

HOTEL GUESTS' LOYALTY, BEHAVIOR, AND SERVICE RECOVERY SATISFACTION BASED ON RATING PERCEPTION

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This paper aims to examine the role of perceived hotel ratings as a mediator of loyalty in the relationship between service recovery satisfaction (SRS) and both the discretionary and dysfunctional behaviour of hotel guests. The research utilised analysis of variance, factor analysis, and structural equation modelling (SEM). The results indicate that perceived hotel ratings have an impact on SRS; specifically, the lower the hotel rating, the greater the impact of SRS on loyalty, and conversely, this is also the case regarding the influence of loyalty on guests' behaviour. Additionally, the findings suggest that the national culture of guests affects both SRS and hotel guest loyalty.

Keywords: Loyalty; Service recovery; Customer citizenship behaviour; Customer dysfunctional behaviour; Hotel industry.

INTRODUCTION

Many studies indicate that guests' satisfaction or dissatisfaction with a hotel's response to service failures plays a crucial role in shaping their future behaviour. Research by various authors supports this assertion ([Bagherzadeh et al., 2020](#); [Guchait et al., 2019](#); [Harrison-Walker, 2019](#); [Hewagama et al., 2019](#); [Hollebeek & Rather, 2019](#); [Hwang & Mattila, 2020](#); [Josimovic et al., 2024, 2025](#); [Luo et al., 2019](#); [Odoom, 2020](#); [Qiu et al., 2018](#); [Rather & Sharma, 2019](#); [Tung et al., 2017](#); [Yao et al., 2019](#), [Xu et al., 2019](#)). [Shams et al. \(2020a\)](#) and [Cheng et al. \(2018\)](#) establish a positive relationship between service recovery satisfaction (SRS) and customer loyalty. These studies view loyalty as a unique construct. Additionally, the authors overlook the fact that SRS can be considered both in terms of overall satisfaction and as satisfaction associated with a single transaction with the hotel. Unlike them, [Bagherzadeh et al. \(2020\)](#) highlight a positive link between SRS and word-of-mouth promotion. These authors look at loyalty through one dimension, which is word-of-mouth promotion. On the other hand,

[Gelbrich and Roschk \(2011\)](#) study the impact of SRS on both dimensions of loyalty: word-of-mouth and behavioral intention, taking into account whether SRS is treated as overall satisfaction or as satisfaction related to a specific transaction. They found that the impact of SRS is greater on word-of-mouth than on overall satisfaction. On the other hand, they found that satisfaction was more significant in the intention to visit the hotel again than SRS. [Jin et al. \(2019\)](#) found that customer involvement in the recovery process affects the level of SRS, a conclusion also supported by [Hazee et al. \(2017\)](#). These authors emphasize that when guests are engaged in the service recovery process, their likelihood of returning to the hotel increases. A common finding across these studies is that such behaviours can manifest as heightened loyalty to the hotel, repeated visits, and positive verbal recommendations. This is particularly important, considering that the repercussions of a dissatisfied customer can be much more detrimental than the benefits of a satisfied one, especially in the hospitality sector ([Kim et al., 2017](#)).

Hence, the obtained results indicate the importance of the efforts hotels invest in service recovery and the significance of loyalty in explaining how hotel guests respond to these efforts. Specifically, the findings suggest that SRS influences hotel guest loyalty, which in turn enhances the impact of SRS on the expression of customer behaviour. In other words, these studies suggest that there is a positive connection between SRS and loyalty that can be explained through consumers' emotional and cognitive responses. When a service failure occurs, customers often experience frustration or disappointment. An effective service recovery, involving prompt problem resolution and empathy from employees, can alleviate these negative emotions. This process can result in positive emotional ties to the brand, as customers value how they were treated during the issue. After processing these emotions, customers evaluate the outcome of the recovery; if they are satisfied with the solution, it can lead to a positive cognitive reassessment of the brand and instil a sense of trust. Consumers often think about future interactions with the brand through the lens of this positive experience, thereby increasing their loyalty. In theory, the service recovery paradox suggests that a successful recovery can lead to higher levels of loyalty than if the service had never failed. However, in cases of poor recoveries or additional mistreatment, customers may become even more dissatisfied. This dynamic underscores the importance of organisations ensuring the quality of their recovery process and the emotional interaction with customers. However, these findings were obtained without considering contextual influences, specifically the impact of situational factors on tourists' affective and cognitive perceptions. In this context, a particularly interesting question is how the perception of hotel ratings influences the role of loyalty in this relationship.

