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A Study of Guest Satisfaction in Indian Hotels: Rethinking Modern Strategies to Deliver Delight

Jyothirmai B

Research Scholar, Dept. of. Business Management, Sai Nath University, Ranchi.

Dr. Rohan Saxena

Associate Professor, Dept. of. Management, Sai Nath University, Ranchi.

ABSTRACT

Guest Satisfaction keeps a hotel alive. It shows if a hotel is doing well. In India, this matters even more. There are many hotels. Today, guests want more than a bed. They want a full experience that remains in their memories for years. This study looks at how hotels in India are changing. Hotels no longer meet basic needs only. They now try new ideas. They want to do more. They want to make guests exuberant.

The world has changed in a new place for travellers. People now travel with smart phones and use apps for everything. Their habits are different now. COVID also changed how people think about safety and comfort. Now, hotels must make more effort. They must give better service and still make guests feel cared for.

Many guests today are caught between two worlds. They love old places, nature, and peace. But they also want fast internet and air conditioning. They are old souls with modern needs. That's why hotels are often walking a fine line. They must give both—a heritage feels outside and all modern comforts inside. Guests want comfort and style at the same time.

For this study the researchers gave a form to 500 hotel guests and collected their answers. The researchers have about how staff treat guests, how clean the rooms are, how fast help is given, and how hotels use technology.

Keywords: *Guest Satisfaction, Hotel Management, Strategic Management, Customer Delight, Hospitality, and Service Management.*

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I. Introduction

The hotel industry in India is changing fast. With growing competition and rising guest expectations, hotels must now go beyond offering just a room. They must offer a complete experience—one that includes comfort, safety, convenience, and care. Guests today look for many more than basic facilities. They want fast service, digital access, and a personal touch. This shift has made guest satisfaction a central goal for hotels. Modern travelers expect high-speed Wi-Fi, digital payments, online bookings, and 24/7 assistance Singhal, R. K., (et. al. 2025). They also want clean and well-managed spaces, respectful staff, and a sense of being at home. To meet these demands, hotels are adopting modern tools. They use artificial intelligence, QR codes, voice controls, mobile apps, and chatbots. Some hotels have even started using robots for food delivery. These new methods not only improve guest experience but also help hotels manage time and costs better. The COVID-19 pandemic changed the way guests think about hygiene and service. Contactless check-in, strict safety rules, and trained staff became the key to making guests feel safe. Even today, these safety habits are expected. Hotels now need to blend comfort with caution. Staff training has also improved. Team members are now taught to use new technology and interact better with guests. These steps have helped hotels move forward in this new era. The managers must focus on these modern changes in Indian hotels. They should know what steps are taken to improve guest satisfaction. They should also check if these changes are working.

Their efforts of sustainable business and CSR also have been considered. Help for your society turn back in the form of brand image (Yadav, O. P. et.al. 2024). The managers must aim to understand what makes guests happy and what areas still need work. As tourism in India begins to grow again, guest satisfaction has become even more important. Hotels that meet guest needs well can build stronger reputations and long-term loyalty.

i. Top Hotels in India

India’s hospitality sector features several major hotel chains that cater to diverse traveler needs, from luxury to budget. The Indian Hotels Company Limited (IHCL), popularly known as Taj Hotels, was founded in 1903 and is headquartered in Mumbai. It includes brands like SeleQtions, Vivanta, and Ginger. Another iconic name is Oberoi Hotels & Resorts, founded in 1934 and based in New Delhi, operating 32 luxury hotels and 2 river cruises across seven countries. It also runs a hospitality training institute. Under the same group, Trident Hotels, also founded in 1934, offers premium experiences and is known for hotels like Trident Nariman Point and Trident Udaipur. ITC Hotels, started in 1975 as a part of ITC’s diversification plan, is headquartered in Kolkata and began with the Chola Hotel in Chennai. Marriott International, which entered India in 1999, operates brands like JW Marriott and The Ritz-Carlton from its India office in Gurgaon. Hyatt Hotels, present in India since the 1980s, operates from Mumbai and runs several well-known brands. Radisson Hotel Group, which entered the market in 1998, has a strong presence across cities with brands like Radisson Blu and Park Plaza, managed from Gurgaon. Accor Hotels, headquartered in Paris, began Indian operations in the early 2000s and manages brands like Novotel, ibis, and Sofitel through its Gurugram office. Lemon Tree Hotels, established in 2002 and based in New Delhi, is known for offering modern

