cases in a professional manner would instill confidence and enhance both affective as well as amicable allegiance.

Adaptive/personalization, such as remembering preferences of customers, and then projecting individual needs was also found to be an influential factor of emotional loyalty. Visitors that perceived truly personalized service, said that they intended to go back and that they were more likely to recommend the hotel.

Tangibles — the physical environment, the quality of the room, the decoration, and the overall atmosphere — influenced the first impressions and used to generate perceived value. Nonetheless, staff behavior and service delivery were reported by the respondents to have a higher value than physical facilities in influencing their loyalty.

That data also validated the role of service quality as a direct determinant of all four outcomes of loyalty behavior discussed return to the hotel, refer others, generate positive online feedback, and form an emotional attachment to the brand. Theoretical frameworks that have been used to support the study significantly supported the prognosis as the guests who rated the service quality positively were much more plausible to display all the four loyalty behaviors.

XIII. CONCLUSION

This study has explored the multidimensional effect of service quality and customer loyalty in the luxury hotels and established a strong positive relationship between the two. When guests are served with a high service quality on the dimensions of reliability, responsiveness, assurance, empathy, and tangibles, their loyalty behaviours such as the visitation behaviour, recommendations, positive online reviews, and emotional ties to a brand are significantly higher than in the group of guests, whose expectation is not met. Out of the five dimensions, reliability and responsiveness were found to be the most important in guest loyalty with assurance and empathy coming in close.

Tangible also plays a significant role in providing the first impression and the perceived value and was observed to contribute to but not be the ultimate contributor to the loyalty. The guests of luxury hotels give preference to the same, individualized and professionally presented service experiences. Only the

quality of their relationships with the hotel staff, rather than the physical environment, will make them loyal brand followers. The study also notes that operational issues in serving at the luxury level involve a great deal of variety and high anticipation: control of consistency in both the multiple touchpoints of service offerings and the high level of skill of the chosen employees and the shrewd way of integrating the use of technologies without compromising on the personalized relationship the luxury experience brings.

These are issues that should be dealt with in order to maintain the service excellence that breeds loyalty. The findings as a manager tell about the strategic significance of continuous staff education, personalized interaction with guests, strong feedback, and the intentional use of technology. Luxury hotels investing in both tangibles and intangibles of service are in a better position to sustain high value guests, improve brand recognition, and have sustainable growth. Service quality is not an isolated hospitality criterion of quality, but a pillar on which the customer loyalty, competitive edge and sustainability on profitability in the luxury hospitality industry hangs.

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