

Role of Behaviour & Commitment of Hotel Staff in Improving Customer Relationship Management (CRM) Practices: An Empirical Investigation

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Abstract

The Indian Tourism and Hospitality industry has emerged as one of the key drivers of growth among the services sector in Indian economy. Tourism in India accounts for 7.5 per cent of the GDP and is the third largest foreign exchange earner for the Indian economy. The Tourism and Hospitality sector's direct contribution to GDP in the year 2016 was estimated to be US\$47 Billion. The direct contribution of Travel and Tourism to GDP[Gross Domestic Product] is expected to grow at 7.2 per cent per annum, during the year 2015 to2025, with the contribution expected to reach figure of US\$160.2 Billion by the year 2026 (www.ibef.org). Good customer relationships are at the heart of business success. Customer Relationship Management (CRM) practices has relevant and demanding applications in service marketing. An empirical research study using both that is secondary data and the primary data was conducted with its key objective to identify and evaluate CRM practices considering the significant influences of behaviour and commitment of employees referred herewith as the hotel staff of selected hotels in the State of Gujarat.

This research study was based on descriptive research design and the primary data was collected using pretested structured non-disguised questionnaire from 1200 hotel guests who were conveniently drawn from the 51 hotels located in the selected cities viz., Ahmedabad, Surat, Vadodara and Rajkot of the Gujarat State. The results of data analysis and interpretations are provided by applying

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descriptive statistics and the chi-square test. The Structural Equation Model [SEM] was also developed to study and examine the relationships between behaviour and commitment of hotel staff vis-a-vis post-purchase behaviour of hotel guests. The researchers have provided the findings and implications of this research study aimed at bringing out suitable design and modification in the different marketing strategies for building, improving and sustaining Customer Relationship Management practices in the hotel Industry in near future.

PROLOGUE

The booming tourism industry has a cascading effect on the hospitality sector with an increase in the occupancy ratios and average room rates. There is an emergence of budget hotels in India to cater to the majority of the population who seek affordable stay. International companies are also increasingly looking at setting up such hotels (www.equitymaster.com). According to Report of ICRA of the Indian Hotel industry, occupancies in the hotel for Financial Year 2015-2016 was expected to improve by 2 to 4 per cent and revenue per room was estimated to go up by 3 to 5 per cent (www.timesof-india.indiatimes.com). The occupancy rate had grown to 60.3 percent during the year 2014-2015, up from 58.4 per cent of the year 2013-2014. India has an estimated total number of 1, 12,384 branded hotel rooms which too was expected to reach figure of 1, 46,485 by the year 2019-2020 (<http://economic-times.indiatimes.com>).

Customer Relationship Management (CRM) is a management process of acquiring customers by understanding and fulfilling their requirements to retain them in a way that would meet their expectations and also to attract new customers through application of customer specific strategic marketing approaches. The competition among hotels for attracting and retaining customers called as hotel guests is becoming increasingly intense and customers may be less likely to return to same hotel if the hotel staffs fail in meeting his or her expectations relative to service quality regardless its price-point. The willingness of the staff and the hotel personnel to help hotel guests, answering their requests, making them understand when and how the hotel services will be delivered, the behaviour

of the hotel staffs can make them to trust and feel safe. In addition, the hotel personnel need to possess required ability to timely respond to the questions and queries of hotel guests' in a polite and pleasant manner. The researchers have made an attempt to study the significant influences of behaviour and commitment of hotel staff of selected hotels from selected cities of the Gujarat State.

KEY TERMS OF THE RESEARCH STUDY

It mainly includes following.

Hotel, Hotel Guest, Customer Relationship Management, Behaviour and Commitment Hotel

A hotel may be defined as a place that offers accommodation, food and beverages at a cost that enables it to make a profit. It has been described as a building or institution providing lodging, meals and service for the people (Raghubalari & Smritee Raghubalan, 2010).

Hotel Guests

Hotel guest is one, who is a recipient of hospitality at the home or table of another, to whom entertainment or hospitality has been extended by another in the role of host or hostess, as at a party or the one who pays for meals or accommodations at a restaurant, hotel or other establishment; a patron etc. (www.dictionary.reference.com).

Behaviour

It means the way in which one acts or conducts oneself, especially towards others. Especially, in terms of hotel industry, behaviour means the minimum standards of conduct and performance that the hotel will accept from

members of staff (<https://en.oxforddictionaries.com/definition/behaviour>).

Commitment

Commitment is the willingness to give your time and energy to something that individual believe in, or a promise or firm decision to do something (<http://dictionary.cambridge.org>).

Customer Relationship Management [CRM]

CRM is a process that involves identifying customer wants and expectations managing them, closely monitoring the customer experience, anticipating problems and taking appropriate actions to foster and nurture relationships (Nancarrow Rees, Stone, 2003).

REVIEW OF LITERATURE

The researchers have reviewed earlier research studies that were undertaken by various other researchers mainly on Customer Relationship Management and behaviour & commitment of hotel staff.

Mummalaneni (1987) had stated that commitment implies as an important variable in discriminating between those who stayed and who left. Zeithaml (1990) had evaluated assurance which is concerning to the knowledge and courtesy of employees, and their ability to convey trust and confidence, and empathy refers to caring, individualized attention provided to customers (Zeithaml, 1990). Moorman (1992) had stated that commitment is an enduring desire to maintain relationship.

