

Impact of Housekeeping Services and Practices on Customer Satisfaction and Repeat Businesses

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ABSTRACT:

Purpose - The housekeeping department is the backbone of a hotel. It not only looks after the cleanliness of the whole hotel, but largely contributes towards many other activities in a hotel as well. Keeping an inventory and upkeep of all the accommodation and public areas is a challenge in itself which makes it as one of the crucial departments of a hotel. The guest experience in the hotel is highly modified by the effort being put in by the housekeeping department. The study analyzed the impact of housekeeping services and practices on consumer satisfaction and repeat business. The population chosen for this study was hotels situated in Chandigarh Tri-city which included five, four, and three star hotels of the relevant cities. A total of 150 filled questionnaires from guests in these hotels were collected. The constructs used in the study were: Laundry, Decor, Room Amenities, Cleanliness, Guest Satisfaction, and Repeat Business. All the statements based on the above constructs were measured on a 5-point Likert scale. The results showed a significant amount of internal consistency as well as convergent and discriminant validity. The empirical results supported four hypotheses. Decor and Cleanliness were found to have a significant positive relationship with Guest Satisfaction; whereas, Laundry services were found to have a positive relationship with Repeat Business. Also, Guest Satisfaction was found to have a positive relationship with Repeat Business

Keyword: housekeeping services, customer satisfaction, repeat business, hotel industry

In the present scenario, the hotel industry has been in the limelight due to the tremendous spurt in India's tourism industry and increasing economic prosperity. The Tourism Ministry of

India is working actively on the Incredible India Campaign to enhance the tourism industry and give a boost to the hospitality sector. In the year 2017, India was at 40 rank in Travel and Tourism Competitiveness Index (TTCI) surveyed by the World Economic Forum, acquiring the 12 rank in comparison to the prior 52 rank in the year 2015 (Ministry of Tourism, 2017). The hospitality industry is among the fastest growing industries in India. There was a growth of 13.4% in the foreign tourist arrivals, as it were 2.84 million during January - March 2017 as compared to 2.51 million during the same period of last year (Ministry of Tourism, 2017). Mishra and Ojha (2014) said that each corner of India is unique and different from the other when it comes to food, music, dances, festivals, weather, ecology, flora and fauna, and so forth. India offers a totally distinct tourism experience with its diverse geography and cultures. There is 100% foreign direct investment permission in this sector as per the liberalization policy set by the Govt. of India (Shrivastava, 2011). As a result, many big global hotel chains of the world have started pouring in their investment in India by way of mergers, acquisitions, partnerships, management contracts, and through franchising. Many international renowned groups of hotel chains including J W Marriott, Hyatt, Meridian, Radisson, Sheraton, and Four Seasons are recognized in India and are growing enormously. Many MNCs are joining hands and promoting joint ventures in India. Many fast food international restaurant chains like KFC, McDonald's, Subway, Uncle Jack's, etc. have already established their roots in India. The Government has approved around 300 hotel projects, and among these, more than half are in luxury hotels segment. Therefore, there are

tremendous opportunities in the future scenario of the Indian hotel industry.

This research in the field of hospitality was conducted in the beautiful city of Chandigarh which lies in the Northern part of the country along with the adjoining cities of Panchkula and Mohali. Chandigarh - Mohali - Panchkula collectively known as Tri-city has a total population of more than 2 million. Chandigarh is Internationally known for its urban design and architecture. In 2015, an article published by BBC considered Chandigarh among the ideal cities of the world in respect of modernization and advancement. In July 2016, UNESCO declared Chandigarh's Capitol Complex as a World Heritage Site ("Chandigarh's Capitol Complex is UNESCO World Heritage site," 2016). Chandigarh is the richest city in India as the per capita income of people is ₹99,262. Chandigarh is also ranked as one of the happiest cities in India on the happiness index (LG Electronics, 2015). Panchkula and Mohali are the well planned cities of the states of Haryana and Punjab adjoining Chandigarh. The total foreign tourists who visited Chandigarh from January - July 2015 were 18,474 (Chandigarh Tourism, 2015). Recently, the city witnessed an increase in the percentage of domestic tourist's arrival, which was 9.24 lakhs in 2012, 9.36 lakhs in 2013, and 10.61 lakhs in 2014. In 2015, around 11,03,380 tourists visited Chandigarh ("Tourism in Chandigarh: City beautiful sees less of foreign tourists, more of domestic tourists, 2015). On the above basis, Chandigarh was selected as a ground for conducting this study.

I. INTRODUCTION:

Housekeeping is a department in the hotel industry that maintains cleanliness, hygiene & perfect ambiance in each and every sector except the kitchen. Housekeeping is also known as the backbone of the hotel industry. The hotel business depends on the guest. A frequent guest knows the difference between a good and mediocre hotel. To him, a hotel is both a home and an office which will be visited many times in a year. In a competitive situation, the guest will choose a hotel in which he feels welcomed. The guests want just more than wine and dine. Housekeeping is the department that is perhaps responsible to bring back the guest to the hotel again and again. This is so because the guest wants personal recognition and the housekeeping department has ample scope to pay attention so to all guests, thus making them feel important.

