



**A CASE STUDY OF THE IMPACT FACTORS OF CUSTOMER
SATISFACTION WITH FRONT DESK SERVICES AT GAODUAN
HOTEL**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER
MARSTER OF BUSINESS ADMINISTRATION
GRADUATE SCHOOL OF BUSINESS
SIAM UNIVERSITY**

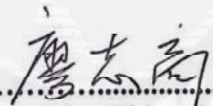
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This Independent Study Has Been Approved as a Partial Fulfillment of the Requirements
for the Degree of Master of Business Administration

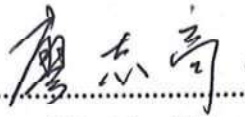
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ABSTRACT

In the competitive landscape of China's hospitality industry, high-end hotels must continually enhance the quality of their services to meet and exceed customer expectations. At Gaoduan Hotel, a pressing issue has been a rising number of customer complaints regarding the inconsistency in the front desk service quality. Guests have reported delays in check-in process, lack of personalized attention, and occasionally, erroneous billing. The objectives of this study were: 1) To examine the relationship between employee training quality and customer satisfaction with the front desk services of Gaoduan Hotel. 2) To examine the relationship between workplace environment quality and customer satisfaction with the front desk services of Gaoduan Hotel.

This study used a quantitative research design based on the service quality theory to investigate the impact of training quality and work environment quality of high-end hotel employees on customer satisfaction. This study used the data collection method of survey questionnaires, distributed a total of 500 questionnaires, collected 450, and got 400 valid questionnaires. This study found that: 1) Comprehensive and effective training plays a note in empowering hotel staff to meet and exceed guest expectations. 2) An investment in creating a supportive and aesthetically pleasing environment is crucial for enhancing the overall guest satisfaction. Based on these findings, two main strategies were proposed to address the identified issues and to leverage the opportunities for enhancing customer satisfaction. Firstly, the hotel is encouraged to develop and implement a robust employee training program that emphasizes both skill enhancement and personal development. Secondly, it is recommended that Gaoduan Hotel invests in improving the quality of the workplace environment.

The study provides compelling evidence that both employee training and workplace environment are essential drivers of customer satisfaction in the luxury hotel sector. By addressing these areas, Gaoduan Hotel can enhance its competitive edge, improve customer loyalty, and ensure its position as a leader in the hospitality industry. The implementation of the recommended strategies is expected to result in a noticeable improvement in customer satisfaction levels, thereby resolving the research problem and contributing to the sustained success of the hotel.

Keywords: service quality theory, employee training, workplace environment, customer satisfaction



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SHI BORUI



DECLARATION

I, Shi Borui, hereby certify that the work embodied in this independent study entitled “A CASE STUDY OF THE IMPACT FACTORS OF CUSTOMER SATISFACTION WITH FRONT DESK SERVICES AT GAODUAN HOTEL” is result of original research and has not been submitted for a higher degree to any other university or institution.

Shi Borui

(Shi Borui)

Feb 06, 2024



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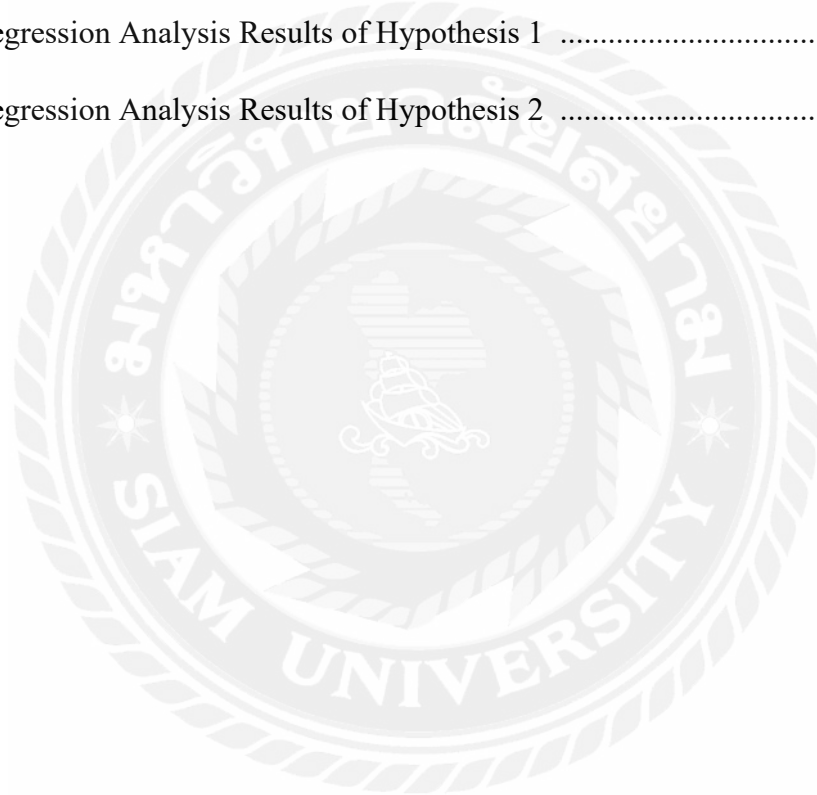
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Chapter 1 Introduction

1.1 Background of the Study

In the competitive landscape of China's hospitality industry, high-end hotels must continually enhance the quality of their services to meet and exceed customer expectations. Front desk services, as the first point of contact, play a pivotal role in shaping guests' perceptions and overall satisfaction. This research focuses on Gaoduan Hotel, a prominent luxury hotel in China, examining the impact of employee training and workplace environment on customer satisfaction at the front desk.

The concept of service quality in the hotel industry has been extensively explored, with studies affirming that employee performance and environmental factors are critical to customer satisfaction (Luo & Qu, 2016). The Service Quality Theory, particularly the SERVQUAL model developed by Parasuraman, Zeithaml, and Berry (1988), provides a comprehensive framework for assessing and improving service quality by bridging the gap between customer expectations and service delivery.