Morgan, R. M. and Hunt, S. D (1994) had stated that commitment focuses on long lasting desire of parties to maintain a relationship. It becomes relevant to the services due to the need for customer participation in the delivery process. Like satisfactory complaint handling and trust, it is also positively related to customer commitment. Michael D. Hartline and O. C. Ferrell (1996) had revealed that managers need to increase employees' self-efficacy and job satisfaction for improving customers' perceptions of service quality

(Michael D. Hartline and O. C. Ferrell, 1996). Blank son and Kalafatis (1999) had suggested that service brands and service characteristics are dissimilar to physical goods and depends on employees' actions and attitudes. Tan, Yen, & Fang (2002) had found that CRM tends to be a business strategy where its main aim is to select and manage customers to optimize long term value requiring a customer focused business idea and a culture to sustain effective marketing sales and service process. Kincaid (2002) had provided a road map that CRM focuses on the strategic use of information, processes, technology and people to administer relationship with the customer's in an organization across the whole customer life cycle. Peter C. Verhoef (2003) had revealed that the affective commitment and loyalty programs that provided economic incentives had positively affected both to that is the customer retention and customer share development whereas direct mailings had influenced customer share development. (Peter C. Verhoef, 2003). G Shainesh and Ramneesh Mohan (2003) had conducted research study among managers of Hospitality, Telecom, And Financial Services to understand the CRM practices and programs adopted by them. They had addressed few issues viz., quality and customer centric processes, employee empowerment, technology selection, customer knowledge strategies, and individualization of market programs respectively (G Shainesh and Ramneesh Mohan, 2003). Ruth Taylor and Doug Davies (2004) had recognized that working staff training and compensation in an organization provides an exclusive and differentiating standard of service in industry, which results to the increase in profits to service providers. The researchers had examined the strategies to train staff. Mario Castellanos-Verdugo, Nadine Veerapermal (2009) had suggested an extensive variety of actions that hotel managers need to perform in order to develop and maintain quality of employee & customer relationships. The researcher had offered useful variables for hotel managers in presenting a relationship marketing strategy in their hotels, irrespective of its category (Mario Castellanos-Verdugo).

CRM is aimed at providing optimal value to customers through the way they are communicated, marketed goods and services by the way of traditional means of product, price, promotion and place of distribution. Now, as customers have become increasingly demanding and their buying decisions go beyond price and product, their buying decisions are guarded by the overall experience in buying of goods and or services which includes process, physical evidence and interactions with people in an organization. Therefore, CRM is one of the main competitive advantages that companies can implement in order to prevent transferring customer to other companies, and thus to retain them (Melinda Nykamp, 2012).

RESEARCH METHODOLOGY

The key objective of this research study was to identify and evaluate CRM practices considering the significant influences of behaviour and commitment of employees called as the hotel staff of selected hotels in the Gujarat State.

This empirical research study based on descriptive research design was undertaken mainly with the help of the collection of the

primary data that were collected using pretested structured non-disguised questionnaire. In all, the primary data were collected from 1200 hotel guests that is customers who were conveniently drawn from the 51 hotels located in the selected cities viz., Ahmedabad, Surat, Vadodara and Rajkot of the Gujarat State. The representative sampling unit (that is customer referred herewith in this study as hotel guests) henceforth was those individuals who had stayed and availed hotel services. The data analysis and interpretations was undertaken by applying descriptive statistics, the chi-square test and with the help of the Structural Equation Model [SEM] that was essentially developed to study and examine the relationships between behaviour and commitment of hotel staff vis-a-vis post-purchase behaviour of hotel guests.

Reliability of the Structured Non-Disguised Questionnaire

The reliability tests were run and composite score was computed to determine how strongly experience of selected as hotel guests' who had stayed and availed hotel services on selected criteria, and the Cronbach's alpha ranged from 0.726 to 0.967 that had shown internal reliability of the scale [Please Refer Table Number-01].

Table 01: Summary of Indicators (Experience) and Reliability Alpha Score

Sr.No.	Grouped Indicator Items	Cronbach's Reliability Alpha Coefficient
01	Behaviour of Hotel Staff	0.967
02	Commitment of Hotel Staff	0.726

DATA ANALYSIS & INTERPRETATION

The analysis of primary data collected from the hotel guests in the selected cities of Gujarat State revealed following:

Profile of Selected Hotel Guests' in the State of Gujarat

The overall profile of selected hotel guests' in given in table 02. More than half of the hotel

guests were in the age group of 26 to 45 years. Overall, and City wise, male hotel guests' were around 80 percent 45 percent of them were unmarried. Maximum number of them "Profession" followed with "Service", to "Businessmen/Women" and "Self-employed" categories respectively. Further Maximum of them were professionally qualified followed with Post-Graduation as their educational qualifications [Table Number-02].

