

THE FACTORS INFLUENCING OVERALL GUEST EXPERIENCE IN HOTELS IN SOUTHEAST EUROPE

Jovana Lončar*, Slobodan Čerović

Singidunum University, Belgrade, Serbia

Abstract

The subject of this research is guest experience in hotels. We started this research with the initial hypothesis that individual aspects of hotel products and services influence overall guest experience. The aim was to show which aspects of hotel products and services have the strongest impact on guest satisfaction. Another aim was to find out whether there is a difference between the periods before and during the Covid-19 pandemic where factors influencing guest satisfaction are concerned. Guest satisfaction is one of the main goals of a hotel and its business philosophy. Numerous papers investigating the attributes determining guest satisfaction are referred to in the literature review. Data for this research was collected by analysing the 590 surveys sent to guests following their stay in hotels during 2019 and 2021. Via these surveys, guests rated their overall experience during their stay, as well as different individual categories related to the stay. According to the results of the study, guestroom experience has the most significant impact on overall guest experience. Therefore, hotel management should pay attention to room attributes that could be a competitive advantage in differentiation strategy. Cleanliness should be considered one of the most important room attributes, as it now has a stronger impact on overall guest satisfaction than was the case before the outbreak of Covid-19.

Key words: guest satisfaction, guest experience, hotels, evaluated categories, hotel room, Covid-19

ФАКТОРИ КОЈИ УТИЧУ НА СВЕУКУПАН ДОЖИВЉАЈ ГОСТИЈУ ХОТЕЛА У ЈУГОИСТОЧНОЈ ЕВРОПИ

Апстракт

Предмет истраживања је искуство, односно доживљај гостију у хотелима. Почевши од хипотезе да појединачни аспекти хотелских производа и услуга утичу на укупан доживљај гостију, циљ истраживања је био да прикаже који аспекти хотелских производа и услуга имају најјачи утицај на задовољство гостију.

* Corresponding author: Jovana Lončar, Singidunum University, Danijelova 32, 11010 Belgrade, Serbia, jovanaloncarb@gmail.com

Такође, циљ је да се истражи да ли постоји разлика у периодима пре и током Ковид 19 пандемије у односу на факторе који утичу на укупно задовољство гостију. Задовољство гостију је један од најважнијих циљева хотела и његове пословне филозофије. У прегледу литературе су приказани бројни радови у којима су се истраживали атрибути који утичу на задовољство гостију. Подаци за ово истраживање су прикупљени анализирањем 590 упитника који су послати гостима након њиховог боравка у хотелима током 2019. и 2021. године. Путем ових упитника гости су оцењивали свеукупан доживљај током боравка у хотелу, као и различите појединачне категорије повезане са боравком. Према резултатима истраживања, доживљај хотелске собе има најзначајнији утицај на укупан доживљај боравка у хотелу. Према томе, менаџери хотела би требало да обрате пажњу на атрибуте хотелских соба који би могли да буду конкурентска предност у стратегији диференцирања. Чистоћу би требало сматрати једним од најважнијих атрибута хотелске собе, с обзиром на то да она сада има јачи утицај на укупно задовољство него што је то био случај пре почетка Ковид 19 пандемије.

Кључне речи: задовољство гостију, доживљај гостију, хотели, категорије за оцењивање, хотелска соба, Ковид-19

INTRODUCTION

Guest satisfaction is a major objective of a hotel company. It determines the company's success in the hotel industry, because hotels cannot compete effectively if they are not able to take responsibility in meeting their guests' expectations and creating special value for their guests. Hotel management strives to build a successful relationship with hotel guests in order to better understand them and in order to be able to satisfy them. Satisfied guests are loyal to the hotel company, they typically intend to re-use the hotel's services in future, and they recommend the hotel to others. The possibility of complaints is reduced if guests are satisfied. Satisfied guests positively impact business growth and hotel revenue. Guest surveys are used for measuring guest satisfaction. Hotel management uses these surveys in order to gather information about the guests' opinions on different service aspects. By analysing online reviews, hotel managers can gain better insight into guests' expectations. The term 'guest satisfaction' is often used in marketing, as a part of marketing strategy. It is an inevitable part of strategic management.

Strategic management is a management process which involves the organisation's commitment to developing strategic plans, and their further implementation. Business strategy includes identifying different ways for achieving the company's mission and goals. Tourism and hospitality companies are faced with an increasingly changing, turbulent, and complex environment and, therefore, it is of vital importance for them to accept and practice strategic management (Čerović, 2020, pp. 112-113).

