

**SHIVA ATAEIAZIMI**

**FACTORS AFFECTING CUSTOMER COMPLAINTS IN  
LUXURY HOTELS**



**UNIVERSITY OF ALGARVE  
FACULTY OF ECONOMICS**

2024

**SHIVA ATAEIAZIMI**

**FACTORS AFFECTING CUSTOMER COMPLAINTS IN  
LUXURY HOTELS**

Masters in Tourism Management

Dissertation

made under the supervision of:

Professor Doctor Antónia Correia



**UNIVERSITY OF ALGARVE  
FACULTY OF ECONOMICS**

2024

## **Factors affecting customer complaints in luxury hotels**

### **Work Authorship Declaration**

I declare to be the author of this work, which is unique and unprecedented. Authors and works consulted are properly cited in the text and are included in the listing of references.

(SHIVA ATAEIAZIMI)

### **Copyright**

© Copyright: (SHIVA ATAEIAZIMI).

The University of Algarve reserves the right, in accordance with the provisions of the Portuguese Copyright and Related Rights Code, to archive, reproduce, and make public this work, regardless of means used, as well as to broadcast it through scientific repositories and allow its copy and distribution with merely educational or research purposes and noncommercial purposes, provided that credit is given to the respective author and Publisher.

## **ACKNOWLEDGMENTS**

I want to express my deepest appreciation to the many individuals who made this thesis possible through their unwavering support and assistance. Without them, this study would not have been completed.

First and foremost, I owe a debt of gratitude to Professor Doctor Antónia Correia, my esteemed thesis advisor, for her invaluable guidance, unwavering support, and scholarly insights throughout this academic endeavor. Her expertise and mentorship have been instrumental in shaping this research and my overall academic growth.

I sincerely thank the Faculty of Economics at the University of Algarve for providing a rich academic environment and facilitating the necessary resources to successfully complete my Master's program.

Additionally, I extend my deepest appreciation to the esteemed managers of the Cultural Heritage, Handicrafts, and Tourism Organization of Golestan Province in Iran, Mr. Ebrahim Karimi, Mr. Ahmad Tajri, and Mr. Mohammad Javad Savari. Their approval of my leave for further studies played a pivotal role in advancing this thesis.

I express my gratitude to the professors of the master's program who generously shared their knowledge and made significant contributions to my research's scientific and methodological aspects.

I am profoundly grateful to my family for their unwavering encouragement and understanding throughout the challenges of this academic pursuit. Their support has been a cornerstone, providing a solid foundation for my educational journey.

Their encouragement has been my driving force, and I am deeply thankful for their role in my academic endeavors.

## **ABSTRACT**

Communicating with individuals in the hotel industry with unique perspectives, beliefs, and behaviors is a significant challenge. Hotel staff must navigate various styles, ethics, behaviors, and attitudes to ensure guest satisfaction. Shortcomings in the service production chain can lead to tourist objections, resulting in negative publicity and organizational issues. This study extensively explores the multifaceted nature of customer complaints, the influential factors behind them, and how hotel management adeptly responds to dissatisfied customers.

The research pursues three primary objectives: first, to meticulously identify the factors that trigger customer complaints; second, to analyze the effective methodologies employed by hotel managers in compensating dissatisfied customers; and lastly, to provide practical recommendations for optimizing services, mitigating dissatisfaction, understanding nuanced customer preferences, reinforcing customer loyalty, and attracting new clientele.

This study analyzes 700 negative customer comments and managerial responses from seven selected luxury hotels on TripAdvisor. Utilizing a meticulous qualitative analytical approach through IRAMUTEQ software, discernible patterns, correlations, and influential factors are identified. The findings highlight customers' acute attention to detail in luxury hotels, where even minor imperfections significantly impact satisfaction. Customer dissatisfaction encompasses various facets, including service quality, recreational amenities, communication, security provisions, and hygiene standards.

The study explores appropriate solutions for luxury hotel management, considering specific factors influencing dissatisfaction.

Insights derived from online reviews can significantly impact hotel managers' strategies and responses to enhance customer satisfaction and address potential complaints. As part of our research, we also analyzed how hotel managers respond to such feedback and its impact on customer perception.

**Keywords:** luxury hotels, customer complaints, management response, customer satisfaction.

## RESUMO

Os hotéis de luxo, conhecidos pela sua opulência e serviços de excelência, operam num ambiente competitivo onde a satisfação do cliente impacta. Embora os hotéis de luxo estejam vocacionados para um segmento que exige os mais altos padrões de serviço e estejam equipados com comodidades de elevado luxo, incluindo interiores e exteriores luxuosos, funcionários bem treinados, restaurantes, spas, piscinas e outros serviços que propiciem bem-estar e experiências memoráveis. É importante reconhecer que a avaliação do conceito de luxo depende da interpretação e experiência das pessoas. A complexidade deste conceito encontra paralelo no grau de exigência do cliente e em todos os fatores pessoais, intrapessoais e de contexto que podem influenciar a experiência e a avaliação da mesma. Os clientes deste tipo de serviço esperam uma experiência única e personalizada, que decorre na sua essência da comunicação entre o hóspede e o cliente.

Na indústria hoteleira, comunicar com os hóspedes que possuem perspectivas, crenças e comportamentos únicos é um desafio constante. Nos hotéis, os funcionários lidam com diversos estilos, éticas, comportamentos e atitudes. Sendo os funcionários os principais responsáveis pela qualidade do serviço, já que a hospitalidade é um processo cocreativo que decorre da interação entre o anfitrião e o hóspede, com grande impacto na percepção e satisfação. A hospitalidade nos hotéis surge quase sempre associada a um serviço superlativo, e por isso conotado como de luxo. O conceito de luxo na hotelaria é representado por hotéis de grande qualidade, com paisagens cénicas e um conjunto de facilidades e serviços que justificam preços bastante elevados. Nestes hotéis o serviço e as falhas determinam insatisfação e a perda do estatuto de hotel de luxo e uma publicidade bastante negativa. Este estudo analisa as principais reclamações dos hóspedes numa amostra de hotéis de luxo em várias partes do mundo, para categorizar falhas e formas de resposta a essas falhas.

Compreender e abordar as reclamações dos clientes no setor hoteleiro é vital para manter uma reputação positiva e garantir a fidelidade dos hóspedes. Este estudo investiga os elementos da experiência que influenciam significativamente as reclamações dos clientes em hotéis de luxo. Identificar os fatores que influenciam as reclamações dos turistas é importante, uma vez que é essencial fornecer serviços alinhados com as necessidades dos turistas. Este alinhamento não só contribui para aumentar a satisfação dos turistas, mas também melhora a reputação da indústria do turismo e atrai novos. Além disso,

reconhecer os fatores que contribuem para a insatisfação dos turistas e abordá-los contribui para a fidelização e retenção de clientes e evita a disseminação de experiências negativas e reclamações. A indústria hoteleira não permite tentativas e erros e, ao primeiro erro, enfrenta críticas, objeções e reclamações. Os gestores de hotéis enfrentam desafios para obter a satisfação dos reclamantes, para garantir a satisfação do cliente e evitar publicidade negativa. Ao esclarecer os fatores que influenciam as reclamações dos clientes, pretendemos fornecer insights que possam orientar a gestão hoteleira na abordagem dos pontos fracos e no aumento da satisfação do cliente.

O objetivo principal desta investigação vai além da mera identificação. Procura preparar o caminho para uma abordagem estratégica para otimizar serviços, minimizar a insatisfação, decodificar as preferências dos clientes, fortalecer a fidelização e atrair novos clientes. Este estudo também investiga o domínio das respostas dos hotéis aos comentários negativos. Compreender como os hotéis abordam o feedback negativo é um aspecto crucial da nossa investigação. Gerir e responder eficazmente às críticas pode corrigir questões específicas e contribuir para uma perceção positiva do hotel entre os clientes.

A investigação assenta em três objetivos principais: primeiro, identificar meticulosamente os fatores que desencadeiam reclamações dos clientes; segundo, analisar as várias formas de resposta utilizadas pelos gestores de hotéis para compensar clientes insatisfeitos; e, por último, fornecer recomendações práticas para otimizar serviços, mitigar insatisfações, compreender as preferências dos clientes, reforçar a fidelidade do cliente e mitigar falhas em hotéis de luxo.

Este estudo realiza uma análise aprofundada de 700 comentários negativos de clientes, associados a respostas dos gestores aos clientes. De entre o ranking do TripAdvisor dos melhores 10 hotéis de luxo no mundo, sete hotéis apresentavam comentários negativos pelo que foram selecionados para a análise. Com uma vasta base de dados de mais de um milhão de hotéis, mil milhões de avaliações e opiniões e uma base de utilizadores de 463 milhões, o TripAdvisor destaca-se como a principal rede social dedicada ao turismo e hospitalidade. Funciona como plataforma e aplicativo de media, permitindo aos usuários partilhar suas opiniões sobre diversos lugares, restaurantes e alojamentos (TripAdvisor, 2023). Vários estudos utilizaram dados do TripAdvisor para análises semelhantes, demonstrando o seu papel como uma plataforma valiosa para compreender

os sentimentos e reclamações dos clientes. Este estudo utiliza uma abordagem qualitativa para analisar de forma abrangente comentários negativos e reclamações de clientes em relação a vários hotéis de luxo. A análise qualitativa é preferida neste estudo por vários motivos. Em primeiro lugar, permite uma exploração aprofundada dos sentimentos e experiências dos clientes, fornecendo informações diferenciadas sobre os fatores que influenciam as reclamações. Em segundo lugar, os métodos qualitativos são adequados para captar a riqueza e a complexidade das avaliações subjetivas dos clientes, que as abordagens quantitativas não conseguem captar. Para o efeito recorreu-se à categorização e análise dos comentários a partir do software IRAMUTEQ, para identificar padrões discerníveis, correlações e determinantes.

Os resultados destacam a grande atenção pelos detalhes demonstrada pelos clientes em hotéis de luxo, onde até pequenas imperfeições impactam significativamente a satisfação. A insatisfação do cliente engloba vários aspetos, incluindo qualidade do serviço, comodidades recreativas, comunicação, disposições de segurança e padrões de higiene. Concluindo que falhas de serviço também existem nos hotéis de luxo e que as respostas destes hotéis aos hóspedes é essencial para reverter insatisfações e reputação negativa.

A tese estrutura-se em seis seções, na primeira apresenta-se a introdução, a que se segue a revisão de literatura, sobre os fatores influentes nas reclamações dos consumidores na indústria hoteleira de luxo e na gestão das respostas às reclamações. A terceira seção apresenta o roteiro metodológico que suporta esta tese. A quarta e quinta envolve a análise de dados, onde os elementos das reclamações e das respostas da gestão são separados qualitativamente por meio do software IRAMUTEQ, com foco na identificação dos fatores que influenciam as reclamações e a capacidade de resposta. A conclusão apresenta resultados, limitações e recomendações para investigações futuras.

Palavras-chave: hotéis de luxo, reclamações de clientes, resposta da gestão, satisfação do cliente.