According to the Associative Network Memory Model (ANMM), the number of stars a hotel has represents an association with quality, hotel rating, hotel brand value, etc., affecting the cognitive component of hotel guests' perceptions and their expectations (Cavic et al., 2024). Numerous studies indicate a positive correlation between hotel ratings and the number of stars, with perceptions and expectations differing depending on the star rating (Martin-Fuentes, 2016; Nunkoo et al., 2020; Radojevic et al., 2015, 2017; Rhee & Yang, 2015). Even more so, these surveys indicate that the higher the ratings of the hotel, the greater the differences between expectations, rather than the other way around. Simply put, the difference in expectations is

greater between 4-star and 5-star hotels than between 3-star and 4-star, while between 1-star and 2-star hotels, there is no difference in the expectations of hotel guests. Therefore, it can be said that the number of stars a hotel possesses is a pre-factor influencing guests' expectations, which ultimately affects their level of satisfaction with the service. This is because satisfaction represents the difference between expected and experienced service (Antón et al., 2017), encompassing both cognitive and affective aspects.

The consumption behaviours of hotel guests are influenced by cognitive reactions as they seek to protect their interests. In the context of this study, this implies that hotel ratings, specifically the number of stars, impact SRS through the cognitive component of guests' perceptions, which in turn affects discretionary or dysfunctional behaviours. Furthermore, in the context of the ANMM model, this suggests that consumer behaviour is the result of a cognitive reaction aimed at protecting their interests, which arise from the relationship between the hotel and the guest (what the hotel offers and the price the guest pays for that offer). As the hotel rating is also a guarantor of what the hotel offers for a certain price, which includes the hotel's reactions to errors in service delivery, this implies that the hotel specifically the number of stars impacts SRS through the cognitive component of guests' perceptions, which in turn affects discretionary or dysfunctional behaviours. Thus, hotel ratings should be considered when studying this topic.

Since data for this research were collected from three groups of hotels, this study provides the opportunity to examine whether the influence of loyalty in the relationship between SRS and customer behaviour varies based on the hotel's rating (number of stars). According to the cited literature (Martin-Fuentes, 2016; Nunkoo et al., 2020; Radojevic et al., 2015, 2017; Rhee & Yang, 2015), it is expected that when similar service delivery errors occur among hotels with different ratings, guests at higher-rated hotels, due to their higher expectations, will report lower SRS for the service compared to guests at lower-rated hotels when the error is rectified identically. This could affect the manifestation of customer behaviour. Consequently, the following question arises: What impact does loyalty have in this context?

THE RESEARCH METHODOLOGY

Data were collected in 2022 using a structured questionnaire developed based on relevant claims

from the professional literature. Table 1 presents the structure of hotel guests – respondents. In the research, the focus was exclusively on hotels with three, four, and five stars to ensure consistency in analysing the quality of service and guest experiences, as well as because previous surveys indicate that lower hotel ratings do not affect differences in guest expectations. These categories of hotels typically offer varying levels of service, amenities, and experiences, which allowed for the examination of how the perception of hotel classification influences consumers' expectations regarding service recovery satisfaction and loyalty. Limiting the sample to three to five-star hotels was crucial because guests in these categories are generally aware of the standards and expectations that accompany a certain level of service. This enabled a deeper analysis of guest experiences and reactions, without the interference of expectations that might be present in lower-rated hotels. By doing so, the research ensured that the results would be relevant and applicable, providing valuable insights for improving services within these categories of hotels. This approach contributed to understanding the impact of hotel classification perception on consumer satisfaction and loyalty, which is the primary goal of the study. The respondents were chosen by random sampling, but with the condition that they had experience with service recovery.