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comfort in the mid-priced segment through its brands like Lemon Tree Premier. Lastly, Sarovar Hotels & Resorts, started in 1994 and headquartered in Mumbai, operates brands like Sarovar Premiere and Hometel, focusing on quality and affordability.

ii. COVID-19 Pandemic and New Customer Expectations from Hotels

Researcher has tried to understand the impact of contemporary issues. The COVID-19 pandemic had highest impact on the global hospitality industry. The hotel sector in recent years has been hit hard. The demands for hotels reduced to least as lockdown was implemented. It has resulted hotels to re-evaluate their operational plans and business models. Key concerns are:

- Hygiene and Safety as a Priority
- Contactless Services and Digital Integration
- Flexible Booking Policies and Cancellation Options
- Health-Conscious Dining and Personalized Meal Options
- Work-from-Hotel and Hybrid Hospitality Spaces
- Sustainable and Eco-Friendly Practices
- Enhanced Wellness and Holistic Travel Experiences
- Local Experiences and Community Engagement

iii. Challenges in Guest Satisfaction

Meeting guest satisfaction at a hotel can be a complex challenge, as it involves various factors that can impact a guest's experience. Meeting guest satisfaction at a hotel can be a complex challenge. It involves various factors that can impact a guest's experience. Some common problems that hotels may face in achieving guest satisfaction include:

1. Service Quality,
2. Communication,
3. Cleanliness and Maintenance,
4. Noise and Disruptions,
5. Safety and Security,
6. Reservation and Billing,
7. Accessibility and Inclusivity,
8. Amenities and Services,
9. Online Reviews and Social Media,
10. Competition

iv. Modern Practices in Hotel Business

Hotels in India now use smart and fresh ideas. They want to serve better and get more guests. One big change is the use of tech. Many hotels have smart rooms. These rooms have voice control and auto lights. Guests order food using QR codes and digital menus. Payments are now contactless. Free Wi-Fi and workspaces are common. These help people who work while they travel. Booking is fast

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with chat help and apps. Guests can see hotels through online events and virtual tours. Safety is a top goal. Hotels keep rooms clean and service safe. Green hotels are growing. They save water, use solar power, and create less waste. Many hotels have spas, wellness centers, and local food options. Staff get better training. Guests enjoy personal care, pet stays, and help in many languages. Hotels also use social media, offer rewards, and tie up with local shops. These steps help hotels grow and keep guests happy.

Hotels in India now mix tradition with new ideas. Chokhi Dhani in Rajasthan gives guests a royal welcome. They offer turbans and folk dance shows. This gives a taste of Rajasthani life. ITC Hotels use eco-friendly practices like green buildings and paperless check-ins. They also serve food made with local ingredients. Taj Hotels offer Jiva Spas for wellness. They also run heritage walks and local food festivals. Oberoi Hotels give personal butlers and custom room scents. This makes each stay feel special. Lemon Tree Hotels focus on inclusivity by hiring staff with disabilities. The Park Hotels create theme-based rooms and host art events. Marriott and Hyatt offer mobile check-in, smart TVs, and contactless service. Many hotels also give free Wi-Fi, QR menus, and pet care. These ideas are real, tested, and loved by guests. They show how Indian hotels now mix culture, care, and smart service to delight their visitors.

v. Problem Statement

The researcher has developed a theoretical understanding of the key issue. The researchers have interest in understanding the key aspect of these practise. So, this study—*A Study of Guest Satisfaction in Indian Hotels: Rethinking Modern Strategies to Deliver Delight*—is needed now. It will look at new hotel ways in India. It will test if they make guests happy in today's digital and busy world.

II. Literature Review

Literature review is very important part on any research. SLR is the key to develop uniqueness in research G. Jaiswal (2018). Amin (2015) studied guest satisfaction in hotels in Kashmir Valley. He gave ideas to improve hotel service. He used a form and asked 150 people. He picked them using random sampling. He found 40% of guests felt very safe in the hotel. But 20% did not like the hotel's location. The study showed that people had different views about different hotel services. Minh et al. (2015) studied hotels in Vietnam. They used 23 service items in five groups. They found that good service builds guest loyalty and increases profit. Domínguez-Falcón, Martín-Santana, and De Saá-Pérez (2016) looked at HR in luxury hotels in Spain. They got feedback from 296 supervisors and 68 managers. The study showed that good HR rules improved staff work and job joy. Ali, Amin, and Ryu (2016) studied hotels in China. They found that hotel look and feel changed how guests felt and what they thought about price. This affected their happiness. They said hotels should improve how places look and feel.

