# Impact of Housekeeping Services and Practices on Customer Satisfaction and Repeat Business

* Ekta Bhatnagar
** Dheeraj Nim

## Abstract

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.

*Keywords :* housekeeping services, customer satisfaction, repeat business, hotel industry

JEL Classification : M12, M31, M21, L66

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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 $40^{th}$ rank in Travel and Tourism Competitiveness Index (TTCI) surveyed by the World Economic Forum, acquiring the $12^{th}$ rank in comparison to the prior $52^{nd}$ rank in the year 2015 (Ministry of Tourism, 2017). Today, 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

*Lecturer, Dr. Ambedkar Institute of Hotel Management , Sector 42 D, Chandigarh - 160 036.
(Email : 4488ekta@gmail.com) ; ORCID ID: https://orcid.org/0000-0002-8848-2758
** Associate Professor, Oriental School of Business Management & Commerce, Oriental University, Opposite Rewati Range, Indore - 453 555, Madhya Pradesh. (E-mail : dheerajnim@gmail.com)
ORCID ID: https://orcid.org/0000-0003-1564-0097

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.

## 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.

## Review of Literature

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 create

lasting 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 than



Figure 1. Conceptual Model
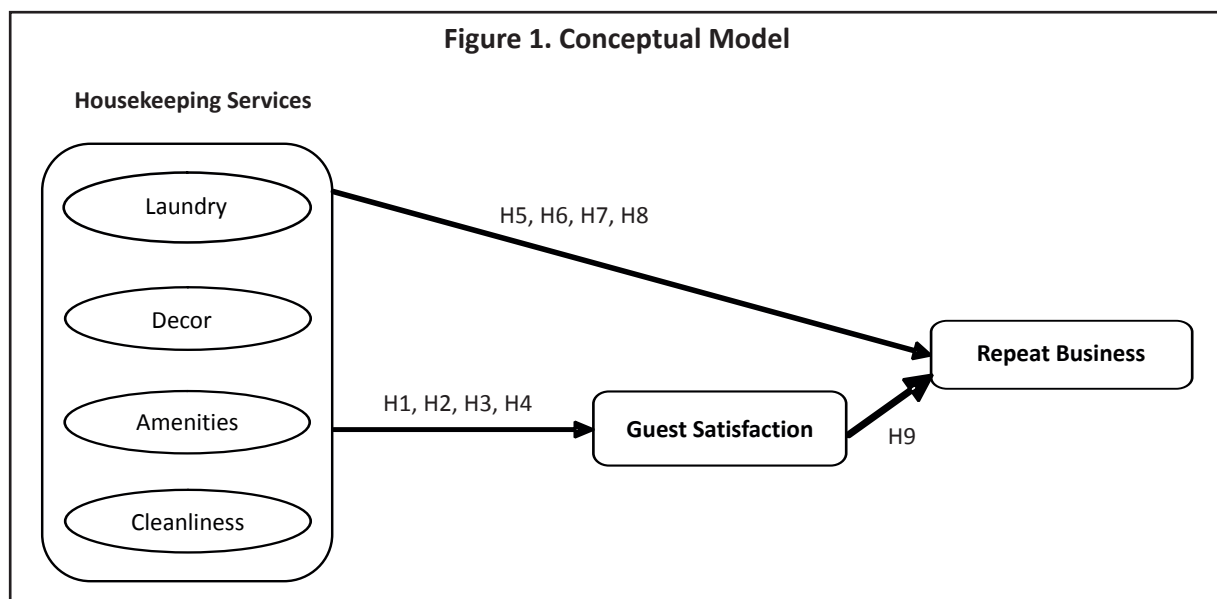
two-thirds of the respondents in each segment reported considered the following factors when either selecting a hotel for the first time or for repeat patronage : clean, comfortable, and well - maintained rooms.

✤ **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).

