

## The Role of Hygiene and Housekeeping Practices in Enhancing Customer Retention in Multiplexes: An Economic Perspective

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### KEYWORDS

Hygiene,  
Housekeeping,  
Customer  
Retention,  
Multiplex,  
Customer  
Perception,  
Economics,  
Cleanliness  
Standards, Cost-  
Benefit Analysis

### ABSTRACT

**Purpose:** This study looks into the economic effects of multimodal cleanliness and hygiene policies on patron retention. Keeping a clean environment has become essential for multiplexes to meet the expectations of their movie-watching patrons. These days, watching films is more about lifestyle and social standing than it is about your favourite actor. Spending a lot of money on movie tickets in a multiplex with all the 5-star amenities—such as reclining seats, a clean and hygienic atmosphere, ambience, and personalised service—is not something that customers mind. Although housekeeping is a department that primarily operates in the background and does not directly contribute to revenue, it is a fact that if your areas are not kept clean and hygienic, customers may not want to visit your property, which could result in loss. For this reason, housekeeping is very important in terms of profitability and customer retention.

**Methodology:** The study polled 25 housekeeping managers and 184 patrons at the top multiplexes in Gurugram using quantitative approaches. This study uses a quantitative, cross-sectional survey design to investigate the connection between hygiene practices and their economic influence on customer retention. To present a comprehensive picture, the method integrates operational data from housekeeping managers with consumer perception data.

**Findings:** The results show that customer happiness and perceived hygiene standards are strongly positively correlated, which has an immediate effect on repeat business and customer loyalty. The cost-benefit analysis of hiring housekeeping services is also covered in the study, which demonstrates how better cleanliness increases long-term profitability by retaining customers.

**Practical Implications:** The study's conclusions are that cleaning as a Source of Income in addition to being operational requirements, cleanliness and obvious hygiene measures can serve as tactical instruments for attracting and keeping clients. Profitability can be directly impacted by improved hygienic impressions, which can result in more customers returning, more concession purchases, and favourable word-of-mouth.

**Originality:** This study created a thorough theoretical framework that connects customer retention and hygiene practices. This study is among the first to investigate, from an economic standpoint, the connection between housekeeping and hygiene practices and consumer retention, particularly in the multiplex movie theatre sector. Although cleanliness has been examined as a service quality factor in earlier hospitality and tourist studies, the majority of these studies have concentrated on hotels, restaurants, or healthcare facilities..

## 1. INTRODUCTION

Multiplexes have developed into more than just places to see movies in the cutthroat entertainment sector of today; they are now all-inclusive leisure hubs that provide immersive experiences. As customer expectations and cleanliness awareness have increased, particularly since the COVID-19 pandemic, housekeeping and hygiene have become important variables.

that affect customer happiness and retention. In multiplex operations, maintaining sanitary, safe, and clean surroundings is now a key part of the client value proposition rather than a side issue.

The perceived cleanliness and upkeep of public areas have a big impact on customer retention, a crucial indicator of a sustainable firm. Effective housekeeping techniques are especially important in multiplexes, where shared areas and heavy foot traffic are commonplace. Customer perception, repeat business, and revenue generation are all directly impacted by odor-free auditoriums, pristine lobbies, sanitised seats, clean restrooms, and often disinfected touchpoints. Economically speaking, putting money into strong housekeeping procedures can boost long-term profitability, decrease unfavourable reviews, and promote customer loyalty.

According to service marketing research, client expectations are based on cleanliness considerations. Customer churn and discontent result when these expectations are not fulfilled. However, maintaining high standards of hygiene over time not only keeps clients but also improves brand recognition and word-of-mouth referrals. Keeping settings clean becomes a strategic advantage in multiplexes, where competition is fierce and internet platforms provide handy alternatives. Additionally, consumers today are more outspoken and knowledgeable, frequently posting about their experiences on social media and review sites, making hygiene a significant economic factor.

Operational efficiencies are another way that good housekeeping has an economic impact. Well-trained housekeeping employees may maximise resources, cut labour costs, and minimise waste when backed by appropriate standard operating procedures (SOPs) and technical solutions like automated cleaning equipment or sensor-based disinfection systems. These procedures help keep costs under control without sacrificing the quality of the services. Additionally, there is a psychological component to cleanliness; patrons tend to spend more time and money in multiplex food courts, product kiosks, and loyalty programs when they perceive sanitary surroundings as safe, comfortable, and high-quality.