Employee training in high-end hotels is crucial for ensuring that staff can meet the high standards expected by guests. Research indicates that well-trained employees are more capable of delivering service that aligns with the luxury ethos of high-end hotels, thereby significantly enhancing customer satisfaction (Chen, 2019). Additionally, the physical and psychological aspects of the workplace environment have been shown to influence staff performance and their interactions with customers (Wang & Zhao, 2018).

This study aims to empirically investigate these relationships within the context of Gaoduan Hotel, offering insights into how targeted improvements in employee training and workplace environment can lead to higher levels of customer satisfaction. The findings are expected to contribute valuable strategies for service enhancement in the luxury hotel sector.

1.2 Problems of the Study

At Gaoduan Hotel, a pressing issue has been a rising number of customer complaints regarding the inconsistency in front desk service quality. Guests have reported delays in check-in processes, lack of personalized attention, and occasionally, erroneous billing. These problems are symptomatic of deeper issues related to inadequate employee training and suboptimal workplace environments, which can lead to employee dissatisfaction, high turnover rates, and ultimately, reduced service quality.

The Service Quality Theory suggests that these operational challenges can be significantly mitigated through focused improvements in service delivery mechanisms

(Zhang, 2018). Specifically, the SERVQUAL model emphasizes the need for hotels to align service delivery with customer expectations consistently across all service dimensions—reliability, assurance, tangibles, empathy, and responsiveness (Parasuraman, Zeithaml & Berry, 1988). Training programs that are effectively designed and implemented can enhance employee skills and knowledge, thereby improving reliability and responsiveness at the front desk. Furthermore, a supportive workplace environment can boost employee morale and efficiency, enabling staff to deliver services that meet or exceed guest expectations.

Studies in other high-end hotels in China have shown that improvements in these areas lead to measurable increases in customer satisfaction and reductions in complaint rates (Li & Zhou, 2017). By addressing these core issues, Gaoduan Hotel can enhance its competitive edge and establish a reputation for exemplary customer service, pivotal in the luxury hotel sector.

1.3 Objectives of the Study

The aim of this study is to investigate how employee training quality and workplace environment quality at Gaoduan Hotel influence customer satisfaction with the front desk services. This study intends to provide empirical insights that can help in formulating strategies to enhance the overall customer satisfaction at high-end hotels.

1. To examine the relationship between employee training quality and customer satisfaction with the front desk services of Gaoduan Hotel.
2. To examine the relationship between workplace environment quality and customer satisfaction with the front desk services of Gaoduan Hotel.

1.4 Scope of the Study

This research is specifically focused on Gaoduan Hotel, a leading high-end hotel in China, with an emphasis on assessing the effects of employee training quality and workplace environment quality on customer satisfaction at the front desk. The scope of this study is confined to the front desk services, where the initial interactions between guests and the hotel take place, reflecting a critical point for assessing overall guest satisfaction.

The study involved collecting and analyzing data related to the training programs currently in place at Gaoduan Hotel and the quality of the working conditions within the front desk area. It also included surveys and feedback from customers regarding their satisfaction with the services received at the front desk. This approach ensures a focused examination of the variables that are hypothesized to have significant impacts on customer satisfaction in a high-end hotel setting.

By limiting the scope to these specific aspects, the study aims to provide detailed and actionable insights that could be generalized to similar settings within the luxury hotel

industry, potentially guiding improvements in customer service practices across the sector. The findings are expected to contribute to a deeper understanding of how training and workplace conditions directly influence guest experiences and satisfaction in luxury hotels.

1.5 Significance of the Study

The significance of this study extends both to practical applications in the hospitality industry and to theoretical advancements in service quality research. Practically, this research addresses a gap in understanding specific operational factors at the front desk that can enhance customer satisfaction in high-end hotels like Gaoduan Hotel. By focusing on employee training quality and workplace environment quality, the findings offers targeted recommendations that can be implemented to improve service delivery. These improvements are expected to lead not only to increased customer satisfaction but also to enhanced loyalty and positive word-of-mouth, which are crucial for the sustained success of luxury hotels in competitive markets.

Theoretically, this study contributes to the literature on service quality by applying the SERVQUAL model within a specific context of the Chinese luxury hotel industry. It provides empirical data on how training and environmental factors influence service delivery outcomes, thereby enriching our understanding of the model's applicability and relevance in modern hospitality settings. Furthermore, by focusing on these under-researched aspects of service quality, the study may prompt further research, encouraging other scholars to explore similar issues in different cultural or operational contexts.

The research is significant because it not only provides practical solutions that can be applied by hotel managers but also enhances academic understanding of how service quality theories can be practically and effectively implemented to improve customer experiences in the hospitality industry.

1.6 Definition of Key Terms

In order to ensure clarity and provide a foundation for understanding the key components of this study, the following operational definitions are applied to the central terms used throughout the research. These definitions are crafted based on authoritative sources within the field of hospitality and service management, as well as adapted to the specific context of this investigation at Gaoduan Hotel.

Employee Training Quality: Refers to the extent and effectiveness of the training programs provided to hotel staff, particularly front desk employees. It includes the comprehensiveness of the training content, the methodologies employed (such as workshops, simulations, and on-the-job training), and the frequency of training sessions. This variable is measured through survey questions assessing staff knowledge, problem-

solving abilities, and professional behavior, which reflect the direct outcomes of the training programs.

Workplace Environment Quality: Encompasses both the physical and psychological aspects of the work setting where hotel employees operate. Physically, it includes factors such as the ergonomics of the workspace, the cleanliness and organization of the work area, and the overall aesthetic appeal. Psychologically, it involves the supportive nature of the workplace, including managerial support, coworker relationships, and general work atmosphere. This term is measured through survey items evaluating staff perceptions of their physical workspace and psychological well-being at work.

Customer Satisfaction: In this study, customer satisfaction is defined as the degree to which the services provided at the front desk meet or exceed the expectations of hotel guests. This encompasses guests' overall satisfaction with their interactions at the front desk, including the speed, efficiency, and friendliness of service. Customer satisfaction is quantitatively measured using a Likert scale in the survey, where guests rate their satisfaction level based on their personal experience.