Moreover, this is the department that is indirectly responsible for earning the maximum

revenue for the hotel. The rooms sold by the front office are the rooms made by the housekeeping. We must remember that rooms are the most perishable commodity in a hotel. The reception, food and beverage, and cleaning divisions make up the hotel's service department. There have been several studies on customer satisfaction with these service departments, and they found that hotel visitors rated housekeeping more highly than reception and food and beverage when determining whether or not to return or recommend the establishment. Hotel managers do not often see cleaning as a front-line service function. Consequently, cleaning personnel receives much less training in customer care than receptionists and restaurant workers. In spite of this, only a small number of studies have attempted to pinpoint the specific aspects of hotel cleaning service quality that have the greatest impact on guests' levels of happiness and loyalty. Therefore, this article will focus on the importance of housekeeping service quality to hotel management in order to improve housekeeping service performance and customer happiness.

Importance of Housekeeping:

- Hotel's largest margin of profit comes from the sale of rooms because a room once made can be sold over and over again.
- Housekeeping helps in the sale of rooms (FO can sell the room only when the HK cleans & makes them ready for sale). A good hotel operation ensures optimal sales to get maximum profit.
- Room sale is also dependent on the quality of decor, room facilities, cleanliness, and safety of room which is ensured by the housekeeping department.
- It creates a "home away from home" experience
- Housekeeping department takes a well-organized approach and technical understanding to be able to cope with the large volume of work
- Maintains guest satisfaction by providing a clean, comfortable & safe environment
- Contributes towards the reputation of the hotel
- Helps in getting repeat business. Unless the room décor is appropriate, the air odour free plus cleanliness all over, the hotel may lose the guest as a potential repeat customer.
- Satisfied guests also spread the word of mouth about the property which helps in getting more business.
- Makes sure that the other departments work also goes on smoothly

- The tasks performed by a housekeeping department are critical to the smooth operation of any hotel and it is a 24 X 7 X 365 operation

Role of Housekeeping:

1. First Impression: Housekeeping helps us to give a good impression to any customer because when a customer first comes into a hotel, he/ she will feel good to see the good system regarding decoration & make his/her visit again and again.
2. Home Away From Home: Housekeeping provides a home away from home because when any customer takes a room & sees that everything that a room requires is placed on its right place & all the facilities like home are there in the room so he/she will feel that he/she is not away from home.
3. Repeat Business: When a customer will be satisfied with the services provided by the hotel & also likes the decoration or view of the hotel, he/ she will visit the same hotel again & again. Also, he/she will tell others to be the customer of that hotel so we can say that housekeeping plays the role of repeat business.

Benefits of Housekeeping:

The benefits to be given from adopting planned housekeeping and or maintenance subsystem can be considered in financial functional, aesthetic, and human terms.

• **Functional Benefit:** Functional benefit refers to the kind of benefit which the hotel gets in their functional activities from the good housekeeping for e.g. Housekeeping helps in preserving the physical characteristics of beds and its services ensuring that everything functions satisfactorily and preventing rapid deterioration / break down.

Aesthetic Benefit: Any area looks more attractive if it is maintained clean and if things are placed in the right place and this is achieved by good housekeeping practices. Cleaning is not only essential to retain the appearance of surfaces and total areas, both inside and outside the building but also helps in improving appearance e.g. Floor seals. Appearance and apparent cleanliness do have a psychological effect on the building user - who may value judgment of total experience based on his perception of an initial view of appearance and standards of cleanliness.

Financial Benefit: Financial benefit refers to good earnings of the hotel when the customer or guests will come again & again so the hotel will get more revenue or earnings that will give financial benefits to the hotel. Over a period of time, it proves more

cost-effective to provide cleaning and maintenance services on a regular planned schedule basis.

This helps in extending the life span of equipment surfaces, furniture, fittings, and furnishings. Thus deferring the heavy expenditure of frequent replacement or renovation.

Human Benefit: These benefits are divided into two ways:

1.Guest Benefit: Clean, attractive, well-maintained surroundings are more pleasant, enjoyable, and comfortable for clients to use, increase customer satisfaction, affect repeat business. Housekeeping provides a good facility to the guest so that he feels good & gives them a proper place to stay out of the home without any feeling that we are away from home.

2.Employee Benefit: Employees get a good atmosphere for doing their work or job which is made possible if the hotel has good housekeeping practices. If employees get a good working atmosphere it increases their morale, they work hard & efficient works lead to an increase in the revenue. This in turn not only affects labor turnover and recruitment, but it also contributes to creating hygiene and safety hazards.

Housekeeping Services and Practices

A hotel is a big unit in itself consisting of various departments, which run in collaboration and coordination with each other to make the guest stay comfortable. One of the major departments in a hotel is housekeeping. Housekeeping is accountable for cleanliness, upkeep, décor, and maintenance of the entire hotel. A five star hotel in itself is a huge area comprising of a large number of rooms, vast public area including lobby, corridors, different cuisines, restaurants, health clubs, swimming pools, spa, etc. and vast back area as well including laundry, staff cafeteria, bunker, lockers, stores, administrative departments, different food production units, etc. Managing the cleanliness, maintenance, upkeep, and décor of these areas is a challenge in itself. The hotel's housekeeping department creates a home away from home. The primary endeavour is to provide clean, well maintained, comfortable rooms with warm surroundings that offer value for money.