A successful strategy results in the continuous creation of a real and unique value for customers. Continuous adjustment is essential in creating new value for customers because otherwise there are no incen-

tives for customers to buy services. Competitive, or differential, advantage is based on this fact (Milisavljević & Todorović 1991, p. 74). Differentiation strategy is focused on achieving a competitive advantage based on uniqueness and special value to consumers. Understanding consumer needs and preferences is one of the key elements which lead to successful differentiation. Focus should be placed on those characteristics of products and services that are relevant to consumer preferences (Milisavljević, 1999, pp. 269-270). Marketing strategy is necessary and desirable in hospitality companies. Successful marketing strategies create interest in consumers, which leads to sales and ensures resales. Managing customer-seller interactions is the essence of a strategic approach in service industries (Milisavljević & Todorović, 2000, p. 218). Many authors explain satisfaction as the emotional reaction of consumers to the assessment of the difference between their expectations and the actual product and service performance. It is considered that comfort and satisfaction are achieved if the consumer gets the right product or service in the right place and at the right time. The best effects are achieved by creating a new dimension of consumer satisfaction. Highly successful companies raise expectations and give their consumers what they promise. These are companies that strive for total consumer satisfaction (Milisavljević, 2003, pp. 41-43).

There is a strong need for hotel managers to have a clear knowledge of factors which provide a distinctive value for guests. The aim of this study is to discover which factors represent the strongest determinants of overall service value and experience for hotel guests.

LITERATURE REVIEW

Hotel management faces one of its biggest challenges in aiming to achieve and maintain guest satisfaction. Numerous studies show that factors such as cleanliness, price, security, location, employee service, standardised service, aesthetics, image, and reputation are recognised as determining. As an online platform where guests can evaluate specific categories related to their stay, Booking.com can be used as a source in measuring guest satisfaction (Radojevic et al., 2015). There are two major approaches to research: the expectation-performance approach, which measures guest expectations before and after their hotel stay; and the performance-only approach, where focus is not placed on the guests' expectations prior to their stay, but on their opinions following their stay (Moreno-Perdigon et al., 2021). According to Lewis (1987), quality is not measurable. What can be measured is the difference between expectations and perception, in terms of its existence or absence.

In their research, Vukosav et al. (2020) investigated the perceived quality of hotel products and guest satisfaction in city hotels in Vojvodi-

na, and the results of their research indicated that hotels with high ratings were estimated as being of higher quality in relation to four quality factors concerning the hotel-product (staff, facilities, restaurant, reception).

Petrović (2020) researched service quality and guests' expectations on a sample of mountain, spa and city hotels in Serbia, and concluded that service is one of the most important aspects of a hotel. Hotel service quality can be measured by measuring different attributes. These attributes can be tangible and intangible. Understanding guests' expectations is crucial for delivering high quality services. However, guests' expectations are different, depending on location.

Numerous tourism and hospitality studies suggest how important it is to understand online guest reviews. Zhou et al. (2014) marked the overall satisfaction score as a dependent variable in their study of hotel reviews on the Agoda website. The independent variables were 23 detailed attributes. These attributes were classified into the following categories: bi-directional attributes (those attributes are all remarkably different in relation to the overall satisfaction score); satisfier attributes (those by which the group that provided positive comments was remarkably more satisfied); dissatisfier attributes (those attributes by which the group that commented negatively was marked remarkably lower in overall satisfaction); neutrals (the rest of the 6 attributes which had no remarkable impact on the overall satisfaction scores).

Djeri et al. (2018) investigated the difference between the importance and performance of particular hotel attributes. They concluded that the quality of accommodation attributes highly affected guest experience. Hotel management should keep guests satisfied, and make their stay so pleasant that they would want to come back. This can be achieved if management maintains the high performance of those hotel attributes which are of importance to guests.

In their research, Torres et al. (2014) point out the strategic importance of guest experience management exploring which key drivers evaluated as components of guest experience have significant impact on the overall evaluation. According to their findings, management should create memorable experiences for their guests in order to make them emotionally attached. It was also found that peak moments for guests significantly influence their evaluation. Highlighting the aspects of emotional engagement and peak moments, they present the concept of customer delight as a strategic resource in competitiveness. In his research, Lockyer (2005) illustrates the complexity of the process of choosing accommodation, and concludes that managers should consider various variables when they create their offer. Managers need to take into consideration different triggers, which may be relevant for different market segments at different times, and in different places. In his previous research, Lockyer (2003) highlighted hotel cleanliness as one of the most important attrib-

utes driving guest satisfaction. Knowing these attributes can help managers make both their short-term operational and long-term strategic decisions.