The items in the questionnaire were defined considering theoretical and empirical studies related to organisational behaviour, customer citizenship behaviour, and customer dysfunctional behaviour (Kang & Gong, 2019; Lee & Allen, 2002; Maxham and Netemeyer, 2002; Odoom et al., 2020; Parasuraman et al., 1988; Zoghbi-Manrique-de-Lara et al., 2014). The questionnaire is presented in Table 2, where the first four items pertain to guests' service recovery satisfaction (SRS), and the subsequent four relate to guests' loyalty. Other items assess discretionary behaviour, specifically dysfunctional behaviour. It is important to note that while a high Cronbach's alpha value may suggest reliability, it does not necessarily guarantee it; high values can sometimes result from a large number of items included in the analysis. Therefore, the validity of the questionnaire was tested using principal component analysis (PCA). The results of PCA are shown in Table 2.

Table 1. Structure of hotel guests – respondents

Description	Hotel category		
	3*	4*	5*
Under 25 years old	110	40	29
From 25 to 45 years	114	61	40
Older than 45 years	107	46	53
Men	171	83	103
Women	151	69	23
University education	112	71	88
Average length of stay in the hotel	4.9	5.1	2.8
Domestic guest	320		
Serbian	46	48	33
Croatian	34	51	27
Slovenian	16	31	34
Foreign guest	280		
German	20	43	31
Austrian	8	36	27
British	55	26	29
American	12	19	11
Other	3	6	5

Before testing the validity of the questionnaire, the adequacy of the sample was tested. The Kaiser-Meyer-Olkin (KMO) test was conducted initially (0.827), followed by Bartlett's test of sphericity on the entire sample (χ^2_{120} with p-value: 0.001). The KMO test result clearly indicates a strong correlation among the factors, while the result of Bartlett's test of sphericity suggests that the correlation matrix is indeed an identity matrix. Therefore, the results of both tests confirm the adequacy of the sample for further analysis. As can be seen, the questionnaire items clustered as expected. All items have loadings greater than 0.3, which indicates the convergent validity of the questionnaire. Also, it should be noted that there are no item cross-loadings greater than 0.3.

ANALYSIS OF THE RESEARCH RESULTS

Starting from the theoretical foundations related to SRS and loyalty, as well as CCB and CDB, but also respecting the theoretical foundations of the structural equation modelling approach, a suitable AMOS model was developed which can be shown in Figure 1.

Table 2. Matrix of factor loadings

Item	Mark	Factor loadings			Source
I am pleased with how the staff handled the issue at hand.	X ₁	0.752			(Maxham & Netemeyer, 2002; Odoom et al., 2020)
I appreciate the methods and resources utilised to address the problem.	X ₂	0.758			
I find the compensation provided by the hotel (whether through restoration of services, refunds, etc.) to be satisfactory.	X ₃	0.758			
I am happy with the swift and effective actions taken by the hotel to resolve the situation.	X ₄	0.853			
I will share my positive experience about this hotel with others.	Y ₁		0.787		(Parasurama et al., 1988)
I will recommend this hotel to my friends and family.	Y ₂		0.718		
This hotel is my top choice for accommodations.	Y ₃		0.686		
I would still choose to stay at this hotel even if the prices were to rise by 10%.	Y ₄		0.752		
I take steps to minimise any potential issues for the hotel.	Y ₅			0.741	(Lee & Allen, 2002)
I am actively working to help reduce the hotel's expenses.	Y ₆			0.723	
I care about the hotel's efficient operation.	Y ₇			0.739	
Positive feedback rating.	Y ₈			0.774	
I acknowledge that I may have misused certain hotel services.	Y ₁₀				(Kang and Gong, 2019; Zoghbi-Manrique-de-Lara et al., 2014)
I did not adhere to the guidance provided by the hotel staff.	Y ₁₁			0.818	
Negative feedback rating.	Y ₁₂			0.891	
I have a tendency to leave the hotel in a messier state than necessary.	Y ₁₄			0.753	
					0.876

