

CRM in the Hospitality Industry - Perceptions of the Customers

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ABSTRACT

The study focuses on analyzing the perception of the customers towards the use of customer relationship management. The target population includes the customers of various star category hotels of Punjab, Himachal and Chandigarh and the total sample size being taken is 300, hundred from each state. The key parameters being considered for measuring the loyalty and perception are quality of food, quality of rooms, courtesy of service providers, the beauty of ambience, the price being charged by the hotels and overall satisfaction towards their experience for hotels. The sampling technique being used is multistage stratified random sampling. The data is tabulated and further calculated by the use of various statistical tools which are chi - square test, average mean and ANOVA. The findings resulted in no significant difference for the quality of the food in the three states. The quality of rooms is perceived to be good for Chandigarh and Himachal Pradesh and average for Punjab. The overall rating for the experience with the hotel was significantly at lower level in Punjab as compared to that in Chandigarh and Himachal Pradesh. It made us to eventually find that the overall perception and satisfaction level of the customers for the hotels of Himachal Pradesh and Chandigarh is comparatively better than Punjab.

Keywords: CRM, Services, Perception, Customer's Loyalty, Hotels.

1. Introduction

Market is facing an aggressive competition and they have to make efforts to survive in a competitive environment. Entrepreneurs have realized that managing customer relationship is an important factor to succeed. Customer relationship management is a tool that can help them to build long lasting relationships with their customers. Further it helps in choosing the potential customers from the prevailing customers. There is opportunity for repurchase and recommendation from each past customer. There needs to be an effective administration and integration of the customer's data to meet the challenge of effective CRM implementation. The pillars of successful CRM entails on the principle of differentiating offerings, increasing loyalty and retention of existing customers. CRM allow companies to gather and access information about customers buying histories, preferences, complaints, and other data so that they can better anticipate what customer will want. The CRM process in hotels is governed by the basic principle that good service does not guarantee customers satisfaction and satisfaction does not guarantee loyalty. Therefore, a need for strong customer relationships to build loyalty. To focus on the customer retention/loyalty, there is a effective and absolute effort required on the part of the hotels to occupy good space in the minds of the customers which will create good image of the hotel in the competitive market. It can be made possible by providing quality rooms, food, ambience,

friendliness and courteousness by the service providers. Thus it will result in building customer loyalty towards the hotels. To have indepth knowledge for customer's satisfaction towards the hotels service quality motivated me to study the perception of the customers towards different classified category hotels of Punjab, Himachal Pradesh and Chandigarh. The research paper attempts to study the difference of perception of customers of hotels in the three states.

Need of the Study

Today Indian industry is poised to enter new era in days of global competitiveness. We need to renew our focus on customer relationship management as customer delight will only be the savior for the companies in the age of recession. Only versatile companies will survive which are quick to adapt and respond to the ever changing need of the customer. India is an ideal destination for the tourists as it is the only country with the most diverse topography. The services currently offered by the hotels in India have only limited value added services. It is not comparable to the existing world standards. Indian hospitality has to understand unique value propositions and develop business support with the use of improved service quality which will bring ultimate satisfaction to the users. Very few researchers have worked on service quality in Indian hospitality industry since 20 years which didn't enable the environmental system to know about its importance in the customer satisfaction and growth of the industry.

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2. Review of Related Literature

Some studies have already been conducted in India and abroad covering different aspects of CRM in hospitality sector.

Mustafa (1999) brought together the factors that contributed to brand loyalty in marketing literature and provides strategies to hospitality managers for increasing brand loyal customers. Hospitality companies can increase their market share and growth rates by increasing their brand loyal customers. The paper concluded that brand loyal customers resist competitor's price cuts and help hospitality firms maintain high occupancy rates. In summary, brand loyalty is one of the most important competitive survival tools because loyal customers provides repeat business, higher market shares and profits, referrals and competitive advantage. Loyal customers are a continuous source of income.

Hill et al. (2000) described the Radisson's strategic context followed by a discussion of Radisson's service guarantee. Customer satisfaction measured by Radisson's own metrics and by a market research firm showed increased "willingness to return" and "percent advocates". Radisson also found that the guarantee decreased employee turnover, increased utilization and increased profitability for the pilot hotels and also examined statistical significant correlation between a new service quality metric called "employee motivation and vision" (EMV) and Radisson's service quality performance metrics. Radisson's management team decided that a more appropriate guarantee would be a two-step guarantee that allowed Radisson to "make it right" before the hotel offered the customer a full refund. Employee training was a key aspect of the service guarantee program at Radisson.

