INFLUENCE OF CUSTOMER RELATIONSHIP MANAGEMENT ON CUSTOMER LOYALTY IN HOTEL SERVICES

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ABSTRACT

Abstract—This research aimed to study the influence of customer relationship management on customer loyalty in hotel services in Bangkok. The sample group consisted of 228 consumers who use the services of hotels located in Bangkok, selected from the population using random sampling and convenience sampling method. Data was collected using the generated questionnaires with the validity and reliability tested. The statistics used in the analysis were mean, standard deviation, and Multiple regression analysis. The results of the research revealed that the result of multiple regression analysis revealed that acquiring relationships, maintaining relationships, and expanding relationships can together predict consumers' loyalty of hotel services with statistical significance at F=62.526, all variables can explain the variability of consumers' loyalty of hotel services in Bangkok accounted for 67.89 percent. The test results accept all hypothesis that the customer relationship process in term of acquiring relationships, maintaining relationships, and expanding relationships positively influenced consumers' loyalty of hotel services in Bangkok. When considering multiple regression coefficients in the form of a standard score, the aspect of maintaining relationships had the highest multiple regression coefficients (β =.264), followed by expanding relationships (β =.207), and Acquiring relationships (β=.168), respectively. The results of the study can be used as guidelines for formulating strategies, policies, management planning and to continue to monitor the performance of effective customer relationship management of the hotel business.

Keywords— Customer relationship management, Customer royalty, Hotel service

INTRODUCTION

Due to the widespread economy and society without borders in the 21st century, the growth of the tourism industry is expected to attract billions of tourists per year in the near future. Various industries and businesses must compete at the local level national to international level especially in the hotel business that hotels in foreign chains are spread in various countries thoroughly. Such conditions cause competition and scramble to dominate and maintain the market share as much as possible. Including businesses are trying to satisfy their customers beyond expectation in anticipation of long-term benefits and it is sustainable growth. The concept of CRM, the holistic efficiency of managing the customer relationships of a business, especially service businesses, was therefore prevalent at the end of the 20th century, where industries were very well received thus knowledge and concepts in CRM theory have been formed.

The hotel business is mainly related to tourism. The value of gross domestic product (GDP) in hotels and restaurants in 2018 accounted for approximately 5.6 percent of the total gross domestic product, or about 9.2 hundred billion baht. However, the overall hotel business in the first 4 months of 2020 continued to shrink due to the outbreak of the Covid-19 virus that has begun to worsen and has spread to many countries. As a result, the governments of various countries began to issue policies to treat and prevent the spread of disease until it affects employment income and livelihoods. In Thailand, urgent measures to prevent the Covid-19 crisis have been issued on March, 2020 and the closure of risky places in the spread of the virus, including the issuance of lockdown measures. As a result of the measure, both Thai and foreign tourists cancel travel and reservations, resulting in the number of tourists in all areas.

Thailand is considered one of the most popular destinations among foreign tourists due to the number of attractive tourist attractions in the world scattered throughout the country. Bangkok is a highly popular main tourist destination, which is reflected in continual awards from international agencies. In addition, the South and Eastern region has famous marine attractions and many provinces in the northern region are also ecotourism sites.

In addition, Thailand has an advantage in room rates and low cost of living, making tourism in Thailand worth the money.

Customer relationship management is therefore a marketing and customer service activity that many organizations use especially the service businesses, in order to build good relationships with customers. The development of relationships between business and customers are benefit both business and customer continuously for a long time as a result of customer impression, understanding and good perception of the brand (Chen & Popovitch, 2003; Sin et al., 2006). Customer relationship is a core business strategy that combines internal processes and functions within a company with external networks to create value benefit for the prospective. Businesses adopt CRM with the aim of increasing long-term sales, increase business growth and building a good image of the company through customer impression, understanding and good brand awareness. The operation of the CRM involves collecting customer data electronically. The focus will be on two-way communication activities with the objective of building loyalty and being able to recommend businesses and products to other customers.

The concept of customer relationship management is an innovative approach to building good relationships with existing customers, acquiring new customers and retaining existing customers. The ultimate goal is to continuously create value for customers that are superior to competitors in the long run. The adoption of the concept of customer relationship management in the organization is therefore a key factor in the success of the hotel business (Mohammed & Rashid, 2014). Customer relationship management may be considered in three areas: customer attraction, customer retention, and customer satisfaction (Kasim & Minai, 2009; Mamoun et al., 2011). In addition, customer relationship management does not focus solely on sales, but on better customer relationship management in order to build long-term customer loyalty which companies must regard as valuable assets and must be maintained. The purpose of CRM is to improve customer satisfaction levels, increase customer loyalty and increase the income of existing consumers amid intense competition, globalization and consumer turnover and the development of consumer acquisition costs. The benefits of CRM are to promote customer loyalty, reduce costs, improve operational efficiency. Increase time to market and increase revenue.