Even though it is becoming more and more important, multiplex hygiene is still not well studied, especially from an economic standpoint. There is a knowledge vacuum on how these strategies affect patron retention in entertainment venues because the majority of research has been on the hospitality or healthcare industries. By investigating the relationship between housekeeping procedures, hygiene standards, and customer retention in multiplexes, as well as by evaluating the financial effects of such initiatives, this study seeks to close that gap.

This paper's goal is to investigate how the multiplex industry's economic viability and long-term customer engagement are influenced by strategic investments in housekeeping and hygiene standards. In order to improve service quality and profitability through efficient cleaning procedures, the study will employ quantitative research methodologies to assess customer views and behaviour patterns, examine housekeeping operations, and offer multiplex management practical insights.

## 2. Review of Literature

In the fields of retail, healthcare, and hospitality, the connection between cleanliness, service quality, and consumer pleasure has long been recognised. Its importance in the multiplex movie theatre industry is still largely unknown, though. This review of the literature highlights the need for more study in multiplex settings while looking at the current body of knowledge regarding housekeeping and hygiene practices, customer retention, and their financial effects.

### Hygiene and Service Quality in Customer-Centric Sectors

Service Quality and Hygiene in Customer-Centric Industries according to the SERVQUAL model developed by Parasuraman, Zeithaml, and Berry (1988), cleanliness is a measurable aspect of service quality. Perceptions are greatly influenced by visual hygiene in industries like hospitality and entertainment where there is a lot of interaction with customers. Wakefield and Blodgett (1996) also underlined how customer emotions and behavioural intents, including repeat business, are influenced by the physical environment, especially cleanliness.

Since the COVID-19 pandemic and other global health issues, cleanliness has changed from being a hygiene factor (according to Herzberg's two-factor theory) to a differentiating feature. According to research in the hospitality sector, customers today demand better cleanliness practices, and companies that don't live up to these standards run the danger of losing customers and suffering reputational harm (Jiang & Wen, 2020).

### Housekeeping as a Strategic Function

In business settings, housekeeping has evolved from a back-end operational task to a strategic one. Structured housekeeping procedures guarantee operational effectiveness and enhance the clientele's pleasure, claims Kivela (1997). The function of proactive and reactive cleaning becomes crucial to service delivery in contemporary multiplexes, where thousands of customers may utilise common facilities in a single day.

Robotic cleaners, Internet of Things-enabled sanitisation warnings, and real-time cleanliness monitoring are examples of technological integration in housekeeping that is gaining traction (Ameen et al., 2021). These developments support



economic efficiency objectives by raising service consistency, lowering labour costs, and raising cleanliness standards.

### **Customer Retention and Economic Impact**

According to Reichheld and Sasser (1990), a 5% improvement in client retention can result in a 25%–95% increase in profit, making it far more cost-effective than acquisition. Through ticket sales, concessions, and loyalty programs, multiplexes rely on returning patrons to generate steady revenue streams.

Customers' perceptions of cleanliness have a direct impact on their level of pleasure and likelihood of returning (Baker & Crompton, 2000). Favourable opinions encourage loyalty, which increases lifetime value and multiplies through recommendations. Investments in strict housekeeping standards are further justified by the financial benefit of keeping happy consumers.

(Liu et al., 2017) stated that the goal of this study was to use customer perspectives to develop a conceptual model for increasing customer satisfaction and loyalty and enhancing service quality. The 197 samples came from patrons of the leading fast-food franchises in Taiwan. The results of the study show that service quality has a favourable effect on customer satisfaction and loyalty. Customer loyalty is positively impacted by service quality through satisfied customers. The study's findings indicate that in order to boost customer satisfaction and loyalty, managers need to ensure that their services are of the highest calibre.

According to (Davras & Caber, 2019) The purpose of this study is to investigate the relationship between overall customer satisfaction and the symmetrical and asymmetrical performance of hotel services. Data was gathered for this purpose from Turkish, German, and Russian guests who were lodging at a five-star golf hotel in Antalya, Turkey's Belek neighbourhood. Multi-variable regression analysis was used to initially examine the data in order to elucidate the symmetric effects of eight service aspects on total customer satisfaction. The findings indicated that the factors that had the biggest effects on customer satisfaction were entertainment services, restaurant services, general area cleaning, and staff members' proficiency in foreign languages.

(Grønholdt et al., 2000) The aim of this research is to examine the connection between the symmetrical and asymmetrical performance of hotel services and overall customer satisfaction. For this reason, information was collected from Russian, German, and Turkish visitors staying at a five-star golf hotel in the Belek area of Antalya, Turkey. The data was first examined using multi-variable regression analysis to clarify the symmetric effects of eight service elements on overall customer satisfaction. The results showed that general area cleaning, restaurant services, entertainment services, and staff members' foreign language skills had the largest impacts on consumer satisfaction.