Raymond and Tat (2000) examined business and leisure travelers, perceived importance and performance of six hotel selection factors in the Hong Kong hotel industry. The six hotel selection factors identified were: service quality, value, room and front desk, food and recreation and security. Both business and leisure travelers held the same perceptions towards all the six hotel selection factors.

Thanika and Darren (2003) assessed customer's expectations and perceptions of service provided by hotels of Mauritius and to highlight how the service factors were related to customer satisfaction. The hotel manager's perceptions of tourists' expectations and the tourists' actual expectations were also evaluated. Factor analysis with varimax rotation was carried out and nine service quality dimensions were derived of 39 service attributes. The results also showed that customers' perceptions of service quality in the hotel industry for Mauritius fell short of their expectations, with the 'empathy' dimension having the largest gap.

Diana and Geoff (2003) explored the degree to which UK based hotel groups had exploited the medium of electronic customer Relationship marketing (E-CRM). Research was incorporated that investigated their use of the internet to verify whether customer relationship marketing was being implemented within online operations or whether their internet presence merely revolved around the basic functions of "providing information" and "hotel reservations". The findings and subsequent discussions showed that on the internet, hotel groups used their relationship with customers to provide rather than to gather information. Findings of the primary research showed that hotel groups were not using their online presence to promote CRM. Thus the more specialized and 'technologically advanced' opportunities afforded by the internet were almost ignored by the majority of the companies surveyed.

AMR Research (2003) stated that CRM strategies and implementation can deliver great benefits but only if companies do it right. Customer centricity is the key to success in any business today. Building lasting customer relationship is a strategic advantage. While these facts seem simple, businesses around the world have struggled with it. The key element of this crisis is the need to get a 360 degree view of the customers, hence massive investments in CRM solutions if done right, can help businesses increase their sales effectiveness, drive customer satisfaction, streamline business process, identify and resolve bottlenecks, all contributing directly to increased bottom line revenues.

Jija, Jiju and Ghosh (2004) explored the relation between service quality and business performance followed by an assessment of service quality as a framework. Service quality is a growing concern for many service firms in the UK. The case study focused on the hotel group in UK, where service quality was measured at six different locations. The findings from the research unveiled that there were significant variations for service quality between the six hotels. The SERVQUAL instrument was used to evaluate the service quality. The customers were asked to rate the five dimensions of service quality. Responsiveness was perceived to be the most important dimension and empathy the least important dimension.

Rob and Giri (2005) analyzed the findings of survey on IT applications in Hong Kong hotels through personal interviews with 21 managers of hotel electronic data processing / management information systems (EDP/MIS) in 2003. The different behavioral and technical aspects of IT were examined. Information technology (IT) applications in the hotel industry have largely been devoted to the handling of routine operational problems that crop up while handling a hotel. Compared with a similar study performed in 1997, the empirical findings in 2003 showed that IT was used not merely to replace the existing paper system but also to improve customer services and to enhance operational effectiveness. Unfortunately the empirical findings also indicated the hotel decision makers did not seem to realize

the importance of IT for the purpose of developing business strategies. A limitation of this study was the fairly low participation rate of hotel managers.

Sotoudeh (2007) reviewed CRM literature and used CRM concepts to find some solutions for decreasing barriers and restrictions to develop tourism industry and attract tourist and please them. The importance and the potential impact of CRM on customer relationship in tourism SME's have been highlighted. The study focused on factors influencing the implementation of CRM at tourism's SME's and the barriers for implementing CRM in tourism SME's.

Yesodha and Kanchana (2009) revealed that the majority of the customers have visited different restaurants at different times. So the restaurant owners have to take steps to retain the customers and make them a permanent customer. Majority of the respondents came to know about the restaurants through their friends. Hence, the restaurants can advertise in the local Medias like radio, newspaper, magazines etc. to attract more customers. Quality and taste are the two major factors considered by the respondents in selecting a restaurant and so the restaurant owners should not compromise on these aspects at any cost. The Indian restaurant industry has come of age by diversifying its services and is trying to cater to the Indian taste buds and is staying in the competitive arena amongst international giants and is able to provide better services to the customers.