Apart from hotels, housekeeping contractual services are in a lot of demand at corporate offices, airports, airlines, hospitals, banks, cruisers, and shopping arcades. Thus, contract housekeeping is also a profitable entrepreneurship business venture. A hotel endures on the room sales, food and beverage, and other

supplementary services like gym, laundry, clubs, health spa, shopping arcades, sightseeing, etc. Thus, a vast portion of a hotel's revenue is derived from the sale of rooms because a room once made can be sold repeatedly. However, there is acute loss of revenue if the rooms remain unsold. Thus, it becomes obvious that rooms are more perishable than even food. The guest experience in a hotel is highly modified by the effort being put in by the housekeeping department. Thus, guest rooms are the fortitude of a hotel. The hotel may lose a customer as a potential guest if the decor is not appreciable, the air is not odour free, and furnishing and upholstery are not spotlessly clean. Singh, Saufi, Tasnim, and Hussin (2017) said that the high rate of service standard and quality can only be attained through efficient and effective hotel operations that can outshine customers' expectations and finally increase firm profitability. The department has to make rooms available as and when required on a timely basis for the guests. It also has to look after all the public areas of a hotel which at all the times have to look clean, tidy, fresh, and attractive. Thus, the overall reputation of a property is contributed by the efforts of the housekeeping department. It is a 24 hour and 365 days operation. The housekeeping department is the backbone of a hotel. It not only looks after the cleanliness of the whole hotel, but largely contributes towards many other activities in the hotel as well. Keeping an inventory and upkeep of all the accommodation and public areas is a challenge in itself which makes it as one of the crucial departments of a hotel.

Guest Satisfaction

Guest satisfaction is an ever evolving phenomenon for the hotel industry. The challenge is to keep the guests more than satisfied (Hussain & Khanna, 2016). Guest satisfaction is a tool to achieve brand loyalty and repeat business. Guest satisfaction has been formulated in different ways. The conceptualization of customer satisfaction that has obtained the widest agreement/acceptance is an evaluation of the affective responses/experiences following a cognitive expectancy disconfirmation process across prior expectation and perceived performance of a product/service and its attributes (Oliver, 1980). If a guest is happy and satisfied, the hotel is obvious to get repeat business. A satisfied guest will bring new guests to the hotel through word of mouth.

Repeat Business

According to Han and Hyun (2017), image is an important variable that plays a vital

role in intention formation along with customer satisfaction, which is often regarded as having the strongest association with intention. Enhancing the level of service, reputation, or product is likely to upshot intention to be faithful. The present study attempts to give an insight into the hospitality industry, particularly into housekeeping services and practices, and intends to analyze their impact on guest satisfaction and repeat patronage in all. There is a need to identify the importance of housekeeping operations in hotels as this would help hospitality professionals to design, organize, and implement the services and facilities of the housekeeping department in an efficient manner. It would further also help the department to design their manpower needs and training requirements. Further, it would focus on areas which are more important and relevant in context with guest satisfaction and repeat patronage.

II. REVIEW OF LITERATURE

As per Ms Madhu kumari," To examine various issues faced by the housekeeping department in hotels", Hotel housekeeping is changing dramatically; formerly, the department's role was to provide clean guestrooms on a timely basis, but recently there have been significant adjustments. To boost hotel operations, this market needs new trends and technologies. After all, the housekeeping staff is in charge of bringing in the majority of the hotel's profit. As a result, the trends in housekeeping in the hotel business are examined in this article. This article focuses on the current cleaning trends that hotels can adopt to increase revenue from their operations. In order to maintain dominance in the strong competition, the Hotel Industry must follow the trends of the times, establish distinctive commodity value or service method.

As discussed by Dr Seema Zagade, the importance of room decorating for customer happiness was investigated in this study. The study's goal is to figure out what the link is between customer pleasure and client retention. According to the survey, a variety of housekeeping services on the Guest supply quality, quantity, manner, and service, among other things. Has a significant influence or impact on consumers, resulting in customers interacting with Housekeeping, which is a strong sign that a customer will likely return to the hotel. A well-thought-out customer service strategy draws an increasing number of customers.

JESSZON B. CANO (2019) Hotel room attendants' effectiveness is aided by conventional housekeeping techniques. Guest satisfaction with

room attendants' cleanliness standards was the focus of this investigation. This research drew the participation of fifty visitors. Three pieces make up the instruments. Part 1 focuses on the demographics of the respondents, part 2 focuses on the guests' degree of happiness, and part 3 focuses on the most prevalent issues that visitors face. A variety of statistical techniques were used to analyse the data, including frequency analysis, basic percentage calculations, weighted means, and Spearman's rho correlation. Guests had stated their general happiness with the service they got at the event. However, tourists at the resort also reported some issues. Resort management might use the data on service quality gaps to identify the areas in which they should focus their efforts for improvement. In order for service standards to be internalised, businesses need a steady workforce.