(Bhatnagar & Nim, 2019) emphasised in the study the impact of housekeeping practices and services on repeat business and customer satisfaction. The study's population consisted of hotels in Chandigarh Tri-city, comprising five-, four-, and three-star businesses in the neighbouring cities. We collected 150 completed surveys from guests staying at these hotels. The study employed the following constructs: cleanliness, guest satisfaction, laundry, decor, room amenities, and repeat business. Based on the above indicated constructs, each statement was rated on a 5-point Likert scale. The results showed a high level of internal consistency along with convergent and discriminant validity

### **Research Gap in Multiplex Context**

There are studies on cleanliness in restaurants, hotels, and hospitals, but there aren't as many on the multiplex sector. Evaluating the efficacy and financial effects of cleanliness initiatives in this setting is particularly necessary because to the high visitor density and shared physical areas. By examining how sanitation, customer perception, and retention interact in multiplexes, this study fills this knowledge gap and provides a fresh perspective on service quality from an economic perspective.

### **3. Research Methodology**

This study employs a quantitative research approach to investigate the effects of cleaning and cleanliness practices on multiplex patron retention, with a focus on the financial implications. The technique includes the research design, sample strategies, data gathering tools, and analytical processes

#### **Research Objectives**

- To evaluate customer perception of hygiene in multiplexes.
- To examine the relationship between customers willingness to return to a multiplex and their perception of cleanliness
- To measure the impact of housekeeping practices on customer retention.
- To analyse the economic justification for hygiene investment in multiplex operations.

### Hypotheses of the Study

Based on the objectives and review of literature, the following hypotheses are proposed:

- **H1:** Demographic variables such as age, gender, and frequency of visits moderate the relationship between hygiene perception and customer retention.
- **H2:** There is a significant positive relationship between perceived hygiene in multiplexes and customer satisfaction.
- **H3:** Higher levels of customer satisfaction with housekeeping practices lead to greater customer retention in multiplexes.
- **H4:** Economic investment in housekeeping practices results in increased customer loyalty and repeat visits.

### 4. Research Design

Section	Description
A	Demographics (Age, Gender, Occupation, Frequency of Visit)
B	Customer perception towards Hygiene Practices
C	Retention indicators (likelihood to revisit, Willingness to pay & trust in hygiene standards)

Using survey data to determine consumer views and examine relationships between hygiene practices and customer retention, the study takes a descriptive and analytical approach. The objective is to quantify and analyse

consumer experiences in multiplex settings and the financial effects they have on the long-term viability of businesses.

### Population and Sample

- **Population:**  
The target population includes customers who frequently visit multiplexes in urban regions (e.g., Gurgaon, Delhi NCR) and housekeeping (HK) managers working in these multiplexes.
- **Sample Size:**
  - 184 multiplex customers
  - 25 housekeeping managers
  - The sample size was determined based on feasibility and the need for balanced quantitative representation.
- **Sampling Technique:**
- **Convenience sampling** was used due to accessibility and time constraints. Customers and managers were approached at cinema venues and through online platforms.

### Data Collection Method

- **Instrument:** A **structured questionnaire** was designed and administered in digital (Google Forms/Excel) and physical formats. It was divided into the following sections:

### Table no-1 Structure of survey questionnaire

- **Scale Used:** Most customer responses were recorded on a **5-point Likert scale** (1 = Strongly Disagree to 5 = Strongly Agree) to quantify perception and satisfaction levels.

### 4. Data Analysis Techniques

#### Table no-2 Data analysis Framework

The collected data were coded and analysed using **Microsoft Excel** and **SPSS** software. The following statistical tools were applied:

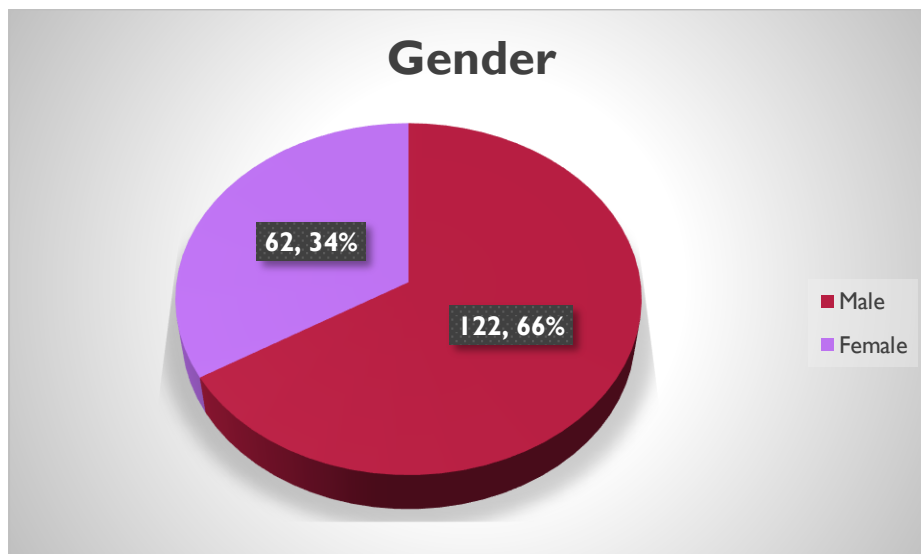
## 5.Result & Discussions

### Descriptive statistics

Descriptive statistics was used to summarise the demographic data to find the response distribution in terms of Age, gender, Occupation & frequency of visit to multiplex

**H1:** Demographic variables such as age, gender, and frequency of visits moderate the relationship between hygiene perception and customer retention.

**Fig no-1 Gender distribution of respondents**

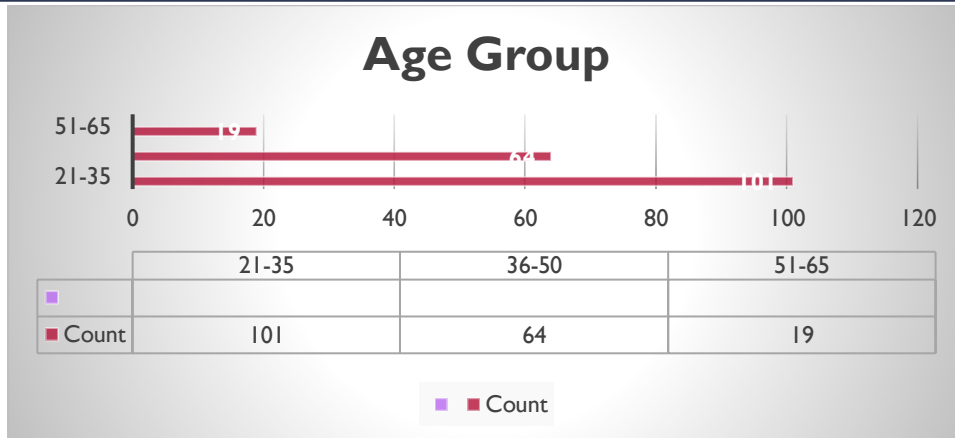


- Gender: A clear male majority ( $\approx 66\%$ ) followed by female ( $\approx 34\%$ )

**Fig no-2 Age distribution of respondents**

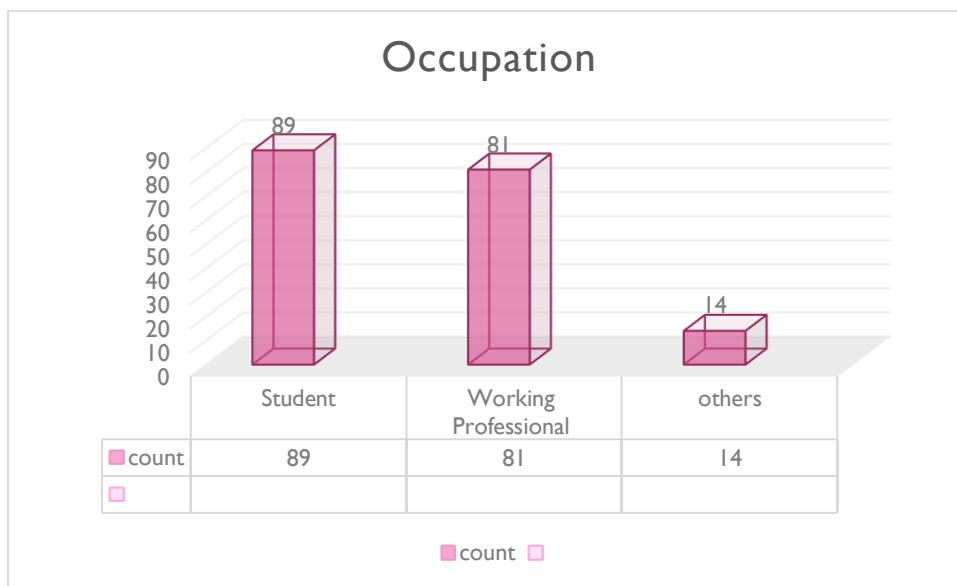
Technique	Purpose
Descriptive Statistics	To summarize demographic details and response distributions
Correlation Analysis	To examine relationships between hygiene perception, satisfaction, and retention
Mean Score Analysis	To evaluate the level of agreement on hygiene and satisfaction variables
Regression Analysis	To assess the power of hygiene practices on customer retention & Cost benefit