Table 02: Profile of Selected Hotel Guests' in the State of Gujarat

Sr. No.	Selected Background Variables of Hotel Guests		Number and Percentages of Selected Hotel Guests				
			Baroda	Ahmedabad	Surat	Rajkot	Total
01	Gender	Males	234(77.7)	367(81.7)	155(77.5)	193(77.2)	949(79.1)
		Females	67(22.3)	82(18.3)	45(22.5)	57(22.8)	251(20.9)
		Total	301(100)	449(100)	200(100)	250(100)	1200(100)
02	Marital Status	Un-Married	128(42.5)	173(38.5)	95(47.5)	143(57.2)	539(44.9)
		Married	173(57.5)	276(61.5)	105(52.5)	107(42.8)	661(55.1)
		Total	301(100)	449(100)	200(100)	250(100)	1200(100)
03	Age Group	Below 25 years	40 (13.3)	67(14.9)	24(12.0)	42(16.8)	173(14.4)
		26 to 35 years	89(29.6)	154(34.3)	94(47.0)	114(45.6)	451(37.6)
		36 to 45 years	90 (29.9)	105 (23.4)	43 (21.5)	46 (18.4)	284 (23.7)
		Above 46 years	82 (27.2)	123 (27.4)	39 19.5)	48 (19.2)	292 (24.3)
		Total	301(100)	449(100)	200(100)	250(100)	1200(100)
04	Educational Qualifications	Non Graduate	4(1.3)	6(1.3)	3(1.5)	5(2.0)	18(1.5)
		Graduate	69(22.9)	90(20.0)	52(26.0)	37(14.8)	248(20.7)
		Post-Graduate	110(36.5)	157(35.0)	72(36.0)	112(44.8)	451(37.6)
		Professional Qualifications	113(37.5)	180(40.1)	70(35.0)	91(36.4)	454(37.8)
		Diploma	3(1.0)	3(.7)	0(.0)	0(.0)	6(.5)
		Others	2(.7)	13(2.9)	3(1.5)	59(2.0)	23(1.9)
		Total	301(100)	301(100)	449(100)	200(100)	1200 (100)
05	Occupation	Housewives	0(.0)	11(2.4)	3(0.015)	5(2.0)	19(1.6)
		Students	4(1.3)	6(1.3)	3(0.015)	5(2.0)	18(1.5)
		Businessmen/ Women	65(21.6)	124(27.6)	41(0.215)	51(20.4)	281(23.4)
		Self-employed	63(20.9)	72(16.0)	34(0.215)	48(19.2)	217(18.1)
		Service	84(27.9)	97(21.6)	75(0.415)	69(27.6)	325(27.1)
		Professionals	85(28.2)	136(30.3)	44(0.215)	72(28.8)	337(28.1)
		Others	0(.0)	3(.7)	0(0.015)	0(.0)	3(.3)
		Total	301(100)	301(100)	200(100)	250(100)	1200(100)

Selected Hotel Guests' Overall Expectations on Behavior of Selected Hotel Staff

The researchers had sought responses of selected hotel guests' on their perceived

importance reflective of their 'Expectations' on behaviour of staffs in the hotel.

Overall, it was found that most of the selected items concerning behaviour of hotel staffs in

the hotel viz; tries to understand customers' needs; friendly towards the hotel guest; behaves politely; is well dressed; honest; competent in providing service; attends complaints politely, and courteous were rated by 90 to 95 percent hotel guests as most important. The mixed results were found in

most of the selected items in each of the cities of the Gujarat State. Overall, it was found that, the most important item for the hotel guests' were to understand customers' needs and friendliness towards hotel guests[Please Refer Table Number-03].

Table 03: Selected Hotel Guests' Responses on Behaviour of HotelStaff

Sr. No.	Selected Items	Number and Percentages of Selected Hotel Guests									
		Baroda		Ahmedabad		Surat		Rajkot		Total	
		UI	IM	UI	IM	UI	IM	UI	IM	UI	IM
01	Is well Dressed	25 (8.3)	276 (91.7)	30 (6.7)	419 (93.3)	14 (7.0)	186 (93.0)	23 (9.2)	227 (90.8)	92 (7.7)	1108 (92.3)
02	Sincere	34 (11.3)	267 (88.7)	48 (10.7)	401 (89.3)	27 (13.5)	173 (86.5)	29 (11.6)	221 (88.4)	138 (11.5)	1062 (88.5)
03	Reliable	42 (14.0)	259 (86.0)	55 (12.2)	394 (87.8)	18 (9.0)	182 (91.0)	35 (14.0)	215 (86.0)	150 (12.5)	1050 (87.5)
04	Honest	31 (10.3)	270 (89.7)	31 (6.9)	418 (93.1)	17 (8.5)	183 (91.5)	19 (7.6)	231 (92.4)	98 (8.2)	1102 (91.8)
05	Courteous	27 (9.0)	274 (91.0)	49 (10.9)	400 (89.1)	17 (8.5)	183 (91.5)	25 (10.0)	225 (90.0)	118 (9.8)	1082 (90.2)
06	Friendly towards the Guest	25 (8.3)	276 (91.7)	25 (5.6)	424 (94.4)	9 (4.5)	191 (95.5)	15 (6.0)	235 (94.0)	74 (6.2)	1126 (93.8)
07	Knowledgeable	38 (12.6)	263 (87.4)	44 (9.8)	405 (90.2)	26 (13.0)	174 (87.0)	14 (5.6)	236 (94.4)	122 (10.2)	1078 (89.8)
08	Competent in providing Service	43 (14.3)	258 (85.7)	23 (5.1)	426 (94.9)	17 (8.5)	183 (91.5)	28 (11.2)	222 (88.8)	111 (9.3)	1089 (90.8)
09	Tries to understand Customers' needs	13 (4.3)	288 (95.7)	19 (4.2)	430 (95.8)	14 (7.0)	186 (93.0)	13 (5.2)	237 (94.8)	59 (4.9)	1141 (95.1)
10	Pays Special attention to each Guest	38 (12.6)	263 (87.4)	49 (10.9)	400 (89.1)	32 (16.0)	168 (84.0)	31 (12.4)	219 (87.6)	150 (12.5)	1050 (87.5)
11	Behaves Politely	28 (9.3)	273 (90.7)	20 (4.5)	429 (95.5)	25 (12.5)	175 (87.5)	20 (8.0)	230 (92.0)	93 (7.8)	1107 (92.3)
12	Attends Complaints Politely	32 (10.6)	269 (89.4)	35 (7.8)	414 (92.2)	21 (10.5)	179 (89.5)	24 (9.6)	226 (90.4)	112 (9.3)	1088 (90.7)
13	Responds to Inquiry Quickly	52 (17.3)	249 (82.7)	58 (12.9)	391 (87.1)	30 (15.0)	170 (85.0)	33 (13.2)	217 (86.8)	173 (14.4)	1027 (85.6)
14	Resolves Complaint Quickly	25 (8.3)	276 (91.7)	52 (11.6)	397 (88.4)	26 (13.0)	174 (87.0)	21 (8.4)	229 (91.6)	124 (10.3)	1076 (89.7)
15	Handles problem effectively	37 (12.3)	264 (87.7)	81 (18.0)	368 (82.0)	30 (15.0)	170 (85.0)	31 (12.4)	219 (87.6)	179 (14.9)	1021 (85.1)
16	Behaves well with all Customers' in Hotel	28 (9.3)	273 (90.7)	33 (7.3)	416 (92.7)	28 (14.0)	172 (86.0)	22 (8.8)	228 (91.2)	111 (9.3)	1089 (90.8)