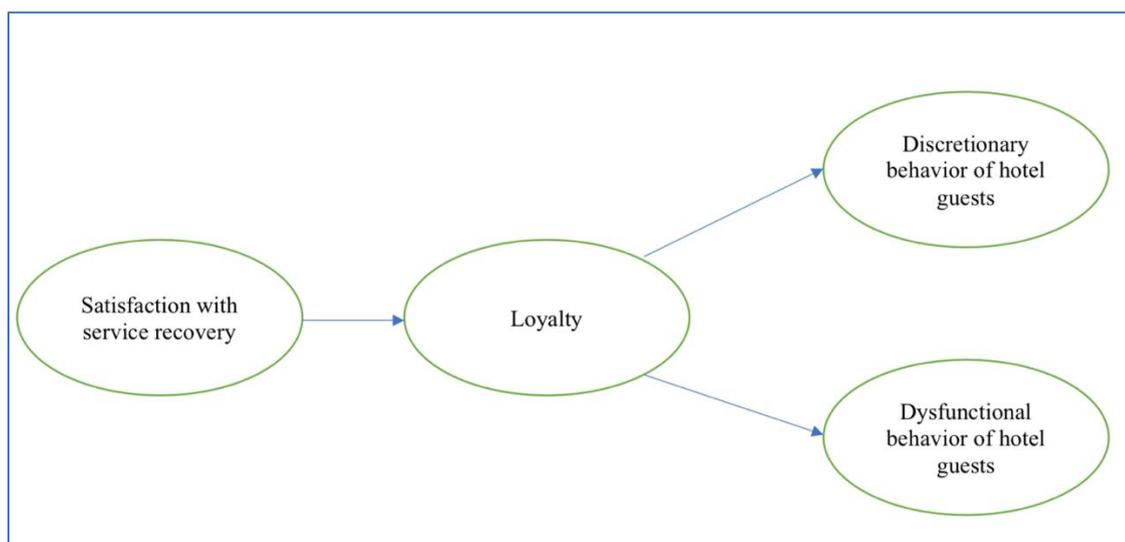


Figure 1. AMOS model

Note: SRS – Satisfaction with service recovery, Loy – Guest loyalty, CCB – Customer citizenship behaviour, CDB - Customer dysfunctional behaviour.

In Figure 1, it is evident that loyalty acts as a mediator between satisfaction with service recovery and both discretionary and dysfunctional behaviours exhibited by hotel guests. Based on social exchange theory and frustration theory, one would anticipate that loyalty has a beneficial effect in the context of satisfaction and a detrimental effect in terms of dysfunctional behaviour. However, research conducted by Josimovic et al. (2024) indicates that this relationship may not always hold true. Regardless, it is anticipated that perceptions of hotel ratings will have an influence.

To address the posed question, the initial step involves performing an ANOVA analysis to assess how hotel ratings, represented by the number of stars, affect service satisfaction recovery (SRS) and guest loyalty. The findings from the ANOVA analysis are presented in Table 3, which includes two sections: the first details how hotel ratings impact SRS, while the second focuses on the relationship between hotel ratings and guest loyalty.

Table 3. ANOVA Analysis Results: Impact of number of stars of a hotel on guest satisfaction and loyalty

Satisfaction				
Groups	Count	Sum	Average	Variance
3 stars	128	397.154	3.103	0.871
4 stars	381	1148.423	3.014	0.867
5 stars	91	41.898	0.460	0.066
ω^2	0.527			
Loyalty				
Groups	Count	Sum	Average	Variance
3 stars	128	153.268	1.197	1.364
4 stars	381	896.511	2.353	1.739
5 stars	91	42.642	0.469	0.103
ω^2	0.273			

The results of the analysis show that the differences in the hotel rating (number of stars) affect the differences in the ratings of hotel guests both in the case of SRS (F test 332.605, p-value 0.000) and in the case of loyalty (F test 112.31, p-value 0.000). The value of the ω^2 coefficient (0.527 in the case of SRS and 0.273 in the case of loyalty) indicates that large variations in the ratings of SRS and loyalty can be attributed to the rating of the hotel, but the results of the ANOVA analysis do not indicate which groups differ from each other. For this reason, a Tukey test was conducted further, with sample balancing using random sampling. Since the focus of the paper is on loyalty, the test was conducted only on loyalty. The results of the Tukey test (Tukey's Honestly Significant Difference – THSD) are shown in Table 4.