Varsha (2010) explored the changing dynamics of the hospitality sector, it's ever increasing focus on innovation along with the reasons causing the changes. It addressed everyday questions faced by marketers in the rapidly evolving marketplace. Marketers today acknowledge the value of knowing the customer and retaining customer relationship. The study found that the companies now define their segments of marketing. Superior value at competitive prices is where hotels want to position themselves in the mind of the customer. This has also impacted the pricing concept of hotels. Penetration pricing has given way to competitive pricing where every hotelier wants to price in line with the value created for the customer. Another marketing trend in the hospitality sector is with respect to the introduction of technology in reaching the customer and maintaining contact. The once a year new - year post cards are now replaced by frequent mailers with information on promotions to celebrate the festive holidays.

Wahab and Juhary (2010) provided an overview of relationship marketing (RM) and how it evolves to customer relationship management (CRM). Since marketing continuum is the basic concept for relationship marketing, it is apt that marketing continuum is explained first. They discussed the evolution of marketing from the four P's Principle towards more challenge structure combining environment factors and global market scenario ending with customer relationship management philosophy. This paper is developed from the rational theories that are very relevant for the practitioners' who are alert to the environmental changes. This paper ends

with more applicable of customer relationship management concepts that are most recent tools to be considered for company's growth and sustainability in the millennium age.

Ivanovic et al. (2011) focused on the main goals of CRM to attract tourists, to meet a maximum of tourists, increase the number of tourists and achieve customer loyalty. It enables more efficient marketing and sales and it improves the overall tourism industry and services aimed at tourists and their preferences. Implementation of CRM systems is very demanding and requires commitment at all levels of the company. The problem found was the integration of CRM systems with existing information systems in the enterprise. It is often impossible to implement without the use of qualified personnel and software that has the task of bridging the gulf between the CRM and existing information systems to create an integrated system. It concluded that CRM gives the expected results only if it is fully integrated strategically and operationally in the business and in the information system of tourist enterprise.

Mohammed and Basri (2012) attempted to provide value conceptual model that explains the theoretical linkages existing between CRM dimensions and Hotel performance. It also explained the mediation role of marketing capabilities in this relationship. The study provides a comprehensive framework that is used for explaining the impact of the CRM four dimensions on the hotel performance in regards of financial perspective, customer perspective, internal process perspective and learning & growth perspective. The four dimensions are customer orientation, CRM organization, knowledge Management and technology based CRM. The Study was limited to the extent of explaining the theoretical possibilities only.

Usman et al. (2012) analyzed customer needs and the behaviour in order to create an effective relationship between organization and its consumers. The paper discussed the positive and negative impacts of electronic customer relationship management (E-CRM), as a marketing strategy for an organization. The paper further explained the behaviour of consumers toward organizations and the emergence of electronic commerce that brought a positive change towards business in a global market. It was concluded by taking into consideration the different researches of the experts that E-CRM has positive effects at the organizational level for their respective products and services, consumer's loyalty, efficiency, internal process and management channels. The E-CRM framework presented in the paper addressed the current electronic business needs for an organization to become successful in a highly competitive electronic commerce environment.

3. Research Methodology

The study has been conducted by collecting data through both primary and secondary sources. The primary

data has been collected by the use of structured questionnaire. The target population was the customers of the hotels of Punjab, Himachal and Chandigarh. The sample size of the customers is 300. The sampling technique used is multistage stratified random sampling. The Statistical tools being used for analyzing the data are Chi-Square, Mean, T-test and Kendall's Coefficient test. The editing and coding of the data has also applied before the tests are applied.

4. Results and Implications

a. Rating of Quality of Food

The customers were asked to rate the quality of food served by the hotel in terms of 'excellent', 'good', 'average', 'poor' and 'very poor'. These responses were given score in the respective order of 5, 4, 3, 2 and 1 and weighted mean scores of rating were calculated and compared with the help of Analysis of Variance i.e. F-ratio. The results are presented in Table 1

Table 1
Rating Given to Quality of Food Provided by the Hotel

Quality of Food	Chandigarh		Punjab		Himachal Pradesh	
	No.	% age	No.	% age	No.	% age
Excellent	17	17.00	24	24.00	25	25.00
Good	33	33.00	38	38.00	40	40.00
Average	29	29.00	23	23.00	20	20.00
Poor	10	10.00	8	8.00	10	10.00
Very Poor	11	11.00	7	7.00	5	5.00
Mean	3.35	A	3.64	G	3.70	G
SD	0.64		0.52		0.48	
F-ratio			2.56			