Empirical research on the hospitality sector shows that different authors analysed guest satisfaction from different points of view. In their study, Nicolau et al. (2020) analyse hotel scores and emphasise the differences between scores with monetary components (value for money) and those that consider non-monetary components (such as comfort, staff, location, services, cleanliness, and Wi-Fi). Satisfied guests mostly cite intangible attributes, like attention from hotel staff. On the other hand, dissatisfied guests tend to refer to material attributes, like furniture or decoration. According to Akbaba (2005), it is complicated to define, deliver and measure service quality due to the attributes characteristic of the hospitality industry, such as imprecise standards, short distribution channel and consistency, face to face interactions and fluctuating demand. It is of vital importance for hotel management to be able to define service quality, and to identify the attributes of service quality, their relative importance for guests, as well as the specific expectations of customers and the dimensions of service quality crucial for their quality evaluations. In his findings, Kozak (2002) concludes that multiple attributes impact overall guest satisfaction, and that they are different from one customer group to another. Bearing in mind the definition of satisfaction as the feeling resulting from the comparison between the guest's expectations and the perceived service provided, Moreno-Perdigon et al. (2021) suggest that satisfaction with a hotel stay is a sum of one's satisfaction with the individual attributes of all the products and services that create the guest experience. In their research, Pullman et al. (2005) suggest that the best way to acquire a complete understanding of guests' feelings about a hotel is to analyse the context of their comments in reviews. Guests' feelings are difficult to measure on a quantitative scale and, therefore, qualitative text analysis is an opportunity for hotel management to gain a full understanding of guests' emotional attachment. Padma & Ahn (2020) analysed guest satisfaction in luxury hotels. They suggest that the analysis of guest comments should be used to improve service. Their results prove that room-related attributes such as cleanliness, view, attractiveness or size, and staff-related attributes, such as employee service, are the most important in determining guest satisfaction or dissatisfaction. Hecht & Martin (2006) analysed the characteristics determining the choice of a hostel and concluded that the top five preferences for respondents were: cleanliness, location, personal service, security, and hostel services such as internet and laundry facilities.

When guests are satisfied with their room or with the service provided by employees, they provide positive evaluation and online comments. On the other hand, if guests are not satisfied with room-related at-

tributes and service attributes, they evaluate their experience in the hotel negatively. Manhas & Tukamushaba (2015) identify attributes that influence guest satisfaction and make the hotel meet the guests' expectations. Value for money is something that is highly demanded by guests where the price and the quality of the services or products are concerned. Public area and room cleanliness is shown to be an important determinant of service quality. The variety of available food and drinks is considered to be of great importance for evaluating service quality, along with the front desk area where guests can gain relevant information about the hotel services provided. According to Magnini et al. (2011), who investigated the causes of customer delight, customer service and cleanliness were two major triggers of customer delight. Weaver & Chul (1993) researched the service categories most important for business travellers when they select a hotel. Their findings show that cleanliness was perceived as the most important, with an average rate of 4.5 marked on a five-point scale.

The physical surroundings in which the service takes place are important for guest experience, since aesthetics and appearance affect guest satisfaction. Bitner (1992) investigated the influence of the servicescape on consumers and employees in service companies. According to him, the term servicescape refers to the physical environment. He concludes that service organisations can achieve their goals by carefully and creatively managing the servicescape. Hoffman et al. (2003) researched the possibilities of service recovery strategies when servicescape failures arise. Servicescape failures are frequently related to cleanliness, and human interaction is needed for service recovery. Saleh & Ryan (1992) also emphasise the importance of the tangible components of the hotel product. Their research supports the argument that, in evaluating the hotel, guests pay special attention to the interior and exterior appearance, and the aesthetics of the hotel.

In service companies, the servicescape needs to be constantly evaluated and observed by management, because it is easier to manage and control physical appearance than it is to manage and control staff. Managers should control the cleanliness and hygiene of the facilities so as to ensure that all spaces are clean and free of clutter. Furthermore, managers should be conscious of the correlation between the consumers' perception of cleanliness and their perception of the service staff (Hooper et al., 2013).

