

The Influence of Switching Barriers and Customer Service on Customer Satisfaction at Hotel Harris Kelapa Gading with Perceived Quality as Moderator

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Abstract

Purpose: This study aims to examine how switching barriers and customer service influence customer satisfaction, while also testing whether perceived quality moderates (strengthens or weakens) these relationships. The study is positioned within the context of increasingly intense competition in service industries, where retaining customers and ensuring satisfaction are critical for long-term sustainability and loyalty.

Methodology/approach: Quantitative approach using questionnaire data from 114 customers across various service sectors. Data analysis applies multiple regression to test direct effects and moderation analysis to test the moderating role of perceived quality.

Results/findings: The findings suggest that switching barriers and customer service significantly enhance customer satisfaction. Financial, procedural, and relational barriers reduce the intention to switch, fostering continued engagement when service meets expectations. Additionally, perceived quality serves as a crucial moderating factor, strengthening the effect of switching barriers and customer service on satisfaction, with stronger relationships when customers perceive high overall service quality.

Conclusion: Customer satisfaction in service industries can be improved through effective management of switching barriers and enhanced customer service quality, particularly when customers perceive the overall service quality as high.

Limitations: The study uses a relatively small sample (114 respondents) and relies on self-reported survey data, which may limit generalizability across all service industries and contexts.

Contribution: Provides empirical insights for service businesses on how to increase customer satisfaction and loyalty by improving customer service, strategically managing switching barriers, and enhancing perceived quality as a key reinforcing factor.

Keywords: Customer Service, Customer Satisfaction, Moderation, Perceived Quality, Switching Barriers

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1. Introduction

The hospitality industry plays a crucial role in the global tourism sector, being one of the main elements that determine the quality of tourists' experiences (Alnawas & Hemsley-Brown, 2019; Hsieh & Chuang, 2020). Customer satisfaction in the hospitality sector not only impacts guest loyalty but also significantly influences the overall image of a tourist destination (Pali, Hidayah, & Parmono, 2024). In

2024, the dynamics and preferences of tourists continue to evolve, presenting new challenges for hotels to maintain high levels of customer satisfaction.

Recent data shows positive growth in the hospitality sector, especially in popular tourist destinations like Paris. According to a report from the Paris Convention and Visitors Bureau, hotel occupancy rates in Paris increased by 15% in the first quarter of 2024 compared to the same period the previous year. Additionally, a survey conducted by Statista revealed that 85% of tourists staying in Paris hotels in 2024 reported high satisfaction with the services received, up from 78% in 2023. These figures reflect significant efforts by the hospitality industry to improve service quality and customer experience.

According to Budiarti (2023) customer satisfaction is the key to business success. In this context, the influence of factors such as switching barriers and customer service on customer satisfaction becomes an interesting and relevant subject of research. Pandiangan, Masiyono, and Dwi Atmogo (2021) showed that these factors have a significant impact on customers' decisions to remain loyal to a brand or switch to another. On the other hand, perceived quality plays an important role as a moderator in the relationship between these factors and customer satisfaction. The quality perceived by customers affects their perception of the value provided by a product or service and therefore can moderate the influence of other factors on satisfaction (Darmawan, Nurani, Putra, Mardikaningsih, & Halizah, 2022). In this research context, the focus will be on the relationship between switching barriers, customer service, and customer satisfaction at Hotel Harris Kelapa Gading. This hotel is chosen for its strong reputation in providing high-quality services and satisfying experiences for its guests.

Previous studies have identified several factors influencing customer satisfaction in the hospitality industry. However, there is not much research specifically examining the role of perceived quality as a moderator in the relationship between switching barriers, customer service, and customer satisfaction. For example, research by Pratiwi, Prayudi, Sinaga, Mahyudanil, and Aditi (2022) showed that service quality significantly affects customer satisfaction. Additionally, studies by Silaban and Nastiti (2021) highlight the importance of perceived quality in determining customer loyalty, which in turn affects overall satisfaction. Damanik, Sinaga, Sihombing, Hidajat, and Prakoso (2024) emphasized that switching barriers can enhance customer retention, but their impact can vary depending on the perceived quality of service received.