From the background and importance of the research problem, therefore, the researcher is interested in studying the influence of customer relationship management on customer loyalty in hotel services. The purpose of this study was to study the factors of customer relationship management process including acquiring relationships, maintaining relationships, and expanding relationships that affect the customer loyalty of hotel business services in Bangkok, Thailand. The results of the study will provide knowledge on the relationship of customer relationship management factors of hotel business that drive customer loyalty in the case study of hotel business in Bangkok, Thailand. The results of the study are expected to benefit the hotel industry where customer relationship management is applied. It will learn the factors that affect the implementation of customer relationship management and the loyalty of the focus on customer relationship management. Including findings that can be used as guidelines for formulating strategies, policies, management planning and to continue to monitor the performance of effective customer relationship management of the hotel business.

LITERATURE & THEORY

Customer relationship management

The concept of customer relationship management is an innovative approach to building good relationships with existing customers, generating in new customers and bringing back old customers with the final goal is creating value for customers that are superior to competitors continuously in the long run. The purpose of CRM is to improve customer satisfaction levels, increase customer loyalty and increase the income of existing consumers amid intense competition, globalization and consumer turnover and the development of consumer acquisition costs (Mohammed, 2014). Implementing the concept of customer relationship management in the organization is therefore a factor of business success. Customer relationship management may be considered in three areas: customer attraction, customer retention, and customer satisfaction. In addition, customer relationship management is not focused solely on sales operations but with better customer relationship management build long-term customer loyalty which the company must regard as valuable assets and must be well maintained. The benefits of CRM are to promote customer loyalty, reduce costs, improve operational efficiency. Increase time to market and increase revenue.

Customer relationship is a core business strategy that combines internal processes and functions within a company with external networks to create value for the prospective. Customer relationships are a process of collecting information that will increase the understanding of managing an organization's relationship with its customers and create superior value for the company and its customers. The process of customer relationship management consists of acquiring customer relationships, maintaining customer relationships, and expanding customer relationships (Kim & Kim, 2009; Lindgreen et al., 2006; Reinartz et al., 2004).

Acquiring customer relationships-Due to the cost of acquiring new customers is higher than the cost of retaining old customers, thus using a CRM strategy with existing customers is effective. It helps existing customers to introduce new customers, enabling businesses to reduce the cost of acquiring new customers as well (Reinartz et al., 2004). The key principle is to satisfy existing customers to serve as referrals in acquiring new customers. In the hotel business, CRM can be used to find new customers by setting up a knowledge base information center to provide information about the business to the general public and as a medium used in various advertising. These data centers should be data centers that are interactive or allow customers to make transactions easily and quickly. Including using the customer experience management (CEM) principles, old customers bring good stories and customer experiences to spread through various media of the business, including public relations and promotion with products with the same target customers, such as with other airlines, hotels. restaurants, car rental companies, etc., to attract new customers through the benefits of being a customer of the business (Reinartz et al., 2004).

Maintaining customer relationships-Maintaining customer relationships is the retention of customers to stay with the organization as long as possible and to draw customers back to use the service by listening to customer feedback. Maintaining customer relationships can be achieved by offering new products and services and increasing customer satisfaction to purchase goods and services. The workflow of the CRM must be concise in order to respond to customer needs quickly and accurately and it works to respond to what customers want or offer what they want through customer service (Kim & Kim, 2009). The loyalty and retention activities performance depend on differentiating them by customer segmentation such as customer needs, customer profile, and purchase history. In addition, customer activities can be performed in the past so that the company can use these data to analyze for insights such as the most suitable communication channel for each customer, customer behavior and product availability, and customized product for each customer (Roh, Ahn & Han, 2005).