In their research, Wakefield & Blodget (1996) analysed the effect of the servicescape on consumers' behavioural intentions. Many customers directly associate cleanliness with the quality of the servicescape. It is essential for managers to not only work to prepare the servicescape prior to the customers' arrival but also control the servicescape and its cleanliness throughout the stay. Vilnai-Yavetz & Gilboa (2010) presented similar findings, in which they emphasised the correlation between the cleanliness of a servicescape and emotions of satisfaction. In their research,

Vos et al. (2019) define perceived cleanliness and its dimensions in order to develop the cleanliness perceptions scale. Their content analysis found six concepts related to perceived cleanliness: clean, cleaning-staff behaviour, fresh, well-maintained, smooth, and uncluttered.

Since the outbreak of Covid-19, cleanliness has become the focus of safe travelling. Guests have higher expectations related to health and safety. Cleanliness is an essential factor for decision-making and health risk perception. Expected cleanliness is even more important for guests during a pandemic, since hotel rooms and facilities are shared with other guests (Shin & Kang, 2020). In their study, Jiang and Wen (2020) suggest that enhanced cleanliness and sanitisation processes can be promoted as selling points during and after the pandemic. There may be a possibility that there are guests willing to pay more for a higher level of cleanliness and disinfection when they visit a hotel (Zemke et al., 2015). To guarantee the guests' safety, sales and marketing strategies for recovery emphasise health and cleanliness protocols across all property types (Heredia-Colaco & Rodriguez, 2021). Crisis management on a macro level has been researched extensively. Smart et al. (2021) researched risk management strategies in a case study which examined how daily operations in hotels were influenced by COVID-19, and how the hotel management teams reacted to challenges at operational and strategic levels. In their research, Hao et al. (2020) present a case study of Chinese hotels and their risk management strategies for health risk reduction. Preliminary findings show that sanitising protocols and procedures (hand sanitisers, wearing masks and gloves, social distancing, limited number of customers, intensive cleaning of high-touch areas) are expected by guests. Hotel managers should be aware of the fact that guests need to perceive a low health risk – a low probability of catching the Covid-19 virus during the hotel stay, and a low emotional risk – guests should be reassured that they will still be able to avoid stressful feelings during their stay, and feel happy and satisfied despite the possibility of catching Covid-19 (Peco-Torres et al., 2021).

METHODOLOGY

Data was collected by analysing questionnaires designed by the customer experience platform Medallia¹. The online questionnaires were sent to guests by e-mail after their departure from four and five-star hotels located in four cities in Southeast Europe: Belgrade, Ljubljana, Bucharest and Sofia. A total of 591 questionnaires were analysed: 318 dating from May 2019, and 273 dating from the period between May and October 2021.

The questionnaires consist of 3 general questions (gender, age, stay purpose), and 9 questions by which guests are asked to evaluate different

¹ <https://ihg.medallia.com>

categories related to their stay (overall experience, likelihood to recommend, overall arrival experience, overall service, overall room experience, cleanliness, overall bathroom experience, overall food and beverage experience, breakfast) on a 10 points rating scale.

Data description was shown as n (%), or median (range). The normality of the distribution of numerical data was assessed based on the Shapiro-Wilk test and the appearance of histograms. The correlation between *Overall experience* and other variables was estimated using the Spearman's Rank correlation coefficient. Quantile regression was used to model the relationship between the scores of *Overall experience* and other evaluated variables that were potential predictors.

Statistical hypotheses were analysed at the level of significance of 0.05.

Statistical data analysis was performed using IBM SPSS Statistics 22 (IBM Corporation, Armonk, NY, USA).

RESULTS

The total number of guests included in the research was 591. The following table shows the characteristics of guests in terms of gender, age, stay purpose, and the year in which they visited one of the aforementioned hotels.

Table 1. Characteristics of guests

Characteristics	n (%)
Gender	
Male	441 (74.6%)
Female	150 (25.4%)
Age category	
18-34	84 (14.2%)
35-49	269 (45.5%)
50-64	187 (31.6%)
65+	51 (8.6%)
Stay purpose	
Business	299 (50.6%)
Leisure	292 (49.4%)
Year	
2019	318 (53.8%)
2021	273 (46.2%)

(Authors' analyses)

There were more male guests among the respondents (74.6%). In terms of age, the majority of the respondents are between 35 and 49 years old (45.5%). Business was the professed purpose of the stay in the majority of the responses (50.6%). Of the total number of guests, 53.8% of them visited the hotels in 2019, and 46.2% in 2021.