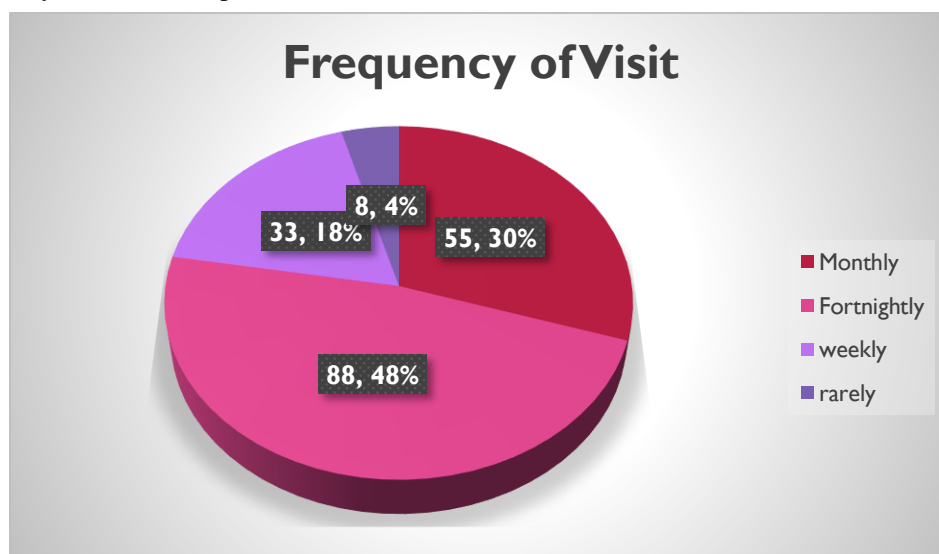
- Age: The 21-35 cohort dominates then 36-50 and 51-65 Occupation

**Fig no-3 Occupation of Respondents**



- Occupation: Students ( $\approx 48\%$ ) and working professionals ( $\approx 44\%$ ) make up most of the sample; “Other” is small ( $\approx 8\%$ ). One-third skipped the question.

**Fig no-4 Frequency of Visit of Respondents**



- Visit frequency: “Fortnightly” (≈48 %) and “Monthly” (≈30 %) lead, with “Weekly” at 18 %; “rarely” appears in lowercase and could be standardized.

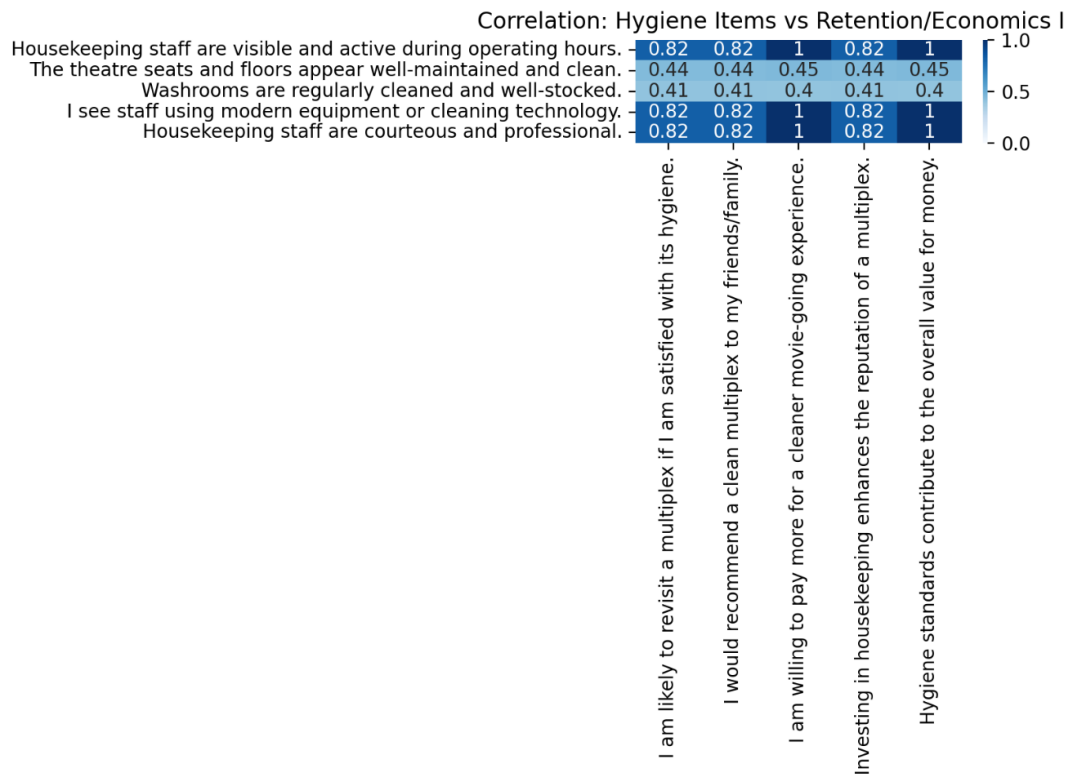
The descriptive statistics on demographics clearly shows that young male students in the age group of 21-35 visit more to multiplex to watch movies.