DIL PAZIR (2019) Keeping customers happy is the most important factor in a company's ability to thrive in competitive marketplace. To ensure customer pleasure, service providers need to understand their consumers and develop their services in a manner that

maximises the client's satisfaction. Customers' satisfaction at Kashmir Valley hotels is the focus of this research. The results of the research will be used to give recommendations to consumers on how to improve the quality and effectiveness of their services. Questionnaires are used to acquire primary data from respondents in the survey. The research has a 150-person sample size. Sample variance and confidence approaches are used to determine the sample size in statistical research. The researcher used a simple random sample procedure to get the data. According to the findings, 40% of the respondents are extremely happy with the hotel's safety and security, while 20% are highly unsatisfied with the hotel's location. The amount of satisfaction fluctuates with each characteristic, making it evident that consumers estimate their happiness differently with each and every feature. Finally, the hotels' excellent levels of client satisfaction have been shown.

SARAH HUSSAIN (2015) India's hotel industry has grown to be a major force in the expansion of the country's services sector and the economy as a whole. The success of a hotel is largely determined by how well its guests are treated. One of the most difficult and demanding duties for a hotel is to ensure and retain customer happiness. In order to build long-term connections with clients, a business must be able to deliver excellent service and meet their needs. In this study, hotel workers' perceptions of New Delhi's 5 Star Deluxe Hotel Category were analysed to

determine the factors that contribute to customer satisfaction. The research investigates how customers and clients feel about the quality and happiness of the service and product they get. The survey's findings reflect what staff think guests anticipate and how they really deliver on those expectations. It also examines how hotels in Delhi are presently gauging and improving customer satisfaction.

PUNEET H. THAKKAR (2014) The hospitality sector is booming, and so is the battle between hotels to keep clients. For a hotel in market, keeping a client means more than just building brand loyalty and goodwill; it also means saving money on advertising and other expenses associated with acquiring new customers. In recent years, guest happiness has become an important metric for evaluating a hotel's success. Trying to figure out which components of customer satisfaction were most important and what vital traits employees should have in order to improve the guest experience was a common dilemma for managers. Guest Satisfaction Tracking Systems were born as a result of the need for a methodical approach to tracking and identifying the factors that contribute to customer happiness (GSTS). GSTS reimaged the old-fashioned remark cards with a more modern and useful approach. Improved understanding of client demands and new ways of thinking about data have been facilitated by the use of GSTS.

Management Information Systems (MIS) relied heavily on charts, graphs, and tables to show data in an easy-to-understand style. The researchers are interested in analysing the hotel's guest satisfaction monitoring system and determining which features are most promising and which need to be improved. Moreover, they want to raise public awareness of GSTS as a whole. This was done by examining the hotel's random feedback forms, conducting interviews with staff and management, and evaluating the data.

SUMAN MAZUMDER (2014) There is an increasing necessity to examine in depth the service quality claimed by Bangladeshi hotels as the number of foreign visitors constantly grows in Bangladesh. For this study, the primary goal is determining whether or not there is a difference in expectations and perceptions between native and foreign hotel customers in Bangladesh when it comes to service quality. To begin, a thorough survey of the literature is used to develop the notion of service in this essay. For the purposes of this study, we used a modified version of the SERVQUAL model to compare hotel visitors from the United States with those from other countries.

The survey found that hotel customers' opinions of service quality supplied by the sector were lower than their expectations. Hotel visitors from Bangladesh have the lowest expectations and views of the hotels in their country. Between domestic hotel customers and hotel guests from other countries, the general customer satisfaction ratings were found to be low. As a hotel, you have a long way to go before you can effectively conceptualise and implement service quality. Such an article will be useful in promoting discussion of essential reforms within these areas.

The literature discovers various related themes. Each of these is discussed below as follows:

(1) Perceptions of Services and Facilities:

Amenities are significant while selecting a hotel. A hotel or resort is defined by the amenities provided by them. Sufi and Singh's (2019) study revealed that for getting the desired classification, hotels should make changes like improving the quality of décor in rooms, placing superior guest room amenities, providing superior furnishings, and recruitment of professional employees. Bilgihan (2012) discovered that in-room entertainment facilities and amenities have turned out to be an opportunity for the hotel industry to breed new revenue alternatives by offering technology supported amenities that widen the experience of guests and set aside for guest-customized experiences. Amenities and entertainment technologies offered in rooms have turned out to be in the limelight of modern industry initiatives to imitate home facilities in hotel rooms (Beldona & Cobanoglu, 2007). Bilgihan (2012) said that lodging managers must understand what room entertainment, technology, and leisure amenities their guests will purchase. Such guests would expect that room amenities will match the alternatives available to them at their homes or offices (Amdekar, 2006). The competitors repeatedly matched the amenity offered and guests became habituated to expect the facilities as part and parcel of the lodging or hotel accommodation. Subsequently, hotels began to provide in-room entertainment, fitness centres, minibars, hairdryers, ironing boards, and coffee makers (Gilmore & Pine II, 2002).

(2) Hospitality and Guest Satisfaction: Qu, Ryan, and Chu (2000) defined guest satisfaction as a status of mind in which the guest's needs, wants, and expectations have been met or exceeded, leading to repurchase and loyalty. Skogland and Siguaw (2004) concluded that long term success is achieved via guest satisfaction. Sit, Ooi, Lin, and Chong (2009) found that quality of services had a

noteworthy and direct impact on guest satisfaction. They were also affirmative on the relationship between customer satisfaction and loyalty.