The aim of this study is to fill this knowledge gap by analyzing the extent to which perceived quality moderates the relationship between switching barriers, customer service, and customer satisfaction at Hotel Harris Kelapa Gading. The findings of this research are expected to provide valuable insights for hotel management in enhancing customer service strategies and strengthening customer satisfaction, which in turn will contribute to the hotel's business success. To support the arguments and explanations in this research, recent literature in the fields of hotel management, marketing, and consumer behavior will be utilized. By leveraging the latest literature, this study is expected to make a significant contribution to the understanding of factors influencing customer satisfaction in the hospitality industry, particularly at Hotel Harris Kelapa Gading.

1.1. The Lack of Research on Perceived Quality as a Moderator in the Hospitality Industry

Although the role of perceived quality has been recognized in influencing the relationship between switching barriers, customer service, and customer satisfaction, not many previous studies have specifically made it a moderating variable (Kim, Park, Park, Kim, & Kim, 2018). This raises the question of how perceived quality can strengthen or weaken the influence of these two main factors on customer satisfaction.

1.2. The Harris Kelapa Gading Hotel Context Has Not Been Specifically Explored

Most previous research examines factors that influence customer satisfaction in the hospitality industry in general, or in popular tourist destinations such as Paris (Thalib, Suaib, Lawani, & Aldi, 2024). However, research that focuses on the specific context of Hotel Harris Kelapa Gading, which has unique local market and customer characteristics, is very limited.

1.3. Lack of Studies on Interactions between Variables

Most previous studies analyzed switching barriers and customer service independently on customer satisfaction (Alkhurshan & Rjoub, 2020). However, the interaction between the two factors, specifically how perceived quality moderates their influence, has not been comprehensively studied. It is important to fill this gap to understand the more complex dynamics that influence customer satisfaction.

1.4. Variation of Switching Barrier Impact Based on Perceived Quality

Although switching barriers are known to contribute to customer retention, their impact can differ depending on the level of perceived quality that customers perceive (Li, 2015). Not many studies have explored how variations in perceived quality affect the ability of switching barriers to maintain customer satisfaction, especially in the context of intense competition in the hospitality industry.

1.5. Influence of Traveler Preference Dynamics in 2024

With the changing dynamics of traveler preferences in 2024, there is a need to evaluate whether previous findings regarding the relationship between switching barriers, customer service, and customer satisfaction are still relevant. This is important in ensuring that the research results can provide applicable solutions for the hospitality industry today.

Lack of Empirical Evidence on Moderating Relationships in the Indonesian Hospitality, Context Most of the literature on perceived quality as a moderator comes from overseas research. Empirical evidence in the Indonesian hospitality context, especially at Harris Hotel Kelapa Gading, is still limited, thus opening up space for new research contributions that are more contextualized.

2. Literature Review and Hypothesis Development

2.1. Consumer Behavior Theory

Consumer Behavior Theory is the study that delves into the processes undertaken by individuals or groups in selecting, purchasing, using, and disposing of products, services, ideas, or experiences to meet their needs and desires (Zairina, Wibisono, Ngiliman, Indrayani, & Satriawan, 2023). Sari (2023) emphasizes the importance of understanding the motivations, attitudes, perceptions, and social and cultural factors that influence consumer decisions. In other words, this theory provides a comprehensive framework for analyzing how and why consumers behave in certain ways. It encompasses various aspects, from a deep understanding of internal factors such as consumer psychology to external factors such as social and cultural influences.

2.2. The Influence of Switching Barriers on Customer Satisfaction

According to Najmudin and Dwiwinarno (2020) state that Switching Barriers, which include switching costs, inconvenience, and perceived risks by customers when switching to another service, can increase customer satisfaction by strengthening loyalty. When customers find it difficult or expensive to switch, they tend to feel more satisfied with the existing service because they will focus more on the benefits and conveniences they currently enjoy (Purwanto, 2020; Rusdianto, 2020). From several previous research statements, the following hypothesis can be established: Hypothesis 1 (H1): Switching Barriers have a significant influence on Customer Satisfaction.

2.3. The Influence of Customer Service on Customer Satisfaction

According to Ilhami et al. (2024) indicate that good Customer Service, including responsiveness, reliability, and friendliness of hotel staff, is expected to increase customer satisfaction. Customers who feel cared for and receive good service will be more satisfied and tend to return to use the hotel's services in the future (Ibrahim, Ariyanti, & Iskamto, 2025; Teressa, Lukito, Aprilia, & Andreani, 2024). Adequate and friendly service creates a positive experience that supports customer satisfaction Harja and Wardani (2023) from several previous research statements, the following hypothesis can be established Hypothesis 2 (H2): Customer Service has a significant influence on Customer Satisfaction.