The results as presented in the table 1 as given above revealed that the highest proportion i.e. 33, 38 and 40 per cent of customers in Chandigarh, Punjab and Himachal Pradesh respectively rated the quality of food as of good quality and 17, 24 and 25 per cent respectively rated the same as excellent. As much as 21 per cent of customers in Chandigarh, 15 per cent in Punjab and 15 percent in Himachal Pradesh rated the food either as poor or of very poor quality. However, 29, 23 and 20 per cent of customers in Chandigarh, Punjab and Himachal Pradesh could not express any definite view on the same. The average extent of quality of food came to be 3.35 (average) in Chandigarh, 3.64 (good) in Punjab

and 3.70 (good) in Himachal Pradesh. The extent of quality of food was statistically at par in all the states under study as indicated by the F-ratio of 2.56.

b. Rating of Quality of Hotel Rooms

The customers were asked to rate the quality of hotel rooms in terms of 'excellent', 'good', 'average', 'poor' and 'very poor'. These responses were given score in the respective order of 5, 4, 3, 2 and 1 and weighted mean scores of rating were calculated and compared with the help of Analysis of Variance i.e. F-ratio. The results are presented in Table 2

Table 2
Rating Given to Quality of Room Service Provided by the Hotel

Quality of Room Service	Chandigarh		Punjab		Himachal Pradesh	
	No.	% age	No.	% age	No.	% age
Excellent	22	22.00	19	19.00	23	23.00
Good	36	36.00	32	32.00	37	37.00
Average	21	21.00	24	24.00	25	25.00
Poor	15	15.00	18	18.00	9	9.00
Very Poor	6	6.00	7	7.00	6	6.00
Mean	3.53	G	3.38	A	3.62	G
SD	0.61		0.71		0.57	
F-ratio			2.17			

The highest proportion i.e. 36, 32 and 37 per cent of customers in Chandigarh, Punjab and Himachal Pradesh respectively rated the quality of rooms as of good quality and 22, 19 and 23 per cent respectively rated the same excellent. As much as 21 per cent of customers in Chandigarh, 25 per cent in Punjab and 15 per cent in Himachal Pradesh rated the rooms either of poor or of very poor quality. However, 21, 24 and 25 percent of customers in Chandigarh, Punjab and Himachal Pradesh could not express any definite view on the same. The average extent of quality of rooms came to be 3.53 (good) in Chandigarh, 3.38 (average) in Punjab and 3.62 (good) in Himachal Pradesh. The extent of quality

of hotel rooms was statistically at par in all the states under study as indicated by the F-ratio of 2.17.

c. Rating of Responsiveness/Courtesy/Friendliness of the Hotel Staff

The customers were asked to rate the level of responsiveness/courtesy/friendliness of hotel staff in terms of 'excellent', 'good', 'average', 'poor' and 'very poor'. These responses were given score in the respective order of 5, 4, 3, 2 and 1 and weighted mean scores of rating were calculated and compared with the help of Analysis of Variance i.e. F-ratio.

Table 3
Rating Given to Responsiveness/Courtesy/Friendliness of the Staff of the Hotel

Responsiveness of Staff	Chandigarh		Punjab		Himachal Pradesh	
	No.	% age	No.	% age	No.	% age
Excellent	19	19.00	21	21.00	26	26.00
Good	31	31.00	34	34.00	39	39.00
Average	16	16.00	18	18.00	20	20.00
Poor	18	18.00	16	16.00	8	8.00
Very Poor	16	16.00	11	11.00	7	7.00
Mean	3.19	A	3.38	A	3.69	G
SD	0.58		0.58		0.46	
F-ratio			3.26*			

