

The Role of Customer Engagement in Ensuring Sustainable Development in Hospitality Sector

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Abstract *The purpose of this study is to examine the relationship between the customer engagement and customer loyalty in ensuring sustainable development in the Indian hospitality sector. As hospitality sector have widely adopted customer engagement strategies for managing sustainable customer relationships, further understanding of this concept is essential. A probability sampling technique with a simple random approach has been used in this study. A questionnaire derived from the literature review was completed by 240 customers from four star hotels, (70% customers) and five star hotels, (30% customers) in Jammu and Kashmir, India. Exploratory factor analysis and regression analysis were used to test the constructs. The findings suggest that customer engagement make a significant contribution to the prediction of customer loyalty in ensuring sustainable development. The results suggest that hotel marketers should actively embrace strategies to foster customer engagement which ultimately builds a sustainable loyal customer relationship. The results can prove helpful to practitioners in engaging customers while branding and marketing their goods and services so as to build a sustainable loyal customer base.*

Keywords: Customer Engagement, Customer Loyalty, Sustainable Development

INTRODUCTION

Customer engagement has emerged as a prominent construct in recent years and is increasingly gaining attention among practitioners and academicians, mainly due to its potential to effect customer behavior and is regarded as an effective retention and acquisition strategy for establishing and maintaining the competitive advantage (Brodie et al., 2013; Gambetti and Graffigna, 2010; Hollebeek, Glynn, Brodie, 2014; and Kabadayi and Price, 2014). However, the nature of customer engagement remains contentious; for example, it is debatable whether customer engagement is largely behavioral (van Doorn et al., 2010) or has additional emotional and cognitive aspects (Hollebeek, 2011). Moreover, the nomological network of the construct is embryonic and largely conceptual (Brodie et al., 2011; and Vivek, Beatty, and Morgan, 2012), thus creating opportunities to empirically examine key relationships that have theoretical and managerial implications. Brodie et al. (2011) suggest that within interactive, dynamic business environments, customer engagement today represents a

strategic imperative for generating enhanced corporate performance, including sales growth, superior competitive advantage and profitability. As conceptualized by Kumar et al. (2010) customer engagement can have an impact on both customer value and on the reputation and recognition of the brand. Engaged customers may also generate product/brand referrals, co-create experience and value, and contribute to organisational innovation processes and consumer loyalty (Brodie et al., 2013; Hoyer et al., 2010; Prahalad and Ramaswamy, 2004). As service industries are encouraged to create engaged customers as co-creators of their goods and services and further enhance customers service experience (Ostrom et al., 2010), hotel sectors need to pursue strategies steering customer engagement behaviors beyond transactions to sustain and nurture the customer base. A customer will be engaged if the initiatives are designed keeping in mind the customer's needs and are presented with genuine emphasis on their relevancy to the customer (Vivek, et al., 2012). Therefore, today's best managers understand that they must engage in relationship management, try to create and maintain long-term connections with customers and also regard customer loyalty as their ultimate goal

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in developing effective engagement/business strategies (Berman & Evans, 2007; and Reichheld and Scheffer, 2000). Customer engagement is a newly emerging concept in service marketing literature and has gained significant attention from both practitioners and academic perspectives.

Sustainable development is now being regarded by both governments and several sectors, including the hospitality sector, as a critical factor for success. Companies often use sustainability as a strategic setting for their operations (Jayawardena et al., 2013). Sustainable marketing management is a holistic, integrative approach that puts equal emphasis on environmental concerns, economic concerns, and social equity in the development of marketing management strategies (Bridges and Wilhelm, 2008). Recently, the idea that some sustainable practices that contribute to sustainability can also contribute to business benefits has become increasingly popular. These benefits include leading to huge savings, sustainable innovation and responsible policies provide hotels with a competitive advantage in terms of environmentally conscious customers (Levy and Park, 2011), which probably results in greater customer loyalty and enhanced access to new market segments (Chouinard, 2006).

Despite the growing interest in fostering customer engagement, empirical research is relatively scarce (Bolton 2011; Gummerus et al., 2012; and Hollebeek, 2011a), and very little is known about the role of customer engagement dimensions in increasing customer loyalty. Thus, there is the need for further research on customer engagement in service sectors particularly hospitality service sector (four and five star hotels) in different geographical contexts in our view is timely and important. Hence, this study is intended to address these research gaps with the objective to examine the relationship of customer engagement and customer loyalty in ensuring sustainable development and to determine the applicability of customer engagement practices in four and five star hotels of Jammu and Kashmir, India.