The value of THSD in the case of each pair of hotels is greater than the critical value. This means that all groups of hotels differ from each other, indicating that the differences in ratings affect the differences in loyalty between each pair of hotels that were compared. This finding somewhat contradicts the findings of Nunkoo et al. (2020), who found no significant differences between 4 and 5-star hotels. The result of the test raises the question of which group of hotel loyalty is more significant. It is expected that the importance of loyalty to customer behaviour increases with the hotel's rating because the higher the rating of the hotel, the higher the expectations of the guests. Thus, there may be a greater difference between the expected and perceived service recovery, leading to guests being less SSR. Conversely, the results regarding the average level of SRS shown in Table 4 indicate that with an increase in the hotel's rating (number of stars), the level of satisfaction with service recovery decreases.

Table 4. The results of the Tukey test

Pairs	THSD value	Critical Value	Significant at 5%
3 stars vs 4 stars	1.156	0.395	yes
4 stars vs 5 stars	1.884	0.395	yes
3 stars vs 5 stars	0.729	0.395	yes

To answer the initial question, the AMOS model presented in Figure 1 was estimated for each group of hotels, separately. The results of parameter evaluations are shown in Table 5, with the note that

all evaluations are statistically significant at the 0.05 confidence level.

Table 5. The AMOS model estimation for each group of hotels separately

3 stars hotels				
	coefficient	Standard Error	t-Stat.	p-value
β_{SSR}	0.831	0.066	12.505	0.002
β_{CCB}	0.773	0.083	9.291	0.004
β_{DCR}	-0.104	0.038	-2.764	0.037
4 stars hotels				
	coefficient	Standard Error	t-Stat.	p-value
β_{SSR}	0.652	0.074	8.774	0.004
β_{CCB}	0.792	0.012	63.650	0.000
β_{DCR}	-0.139	0.033	-4.221	0.017
5 stars hotels				
	coefficient	Standard Error	t-Stat.	p-value
β_{SSR}	0.538	0.075	7.213	0.006
β_{CCB}	0.896	0.033	27.451	0.000
β_{DCR}	-0.201	0.043	-4.714	0.014

As shown in Table 5, the lower the rating of the hotel, the greater the impact of SRS on loyalty, while the significance of the impact of loyalty on the manifestation of customer behaviour is inverse. The higher the rating of the hotel, the greater the importance of loyalty in the manifestation of customer behaviour. This highlights the importance of considering the hotel rating when analysing the relationship between satisfaction, loyalty, and guest behaviour.

DISCUSSION

The results obtained indicate that the hotel rating has an impact on the strength of the influence of loyalty in the relationship between SRS and CCB. The influence of SRS on loyalty is greater when the hotel rating is lower, whereas the opposite holds true in the case of the impact of loyalty on the manifestation of CCB. The stronger influence of loyalty in the relationship between SRS and the manifestation of discretionary guest behaviour in higher-rated hotels can be explained by several factors: 1) Heightened Expectations: Guests staying at higher-rated hotels often have higher expectations regarding service and quality. When they are satisfied with service recovery in such hotels, they are more likely to develop strong loyalty because their expectations are higher and more demanding. This can increase the influence of loyalty on their behaviour; 2) Higher Trust Levels:

Guests at hotels with higher ratings typically have greater trust in that brand and are likely to feel safer and more comfortable in such environments. When they are satisfied with service recovery at such a hotel, they are likely to have greater trust in the hotel and its services, which can enhance their loyalty; 3) Desire to Preserve Reputation: Guests at hotels with higher ratings may be more aware of their own reputation and concerned about how they are perceived in such an environment. To maintain their reputation as guests of such hotels, they may be more inclined to exhibit loyalty and less inclined to engage in negative behaviour after issues or dissatisfaction. Furthermore, in higher-rated hotels, guests often have more alternatives to choose from if they are dissatisfied. To avoid the need to seek other hotels, they may be more inclined to remain loyal and attempt to resolve the issue or dissatisfaction within that hotel. In essence, in higher-rated hotels, guests often experience a higher level of service and quality, which can intensify their loyalty because they want to retain the privileges and experiences offered by such hotels.

The stronger influence of loyalty in the relationship between SRS and the manifestation of discretionary guest behaviour in reducing the dysfunctional behaviour of hotel guests, in higher-rated hotels can also be explained by several factors. When hotel guests become loyal to a specific hotel, it means they have developed an emotional attachment to that hotel and care about their experience there. This emotional attachment often builds through positive experiences, trust in the hotel, and a desire to continue using their services. When they feel loyal to the hotel, guests are typically less inclined to engage in negative behaviour or express dissatisfaction even if issues or problems arise. The reasons for this are as follows: 1) Tolerance for issues: Loyal guests are often more willing to tolerate minor problems or imperfections in the service or experience because they recognize the value the hotel provides and see the bigger picture. They understand that mistakes can happen and are often willing to overlook them without exhibiting negative behaviour; 2) Desire to maintain loyalty: Guests who are already loyal to a hotel typically want to continue maintaining that loyalty. Expressing negative behaviour or dissatisfaction can jeopardize that loyalty, and as a result, they choose to remain faithful to the hotel to preserve their status as loyal customers; 3) Positive impact of communication: Loyal guests are often inclined to communicate with the hotel to address issues or dissatisfaction rather than turning to public

negativity. This can create an opportunity for the hotel to respond quickly and resolve the problem, reducing the need for negative guest behaviour.

THE THEORETICAL IMPLICATIONS

The theoretical contributions of this research highlight loyalty not merely as a consequence of service satisfaction recovery (SRS), but rather as a motivational factor that influences the future behaviours of hotel guests. This perspective suggests that loyalty serves as a foundation for both cognitive and emotional responses that shape guest behaviour. However, embracing this viewpoint necessitates consideration of the elements that affect tourists' cognitive and emotional perceptions (Rather et al., 2021; Wang et al., 2024; Yi et al., 2014). Moreover, it is crucial to acknowledge that cultural differences can significantly impact how satisfaction and dissatisfaction are expressed. In some cultures, individuals may be more inclined to voice their opinions openly, while in others, such expressions may be less prevalent. This indicates that national culture plays a vital role in assessing tourists' attitudes. For instance, guests from some Asian cultures may remain more reserved in articulating dissatisfaction to maintain harmonious relationships, which can lead to lower reported service dissatisfaction, despite their actual feelings of discontent. Furthermore, cultural variances can affect how guests interpret and prioritise specific elements of service. In certain cultures, the friendliness of staff and attention to detail might be highly valued, whereas in others, efficiency and functionality may take precedence, resulting in varying satisfaction ratings even under similar circumstances. Also, because systems of cultural values and behavioural norms shape the guests' expectations regarding the quality of the service (Nyrangondo, 2024; Rady et al., 2024; Singgalen, 2025), some place a greater focus on personalisation and customisation of the service, while others focus on the economy. The consequence of all this is that belonging to a certain culture influences the attitudes of the guests. To indicate the importance of this influence, the paper tested the influence of cultural differences of hotel guests on satisfaction with service recovery, as a cause, and loyalty as a mediator that enhances or mitigates the impact of (dis)satisfaction with service recovery on the consumer behaviour of hotel guests. The examination was carried out using ANOVA analysis, and the grouping of guests was carried out according to belonging to the extremes of four Hofstede's cultural dimensions: Low Power