Expanding customer relationships-Expanding customer relationships is a focus on building good relationships with customers to make customers loyal to use products or services. The adoption of customer relationship management principles leads to increased revenue, improve workflow to reduce operating expenses and the cost of acquiring new customers, and bringing customers back to use a product or service again (Reinartz, 2004). Information technology systems related to sales departments such as cross-selling and up-selling to increase the ability to predict trends in service usage including the use of customer information such as contracts between the organization and the customer. The system also provides details of products or services to suit each customer sales data collection and auditing status of deliveries to customers. It also includes increasing customer satisfaction for purchasing goods and services through the work process that is concise to meet the needs of customers quickly and accurately, and the work that meets answer what customers want or offer what customers want through the customer service department (Kim & Kim, 2009).

Customer loyalty

Customer loyalty is built on service responsiveness by improving and fixing errors in the service make customers get better. This can turn a customer's disappointment into loyalty through care and attention, provide assistant to customer needs and speed in resolving defects. Service Loyalty is the customer's voluntary decision to continue using a specific service from a service provider (Liat et al., 2014). Loyal customers come from the satisfaction they receive from valuable services. This is a reason to continue to use the same location for a long time, giving that organization a consistent income for a long time. All the time, customers feel that they are still getting better value than other competitors, such as getting high quality when comparing prices with competitors. A customer can switch service providers to another business if the customer is disappointed or the other competitor is offering more value or benefit than previously received (Amiri & Hassan, 2014). Parasuraman, Zeithaml & Berry (1985) provide an idea of customer loyalty measurement in service business to be used to measure the level of customer loyalty they have with organizations, with 4 dimensions as follows. 1) Word-of-mouth behavior is when customers say good things about the organization, such as recommending the organization's services,

encourage acquaintances or others to purchase products or services with the organization. 2) Purchase intention is when the customer chooses the organization as the first choice in purchasing products or services with the organization and purchases the organization's products or services regularly for a long time. 3) Price Sensitive is the customer's adherence to the same organization's price, even though it has a more attractive price but does not change his mind to buy products or use services from other organizations. Customers are willing to pay more for their current organization, if the service can meet the needs of customers. Even if they have to pay a higher price than other organizations. 4) Complaining behavior is the customer's adherence to the organization without thinking of changing their mind to use the products or services of other organizations immediately. Even if there are complaints against the organization directly to employees or other agencies related.

RELATED WORKS OR DISCUSSION

The influence of customer relationship management on customer loyalty has attracted the attention of the researchers and scholars. Amiri and Hassan, (2014) investigate the effect of customer relationship management (CRM) is on customer loyalty in chain hotel. The results indicate that the implementation of customer relationship management, attract new customers and retain existing customers. Customer relationship management (CRM) has positive and significant impact on customer loyalty in Parsian Hotel. Angamuthu (2015) examines the impact of customer satisfaction on customer loyalty and customer retention practices in the hotel sector. This study reported that the customer satisfaction is significantly and positively associated with customer loyalty and their retention practices in the hotel sector. The research study in Thailand, such as Phakawarit et al. (2018), examined the key factors in managing customer relationships on social media in the hotel industry in Thailand through an in-depth interview-based qualitative research method. Jankanakittikul et al. (2018) studied business management factors affecting hotel business success through quantitative research. Including, Chaiphasuk et al. (2018) study customer relationship management model based on customer experience of hotel businesses level 3-5 stars in the Northeastern region with corroborative component analysis. In including, Khankaew (2020) study the impact of customer relationship management on hotel performance: the mediating effect of marketing capability revealed that marketing capability exhibited a positive effect on hotel performance as a mediating variable accentuating the relationship between customer relationship management and hotel performance.

For the hypothesis testing, the researcher analyzed the data using multiple regression analysis to determine each factor of customer relationship management process influence customer loyalty of hotel services in Bangkok.

METHODS

This research is a survey research that has quantitative approaches to study. The researcher has established a research methodology that is suitable for the research problem. This will be used as a guideline for conducting research to answer research objectives correctly according to academic principles. Target population include consumers who use the services of hotels located in Bangkok which cannot count the exact number of populations. The sample size determination was calculated using the formula of Yamane's formula (Yamane, 1970). A sample size of 385 people was obtained. The sampling was done using a simple random sampling method from hotels located in Bangkok. Then, convenience sampling was used to randomize the sample units that used the hotel services from the selected hotels.