(3) Hospitality and Repeat Business: Repurchase intention and customer satisfaction are considered as diverse constructs. Choi and Chu (2001) said that satisfaction is an affective and cognitive dimension, while repeat purchase intention comprises of a behavior element. Bilgihan (2012) studied the importance of providing amenities, technology applications, and quality services for guest satisfaction and repurchase intentions. Such exploration enables hospitality executives to provide momentous guest room expertise applications to guests. Kandampully and Suhartanto (2000) said that hotel guests recognize housekeeping to be more important for guest satisfaction than hotel reception, food and beverages, and prices while choosing whether to return, recommend, or exhibit loyalty to a hotel. Skogland and Siguaw (2004) stated that hotel design and amenities are principal factors that hold guest's loyalty.

Conceptual Framework and Hypotheses Development

The present study aims to analyze the impact of housekeeping services and practices on consumer satisfaction and repeat business. Based on the review of literature, four variables of housekeeping services in the hotel are examined, that is, laundry, decor, room amenities, and cleanliness. The impact of these variables on customer satisfaction and repeat business is assessed. On the basis of the above, the following hypotheses have been developed :

H1 :There is a positive relationship between laundry services and guest satisfaction.

Laundry is an important service provided by the housekeeping department, especially useful to stay-over and residential guests. Some hotels have on-premises laundry, while others have off -premises laundry. Choi and Chu (2001) studied laundry as a construct while determining customer satisfaction. It is considered to be an important service given by the housekeeping department.

H2 :There is a positive relationship between decor and guest satisfaction.

The influence of physical surroundings on guest satisfaction is an imperative issue in the modern world (Jysmä, 2012). The physical environment is incremental in shaping hotel image.

H3 :There is a positive relationship between room amenities and guest satisfaction.

To make the guest stay comfortable, room amenities are essentially important in attracting and retaining customers. Amenities have been a key element in the hotel industry. Hotels use technology amenities as a value-added service to enhance their guests's stay. Hotels can create image, boost guest satisfaction, and createlasting loyalty among customers. Bilgihan (2012) discussed that entertainment services in rooms are revenue earning opportunities for hotels that build customized experiences.

H4:There is a positive relationship between cleanliness and guest satisfaction.

Cleanliness is considered to be a prime factor while selecting a hotel to stay by the business guests as well by the accommodation managers (Lockyer, 2005). A hotel room is the most important factor for the business guest for choosing a hotel. Nguyen and Leblanc (2002) revealed that clean and well maintained rooms and physical environment had a notably affirmative impact on apparent corporate image and guest satisfaction.

H5: There is a positive relationship between laundry services and repeat business.

Laundry is considered as an important service to the guests, although its impact on revisit intentions is not clearly assessed in literature.

H6: There is a positive relationship between decor and repeat business.

Revisit intention is created when guests experience thematically decorated surroundings. An excellent overall feast experience with excellent food in

combination with a good atmosphere needs to be achieved to make loyal customers. Customers extensively assess personal services, appealing image, opportunities for relaxation, physical attractiveness, standard of services, and value for money.

H7: There is a positive relationship between room amenities and repeat business.

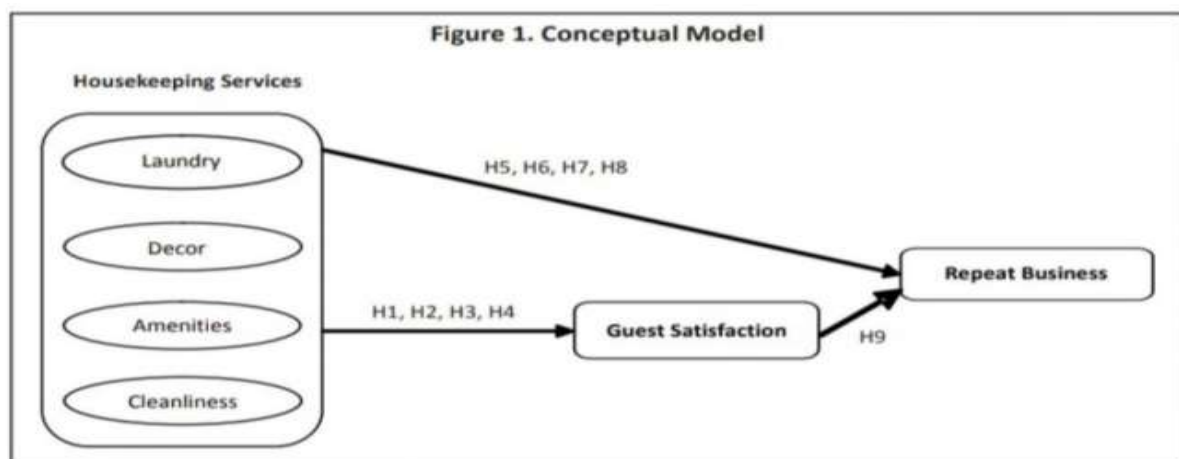
Amenities can make or mar a once pleasurable stay. In the past studies, the impact of amenities has been assessed on satisfaction levels, but not directly on revisit intentions.

H8: There is a positive relationship between cleanliness and repeat business.

Cleanliness is an important factor to allure repeat visit to a hotel. Weaver and Oh (1993) suggested that more thantwo-thirds of the respondents in each segment reported considered the following factors when either selecting a hotel for the first time or for repeat patronage: clean, comfortable, and well-maintained rooms.