The following table shows the categories that were evaluated in the questionnaires.

Table 2. Evaluated categories

Evaluated categories	Median	Minimum	Maximum
Overall experience	9.00	1	10
Likely to recommend	10.00	1	10
Overall arrival experience	10.00	1	10
Overall service	10.00	1	10
Overall guestroom experience	10.00	1	10
Cleanliness	10.00	1	10
Overall guest bathroom experience	9.00	1	10
Overall food and beverage experience	9.00	1	10
Breakfast	9.00	1	10

(Authors' analyses)

The range of scores was between 1 and 10. Guests rated all categories with high scores.

The variables do not have a normal distribution (Shapiro Wilk test, $p < 0.001$). Therefore, Spearman's rank correlation coefficient and quantile regression were used for correlation analysis. *Overall experience* is the outcome variable. Quantile regression was used to model the correlation between *Overall experience* and potential predictors.

The following table shows the correlations between the evaluated *Overall experience* and other evaluated individual categories.

Table 3. Correlations between evaluated Overall experience and other evaluated individual categories

Correlations with Overall experience		2019	2021	Total
Likely to Recommend	rho	0.829	0.861	0.844
	p-value	<0.001	<0.001	<0.001
Overall arrival experience	rho	0.680	0.718	0.697
	p-value	<0.001	<0.001	<0.001
Overall service	rho	0.721	0.737	0.727
	p-value	<0.001	<0.001	<0.001
Overall guestroom experience	rho	0.717	0.776	0.745
	p-value	<0.001	<0.001	<0.001
Cleanliness	rho	0.585	0.707	0.642
	p-value	<0.001	<0.001	<0.001
Overall guest bathroom experience	rho	0.585	0.642	0.611
	p-value	<0.001	<0.001	<0.001
Overall food and beverage experience	rho	0.607	0.649	0.628
	p-value	<0.001	<0.001	<0.001
Breakfast	rho	0.583	0.656	0.619
	p-value	<0.001	<0.001	<0.001

(Authors' analyses)

*rho – Spearman's rank correlation coefficient

When the Spearman coefficient is positive, the higher value of one variable is related to the higher values of the other variables. There are statistically significant correlations between all individual categories and *Overall experience* evaluated in both 2019 and 2021. P-value is <0.001 for all categories. The Spearman coefficient is the highest for the category *Overall guestroom experience*, if the category *Likely to recommend* is excluded. As is, the category *Likely to recommend* was not taken into consideration. The Spearman coefficient was higher for all categories in relation to 2021 than in relation to 2019, and the biggest difference was evident in the category of *Cleanliness*.

All potential predictors of *Overall experience* are included in the multivariate quantile regression model. The results are shown in the following table.

Table 4. Predictors of overall experience

Parameter	B	p-value
Overall arrival experience	0.143	<0.001
Overall service	0.357	<0.001
Overall guestroom experience	0.429	<0.001
Cleanliness	<0.001	1.000
Overall guest bathroom experience	<0.001	1.000
Overall food and beverage experience	<0.001	1.000
Breakfast	0.071	<0.001

(Author's analyses)

Statistically significant predictors of higher values of overall experience are: higher *Overall arrival experience* (B = 0.143; p <0.001), higher *Overall service* (B = 0.357; p <0.001), higher *Overall guestroom experience* (B = 0.429; p <0.001) and higher rate of *Breakfast* (B = 0.071; p <0.001). The variable *Overall guestroom experience* has the highest B coefficient. This variable also had the highest value of Spearman's correlation coefficient.

DISCUSSION AND CONCLUSION

Guest experience and guest satisfaction are among the most important concerns of hotel management. A hotel cannot be successful without satisfied guests who are willing to come back and be the source of positive word-of-mouth. This study's main objective was to discover whether there was any specific category that guests evaluated after their stay which could be considered the most influential factor determining overall guest experience. The results showed that all the categories the guests evaluated in feedback questionnaires (*Overall arrival experience*,

Overall service, Overall room experience, Cleanliness, Overall bathroom experience, Overall food and beverage experience, Breakfast) had a statistically significant impact on overall experience. Therefore, hotel management should think of all service aspects, from check in, through cleanliness, room and bathroom experience, and food and beverage, as factors influencing overall experience. However, *Overall guestroom experience* had the most statistically significant correlation with *Overall experience*. Hence, management of rooms should constantly work on improving the main hotel product – the rooms. Future studies could focus on exploring, in more detail, the room attributes which impact guest satisfaction and experience the most. This study is also limited by the fact that guest feedback was obtained upon the guests' departure and by e-mail, instead of in person during their stay, at the moment of experiencing the hotels' services and facilities. Furthermore, this research was restricted to four and five-star city hotels – the range of hotels considered could be expanded in future research.