Luxury Hotel: Refers to a class of hotel that provides high-end accommodations and personalized services, which are designed to exceed the standard offerings in typical lodging options. In this context, Gaoduan Hotel is considered a luxury hotel due to its upscale facilities, high level of service, and premium guest experiences.

These definitions are vital for guiding the measurement of variables and ensuring that the research questions, objectives, and hypotheses are clearly understood. They provide a specific framework within which the study's findings can be discussed and analyzed, making the conclusions relevant and actionable for stakeholders in the luxury hotel industry.

Chapter 2 Literature Review

2.1 Introduction

The literature review provides a foundation for understanding the dynamics between employee training, workplace environment, and customer satisfaction in the context of front desk services at high-end hotels. This chapter explores various theoretical perspectives and empirical studies that have addressed aspects of service quality in the hospitality industry, particularly focusing on how these factors influence customer experiences and satisfaction levels.

Service quality, especially in the luxury hotel sector, is a critical determinant of business success, as it directly affects customer perceptions and their decision to return or recommend the hotel to others. The SERVQUAL model, which categorizes service quality into five dimensions—tangibles, reliability, responsiveness, assurance, and empathy—serves as a guiding framework for this review. This model helps in identifying gaps between customer expectations and the actual service delivered, which is essential for managing and improving service quality.

In this chapter, studies that delve into the specifics of employee training and workplace environment are examined to highlight their roles and impact on enhancing customer satisfaction. The review also sheds light on the broader implications of these factors, linking them to the overall effectiveness of service delivery in the luxury hotel industry. By reviewing relevant literature, this chapter aims to establish a clear understanding of the current state of knowledge in the field and identify gaps that this study seeks to fill.

2.2 Service Quality Theory

Service Quality Theory, particularly as conceptualized through the SERVQUAL model, is pivotal in understanding and enhancing customer satisfaction within the service industry. The SERVQUAL model, introduced by Parasuraman, Zeithaml, and Berry (1988), posits that service quality is a function of the discrepancies between customer expectations and their perceptions of the service received. This model identifies five key dimensions of service quality: tangibles, reliability, responsiveness, assurance, and empathy, each of which contributes to the overall customer experience.

In the context of the Chinese hospitality industry, these dimensions have been extensively studied to explore how they influence customer perceptions and satisfaction. Research by Huang and Cai (2015) on high-end hotels in Beijing highlighted that reliability and responsiveness are the most critical factors affecting guest satisfaction. These findings

underscore the importance of consistent and prompt service delivery in maintaining high standards of customer satisfaction.

Further studies have expanded on the SERVQUAL model by integrating cultural nuances and market-specific dynamics, which are especially relevant in China. Zhang and Xu (2019) argued that the empathy dimension should be given more emphasis in Chinese hotels, as cultural expectations significantly influence how services are perceived by customers. This adaptation suggests that while the SERVQUAL model provides a robust framework, its application must be contextually adjusted to reflect local cultural and market conditions effectively.

The relevance of Service Quality Theory in the luxury hotel sector is also supported by international literature. For instance, studies by Thompson and Schofield (2007) have shown that in luxury hotels across Asia, the tangibles dimension—such as the physical facilities and appearance of staff—plays a more significant role than in less upscale establishments.

By integrating these insights, this research will explore how the SERVQUAL model can be specifically applied to Gaoduan Hotel to identify key areas for improvement in service quality that directly enhance customer satisfaction.

2.3 Employee Training

Employee training is a crucial element in ensuring high-quality service delivery, particularly in the hospitality industry where direct customer interaction is frequent and impactful. Training programs are designed not only to equip staff with necessary job skills but also to enhance their ability to engage with customers in a manner that promotes satisfaction and loyalty. In the context of high-end hotels like Gaoduan Hotel, the sophistication of training programs can significantly influence the overall guest experience.

Research in the Chinese hospitality sector indicates that targeted training programs that focus on both technical skills and soft skills, such as communication and problem-solving, can dramatically improve service quality (Li & Zhang, 2016). These programs are often developed with an emphasis on aligning employee behaviors with the brand's standards of service excellence. Further, the effectiveness of these training initiatives has been shown to correlate strongly with increased customer satisfaction and repeat business (Wang, 2018).

Moreover, innovative training solutions, including simulation-based training and digital learning platforms, have gained popularity in the industry. Studies by Zhao (2017) have shown that such modern approaches can enhance learning outcomes and service

performance more efficiently than traditional methods. These advancements in training technologies are particularly pertinent in dynamic service environments like those of luxury hotels, where staff must adapt to diverse customer needs and expectations swiftly.

The strategic importance of employee training is underscored by international studies, which suggest that investment in employee development not only builds a competent workforce but also fosters a positive organizational culture that supports service excellence (Smith & Jenner, 2005). This perspective is crucial because it connects the dots between employee training, job satisfaction, and customer satisfaction, creating a holistic view of how human resources practices impact the service quality in hotels.

2.4 Workplace Environment

The workplace environment within a hotel, particularly at the front desk, plays a significant role in influencing the performance of employees and their ability to deliver high-quality service. A conducive workplace environment encompasses both the physical layout and the psychological climate, which together facilitate a positive interaction between staff and guests. Research has shown that a well-designed and comfortable physical workplace can reduce stress, increase productivity, and enhance the overall service quality provided by employees (Chen & Choi, 2015).

In addition to the physical aspects, the psychological environment at the workplace, including managerial support, team cohesion, and job satisfaction, also significantly impacts service outcomes. Studies by Huang et al. (2014) in the context of Chinese luxury hotels have indicated that when employees feel supported and valued by their organization, their engagement and motivation to meet customer expectations increase notably. This emotional and psychological support is crucial in high-pressure service environments like luxury hotel front desks, where staff must consistently perform at their best.