H9 :There is a positive relationship between guest satisfaction and repeat business.

The most core marketing priorities are service standard and customer satisfaction since these are fundamentals of guest loyalty, repeat patronage, and positive word-of-mouth. Ryu and Han (2011) demonstrated that emotions act as a better predictor of behaviour than do cognitive evaluations. Past research studies indicated that satisfaction is a dependable forecaster of repurchase intention. The conceptual model has been developed based on the above framed hypotheses. The model has been tested through the partial least square method (Figure 1).



III. RESEARCH METHODOLOGY

The population chosen for this study was hotels situated in the Chandigarh Tri-city which included five, four, and three star hotels of the relevant cities. According to the Chandigarh Tourism Department, the total number of hotels in Chandigarh itself is 51, having 3171 beds; 10 guest houses having 860 beds; and 16 budget accommodations having 1088 beds (Chandigarh Tourism, 2015). For the present study, the total sample size was 20 hotels in all, including 10 hotels of Chandigarh, 5 hotels of Panchkula, and 5 hotels of Mohali. A total of 150 filled questionnaires were collected from guests of different hotels. The study was conducted from December 2017 - June 2018. The scales used for the study were prepared on the basis of review of literature of previous studies. The constructs used in the study are laundry, decor, room amenities, cleanliness, guest satisfaction, and repeat business. All the statements based on the above constructs were measured on a 5-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree.

The results of this research will be invaluable in educating hotel management about the critical role played by housekeeping in ensuring a positive visitor experience. Students and academics who are interested in doing more research on the subject topic can greatly benefit from this study.

- Management concepts and choices, which are more usually identified as causes of good or evil, will be examined in connection to structural factors.
- The poll questions were set up on a five-point Likert scale, with 1 denoting strong disagreement and 5 denoting strong agreement.
- The questionnaire had 25 questions on how patient happiness affects the quality of treatment.

IV. RESEARCH HYPOTHESIS:

The simplest and most fundamental part of being a good ethical, constructive, welfare service platform provider is to maintain houseclean. Cleanliness in the workplace may open up new possibilities for a long-term, patient-focused effort to meet all their needs, large and little. To paraphrase the well-known saying, "The customer is always right," a patient who is content with the hospital's atmosphere and service is more likely to come back for more, which in turn will assist to increase its profitability. Goodwill and word-of-mouth referrals from satisfied patients will have a

significant impact on the company's bottom line. There is a strong correlation between customer happiness and client loyalty in the online service market, which leads to repeat purchases and referrals. If we honestly evaluate the scope of our housekeeping responsibilities, we will see that they are commensurate with their noble nature. God's hand is a caring hand. When it comes to providing guilt-free service and maximising patient happiness, no other department or division can employ this term quite like housekeeping. This superintendence conduct attribute has the potential to generate a great deal of rewards. Because of this, there are several research analysing the connection between customer happiness and repeat purchases, and the literature shows that there are substantial links. There are several correlations between service quality, policyholder satisfaction, and behavioural intentions, such as the desire to return and to refer, that have been established via extensive research.

V. DATA ANALYSIS AND RESULTS

Structural equation modeling (SEM) technique has been used to analyze the data. SEM is also known as a second-generation technique that offers simultaneous modeling of relationships among multiple independent and dependent constructs. Partial least square (PLS) based software Smart PLS 2.0 was used for interpreting the results. Measurement model and structural model are the two models used for assessing the data. The measurement model is used to express the relationship between latent constructs and their related variables, while the structural model represents the causal relationship among the constructs (Chin, 1998).

The collected data in this study was first grouped, edited and checked for completeness. Quantitative data and descriptive statistics were used to analyse the data. The accuracy, reliability and validity of the data collected was done before the data analysis. The data collected was then analyzed and presented in graphs and pie chart along a descriptive analysis of the same findings.

(1) Measurement Model : The Table 1 shows the results of the measurement model based on PLS algorithm. Convergent validity and internal consistency are assessed on the basis of the output obtained from the analysis. Convergent validity is estimated by using average variance extracted (AVE), while the internal consistency is assessed by

using composite reliability (CR). Fornell and Larcker (1981) recommended that the value of CR must be equal to or greater than 0.7 to achieve internal consistency. A value of AVE less than 0.5 is not acceptable because it cannot explain more than half of the variance by its items or variables (Henseler, Ringle, & Sinkovics, 2009). Therefore, some items from the constructs are deleted to gain the AVE value of 0.5. The item deleted from the Room Amenities construct is RA4 ("Mineral water bottle is complimentary."). Similarly, one item is

deleted from the Guest Satisfaction construct, that is, GS2 ("Do you consider the hotel you stayed in value for money?"). The Table 1 shows that the AVE value is greater than 0.5 for all constructs except Guest Satisfaction, which is a single item construct. Similarly, all constructs have a CR value greater than 0.8. Hence, internal consistency, reliability, and convergent validity are established in the model.