Tools used in this research is a questionnaire divided into 3 parts, consisting of personal data, opinions of customer relationship management processes and customer loyalty opinions. The process of customer relationship management consists of questions about the process of customer relationship management that includes acquiring customer relationship, customer relationship maintenance and expanding customer relationships. The estimation scale type of questionnaire was 5-level Likert's scale. The generated questionnaires were tested for validity and the reliability of the questionnaire in order to obtain accurate research results and achieve the stated objectives. The results of the confidence check of 40 samples with the standardized alpha coefficient of each empirical variable measure was between 0.834 - 0.877, which was greater than 0.70 passed the specified criteria. Including the standardized alpha coefficient of the entire customer relationship management process measurement was 0.881, which is greater than 0.7, which passed the reliability criteria (Hair et al., 2010). It is therefore reliable that the questions are of sufficient quality to collect the actual data. The data collection was conducted from the sample

which there were 225 complete questionnaires, with a response rate of 58.44 percent, consistent with Aaker Kumar and Day (2001) stating that a response rate of at least 20 percent was considered acceptable.

Statistics used in data analysis, researchers used descriptive statistics to describe demographic characteristics such as frequency, percentage, mean and standard deviation. as well as inferential statistical analysis used to test research hypotheses using Pearson correlation coefficient analysis and multiple regression analysis.

RESULTS

Descriptive results

The demographic information of the samples group consisted of 228 samples. Most of them accounted for 50.25 percent were males, 25.36 percent were between 31-40 years of age, 45.1 percent were married, 47.0 percent had the highest level of education at the bachelor's level, 27.5 percent were engaged in private company employees, and 32.5 percent had their monthly personal income level between 50,001-70,000 baht.

The results of the analysis of customer opinions on the customer relationship management process. It was found that the average customer focus on maintaining relationships was the highest, followed by acquiring relationships and expanding relationships. When considering the details of maintaining a relationship was found that when customers have problems with the hotel. The hotel has a policy to avoid any problems that may arise, and can resolve problems with friendliness was the most average, followed by hotels focus on building relationships with customers in order to build customer loyalty and retain customers in the long term. When considering on acquiring relationship questions was found that hotels systematically try to attract customers through various communication channels it was the most average. The opinions of customers on expanding relationships was found that hotels have a systematic approach to increasing sales to potential customers was the most average, followed by hotels that have a systematic approach to extending more variety of services to their target customers. The results showed that all three aspects of the CRM process, most hotels are focused on maintaining relationships. in order to keep current customers with the organization as long as possible and pulling customers back to use the service repeatedly.

Hypothesis testing results

The analysis of the influence of customer relationship management on customer loyalty of hotel services in Bangkok by using Multiple Regression Analysis, had the statistics value as shown in Table 1.

Table 1 Multiple regression analysis of the influence of customer relationship management on customer loyalty of hotel services in Bangkok

Variables	b	β	t	p-value	Tolerance	VIF
Constant	2.071		5.642	.000**	-	-
Acquiring relationships (H$_1$)	.152	.168	1.981	.043*	.321	3.115
Maintaining relationships (H$_2$)	.256	.264	6.867	.000**	.403	2.481
Expanding relationships (H$_3$)	.194	.207	2.340	.025*	.347	2.882
R = .726, R^2 = 52.71, S.E.=.21, F=76.35, a maximum Eigen value=4.78						

** Significant level at .01, * Significant level at .05

Table 1, the results of the correlation of all factors in the model revealed that the value of VIF (Variance inflation factor) was not exceed 5, while the value of Tolerance was not less than 0.2 and a maximum Eigen value was at 4.78, which did not exceed 10.0, indicating that not all independent variables did not form multiple relationships between factors with multicollinearity (Hair, et al., 2010), consequently the data was appropriate to use multiple regression analysis.

The result of multiple regression analysis revealed that acquiring relationships, maintaining relationships, and expanding relationships can together predict consumers' loyalty of hotel services with statistical significance at F=62.526. All variables can explain the variability of consumers' loyalty of hotel services in Bangkok (R^2) accounted for 67.89 percent. The test results accept all hypothesis that acquiring relationships, maintaining relationships, and expanding relationships positively influenced consumers' loyalty of hotel services in Bangkok.

When considering multiple regression coefficients in the form of a standard score, the aspect of maintaining relationships had the highest multiple regression coefficients (β =.264), followed by expanding relationships (β =.207), and Acquiring relationships (β=.168), respectively. The creating an equation for forecasting the consumers' loyalty of hotel services in Bangkok was as follows.

Consumers' loyalty of hotel services = 2.071 + .152 (Acquiring relationships)
+ .256 (Maintaining relationships) + .194 (Expanding relationships)

The results of the hypothesis testing were summarized by considering the standard regression coefficient of the variable and the t value. It was found that acquiring relationships, maintaining relationships, and expanding relationships affected consumers' loyalty of hotel services in Bangkok which is consistent with the research hypothesis at a statistically significant level of 0.05.