Level of significance = 10%

According to the results presented in table 3, the highest proportion i.e. 31, 34 and 39 per cent of customers in Chandigarh, Punjab and Himachal Pradesh respectively rated the level of responsiveness of staff as of good quality and 19, 21 and 26 per cent respectively rated the same excellent. As much as 34 per cent of customers in Chandigarh, 27 per cent in Punjab and 15 percent in Himachal Pradesh rated the responsiveness of hotel staff either of poor or of very poor quality. However, 16, 18 and 20 per cent of customers in Chandigarh, Punjab and Himachal Pradesh could not express any definite view on the same. The average extent of responsiveness of hotel staff came to be 3.19 (average) in Chandigarh, 3.38 (average) in Punjab and 3.69 (good) in Himachal Pradesh. The extent of responsiveness/courtesy/friendliness of hotel staff was significantly at higher level in Himachal Pradesh as compared to that in Chandigarh and Punjab as indicated by the F-ratio of 3.26, denoting 10% level of significance.

d. Rating of Ambience/facilities of the Hotel

The customers were asked to rate the level of ambience/service scape of hotel in terms of 'excellent', 'good',

'average', 'poor' and 'very poor'. These responses were given score in the respective order of 5, 4, 3, 2 and 1 and weighted mean scores of rating were calculated and compared with the help of Analysis of Variance i.e. F-ratio. The results are presented in Table no. 4

The highest proportion i.e. 39, 37 and 40 per cent of customers in Chandigarh, Punjab and Himachal Pradesh respectively rated the level of ambience/facilities as of good quality and 22, 23 and 26 per cent respectively rated the same excellent. As much as 21 per cent of customers in Chandigarh, 18 per cent in Punjab and 12 percent in Himachal Pradesh rated the ambience/facilities of hotel either of poor or of very poor quality. However, 18, 22 and 22 per cent of customers in Chandigarh, Punjab and Himachal Pradesh could not express any definite view on the same. The average extent of ambience/facilities of hotel came to be 3.55 (good) in Chandigarh, 3.59 (good) in Punjab and 3.76 (good) in Himachal Pradesh. The extent of ambience/facilities of hotel was statistically at par in the three states under study as indicated by the F-ratio of 1.38.

Table 4
Rating Given to Ambience/Service Scape of the Hotel

Ambience/Service Scape	Chandigarh		Punjab		Himachal Pradesh	
	No.	% age	No.	% age	No.	% age
Excellent	22	22.00	23	23.00	26	26.00
Good	39	39.00	37	37.00	40	40.00
Average	18	18.00	22	22.00	22	22.00
Poor	14	14.00	12	12.00	8	8.00
Very Poor	7	7.00	6	6.00	4	4.00
Mean	3.55	G	3.59	G	3.76	G
SD	0.62		0.62		0.54	
F-ratio			1.38			

e. Rating of Hygiene Conditions of the Hotel

The customers were asked to rate the hygiene conditions of hotel in terms of ‘excellent’, ‘good’, ‘average’, ‘poor’ and ‘very poor’. These responses were given score in the respective order of 5, 4, 3, 2 and 1 and weighted mean scores of rating were calculated and compared with the help of Analysis of Variance i.e. F-ratio. The results are presented in table no.5.

The highest proportion i.e. 28, 26 and 29 per cent of customers in Chandigarh, Punjab and Himachal Pradesh respectively rated the hygiene conditions of the hotel as of

good quality and 27, 21 and 26 per cent respectively rated the same excellent. As much as 24 per cent of customers in Chandigarh, 31 per cent in Punjab and 22 per cent in Himachal Pradesh rated the hygiene conditions of hotel either of poor or of very poor quality. However, 22, 22 and 23 per cent of customers in Chandigarh, Punjab and Himachal Pradesh could not express any definite view on the same. The average extent of hygiene conditions of hotel came to be 3.58 (good) in Chandigarh, 3.30 (average) in Punjab and 3.56 (good) in Himachal Pradesh. The extent of hygiene conditions of hotel was statistically at par in the three states under study as indicated by the F-ratio of 2.09.

Table 5
Rating Given to Hygiene Conditions of the Hotel

Hygiene Conditions	Chandigarh		Punjab		Himachal Pradesh	
	No.	% age	No.	% age	No.	% age
Excellent	27	27.00	21	21.00	26	26.00
Good	28	28.00	26	26.00	29	29.00
Average	22	22.00	22	22.00	23	23.00
Poor	21	21.00	24	24.00	19	19.00
Very Poor	3	3.00	7	7.00	3	3.00
Mean	3.58	G	3.30	A	3.56	G
SD	0.56		0.72		0.51	
F-ratio			2.09			

f. Rating of Discount Offers/Complimentary Gifts by the Hotel

The customers were asked to rate the discount offers/complimentary gifts by hotel in terms of ‘excellent’, ‘good’, ‘average’, ‘poor’ and ‘very poor’. These responses were

given score in the respective order of 5, 4, 3, 2 and 1 and weighted mean scores of rating were calculated and compared with the help of Analysis of Variance i.e. F-ratio. The results are presented in Table 6.