# Contents

Acknowledgments.....	IV
Abstract.....	V
RESUMO.....	VI
1. Introduction.....	2
2. Literature review.....	5
3. Research Methodology.....	16
3.1 Introduction.....	16
3.2 Data Collection.....	17
JW Marriott Marquis Hotel Dubai.....	19
Constance Prince Maurice.....	19
Nikki Beach Resort & Spa Dubai.....	19
The Ritz-Carlton, Hong Kong.....	19
Voyage Sorgun.....	19
3.3 Data Analysis Process.....	20
3.4 Introduction to IRaMuTeQ for Research Analysis.....	21
4. RESULTS.....	23
4.1 Analysis of Tourists' Reviews.....	23
4.1.1 Correlation Analysis.....	24
4.1.1.1. Room and Amenities.....	26
4.1.1.2 Service Issues.....	28
4.1.1.3 Food Quality and Variety.....	29
4.1.1.4 Additional Amenities.....	30
4.1.1.5 Overall Hotel Experience.....	31
4.1.1.6 The Summary of Key Guest Dissatisfactions in Luxury Hotels.....	31
4.2 Analysis of Hotel Responses to Guest Feedback.....	33
4.2.1 Correlation Analysis.....	34
4.2.1.1 Common Themes.....	36
4.2.1.2 Acknowledgment of Feedback.....	36
4.2.1.3 Specific Issues.....	36
4.2.1.4 Apologies.....	37
4.2.2.5 Efforts to Improve.....	37
4.2.1.6 Invitations for Future Stays.....	38
4.2.1.7 Personalization.....	38
4.2.1.8 Clarifications.....	38

4.2.1.9 Length and Detail .....	39
4.2.1.10 Tone .....	39
5. Discussion.....	41
6. Conclusions .....	50
Reference .....	52

## FIGURES

Figure 3.1 Customer Reviews Details.....	18
Figure 4.1 Zipf Diagram Illustrating Frequency Distribution of Key Terms in Customer Reviews .....	2
Figure 4.2 Word Cloud Representation of Key Concepts in Luxury Hotel Customer Experiences .....	24
Figure 4.3 Co-occurrence and Similarity Analysis of Key Terms in Tourists' Reviews .....	25
Figure 4.4 Word Cloud Analysis of Room-Related Terms in Tourists' Reviews.....	27
Figure 4.5 Word Cloud Analysis of Service-Related Terms in Tourists' Reviews.....	28
Figure 4.6 Word Cloud Analysis of Food-Related Terms in Tourists' Reviews .....	39
Figure 4.7 Word Cloud Analysis of Amenities -Related Terms in Tourists' Reviews .....	30
Figure 4.9 Zipf Diagram Illustrating Frequency Distribution of Key Terms in Hotel Responses.....	33
Figure 4.10 Word Cloud Representation of Key Concepts in Hotel Responses.....	34
Figure 4.11 Co-occurrence and Similarity Analysis of Key Concepts in Hotel Responses .....	35

## **TABLES**

Table 3.2: Overview of Reviewed Hotels .....	19
Table 4.8 Key Dissatisfactions in Luxury Hotels: A Comprehensive Overview .....	31
Table 5.1 Diverse Customer Expectations for Hotels .....	43

# **CHAPTER 1**

GENERAL INTRODUCTION

# 1. INTRODUCTION

Luxury hotels, renowned for their opulence and outstanding services, operate in a competitive environment where customer satisfaction takes precedence. Understanding and addressing customer complaints in the hospitality industry is vital to maintaining a positive reputation and ensuring guest loyalty. This study delves into multifaceted factors significantly influencing customer complaints within luxury hotels. Identifying the influential factors behind tourist complaints is important, as providing services aligned with tourists' needs is essential. This alignment not only contributes to increased tourist satisfaction but also enhances the reputation of the tourism industry and attracts new travelers. Furthermore, recognizing factors contributing to tourist dissatisfaction and addressing them contributes to customer loyalty and retention and prevents the dissemination of negative experiences and complaints. The hotel industry allows no room for trial and error, and with the first mistake, it faces criticism, objections, and complaints. Hotel managers face challenges in gaining satisfaction from complainants to secure customer satisfaction and prevent negative publicity. Therefore, by illuminating the factors influencing customer complaints, we aim to provide insights that can guide hotel management in addressing weaknesses and increasing customer satisfaction.

This study, focusing on luxury hotels, will examine hypotheses related to various influential aspects of customer complaints in two fundamental areas of the hotel industry (hardware and software) (Sicari & Söderlund, 2011). We will investigate issues such as hotel design, furniture, and decoration in the hardware aspect. Meanwhile, in the software aspect, we will explore human resources, how to interact with service recipients, and performance management. This exploration aims to identify common patterns and correlations mentioned in most negative reviews that lead to customer dissatisfaction.

Hotel managers' responses to these complaints play a crucial role. Prompt responsiveness, maintaining respect and goodwill, implementing changes and improvements, therapeutic actions, and enhancing the hotel's reputation can reduce customer dissatisfaction and improve their overall experience. These responses can also strengthen positive relationships with customers and attract new clientele.

In its initial section, this thesis encompasses a literature review of the influential factors of consumer complaints in the luxury hotel industry and the management of complaint

responses. The second section provides a detailed explanation of the methodology regarding the dataset. The third section involves data analysis, where elements of complaints and management responses are qualitatively separated through IRAMUTEQ software, focusing on identifying factors influencing complaints and responsiveness. The conclusion will present findings, limitations, and recommendations for future research.

# **CHAPTER II**

LITERATURE REVIEW

## 2. LITERATURE REVIEW

This research explores luxury tourism more deeply to investigate factors affecting customer complaints about luxury services. To provide a comprehensive understanding, we begin our exploration by reviewing critical studies that have previously addressed the complexities of luxury tourism and related aspects.

Luxury tourism, as investigated in the study (Iloranta, 2022), is a multifaceted and evolving concept deeply intertwined with the contemporary dynamics of consumer behavior and preferences.

Correia et al. (2020) have studied luxury tourism, revealing its complex nature and multifaceted dimensions. They demonstrated that luxury tourism is a segment of the travel industry that extends beyond basic travel needs, catering to individuals searching for high-quality and distinctive travel experiences. This involves focusing on premium services, unique experiences, and top-notch amenities.

When characterizing luxury tourism as a commodity, it is linked with materialistic notions, where exclusivity, opulence, superior quality, visibility, and tangibility in aesthetics prevail (Yeoman et al., 2011). This perspective aligns with the traditional concept of luxury. In contrast, new luxury redefines luxury tourism as an experiential journey (Tynan et al., 2010). This implies that consumers, instead of simply purchasing products or services, seek experiences to satisfy their needs and desires (Iloranta, 2022). In the context of luxury tourism, when the term "luxury" is used, it refers to moments or places that stand out for their beauty, grandeur, and exclusivity (Iloranta, 2022). These experiences are significant from a materialistic perspective and deeply connect with the tourists' feelings and personal experiences (Correia et al., 2020). Luxury is inherently associated with premium pricing, exceptional quality, and aesthetics (Chevalier & Mazzalovo, 2012). also, luxury is often associated with exclusivity and scarcity (Kapferer, 2012). The rarity of a product or service, combined with a high level of exclusivity, contributes to its perceived value and desirability (Bauer et al., 2011). In the sense that limited availability can make luxury items more attractive to consumers (Correia et al., 2020).

However, over the past decades, the traditional definition of luxury, characterized by conspicuous consumption, exclusivity, symbolism, prestige, high costs, and a strong

association with products and their attributes, has undergone a significant transformation (Godey et al., 2013).

A new dimension of luxury, termed "Unconventional Luxury," has emerged, challenging the conventional understanding of luxury (Thomsen et al., 2020).

This new perspective defines luxury as a consumer-driven approach, emphasizing self-defined meaning, emotional connection, and a focus on experiences, quality, and life enrichment (Bauer et al., 2011). Unlike the traditional emphasis on material possessions, the contemporary notion of luxury is more subjective, contextual, and based on inner-directed values. Luxury has become less about quantity and ownership and more about quality, experiences, and self-expression (Kapferer, 2015).

Luxury consumption, once considered exclusive to the wealthy elite, has been democratized. The rise of *masstige* brands, combining mass prestige with affordability, has made luxury accessible to a broader audience without compromising product quality significantly (Kumar et al., 2020). The blurring line between non-luxury and luxury has given rise to concepts such as accessible luxury, affordable luxury, and everyday luxury, challenging the traditional notions of exclusivity (Banister et al., 2020).

In luxury tourism, there is also a notable shift towards experiential consumption. Luxury experiences are now perceived as more valuable than material possessions, offering uniqueness and a more inconspicuous form of consumption that is difficult to imitate. Consumers use luxury experiences to express their culture, lifestyle, and taste, highlighting a shift towards self-expression rather than public symbolism (Tynan et al., 2010).

It is important to note that the perception of luxury can vary across cultures and change over time under the influence of economic, social, and cultural factors (Wiedmann & Hennigs, 2014).

These theoretical perspectives contribute to understanding why people consume luxury and how luxury functions in social and cultural contexts.

The theory presented by Veblen in the late 19th century shows that people use luxury goods and services to show their social status and wealth to others (Veblen, 1900).

Conspicuous consumption involves displaying expensive items to demonstrate economic power and social status.

A study by Correia and Moital (2009) states that Luxury goods and experiences may be viewed as satisfying higher-level needs that reflect personal achievement, respect, and self-expression.

Thomsen et al. (2020) view luxury as a source of pleasure and indulgent satisfaction. Consumers may seek luxury goods and experiences for practical reasons and the pleasure of having or experiencing something unique, aesthetic, or original.

Moreover, the findings of Bagwell & Bernheim (1996) on Veblen's effects in a theory of conspicuous consumption suggest that people classify themselves and others based on social groups. Luxury items can act as markers of group membership and identity, contributing to a sense of belonging or distinction in a social context.

Therefore, affluent individuals and those seeking to showcase their affiliation with a specific group elevate their travel experience by staying in 5-star hotels. This experience empowers them to establish connections within an exclusive and prestigious community and enjoy the facilities and services offered during their journey.

Luxury hotels, also known as 5-star hotels, offer world-class service and target business executives, politicians, wealthy clientele, etc. (Walls et al., 2011).

Although luxury hotels serve a particular clientele seeking the highest service standards and provide diverse amenities, including luxurious interiors and exteriors, well-trained staff, upscale restaurants, valet services, spa facilities, swimming pools, and other recreational amenities, ensuring that guests receive unparalleled attention and care during their stay to achieve a state of mental luxury, it is essential to recognize that the concept of luxury depends on the interpretation and experience of people. For each person, the meaning of luxury may differ, making luxury consumption a multifaceted and complex concept. These differences in consumer experiences are related to various factors such as economic status, cultural upbringing, personal values, and past experiences. For this reason, luxury brands should consider diversity and complexity in the interpretation of luxury consumption and strive to respond to consumers' diverse needs and preferences (Thomsen et al., 2020).

The customers of this type of service expect a unique experience, and if their standards are not met, they will be dissatisfied and complain (Walls et al., 2011).

In the era of a highly competitive global market, delivering services of exceptional quality to fulfill customers' needs and expectations in hotels has become more crucial than ever before (Yang et al., 2011).

Customer satisfaction and hotel dissatisfaction are two crucial dimensions in analyzing customer experiences. Satisfaction occurs when the customer's experience and the services provided by the hotel meet or exceed their expectations. In contrast, dissatisfaction arises when the customer's experience falls short of their expectations, leading to a less favorable perception of the hotel's performance (Hur et al., 2014).

Several studies have delved into the factors influencing customer satisfaction and dissatisfaction in hotels. These factors are often categorized into "satisfiers" and "dissatisfiers." Satisfiers are elements that, when met, exceed customer expectations, creating a positive and enjoyable experience. On the other hand, dissatisfaction represents essential performance conditions, and their absence can lead to customer dissatisfaction (Kuhzady & Ghasemi, 2019).

According to Zeithaml et al. (1993, p. 43), customers are more likely to be upset "when the level of service delivery performance falls short of the standards and what customers expect"

Expectations refer to what "customers feel a service provider should offer rather than would offer" (Parasuraman et al., 1988, p. 17). Customer dissatisfaction primarily arises when there is a disparity between the expected level of service and the actual service delivered.

However, in luxury hotels, meeting the expectations of different customers becomes challenging due to the absence of clear operational standards for delivering services.

Identifying features that customers consider as their needs and expectations is a key aspect of customer satisfaction.