Stavrinoudis and Psimoulis (2017) studied staff training. They found it made staff loyal and better at work. It also made guests happy and improved hotel money results. Yi, Li, and Jai (2018) looked at 737 green hotel reviews on Trip Advisor. Guests liked green steps like storm water use and cool

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roofs. But some thought hotels used green for profit. Some did not like low water or poor room heat. Supanun and Sornsaruht (2019) studied hotel trust and service with Chinese and Indian guests. They found service mattered most. They said hotels must respect guest culture to grow well. Al-Hyari, Al-Smadi, and Weshah (2023) studied AI in hotels in Jordan. They asked 89 hotel managers. They found that AI like chatbots and smart tools made service smooth. It made guests happy and loyal.

These studies give ideas about service, staff, green plans, and smart tech. But none focus on Indian hotels. Indian guests now want more comfort, tech, and care. Global studies help, but India needs its own look. Hotel needs in India are different.

III. Research Methodology

Objective of the Research

With the discussion of the problem and related aspects the researcher has developed following objectives.

1. To study the modern practices in hotel industry
2. To study the measures and categorize these efforts of hotel Industry.

Hypothesis

$H_0$1: There is no significant role of technology in hotels operations for guests
$H_0$2: There is no significant role of service quality in hotels operations for guests
$H_0$3: There is no significant role of hotel appearance in hotels operations for guests
$H_0$4: There is no significant role of social media in hotels operations for guests
$H_0$5: There is no significant role of guest satisfaction in hotels operations for guests
$H_0$6: There is no significant role of customer delight in hotels operations for guests

Sample

Researcher has made the objectives and hypothesis revolving around the Guest satisfaction. Though the research may affect the vast population but it should be significant to select guests at the hotels for this purpose.

- Sampling method: Non Parametric Sampling, Convenience sampling
- Sample Location: Lucknow, Kanpur, Meerut, Ghaziabad, NOIDA
- Sample Size: 300 guest of selected hotels

Statistical Methods

The researcher has used 33 statements related with technology, service quality, hotel appearance, and social media in hotels. These statements seek reply from guests. These factors surely reach Eigenvalues above 01. If not the null hypothesis will be accepted. This suggests that we could consider their role as s significant factor. Same will be exhibited by scree plot.

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Further researcher will see component correlation matrix to support the hypothesis testing. Least correlation among these factors will show that they have significance in the operations for guests**.**

IV. Findings and suggestions

i. Data Analysis

The researchers have selected the questionnaire as the means of data collection. The researcher has used the 05 points scale to capture the response. The researcher has done Factor analysis on the SPSS. The outcome here has been shown to detail the data analysis and further the outcome has been used for hypothesis testing. The researchers have used PCA and EFA for the present study.

KMO and Bartlett's Test

Table 4.1: KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.701
Bartlett's Test of Sphericity	Approx. Chi-Square	10714.587
	df	408
	Sig.	.000

The Kaiser-Meyer-Olkin (KMO) Test checks if the data is good for factor analysis. Experts say that a KMO value between 0.80 and 1.00 is excellent. A value between 0.60 and 0.80 is average but still okay. In this study, the KMO value is 0.701. This is close to 0.70 and means the data is good enough to study.

The Bartlett’s Test of Sphericity tells us if the data is suitable for factor analysis. For the test to be good, the value must be less than 0.05. In this case, the value is 0.000, which is much less than 0.05. So, the data is suitable for factor analysis.

Total Variance Explained

A sample of 300 people was taken for the study. It was used to find how many main parts, or components, are present in the data. The method used to find these parts is called principal component method. The rotation method used is called direct oblimin. Small values below 0.40 were not shown. The table for total variance explained shows that 7 factors were found from the data.