**H2:** There is a significant positive relationship between perceived hygiene in multiplexes and customer satisfaction

### Correlation analysis

Correlation analysis was used to find a positive relationship between Hygiene practices and customers revisit & willingness to pay.

**Fig no-5 Correlation Matrix (Heatmap) between hygiene related attributes & Customer retention**



**Table no-3 Relationship between frequency of visits and the strength of correlation between hygiene perception and customer retention**

Frequency	Correlation
Weekly	0.93
Fortnightly	0.84
Monthly	0.92
Rarely	0.76

- **Overall link:** The economics of customer retention and hygiene perception move nearly simultaneously ( $r = 0.87$ ). The likelihood of returning, recommending, and paying more is highly correlated with perceived cleanliness.
- **Visit-frequency nuance:** The strongest link ( $\approx 0.93$ ) is seen by weekly visitors, who pay the greatest attention to cleanliness and commend it when it is done well. – The sensitivity of monthly visitors is almost the same ( $\approx 0.92$ ). – The link for fortnightly visitors is still strong ( $\approx 0.84$ ). – The relationship is still significant ( $\approx 0.76$ ), but "rarely" visiting consumers show the least concern.
- **Item-to-item map:** Each retention/economic question has a positive correlation with every housekeeping question. The two darkest cells—clean restrooms and staff visibility—indicate that they have the largest retention payback.



**Actionable takeaway**

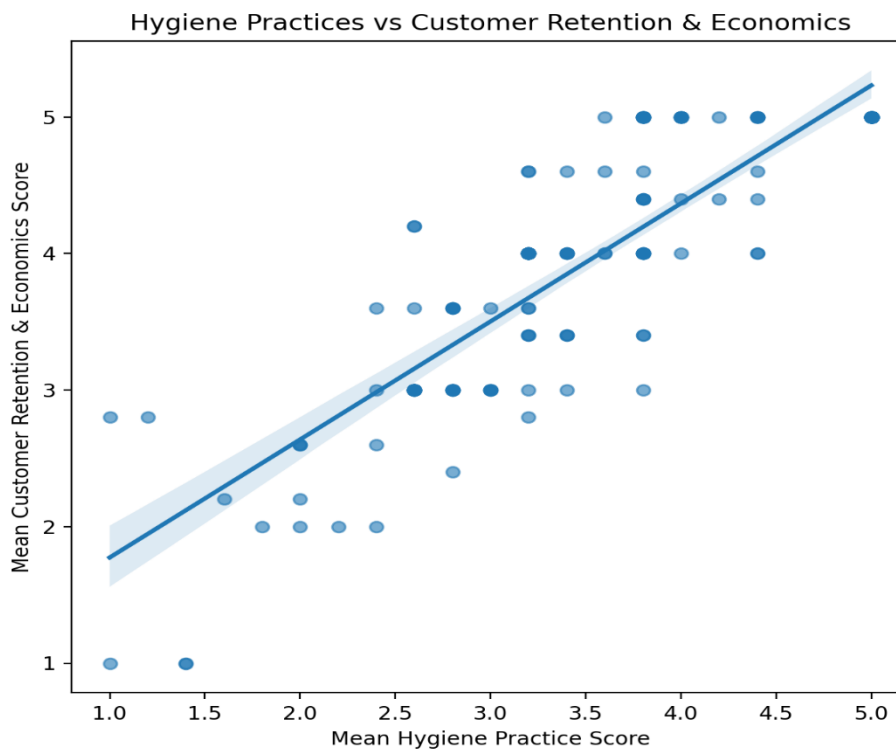
- Make cleaning activities apparent and ongoing, especially for regular moviegoers who place the most value on cleanliness.
- Give staff visibility and Restroom maintenance first priority as they are key leverage points for revenue and loyalty.
- Make use of these connections to support focused marketing campaigns and investments ("our theatres are cleaned every show").