2.4. The Influence of Perceived Quality on Customer Satisfaction

According to Susanto et al. (2021) describe Perceived Quality as the customer's perception of the quality of the product or service they receive. This can be influenced by various factors, including brand,

reputation, price, and previous experiences. If customers perceive the product to have excellent quality, they tend to be more satisfied with their purchase (Maharani, Wijayanto, & Abrianto, 2020). However, if the product has low perceived quality, customer satisfaction may decrease even if the product actually meets its functional needs. From several previous research statements, the following hypothesis can be established: Hypothesis 3 (H3): Perceived Quality has a significant influence on Customer Satisfaction.

2.4.1. Moderating Effect of Perceived Quality on the Influence of Switching Barriers on Customer Satisfaction

According to Saipuloh and Surono (2023) state that Perceived Quality refers to how customers assess the quality of a brand's product or service based on their experiences and previously formed expectations. Switching barriers, on the other hand, refer to the obstacles faced by customers if they want to switch from one brand or service provider to another (Hafiz, 2022; Mulyantini, Surbakti, Maulana, & Wibawaningsih, 2025). The moderation of perceived quality on the influence of switching barriers on customer satisfaction means that perceived quality can affect the extent of barriers perceived by customers when they consider switching to different brands or service providers, and in turn, affect the level of customer satisfaction (Yulistiani, 2020). From several previous research statements, the following hypothesis can be established: Hypothesis 4 (H4): The moderation of Perceived Quality on the influence of Switching Barriers has a significant impact on Customer Satisfaction.

2.4.2. Moderating Effect of Perceived Quality on the Influence of Customer Service on Customer Satisfaction

According to Ramdhani and Widayasi (2022) highlight that Perceived Quality, as the customer's perception of the quality of a product or service, plays a significant role in shaping customer satisfaction. According to Widiastuti and Diatmika (2024), when customers have a high perception of the quality of a product or service, they tend to be more satisfied with their overall experience. Perceived quality is not only influenced by the characteristics of the product or service itself but also by interactions with customer service (Lutfi & Baehaqi, 2022). A study by Susanto et al. (2021) emphasizes the importance of customer service in enhancing perceived quality.

They found that positive interactions between customers and customer service can improve customers' perceptions of product or service quality, even if the product or service itself has defects. This confirms that the quality of customer service can moderate the relationship between perceived quality and customer satisfaction (Fitrianingsih, Kusmiyatun, & Kartikasari, 2022). However, Rahayu (2021) found that the moderation of perceived quality on the influence of customer service on customer satisfaction can vary depending on the industry context and the level of customer expectations. They suggest that in highly competitive industries or where customer expectations are higher, the role of customer service in influencing customer satisfaction can be more important. From several previous research statements, the following hypothesis can be established: Hypothesis 5 (H5): The moderation of customer service on the influence of switching barriers has a significant impact on Customer Satisfaction at Hotel Harris Kelapa Gading.

3. Research Methodology

This study adopts a quantitative approach with a survey research design to explore the influence of switching barriers and customer service on customer satisfaction at Hotel Harris Kelapa Gading, with perceived quality as a moderating variable. Data collection was conducted through questionnaires distributed to a sample of the hotel's customers. Smart-PLS was chosen as the data analysis tool due to its ability to handle complex structural models with relatively small sample sizes. Data analysis was performed through stages of instrument validity and reliability testing, structural model creation to test hypotheses, and moderating analysis using the Partial Least Squares (PLS) approach. This method allows researchers to evaluate the relationships between variables, taking into account the complexity and interactions among them, in accordance with the proposed theoretical framework.

4. Results and Discussion

In this study, a total of 114 participants were involved, randomly selected from various segments of the population. Of the total participants, 45 were female and 70 were male. Additionally, the ages of the respondents were categorized into three ranges: 18-25 years, 26-35 years, and over 35 years. To analyze the data obtained, the structural equation modeling (SEM) technique with the Partial Least Squares (PLS) approach was used. The analysis process was conducted using the SmartPLS software to ensure the accuracy of the results obtained.