In the study conducted by Wind et al. (1989), a hotel's seven crucial aspects or key features were strategically identified to enhance customer satisfaction. These aspects include external factors (building shape, landscape design, pool type, location, and hotel size), rooms (room size and decor, type of heating and cooling, location, amenities, and type of bathroom), food-related services (type and location of restaurant, room service, vending services, and stores, in-room kitchen facilities), lounge facilities (location,

atmosphere, and type of clientele), services (including reservations, registration and check-out, limousine to airport, bellman, message center, secretarial services, as well as car rental and maintenance), facilities for leisure activities (sauna, exercise room, racquetball courts, tennis courts, game room, children's playroom, and yard), and security factors (security guards, smoke detectors, 24-hour video camera, etc.). Based on the findings of Wind et al. (1989), achieving customer satisfaction across all these identified aspects is crucial for the success of hotels. Neglecting any of these areas may result in customer complaints and dissatisfaction.

Further, Jain et al. (2023) revealed that despite luxury hotels commonly regard customer satisfaction as a fundamental indicator of service quality and actively pursue service quality improvement, they are not immune to customer complaints. The findings of this study contribute to the existing literature by shedding light on the challenges luxury hotels face in maintaining customer satisfaction.

A complaint in luxury hotels refers to the expression of dissatisfaction or discontent by a guest regarding any aspect of their experience within the luxury hotel's high-end accommodations, services, or amenities (Padma & Ahn, 2020).

Buhring et al. (2011) researched customer complaints in luxury hotels. Their findings highlighted service quality, staff behavior, and facility conditions as the top areas of discontent among hotel guests.

Wang & Griskevicius (2014) found that politeness, attentiveness, and responsiveness are crucial human factors valued by guests. The research highlights the significance of effective communication in reducing complaints and its positive impact on customer satisfaction.

In the study conducted by Padma & Ahn (2020), it was observed that customer perceptions of the services and amenities in luxury hotels, if perceived to lack quality and precision, can lead to complaints and dissatisfaction. The research emphasizes the connection between customer dissatisfaction and the core principles of luxury, including exclusivity and exceptional quality.

Various research studies on the factors influencing hotel customer satisfaction have examined different aspects of customer experiences. For instance, Barsky and Labagh (1992) emphasized employee attitudes, hotel location, room facilities, pricing, services,

reception, parking, and F&B (Food and Beverage) services in their evaluation (Gundersen et al., 1996). concentrated on the business segment, assessing factors such as staff interaction and capability, operating hours of F&B services, room cleanliness and amenities, staff communication, and additional hotel facilities. (Choi & Chu (2000) investigated elements like staff services, room quality, general amenities, business services, value, security, and international direct dial facilities. Qu et al. (2000) explored factors including staff performance quality, room facilities quality, value for money, service variety and efficiency, business-related services, and safety and security for international travelers. Poon & Low (2005) examined critical aspects such as hospitality, accommodation, F&B services, recreation and entertainment, supplementary services, security and safety, innovation and value-added services, transportation, location, appearance, pricing, and payment. (Gu & Ryan, 2008) focused on Chinese travelers, analyzing features like bed comfort, bathroom cleanliness and facilities, room size and facilities, location and accessibility, staff performance, and ancillary services such as pool, beauty salon, food, and drink.

All these studies identified these factors as crucial elements contributing to customer complaints.

The findings of Heung's study on Mainland Chinese travelers reveal that various factors contribute to satisfaction and dissatisfaction. These factors include recreational facilities, frequent traveler programs, baggage handling services, complimentary amenities, pool and gym facilities, physical appearance, the view of the surrounding area, transportation arrangements, business center and meeting facilities, hotel reputation, reasonable prices, fire prevention systems, reservation system, security, efficiency of the front desk, laundry service, value for money of F&B, hotel staff, and promptness of service.

Dolnicar (2002) identified factors leading to dissatisfaction. These factors encompassed weaknesses in cleanliness, room conditions, personnel performance, service quality, food quality, bed comfort, and technical equipment in the bathroom, as well as issues related to unfriendly staff, noisy atmosphere, room size, excessive pricing, bad location, and low overall quality.

Zeithaml's (1988) research examines the relationship between price, quality, and value in consumer perceptions. The study reveals that when customers perceive a disparity

between the price they pay and the quality of service they receive, their overall satisfaction with the service decreases.

Xu & Li's (2016) study, which employed Latent Semantic Analysis (LSA) to analyze online customer reviews across various hotel types, uncovered key factors influencing customer satisfaction and dissatisfaction. The research revealed variations in these factors among different hotel categories. Notably, the study highlighted the critical role of accommodation service quality, emphasizing that amenities, cleanliness, and staff interactions commonly resulted in customer dissatisfaction.

Research by Ekiz et al. (2012) revealed that in the hotel industry, guest rooms, as the central feature of a hotel, attract the most complaints. The excellence of food and restaurant services holds particular importance in luxury hotels, and any deficiencies in this aspect frequently lead to customer complaints.

Davies et al.'s (2012) research explores the luxury fashion industry and shows that ethical considerations and social responsibilities significantly shape customer opinions.

As it became clear, the reasons for customer dissatisfaction can be extensive and diverse, varying based on the specific circumstances of each customer (Kastanakis & Balabanis, 2014).

Customers' dissatisfaction can lead to complaints, which can have many negative consequences for luxury service providers.

As it became clear, the reasons for customer dissatisfaction can be extensive and diverse, varying based on the specific circumstances of each customer (Kastanakis & Balabanis, 2014).

Customers' dissatisfaction can lead to complaints, which can have many negative consequences for luxury service providers.

The question that arises here is how customers express their complaints. Generally, when customers are dissatisfied, they often choose indirect channels to communicate their grievances to the management. This may include writing on guest cards or letters or simply sharing negative experiences with friends and family without formally taking action (Chen & Tabari, 2017). Another option could be switching to another service provider. However, the rise of the Internet has significantly altered this pattern. Nowadays, customers prefer using travel websites as a platform to share their negative

experiences, finding it faster, easier, and reaching a larger audience. Moreover, these online complaints persist on the web for an extended period, making them accessible to everyone. The growing reliance on travel websites has intensified customers' trust in the reviews provided by previous guests (Petriana, 2015).

Using travel websites to express dissatisfaction directly and indirectly affects other customers. These online comments are searched and viewed by other people.

Therefore, social media platforms should not be neglected. They play a crucial role in reputation hotels through their ability to disseminate customer opinions and experiences. These platforms allow customers to share their views with a broader audience. If there are any issues or criticisms related to hotel services, these comments are swiftly published, potentially significantly affecting the hotel's image and reputation (Chen & Tabari, 2017).

The research conducted by Gu & Ye (2014) underscores the pivotal role of social media as an interactive platform between customers and hotels. It emphasizes that social media serves as a tool with the potential to either enhance or undermine customer complaint management efforts.

The study conducted by Karatepe (2006) investigates the relationship between customer complaints, organizational responses, and their impact on customer satisfaction and loyalty. It strongly emphasizes how organizations address customer complaints, specifically in terms of perceived justice. The study suggests that how organizations handle complaints directly influences customer satisfaction and loyalty. These findings underscore the crucial importance of effective complaint management in shaping positive customer experiences and nurturing loyalty.

The study conducted by Petriana (2015) explored the factors leading to customer complaints. The research, retrieved on June 6, 2019, delves into various aspects, such as complainants' demographics, complaint types, satisfaction with organizational responses, and the influence of culture on complaint behavior. The study shows that hotels can implement targeted strategies to improve customer experiences and maintain a positive online reputation by recognizing the issues that lead to dissatisfaction.

Luxury brands and establishments rely heavily on their reputation for providing exceptional experiences. Customer complaints, primarily if not handled well, can tarnish

a luxury brand's reputation, potentially leading to a loss of trust and credibility (Hur et al., 2014).

If customer complaints are not adequately addressed, they may lead to customer dissatisfaction and a decline in loyalty (Iloranta, 2022).

Based on Dinçer & Alrawadieh (2017), unresolved complaints may lead to financial losses as dissatisfied customers may choose to spend their money elsewhere. Moreover, negative reviews and word-of-mouth can deter potential customers from choosing a luxury service.

On a positive note, complaints can serve as valuable feedback for luxury establishments. By addressing the issues raised in complaints, businesses can identify areas for improvement and enhance their overall service quality (Iloranta, 2022).

Effective complaint resolution can contribute to improved customer retention. When luxury brands address customer concerns promptly and effectively, they can create a positive impression and build long-term customer relationships (Thirumaran et al., 2021).

How a luxury brand handles complaints can set it apart from competitors. Effective complaint resolution and a commitment to customer satisfaction can become a competitive advantage in the luxury market (Xu & Li.,2016).

The study conducted by Park and Allen (2013) focuses on understanding the intricacies of how hotels respond to online reviews. The research explores the role of problem-solving and engagement strategies employed by management in the context of online customer feedback.

Wei et al. (2013) conducted a study exploring how luxury hotels employ various response strategies, such as expressions of appreciation, detailed explanations, and practical or financial actions, to address different situations. The research indicates that different luxury hotels provide responses that can significantly impact customer complaint resolution.

The study by Zhang and Vásquez (2014) emphasizes the importance of hotel employees and their training in responding to online complaints. The findings of this research have the potential to identify success factors and challenges associated with addressing online complaints in luxury hotels.

The study by Hennig-Thurau et al. (2004) explores the growth in electronic word-of-mouth avenues, meaning millions of other consumers may read online reviews. Given this extensive reach, it becomes crucial for hotel managers to actively respond to online reviews, as these responses can influence how the brand is perceived and may impact the decisions of potential customers.

In light of extensive previous research on the dynamics of customer complaints, gaps still warrant further exploration. This research aligns with the existing body of knowledge but in an exploratory way. It has been argued that little attention has been paid to research on luxury services (Iloranta, 2022). The focus is specifically on luxury hotels, aiming to provide a more nuanced and detailed understanding of the dynamics surrounding customer complaints within this high-end segment, the impact of managerial responses, and the critical role that such responses play in shaping customer perceptions and influencing future decisions.

Current luxury tourism research concentrates on quantitative studies (Iloranta, 2022). However, it has been proved that qualitative analysis allows for an in-depth exploration of customer sentiments and experiences, providing nuanced insights into the factors influencing complaints. Secondly, qualitative methods are well-suited for capturing the richness and complexity of customers' subjective evaluations, which quantitative approaches might overlook.

# CHAPTER III

## METHODOLOGY

## **3. RESEARCH METHODOLOGY**

### **3.1 Introduction**

The present research is descriptive and utilizes a correlational method. Additionally, since the aim is to benefit from the results obtained to address existing issues, the research is applied. The data for this study has been collected from online sources. Samples from users' opinions and online reviews on the reputable TripAdvisor platform have been selected.

The sample was collected from the ranking of the top luxury hotels in 2023 on TripAdvisor; this ranking comprises the ten hotels all over the world perceived as the most luxurious ones by the customers. The criteria to be selected for this research rely on negative comments. Seven of the ten hotels elected have been selected as they have had negative reviews. With the hotels selected, the reviews selected for further analysis were those with answers from the hotel. To mitigate the bias and balance the analysis, 100 reviews were selected for each hotel. As such, the sample comprises 700 negative comments and the corresponding managerial responses.

This research plan adopts the qualitative content analysis approach and systematically reviews negative comments. This method allows for an in-depth exploration of contributing factors that quantitative approaches may overlook.

In this thesis, we used Iramuteq software for data analysis because it can create descriptive and rich information. This method allows for extracting meaningful patterns and inherent themes in customer dissatisfaction.

Comments underwent thematic coding to categorize recurring patterns in customer dissatisfaction systematically. The thematic coding process involved the development of a coding framework tailored to the study's objectives. This framework guided systematically categorizing comments into characteristic themes, ensuring a thorough exploration of customer dissatisfaction. In adherence to ethical principles and to ensure privacy, the reviewers' personal information remained anonymous throughout the analysis. It is worth noting that information sourced from online platforms was treated as public data, with careful consideration given to consent within the platform's terms of

use. Throughout the analysis, conscientious efforts were made to preserve the data's objectivity and identify and mitigate potential biases.