## 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*.

## 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).

**(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.
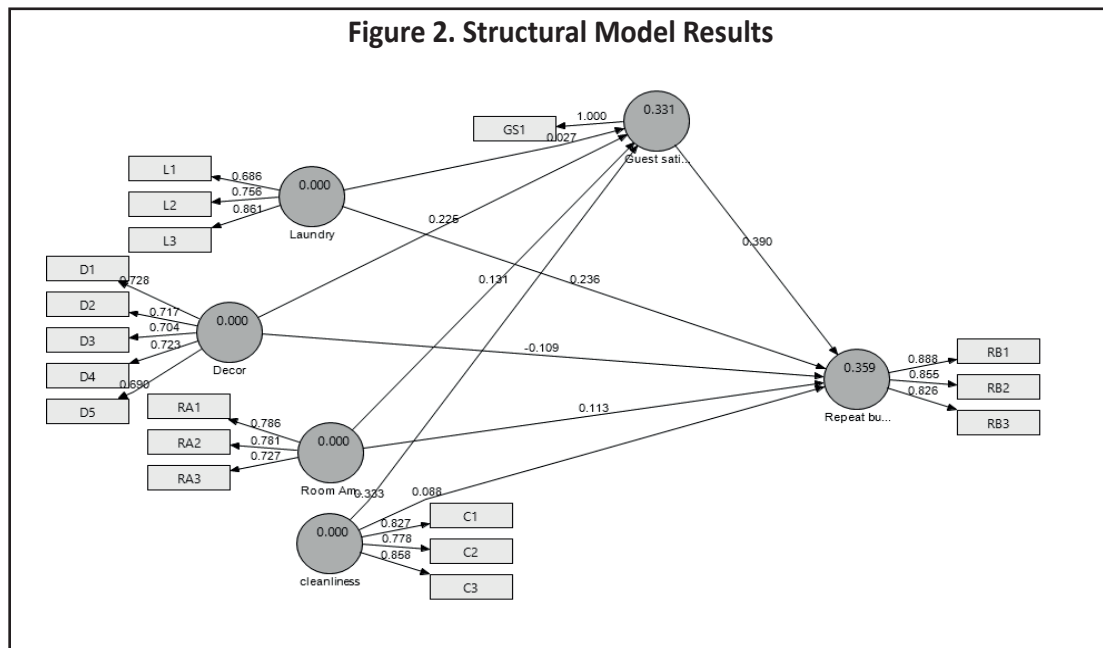
**Figure 2. Structural Model Results**

**Table 3. Results of Hypotheses Testing Using Structural Model Analysis**

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

## Discussion

The data were collected from the guests staying in hotels of Chandigarh Tri-city. Hypotheses formed on the basis of relationships between constructs are tested and the results are obtained. On the basis of the results obtained in Table 3, the following findings are discussed.

Decor and Cleanliness are found to be significantly associated with guest satisfaction (H2, H4 are significant). Decor of the hotel is found to be incremental to add up to the satisfaction levels of the guests. This result is similar

to the findings obtained by Han and Hyun (2017). They discovered that the physical environment contributes towards guest perceived value, while guest perceived value is a considerable determinant of customer satisfaction. Decor and Cleanliness are a part of the physical environment. The guests feel contended in well-arranged beautiful surroundings. Similarly, Weaver and Oh (1993) got similar results, where they concluded that cleanliness, well maintained rooms, safety and security facilities, furnishings, comfortable mattresses and pillows, good quality towels, and personal care amenities are important determinants of customer satisfaction. In the context of guest satisfaction, Laundry and Room Amenities fail to create a significant impact (H1 and H3 are not significant). It means that guests did not give much priority to Laundry and Room Amenities for guest satisfaction. The results are contradictory with some of the past studies such as Heo and Hyun (2015), who concluded that customer willingness to pay is affected by providing luxury brand room amenities. According to their study, when luxury amenities are placed in the rooms, the customers' estimation of the room rate and their willingness to pay for it both increased. Similarly, the study by Cobanoglu, Berezina, Kasavana, and Erdem (2011) concluded that there was a positive relationship between amenities like business essentials for travelers, in-room technologies, and Internet access with hotel guest's overall satisfaction. However, the study by Choi and Chu (2001) supported that laundry and valet services were considered to be of less significance in influencing customer satisfaction.

Laundry operations have been found to be significant for Repeat Business (H5 is significant). It is discovered that although Laundry doesn't contribute towards Guest Satisfaction, but it is considered important while deciding the revisit intention. The other constructs : Decor, Amenities, and Cleanliness are not found to be significant while deciding a repeat visit to a hotel (H6, H7, and H8 are not significant). The results are similar to some of the past studies. Skogland and Siguaw (2004) found that the factor that caused guests to be most involved in the purchase decision (and therefore, more interested in the hotel) was its employees. Emir and Kozak (2011) identified four major attributes as the most influential factors on the intention of tourist loyalty, namely front office services, employees, housekeeping, and food and beverage services.

Finally, the relationship between Guest Satisfaction and Repeat Business is analyzed to be significantly important (H9 is significant). In previous studies also, the relationship between both was found to be vital. Mohsan, Nawaz, Khan, Shaukat, and Aslam (2011) mentioned that a guest's repeat visit and loyalty were intimately linked with his or her satisfaction levels. Anderson and Srinivasan (2003) also obtained similar results, when they concluded that e-satisfaction had a wide impact on e-loyalty, and the relationship was moderated by consumers' individual level factors and business level factors.

## 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 Swacch 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.

## 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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## About the Authors

**Ekta Bhatnagar is currently working as a Lecturer at Dr. Ambedkar Institute of Hotel Management, Chandigarh. She is also pursuing her doctorate in hotel management. She has a varied and long experience of working in eminent hotels and has a vast experience in academics as well.**

**Dr. Dheeraj Nim is currently working as an Associate Professor at Oriental School of Business Management & Commerce, Oriental University, Indore, Madhya Pradesh. He has more than 11 years of experience in academics and 6.5 years of corporate experience. He has 17 publications to his credit in various journals.**