Distance vs. High Power Distance, Weak Uncertainty Avoidance vs. Strong Uncertainty Avoidance, Masculinity vs. Femininity, and Individualism vs. Collectivism, noting that Hofstede's scale was used, which takes values from 0 to 100. All respondents were examined according to these dimensions. On the one hand, hotel guests who expressed a High Power Distance, Collectivism, Femininity and Strong Uncertainty Avoidance were grouped, while on the other hand, respondents who showed the opposite values were grouped. In Table 1, the first group of respondents is marked as domestic guests, since this group is dominated by guests coming from Croatia, Serbia and Slovenia, while the second group is marked as foreign guests, since it includes guests from the USA, the United Kingdom, Germany, Austria and other states. The structure of respondents according to nationality is shown in Table 1. The grouping of respondents was by Hofstede (1984). The ANOVA results are shown in Table 6, with a note that the first part of the table shows the results for the influence of cultural differences on the assessment of SRS, while the second part shows the results for the loyalty of hotel guests. The results of the analysis show that cultural differences significantly affect the differences in hotel guests' ratings both in the case of SRS (F test 1919.61, p-value 0.000) and in the case of loyalty (F test 2008.78, p-value 0.000). The high value of the ω^2 coefficient (0.76 in the case of SRS and 0.77 in the case of loyalty) indicates that a significant portion of the variation in SRS and loyalty ratings can be attributed to cultural differences. This further means that cultural differences between hotel guests must be respected, which has significant implications, above all in terms of choosing a strategy for managing guest complaints and the service repair process.

Hence, alongside the reinterpretation of loyalty, the study underscores the pivotal role of national culture in shaping guests' attitudes and behaviours, emphasising the imperative of considering cultural intricacies when assessing guest satisfaction and loyalty.

MANAGERIAL IMPLICATIONS

The practical implication of this study is that the discovery of the significant impact of SRS and guest loyalty on discretionary and dysfunctional behaviour will shape future business strategies. In this context, it is important to work on the development of an organisational climate and culture among employees, which will promote the

idea that failures in service delivery will only have a temporary impact on the hotel's performance, only if they are adequately treated and quickly dealt with. In that case, they will not affect guests' repeat visits in the future (Edström et al., 2022). Understanding this by the employees will influence their behaviour and treatment of guests and the approach to the elimination of service failures, as well as that loyalty, plays an important role in mitigating the risk of negative consequences from failures in service provision. Understanding this by the employees will influence their behaviour and treatment of guests and the approach to the

elimination of service failures, thus creating a positive climate for strengthening guest loyalty to the hotel. The finding that loyalty mediates between SRS and guest behaviour suggests that hotels' focus must be on preventing the occurrence of events that can influence the loss of loyalty and neutralise the positive climate created by loyalty. This is especially important in the context of the findings of Zoghbi-Manrique-de-Lara et al., (2014), which indicate that guests show signs of reduced loyalty when they perceive injustices towards hotel staff.

Table 6. ANOVA Analysis Results: Impact of cultural differences on guest satisfaction and loyalty

Satisfaction					
Groups	Count	Sum	Average	Variance	
Domestic	320	954.65	2.980	0.820	
Foreign	280	136.24	0.490	0.090	
Source of Variation	SS	df	MS	F	P-value
Between Groups	919.42	1	919.42	1910.61	0.000
Within Groups	287.29	597	0.48		
Total	1206.70	598			
ω^2	0.760				
Loyalty					
Groups	Count	Sum	Average	Variance	
Loy domestic	320	161.51	0.500	0.080	
Loy foreign.	280	856.72	3.060	0.960	
Source of Variation	SS	df	MS	F	P-value
Between Groups	987.51	1	987.51	2008.78	0.000
Within Groups	293.98	598	0.49		
Total	1281.49	599			
ω^2	0.770				

While the findings regarding the significance of cultural differences may not have extensive theoretical implications, they do carry substantial managerial implications. Given the influence of cultural differences, hotels should tailor their complaint management strategies to accommodate varying cultural expectations. This could involve different approaches to handling and resolving guest complaints based on cultural preferences. The finding suggests that cultural differences can affect how guests value different aspects of service. Hotels should consider adapting their services to meet the specific preferences and priorities of guests from different cultural backgrounds. Acknowledging the influence of cultural norms and expectations, hotels may need to set clear expectations with guests to avoid misunderstandings. Communicating what can be expected in terms of service quality and personalisation can enhance guest satisfaction. Hotel staff may benefit from cultural differences training to better understand and cater to the needs

and expectations of guests from diverse cultural backgrounds.