LITERATURE REVIEW

Customer Engagement (CE)

Customer engagement has been defined as the level of a customer's physical, cognitive, and emotional presence with an organization (Patterson et al., 2006) as well as the intensity of an individual's participation and connection with the organization's offerings (Ashley et al., 2011; and Vivek et al., 2012). Customer engagement is predicted to be among the top priorities for firms (Verhoef et al., 2010). However, several scholars argue that the conceptualization of customer engagement needs to go beyond a pure action focus to incorporate both psychological and behavioral dimensions

(Brodie et al. 2011; Hollebeek 2009, 2011a; Patterson, et al., 2006; and Vivek 2009). The review of the literature reveals several dimensions of customer engagement viz. cognitive, emotional and behavioral. Specifically, these three-dimensions of engagement have been also widely cited in the literature (Brodie et al., 2011; and May et al., 2004), although the specific expression of these generic dimensions may vary across specific engagement-based concepts. However customer engagement in the marketing literature has also been separated into two classifications, uni-dimensional conceptualizations which are predominantly focusing on only behavioral aspect of customer engagement (Bijmolt et al., 2010; Kumar et al., 2010; and van Doorn et al., 2010), and multi-dimensional conceptualizations which comprise all the three dimensions including cognitive, emotional and behavioral (Brodie et al., 2011; Hollebeek, 2011b; Mollen and Wilson 2010; and So et al., 2012; Vivek et al., 2012). As the truly engaged customer must have an enduring psychological connection with the brand in addition to behavioral participation (Hollebeek 2011b; and So et al., 2012), a multidimensional approach captures the full conceptual domain of the customer engagement concept. While several multidimensional conceptualizations of customer engagement have been proposed (Brodie et al. 2013; van Doorn et al. 2010; Hollenbeck 2011b; and So, King, and Sparks, 2012) which provide a significant conceptual foundation for CE, this study adopts the conceptualization proposed by So, King, and Sparks (2012), because it focuses specifically on hospitality services. Following a multidimensional approach, So et al., 2012) define customer engagement as a customer's personal connection to a brand as manifested in cognitive, affective, and behavioral responses outside of the purchase and conceptualize customer engagement as a higher-order construct comprising five first order dimensions/factors, including enthusiasm, attention, absorption, interaction, and identification.

Enthusiasm: Enthusiasm is consistent with the dimensions of vigor (Patterson et al., 2006) and activation (Hollebeek, 2009), given that these dimensions signify a high level of energy while playing one's role, reflecting the feeling of enthusiasm. The literature suggests that the feeling of enthusiasm as a positive affectivity is a central indicator of a customer engagement with a brand.

Attention: Researchers have consistently highlighted attention as a key dimension of engagement. Engagement is equivalent to focused attention (Lin et al. 2008), which captures a customer's level of attention toward a brand. A customer who is engaged with a brand is attracted to information related to the brand. For instance (So et al., 2012) a highly engaged customer of Marriott hotels is likely to focus a greater level of attention toward its brand information, such as news, advertising, or product information.

Absorption: It is pleasant state which describes the customer as being fully concentrated, happy, and deeply engrossed while playing the role as a customer of the brand (Patterson, et al., 2006), and an absorbed customer interacting with the brand or other customers perceives time as passing quickly. In the marketing domain, scholars have also argued that strong engagement extends beyond concentrating on something to being absorbed or engrossed with it (Higgins and Scholer 2009).

Interaction: It refers to a customer's online and off-line participation with the brand or other customers outside of purchase. Some researchers promote customer engagement as manifesting in behaviors, such as customer interactions (Bijmolt et al., 2010; van Doorn et al., 2010; and Verhoef et al., 2010), and others include customers participation with the firm or other customers in exchanging information (Wagner and Majchrzak, 2007). For these reasons, interaction constitutes an important dimension of customer engagement, representing the behavioral manifestation of a customer relationship with the brand beyond traditional consumptive behavior (So et al., 2012).

Identification: It is an individual's perceived oneness with or belongingness to an organization (Bhattacharya, Rao and Glynn, 1995), and at the brand level, identification occurs when the customer sees his or her self-image as overlapping the brands image (Bagozzi and Dholakia, 2006). In the same way, identification can help to explain customer's relationships with companies or brands. Strong consumer-company relationships are based on consumer's identification with the companies that help them satisfy one or more important self-definitional needs (Bhattacharya and Sen, 2003). The five underlying dimensions collectively reflect the psychological/emotional and behavioral aspects of customer engagement (So et al., 2012).