Table 6
Rating Given to Discount Offers/ Complimentary Gifts Availed

Discount Offers/ Complimentary Gifts	Chandigarh		Punjab		Himachal Pradesh	
	No.	% age	No.	% age	No.	% age
Excellent	8	8.00	7	7.00	11	11.00
Good	11	11.00	11	11.00	16	16.00
Average	21	21.00	23	23.00	25	25.00
Poor	35	35.00	38	38.00	29	29.00
Very Poor	25	25.00	21	21.00	19	19.00
Mean	2.42	P	2.45	P	2.71	A
SD	0.72		0.69		0.59	
F-ratio			3.38*			

Level of significance = 10%

The highest proportion i.e. 35, 38 and 29 percent of customers in Chandigarh, Punjab and Himachal Pradesh respectively rated the discount offers/complimentary gifts by the hotel as of poor quality and 25, 21 and 19 per cent respectively rated the same very poor. As much as 19 per cent of customers in Chandigarh, 18 per cent in Punjab and 27 per cent in Himachal Pradesh rated the discount offers/complimentary gifts by the hotel either of good or of excellent quality. However, 21, 23 and 25 per cent of customers in Chandigarh, Punjab and Himachal Pradesh could not express any definite view on the same. The average extent of discount offers/complimentary gifts by the hotel came to be 2.42 (poor) in Chandigarh, 2.45 (poor) in Punjab and 2.71 (average) in Himachal Pradesh. The extent of discount offers/complimentary gifts by the hotel was significantly at higher

level in Himachal Pradesh as compared to that in Chandigarh and Punjab as indicated by the F-ratio of 3.38, which depicts the level of significance at 10%.

g. Satisfaction among Customers with the Price Charged by the Hotel

The customers were asked to register their level of satisfaction with the price charged by the hotel in terms of 'highly satisfied', 'satisfied', 'neutral', 'dissatisfied' and 'highly dissatisfied'. These responses were given score in the respective order of 5, 4, 3, 2 and 1 and weighted mean scores of satisfaction were calculated and compared with the help of Analysis of Variance i.e. F-ratio. The results are presented in Table 7.

Table 7
Satisfaction with the Price Charged by the Hotel

Level of Satisfaction	Chandigarh		Punjab		Himachal Pradesh	
	No.	% age	No.	% age	No.	% age
Highly Satisfied	17	17.00	14	14.00	21	21.00
Satisfied	45	45.00	41	41.00	47	47.00
Neutral	15	15.00	17	17.00	15	15.00
Dissatisfied	16	16.00	18	18.00	12	12.00
Highly Dissatisfied	7	7.00	10	10.00	5	5.00
Mean	3.49	Neutral	3.31	N	3.67	S
SD	0.54		0.61		0.49	
F-ratio			1.57			

The results are revealed in table 7 given above.

The highest proportion i.e. 45, 41 and 47 per cent of customers in Chandigarh, Punjab and Himachal Pradesh respectively were satisfied with the services of the hotel and 17, 14 and 21 per cent respectively were highly satisfied. As much as 23 per cent of customers in Chandigarh, 28 per cent in Punjab and 17 per cent in Himachal Pradesh were dissatisfied with the services of the hotel. However, 14, 17 and 15 per cent of customers in Chandigarh, Punjab and Himachal Pradesh could not express any definite view on the same. The average extent of satisfaction came to be 3.49 (neutral) in Chandigarh, 3.31 (neutral) in Punjab and 3.67 (satisfied) in Himachal Pradesh. The extent of satisfaction among customers with price charged by the hotel was statistically at par in the three states under study as indicated by the F-ratio of 1.57.

h. Liking to Avail the Services of Same Hotel on Next Visit

The information given in Table 8 revealed that majority i.e. 79, 61 and 82 per cent of customers in Chandigarh,