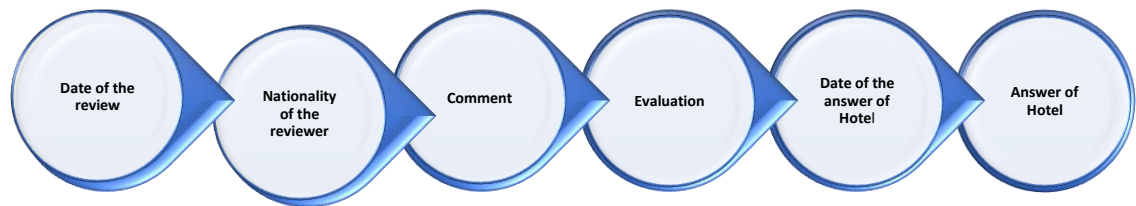
## **3.2 Data Collection**

In the methodology of this research, a comprehensive exploration of negative opinions in the realm of luxury hotels was conducted on the TripAdvisor platform. TripAdvisor is a well-recognized online travel tool used by millions of travelers worldwide, significantly influencing the hospitality business by providing a wealth of real people's opinions, rankings, and recommendations (Nilashiet al., 2018). For this study, seven hotels, denoted as "luxury" and highlighted in bold on the platform, were selected based on diverse geographic locations, hotel rankings, and customer demographics. This strategic selection ensured a broad spectrum of dissatisfaction. The obtained dataset comprises 700 negative comments and corresponding management responses, with each hotel contributing 100 comments and responses, guaranteeing a robust examination of customer dissatisfaction.

The included reviews in the dataset cover a two-year timeframe from 2022 to 2024, guaranteeing relevance to contemporary concerns and capturing evolving patterns of dissatisfaction. The dataset provides precise information, including the comment date, reviewer nationality, comments, ratings, and hotel responses (Figure 3.1).

Additionally, it is crucial to note that management responses to customer feedback were collected and analyzed as part of this research. These responses offer valuable insights into the efforts made by hotel management to address customer concerns, contributing to a comprehensive understanding of the dynamics between customers and hotel staff. The analysis of management responses adds more depth to the study, illuminating proactive measures to enhance customer satisfaction within the luxury hotel industry.

**Figure 3.1 Customer Reviews Details**



**Source:** Own Elaboration

This study evaluates 700 reviews regarding seven luxury hotels. Categorized within the luxury classification, guests have assessed these hotels for the services provided. The overall quality of the hotels, based on guests' perceptions and satisfaction, is distributed as follows: Excellent, Very Good, Average, Poor, and Terrible.

Furthermore, considering guests' perceptions and satisfaction, the hotels are classified into various dimensions: Location, Cleanliness, Service, and Value.

Table 3.2 shows an overview of the reviewed hotels as evaluated by guests.

**Table 3.2. Overview of Reviewed Hotels**

<b>Name of the hotel</b>	<b>Country</b>	<b>Number of reviews</b>	<b>Ratings</b>
JW Marriott Marquis Hotel Dubai	Dubai -United Arab Emirates	14546	5 excellent
Constance Prince Maurice	Maurice	2626	5 excellent
Nikki Beach Resort & Spa Dubai	Dubai United Arab Emirates	3092	5 excellent
Rixos Premium Belek - The Land of Legends Access	Türkiye	10162	4.5
Shangri-La The Shard, London	England	6875	5 excellent
The Ritz-Carlton, Hong Kong	Hong Kong China	7384	5 excellent
Voyage Sorgun	Türkiye	8158	5 excellent

**Source:** TripAdvisor Tourists' Comments Review, 2023

### **3.3 Data Analysis Process**

The negative reviews collected from TripAdvisor were pre-processed to remove irrelevant or duplicate information and ensure the integrity of the data.

Using IRaMuTeQ software, common themes, and patterns in negative customer comments were identified and coded thematically. This thematic coding focused on recurring patterns in negative comments and helped extract meaningful insights. (Portugal, 2023)

The coded information was structured in a systematic framework that facilitated the classification and organization of the data. This structured approach helps simplify the classification process and enhance the overall analysis.

In the next step, the results obtained from the data analysis were interpreted to understand the different patterns and changes in the customers' negative comments. This stage included reviewing the details of the reviews and paying attention to special differences in customer dissatisfaction with luxury hotels.

Also, hotel management responses were analyzed to gain valuable insights into efforts made to address customer concerns.

Qualitative analysis is the best method to deeply explore complex issues often overlooked by quantitative approaches. The flexibility of qualitative methods in adapting to the dynamic nature of data, capturing emerging themes, and real-time changes in negative sentiments is crucial (Gaspar et al., 2016).

Given the multifaceted nature of customer dissatisfaction, qualitative analysis facilitates identifying and interpreting complex factors associated with negative emotions, offering a comprehensive perspective.

Moreover, through thematic coding and content analysis, qualitative methods unveil patterns and themes not immediately apparent in quantitative approaches (Mayring, 2014).

In conclusion, qualitative analysis proves indispensable in exploring the multifaceted nature of customer dissatisfaction. It provides flexibility, depth of exploration, and the

ability to reveal unseen patterns, making it a valuable tool for enhancing customer satisfaction in luxury hotels and addressing emerging concerns.

### **3.4 Introduction to IRaMuTeQ for Research Analysis**

IRaMuTeQ, an acronym for "Interface de R pour les Analyses Multidimensionnelles de Textes et de Questionnaires" (Interface of R for Multidimensional Analysis of Texts and Questionnaires), stands out as a user-friendly interface designed to facilitate in-depth analyses of textual data and questionnaires within the R environment. This robust tool empowers researchers by providing a platform to explore patterns, extract meaningful insights, and reveal hidden structures within textual information.

Specializing in multidimensional analyses, IRaMuTeQ allows researchers to examine various dimensions concurrently, offering a significant advantage in exploring complex relationships within textual data. The platform supports text mining techniques, enabling efficient analysis of large volumes of text. Researchers can identify patterns, themes, and relationships, fostering a deeper understanding of the underlying structures.

Facilitating thematic analysis, IRaMuTeQ categorizes and explores recurring themes within the text, a crucial aspect in identifying prevalent sentiments, opinions, or topics. To enhance the robustness of the analysis, the tool integrates statistical methods, allowing researchers to apply quantitative measures to validate qualitative findings.

IRaMuTeQ provides visual representations of the data through graphical displays and maps, presenting complex information in an accessible format and assisting in result interpretation. With its user-friendly interface, IRaMuTeQ accommodates researchers with varying levels of expertise, streamlining the analysis process and making it approachable for users without extensive programming knowledge.

Widely applied in social sciences, linguistics, marketing, and various other fields, IRaMuTeQ proves valuable for qualitative analysis. Researchers can leverage this tool to investigate patterns in customer feedback, analyze open-ended survey responses, or explore themes within textual data. (Portugal, 2023).

# CHAPTER IV

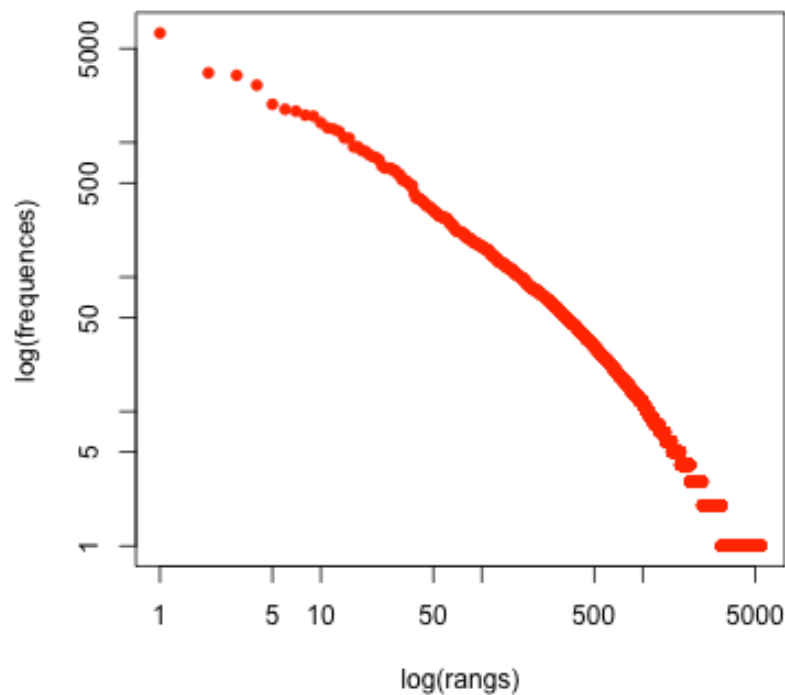
## RESULTS

## 4. RESULTS

### 4.1 Analysis of Tourists' Reviews

A textual statistic was introduced for the textual analysis through a Zipf diagram – a graphical illustration of the frequency distribution representing the behavior of the frequencies of the total number of words present in the text corpus (Figure 4.1). The frequency axis (y) shows the number of times a word and its associated forms (derivations) appear, while the axis (x) shows the quantity of them.

**Figure 4.1 Zipf Diagram Illustrating Frequency Distribution of Key Terms in Customer Reviews**



**Source:** Own elaboration

For the analysis to be more specific about the object under study, the words related to the active forms, i.e., adjectives, adverbs, nouns, and verbs, were analyzed. The term that is most repeated throughout the respondents' answers is "Hotel " (N = 1287), "Room" (N =





"restaurant" and, although with less expression, to the word "poor." We can conclude that although there is an intention to comment on situations linked to the restaurant, customers also complain about this service when they find it poor. We can also see a link between the word "hotel" and the words "good," "experience," "money," "expect," and "food." This shows that customers also comment when they want to express their opinion about how they are received, the cuisine they are presented with, the price, and their expectations about staying at the hotel. Finally, still linked to the term "hotel," we find the word "disappointment" with strong expression. This means that when customers are disappointed with a hotel service, they have a strong appetite to complain about it.

Regarding the word "Room," the relationship is uniform with a set of words with different meanings. This means to explain that the subjects that customers discuss in the comments when related to the hotel room are directly linked to "view," "clean," "floor," "reception," "bathroom," "bed," "small," and "change." This demonstrates that in the room, which is the focus of the stay at a particular hotel, it is necessary to consider all these details so that quality is maintained and comments are positive about that service.

An analysis of similarities reveals prevalent themes and recurring issues across multiple hotel reviews. These are categorized into five main themes, each with its respective subcategories; a detailed discussion of these themes is presented below.

#### **4.1.1.1. Room and Amenities**

Complaints were raised regarding dirty linens in the room; for instance, guests reported finding hair in the bathroom; other guests mentioned stains on surfaces due to spilled beverages. Instances of bedsheets not being properly cleaned or replaced were reported. Guests expressed dissatisfaction with unpleasant odors within the room. Concerns were raised about the inadequate replacement of hygiene facilities. Guests reported issues with disorder and untidiness within the room. Complaints were made about a lack of sufficient personal hygiene equipment. Guests expressed dissatisfaction with the quality of the provided toiletries. Complaints were made regarding the absence of essential items. Problems with air conditioning negatively impacted guests' experiences. Issues with electrical equipment, such as keys or lights, were reported. Guests mentioned a shortage of amenities like a television, refrigerator, cups, or a tea maker. Dissatisfaction was expressed regarding ineffective internet or telephone connectivity. This observation



#### 4.1.1.2 Service Issues

Many guests express dissatisfaction with the level of service provided, citing instances of inefficiencies in the check-in and check-out processes. Concerns about inaccurate information provided during entry and exit have been raised. Complaints have been registered regarding the issues and challenges encountered during the online reservation process. Some guests expressed dissatisfaction with the lack of accuracy in their reservations. Instances of unprofessionalism among staff during the booking and reservation process have been reported. Guests have reported instances where staff members exhibited discourteous behavior. Based on the analysis of comments, Complaints have been raised about the lack of transparency in pricing, leading to confusion among guests. Inaccuracies and discrepancies in billing have been reported. Dissatisfaction has been expressed regarding the decor and design of the hotel. Several guests stated that the hotel did not meet their expectations, given the high cost. These key complaints are visually represented in Figure 4.5

Figure 4.5: Word Cloud Analysis of Service-Related Terms in Tourists' Reviews



Source: Own elaboration

### 4.1.1.3 Food Quality and Variety

Mixed reviews about food quality were observed during the analysis of guest feedback. While some guests praised certain aspects, others raised concerns about the limited selection, ordinary taste, and issues with overcooked specific meals.