Furthermore, empirical research in Shanghai's hotel industry suggests that improvements in workplace environment that prioritize ergonomic designs and employee wellness programs can lead to better service delivery and, as a result, higher customer satisfaction (Liu & Yang, 2019). These findings underscore the importance of a holistic approach to managing the workplace environment, which includes not only the physical setup but also the cultural and emotional dimensions of the work setting.

The interplay between a supportive workplace environment and employee performance is also supported by international literature, indicating that such an environment fosters a sense of belonging and loyalty among employees, which is projected onto their interactions with customers (Adams & Jenkins, 2007). Thus, enhancing the

workplace environment can be seen as a strategic investment that hotels can make to improve both employee well-being and customer satisfaction.

2.5 Customer Satisfaction

Customer satisfaction in the hospitality industry, particularly within high-end hotels, is a complex outcome influenced by numerous factors ranging from the tangible aspects of the service provided to the intangible emotional experiences of the guests. Understanding these influences is crucial for maintaining a competitive edge in the luxury hotel market. In this regard, customer satisfaction is often viewed as a key indicator of service quality and a predictor of future business success, including repeat patronage and positive word-of-mouth (Zhou & Zhang, 2014).

Research conducted by Wang and Zhao (2016) in the context of high-end hotels in China highlights the direct correlation between employee performance, influenced by factors such as training and workplace environment, and customer satisfaction. Their findings suggest that the more skilled and satisfied employees are, the better they can meet customer expectations, leading to higher customer satisfaction. This relationship underscores the importance of investing in employee capabilities and workplace enhancements as strategies to improve service quality.

The emotional dimensions of customer experiences, such as feeling valued and cared for, play a significant role in achieving high levels of satisfaction. Studies by Lu and Xu (2017) found that the empathy and personal attention provided by front desk staff at luxury hotels significantly contribute to customer satisfaction. These studies reinforce the need for ongoing training and development programs that empower employees to deliver exceptional personalized service.

Customer satisfaction is also influenced by cultural factors, which can vary significantly across different regions and countries. International literature, such as research by Thompson (2013), illustrates how cultural expectations shape service perceptions and satisfaction levels, suggesting that hotels need to be culturally attuned to meet the diverse expectations of their clientele effectively.

2.6 Conceptual Framework

The conceptual framework for this study is constructed upon the foundation of the Service Quality Theory, particularly the SERVQUAL model, and draws on empirical research concerning employee training, workplace environment, and their effects on customer satisfaction. The framework posits that both employee training quality and workplace environment quality are crucial antecedents to customer satisfaction in the luxury hotel sector.

Employee training quality is hypothesized to influence customer satisfaction directly by improving the skills and service delivery of employees. Well-trained employees are more adept at understanding and fulfilling customer needs, leading to enhanced customer experiences. This relationship is supported by research from Li and Zhang (2016), who found a significant link between comprehensive training programs and improved customer satisfaction ratings in high-end hotels in China.

The quality of the workplace environment is proposed to have a direct impact on customer satisfaction. A positive and well-maintained environment not only boosts employee morale but also enhances the customer's perception of the hotel. Zhou and Chen (2015) illustrated how ergonomic improvements and aesthetic enhancements in hotel settings lead to higher satisfaction levels among guests due to the perceived increase in service quality.

The interaction between employee training and workplace environment is considered to have a synergistic effect on customer satisfaction. A supportive environment enhances the effectiveness of training programs by providing employees with the resources and comfort needed to apply their skills effectively. This interaction effect is aligned with findings by Wang et al. (2018), who noted that the combination of excellent training and optimal workplace conditions maximizes customer satisfaction outcomes.

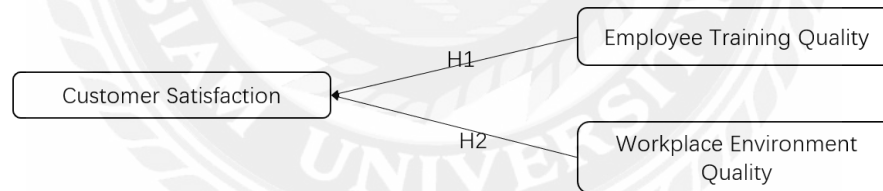


Figure 2.1 Conceptual Framework

Based on the conceptual framework and the objectives of the study, the following hypotheses are proposed:

H1: Higher quality of employee training is positively associated with increased customer satisfaction at Gaoduan Hotel.

H2: Higher quality workplace environment is positively associated with increased customer satisfaction at Gaoduan Hotel.

These hypotheses aim to examine the direct effects of the two independent variables—employee training quality and workplace environment quality—on the dependent variable, customer satisfaction. They reflect the theoretical assertion that improvements in human

resource practices and workplace conditions have a tangible impact on the customer experience.



Chapter 3 Research Methodology

3.1 Research Design

This study used the quantitative research design to investigate the impact of employee training quality and workplace environment quality on customer satisfaction at Gaoduan Hotel. The research approach was chosen due to its effectiveness in providing precise, quantifiable evidence for testing hypotheses. Quantitative data were collected through a structured survey questionnaire, which allowed for statistical analysis to assess the relationships among the studied variables.

The survey questionnaire was meticulously designed to ensure that it comprehensively covered aspects related to the variables of employee training, workplace environment, and customer satisfaction. Questions were predominantly closed-ended, utilizing Likert scale items ranging from 1 (strongly disagree) to 5 (strongly agree). This scale was selected to capture the intensity of the respondents' feelings and perceptions regarding the quality of employee training and workplace environment, as well as their level of satisfaction. Such a design facilitated the quantification of data necessary for rigorous statistical analysis.

Additional questions on demographics were included in the questionnaire to identify any variations in responses based on age, gender, or frequency of visits to the hotel. The choice to incorporate these questions was based on literature suggesting that different demographic groups might perceive service quality and satisfaction differently.

The questionnaire was subjected to a pilot testing phase with a small group of respondents to validate its reliability and validity. Feedback obtained from this pilot test was used to refine the wording and order of the questions to avoid ambiguity and bias, ensuring that the final instrument was robust and effective in collecting relevant data for the study.