Customer Loyalty

Loyalty is seen as a means of maintaining or increasing a customer's patronage over the long term, thereby increasing the value of the customer to the firm (Marshall 2010). It is assumed that a loyal customer is a customer who repurchases from the same service provider whenever possible, and who continues to recommend or maintains a positive attitude towards the service provider (Kandampully and Suhartanto, 2000). Due to the number of benefits of a loyal customer base, the concept of loyalty has gained interest between academicians and professionals over recent years (Kim, 2011; Kucukusta, et al., 2013; and Wilkins, et al., 2009) and is considered to be an essential factor in achieving company success and long term sustainability (Casalo et al., 2007; Flavian et al., 2006; and Keating et al., 2003). Customer engagement can lead to successful marketing outcomes, such as loyalty, word-of-mouth, share of wallet and cross-selling

(Vivek, et al., 2012). Marketing scholars argue that customer engagement may enhance loyalty and purchase decisions (Hollebeek 2009; and Patterson et al., 2006) through a strong, enduring psychological connection accompanied by interactive brand experiences beyond purchase (Brodie et al., 2011). Customer engagement with a company/brand influences customer outcomes such as perceptions and attitudes, and therefore influences loyalty (So et al., 2014) examined the significant influence of customer engagement dimensions (enthusiasm, attention, absorption, interaction and identification) on customer loyalty in tourism and hospitality brands.

Additionally, loyalty has been identified as a significant indicator of marketing success in many industries, including tourism and hospitality (Yoo and Bai 2012). The hospitality sector has evolved into truly global industries in which both customers and producers are dispersed worldwide. The use of hotel facilities such as room, restaurant, nightclub, bar or health club is no longer considered a luxury. For many people these services have become an integral component of life style (Kandampully and Suhartanto, 2000). In the highly competitive hotel sector, where products and services have reached "commodity" status (Mattila, 2006), hotel industries are required to find ways to set their products and services apart from others (Choi and Chu, 2001). This need has given rise to the use of marketing (branding) strategies as a source of differentiation (Pappu et al., 2005) and competitive advantage (Kim and Kim, 2005) and making these strategies one of the most dominant trends in the global hotel industry. On the same view, CE is a phenomenon and a branding practice that stands on the crossroads of the relationship marketing (Ashley et al., 2011; Brodie et al., 2011 and Sashi, 2012) and the value co-creation paradigm (Brodie et al., 2011; Sawhney et al., 2005). In an increasingly networking society where customers can interact easily with other customers and firms through social networks and other new age media, non-transactional customer behaviour is likely to become more important in near future (Verhoef et al., 2010). The hospitality literature widely supports the potential benefits of CE. For example, online user-generated reviews influence the number of online bookings (Ye et al., 2009), the intentions to book and perceptions of trust in the hotel (Sparks and Browning 2011), as well as customer's attributions of service quality (Browning et al., 2013). In addition, leveraging customer engagement behaviors may allow hospitality organizations to attract and retain more customers, convert browsers to buyers, and gain additional insight into their business (Wang and Fesenmaier 2004).

Based on the literature review, the following hypotheses have been formulated:

H1: There is a significant relationship between customer enthusiasm and customer loyalty.

H2: There is a significant relationship between customer absorption and customer loyalty.

H3: There is a significant relationship between customer attention and customer loyalty.

H4: There is a significant relationship between customer interaction and customer loyalty.

H5: There is a significant relationship between customer identification and customer loyalty.

RESEARCH METHODOLOGY

The geographical area for data collection was Jammu and Kashmir, India. This area has been selected because there are five prominent tourist cities situated in the areas namely Gulmarg, Srinagar, Pahalgam, Jammu and Katra. Furthermore, all the four star and five star hotels are located in these five particular cities. The information was collected from those who had consumed services of various four and five star hotels located here.

The scale adopted for this study was based on the previous work of the authors viz., (Bowden, 2011; So et al., 2012). The questionnaire consists of two parts; part one consists of demographic information like age, gender, occupation, income and nationality of the respondents, nature of visit, frequency of stay at hotel etc. The second part consists of customer engagement and customer loyalty scales. Both the constructs that is customer engagement dimensions and customer loyalty was measured on 7-Point Likert scale (1= strongly disagree and 7= strongly agree) to express the degree of agreement.