Complaints related to the breakfast buffet were noted to be both limited and repetitive, indicating dissatisfaction among guests. Common grievances included the lack of a la carte alternatives, which may contribute to the overall discontent within this category. Guests desired improved quality, diverse options, and a better dining experience. Issues such as a lack of satisfaction with the taste, limited choices, and concerns about specific meals being overcooked emerged as significant factors affecting guests' opinions on food quality. These key dissatisfactions are visually represented in Figure 4.6

Figure 4.6: Word Cloud Analysis of Food-Related Terms in Tourists' Reviews



Source: Own Elaboration

#### 4.1.1.4 Additional Amenities

Complaints about the pool and fitness facilities' cleanliness and limited operating hours have been reported. Several complaints have been filed regarding the cleanliness and ambiance of the spa facilities. Complaints about the beach, including its narrowness and animals around the buffet area. Some guests expressed disappointment with the outdoor experience, such as restricted pool access for photoshoots and lack of clear water in the lagoon. Complaints about outdated technology and equipment in the hotel have been reported. Issues related to limited access to business center facilities have been documented. Dissatisfaction with the responsiveness of staff in the business center has been observed. Complaints have been filed regarding insufficient security measures, and the effectiveness of surveillance systems and responsiveness to security incidents have been reported. Dissatisfaction with the staff training for emergency conditions has been reported. Complaints about poorly maintained hallways and staircases have been filed. Concerns about the safety of recreational facilities have been raised. Dissatisfaction with the lighting in parking areas has been reported. In reviewing guest feedback, it becomes evident that the hotel may not have adequately considered the unique needs and expectations of guests with specific conditions or disabilities. Guests facing mobility challenges have pointed out instances where the hotel's facilities and services lacked sufficient accessibility. Concerns have been raised regarding ramps, lifts, and accessible walkways. These key dissatisfactions are visually represented in Figure 4.7

**Figure 4.7: Word Cloud Analysis of Amenities -Related Terms in Tourists' Reviews**



**Source :** Own Elaboration

#### 4.1.1.5 Overall Hotel Experience

Guests were dissatisfied with the hotel's treatment of special occasions, feeling that their celebrations were not memorable. They felt the hotel's advertising did not accurately represent the services or conditions. Guests also found fault with certain policies or rules set by the hotel. Some guests compared experiences at other hotels, emphasizing that they had received more personalized and memorable treatment during special occasions elsewhere. This led to a sense of disappointment with the hotel's approach.

#### 4.1.1.6 The Summary of Key Guest Dissatisfactions in Luxury Hotels

In Table 4.8, we present a comprehensive overview of the key dissatisfactions experienced by guests in luxury hotels.

**Table 4.8 Key Dissatisfactions in Luxury Hotels: A Comprehensive Overview**

Category	Key Dissatisfactions
<b>Room and Amenities</b>	<ul style="list-style-type: none"> <li>-Cleanliness issues, including hair in the bathroom and dirty linens. - Stains on surfaces - Unclean or unreplaced bedsheets. - Unpleasant odors. - Disorder and untidiness in the room. - Lack of sufficient personal hygiene equipment. - Inadequate replacement of hygiene facilities. - Absence of essential items. - Problems with air conditioning and electrical equipment. - Shortage of basic amenities like television, refrigerator, cups, or a tea maker. - Ineffective internet or telephone connectivity. - Limited views or deficiencies in room appearance. - Discomfort due to bed or furniture. - Limited overall space and cramped conditions. - The room layout is uncomfortable, and there is a lack of functional space. - Insufficient seating arrangements. - Inadequate natural lighting. - Room cleaning service issues, including inadequate cleanliness. - Insufficient replacement of essential amenities. - Room service responsiveness concerns. - Noise disturbances, including elevator and disruptive noise from other guests or staff.</li> </ul>
<b>Service Issues</b>	<ul style="list-style-type: none"> <li>- Inefficiencies in check-in and check-out processes. - Inaccuracies in information during entry and exit. - Challenges in online reservations. - Dissatisfaction with reservation accuracy. - Unprofessionalism and discourteous behavior of staff. - Lack of transparency in pricing leading to confusion. - Billing inaccuracies and discrepancies. - Concerns about hotel decor and design. - The hotel did not meet expectations, given the high cost.</li> </ul>

<b>Category</b>	<b>Key Dissatisfactions</b>
<b>Food Quality and Variety</b>	<ul style="list-style-type: none"> <li>- Mixed reviews about food quality. - Limited selection and ordinary taste. -</li> <li>Issues with specific meals being overcooked. - Dissatisfaction with the breakfast buffet. - Desire for improved quality and more diverse options.</li> </ul>
<b>Additional Amenities</b>	<ul style="list-style-type: none"> <li>- Cleanliness issues in pool and fitness facilities. - Limited operating hours. - Concerns about spa facilities' cleanliness and ambiance. - Issues with the beach include narrowness and the presence of animals. -</li> <li>Disappointment with the outdoor experience, such as restricted pool access and unclear water in the lagoon. - Complaints about outdated technology and equipment. - Limited access to the business center and dissatisfaction with staff responsiveness. - Complaints about insufficient security measures and effectiveness of surveillance systems. -</li> <li>Dissatisfaction with staff training for emergency conditions. -</li> <li>Complaints about poorly maintained hallways and staircases. - Concerns about the safety of recreational facilities. - Dissatisfaction with parking area lighting. - Lack of consideration for guests with specific conditions or disabilities, especially regarding accessibility issues.</li> </ul>
<b>Overall Hotel Experience</b>	<ul style="list-style-type: none"> <li>- Dissatisfaction with the hotel's treatment of special occasions. - Feeling celebrations were not made memorable. - Perception that hotel advertising did not accurately represent actual services or conditions. -</li> <li>Discontent with certain hotel policies or rules. - Comparisons with experiences at other hotels, highlighting more personalized and memorable treatment elsewhere. - General disappointment with the hotel's approach.</li> </ul>
<b>Ethical and Social Responsibility</b>	<ul style="list-style-type: none"> <li>- Complaints about a lack of attention to environmental sustainability. -</li> <li>Concerns about the cleanliness and ambiance of spa facilities. -</li> <li>Complaints regarding the beach, including narrowness and the presence of animals. - Dissatisfaction with the hotel's response to specific conditions or disabilities, highlighting accessibility issues with ramps, lifts, and walkways</li> </ul>

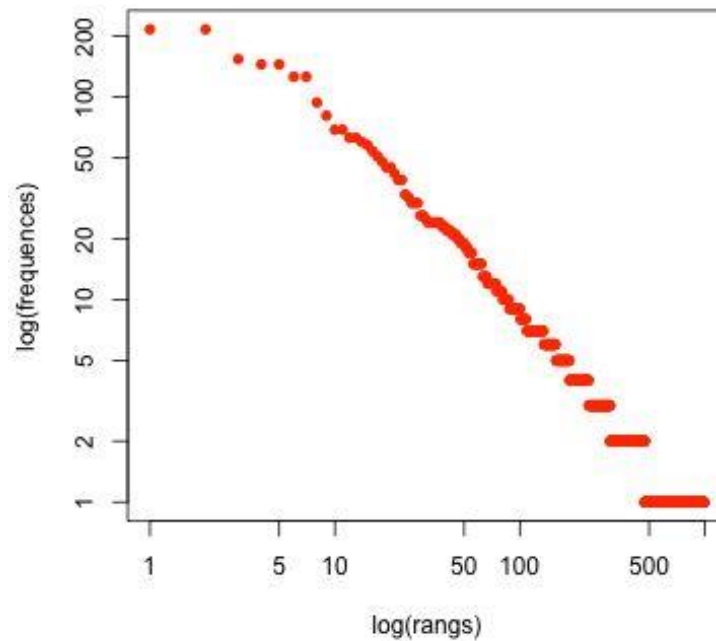
**Source:** Own Elaboration

The table comprehensively summarizes key dissatisfactions across various categories, including room and amenities, service issues, food quality and variety, additional amenities, overall hotel experience, and ethical and social responsibility. Dissatisfactions range from cleanliness issues and service inefficiencies to concerns about pricing transparency, food quality, and accessibility. These findings highlight areas for improvement to enhance overall guest satisfaction and experience.

## 4.2 Analysis of Hotel Responses to Guest Feedback

A Zipf diagram was employed for textual analysis, providing a graphical representation of the frequency distribution in the text corpus (refer to Figure 4.9). The y-axis denotes the frequency of word occurrences, including associated forms and derivations, while the x-axis represents the quantity of these occurrences.

**Figure 4.9 Zipf Diagram Illustrating Frequency Distribution of Key Terms in Hotel Responses**



**Source:** Own Elaboration

For the analysis, the words related to the active forms were analyzed, and the terms that are most repeated are "Stay " (N = 48), "Guest" (N = 32), and "Hotel" (N = 30). These terms can be visualized through the word cloud (Figure 4.10), a graphic representation of an organized grouping of words according to the frequency with which they appear in the text.

**Figure 4.10: Word Cloud Representation of Key Concepts in Hotel Responses**



**Source:** Own Elaboration

### 4.2.1 Correlation Analysis

Similarity analysis was conducted to unveil connections between words in the text corpus, as illustrated in Figure 4.11. Building upon the previously outlined statistical data in the initial phase of this qualitative analysis, a predominant focus in the text corpus is identified, which revolves around 'Room.' A secondary term, 'dear + guest,' is also discerned. This secondary term serves as an indicator of the tone employed by the hotel in responding to customer reviews.

Regarding the central theme, 'Stay,' the analysis reveals four distinct branches: 'review,' 'hope,' 'comment,' and 'hotel.' These branches signify the hotel's diverse approaches in addressing concerns related to the stay. One approach centers on responses to comments

directly on the platforms; another is associated with the expectation that the customer had an enjoyable experience and will consider revisiting. A third approach is more focused on acknowledging and addressing specific comments, even extending apologies for potential issues that may have displeased the customer. Lastly, an approach is related to the inherent services provided during the hotel stay. In summary, the hotel demonstrates a heightened concern for responding to comments directly associated with the services offered, adopting a more formal tone in customer interactions.

**Figure 4.11: Co-occurrence and Similarity Analysis of Key Concepts in Hotel Responses**



**Source:** Own Elaboration

The analysis of the provided texts indicates a comprehensive and customer-focused approach to responding to hotel guests. It covers various topics, from customer feedback,

apologies, explanations, and attempts to address specific issues. Let us analyze the similarity between these texts:

#### **4.2.1.1 Common Themes**

Many responses express gratitude for guest feedback and apologize for any inconveniences during the stay.

A recurring theme emphasizes efforts to enhance services and meet guest expectations. Some responses delve into specific issues raised by guests, ranging from pests and service speed to beach conditions and maintenance problems.

#### **4.2.1.2 Acknowledgment of Feedback**

Based on an analysis of the comments, almost all responses positively acknowledge the value of guest feedback, underscoring its significance. Hotel management consistently emphasizes its commitment to addressing and learning from guests' feedback and demonstrates a proactive approach to enhancing the guest experience.

#### **4.2.1.3 Specific Issues**

Upon thoroughly examining guest feedback, it becomes evident that several responses are specifically tailored to address key concerns raised. These responses signify a proactive approach by the hotel management in resolving issues and enhancing the overall guest experience.