Another aim of this research was to find out whether there were differences in the correlations between the evaluated categories before and during the Covid-19 period. Although there were statistically significant correlations between individual categories and *Overall experience*, the Spearman coefficient was higher for all categories in relation to 2021 than in relation to 2019, and the biggest difference was in the category of *Cleanliness*. The reason for the higher values of the Spearman coefficient in 2021 may be that hotels provided a better service than before the outbreak of Covid-19 in an attempt to recover business. Alternatively, guests were more satisfied because travel restrictions were gradually being lifted. These assumptions could be tested in future research. As far as cleanliness is concerned, it is evident that cleanliness became more important for guests during the Covid-19 period than it had been before. The impact of cleanliness on overall satisfaction was stronger than it had been before. Having in mind that guests have higher expectations, management should consider hotel cleanliness an inevitable part of service quality, as well as a room attribute that is among the most important for overall room experience.

Guest satisfaction analysis is extremely useful in order to recognise the most important aspects of a company's performance which contribute to guest satisfaction.

REFERENCES

- Akbaba, A. (2005). Measuring service quality in the hotel industry: A study in a business hotel in Turkey. *International Journal of Hospitality Management*, 25(2), 170-192. <https://doi.org/10.1016/j.ijhm.2005.08.006>.
- Bitner, M. J. (1992). Servicescapes: The Impact of Physical Surroundings on Customers and Employees. *Journal of Marketing*, 56(2), 57-71. DOI: 10.1177/002224299205600205.

- Čerović, S. (2020). *Strategijski menadžment u turizmu. [Strategic management in tourism]*. Beograd, Univerzitet Singidunum.
- Djeri, L., Božić, S., & Seker, R. (2018). Exploring the difference between performance and importance of particular hotel attributes: The case study of hotel Galleria in Subotica. *Teme*, 42(1), 77-95. 10.22190/TEME1801077D
- Gursoy, D. & Chi, C.G. (2020). Effects of COVID-19 pandemic on hospitality industry: review of the current situations and a research agenda. *Journal of Hospitality Marketing & Management*, 29(5), 527-29. DOI: 10.1080/19368623.2020.1788231.
- Hao, F., Xiao, Q., & Chon, K. (2020). COVID-19 and China's Hotel Industry: Impacts, a Disaster Management Framework, and Post-Pandemic Agenda. *International Journal of Hospitality Management*, 90(102636). <https://doi.org/10.1016/j.ijhm.2020.102636>.
- Hecht, J. & Martin, D. (2006). Backpacking and hostel-picking: an analysis from Canada. *International Journal of Contemporary Hospitality Management*, 18(1), 69-77. <https://doi.org/10.1108/09596110610641993>
- Herédia-Colaço, V., & Rodrigues, H. (2021). Hosting in turbulent times: Hoteliers' perceptions and strategies to recover from the Covid-19 pandemic. *International Journal of Hospitality Management*, 94(102835). <https://doi.org/10.1016/j.ijhm.2020.102835>.
- Hoffman, K.D., Kelley, S.W. & Chung, B.C. (2003). A CIT investigation of servicescape failures and associated recovery strategies. *Journal of Services Marketing*, 17(4), 322-340. <https://doi.org/10.1108/08876040310482757>.
- Hooper, D., Coughlan, J. & R. Mullen, M. (2013). The servicescape as an antecedent to service quality and behavioural intentions, *Journal of Services Marketing*, 27(4), 271-280. <https://doi.org/10.1108/08876041311330753>
- Jiang, Y. & Wen, J. (2020). Effects of COVID-19 on hotel marketing and management: a perspective article. *International Journal of Contemporary Hospitality Management*, 32(8), 2563-2573. <https://doi.org/10.1108/IJCHM-03-2020-0237>.
- Kozak, M. (2002). Measuring tourist satisfaction with multiple destination attributes. *Tourism Analysis*, 7(3-4), 229-240(12). DOI: <https://doi.org/10.3727/108354203108750076>.
- Lewis, R.C. (1987). The measurement of gaps in the quality of hotel services. *International Journal of Hospitality Management*, 6(2), 83-88. [https://doi.org/10.1016/0278-4319\(87\)90020-X](https://doi.org/10.1016/0278-4319(87)90020-X).
- Lockyer, T. (2003). Hotel cleanliness—how do guests view it? Let us get specific. A New Zealand study. *International Journal of Hospitality Management*, 22(3), 297-305. [https://doi.org/10.1016/S0278-4319\(03\)00024-0](https://doi.org/10.1016/S0278-4319(03)00024-0).
- Lockyer, T. (2005). Understanding the dynamics of the hotel accommodation purchase decision. *International Journal of Contemporary Hospitality Management*, 17(6), 481–492. <https://doi.org/10.1108/09596110510612121>.
- Magnini, V.P., Crotts, J.C., & Zehrer A. (2011). Understanding Customer Delight: An Application of Travel Blog Analysis. *Journal of Travel Research*, 50(5), 535-545. doi:10.1177/0047287510379162.
- Manhas, P.S., & Tukamushaba E.K. (2015). Understanding service experience and its impact on brand image in hospitality sector. *International Journal of Hospitality Management*, 45, 77-87. <https://doi.org/10.1016/j.ijhm.2014.11.010>.
- Milisavljević, M. (1999). *Osnovi strategijskog menadžmenta. [Basics of strategic management]*. Beograd, Poslovna škola Megatrend.
- Milisavljević, M. (2003). *Marketing*. Beograd, Savremena administracija a.d.