CONCLUSION

As failures in service delivery within the hotel industry are inevitable, converting customers who are loyal by inertia-driven loyal customers into truly loyal customers involves not only ensuring stable cash flows and reinforcing the current competitive position but also mitigating the risk of dysfunctional guest behaviour. Additionally, this process increases the likelihood of guests engaging in positive customer citizenship behaviour. By fostering such loyalty, hotels can achieve immediate benefits through the discretionary behaviours of guests, which positively impact ongoing performance, while also preserving and enhancing their competitive position in the long term.

The fact that there is a significant and negative correlation between CCB and DFB additionally indicates the importance of loyalty, in the sense that loyalty contributes to reducing the probability that loyal hotel guests will exhibit dysfunctional behaviour. This data indicates that loyal hotel guests will not. Since, as already said, failures in the provision of services in the hotel industry are inevitable, loyalty gains even more importance. This finding indicates that hotel guests function through a similar mechanism, suggesting that the same strategies and managerial tools aimed at prompting reactions to discretionary behaviour could also deter guests from engaging in dysfunctional behaviour. Consequently, it underscores the importance of incorporating activities focused on enhancing satisfaction from service recovery into business strategies and improvement plans for hotels. Such initiatives not only promote positive discretionary behaviour but also help manage and mitigate instances of dysfunctional behaviour.

Considering the different types of loyalty, future research could take this fact into account. In this way, it would contribute to a better understanding of the role of loyalty as a mediator between satisfaction with service recovery and consumer citizenship behaviour. Cultural differences significantly influence research constructs, highlighting the need for further investigation. Future researchers should explore the impact of Hofstede's cultural dimensions on hotel guests' evaluations and attitudes. In this way, they will be able to determine how differences in dimensions affect differences in perceptions.

Additionally, loyalty's diverse types should be considered in future research. Loyalty, grounded in emotional attachment (attitudinal) and purchase frequency (behavioural), can manifest as Premium Loyalty, Inertial Loyalty, and Latent Loyalty. Understanding these types is vital for comprehending loyalty's role in mediating the relationship between service recovery satisfaction (SSR) and consumer citizenship behaviour (CCB). For example, latent customers may have strong emotional ties but exhibit low purchasing frequency due to situational factors. Recognising these differences allows for tailored marketing strategies and improved guest experiences, ensuring that premium loyal guests receive prompt service recovery, while those with inertial loyalty may need additional incentives to address their concerns effectively.

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LOJALNOST GOSTIJU HOTELA, PONAŠANJE I ZADOVOLJSTVO OPORAVKOM USLUGE NA OSNOVU PERCEPCIJE REJTINGA HOTELA

Svrha ovog rada jeste da se ispita uloga percepcije rejtinga hotela na posredničku ulogu lojalnosti u odnosu između zadovoljstva oporavkom usluge i diskrecionog, odnosno disfunkcionalnog ponašanja gostiju hotela. U istraživanju korišćena je analiza varijanse, faktorska analiza i SEM. Rezultati istraživanja pokazuju da percepcija rejtinga hotela ima uticaj na SRS i to što je niži rejting hotela, to je veći uticaj SRS na lojalnosti i obrnuto je u slučaju uticaja lojalnosti na građansko ponašanje gostiju hotela. Pored toga, rezultati istraživanja ukazuju da nacionalna kultura gostiju ima uticaj na SRS i lojalnost gostiju hotela.

Ključne reči: Lojalnost; Oporavak usluge; Građansko ponašanje kupaca; Disfunkcionalno ponašanje kupaca; Hotelska industrija.