Sample size is decided according to the number of items to be used to study customer engagement dimensions and customer loyalty. Every item requires minimum 5 respondents and maximum 10 respondents (Hair et al. 2008). As the study's construct contained 31 items, so it was decided to take 300 as the sample size. The study used simple random sampling technique to collect the data from four star and five star hotels. Out of 300 questionnaires, 240 (80%) completely filled questionnaires were received. A list of four and five star hotels operating in Jammu & Kashmir was procured from the Tourism Departments of Jammu and Kashmir respectively.

ANALYSIS AND DISCUSSIONS

A descriptive analysis of the respondents indicates that 55% were male while 45% were female. An overwhelming 39% of the respondents were between 31 and 40 years, 24% of the respondents were between 41 and 50 years, 20% of the respondents were between 20 and 30 years and 17% of the respondents were above 51 years of age. 60% of customers are from India, 8% of tourists were from USA, 6% from UK

and Russia, 5% Bangladesh, 4% from Srilanka and Dubai. In addition, 70% of the respondents were based in the four-star hotels while 30% of the respondents were based in the five-star hotel. 50.5% respondents are first time and 45.5% are repeated customers of the hotels. 48% of customers are stayed less than 3 days, 45% stayed 4 to 6 days and 7% more than 6 days. On the reasons why they were traveling, an overwhelming 61% and 23% of the respondents mentioned recreation, entertainment and adventure purposes respectively. 11.6% and 4% came there because of religious and official visit (Table 1).

An exploratory factor analysis has been conducted using principal components analysis with varimax rotation utilized to determine the dimensions of customer engagement. Eigen value greater or equal to 1, Kaiser-Meyer-Olkin (KMO) value greater than or equal to 0.50, communality greater than 0.50 and minimum factor loading equal to or greater than 0.50 criteria were used to purify the measurement items (Hair et al. 2008). The exploratory factor analysis results reduced 31 items into 30 items and single item of interaction dimension is deleted due to cross and low factor loadings. The analysis produced five factors of CE that accounted for a satisfactory 66.77% of the variance explained (Table 2).

Internal reliabilities of expected factors was performed in the form of Cronbach's alpha coefficient (Table 3). For the purpose of this study a cut off value adopted was 0.6 (Hair et al., 2008) lower limit of acceptability and the acceptable benchmark value of item-to-total correlation was set above 0.3 (Hair et al., 2008). Following the decision relating to the internal reliability and in line with Hair et al. (2008), the factors were respecified. The internal consistency and weighted means of all the factors were computed and shown in Table 4. Factor 1 contains six items and relates to absorption. Factor 2 is made up of five items and relates to enthusiasm. Factor 3 has five items, all related to attention. Factor 4 contains four items and relates to issues concerning identification. Factor 5 contains four items, which relates to interaction. All the constructs represent a robust matrix of factors underpinning customer engagement practice in the hospitality industry of Jammu and Kashmir, India.

The results of regression analysis indicate that there is a significant relationship between customer engagement and customer loyalty ($F = 133.823, p < .05$). This means absorption, enthusiasm, attention, interaction and identification jointly determine customer loyalty. An R-squared of 0.360 indicates that the independent variables (customer engagement) explained 36% of customer loyalty. Enthusiasm dimension was found to have the greatest influence on customer loyalty ($\beta = 0.570, t = 15.725, p = .000 < .05$) implying the passion, enthusiasm, excitement and love of customers about hotels can influence customer loyalty. This is followed by absorption, which was also found to be a significant predictor of customer loyalty ($\beta = 0.473, t = 31.620, p = .000 < .05$).

that implies customers interactions with hotel (staff, guests etc), their immersion, happiness can affect customer loyalty. Similarly, identification was found to have better influence on customer loyalty ($\beta = 0.464$, $t = 33.896$, $p = .000 < .05$) which implies personal compliments of customers, success of the hotel. Moreover, attention was also found as a significant determinant of customer loyalty ($\beta = 0.430$, $t = 16.587$, $p = .000 < .05$) implying that customers attention related to the hotel, their learning interests and concentrate about hotel also affects customer loyalty. Similarly, in addition Interaction ($\beta = 0.359$, $t = 25.657$, $p = .000 < .05$) implying that, in general, customers like to get involved in hotel discussions, they enjoys interacting with like-minded others in the hotel and in general, they like to participate in activities of hotel can also affect customer loyalty. Hence, the study identifies that overall customer engagement significantly influences customer loyalty (recommendations, encourage friends and relatives, positive things about hotel and more business with hotel of customers, their relations in future) ($\beta = 0.600$, $t = 11.568$, $p = .000 < .05$). It is also significant to note that all the hypotheses were supported by the analysis (Table 4).