Table 4.2: Total Variance Explained

Total Variance Explained							
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	10.071	28.501	28.501	9.471	28.701	28.701	5.503
2	5.824	13.011	42.712	4.624	14.011	42.712	3.925
3	4.502	11.308	53.019	3.402	10.308	53.019	5.569

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4	1.731	6.366	60.386	2.431	7.366	60.386	3.653
5	1.559	5.541	66.927	2.159	6.541	66.927	5.159
6	1.973	5.009	72.906	1.973	5.979	72.906	4.311
7	1.305	3.004	76.860	1.305	3.954	76.860	4.321
8	.929	2.815	79.674				
9	.841	2.549	82.223				
10	.708	2.145	84.369				
11	.662	2.007	86.375				
12	.602	1.824	88.199				
13	.574	1.741	89.939				
14	.502	1.520	91.459				
15	.407	1.232	92.692				
16	.360	1.091	93.783				
17	.311	.944	94.727				
18	.256	.776	95.503				
19	.231	.701	96.205				
20	.213	.647	96.851				
21	.166	.504	97.355				
22	.140	.424	97.779				
23	.134	.405	98.184				
24	.111	.335	98.519				
25	.102	.310	98.829				
26	.084	.253	99.083				
27	.073	.223	99.305				
28	.063	.190	99.495				
29	.046	.139	99.634				
30	.043	.131	99.765				
31	.034	.103	99.868				
32	.025	.077	99.945				
33	.018	.055	100.000				
Extraction Method: Principal Component Analysis.							
a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.							

The Cattell scree test plots the components as the X axis and the corresponding eigen values as the Y-axis. As one moves to the right, toward later components, the eigen values drop. When the drop ceases and the curve make an elbow toward less steep decline, Cattell's scree test says to drop all further components after the one starting the elbow. Scree plot shows that after 07 components the graph exhibits almost a straight line. Therefore, our research will consider 07 components or factor out of 33 questions tool.

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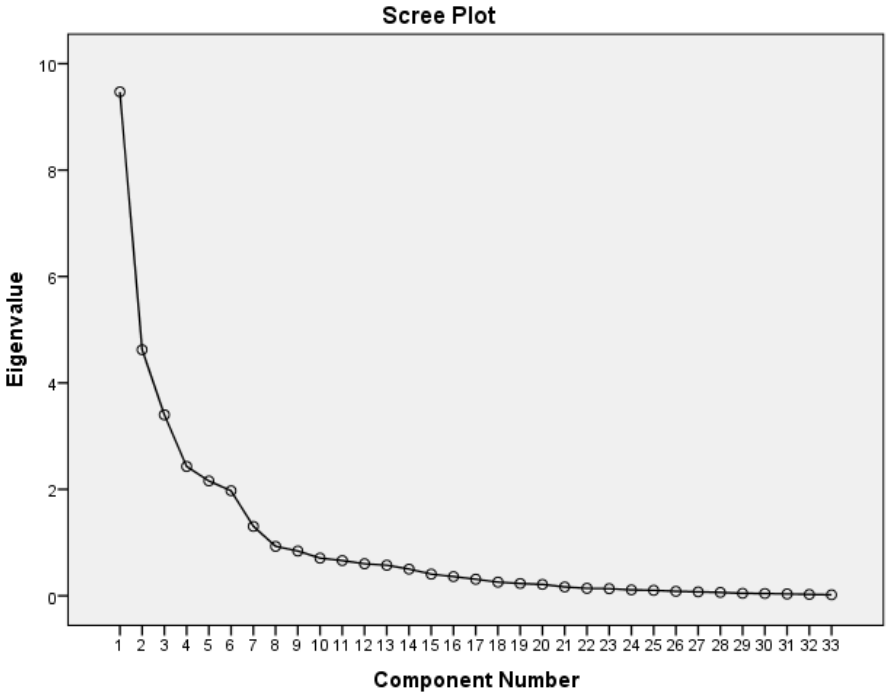


Fig 4.1: Scree Plot

Pattern Matrix

Pattern matrix shows that the questions (items) are loading well among identified factors. It is comprehended that the item loadings are significant and the tool will tend to repeat the results.

Table 4.3: Pattern Matrix

Pattern Matrix							
	Component						
	1	2	3	4	5	6	7
Ques18	.856						
Ques14	.842						
Ques30	.805						
Ques16	.799						
Ques26		.869					
Ques27		.821					
Ques31		.779					
Ques21		.697					
Ques01			-.881				
Ques02			-.867				
Ques33			-.801				
Ques03			-.600				
Ques04		.401	-.494				

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Ques05			-.465				
Ques24				.911			
Ques22				.801			
Ques23				.701			
Ques29				.633			
Ques28				.611			
Ques25					.811		
Ques06					.751		
Ques07					.722		
Ques08					.710		
Ques32					.611		
Ques09					.601		
Ques20						.811	
Ques10						.801	
Ques12						.703	
Ques15						.701	
Ques13							.901
Ques11							.851
Ques17							.650
Ques19							.541
Extraction Method: Principal Component Analysis. Rotation Method: Oblimin with Kaiser Normalization.							
a. Rotation converged in 14 iterations.							