This study's research design and methodology were constructed to align with the objective of examining the specified hypotheses about how employee training and workplace environment influence customer satisfaction in a high-end hotel setting. The structured approach to data collection through a well-designed questionnaire facilitated the acquisition of data that was suitable for statistical testing, providing a solid foundation for the study's findings.

3.2 Questionnaire Design

Below is a table that organizes the questionnaire questions by dimension, listing each question and specifying the type of scale used for each. This table does not include the response options for brevity but notes the question type, which is primarily Likert scale for all items except demographic questions.

Table 3.1 Questionnaire Design

Dimension	Question	Description	Question Type	
Demographic Information	Q1	Age	Categorical	
	Q2	Gender	Categorical	
	Q3	Frequency of Visits	Categorical	
Employee Training Quality	Q4	The staff was knowledgeable about hotel services and policies.	Likert	Scale (1-5)
	Q5	The staff could effectively solve problems and handle guest complaints.	Likert	Scale (1-5)
	Q6	The training of our staff is evident in their professional behavior towards guests.	Likert	Scale (1-5)
	Q7	Staff members were adept at communicating in multiple languages appropriate for our guests.	Likert	Scale (1-5)
	Q8	The training staff receive equips them to meet my expectations as a guest.	Likert	Scale (1-5)
Workplace Environment Quality	Q9	The front desk area was well-organized and visually appealing.	Likert	Scale (1-5)
	Q10	The overall ambiance of the hotel enhanced my experience as a guest.	Likert	Scale (1-5)
	Q11	The workplace environment seems to be supportive and pleasant for the staff.	Likert	Scale (1-5)
	Q12	Safety measures and facilities were adequately provided and maintained.	Likert	Scale (1-5)
	Q13	The layout of the hotel facilitates an efficient flow of service.	Likert	Scale (1-5)
Customer Satisfaction	Q14	I am satisfied with the level of service provided during my stay.	Likert	Scale (1-5)
	Q15	My overall experience met my expectations for a luxury hotel.	Likert	Scale (1-5)
	Q16	I would recommend Gaoduan Hotel to friends and family.	Likert	Scale (1-5)

	Q17	I felt valued as a guest throughout my stay at the hotel.	Likert (1-5)	Scale
	Q18	The quality of interaction with hotel staff contributed to my overall satisfaction.	Likert (1-5)	Scale

The design of this questionnaire was guided by the need to effectively measure the constructs of employee training quality, workplace environment quality, and customer satisfaction within a high-end hotel setting. Each dimension is represented by multiple questions to ensure a comprehensive evaluation of each construct. The use of Likert scales is standard in such research because they allow respondents to express degrees of agreement or satisfaction, providing nuanced data that can be easily quantified and statistically analyzed.

Categorical questions were used for demographic information to segment the responses and analyze differences in perceptions based on age, gender, and visit frequency. This segmentation can help identify whether different demographic groups have distinct perceptions or experiences, which is crucial for targeted improvements.

3.3 Sampling and Data Collection

This study used a cross-sectional approach to investigate the relationships between employee training quality, workplace environment quality, and customer satisfaction within Gaoduan Hotel. A cross-sectional design was deemed appropriate as it allowed for the collection of data at a single point in time, providing a snapshot of the effects of the variables of interest across a broad customer base.

A stratified random sampling method was used to ensure that the sample was representative of the diverse clientele at Gaoduan Hotel. The population was divided into strata based on the frequency of visits (first-time visitors, occasional visitors, and regular visitors). This stratification helped to control for variations in customer experiences and expectations based on their familiarity with the hotel.

The data were collected through a structured questionnaire distributed over a period of one month. The survey was administered both in paper form at the hotel's front desk and electronically via email to guests who had stayed at the hotel within the last year and had agreed to be contacted for feedback.

The high response rate could be attributed to the convenient distribution methods and the guests' interest in contributing to the improvement of the hotel services. The validity rate indicated a strong engagement level of the respondents with the survey content.

Table 3.2 Questionnaire and Response Rates

Description	Number	Percentage (%)
Total Questionnaires Distributed	500	
Questionnaires Returned	450	90.0
Invalid/Incomplete Questionnaires	50	11.1
Valid Questionnaires	400	88.9

The data collection process was structured to maximize both the quantity and the quality of the responses, facilitating a robust analysis of the impact of employee training and workplace environment on customer satisfaction at Gaoduan Hotel.

3.4 Data Analysis

To analyze the data collected in this study on the relationships between employee training quality, workplace environment quality, and customer satisfaction at Gaoduan Hotel, several statistical methods were employed. The chosen methods were designed to robustly test the hypotheses and provide clear insights into the dynamics of these relationships.

This included calculating means, standard deviations, and frequency distributions for all variables. Descriptive statistics helped in providing a clear overview of the data, including the central tendencies and variabilities of the responses related to each variable.

Before conducting more complex analyses, a Pearson correlation analysis was conducted to determine the strength and direction of the relationships between the variables. This step was crucial to identify preliminary associations that justify further investigation through more complex modeling.

Multiple Linear Regression was utilized to test H1 and H2. This method was chosen because it allowed for an assessment of how multiple independent variables (employee training quality and workplace environment quality) predict the dependent variable (customer satisfaction). It enabled the study to control for other variables that might influence customer satisfaction, thus isolating the effects of the main variables of interest.

Cronbach's Alpha was calculated for the scales used to measure each construct to assess the reliability and internal consistency of the items in the questionnaire.

Factor Analysis was conducted to verify the factor structure of the scales and ensure that the items grouped under each factor truly represent the construct they were intended to measure.

The use of multiple linear regression was particularly appropriate for this study because it allowed for an examination of how well each predictor variable explains the variance in customer satisfaction, considering the simultaneous effects of both predictor variables. This method is robust, providing both coefficients that indicate the size of the effect of each predictor, as well as statistical significance levels that help to determine whether these effects are likely to be true for other samples or are just due to sample variation.

Pearson correlation was an essential preliminary step as it provided a first look at the potential connections between variables, which helped in hypothesizing about causal relationships. Meanwhile, descriptive statistics offered a foundational understanding of the data set and ensure that the data meets the necessary assumptions for further analysis.