One notable area of concern addressed by the responses is pests. Pests within the hotel premises can significantly impact guest comfort and satisfaction. To address this issue effectively, the hotel management has implemented comprehensive pest control measures, including regular inspections and treatments, to ensure a pest-free environment for guests.

Furthermore, responses also directly tackle complaints regarding air conditioning problems. Malfunctioning or inadequate air conditioning can lead to discomfort for guests, particularly in warm climates. In response to such feedback, the hotel has taken

immediate action to rectify any issues with air conditioning systems, such as conducting thorough maintenance checks and repairs to ensure optimal functionality and guest comfort.

Another specific concern that has been addressed is related to beach conditions. The condition of the beach area can significantly influence the overall guest experience, particularly for properties located in coastal destinations. In response to feedback regarding beach conditions, the hotel management has implemented various initiatives to enhance cleanliness and ambiance, including regular cleaning and maintenance of the beach area and landscaping efforts to create a more inviting and enjoyable beach environment for guests.

These responses demonstrate the hotel management's commitment to actively listening to guest feedback and taking decisive action to address specific concerns, reinforcing their dedication to providing a positive and memorable guest experience.

#### **4.2.1.4 Apologies**

In line with the hotel's commitment to guest satisfaction, apologies are consistently extended in responses, acknowledging any shortcomings or inconveniences guests may have encountered during their stay. These apologies reflect the hotel's recognition of addressing guest concerns promptly and empathetically. By expressing genuine regret for any issues experienced by guests, the hotel aims to demonstrate accountability and a willingness to make amends, reinforcing its dedication to providing exceptional hospitality and ensuring guest satisfaction.

#### **4.2.2.5 Efforts to Improve**

To enhance guest satisfaction and service quality, management consistently emphasizes its proactive approach to addressing and rectifying issues. They frequently mention taking concrete steps to resolve concerns raised by guests, demonstrating a commitment to continuous improvement. Additionally, management highlights their practice of conducting thorough follow-ups to ensure issues have been effectively resolved and to gather feedback on the guest experience. These efforts underscore the hotel's dedication to delivering exceptional service and fostering a positive environment for guests.

#### **4.2.1.6 Invitations for Future Stays**

Numerous responses extend invitations for future stays, conveying a genuine desire to welcome guests back to the hotel. In these responses, management offers reassurance that improvements will be made based on feedback, demonstrating a commitment to addressing issues and enhancing the guest experience. By extending such invitations, the hotel seeks to foster a sense of loyalty and trust with guests, encouraging them to return for future visits. This proactive approach reflects the hotel's dedication to continuously improving its services and ensuring guest satisfaction.

#### **4.2.1.7 Personalization**

Respondents often exhibit a personalized touch, addressing guests by name and referencing specific stay aspects. This personalized approach demonstrates the hotel's commitment to individualized guest service and attention to detail. Acknowledging guests by name and addressing their concerns or experiences, the hotel seeks to create a more meaningful and memorable interaction. This level of personalization enhances the guest experience, fostering a sense of valued recognition and reinforcing the hotel's dedication to exceptional hospitality.

#### **4.2.1.8 Clarifications**

In a few instances, responses clarify specific situations, such as the dress code policy, refund requests, and the hotel's limitations regarding taxi services. These clarifications provide guests with clear and accurate information, addressing any potential misunderstandings or uncertainties. By offering transparent explanations, the hotel aims to ensure that guests are well-informed and clearly understand relevant policies or procedures. This proactive approach to clarifying potential confusion reflects the hotel's commitment to transparency and guest satisfaction.

#### **4.2.1.9 Length and Detail**

The responses exhibit variation in length and detail, with some being more comprehensive in addressing specific issues than others. While some responses are succinct and to the point, others provide more detailed explanations or offer additional information to address guest concerns thoroughly. This variability in length and detail may depend on the complexity of the issue and the extent of the hotel's response. Nonetheless, regardless of length, all responses aim to address guest feedback effectively and demonstrate the hotel's commitment to addressing guest concerns and enhancing the overall guest experience.

#### **4.2.1.10 Tone**

A consistently polite and professional tone is maintained throughout the responses, even when addressing negative feedback. Regardless of the guest's comments or concerns, the hotel staff responds courteously and professionally, demonstrating a commitment to excellent customer service. By maintaining a respectful tone, even in the face of criticism or dissatisfaction, the hotel aims to uphold its reputation for hospitality and ensure that guests feel valued and respected. This approach reflects the hotel's dedication to providing a positive and welcoming experience for all guests, regardless of the circumstances.

# CHAPTER V

DISCUSSION

## 5. DISCUSSION

Analyzing the previous research on the dissatisfaction of hotel customers, it is seen that the research conducted is mainly related to one-star to five-star hotels. Customers' expectations are mainly focused on basic facilities and comfort, including food availability, bed comfort, TV quality in the room, and personal hygiene equipment. (Iloranta, 2022). As revealed in the findings of this study, customers of luxury hotels have higher service expectations and pay more attention to details. The findings of this study indicate that similar to the study by Ekiz and colleagues (2012), the most significant source of customer dissatisfaction is related to the room and its amenities. These issues include hygiene-related problems such as the presence of pollutants in the bathroom, dirty linens, stains on surfaces, unpleasant odors in the room, inadequacy in hygiene facilities, disorder and untidiness in the room, lack of sufficient personal hygiene equipment, poor quality of toiletries, absence of essential items, problems with ventilation, issues with electrical equipment, shortage of basic amenities, ineffective internet or telephone connectivity, limited views or deficiencies in the room's appearance, discomfort related to the bed or furniture, limited overall space within the room, cramped conditions, uncomfortable room layout, inadequate natural lighting, issues with room cleaning service, room service responsiveness, disturbance caused by noise.

Comparison with the previous study by Wind et al. (1989) shows that these findings align considerably with some similar factors as causes of guest dissatisfaction with room and hotel amenities. These factors include room size, decor, hotel location, amenities, and the type of bathroom. Therefore, both studies demonstrate that various aspects of hotel rooms and amenities can significantly contribute to guest dissatisfaction.

The data indicates that contrary to expectations of high service levels in luxury hotels, dissatisfaction with services in luxury hotels remains high. Criticisms related to inefficiencies in the check-in and check-out processes, inaccuracies in the information provided during these processes, and concerns about challenges in online reservations, as highlighted in the study by Zeithaml et al. (1993), continue to persist. Additionally, using untrained staff in luxury hotels is a noteworthy concern.

A more detailed analysis reveals that luxury hotel travelers consider the price important, although it is not their primary concern. As indicated in the study by Zeithaml (1988), if customers feel that the amount they pay is not justifiable compared to the quality of the services provided, they express their dissatisfaction.

As demonstrated in the study by Xu & Li (2016), dissatisfaction with the quality of food in luxury hotels has also been reported. In these hotels, guests have expressed less concern about the lack of food variety and, instead, have highlighted newer aspects, such as the absence of specific foods for vegetarians and meals for travelers with specific restrictions. Dissatisfaction with breakfast buffets and a preference for better quality are common issues. Customer expectations from luxury hotels include having extra facilities and modern amenities; however, the data from this research indicates that hotels have failed to meet these expectations. For instance, many guests have complained about the absence or insufficient quality of amenities such as modern pools, spa facilities with professional equipment, chic lobbies, and green spaces with gardens and scenic views. As mentioned in the study by Padma and Ahn (2020), these amenities are directly associated with the fundamental principles of aesthetics, and guests expect luxury hotels to provide such facilities.

In luxury hotels, personalized services are given greater importance. Customers expect every stay aspect to be tailored to their tastes and needs.

Luxury hotel customers care about architectural details and interior design. They expect every aspect of the hotel to be designed with a special taste and style. Therefore, customer experience in luxury hotels should become a very attractive and unique dimension due to higher expectations in terms of services, facilities, food, and macro details.

The findings of this research align with previous studies in the field of luxury hotels; however, the most significant difference lies in the fact that past research often relied on quantitative methods for data collection and analysis. In contrast, this study adopts a qualitative approach. This methodological difference can assist us in obtaining more qualitative insights into customer dissatisfaction with luxury hotels. Consequently, this research meticulously examines the correlation between various factors and weaknesses in luxury hotels.

Though hotel customer expectations are inherently diverse, Table 5.1 concisely represents these expectations based on the insights derived from this research.

Table 5.1 Diverse Customer Expectations for Hotels

Category	Key Dissatisfaction
<b>Room and Amenities</b>	<b>Cleanliness Issues</b>
	Bathroom cleanliness
	Bed Linens and Towels
	General Room Cleanliness
	<b>Room Facilities</b>
	Quality of Toiletries
	Availability of Amenities (TV, Refrigerator, etc.)
	Room Ambiance and Decor
	<b>Room Size</b>
	Limited Space
	Cramped Conditions
	Layout and Functional Space
<b>Food Quality and Variety</b>	Limited Food and drink Variety
	Diversity of Cuisine
	Ordinary Taste
	Flavor and Seasoning
	Overcooked Meals
	Specific Dish Issues
<b>Additional Amenities</b>	<b>Pool and Fitness Facilities</b>
	Cleanliness and Maintenance
	Availability and Accessibility
	<b>Spa and Wellness Services</b>
	Quality of Services
	Spa Facility Atmosphere
	<b>Business Center Services</b>
	Equipment and Facilities
	Business Support Services
	<b>Internet Connectivity</b>
	Wi-Fi Speed and Reliability
	Availability in Public Areas

<b>Category</b>	<b>Key Dissatisfaction</b>
<b>General Service</b>	<b>Check-in/Check-out Problems</b>
	Efficiency
	Accuracy of Information
	<b>Booking and Reservation Issues</b>
	Online Booking Process
	Reservation Accuracy
	<b>Staff Professionalism</b>
	Courteous Behavior
	Knowledge and Expertise
	<b>Pricing and Billing Concerns</b>
	Transparency in Pricing
	Billing Accuracy
	<b>Service Issues</b>
	Slow Response Times
	Delayed Assistance
	Inattentive Staff
<b>Overall Atmosphere and Ambiance</b>	
Hotel Decor and Design	
General Atmosphere	
<b>Safety and Security</b>	<b>Security Measures</b>
	Presence of Security Personnel
	- Surveillance Systems
	<b>Emergency Response</b>
	Procedures and Preparedness
	Communication During Emergencies
	<b>Safety Concerns</b>
	Physical Safety (Tripping Hazards, etc.)
	In-Room Safes and Security Features
<b>Event Planning Services</b>	Meeting Room Facilities
	Celebration facilities
<b>Accessibility-DisabilityFacilities</b>	Special facilities for the disabled

**Source** : Own Elaboration

Research by Kolsky (2014) indicates that only about 4% of dissatisfied customers directly lodge complaints, while approximately 13% share their grievances with 15 or more people. Therefore, it is crucial to understand and fulfill customer expectations before complaints arise.

Based on the key dissatisfactions identified by guests in luxury hotels, here are some recommendations for hotels to enhance guest satisfaction:

**Improving cleanliness standards:**

Implementing comprehensive cleaning protocols for all areas, including bathrooms, bed linens, towels, and overall room cleanliness, ensuring meticulous attention to detail.

We are enhancing the quality of the toiletries to offer guests a premium experience and meet their expectations for luxury and comfort.

We are investing in upgrades to the room ambiance and decor, such as refreshing furnishings, adding decorative elements, and optimizing lighting to create an inviting and upscale atmosphere.

**Enhancing food quality and variety:**

Expanding our range of food and beverage options to cater to diverse tastes and preferences, including dietary restrictions and preferences options.

We enhance dishes' taste, flavor, and seasoning to exceed guest expectations and provide a memorable dining experience.

Address specific issues with individual dishes promptly and ensure consistency in cooking techniques and presentation across all meals.

This will help maintain high standards and ensure guests receive consistently delicious meals.

**Upgrading additional amenities:**

We ensure rigorous adherence to cleanliness and maintenance standards in pool and fitness facilities to provide guests with a hygienic and enjoyable experience.