DISCUSSIONS

The objective of this study has been to investigate the relationship between customer engagement and customer loyalty in ensuring sustainable development in Indian hospitality sector. The literature has recognized the emerging importance of customer engagement as a strategic imperative for building customer relationships (Wang and Fesenmaier, 2004) as a source of sustainable development. Exploratory factor analysis (see table 2), internal reliabilities, internal consistency and weighted means of all the factors were computed and shown in Table 3. The results further indicate that there is a significant relationship between customer engagement and customer loyalty ($F = 133.823$, $\beta = 60\%$, $p < .05$) which means absorption, enthusiasm, attention, interaction and identification jointly determine customer loyalty. An R-squared of 0.360 indicates that the independent variables (customer engagement) explained 36% of customer loyalty in ensuring sustainable development. Hence, we found a significant relationship between customer engagement dimensions and customer loyalty which support theoretical studies done by Van Doorn et al. (2010), Brodie et al., (2011) and Bowden, (2009) and the empirical study done by (So et al., 2012 and 2014). Moreover, all the constructs represent a robust matrix of factors underpinning customer engagement practices in ensuring sustainable development in the hospitality industry of Jammu and Kashmir, India.

CONCLUSIONS AND IMPLICATIONS

Engaging customers and making them loyal is important for achieving success in the highly competitive hospitality business. The rapid development of hotel industry makes it

very competitive and enforces the service providers to ensure engagement and loyal base of customers. As the review of literature revealed, customer engagement is developed by various dimensions. All the five dimensions were found to be significant in representing customer engagement. The result suggests that, when attempting to develop customer engagement, managers should focus on the enhancement of each of the five customer engagement dimensions, with particular emphasis on absorption, interaction, enthusiasm and attention and given their high factor loadings as well as highest beta coefficients. The findings of this study show that four star and five star hotels need to integrate different engagement practices in order to win customer loyalty. For instance, to increase attention, managers need to provide information their customer groups may find relevant and interesting, as personal, relevant knowledge or information can induce attention (Celsi and Olson, 1988). While CE is manifested beyond the service transaction, enthusiasm may be enhanced by outstanding service delivery, features that thrill customers, and a positive brand image (Bhote, 1995). Enthusiastic customers are more likely to explore the offering/activity and experiment with it. Their enthusiasm towards the use of the focus makes them live in the moment when they are engaged (Vivek, 2009). Engagement which has been conceptualized as a state of sustained attention, which can be characterized by full absorption and involvement as well as being fully occupied or engrossed in something (service/brand) (Higgins and Scholer 2009). In situations where the customers are engaged, the organizations and their associated networks facilitate the absorption (Schaufeli et al. 2002) of the engaged customers. Moreover, service providers need to provide opportunities for customer interaction as well as incentives, such as recognition and reward schemes to encourage customer participation (Sawhney, Verona, and Prandelli, 2005). Customers interactions with services/brands are a fundamental characteristic of customer engagement which may be conceived as a kind of value-in-use (e.g., providing pleasurable and absorbing interactions) (Dwivedi, 2015). In building strong customer identification, hotel managers must create a unique and clear identity that is desired by the target customer segments because it allows a sustainable differentiation of the offering and helps to enhance customer's identification with the service/brand (Baumgarth and Schmidt, 2010). Collectively, these actions help customers to immerse themselves in the interactive experience with the service provider/brand, thereby developing their engagement with the service provider/brand ((So et al., 2012). Therefore, the strong influence of CE on customer loyalty provides a sound reason for hospitality business to focus on marketing strategies and actions that are likely to engage customers influencing their loyalty in ensuring sustainable development. Engagement may serve as a surrogate measure for the strength of the relationship between the customer and a product offering or organization

(Bowden, 2009). Thus, cultivating and assessing engagement plays an important role in marketing practice. Therefore, the results of this study expand managerial understanding of customer engagement by substantiating the value of developing strong engagement in the hospitality sector.