[UI = Unimportant and IM = Important]

The overall results of the data analysis considering the expectations of the selected hotel guests' on selected items of commitment of the hotel staff of the Gujarat State found that in most of the selected items concerning 'Commitment in the hotel' viz; hotel promises to update about upcoming schemes; hotel promises to update about ongoing schemes, and hotel promises to update about new events in hotel were rated by 72 to 82 percent

respondents as most important. The research study observed similar trend in Baroda and Ahmedabad Cities, and different trend in Surat and Rajkot Cities in each of the selected items. It was found that out of three item for commitment of the hotel staff in the hotel, overall the most important item for the hotel guests' of all the selected cities was making hotel guests aware about upcoming schemes [Table Number-04].

Table 04: Selected Hotel Guests' Responses on Commitment of HotelStaff

Sr. No.	Selected Items	Number and Percentages of Selected Hotel Guests									
		Baroda		Ahmedabad		Surat		Rajkot		Total	
		UI	IM	UI	IM	UI	IM	UI	IM	UI	IM
01	Is well Dressed	25 (8.3)	276 (91.7)	30 (6.7)	419 (93.3)	14 (7.0)	186 (93.0)	23 (9.2)	227 (90.8)	92 (7.7)	1108 (92.3)
01	Hotel promises to update about New Events in Hotel	96 (31.9)	205 (68.1)	130 (29.0)	319 (71.0)	51 (25.5)	149 (74.5)	53 (21.2)	197 (78.8)	330 (27.5)	870 (72.5)
02	Hotel promises to update about ongoing Schemes	70 (23.3)	231 (76.7)	80 (17.8)	369 (82.2)	32 (16.0)	168 (84.0)	36 (14.4)	214 (85.6)	218 (18.2)	982 (81.8)
03	Hotel promises to update about Upcoming Schemes	66 (21.9)	235 (78.1)	71 (15.8)	378 (84.2)	38 (19.0)	162 (81.0)	38 (15.2)	212 (84.8)	213 (17.8)	987 (82.3)

Source: Fieldwork [UI = Unimportant and IM = Important]

Selected Hotel Guests' Satisfaction/Dissatisfaction on Behaviour of Hotel Staff

The results of the research study considering the satisfaction/dissatisfaction of the selected hotel guests' on behavior of selected hotel staff of the Gujarat State revealed 85 to 90 percent of hotel guests' had shown dissatisfaction with most of the selected items viz; friendly towards the hotel guests; reliable; behaves politely; sincere; tries to understand hotel guests' needs; is well dressed; behaves well with all hotel guests' in hotel, competent in providing service, and is available when required. The researchers had found mixed results in almost all the selected cities in most of the selected items. The highest dissatisfaction was experienced on friendliness towards the hotel guests in all the selected cities of the Gujarat State [Table Number-05].

The overall results of the research study considering the satisfaction/dissatisfaction of the selected hotel guests on selected items concerning behavior of selected hotel staff in the Gujarat State mainly revealed that more than 35 percent of hotel guests had expressed dissatisfaction with the selected items concerning hotel promises to update about ongoing schemes. The research study had revealed similar trend in almost all the selected cities except in the Baroda City where mixed results were found in most of the items. The highest dissatisfaction was experienced by the hotel guests in case of the selected cities in case of criteria viz., hotel promises to update guests about ongoing schemes followed by hotel promises to update hotel guests about new events in hotel [Table Number-06].

Table 05: Selected Hotel Guests' Satisfaction/Dissatisfaction on Behaviour of Hotel Staff