We are enhancing the quality of services offered in spa and wellness facilities by investing in staff training, updating equipment, and expanding treatment options to meet guests' evolving needs and preferences.

We are improving the business center services and amenities by upgrading equipment, enhancing facilities, and providing additional support services to cater to our guests'

business needs, such as printing, scanning, and secretarial assistance. This will provide a more productive and convenient experience for business travelers staying at our hotel.

**Streamlining general service processes:**

Addressing check-in/check-out problems and improving service efficiency.

Providing accurate information throughout the booking and reservation processes.

Ensuring professionalism, courteous behavior, and expertise among staff members.

Increasing transparency in pricing and billing processes to build trust with guests.

**Promptly addressing service issues:**

We are streamlining communication channels, empowering staff to resolve issues efficiently, improving response times, and providing timely assistance to guest requests.

We are conducting regular training sessions to educate staff on prioritizing guest needs and equipping them with the skills and knowledge necessary to deliver high-quality service consistently.

This will ensure that staff members are well-prepared to handle any guest concerns or requests promptly and effectively, enhancing overall guest satisfaction.

**Enhancing atmosphere and ambiance:**

We emphasize decoration and design elements throughout the hotel to create an attractive and pleasant visual environment.

They prioritize safety and security measures, including implementing effective security protocols, such as surveillance systems and access control measures, to ensure the safety of guests and their belongings.

Proactively handled safety concerns and continuously reviewed and updated emergency response protocols to manage unforeseen situations effectively.

**Attention to environmental issues:**

We are reducing energy consumption through the implementation of energy-saving measures and the use of efficient technologies.

Implement waste management practices to minimize waste generation, promote recycling, and ensure proper disposal.

They protect water resources by implementing water conservation measures, such as using water-efficient fixtures and promoting responsible water usage.

Conservation of natural resources by adopting sustainable practices, such as sourcing materials responsibly, minimizing environmental impact, and supporting conservation initiatives.

**Improving accessibility:**

Implement specialized facilities to ensure accessibility for guests with disabilities throughout the hotel premises.

These recommendations aim to address the key areas of dissatisfaction identified by guests and ultimately enhance their overall experience at luxury hotels.

In any case, despite all the efforts and improvement initiatives undertaken by a luxury hotel, there may always be a small fraction of customers who are dissatisfied and complain. This indicates that no hotel can fully meet all the expectations and needs of customers. Therefore, effective complaint management and continuous improvement efforts are essential to provide a better experience for customers and enhance their overall satisfaction. Responding to tourist feedback can significantly impact the customer experience. According to the research conducted by Lee & Blum (2015), the response rate of most managers of hotels under four stars is low to negative comments. Still, four- and five-star hotel managers often respond to negative comments online.

This research data also shows that luxury hotels have paid more attention to good and bad interactions, responded to them, and used the "customer is always right" approach when dealing with negative online comments. Hotels have responded to negative online reviews with gratitude, apology, and explanation. These findings are consistent with the research of Wei et al. (2013).

Based on analyzing managers' responses to tourist feedback, here are some recommendations for managers:

**Prompt Response:** Respond promptly to customer feedback, ideally within a reasonable timeframe, to demonstrate attentiveness and a commitment to address concerns promptly. (Kandampully & Hu, 2007).

**Express Gratitude:** Show appreciation for customer feedback, regardless of whether it is positive or negative. Expressing gratitude reinforces the value placed on customer opinions and encourages continued engagement. (Kandampully & Hu, 2007).

**Acknowledge Issues:** Acknowledge and validate the issues raised by customers in their feedback. This demonstrates empathy and understanding, reassuring customers that their concerns are being taken seriously. (Wang & Li, 2018).

**Transparency and Honesty:** Be transparent and honest when addressing customer feedback. Avoid deflecting responsibility or making excuses. Instead, openly acknowledge any shortcomings and communicate transparently about steps being taken to address them. (Mattila & O'Neill, 2003)

**Commit to Improvement:** Communicate a commitment to improving services based on the feedback received. Outline specific actions or initiatives being implemented to address the identified issues and improve the overall customer experience. (Henseler & Fassott, 2010).

**Follow-up and Resolution:** Follow up with customers after addressing their feedback to ensure their concerns have been adequately resolved. This demonstrates a commitment to thorough issue resolution and reinforces trust and confidence in the hotel's responsiveness. (Parasuraman et al., 1988).

**Personalization:** Whenever possible, personalize responses to customer feedback by addressing customers by name and referencing specific details mentioned in their feedback. This personalized approach shows genuine care and attention to individual customer experiences. (Cronin Jr et al., 2000).

**Continuous Monitoring and Learning:** Continuously monitor customer feedback and use it as a learning opportunity to identify recurring issues or areas for improvement. Regularly review and adapt response strategies based on feedback trends and evolving customer preferences. (Bowen & Chen, 2001).

By implementing these recommendations, managers can effectively respond to tourist feedback, address customer concerns, and contribute to improving service quality in luxury hotels.

# CHAPTER VI

## CONCLUSIONS

## 6. CONCLUSIONS

In conclusion, the comprehensive analysis of customer complaints in luxury hotels has revealed several pivotal factors that significantly influence guest satisfaction. These factors encompass a spectrum of issues spanning room and amenities, service challenges, concerns regarding food quality and variety, feedback on additional amenities, and reflections on the overall hotel experience.

Hotel management's responses consistently reflect common themes, including acknowledgment of feedback, expression of apologies, and a commitment to continuous improvement. While responses may differ in specificity, length, and tone, they consistently convey a dedication to addressing concerns and elevating the overall guest experience.

To address these identified issues effectively, it is recommended that hotel management adopt a multifaceted approach. This could involve implementing more stringent cleanliness protocols, enhanced staff training for improved service delivery, diversifying food offerings, and investing in updated amenities. Additionally, maintaining open lines of communication with guests and providing personalized responses can significantly contribute to a positive guest perception and foster loyalty.

Crucially, luxury hotels should address existing issues promptly and proactively strive for continuous improvement. This proactive approach will meet and exceed customer expectations, establishing a reputation for excellence in the competitive luxury hospitality industry.

For future research endeavors, it is recommended to delve deeper into specific aspects that emerged from this study. Exploring the effectiveness of implemented improvements in luxury hotels could provide valuable insights into the impact on guest satisfaction. Additionally, conducting a comparative analysis between luxury hotels employing quantitative methodologies and those utilizing qualitative approaches would contribute to a comprehensive understanding of customer feedback dynamics.

Furthermore, investigating the long-term implications of management responses on guest loyalty and retention could be an avenue for future inquiry. Analyzing customer reviews over extended periods may uncover trends and patterns, offering a more nuanced perspective on the evolving dynamics of guest expectations and hotel performance.

Consideration should also be given to exploring emerging technologies, such as artificial intelligence or data analytics, in addressing and preventing customer complaints in the luxury hospitality sector. Evaluating the integration of these technologies and their impact on enhancing guest experiences could be a valuable area for future investigation. This study faced several limitations. The abundance of luxury hotels, due to the vast amount of available data, made it impractical to analyze all customer feedback thoroughly. Consequently, a specific time frame was chosen for the investigation, leading to the analysis of only a limited number of customer complaints.

Some luxury hotels or their customer complaint management systems restricted access to accurate and comprehensive responses, thus limiting the depth of the study. Additionally, privacy concerns and legal restrictions may have rendered specific information inaccessible, constraining the research's overall scope.

In summary, future research efforts should deepen our understanding of specific variables, measure the sustained impact of improvements, and explore the intersection of technology with customer satisfaction in luxury hotels. This will contribute to a more nuanced and informed approach for hotel management seeking to elevate guest experiences and mitigate customer complaints in the evolving landscape of the luxury hospitality industry.

## REFERENCES

- Bagwell, L. S., & Bernheim, B. D. (1996). Veblen Effects in a Theory of Conspicuous Consumption. *American Economic Review*, 86(3), pp. 349-373.
- Banister, E., Roper, S., & Potavanich, T. (2020). Consumers' practices of everyday luxury. *Journal of Business Research*, 116, pp. 458-466.  
<https://doi.org/10.1016/j.jbusres.2019.12.003>
- Barsky, J. D., & Labagh, R. (1992). A strategy for customer satisfaction. *The Cornell Hotel and Restaurant Administration Quarterly*, 33(5), pp. 32-40.  
[https://doi.org/https://doi.org/10.1016/0010-8804\(92\)90025-Z](https://doi.org/https://doi.org/10.1016/0010-8804(92)90025-Z)
- Bauer, M., von Wallpach, S., & Hemetsberger, A. (2011). My Little Luxury - A Consumer-centred, Experiential View. *Marketing Journal of Research and Management*, 33(1), pp. 55-67
- Bowen, J. T., & Chen, S. L. (2001). The relationship between customer loyalty and customer satisfaction. *International Journal of Contemporary Hospitality Management*, 13(5), 213-217.
- Buhring, J. H., O'Mahony, B., & Laitamaki, J. M. (2011). I am designing and Delivering Memorable Experiences in the Luxury Hotel Sector. In *CAUTHE 2011: National Conference: Tourism: Creating a Brilliant Blend* (pp. 967-972). University of South Australia. School of Management.  
<https://search.informit.org/doi/10.3316/informit.909904866600040>
- Chaudhari, D. L., Damani, O. P., & Laxman, S. (2011). Lexical co-occurrence, statistical significance, and word association. *EMNLP 2011 - Conference on Empirical Methods in Natural Language Processing, Proceedings of the Conference*.
- Chen, W., & Tabari, S. (2017). A Study of Negative Customer Online Reviews and Managerial Responses on Social Media— Case Study of the Marriott Hotel Group in Beijing. *Journal of Marketing and Consumer Research*, 41(0), pp. 53-64
- Chevalier Michel, & Mazzalovo GéRald (Eds.). (2012). *Luxury Brand Management: A World of Privilege*. John Wiley & Sons Singapore Pte. Ltd.
- Choi, T. Y., & Chu, R. (2000). Levels of satisfaction among Asian and Western travellers. *International Journal of Quality & Reliability Management*, 17(2), pp. 116-132  
<https://doi.org/10.1108/02656710010304537>
- Correia, A., Kozak, M., & Del Chiappa, G. (2020). Examining the meaning of luxury in tourism: a mixed-method approach. *Current Issues in Tourism*, 23(8), pp. 952-970

- <https://doi.org/10.1080/13683500.2019.1574290>
- Correia, A., & Moital, M. (2009). Antecedents and consequences of prestige motivation in tourism: An expectancy-value motivation. In *Handbook of Tourist Behavior: Theory and Practice*. pp.16-34. <https://doi.org/10.4324/9780203881804-9>
- Cronin Jr, J.J., Brady, M.K. and Hult, G.T.M., (2000). Assessing the effects of quality, value, and customer satisfaction on consumer behavioral intentions in service environments. *Journal of Retailing*, 76(2), 193–218.
- Davies, I. A., Lee, Z., & Ahonkhai, I. (2012). Do Consumers Care About Ethical-Luxury? *Journal of Business Ethics*, 106(1). pp. 37–51. <https://doi.org/10.1007/s10551-011-1071-y>
- Dinçer, M. Z., & Alrawadieh, Z. (2017). Negative Word of Mouse in the Hotel Industry: A Content Analysis of Online Reviews on Luxury Hotels in Jordan. In *Journal of Hospitality Marketing and Management* (Vol. 26, Issue 8), pp 785-804 <https://doi.org/10.1080/19368623.2017.1320258>
- Dolnicar, S. (2002). Business travellers' hotel expectations and disappointments: A different perspective to hotel attribute importance investigation. *Asia Pacific Journal of Tourism Research*, 7(1), 29–35. <https://doi.org/10.1080/10941660208722107>
- Ekiz, E., Khoo-Lattimore, C., & Memarzadeh, F. (2012). Air the anger: Investigating online complaints on luxury hotels. *Journal of Hospitality and Tourism Technology*, 3(2). pp96-106. <https://doi.org/10.1108/17579881211248817>
- Gaspar, R., Pedro, C., Panagiotopoulos, P., & Seibt, B. (2016). Beyond positive or negative: Qualitative sentiment analysis of social media reactions to unexpected stressful events. *Computers in Human Behavior*, 56. pp.179-191 <https://doi.org/10.1016/j.chb.2015.11.040>
- Godey, B., Pederzoli, D., Aiello, G., Donvito, R., Wiedmann, K. P., & Hennigs, N. (2013). A cross-cultural exploratory content analysis of the perception of luxury from six countries. *Journal of Product and Brand Management*, 22(3). pp.229-237 <https://doi.org/10.1108/JPBM-02-2013-0254>
- Gu, B., & Ye, Q. (2014). First step in social media: Measuring the influence of online management responses on customer satisfaction. *Production and Operations Management*, 23(4). pp.570–582. <https://doi.org/10.1111/poms.12043>
- Gu, H., & Ryan, C. (2008). Chinese clientele at Chinese hotels-Preferences and satisfaction. *International Journal of Hospitality Management*, 27(3). pp.337-345. <https://doi.org/10.1016/j.ijhm.2007.10.005>