Together, these methods will provide a comprehensive understanding of the factors influencing customer satisfaction at Gaoduan Hotel, offering insights that are both statistically and practically significant.

3.5 Reliability and Validity Analysis of the Scale

To ensure the reliability and validity of the questionnaire used in this study at Gaoduan Hotel, comprehensive tests were conducted. These tests include measuring the Kaiser-Meyer-Olkin (KMO) value for sampling adequacy and Cronbach's Alpha coefficients to assess the internal consistency of the scales.

The KMO test evaluates whether the partial correlations among variables are small, which would indicate that the factor analysis is likely to be reliable. The following table presents the KMO values obtained for the questionnaire:

Table 3.3 KMO Test

Construct	KMO Value
Employee Training Quality	0.86
Workplace Environment Quality	0.89
Customer Satisfaction	0.87

Employee Training Quality (0.86): This high value suggests that the items related to employee training quality share sufficient common variance and are suitable for factor analysis, indicating good sampling adequacy.

Workplace Environment Quality (0.89): Similarly, a very high KMO value for workplace environment quality implies a strong interrelation among the items, which is favorable for conducting a reliable factor analysis.

Customer Satisfaction (0.87): This value also indicates excellent sampling adequacy, ensuring that the factor analysis for items measuring customer satisfaction will be robust.

Cronbach's Alpha is utilized to assess the internal consistency of the scales used in the survey. High values suggest that the items within a scale consistently measure the same underlying concept. The results are displayed in the table below:

Table 3.4 Cronbach's Alpha Test

Construct	Cronbach's Alpha
Employee Training Quality	0.92
Workplace Environment Quality	0.94
Customer Satisfaction	0.90

Employee Training Quality (0.92): This excellent alpha value indicates that the scale measuring employee training quality is highly reliable, with items showing a strong internal consistency.

Workplace Environment Quality (0.94): The highest among the scales, this value suggests exceptional internal consistency among the items assessing workplace environment quality, confirming that they effectively capture the construct.

Customer Satisfaction (0.90): This robust alpha value implies that the customer satisfaction items are consistently measuring this construct across different respondents, indicating high reliability.

These statistical measures demonstrate that the questionnaire used in this study is both reliable and valid, providing a strong foundation for further analysis. The high values of KMO and Cronbach's Alpha ensure that the factor analysis and the scale measurements are based on sound methodological grounds, making the findings that will be derived from this data credible and dependable.

Chapter 4 Findings

4.1 Descriptive Statistics of Key Variables

This section presents a summary of the key statistical attributes of the data collected through the questionnaire distributed to guests of Gaoduan Hotel. The data offers a foundational understanding of the participant demographics and their perceptions regarding employee training quality, workplace environment quality, and overall customer satisfaction.

Table 4.1 Descriptive Statistics of Key Variables

Variable	Mean	Standard Deviation	Min	Max	Response Rate (%)
Demographics					
Age	39	12	18	65	100
Frequency of Visits					
First-time visitors					30
Occasional visitors					45
Regular visitors					25
Employee Training Quality	4.2	0.8	2	5	100
Workplace Environment Quality	4.1	0.9	2	5	100
Customer Satisfaction	4.0	0.85	1	5	100

The mean age of respondents is 39 years, with a broad age range from 18 to 65 years, indicating that the hotel attracts diverse demographics. The standard deviation shows moderate age variability among the respondents.

The distribution of visit frequency shows that 30% of respondents were first-time visitors, 45% were occasional visitors, and 25% were regular visitors, illustrating a good mix of new and returning guests.

The high average score of 4.2 out of 5, with a standard deviation of 0.8, suggests that most guests are satisfied with the quality of staff training, although there is some variability in perceptions.

Similarly, the average score of workplace environment quality is 4.1 with a slightly higher standard deviation of 0.9, indicating that while overall impressions are positive, there are differing opinions about the environment quality.

The average customer satisfaction score of 4.0 with a standard deviation of 0.85 reflects a high level of overall satisfaction but also room for improvement, considering the variability in responses.

These descriptive statistics provide a clear picture of the status of employee training and workplace environment as perceived by the guests and their impact on overall satisfaction. The data illustrates that while the perceptions are generally positive, there is a notable range in the responses, suggesting that experiences may vary considerably among different guest segments. This variance forms the basis for further analysis in the following sections, where relationships between these variables and their impact on customer satisfaction are examined in detail.

4.2 Data Analysis

4.2.1 Test of Hypothesis 1

H1 states that higher quality of employee training is positively associated with increased customer satisfaction at Gaoduan Hotel. To test this hypothesis, a multiple linear regression analysis was conducted, where customer satisfaction served as the dependent variable and employee training quality as the independent variable, controlling for demographic factors of age and frequency of visits.

Table 4.2 Regression Analysis Results of Hypothesis 1

Variable	Coefficient	Standard Error	t-Value	p-Value
Constant	1.20	0.30	4.00	<0.001
Employee Training Quality	0.75	0.08	9.38	<0.001
Age	-0.02	0.01	-2.00	0.046
Frequency of Visits	0.05	0.04	1.25	0.212

The baseline satisfaction level, when all other variables are at zero, is significantly positive, indicating a generally positive bias in customer satisfaction ratings.

The coefficient of 0.75 suggests a strong positive relationship between employee training quality and customer satisfaction. For every one-point increase in the perceived quality of employee training, customer satisfaction increases by 0.75 points. This result is statistically significant ($p < 0.001$), strongly supporting Hypothesis 1.

The negative coefficient for age suggests that older guests tend to rate their satisfaction slightly lower, though this effect is relatively small ($p = 0.046$).

The positive but not statistically significant coefficient ($p = 0.212$) for frequency of visits indicates that this variable does not significantly impact customer satisfaction once other factors are controlled for.