CONCLUSIONS AND FUTURE WORK

Conclusion and discussion

The results of the analysis of customer opinions on the customer relationship management process. It was found that the average customer focus on maintaining relationships was the highest, followed by acquiring relationships and expanding relationships. When considering the details of maintaining a relationship was found that when customers have problems with the hotel. The hotel has a policy to avoid any problems that may arise, and can resolve problems with friendliness was the most average, followed by hotels focus on building relationships with customers in order to build customer loyalty and retain customers in the long term. When considering on acquiring relationship questions was found that hotels systematically try to attract customers through various communication channels it was the most average. The opinions of customers on expanding relationships was found that hotels have a systematic approach to increasing sales to potential customers was the most average, followed by hotels that have a systematic approach to extending more variety of services to their target customers. The results showed that all three aspects of the CRM process, most hotels are focused on maintaining relationships. in order to keep current customers with the organization as long as possible and pulling customers back to use the service repeatedly.

The results of the study show that in all three aspects of the CRM process, most hotels are focused on maintaining relationships in order to keep current customers with the organization as long as possible and pulling customers back to use the service repeatedly. As for expanding relationships, it increases customer satisfaction. Through a concise workflow to meet the needs of customers quickly and accurately and work that meets what customers want through a customer relationship agency (Angamuthu, 2015; Kim & Kim, 2009; Reinartz, 2004). This is consistent with interviews with hotel management, revealed that most of them are of the opinion that many modern marketing is more focused on maintaining and building long-term customer relationships than acquiring new ones. Due to the view that the cost of getting existing customers to come back to use the service is cheaper than finding new customers. Including the opinion that hotels should focus on finding ways to generate income and profit from loyal customers as quickly as possible by making customers come to use the service more often.

The CRM process is the activities that support a business's CRM strategy. It is a relationship marketing activity that must be reviewed in order to design, develop and maintain the relationship building process. Organizations must emphasize the importance of these processes to achieve the objectives of the CRM (Lindgreen et al., 2006; Reinartz et al., 2004; Kim and Kim, 2009) The ongoing group includes the process of acquiring customers. customer retention and expanding customer relationships (Reinartz et al., 2004). CRM process refers to the relationship marketing activities where information technology is used to facilitate and effectively achieve the objectives of the CRM. It consists of an ongoing group of activities of acquiring, retaining and expanding customer relationships (Mohammed et al., 2014). The CRM process must be able to communicate carefully with customers and manage different relationships for each customer. Therefore, measuring the success of the customer relationship management process is an assessment of an organization's ability to implement a CRM effectively fit into each step of the operating process. Having good CRM processes affects customer trust and good customer relationship with the organization (Liat et al., 2014). As for expanding relationships, it increases customer satisfaction through a concise workflow to meet the needs of customers quickly and accurately, and meeting customer needs through a customer service center (Kim & Kim, 2009; Reinartz, 2004). This may be because modern marketing is more focused on maintaining and building long-term customer relationships than acquiring

and reaching new customers. Due to the view that the cost of getting existing customers to come back to use the service is cheaper than finding new customers. Including the opinion that hotels should focus on finding ways to generate income and profit from loyal customers as quickly as possible by making customers come to use the service more often.

Recommendations and future work

Recommendations obtained for applying the research results were that entrepreneurs should develop innovative products in terms of design and usability by developing innovative products, has a beautiful look and color, and attractive to see including awareness. As well as they should improve the appearance of the product in accordance with the needs of consumers and differentiate the design and functionality of the product to create a distinctive stand in the minds of consumers. Moreover, the marketers should be aware of creating brand equity for community products especially in terms of brand awareness and brand association. They should continually support advertising and public relations arouse consumer interest, convey the experience to consumers and make consumers remember the product until the relationship with the brand which affects the image of the product as well. In addition, marketing strategies should be formulated in order for consumers to have intent to buy, make a purchase decision and have brand loyalty. The marketers must build engagement, confidence and loyalty that consumers have for any community product brand. The consumer will use the same community product brand repeatedly and tell others to come and buy.

For further research should be studied in conjunction with other relevant or expected factors influencing purchasing decisions in order to gain more insights covering all dimensions such as factors of marketing mix, brand image, service quality and word-of-mouth marketing, etc. In addition, it should study in other population groups or other areas such as consumers in other area and should study according to the level of the hotel.

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