- Milislavljević, M., & Todorović, J. (1991). *Strategijsko upravljanje. [Strategic management]*. Beograd, Ekonomski fakultet Beograd.
- Milislavljević, M., & Todorović, J. (2000). *Marketing strategija. [Marketing strategy]*. Beograd, Ekonomski fakultet Beograd, Institut za tržišna istraživanja.
- Moreno-Perdigón M.C., Guzmán-Pérez B., & Mesa T.R. (2021). Guest satisfaction in independent and affiliated to chain hotels, *International Journal of Hospitality Management*, 94(102812). <https://doi.org/10.1016/j.ijhm.2020.102812>.
- Nicolau, J.L., Mellinas, J.P., & Martín-Fuentes, E. (2020). Satisfaction measures with monetary and non-monetary components: Hotel's overall scores. *International Journal of Hospitality Management*, 87(102497). <https://doi.org/10.1016/j.ijhm.2020.102497>.
- Padma, P., & Ahn, J. (2020). Guest satisfaction & dissatisfaction in luxury hotels: An application of big data. *International Journal of Hospitality Management*, 84(102318). <https://doi.org/10.1016/j.ijhm.2019.102318>.
- Peco-Torres, F., Polo-Peña, A.I., & Frías-Jamilena, D. (2021). The effect of COVID-19 on tourists' intention to resume hotel consumption: The role of resilience. *International Journal of Hospitality Management*, 99(103075). <https://doi.org/10.1016/j.ijhm.2021.103075>.
- Petrović, J. (2020). Modified multi-criteria methods for improving service quality. *Teme*, 44(2), 533-548. <https://doi.org/10.22190/TEME180918038P>
- Pullman, M., McGuire, K., & Cleveland, C. (2005). Let Me Count the Words: Quantifying Open-Ended Interactions with Guests. *Cornell Hotel and Restaurant Administration Quarterly*, 46(3), 323-343. doi:10.1177/0010880405276309.
- Radojevic, T., Stanisic, N., Stanic, N. (2015). Ensuring positive feedback: Factors that influence customer satisfaction in the contemporary hospitality industry. *Tourism Management*, 51, 13-21. <https://doi.org/10.1016/j.tourman.2015.04.002>.
- Saleh, F., & Ryan C., (1992). Client perceptions of hotels: A multi-attribute approach. *Tourism Management*, 13(2), 163-168. [https://doi.org/10.1016/0261-5177\(92\)90058-F](https://doi.org/10.1016/0261-5177(92)90058-F).
- Shin H., & Kang J. (2020). Reducing perceived health risk to attract hotel customers in the COVID-19 pandemic era: Focused on technology innovation for social distancing and cleanliness. *International Journal of Hospitality Management*, 91(102664). <https://doi.org/10.1016/j.ijhm.2020.102664>.
- Smart, K., Ma, E.Q.H., & Ding, L. (2021). COVID-19 impacts, coping strategies, and management reflection: A lodging industry case. *International Journal of Hospitality Management*, 94(102859). <https://doi.org/10.1016/j.ijhm.2021.102859>.
- Torres, E.N., Fu, X. & Lehto, X. (2014). Examining key drivers of customer delight in a hotel experience: A cross-cultural perspective. *International Journal of Hospitality Management*, 36, 255-262. <https://doi.org/10.1016/j.ijhm.2013.09.007>.
- Vilnai-Yavetz, I. & Gilboa, S. (2010). The Effect of Servicescape Cleanliness on Customer Reactions. *Services Marketing Quarterly*, 31(2), 213-234. DOI: 10.1080/15332961003604386.
- Vos, M.C., Galetzka, M., Mobach, M.P., Hagen, M., & Pruyn, A. (2019). Measuring perceived cleanliness in service environments: Scale development and validation. *International Journal of Hospitality Management*, 83, 11-18. <https://doi.org/10.1016/j.ijhm.2019.04.005>.
- Vukosav, S., Wallrabenstein, K., Bradić, M., & Garača, V. (2020). Hotel product perceived quality: a case study of city hotels in Vojvodina (Serbia)- a factor analysis. *Teme*, 44(1), 268-283. 10.22190/TEME180423019V