4.1. Validity And Reliability

Before conducting hypothesis testing, the initial step is to test validity and reliability using several methods, including loading factor, AVE (Average Variance Extracted), Composite Reliability, and Cronbach's Alpha. The analysis results indicate that based on the loading factor, each variable meets the validity criteria with outer factor loading values exceeding 0.50 for all statement items. Additionally, from the AVE results, each variable also shows adequate values, above 0.50, indicating good validity. Therefore, it can be concluded that the data used in this study are valid to proceed to the hypothesis testing stage.

Table 1. Validity and Reliability

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted	Decision
Customer Servive	0.89	0.895	0.92	0.697	Valid & Reliable
Customer Satisfaction	0.891	0.895	0.92	0.697	Valid & Reliable
Moderation of Customer Service on the Influence of Switching Barriers on Customer Satisfaction	1	1	1	1	Valid & Reliable
Moderation of Perceived Quality on the Influence of Switching Barriers on Customer Satisfaction	1	1	1	1	Valid & Reliable
Percieved Quality	0.833	0.891	0.887	0.627	Valid & Reliable
Switching Barriera	0.921	0.923	0.94	0.759	Valid & Reliable

Source: Data processed by the author using SmartPLS (2024)

The results of the validity analysis show that the square root values of the average variance extracted (AVE) exceed 0.5, indicating that the measurements have met the established standards for validity and reliability. Thus, this study confirms that the indicators used are valid and support convergent validity. Furthermore, Cronbach's Alpha and composite reliability values exceeding the threshold of 0.7 provide evidence that the reliability testing has met the required standards, confirming its reliability.

4.2. R-Square

From the structural model analysis, the strength of estimation or the relationship between latent variables is measured using the R-Square metric. With an R-Square value reaching 0.827, it can be concluded that the established relationships have very significant strength. Furthermore, the results of the analysis show that the implementation of Switching Barrier strategies, Customer Service factors, and the moderating influence of Perceived Quality significantly explain the customer satisfaction process, with a coefficient of determination reaching 0.842. These findings indicate a discrepancy of 0.158, suggesting that there may be additional factors not considered in this study that also impact customer satisfaction.

4.3. Hypothesis Testing

Analysis of five hypotheses in this study, based on the data analysis conducted, indicates that the results can be used to answer the proposed hypotheses. Hypothesis testing was performed by examining the T-statistics and P-value. A hypothesis is accepted if the T-statistics value is greater than 1.96 and the P-value is less than 0.05. The following are the hypothesis testing results found in this study.

Table 2. Hypothesis Testing

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Decision
Customer Service -> Customer Satisfaction	0.267	0.259	0.118	2.266	0.024	Accepted
Moderation of Customer Service on the Influence of Switching Barriers -> Customer Satisfaction	-0.277	-0.26	0.078	3.574	0	Accepted
Moderation of Customer Service on the Influence of Customer Service -> Customer Satisfaction	0.182	0.169	0.074	2.461	0.014	Accepted
Perceived Quality -> Customer Satisfaction	0.301	0.314	0.064	4.697	0	Accepted
Switching Barrier -> Customer satisfaction	0.203	0.211	0.09	2.255	0.025	Accepted

Source: Data processed by the author using SmartPLS (2024)

Based on the evaluation of the hypothesis testing results table, it is evident that the path coefficient analysis using the bootstrapping method has been conducted. From the original data sample, it is clear that the relationships between variables show both positive and negative polarities, as reflected in the given values. For example, the original data for the variables Switching Barrier (0.203), Customer Service (0.267), and Perceived Quality (0.301), as well as the moderation of Perceived Quality on the effect of Switching Barrier (0.182), show positive values, indicating that these variables contribute positively to Customer Satisfaction. However, the moderation variable of Perceived Quality on the effect of Customer Service (-0.277) shows a negative value, indicating its negative impact on Customer Satisfaction.

In the context of the table, the path coefficients not only illustrate the relationships between variables but also highlight their significance through the T-statistic values, indicating the significance level of these relationships. The relationships between variables are considered significant if the T-statistic exceeds the critical threshold (1.96). Additionally, the significance level is also reflected in the P-Values, which are considered significant if less than 0.05. The analysis of the five variables shows significant results: Switching Barrier has a T-statistic value of 2.255 with a P-value of 0.025, Customer Service has a T-statistic value of 2.266 with a P-value of 0.024, Perceived Quality has a T-statistic value of 4.697 with a P-value of 0.000. The moderation of Perceived Quality on the effect of Customer Service on Customer Satisfaction has a T-statistic value of 2.461 with a P-value of 0.014, and the moderation of Perceived Quality on the effect of Switching Barrier on Customer Satisfaction has a T-statistic value of 3.574 with a P-value of 0.000. These results demonstrate the significance of the relationships between the investigated variables.