LIMITATIONS AND FUTURE RESEARCH

This study provides an important contribution to the hospitality and marketing literature by providing a reliable and validates customer engagement dimensions to gain further insights into customer psychological/emotional and behavioral connections (multidimensional) with service providers. The results of this study need to be interpreted in light of several limitations. Since, simple random sampling was used in this study, results cannot be generalized. For example the findings should be interpreted with caution when applied to different industries or different category of hotels. With larger number of the sample size and various cross cultural and socio-demographic aspects should be considered while doing future studies in order to measure the customer engagement levels in the service sectors more specifically hospitality sector. Future research should replicate the estimated relationships across different sectors (e.g., the cruise sector) or different industries may afford greater generalizability of the findings. Similarly, the literature suggests that CE may affect aspects such as customer equity, long-term reputation of the firm, brand recognition, and financial outcomes (van Doorn et al. 2010). This study does not include the behavior and perception from employees perspective, hence future research should be to identify the relationship between employee engagement, internal marketing and service relationship variables such customer engagement and loyalty. Moreover, The vital customer related variables like customer experience, affective commitment, service innovation, customer emotions (memories) may either act as antecedents or outcomes to CE and to examine the relationship among these variables in service organization is the subject for future research. To further advance customer management knowledge, future research could investigate the interrelationship of CE on these factors.

Table 1. Demographic and Travel Behaviour of Respondents

Demographics		Travel Behaviour	
Gender		Nature of visit	
Male	(55%)	Recreation & Entertainment	(61%)
Female	(45%)	Adventure	(23%)

Demographics		Travel Behaviour	
Age of customers in (years)		Religious	(11.6%)
20 – 30	(20%)	Official visit	(4%)
31 – 40	(39%)	Others	(0.4%)
41 – 50	(24%)	Frequency of stay at hotel	
Above 51	(17%)	First time	(50%)
Qualification of customers		Once in a year	(39%)
Matriculation	(5%)	Twice in a year	(6%)
Graduation	(46%)	More than twice in year	(5%)
Post-graduation	(41%)	Duration of stay (days)	
Others	(8%)	Less than 3	(48%)
Income (Annual) INR (lakhs)	4– 6	(45%)	
Below 5 Lakhs	(12%)	More than 7	(7%)
5 lakh – 10	(28%)	Source of information about the hotel	
10 lakh – 15	(24%)	Friends/Relations (20%)	
Above 15	(36%)	Previous visit	(32%)
Occupation of customers		Tour operator /Travel agent (13%)	
Business	(36%)	Tourist information centre	(7%)
Service	(21%)	Internet	(28%)
Professional	(33%)	Travel companion/s	
Others	(10%)	Alone	(3%)
Nationality of customers		Family	(57%)
Indian	(60%)	Friends	(25%)
USA	(8%)	Relatives	(6%)
UK	(6%)	Partners	(5%)
Russia	(6%)	Tour group	(4%)
Bangladesh	(5%)	Customer status	
Dubai	(4%)	First time customer	(50.5%)
Srilanka	(4%)	Repeat customer	(49.5%)
Saudi Arab	(1.8%)	Revisit intentions	
France	(1.3%)	Yes	(97.5%)
Indonesia	(1.3%)	No	(0.8%)
Canada	(1.3%)	Maybe	(1.7%)
Denmark	(1.3%)		

Table 2. Exploratory Factor Analysis (EFA) of Customer Engagement and Customer Loyalty