Component Correlation Matrix

Table 4.4: Component Correlation Matrix

Component Correlation Matrix							
Component	1	2	3	4	5	6	7
1	1.000	.115	-.108	.128	.117	.211	.209
2	.115	1.000	-.151	.189	.045	.057	-.180
3	-.118	-.151	1.000	-.099	-.257	-.087	-.157
4	.128	.189	-.099	1.000	.005	-.004	-.080
5	.117	.045	-.257	.005	1.000	.200	.188
6	.211	.057	-.087	-.004	.200	1.000	.213
7	.209	-.180	-.157	-.080	.188	.213	1.000
Extraction Method: Principal Component Analysis. Rotation Method: Oblimin with Kaiser Normalization.							

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The factor correlation matrix shows that no two factors are strongly linked. A value above 0.400 means there is a strong link. A value close to 1.000 means a very strong link. In this study, no value is that high. So, we can say that all the factors are different. Each group of items is showing a unique factor.

ii. Hypothesis Testing

Total Variance explained table shows the questions turned into 7 factors with Eigen values above 01. Not statement is excluded. Researchers have expected it to be 06. It seems that the vital factors also have any sub factor. Based upon findings in Pattern matrix it can be decided.

$H_0$1: There is no significant role of technology in hotels operations for guests

The researchers have put 05 statements that explore the use of technology in hotels. In pattern matrix these questions have loaded on factor 04. Their loading values are .911, .801, .701, .633, and .611. Further factor 04 has maximum correlation with factor 02 which is 0.189. This correlation value is extremely low. This value shows the factor is independent from other extracted factors. This suggested that there is a significant role of technology in hotels operations.

$H_0$2: There is no significant role of service quality in hotels operations for guests

The researcher has put 04 statements that explore the use of service quality in hotels. In pattern matrix these questions have loaded on factor 01. Their loading values are .856, .842, .805, and .799. Further factor 01 has maximum correlation with factor 06 which is 0.211. This correlation value is extremely low. This value shows the factor is independent among other extracted factors. This suggested that there is a significant role of service quality in hotels operations.

$H_0$3: There is no significant role of hotel appearance in hotels operations for guests

The researcher has put 06 statements that explore the hotel appearance in hotels' success. In pattern matrix these questions have loaded on factor 03. Their loading values are -.881, -.867, -.801, -.600, -.494, and -.465. Further factor 03 has maximum correlation with factor 05 which is -0.257. This correlation value is extremely low. This value shows the factor is independent among other extracted factors. This suggested that there is a significant role of hotel appearance in hotels operations for guests.

$H_0$4: There is no significant role of social media in hotels operations for guests

The researcher has put 04 statements that explore the hotel appearance in hotels' success. In pattern matrix these questions have loaded on factor 02. Their loading values are .869, .821, .779, and .697. Further factor 02 has maximum correlation with factor 04 which is 0.189. This value shows the factor is independent among other extracted factors. This suggested that there is a significant role of social media in hotels operations for guests.

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$H_0$5: There is no significant role of guest satisfaction in hotels operations for guests

The researcher has put 10 statements that explore the hotel appearance in hotels' success. In pattern matrix these questions have loaded on factor 05 and 06. It suggested that the guest satisfaction is important for hotels. Yet what researchers have assumed as one factor is actually two. After studying the nature of questions loaded on factor 06 and with the help of literature review the factor is named as personalization of services. For guest satisfaction loading values are .811, .751, .722, .710, and .611. For personalization of services loading values are .811, .801, .703, and .701. Further factor 05 has maximum correlation with factor 03 which is -0.257 and factor 06 has .213 as maximum relationship with factor 07. This value shows the factors are independent among other extracted factors. This suggested that there is a significant role of guest satisfaction in hotels operations for guests.