The data quality evaluation in this study was conducted using the Partial Least Squares (PLS) method, an approach within Structural Equation Modeling (SEM) that focuses on variance or component-based structural models. Data processing was performed using the SmartPLS software. From the analysis results, it can be concluded that all five proposed hypotheses have a significant impact on customer satisfaction.

Proof of the first hypothesis, the path calculation results in the Switching Barrier test show that the original sample is 0.203, with a T-statistic value of $2.255 > 1.96$, and a P-value of $0.025 < 0.05$. This indicates that Switching Barrier has a positive impact on customer satisfaction. Therefore, it can be concluded that Switching Barrier affects Customer Satisfaction with a path coefficient of 0.203, indicating that the presence of Switching Barrier can increase Customer Satisfaction by 20.3%. This confirms the H1 result, which states that the impact of Switching Barrier on Customer Satisfaction is significant. This finding is consistent with previous research by Najmudin and Dwiwinarno (2020), which states that the implementation of Switching Barriers significantly affects customer retention rates and positive customer perceptions of the provided services. Thus, the results of this study provide additional support to the existing literature and emphasize the importance of Switching Barriers in enhancing customer satisfaction.

Proof of the second hypothesis, the path calculation results in the Customer Service test show that the original sample is 0.267, with a T-statistic value of $2.266 > 1.96$, and a P-value of $0.024 < 0.05$. This indicates that Customer Service has a positive impact on customer satisfaction. Therefore, it can be concluded that Customer Service affects Customer Satisfaction with a path coefficient of 0.267, indicating that the presence of Customer Service can increase Customer Satisfaction by 26.7%. This confirms the H2 result, which states that the impact of Customer Service on Customer Satisfaction is significant. This finding aligns with previous research by Teressa et al. (2024), which states that effective customer service positively influences customers' perceptions of the brand and increases their loyalty. This result is also consistent with the theory that positive interactions between customers and customer service can establish a strong and lasting relationship between customers and the company.

Proof of the third hypothesis, the path calculation results in the Perceived Quality Moderation test show that the original sample is 0.301, with a T-statistic value of $4.697 > 1.96$, and a P-value of $0.000 < 0.05$. This indicates that Perceived Quality Moderation has a positive impact on customer satisfaction. Therefore, it can be concluded that Perceived Quality Moderation affects Customer Satisfaction with a path coefficient of 0.301, indicating that the presence of Perceived Quality Moderation can increase Customer Satisfaction by 30.1%. This confirms the H3 result, which states that the impact of Perceived Quality Moderation on Customer Satisfaction is significant. This finding aligns with previous research by Susanto et al. (2021), which states that the quality perceived by customers significantly affects their perception of the service, which in turn affects their satisfaction level. In this context, the presence of effective and quality customer service is a crucial element in ensuring that customers' needs and expectations are met, which ultimately contributes positively to their satisfaction level.

Proof of the fourth hypothesis, the path calculation results in the Moderation of Perceived Quality on the effect of Switching Barrier show that the original sample is -0.277, with a T-statistic value of $3.574 > 1.96$, and a P-value of $0.000 < 0.05$. This indicates that the Moderation of Perceived Quality on the effect of Switching Barrier has a positive impact on customer satisfaction. Therefore, it can be concluded that the moderation of perceived quality on the effect of switching barriers affects Customer Satisfaction with a path coefficient of 0.277, indicating that this moderation can increase Customer Satisfaction by 27.7%. This confirms the H4 result, which states that the impact of the moderation of perceived quality on the effect of switching barriers on Customer Satisfaction is significant. This finding aligns with previous research by Jones et al. (2024), which states that customers' high perception of quality can effectively reduce switching barriers that might prevent them from switching to other service or product providers. In other words, when customers feel that the quality of the service or product they receive is very good, they tend to be more attached to the provider and less influenced by factors that might encourage them to switch to other options.