Variables	Factor loading	Eigen value	% of variance	Cumulative %	Communality
CUSTOMER ENGAGEMENT					
Absorption		9.272	38.63	38.63	
When I am interacting with this hotel, I forget everything else around me	0.799				0.725
Time flies when I am interacting with the hotel	0.825				0.813
When I am interacting with hotel, I get carried away	0.784				0.772
When interacting with the hotel, it is difficult to detach myself	0.799				0.770
In my interaction with this hotel, I am immersed	0.612				0.526
When interacting with the hotel intensely, I feel happy	0.540				0.519
Enthusiasm		2.203	9.17	47.81	
I am passionate about this hotel	0.814				0.717
I am enthusiastic about this hotel	0.790				0.754
I feel excited about this hotel	0.717				0.660
I love this hotel	0.696				0.595
I am heavily into this hotel	0.692				0.593
Attention		1.690	7.04	54.85	
I pay a lot of attention to anything about this hotel	0.568				0.566
I like to learn more about this hotel	0.806				0.693
Anything related to this hotel grabs my attention	0.632				0.562
I concentrate a lot on this hotel	0.721				0.571
I like learning more about this hotel	0.751				0.657
Identification		1.496	6.23	61.08	
When someone criticizes this hotel, it feels like a personal insult	0.810				0.791
When I talk about this hotel, I usually say “we” rather than “they”	0.712				0.662
This hotel successes are my successes	0.736				0.640
When someone praises this hotel, it feels like a personal compliment	0.715				0.620
Interaction		1.365	5.68	66.77	
In general, I like to get involved in hotel discussions	0.587				0.606
I am someone who enjoys interacting with like-minded hers in the hotel ot	0.831				0.756
In general, I thoroughly enjoy exchanging ideas with other people in the hotel	0.847				0.808
I often participate in activities of this hotel	0.574				0.649
Customer Loyalty		3.691	61.52	61.52	
I would recommend this hotel to someone who seeks my advice	0.774				0.599
I would encourage friends and relatives to do business with this hotel	0.837				0.700
I would say positive things about this hotel to other people	0.748				0.560
I would do more business with this hotel in the next few years	0.754				0.568
I am a loyal customer of this hotel	0.802				0.643
I am willing to maintain my relationship with this hotel	0.788				0.621

Note. KMO = 0.886; Barlett's test chi-square = 3457.749, $df = 276$, $p = .000$; total variance explained = 66.77%,

Table 3. Internal Consistency of Final Revised Structure

Factors and items	Item-total correlation	α value	Decision
Customer Engagement			
Absorption		0.898	Retained
When I am interacting with this hotel, I forget everything else around me	0.753		
Time flies when I am interacting with the hotel	0.833		
When I am interacting with hotel, I get carried away	0.799		
When interacting with the hotel, it is difficult to detach myself	0.805		
In my interaction with this hotel, I am immersed	0.622		
When interacting with the hotel intensely, I feel happy	0.621		
Enthusiasm		0.858	Retained
I am passionate about this hotel	0.734		
I am enthusiastic about this hotel	0.768		
I feel excited about this hotel	0.670		
I love this hotel	0.645		
I am heavily into this hotel	0.627		
Attention		0.831	Retained
I pay a lot of attention to anything about this hotel	0.614		
I like to learn more about this hotel	0.627		
Anything related to this hotel grabs my attention	0.654		
I concentrate a lot on this hotel	0.600		
I like learning more about this hotel	0.655		
Identification		0.835	Retained
When someone criticizes this hotel, it feels like a personal insult	0.780		
When I talk about this hotel, I usually say “we” rather than “they”	0.688		
This hotel successes are my successes	0.630		
When someone praises this hotel, it feels like a personal compliment	0.628		
Interaction		0.802	Retained
In general, I like to get involved in hotel discussions	0.727		
I am someone who enjoys interacting with like-minded others in the hotel	0.464		
In general, I thoroughly enjoy exchanging ideas with other people in the hotel	0.643		
I often participate in activities of this hotel	0.725		
Customer Loyalty		0.866	Retained
I would recommend this hotel to someone who seeks my advice	0.649		
I would encourage friends and relatives to do business with this hotel	0.733		
I would say positive things about this hotel to other people	0.628		
I would do more business with this hotel in the next few years	0.643		
I am a loyal customer of this hotel	0.707		
I am willing to maintain my relationship with this hotel	0.690		

Table 4. Regression Analysis

Dependent variable	Independent variable	R ²	Adjusted R ²	F	B	Beta	t-value	p-value	Conclusion
CL	ABS	0.223	0.220	68.417	0.248	0.473	31.620	0.000*	Accepted
CL	ENU	0.325	0.322	114.748	0.410	0.570	15.725	0.000*	Accepted
CL	ATT	0.185	0.181	53.863	0.320	0.430	16.587	0.000*	Accepted
CL	INT	0.129	0.125	35.130	0.203	0.359	25.657	0.000*	Accepted
CL	IDN	0.215	0.212	65.161	0.247	0.464	33.896	0.000*	Accepted
CL	CE	0.360	0.357	133.823		0.600	11.568	0.000	Accepted

Note. CL = customer loyalty, ABS= Absorption, ENU= Enthusiasm, ATT= Attention, INT= Interaction, IDN= Identification, R²= R square, B= unstandardized coefficient, (*p < .05)

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