**H3:** Higher levels of customer satisfaction with housekeeping practices lead to greater customer retention in multiplexes

**Mean score analysis**

The average housekeeping performance (cleanliness visibility, seats/floors, restrooms, equipment, and staff behaviour) is approximately 3.6 on a five-point scale. The associated willingness to pay more, likelihood of revisiting, and recommendation, generally, rewards good cleanliness with significant loyalty and monetary acceptance, as evidenced by the higher average of  $\approx 4.0$ .

**Fig no-6 Relationship between mean hygiene practice score and mean customer retention & economics score**



Correlation between the Retention & Hygiene practices:

0.8728366974516328

Retention-and-economics sentiment increases as perceived hygiene does, indicating a significant and positive link ( $r = 0.87$ ).

Since there are no glaring outliers skewing the trend and the majority of the points cluster along the line, the upward-sloping regression supports the numerical result.

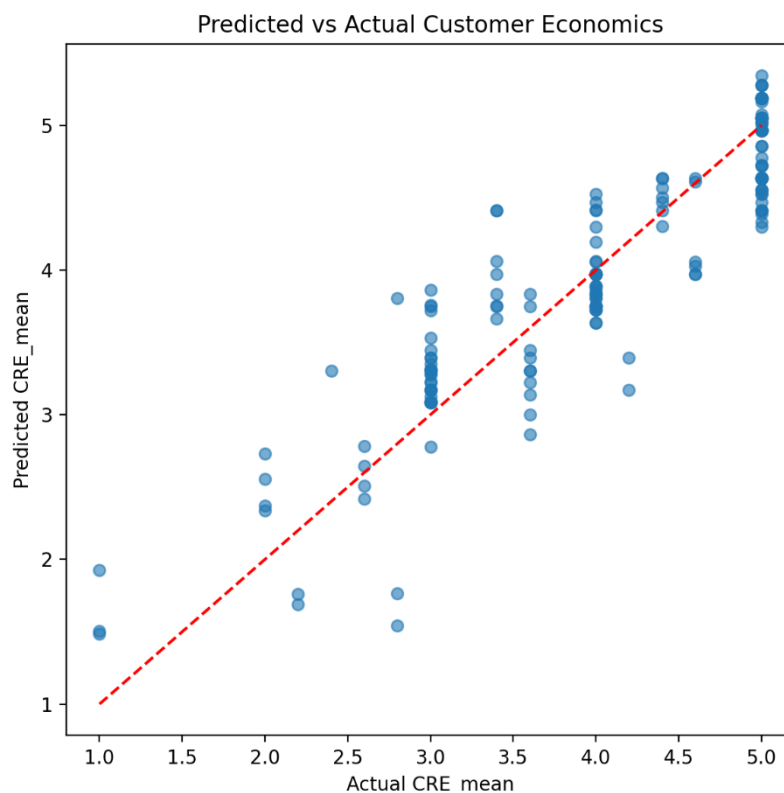
- Retention/economics perception increases by about one point for every one-point increase in hygiene score (slope  $\approx 1$  in the figure).
- Retention is higher than hygiene so visible cleanliness can even yield high as suggested by the data.
- Investments in housekeeping are highly justified for management because even minor enhancements to operational hygiene are likely to result in increased consumer readiness to pay, word-of-mouth, and return business.

**H4:** Economic investment in housekeeping practices results in increased customer loyalty and repeat visits.

**Table no-4 Regression analysis**

Variable	Coefficient
Const	0.29
HP_mean	1.10
Gender_male	0.08
Gender_Female	0.04
Age 36-50	0.22
Frequency of Visit_Weekly	0.05
Frequency of Visit_Monthly	0.77
Frequency of Visit_Rarely	0.30

**Fig no-7 Predicted vs Actual Customer Retention & Economics**



**Key take-aways**

- **Model fit:** R-squared = 0.84 indicates that hygiene and basic demographics account for 84% of the variation in customer-economic sentiment. To put it another way, the main factor influencing readiness to pay, word-of-mouth, and repeat intent is perceived cleanliness.
- **Hygiene coefficient ( $\beta \approx 1.11$ ,  $p < 0.001$ ):** Almost a one-for-one boost is predicted for every one-point increase on the five-point hygiene scale, translating into +1.11 points on the economic scale. • For instance, increasing average cleanliness from 3 to 4 raises average CRE from 3.8 to approximately 4.9. • If that index includes "willingness to pay," a theatre charging \$6 could realistically charge  $\$6 \times (4.9 / 3.8) \approx \$7.70$  without negatively impacting demand