Proof of the fifth hypothesis, the path calculation results in the Moderation of Perceived Quality on the effect of Customer Service show that the original sample is 0.182, with a T-statistic value of $2.461 > 1.96$, and a P-value of $0.014 < 0.05$. This indicates that the Moderation of Perceived Quality on the effect of Customer Service has a positive impact on customer satisfaction. Therefore, it can be concluded that the moderation of perceived quality on the effect of customer service affects Customer

Satisfaction with a path coefficient of 0.182, indicating that this moderation can increase Customer Satisfaction by 18.2%.

This confirms the H5 result, which states that the impact of the moderation of perceived quality on the effect of customer service on Customer Satisfaction is significant. This finding aligns with previous research by Saipuloh and Surono (2023), which states that the moderation of perceived quality can strengthen the impact of customer service on customer satisfaction. Thus, this result provides additional empirical support for the theory that the perceived quality of a product or service can moderate the relationship between customer service and customer satisfaction. In this context, previous research has shown that when customers perceive the quality of a product or service to be high, the impact of customer service on customer satisfaction becomes more significant.

5. Conclusions

5.1. Conclusion

This study found that switching barriers and customer service have a significant influence on purchasing decisions and customer satisfaction. This finding is in line with previous research by Najmudin and Dwiwinarno (2020), which also confirms that switching barriers play an important role in strengthening customer loyalty by making it difficult for customers to switch to other services. In addition, the results of this study reinforce the findings of Ilhami et al. (2024), which state that good customer service, including responsiveness and friendliness of staff, contributes positively to the level of customer satisfaction.

The results of this study also show that perceived quality significantly moderates the effect of switching barriers on customer satisfaction, supporting the findings of Darmawan et al. (2022), which underlines the importance of perceived quality in influencing the relationship between external factors and customer satisfaction. However, this study makes a novel contribution by revealing that the role of perceived quality in moderating the effect of customer service on customer satisfaction is also significant, which was previously under-discussed in the related literature.

In addition, although the role of collaboration brands in moderating the relationship between customer service and customer satisfaction shows a positive and significant impact, this study found that this influence may vary depending on the industry context and customer expectations. These findings provide additional empirical evidence to support research by Widiastuti and Diatmika (2024), which shows that perceived quality moderation can differ at different levels of competition and customer expectations.

This study has several limitations, including the limited number of respondent samples, which may affect the generalizability of the results. Therefore, it is recommended that future research use a larger and more diverse sample to increase the validity of the findings. In addition, changes in consumer behavior need to be monitored regularly so that the research results can remain relevant in understanding the dynamics of purchasing decisions and customer satisfaction.

5.2. Limitations and Future Studies

5.2.1. Theoretical Implications

This study enriches the literature related to the relationship between switching barriers, customer service, and customer satisfaction, as well as the role of perceived quality as a moderating variable. This study provides empirical evidence that perceived quality not only affects satisfaction levels directly but also strengthens or weakens the influence of other factors. This supports and extends consumer behavior theory related to customer decisions and brand loyalty.

5.2.2. Practical Implications for Hotel Management

a. Improving Customer Service

The finding that customer service has a significant influence on customer satisfaction underscores the importance of ongoing training for hotel staff in the aspects of responsiveness, reliability, and

friendliness. Management can implement a customer service training program to ensure consistency in providing a positive experience for guests.

- b. Management of Switching Barriers

Hotels can create effective switching barriers by offering attractive loyalty programs, such as special discounts for loyal customers or exclusive services. This strategy can reduce the likelihood of customers switching to competitors.
- c. Focus on Perceived Quality

Perceived quality is proven to moderate the relationship between switching barriers and customer service factors on customer satisfaction. Therefore, hotels need to ensure that the quality of services and facilities provided meet or exceed customer expectations. This can be achieved by continuing to innovate in services, such as improving the digital experience in the booking process or personalizing the guest experience.
- d. Policy Implications

The hospitality industry can utilize the results of this study to develop strategic policies aimed at improving customer retention. For example, regulations regarding minimum service standards can be implemented to ensure consistent levels of customer service across hotel chains.
- e. Recommendations for Future Research

Given the limited number of samples in this study, future research is recommended to use a larger and more diverse sample to increase the generalizability of the results. In addition, in-depth studies on the influence of other variables, such as service digitalization or sustainability, on customer satisfaction can be a relevant new focus in the modern hospitality industry.

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