Table 1. Measurement Model

Construct	Item	Loading	AVE	CR
Laundry	(L1) Bathroom linen is soft and of superior quality.	0.686	0.5947	0.8135
	(L2) Valet laundry service is quick & effective.	0.756		
	(L3) Hotel linen is spotlessly clean.	0.861		
Decor	(D1) Flower arrangement is good and placed everywhere in the hotel.	0.728	0.5075	0.8374
	(D2) The room decor is exquisite.	0.717		
	(D3) The hotel has spent huge capital in planning and sustaining decor of the hotel to attract more guests.	0.704		
	(D4) Flower arrangement helps in beautifying the environment.	0.723		
	(D5) Flowers are placed in rooms.	0.690		
Room Amenities	(RA1) Bathroom amenities are branded and of high quality.	0.786	0.585	0.8086
	(RA2) In room Safe is available in all rooms.	0.781		
	(RA3) Mini bar is available in all rooms.	0.727		
Cleanliness	(C1) Rooms are always clean, comfortable, and cosy.	0.827	0.6754	0.8617
	(C2) I always stay in a hotel which has spotlessly clean rooms.	0.778		
	(C3) Hotel has clean and hygienic surroundings.	0.858		
Guest Satisfaction	(GS1) Are you satisfied with the services of the hotel you stayed with?	NA	NA	NA
Repeat Business	(RB1) Rate your likelihood of returning to the same hotel in subsequent trips.	0.888	0.7341	0.8922
	(RB2) Would you recommend it to your friends and relatives?	0.855		
	(RB3) Do you wish to stay in the same brand of hotel in other places of India?	0.826		

Table 2. Discriminant Validity

	Decor	Guest Satisfaction	Laundry	Repeat Business	Room Amenities	Cleanliness
Decor	0.71					
Guest Satisfaction	0.42	1				
Laundry	0.55	0.36	0.77			
Repeat Business	0.28	0.52	0.42	0.85		
Room Amenities	0.56	0.46	0.61	0.43	0.76	
Cleanliness	0.33	0.49	0.39	0.40	0.58	0.82

Discriminant validity is performed to check the dissimilarity between the different constructs. Fornell and Larcker (1981) suggested that if the inter - construct correlations are less than the square root of AVE, then discriminant validity is achieved. It is shown in the Table 2. In Table 2, the diagonals represent the square root of the AVE, while the off-diagonals represent the correlations between the constructs. The square root of AVE is

greater than the inter-construct correlations. Hence, the measurement model represents sufficient amount of discriminant validity.

(2) Structural Model: The structural model is given in the Figure 2. The model represents the relationship between the various constructs. These relationships are tested by running the bootstrapping procedure in SmartPLS 2.0 software