- Wakefield, K.L. & Blodgett, J.G. (1996). The effect of the servicescape on customers' behavioural intentions in leisure service settings. *Journal of Services Marketing*, 10(6), 45-61. <https://doi.org/10.1108/08876049610148594>.
- Weaver, P.A. & Chul Oh, H. (1993). Do American Business Travellers Have Different Hotel Service Requirements? *International Journal of Contemporary Hospitality Management*, 5(3). <https://doi.org/10.1108/09596119310040525>.
- Zemke, D.M.V., Neal, J., Shoemaker, S. & Kirsch, K. (2015). Hotel cleanliness: will guests pay for enhanced disinfection? *International Journal of Contemporary Hospitality Management*, 27(4), 690-710. <https://doi.org/10.1108/IJCHM-01-2014-0020>.
- Zhou, L., Ye, S., Pearce, P.L., & Wu, M.Y. (2014). Refreshing hotel satisfaction studies by reconfiguring customer review data. *International Journal of Hospitality Management*, 38, 1-10. <https://doi.org/10.1016/j.ijhm.2013.12.004>.

ФАКТОРИ КОЈИ УТИЧУ НА СВЕУКУПАН ДОЖИВЉАЈ ГОСТИЈУ У ХОТЕЛИМА У ЈУГОИСТОЧНОЈ ЕВРОПИ

Јована Лончар, Слободан Черовић
Универзитет Сингидунум, Београд, Србија

Резиме

Како је задовољство купаца један од основних циљева сваке организације и њене пословне филозофије, тако је задовољство гостију главни циљ хотелске компаније. Менаџмент хотела настоји да изгради успешан однос са гостима како би их боље разумео и како би могао да одговори на њихове потребе. Задовољни гости су лојални и типично чешиће имају намере да убудуће поново користе хотелске услуге и хотел препоручују другима. Анкете гостију се користе као део маркетинг стратегије и стратегије управљања за мерење задовољства гостију, како би се прикупиле информације о мишљењу гостију о различитим аспектима услуге и стекао бољи увид у очекивања гостију. У овом раду анализирани су упитници који су послати гостима након њиховог боравка у хотелима са четири звездице у четири различита града у Југоисточној Европи: Београду, Љубљани, Софији и Букурешту, током 2019. и 2021. године. Гости су у упитницима на скали од 1 до 10 оцењивали различите појединачне услуге у хотелу, као и свеукупан доживљај током боравка. Циљ је био да се истражи који појединачни фактори најзначајније утичу на укупно задовољство боравком у хотелу, као и да ли постоји разлика у периодима пре и током пандемије Ковид 19. Категорије које су гости оцењивали су: укупан доживљај, сервис, долазак, соба, купатило, чистоћа, храна и пиће, доручак. Подаци су статистички анализирани на основу 590 узорака. Резултати су показали да највећи утицај на укупан доживљај има задовољство хотелском собом. Што се тиче упоредне анализе података који се односе на 2019. и 2021. годину, резултати су показали да је корелација између свих појединачних категорија и укупног доживљаја већа у 2021. години, а највећа за категорију чистоће. Ово се може објаснити важношћу чистоће током пандемије. Менаџмент хотела може да примени резултате истраживања приликом стратегијског планирања и управљања квалитетом производа и услуга. Резултати такође могу наћи примену у креирању понуде и стварању конкурентске предности.