Sr. No.	Selected Items	Number and Percentages of Selected Hotel Guests									
		Baroda		Ahmedabad		Surat		Rajkot		Total	
		S	DS	S	DS	S	DS	S	DS	S	DS
01	Is well Dressed	54 (17.9)	247 (82.1)	48 (10.7)	401 (89.3)	21 (10.5)	179 (89.5)	44 (17.6)	206 (82.4)	167 (13.9)	1033 (86.1)
02	Sincere	46 (15.3)	255 (84.7)	54 (12.0)	395 (88.0)	28 (14.0)	172 (86.0)	34 (13.6)	216 (86.4)	162 (13.5)	1038 (86.5)
03	Reliable	43 (14.3)	258 (85.7)	51 (11.4)	398 (88.6)	27 (13.5)	173 (86.5)	28 (11.2)	222 (88.8)	149 (12.4)	1051 (87.6)
04	Honest	57 (18.9)	244 (81.1)	62 (13.8)	387 (86.2)	33 (16.5)	167 (83.5)	35 (14.0)	215 (86.0)	187 (15.6)	1013 (84.4)
05	Courteous	57 (18.9)	244 (81.1)	66 (14.7)	383 (85.3)	30 (15.0)	170 (85.0)	32 (12.8)	218 (87.2)	185 (15.4)	1015 (84.6)
06	Friendly towards the Guest	32 (10.6)	269 (89.4)	34 (7.6)	415 (92.4)	23 (11.5)	177 (88.5)	21 (8.4)	229 (91.6)	110 (9.2)	1090 (90.8)
07	Knowledgeable	66 (21.9)	235 (78.1)	76 (16.9)	373 (83.1)	33 (16.5)	167 (83.5)	27 (10.8)	223 (89.2)	202 (16.8)	998 (83.2)
08	Competent in providing Service	60 (19.9)	241 (80.1)	38 (8.5)	411 (91.5)	31 (15.5)	169 (84.5)	44 (17.6)	206 (82.4)	173 (14.4)	1027 (85.6)
09	Tries to understand Customers' needs	60 (19.9)	241 (80.1)	50 (11.1)	399 (88.9)	29 (14.5)	171 (85.5)	26 (10.4)	224 (89.6)	165 (13.8)	1035 (86.3)
10	Pays Special attention to each Guest	66 (21.9)	235 (78.1)	67 (14.9)	382 (85.1)	37 (18.5)	163 (81.5)	36 (14.4)	214 (85.6)	206 (17.2)	994 (82.8)
11	Behaves Politely	53 (17.6)	248 (82.4)	50 (11.1)	399 (88.9)	26 (13.0)	174 (87.0)	29 (11.6)	221 (88.4)	158 (13.2)	1042 (86.8)
12	Attends Complaints Politely	68 (22.6)	233 (77.4)	78 (17.4)	371 (82.6)	32 (16.0)	168 (84.0)	40 (16.0)	210 (84.0)	218 (18.2)	982 (81.8)
13	Responds to Inquiry Quickly	73 (24.3)	228 (75.7)	76 (16.9)	373 (83.1)	28 (14.0)	172 (86.0)	32 (12.8)	218 (87.2)	209 (17.4)	991 (82.6)
14	Resolves Complaint Quickly	88 (29.2)	213 (70.8)	103 (22.9)	346 (77.1)	44 (22.0)	156 (78.0)	56 (22.4)	194 (77.6)	291 (24.3)	909 (75.8)
15	Handles problem effectively	92 (30.6)	209 (69.4)	121 (26.9)	328 (73.1)	41 (20.5)	159 (79.5)	63 (25.2)	187 (74.8)	317 (26.4)	883 (73.6)
16	Behaves well with all Customers' in Hotel	57 (18.9)	244 (81.1)	57 (12.7)	392 (87.3)	23 (11.5)	177 (88.5)	35 (14.0)	215 (86.0)	172 (14.3)	1028 (85.7)
17	Is available when required	50 (16.6)	251 (83.4)	44 (9.8)	405 (90.2)	31 (15.5)	169 (84.5)	51 (20.4)	199 (79.6)	176 (14.7)	1024 (85.3)

Table 06: Selected Hotel Guests' Satisfaction/Dissatisfaction on Commitment of Hotel Staff

Sr. No.	Selected Items	Number and Percentages of Selected Hotel Guests									
		Baroda		Ahmedabad		Surat		Rajkot		Total	
		S	DS	S	DS	S	DS	S	DS	S	DS
01	Hotel promises to update about New Events in Hotel	195 (64.8)	106 (35.2)	341 (75.9)	108 (24.1)	144 (72.0)	56 (28.0)	169 (67.6)	81 (32.4)	849 (70.8)	351 (29.3)
02	Hotel promises to update about ongoing Schemes	189 (62.8)	112 (37.2)	296 (65.9)	153 (34.1)	129 (64.5)	71 (35.5)	162 (64.8)	88 (35.2)	776 (64.7)	424 (35.3)
03	Hotel promises to update about Upcoming Schemes	192 (63.8)	109 (36.2)	341 (75.9)	108 (24.1)	148 (74.0)	52 (26.0)	174 (69.6)	76 (30.4)	855 (71.3)	345 (28.8)

FINDINGS & IMPLICATIONS OF THE RESEARCH STUDY

In order to test following hypotheses, the Chi-Square test was applied by the researchers as follows.

Hypothesis: 01

H_0 : 01: The actual expectation of selected hotel guests on "Behaviour of the Hotel Staff" vis-a-vis selected hotel guests' background variables viz., Age; Gender; Marital Status; Occupation; Educational Qualifications and Income is independent.

Table 07: Selected Hotel Guests' Actual Expectation on "Behaviour of Hotel Staff" Vis-À-Vis Selected Background Variables of Hotel Guests

Sr. No.	Selected Items	'P' Value of X^2					
		Age	Gender	Marital Status	Occupation	Educational Qualifications	Income
01	Is well dressed	S(.000)	S(.003)	S(.000)	S(.007)	NS(.286)	S(.000)
02	Sincere	S(.000)	S(.028)	S(.029)	S(.000)	S(.000)	S(.000)
03	Reliable	NS(.914)	NS(.729)	S(.000)	S(.000)	S(.001)	S(.000)
04	Honest	S(.002)	S(.014)	NS(.669)	S(.000)	S(.000)	S(.000)
05	Courteous	S(.049)	NS(.176)	S(.000)	S(.000)	S(.000)	S(.000)
06	Friendly towards the guest	S(.001)	NS(.103)	S(.001)	S(.013)	S(.014)	S(.000)
07	Knowledgeable	S(.000)	S(.045)	S(.019)	S(.002)	S(.000)	S(.000)
08	Competent in providing service	S(.012)	NS(.958)	S(.005)	S(.003)	S(.000)	S(.000)
09	Tries to understand customers' needs	S(.005)	NS(.154)	S(.002)	S(.003)	S(.000)	S(.000)
10	Pays special attention to each guest	S(.005)	NS(.893)	NS(.069)	S(.000)	S(.000)	S(.000)
11	Behaves politely	S(.034)	NS(.082)	S(.000)	S(.000)	S(.000)	S(.000)