Punjab and Himachal Pradesh respectively responded positively i.e. they liked to avail the services of the same hotel on their next visit. As much as 8 per cent and 6 per cent of customers in Chandigarh and Himachal Pradesh did not like to avail the services of the same hotel on next visit while this proportion was 22 per cent in case of Punjab. However, 13, 17 and 12 per cent of customers in Chandigarh, Punjab and Himachal Pradesh respectively could say nothing on the issue. The average score of liking to avail the services of the same hotel on next visit worked at 2.71 (yes) in Chandigarh, 2.39 (can't say) in Punjab and 2.76 (yes) in Himachal Pradesh. The Liking of availing the services of same hotel on next visit was significantly less in Punjab as compared to that in Chandigarh and Himachal Pradesh as indicated by the F-ratio of 4.23 which exhibits the 10% level of significance.

Table 8
Liking of the Customers to Avail the Services from the Same Hotel on Next Visit

Likeability	Chandigarh		Punjab		Himachal Pradesh	
	No.	%age	No.	%age	No.	%age
Yes	79	79.00	61	61.00	82	82.00
Can't say	13	13.00	17	17.00	12	12.00
No	8	8.00	22	22.00	6	6.00
Mean	2.71	Y	2.39	C	2.76	Y
SD	0.67		0.82		0.63	
F-ratio			4.23*			

Level of significance= 10%

i. Rating of Overall Experience with the Hotel

The results are depicted in the table 9 given below. The customers were asked to rate the overall experience with the hotel in terms of 'very good', 'good', 'average', 'poor' and 'very poor'. These responses were given score in the respective order of 5, 4, 3, 2 and 1 and weighted mean scores of rating were calculated and compared with the help of Analysis of Variance i.e. F-ratio. The highest proportion i.e. 52, 47 and 58 per cent of customers in Chandigarh, Punjab and Himachal Pradesh respectively rated the overall experience with the hotel as good and 12, 9 and 16 per cent respectively rated the same very good. As much as 10 per

cent of customers in Chandigarh, 16 per cent in Punjab and 7 percent in Himachal Pradesh rated the overall experience with the hotel either poor or very poor. However, 26, 28 and 19 per cent of customers in Chandigarh, Punjab and Himachal Pradesh could not express any definite view on the same. The average extent of rating of overall experience with the hotel came to be 3.62 (good) in Chandigarh, 3.42 (average) in Punjab and 3.80 (good) in Himachal Pradesh. The extent of rating of the overall experience with the hotel was significantly at lower level in Punjab as compared to that in Chandigarh and Himachal Pradesh as indicated by the F-ratio of 3.14. The level of significance is found to be at 10% as depicted from the results in Table 9.

Table 9
Rating Given to Overall Experience with the Hotel

Rating to Overall Experience	Chandigarh		Punjab		Himachal Pradesh	
	No.	% age	No.	% age	No.	% age
Very Good	12	12.00	9	9.00	16	16.00
Good	52	52.00	47	47.00	58	58.00
Average	26	26.00	28	28.00	19	19.00
Poor	6	6.00	9	9.00	4	4.00
Very Poor	4	4.00	7	7.00	3	3.00
Mean	3.62	G	3.42	A	3.80	G
SD	0.78		0.87		0.74	
F-ratio			3.14*			

Level of significance = 10%

5. Conclusion

The customers of the Hotels of Punjab, Himachal and Chandigarh perceived the quality of the food at good level and there is no significant difference for the quality of the food. The quality of rooms are perceived to be good for Chandigarh and Himachal Pradesh and average for Punjab. The Extent of responsiveness / courtesy/friendliness for hotel staff was significantly at higher level in Himachal Pradesh as compared to Chandigarh and Punjab. The average extent of service scape/ ambience of hotels of three of the states is considered good by the customers. The average extent of Hygiene conditions of hotels of Chandigarh and Himachal Pradesh is considered good by the customers and average for Punjab. The extent of discount offers/complimentary gifts by the hotel was significantly at higher level in Himachal Pradesh as compared to that in Chandigarh and Punjab. The Liking of availing the services of same hotel on next visit was significantly less in Punjab as compared to that in Chandigarh and Himachal Pradesh. The extent of rating of the overall experience with the hotel was significantly at lower level in Punjab as compared to that in Chandigarh and Himachal Pradesh. Hence it is concluded that the overall perception and satisfaction level of the customers for the hotels of Himachal Pradesh and Chandigarh is comparatively better than Punjab.

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