- Gundersen, M. G., Heide, M., & Olsson, U. H. (1996). Hotel Guest Satisfaction among Business Travelers. *Cornell Hotel and Restaurant Administration Quarterly*, 37(2). pp.72-81. <https://doi.org/10.1177/001088049603700222>
- Hennig-Thurau, T., Gwinner, K. P., Walsh, G., & Gremler, D. D. (2004). Electronic word-of-mouth via consumer-opinion platforms: What motivates consumers to articulate themselves on the Internet? *Journal of Interactive Marketing*, 18(1). pp.38-52. <https://doi.org/10.1002/dir.10073>
- Heung, V. C. s. (2000). Satisfaction levels of mainland Chinese travelers with Hong Kong hotel services. *International Journal of Contemporary Hospitality Management*, 12(5). pp38-315. <https://doi.org/10.1108/09596110010339689>
- Hur, W. M., Kim, M., & Kim, H. (2014). The role of brand trust in male customers' relationship to luxury brands. *Psychological Reports*, 114(2). pp.609-324. <https://doi.org/10.2466/01.07.PR0.114k15w8>
- Iloranta, R. (2022). Luxury tourism – a review of the literature. In *European Journal of Tourism Research* (Vol. 30). pp.3007–3007. <https://doi.org/10.54055/ejtr.v30i.1925>
- Jain, V., Wirtz, J., Salunke, P., Nunkoo, R., & Sharma, A. (2023). Luxury hospitality: A systematic literature review and research agenda. *International Journal of Hospitality Management*, 115. p. 10359. <https://doi.org/10.1016/j.ijhm.2023>.
- Kandampully, J., & Hu, H. H. (2007). Do hoteliers need to manage image to retain loyal customers? *International Journal of Contemporary Hospitality Management*, 19(6), pp. 435-443.
- Kapferer, J. N. (2012). Abundant rarity: The key to luxury growth. *Business Horizons*, 55(5). pp.453-462. <https://doi.org/10.1016/j.bushor.2012.04.002>
- Kapferer, J. N. (2015). The future of luxury: Challenges and opportunities. In *Journal of Brand Management* (Vol. 21, Issue 9). pp.716-726 <https://doi.org/10.1057/bm.2014.32>
- Karatepe, O. M. (2006). Customer complaints and organizational responses: The effects of complainants' perceptions of justice on satisfaction and loyalty. *International Journal of Hospitality Management*, 25(1) pp. 69-90. <https://doi.org/10.1016/j.ijhm.2004.12.008>
- Kastanakis, M. N., & Balabanis, G. (2014). Explaining variation in conspicuous luxury consumption: An individual differences' perspective. *Journal of Business Research*, 67(10). pp.2147-2154. <https://doi.org/10.1016/j.jbusres.2014.04.024>
- Kolsky, E. (2014). The connection between online dating and CRM vendor selection: do

- not be misled by what's too good to be true. *CRM Magazine*, 18(8), 67–68.
- Kuhzady, S., & Ghasemi, V. (2019). Factors influencing customers' satisfaction and dissatisfaction with hotels: A text-mining approach. *Tourism Analysis*, 24(1). pp.69-79. <https://doi.org/10.3727/108354219X15458295631972>
- Kumar, A., Paul, J., & Unnithan, A. B. (2020). 'Masstige' marketing: A review, synthesis and research agenda. *Journal of Business Research*, 113. pp.384-398. <https://doi.org/10.1016/j.jbusres.2019.09.030>
- Lee, H., & Blum, S. C. (2015). How hotel responses to online reviews differ by hotel rating: An exploratory study. *Worldwide Hospitality and Tourism Themes*, 7(3). pp.242–250. <https://doi.org/10.1108/WHATT-03-2015-0016>
- Levy, S. E., Duan, W., & Boo, S. (2012). An Analysis of One-Star Online Reviews and Responses in the Washington, D.C., Lodging Market. *Cornell Hospitality Quarterly*, 54(1), 49–63. <https://doi.org/10.1177/1938965512464513>
- Mattila, A. S., & O'Neill, J. W. (2003). Relationships between perceived organizational empowerment, employee satisfaction, and customer satisfaction in a retail setting. *Journal of Retailing*, 79(3), 328–341.
- Mayring, P. (2014). Qualitative content analysis: Theoretical foundation, basic procedures and software solution (free download via Social Science Open Access Repository SSOAR). *Forum Qualitative Sozialforschung/Forum: Qualitative Social Research*, p. 10.
- Nilashi, M., Ibrahim, O., Yadegaridehkordi, E., Samad, S., Akbari, E., & Alizadeh, A. (2018). Travelers decision making using online review in social network sites: A case on TripAdvisor. *Journal of Computational Science*, 28. pp.168-179. <https://doi.org/10.1016/j.jocs.2018.09.006>
- Padma, P., & Ahn, J. (2020). Guest satisfaction & dissatisfaction in luxury hotels: An application of big data. *International Journal of Hospitality Management*, 84. p. 102318. <https://doi.org/10.1016/j.ijhm.2019.102318>
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERQUAL: A Multiple-Item scale for Measuring Consumer Perceptions of Service Quality. In *Journal of Retailing* (Vol. 64). pp.161–166. [https://doi.org/10.1016/S0148-2963\(99\)00084-3](https://doi.org/10.1016/S0148-2963(99)00084-3)
- Park, S. Y., & Allen, J. P. (2013). Responding to Online Reviews: Problem Solving and Engagement in Hotels. In *Cornell Hospitality Quarterly* (Vol. 54, Issue 1). pp.64-73. <https://doi.org/10.1177/1938965512463118>
- Petriana, B. (2015). Online Complaints About Wellington's Luxury Hotels. In *Retrieved*

June. p.2019

- Poon, W. C., & Low, K. L. T. (2005). Are travellers satisfied with Malaysian hotels? In *International Journal of Contemporary Hospitality Management* (Vol. 17, Issue 3). pp.217–227. <https://doi.org/10.1108/09596110510591909>
- Qu, H., Ryan, B., & Chu, R. (2000). The importance of hotel attributes in contributing to travelers' satisfaction in the Hong Kong hotel industry. *Journal of Quality Assurance in Hospitality and Tourism*, 1(3). pp.65–83. [https://doi.org/10.1300/J162v01n03\\_04](https://doi.org/10.1300/J162v01n03_04)
- Sicari, R. G., & Söderlund, F. J. (2011). *The Use of Management Control Systems in the Hospitality Industry*. School of Economics and Management Lund University.
- Sila, I., & Ebrahimpour, M. (2004). An examination of quality management in luxury hotels. *International Journal of Hospitality and Tourism Administration*, 4(2). pp.35-59. [https://doi.org/10.1300/J149v04n02\\_03](https://doi.org/10.1300/J149v04n02_03)
- Sparks, B. A., & Browning, V. (2011). The impact of online reviews on hotel booking intentions and perception of trust. *Tourism Management*, 32(6), pp. 1310-1323.
- Thirumaran, K., Jang, H., Pourabedin, Z., & Wood, J. (2021). The role of social media in the luxury tourism business: A research review and trajectory assessment. *Sustainability (Switzerland)*, 13(3). p.1216. <https://doi.org/10.3390/su13031216>
- Thomsen, T. U., Holmqvist, J., von Wallpach, S., Hemetsberger, A., & Belk, R. W. (2020). Conceptualizing unconventional luxury. In *Journal of Business Research* (Vol. 116). pp.441-445. <https://doi.org/10.1016/j.jbusres.2020.01.058>
- Tynan, C., McKechnie, S., & Chhuon, C. (2010). Co-creating value for luxury brands. *Journal of Business Research*, 63(11). pp.1156-1163. <https://doi.org/10.1016/j.jbusres.2009.10.012>
- Veblen, T. (1900). *EliScholar – A Digital Platform for Scholarly Publishing at Yale The Theory of Leisure Class The Theory of the Leisure Class*.
- Valente da Silva, J. P. (2022). *A Study of the Participation in Music Festivals*. p.89. Unpublished PhD Thesis, University of Algarve.
- Walls, A., Okumus, F., Wang, Y., & Kwun, D. J. W. (2011). Understanding the consumer experience: An exploratory study of luxury hotels. *Journal of Hospitality Marketing and Management*, 20(2). pp.166-197. <https://doi.org/10.1080/19368623.2011.536074>
- Wang, D., & Li, X. (2018). The impact of online reviews on hotel booking intentions and perception of trust. *Journal of Hospitality Marketing & Management*, 27(5), pp. 487-509.

- Wang, Y., & Griskevicius, V. (2014). Conspicuous consumption, relationships, and rivals: Women's luxury products as signals to other women. *Journal of Consumer Research*, 40(5).pp.834–854. <https://doi.org/10.1086/673256>
- Wei, W., Miao, L., & Huang, Z. (2013). Customer engagement behaviors and hotel responses. *International Journal of Hospitality Management*, 33(1).pp.316-330. <https://doi.org/10.1016/j.ijhm.2012.10.002>
- Wiedmann, K.-P., & Hennigs, N. (2014). *Measuring consumers' luxury value perception: A cross-cultural framework.* p.1 <https://www.researchgate.net/publication/228344191>
- Wind, J., Green, P. E., Shifflet, D., & Scarbrough, M. (1989). Courtyard by Marriott : Designing a Hotel Facility with Consumer-Based Marketing Models . *Interfaces*, 19(1). pp.25-47. <https://doi.org/10.1287/inte.19.1.25>
- Xu, X., & Li, Y. (2016). The antecedents of customer satisfaction and dissatisfaction toward various types of hotels: A text mining approach. *International Journal of Hospitality Management*, 55. pp.57–69. <https://doi.org/10.1016/j.ijhm.2016.03.003>
- Yang, C. C., Jou, Y. T., & Cheng, L. Y. (2011). Using integrated quality assessment for hotel service quality. *Quality and Quantity*, 45(2). pp.349-364. <https://doi.org/10.1007/s11135-009-9301-4>
- Yeoman, I., & McMahon-Beattie, U. (2011). The changing meaning of luxury. In *Revenue management: a practical pricing perspective* (1st ed., pp. 72–85). Palgrave Macmillan London.
- Zeithaml, V.A. Parasuraman, A. & Berry, L. L. (1993). Delivering quality service; Balancing customer perceptions and expectations. *British Journal of Marketing Studies*, 3(3).
- Zeithaml, V. A. (1988). Consumer Perceptions of Price, Quality, and Value: A Means-End Model and Synthesis of Evidence. *Journal of Marketing*, 52(3). pp.2-22. <https://doi.org/10.1177/002224298805200302>
- Zhang, Y., & Vásquez, C. (2014). Hotels' responses to online reviews: Managing consumer dissatisfaction. *Discourse, Context and Media*, 6. pp.54-64. <https://doi.org/10.1016/j.dcm.2014.08.004>