12	Attends complaints politely	NS(.359)	S(.011)	S(.000)	S(.001)	S(.005)	S(.000)
13	Responds to inquiry quickly	S(.001)	S(.002)	S(.000)	S(.000)	S(.000)	S(.000)
14	Resolves complaint quickly	S(.000)	S(.021)	S(.000)	S(.000)	S(.000)	S(.000)
15	Handles problem effectively	S(.000)	NS(.774)	S(.000)	S(.000)	S(.000)	S(.000)
16	Behaves well with all customers'	S(.000)	NS(.431)	S(.001)	S(.002)	NS(.140)	S(.003)
17	Hotel staff is available when required	S(.041)	NS(.854)	S(.000)	S(.044)	NS(.133)	S(.000)

As shown in the table number 07, the selected hotel guests' actual expectation on current CRM practices of the hoteliers on behaviour of hotel staff was found as significantly associated with age in most of the items except in selected item viz., reliable and attends complaints politely.

Gender was not found as significantly associated with actual expectations of selected hotel guests towards behaviour of hotel staff in selected items viz., reliable; courteous; friendly towards the hotel guests; competent in providing service; tries to understand hotel guests' needs; pays special attention to each hotel guest; behaves politely; handles problem effectively; behaves well with all hotel guests' and hotel staff, is available when required. The marital status was found as having association with most of the selected items except two viz., honesty of staff and pays special attention to each hotel guest respectively.

Educational qualifications was found as having no association with selected items viz., hotel staff is well dressed; behaves well with all hotel guests and hotel staff is available when required, and it was found as associated in case of remaining items.

Occupation and Income were found as having significant association with actual expectations of selected hotel guests' on prevalent CRM strategy of hoteliers in the selected cities of Gujarat State on behaviour of hotel staff.

Hypothesis: 02

H_0 : 02: The actual expectation of selected hotel guests on "Commitment of the Hotel Staff" vis-a-vis selected hotel guests' background variables viz., Age; Gender; Marital Status; Occupation; Educational Qualifications and Income is independent.

Table 08: Selected Hotel Guests' Actual Expectation on "Commitment of Hotel Staff" Vis-A-Vis Selected Background Variables of Hotel Guests

Sr. No.	Selected Items	'P' Value of X ²					
		Age	Gender	Marital Status	Occupation	Educational Qualifications	Income
01	Hotel promises to update about new events in hotel	S(.000)	NS(.000)	S(.000)	S(.000)	S(.000)	S(.000)
02	Hotel promises to update about ongoing schemes	S(.000)	NS(.056)	NS(.373)	S(.000)	S(.022)	S(.000)
03	Hotel promises to update about upcoming schemes	S(.000)	S(.000)	NS(.117)	S(.000)	S(.000)	S(.000)

The results of the research study concerning with overall expectation of the hotel guests towards commitment of the hotel staff with regard to 'Gender' background variable of the hotel staff in case of selected items viz., 'hotel promises to update about new events in hotel', and 'hotel promises to update about ongoing schemes' were found as having non-significant whereas in case of 'Marital Status' also did not make any significant difference in the actual expectations of hotel guests in selected criteria viz., 'hotel promises to update about ongoing schemes', and 'hotel promises to update about upcoming schemes' but it was found as

significant in case of selected item viz., Hotel promises to update about new events in hotel.

STRUCTURAL EQUATION MODELING [SEM] CONSIDERING BEHAVIOUR AND COMMITMENT OF THE HOTEL STAFF

The researchers have developed Structural Equation Modelling [SEM] considering behaviour of the hotel staff and commitment of the hotel staff of that has been depicted as follows:

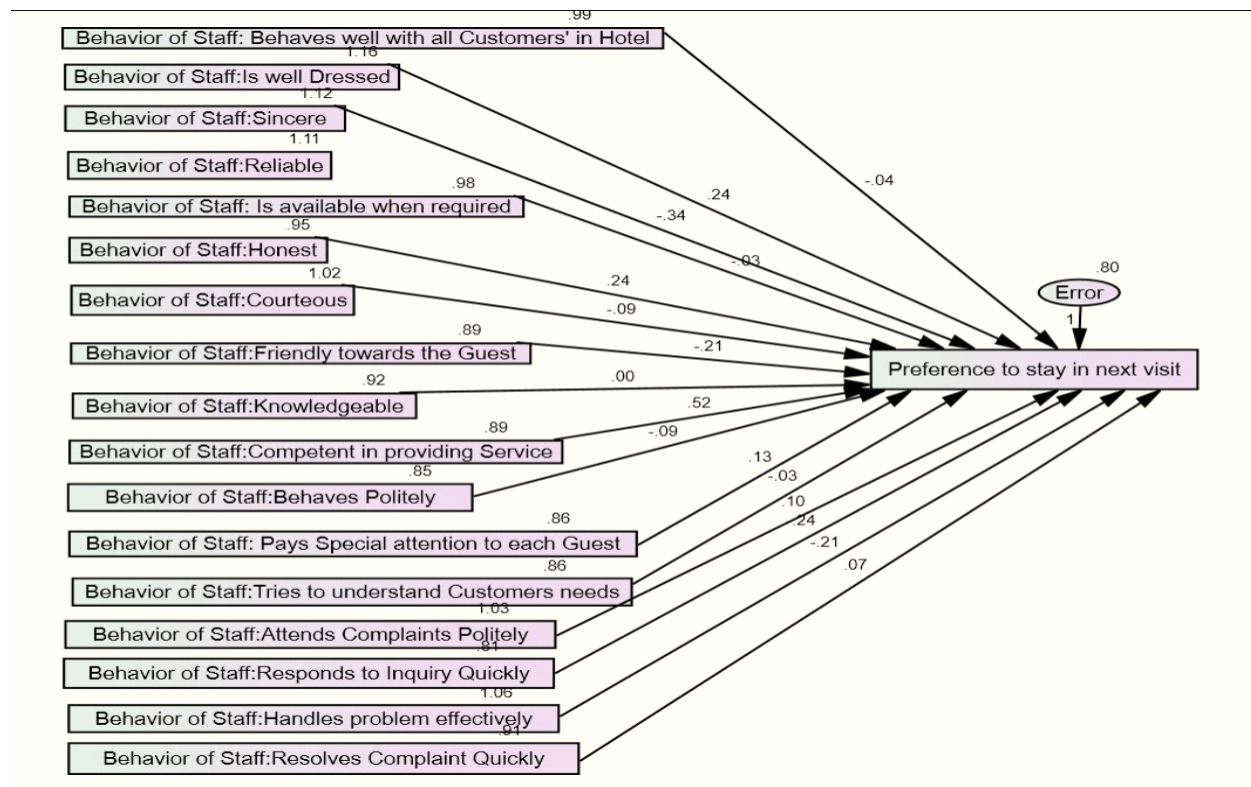


Figure 01: Structural Equation Model Showing Relationship between Behaviour of Hotel Staff And Preference of Hotel Guests' to Stay in the Hotel in the Next Visit

In the Figure Number 01, the simple regression model is displayed in which one observed variable, the preference to stay in next visit is predicted as a linear combination of the other seventeen observed variables related to 'Behaviour of hotel staffs' in the hotel viz., hotel staff is well dressed; hotel staff is sincere; hotel staff is reliable; hotel staff is honest; hotel staff is courteous; hotel staff is friendly

towards the hotel guests; hotel staff is knowledgeable; hotel staff is competent in providing service; hotel staff tries to understand hotel guests' needs, hotel staff pays special attention to each hotel guest; hotel staff behaves politely; hotel staff attends complaints politely, hotel staff responds to inquiry quickly; hotel staff resolves complaint quickly; hotel staff handles problem effectively;

hotel staff behaves well with all hotel guests' in the hotel, and hotel staff is available when required respectively.

As with nearly all empirical data, the prediction will not be perfect. There are some other variables other than selected four variables that also assumed to have an effect on preference to stay in next visit for which the model assumes '1' as standardized regression weights which specifies that other variables must have a weight of 1 in the prediction of preference to stay in next visit. The values shown with single sided arrow (0.04, 0.24, 0.34, 0.03, 0.24, 0.09, 0.21, 0.52, 0.09, 0.13, 0.03, 0.10, 0.24, 0.21, and 0.07) are standardized regression weights.

The value 0.80 is the squared multiple correlation of preference to stay in next visit, and four variables that affect preference to stay in next visit.

It means that the preference to stay in the next visit considering seventeen variables related with behaviour of hotel staff in the hotels was found as influenced mainly by variable, viz., hotel staff is competent in providing service (0.52); hotel staff is sincere (0.34); hotel staff is well dressed; hotel staff responds to inquiry quickly; hotel staff is honest (0.24); hotel staff handles problem effectively, and the hotel staff is friendly towards the hotel guests (0.21) respectively.

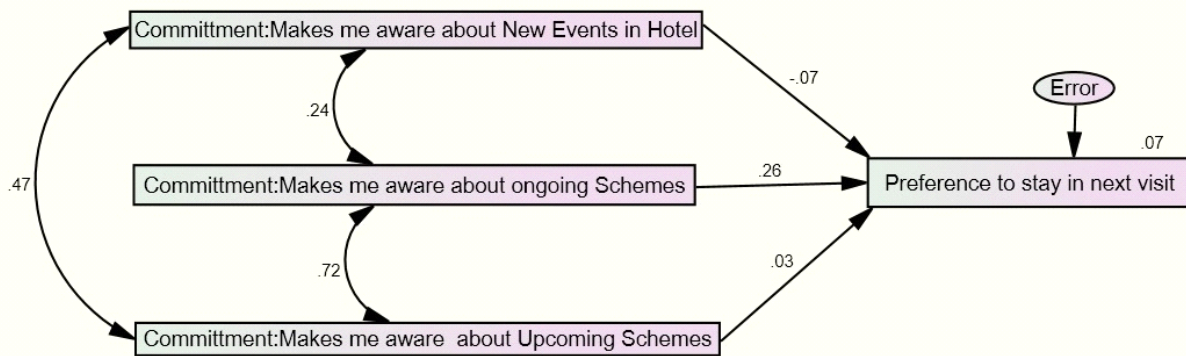


Figure 02: Structural Equation Model Showing Relationship between Commitment of Hotel Staff And Preference of Hotel Guests' to Stay in the Hotel in the Next Visit

In the figure number 02, the simple regression model is displayed in which one observed variable; the preference to stay in next visit is predicted as a linear combination of the other three observed variables related to commitment of hotel staff in hotel. The value shown against two sided arrows (0.72, 0.47, and 0.24) is the correlation between three observed variables. The values shown with single sided arrow (0.26, 0.07, and 0.03) are standardized regression weights. The value 0.07 is the squared multiple correlation of preference to stay in next visit, and four variables that affect preference to stay in next visit.

influenced mainly by variable, viz., hotel staff makes hotel guests' aware about ongoing schemes (0.26); hotel staff makes hotel guests' aware about events in hotel (0.07), and the hotel staff makes hotel guests aware about upcoming schemes (0.03) respectively.