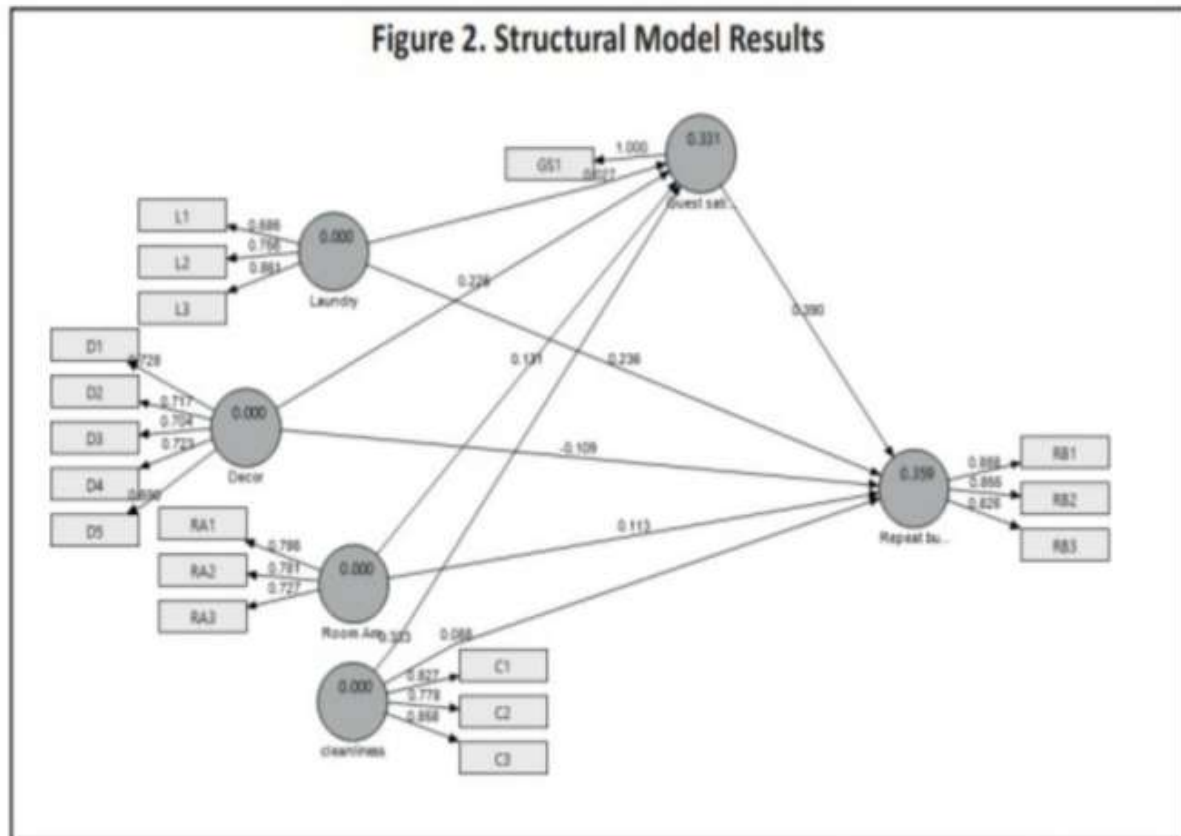


Table 3. Results of Hypotheses Testing Using Structural Model Analysis

	Hypotheses	Standard Error	Path Coefficient	Model-value	Decision
H1	Laundry ⇒ Guest Satisfaction	0.0862	0.0268	0.3112	Not Significant
H2	Decor ⇒ Guest Satisfaction	0.0838	0.2249	2.6824	Significant
H3	Amenities ⇒ Guest Satisfaction	0.0974	0.1306	1.3407	Not Significant
H4	Cleanliness ⇒ Guest Satisfaction	0.0775	0.3329	4.2979	Significant
H5	Laundry ⇒ Repeat Business	0.0929	0.2363	2.5434	Significant
H6	Decor ⇒ Repeat Business	0.0938	-0.1089	1.1617	Not Significant
H7	Amenities ⇒ Repeat Business	0.1169	0.1128	0.9649	Not Significant
H8	Cleanliness ⇒ Repeat Business	0.1034	0.0884	0.8555	Not Significant
H9	Guest Satisfaction ⇒ Repeat Business	0.0968	0.39	4.0298	Significant

The path coefficients generated by SmartPLS along with their t-values are given in the Table 3. The t-values are provided by the software by using the bootstrapping procedure. The hypotheses developed in the study are tested and their results are given in the Table 3. The standardized path coefficients should be at least 0.2 and if possible, greater than 0.3 (Chin, 1998).

Research Implications

The findings of the study are expected to provide important new insights and implications to both academicians and hospitality practitioners across the globe. The hotel housekeeping department is considered as one of the most crucial business departments in the modern hotel industry. Understanding the indirect impact of housekeeping operations on revenue and overall performance of hotels would help hotels to give more attention

towards intricate aspects related to the operations. The planning related to capital and operational investment in the department can be eased out. It would also help the hotel to focus on areas which are more convoluted and need attention. Further, it would help hospitality professionals in diverting from unnecessary expenses, which involve huge costs in comparison to the benefits. "Cleanliness is next to Godliness," and the Govt. of India has also taken a huge initiative in spreading the awareness through the Swachh Bharat Abhiyan. The present study will help the society to know the importance of one of the biggest departments of a hotel, that is, housekeeping. Travelers always look in for clean, germ free, and attractive surroundings. The role of housekeeping can never be undermined in the whole country. To promote tourism, the utmost requirement is to keep the nation clean.

VI. CONCLUSION

The study's goal was to examine the hotel industry's post-Covid 19 housekeeping operations and the involvement of the Human Resources department. As a result of this research, we have a better understanding of the severity of this epidemic and how to best address it. Kandampully and Suhartanto's research indicated that consumer satisfaction with cleaning is the most important element in determining customer loyalty. Room Divisions, which includes cleaning, obtained the highest overall mean ratings for both hotels in this survey. "Customers who have travelled a lot are more likely to stay with a hotel rather than spend a lot of money trying to recruit new ones, due to the increasing rivalry in the hospitality sector. Standardized goods, well-trained, enthusiastic, and compassionate employees, and stringent quality controls are essential components in this process. The regulations and ideologies of various hotels are quite varied.

The contribution of the Human Resources section and the housekeeping duties. We now have a better understanding of the gravity of the problem and how to best handle it as a result of this investigation. This cycle requires standardized merchandise, well-prepared, energetic, and merciful representatives, and stringent quality monitoring. The policies and ideologies of various hotels differ greatly.

The research's findings are as follows. The survey looked at the qualities of housekeeping personnel, which included being courteous and properly groomed. Guest satisfaction is influenced by the staff, uniform cleanliness, and handling. Outsourced housekeeping staff have a beneficial impact on guest satisfaction in every way. All

public locations have a good impact on cleanliness, with the exception of the parking lot, which has a favourable impact. The key components that affect guest satisfaction in started hotels are five aspects and that all of them affect guest satisfaction in a positive direction. This therefore means hotels lack the capacity to offer services related to lack of documented policies to adhere to when it comes to housekeeping services. The staff is also working by the rules and are maintaining appropriate distance as required. At the end I really feel that the hospitality industry is trying it best to get back to its feet which may take some time but eventually they will cope up with this situation. Even after having a lot of restrictions and ban on travel the hotel are able to attract people through the services they are providing to the guest. Hotel are following the rules and regulations issued by the official organization which helps in creating a safe environment for the guest and building more business.

Limitations of the Study and Directions for Future Research In spite of significant implications of the study, there are certain limitations of the study. Similarly, the direction for future research has been suggested:

Since the study was conducted for hotels in Chandigarh Tri-city with a sample size of 150 respondents, valid generalizations can be made by taking a larger sample size from a broader geographical area. Hence, future studies can be done on the same concepts by considering these aspects.

In this study, only four dimensions are considered, that is, Laundry, Decor, Cleanliness, and Amenities; whereas, there are possibilities to include some more dimensions of housekeeping in future research studies.

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