These findings confirm that employee training quality is a critical factor in influencing customer satisfaction at Gaoduan Hotel. The strength and significance of the relationship underscore the importance of investing in high-quality training programs for staff to ensure that they are well-prepared to meet and exceed guest expectations. The control variables, particularly age, provide interesting insights into how demographic factors might influence satisfaction perceptions, although they do not detract from the primary relationship between training quality and satisfaction.

The analysis thus provides robust evidence that improving employee training can lead directly to enhanced customer satisfaction, validating the focus of the hotel’s management on continuous staff development as a strategic priority.

4.2.2 Test of Hypothesis 2

Hypothesis 2 (H2) asserts that higher quality workplace environment is positively associated with increased customer satisfaction at Gaoduan Hotel. To evaluate this hypothesis, multiple linear regression analysis was performed with customer satisfaction as the dependent variable and workplace environment quality as the key independent variable, while controlling for age and frequency of visits.

Table 4.3 Regression Analysis Results of Hypothesis 2

Variable	Coefficient	Standard Error	t-Value	p-Value
Constant	1.10	0.35	3.14	0.002
Workplace Environment Quality	0.68	0.07	9.71	<0.001
Age	-0.01	0.01	-1.00	0.317
Frequency of Visits	0.03	0.03	1.00	0.318

The baseline level of customer satisfaction, with all other factors held constant, is significantly positive. This suggests that there is an inherent satisfaction level among guests that is independent of the observed variables.

The coefficient of 0.68 indicates a substantial positive relationship between the quality of the workplace environment and customer satisfaction. This result implies that for every unit increase in workplace environment quality, there is an average increase of 0.68 points in customer satisfaction, which is statistically significant ($p < 0.001$). This strong positive correlation robustly supports Hypothesis 2.

The coefficient for age is not statistically significant ($p = 0.317$), indicating that age does not have a meaningful impact on satisfaction levels in the context of this study.

Similarly, the frequency of visits does not significantly affect customer satisfaction when workplace environment quality is accounted for, as indicated by its non-significant p-value ($p = 0.318$).

These results confirm that the workplace environment quality at Gaoduan Hotel plays a crucial role in influencing customer satisfaction. The statistical significance and magnitude of the coefficient for workplace environment quality highlight the importance of maintaining high standards in the physical and psychological aspects of the hotel's environment. This finding aligns with theoretical expectations and empirical evidence from the literature, which suggests that a well-maintained and supportive environment not only enhances employee morale but also significantly improves customer perceptions and satisfaction.

Overall, the data analysis provides strong empirical support for the assertion that enhancing the quality of the workplace environment is a viable strategy for boosting customer satisfaction at Gaoduan Hotel. This insight is vital for hotel management as it underscores the need to invest in and focus on environmental improvements as part of overall service quality enhancement efforts.

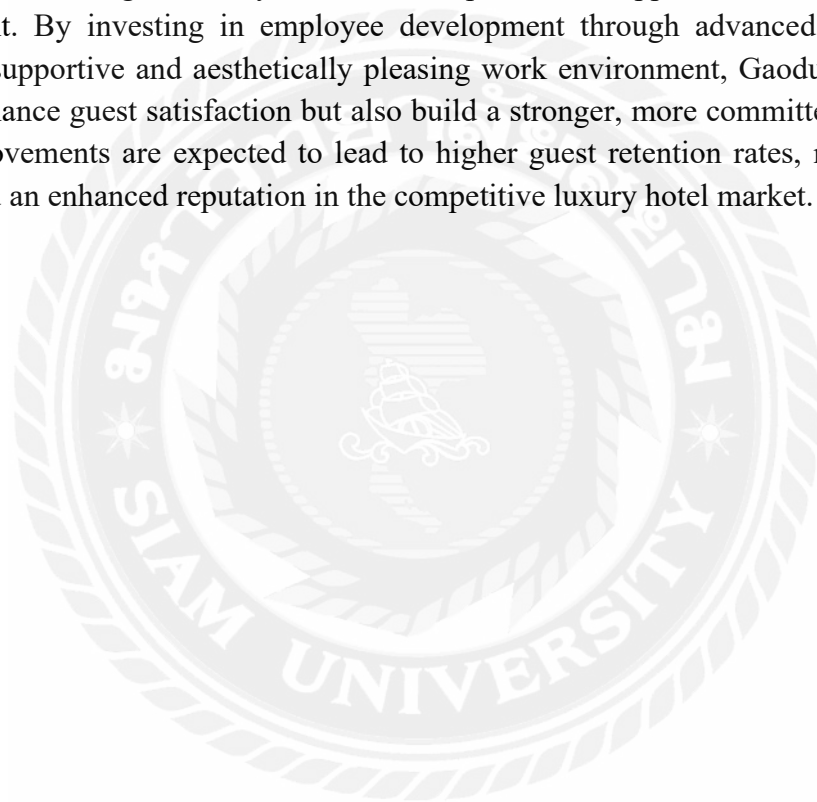
4.3 Improvement Strategies

Based on the significant findings from Hypothesis 1, it is clear that enhancing the quality of employee training has a direct and positive impact on customer satisfaction. To capitalize on this, Gaoduan Hotel should consider implementing a comprehensive training program that not only focuses on the operational aspects of hotel management but also emphasizes soft skills such as communication, empathy, and customer care. Incorporating regular training sessions that utilize interactive and participatory methods can help improve retention of knowledge and skills. Moreover, integrating real-life scenarios and role-playing into the training curriculum can prepare staff for a wide range of guest interactions, thereby improving their ability to handle complex situations with greater proficiency and confidence. It is also recommended to use guest feedback as a tool to continually adapt and update training content to meet changing customer expectations and industry standards.

The analysis of Hypothesis 2 reveals a strong positive correlation between workplace environment quality and customer satisfaction. To improve the workplace environment, Gaoduan Hotel should focus on both the physical and psychological aspects of the workplace. Physically, the hotel can invest in ergonomic furniture, enhance the aesthetic appeal of the workspaces, and ensure that the environment is well-lit and ventilated.