$H_0$6: There is no significant role of customer delight in hotels operations for guests

The researcher has put 04 statements that explore the customer delight in hotels' success. In pattern matrix these questions have loaded on factor 07. Their loading values are .901, .851, .650, and .541. Further factor 07 has maximum correlation with factor 06 which is 0.213. This value shows the factor is independent among other extracted factors. This suggested that there is a significant role in of customer delight in hotels operations for guests.

iii. Discussion and Suggestion

Customer satisfaction also depends on some big things. These things change the guest's mind. They shape the experience. Let's talk about them one by one.

A. Technology

Technology is a big helper now. Hotels use apps. Guests can book online. They can pay with UPI. They don't wait in line. That feels smooth. Some hotels use robots. Some use smart locks. Some let you control the room with your phone. That makes guests feel cool. Chatbots answer questions fast. They help guests 24/7. Technology saves time. It solves problems. It keeps the guest happy. When things go fast and easy, guests smile.

B. Premium Appearance

Looks matter. A clean lobby makes a good first impression. Soft lights, good smell, shiny floors—all these show class. When a guest enters a pretty place, they feel rich. They say, "Wow, this is nice!" That sets the mood. Rooms should look neat. Towels must be white. Beds must be soft. The furniture must shine. Everything should look premium. Even uniforms matter. When staff looks smart, guests feel they are in a great place. Premium look gives trust. It shows quality. It boosts satisfaction.

C. Service Quality

Good service is the key. Greet the guest. Help with bags. Give a smile. These small things matter. Guests want staff who care. They want fast help. They want polite words. If a guest asks for water, bring it quick. If the guest has a problem, solve it fast. Staff must listen. They must not argue. They must say, "I'll help you." These builds trust. When the service is great, the guest comes back. They also tell others.

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D. Social Media Impact

People share everything online. They post photos. They write reviews. They tell stories. If they had a great stay, they post happy things. This brings new guests. But if they had a bad stay, they complain online. That can hurt the hotel. Hotels now care a lot about social media. They reply to reviews. They fix problems fast. Some hotels hire influencers. They share cool videos. That builds a brand. So, social media helps in two ways: It brings more guests. It gives feedback.

E. Personalization of Services

Guests like special things. They want to feel important. They don't want the same thing as everyone. If the hotel remembers your name, that feels good. If it gives your favourite tea, that feels great. Some hotels ask, "What do you like?" Then they plan your room that way. If it's your birthday, they give a cake. If you came last month, they say, "Welcome back!" This is called personalization. It makes the guest feel like a VIP.

F. Customer Delight

Satisfaction is good. Delight is better. When a guest is delighted, they revisit. Delight happens when you give more than expected. It's the little surprise. Like a handwritten thank-you note. Delight builds love. The guest feels lucky. They talk about the hotel. They post online. They become loyal. This is the goal of every hotel: not just to satisfy, but to delight.

V. Conclusion

This study aimed to explore how Indian hotels use modern strategies to keep guests happy. It studied technology, service quality, hotel looks, social media, and their role in guest satisfaction and delight. The research covered five major cities and surveyed 300 hotel guests. Using non-parametric sampling and clear statements, the study tested six null hypotheses.

The results showed that most modern practices have a strong impact on how guests feel during their stay. Factors like smart service, digital tools, clean and attractive spaces, and online presence mattered a lot. Guests noticed and valued these efforts. Many statements crossed the required Eigenvalue, and scree plots supported these findings. The correlation matrix also proved the link between strategies and satisfaction. In simple words, the study proves that new hotel practices are working. Hotels in India must keep using these ideas to stay ahead. Making guests feel happy and surprised is not just good service—it is smart business.

Finally, the study found that customer delight must be a goal. Going one step beyond what the guest expects brings joy. A surprise gift, a thank-you note, or a fast solution to a small problem can create magic. Delighted guests return and bring others with them. The research conclusion suggests that all these areas work together. One alone is not enough. Technology supports service. Appearance supports branding. Personal service supports loyalty. Together, they build full guest happiness. The hotel business today faces many challenges like competition, online reviews, and guest mood swings. This research offers a full guide to handle these issues. The findings give simple and useful tips that

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can be used every day. From big hotels to small ones, everyone can learn from this. In the end, the research conclusion suggests that guest satisfaction is the key to hotel growth. When guests are happy, they come back. They tell friends. They post online. They build the brand. So hotels should act on these findings and build a strong, happy, and loyal guest base. The research helps hotels not just to survive but to grow.

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