- High-frequency visitors (weekly, monthly) score lower on CRE, indicating that frequent moviegoers are more difficult to impress economically unless sanitation is extraordinary. Ages 36 to 50 exhibit a slight positive premium ( $\beta = +0.22$ ).
- The model is confirmed to be well-calibrated with no significant heteroskedasticity concerns when the residual plot (predicted vs. actual) hugs the diagonal.

### **Business implications**

- Investments in hygiene immediately translate into potential income. Price tolerance and loyalty can increase by more than 25% with a single point gain
- Give priority to enhancements that can be seen and measured, such as staff presence, seat/floor cleaning technology, and lavatory rotation, as these factors influenced the composite score.
- Target audiences: advertisements can highlight cleanliness for families and adults aged 36 to 50, as they seem to be the most financially receptive to hygiene changes.
- Consistent, real-time cleaning visibility should assist bridge the gap with frequent customers, who have even greater expectations.

### **6. Ethical Considerations**

- Informed consent was obtained from all participants.
- Respondents were assured of confidentiality and anonymity.
- The data was used strictly for academic purposes.

### **7. Conclusion**

According to this report, cleanliness and hygiene are now essential to a multiplex's patron experience and financial sustainability rather than being ancillary support services. The information demonstrates that patrons of multiplexes place a high value on cleanliness and connect it to reliability, security, and high-quality service. Their perception of hygienic standards has a big influence on whether they will return or suggest a movie theatre.

Economically speaking, the findings highlight how regular expenditures on expert cleaning, along with the use of contemporary technology and skilled staff, can directly support client retention and brand loyalty. Multiplex operators who prioritize hygiene create a competitive advantage in a crowded market.

Additionally, a change in post-pandemic consumer behaviour is shown in consumers' willingness to spend more for cleaner environments. Nowadays, perceived value is influenced by cleanliness, and companies that disregard this trend run the danger of losing both long-term profitability and customers.

In order to incorporate hygiene into their service model, marketing message, and operational planning, multiplex management teams are advised to see of it as a fundamental strategic component. In addition to satisfying present consumer demands, doing this will increase resilience and trust in a cutthroat and health-conscious market.

### **8. Recommendations**

#### **Improve Bathroom Maintenance and Hygiene**

- The comparatively low ratings for lavatory cleanliness suggest a crucial area that requires work, even when overall hygiene levels are good. Multiplexes ought to:
- During peak hours, check the restrooms more frequently.
- Make sure that tissues, soap, and sanitiser are constantly available.
- Introduce touchless fixtures and odor-neutralizing solutions

#### **Make Visible Housekeeping a Priority**

- The obvious presence of cleaning personnel was well received by respondents. Regular visible cleaning should be planned by management, particularly in high-traffic areas like seating areas, restrooms, and lobbies
- Professional image and brand credibility are enhanced by well-trained, uniformed employees using branded cleaning supplies.

**Train Housekeeping Employees Engaging with Customers**

In addition to cleaning procedures, housekeeping staff should receive training in fundamental customer service manners. Being amiable and accommodating improves the client experience and adds to the impression of a well-run business.

**Use Marketing to Promote Hygiene Messaging**

Multiplexes should use hygiene in their marketing activities since it has a direct impact on client retention and recommendation. Hygiene-conscious audiences may be drawn in by messages like "We clean every seat before every show" or "Tech-driven hygiene for your safety."

**Present Loyalty Incentives Based on Hygiene**

By associating cleanliness with patronage, you can promote return visits. For instance, establish loyalty programs that give consumers who recommend others based on cleanliness or who give favourable hygiene feedback discounts or free passes.

**Examine the Premium Clean Zones**

Offer "Premium Clean Zones" with improved cleanliness, sanitised seating places, and extra service layers to higher-paying patrons, particularly families. Customers' willingness to spend more for a cleaner environment is consistent with this conclusion.

**Get Ready for Future Trends in Health Care**

After a pandemic, maintaining good hygiene is essential. To ensure that operations are future-proof, management should putting in place sanitation warnings, cleaning logs, and contactless ticketing

maintaining current knowledge of public health recommendations and incorporating them into SOPs.

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