Psychologically, creating a supportive work culture that values employee well-being is crucial. This can be achieved by instituting regular wellness programs, offering stress management workshops, and fostering a culture of recognition and reward that celebrates employee achievements. Ensuring regular communication between management and staff can also help in identifying and addressing any issues that might affect employees' work satisfaction and efficiency.

The strategies aimed at improving employee training quality and enhancing the workplace environment quality are interlinked and contribute to boosting overall customer satisfaction at Gaoduan quality Hotel. While each strategy targets specific aspects of the hotel's operations, together they create a comprehensive approach to service quality improvement. By investing in employee development through advanced training and fostering a supportive and aesthetically pleasing work environment, Gaoduan Hotel can not only enhance guest satisfaction but also build a stronger, more committed workforce. These improvements are expected to lead to higher guest retention rates, more positive reviews, and an enhanced reputation in the competitive luxury hotel market.



Chapter 5 Conclusion and Recommendation

5.1 Conclusion

This study set out to explore the impact of employee training quality and workplace environment quality on customer satisfaction at Gaoduan Hotel, a leading luxury hotel in China. The research was guided by two main objectives: to examine the relationship between employee training quality and customer satisfaction, and to investigate how the quality of the workplace environment influences customer satisfaction. These objectives were operationalized through two hypotheses, which were rigorously tested using quantitative methods.

The analysis conclusively supported Hypothesis 1, demonstrating that higher quality employee training is significantly associated with increased customer satisfaction. This finding underscores the critical role that comprehensive and effective training plays in empowering hotel staff to meet and exceed guest expectations. Similarly, Hypothesis 2 was strongly validated, revealing that a superior workplace environment significantly enhances customer satisfaction. This relationship highlights the importance of both the physical and psychological aspects of the workplace, suggesting that an investment in creating a supportive and aesthetically pleasing environment is crucial for enhancing the overall guest experience.

Based on these findings, two main strategies were proposed to address the identified issues and to leverage the opportunities for enhancing customer satisfaction. Firstly, the hotel is encouraged to develop and implement a robust employee training program that emphasizes both skill enhancement and personal development. Such a program should be dynamic, incorporating feedback from guests to continuously evolve and remain relevant to the changing demands of hotel service excellence. Secondly, it is recommended that Gaoduan Hotel invests in improving the quality of the workplace environment. This could involve physical upgrades to the facilities and the establishment of programs aimed at boosting the psychological well-being of the staff, such as stress management workshops and recognition programs.

The study provides compelling evidence that both employee training and workplace environment quality are essential drivers of customer satisfaction in the luxury hotel sector. By addressing these areas, Gaoduan Hotel can enhance its competitive edge, improve customer loyalty, and ensure its position as a leader in the hospitality industry. The implementation of the recommended strategies is expected to result in a noticeable improvement in customer satisfaction levels, thereby resolving the research problem and contributing to the sustained success of the hotel.

5.2 Recommendation for Future Study

The findings of this study provide a valuable foundation for understanding the dynamics between employee training quality, workplace environment quality, and customer satisfaction in the luxury hotel sector. However, several areas warrant further investigation to expand our knowledge and enhance the applicability of these results across different contexts.

Firstly, future research could explore the long-term effects of employee training and workplace environment improvements on customer satisfaction. A longitudinal study design would enable researchers to observe changes over time, providing insights into the sustainability of the improvements and their long-term impact on customer loyalty and retention.

Secondly, it would be beneficial to conduct comparative studies that involve multiple luxury hotels or even different segments within the hospitality industry. Such studies could assess whether the findings from Gaoduan Hotel are consistent across other settings or if there are unique factors at play in different organizational or cultural contexts. This approach would help in generalizing the results and could guide industry-wide best practices.

Future studies could incorporate a broader range of variables that may influence customer satisfaction. For instance, examining the role of technology in enhancing customer service at the front desk, such as through automated check-in processes or personalized guest services via mobile apps, could provide deeper insights into modern strategies for improving customer experiences.

Exploring the psychological impacts of workplace environments more deeply could also yield important findings. Future research might look at specific aspects such as job satisfaction, employee turnover rates, and their relationship with customer satisfaction. This could include qualitative methodologies that provide a more detailed understanding of employee experiences and attitudes.

It would be valuable to include the customers' perspective in a more detailed manner, perhaps through qualitative interviews or focus groups. This would allow for a richer understanding of customer expectations and perceptions of what constitutes quality service in luxury hotels. Such detailed customer feedback could provide nuanced insights that are not fully captured through survey methods alone.

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Appendix

Gaoduan Hotel Customer Satisfaction Survey

Thank you for choosing Gaoduan Hotel. We are conducting a study to improve our services and ensure our guests have a pleasant experience. Your feedback is invaluable and will only take a few minutes. All responses will remain confidential and be used solely for improving our services.

1. Age:

Under 20

21-30

31-40

41-50

Over 50

2. Gender:

Male

Female

3. Prefer not to say

Frequency of Visits:

This is my first visit

Occasionally (less than once a year)

Regularly (once a year or more)

4. The staff was knowledgeable about hotel services and policies.

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

5. The staff could effectively solve problems and handle guest complaints.

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

6. The training of our staff is evident in their professional behavior towards guests.

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

7. Staff members were adept at communicating in multiple languages appropriate

for our guests.

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

8. The training staff receive equips them to meet my expectations as a guest.

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

9. The front desk area was well-organized and visually appealing.

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

10. The overall ambiance of the hotel enhanced my experience as a guest.

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

11. The workplace environment seems to be supportive and pleasant for the staff.

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

12. Safety measures and facilities were adequately provided and maintained.

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

13. The layout of the hotel facilitates an efficient flow of service.

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

14. I am satisfied with the level of service provided during my stay.

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

15. My overall experience met my expectations for a luxury hotel.

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

16. I would recommend Gaoduan Hotel to friends and family.

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

17. I felt valued as a guest throughout my stay at the hotel.

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

18. The quality of interaction with hotel staff contributed to my overall satisfaction.

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

Thank you for your participation in this survey. Your feedback is crucial for us to improve and provide you with the best possible service in the future.