It means that the preference to stay in next visit considering three variables related with commitment of hotel staff in hotels is

Implications and Recommendations of the Research Study

Majority of the hotel guests were found in the age group between 35 to 45 years that can offer an opportunity to the hoteliers to make them more loyal as at this age if they become loyal hotel guests, it will go for building and sustaining long term relationships with them.

As some of the hotel guests were also found to be professionally qualified, the hoteliers should keep in mind, if they want to create

loyal hotel guests through the experience they give to hotel guest for the first time when they had visited the hotel so behaviour of the hotel staff is a crucial factor for retaining hotel guests.

Maximum number of hotel guests' in the hotel were found as males which is indicative of an opportunity for the hoteliers for attracting female hotel guests as their hotel guest by designing appropriate marketing strategies. Accordingly, the hotel staff needs to behave differently with male and female hotel guests and the recruitment process also need be modified and standardized.

The communication among various departments at the weekly meetings should adequately represent the views and concerns of the front-line staff. The hotel staff should customize the experience of a hotel guest on a one to one basis by serving food to the hotel guest as per his or her need, as each hotelguest places orders for food with certain expectations, thus the kitchen staff should put efforts to make his or her experience memorable.

The hotel staff of the restaurant should be trained to attend confused, new and regular hotel guest as each hotel guest requires special and personal attention. In case if hotel guest is new and is confused in ordering food then restaurant staff should help them.

Sometimes hotel guests prefer to receive service from the same hotel personnel, if not present may switch to some other service provider. It would be true to state that an employee that is the hotel staff do not leave organizations, they leave managers. Supervisors and managers at times found not treating front-line employees with respect. They do not allow them to grow personally and professionally, or provide them with feedback for better work and incentives to keep them happy, as a result employees that is the hotel staff leave hotel. To prevent such problems, the hotel needs to examine their policies to ensure that they are updated and competitive in the hotel industry.

The researchers have also found variations in expectations amongst selected hotel guests in

case of selected criterion 'Behaviour of Staff, considering their background variable 'Gender'. It implies that the hoteliers need to treat both that is the male and female hotel guests in a different and specialized way.

The staff of the hotel should be well-trained and need to be sensitized considering the Gender of the hotel guest in mind while providing them different services. It would be helpful to the hotel in creating and sustaining long term relationships with the hotel guests' resultant into accumulation of the valuable source of repeat business and improved hotel guests' loyalty for the hotels in long run.

The selected hotel guests belonging to different age groups; occupation and educational qualifications had exhibited heterogeneous expectations in case of selected factor viz., 'Commitment'. It implies that the hoteliers should clearly communicate its schemes and events to each and every hostel guest in order to enable him or her to avail such facility and take advantage of it without failure.

The overall reported experience by the selected male and female hotel guests had revealed variations in the promises of hoteliers to update them on upcoming schemes. It implies that the hotel staff should take due care in providing continual information and maintain two way communication. Besides, the hoteliers should aggressively pursue and share the details especially with the female hotel guests as they are found to be relatively more demanding compared to male hotel guests, if failed may lead to the attrition of the hotel guests in future.

KEY SUGGESTIONS OF THE RESEARCH STUDY

- The hoteliers should train their hotel staff and provide necessary authority to solve certain problem instantly in case there is a delivery of defective product, poor service, tasteless food, or facility by replacing defective goods spontaneously,

by not charging for meal or room stay, or providing free shipping if there is delay in fulfillment of orders.

- The periodical examination of pay scales, job descriptions, and systems that impact employees' benefits, promotion and retirement would provide a vehicle for personal growth and satisfaction.
- The real way to increase customer loyalty and improve retention is not to satisfy hotel guests', but to delight them. Frequently dissatisfied customers leave firms that fail to perform up to their expectations.
- The hoteliers can incorporate questions about expectations of hotel guests to improve future services in their feedback form.

CONCLUDING REMARKS

The researchers had attempted to evaluate selected hotel guests' overall expectations and experiences on selected CRM strategy being prevalent amongst selected hoteliers in the State of the Gujarat and the results of this empirical research study have suggested that change in behavior of the hotel staff and commitment of hotel staff towards hotel guest only would help hoteliers to build long-lasting and ongoing relationship with the hotel guests.

The researcher had found variations in

expectations amongst selected hotel guests considering their background variable which implies that in general the hoteliers have to work very hard to bridge the gap between actual expectation vis-à-vis reported actual experiences of hotel guests.

As huge differences were found in their expectations as well as their experience it becomes imperative to state that hotelier cannot afford to flout the differences that were found in expectations versus experience amongst selected hotel guests considering their background variables viz., Age Groups, Occupation, Educational Qualifications and Marital Status while formulating marketing and promotional strategies for attracting and retaining hotel guests. So, hoteliers should frame their CRM strategy taking in to consideration demographic profile of the hotel guests as each hotel guest is different and should be treated differently.

Today, businesses are facing an immense competition and it has become difficult for them to survive in competitive environment and uncertain customer market place. So, more and more businesses are adopting customer-centric strategies, programs, tools, and technology for efficient and effective CRM. Customer retention needs to be improved by improving interpersonal relationships among hotel guests and hoteliers in a proactive way. It would be helpful also in building long-term service relationships between the hotel guests and hoteliers.

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