

Enhancing Guest Experiences through Luxury Management: The Influence of Luxury Service Quality and Perceived Value on Guest Satisfaction

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Abstract

In an era of high luxury hotel competition, the key is no longer just the tangible amenities. But little empirical work has focused on the relationships between luxury service quality, guests' value appraisal and guest satisfaction. This study aims at filling this gap by developing and empirically testing a parsimonious model to explore the impact of luxury service quality on perceived value and guest satisfaction, and to examine the mediating role of perceived value. The primary data was obtained from 367 guests who have recently stayed at 4-star, 5-star, luxury or deluxe hotels. Using a structured questionnaire, data were analyzed through confirmatory factor analysis and structural equation modeling. The measurement model had good reliability, convergent and discriminant validity and the structural model had excellent fit. The results indicate that luxury service quality is a significant determinant of perceived value ($\beta = .537, p < .001$) and guest satisfaction ($\beta = .205, p = .001$) and that perceived value is significantly and positively related to guest satisfaction ($\beta = .511, p < .001$). Moreover, the results show that there is partial mediation between luxury service quality and guest satisfaction as perceived value has a significant role in the relationship between luxury service quality and guest satisfaction ($\beta = .275$; 95% BC CI [.204, .366]). The study's significance for luxury hospitality research lies in the fact that perceived value is a significant mechanism through which higher service quality leads to higher guest satisfaction. The findings also provide actionable insights for luxury-hotel managers seeking to align service excellence with value creation and enhanced guest experiences.

Keywords: Luxury service quality, Perceived value, Guest satisfaction, Luxury hospitality, Guest experience.

1. Introduction

The meaning of luxury hospitality has shifted from offering better lodging and tangible amenities to offering unique, customized and emotionally fulfilling guest experiences. In this context, luxury hotels are not just competing based on physical amenities; it's about the interactions, responsiveness, attention to detail, and making guests feel valued. Previous studies on luxury hotels have shown that there is a strong

relationship between service quality and guest satisfaction. Guests and hotel managers, however, might have different conceptions and assessments of the luxury experience (Lu et al., 2015). It is therefore crucial to the luxury manager to understand the way in which guests assess service quality and how they transform these assessments into value perceptions and satisfaction.

Service quality is an important antecedent of customer assessments in the hospitality industry. The service-quality literature indicates that service quality can pre-date satisfaction (Cronin & Taylor, 1992) and that perceived service performance is different from general satisfaction judgements. This relationship is of special significance in luxury hospitality, where guests typically have high expectations for service that is both high quality, responsive, and personalized. In the luxury hotel industry, empirical studies have found that attributes related to service, interactions with employees, rooms and other hotel features are important factors in guest satisfaction (Lai & Hitchcock, 2017; Zhao et al., 2020). Likewise, evidence from luxury hotels in India reveals the role played by employee in the quality of service and satisfaction of guests (Banerjee & Biswas, 2018).

Superior service quality, however, does not automatically result in satisfaction unless there is an evaluative process by which guests compare what they get to what they give up. This evaluation is reflected by perceived value, which is consumer's assessment of benefits received, in relation to monetary, temporal and other costs of consumption (Zeithaml, 1988). The evaluation of luxury consumption is further complicated by the fact that value is not only a price-related concept, but also a functional, hedonic, symbolic and financial one (Yang & Mattila, 2016). Therefore, the guests can perceive a luxury hotel as valuable if the quality and benefits of the entire experience are worth the resources invested in their acquisition.

The relationship between service quality, perceived value and satisfaction has been supported by empirical studies in the field of hospitality. Hu et al. (2009) showed that service-related interactions and experiential factors have an impact on value perceptions and that, in turn, affects customer satisfaction in luxury hotel restaurants. More directly, Wong et al. (2020) revealed that there was a significant relationship between service quality, perceived value, and hotel guest satisfaction, and that perceived value plays a mediator role between service quality and satisfaction. Likewise, Saut and Bie (2024) discovered that perceived value is a significant factor affecting customer satisfaction in hotels. The results indicate that satisfaction of the guests can be influenced not only by their perception of the performance of the service but also by their evaluation of the value achieved from the experience.

Nevertheless, additional research is needed in the context of luxury hotel experiences, especially from the point of view of customers assessing their real experiences. While previous research has focused on individual service attributes, on-line reviews, experiential value and luxury-value dimensions, few studies have integrated luxury service quality, perceived value and guest satisfaction within a parsimonious customer-based structural model. The present study is an attempt to fill this gap by investigating the impact of luxury service quality on guest satisfaction both directly and indirectly via perceived value. Based on this, the study formulates four hypotheses regarding the relationship between luxury service quality, perceived value and guest satisfaction, with the perceived value serving as a mediation mechanism. The study aims to empirically test these relationships using structural equation modeling to help better understand how luxury hotels can convert superior service delivery into perceived value and ultimately, higher guest satisfaction.

2. Literature Review and Development of Hypotheses

The difference between luxury hospitality and conventional hospitality is that guests not only judge the functionality of the service performance, but also the personalization, exclusivity, experiential richness and the symbolic meaning of the service encounter. Luxury services possess unique experience and relationship qualities that set them apart from standard services (Wirtz et al., 2020). Likewise, systematic reviews reveal that service quality, consumer experience, satisfaction, and perceived value are key concepts in luxury-hospitality research (Luna-Cortés et al., 2022; Jain et al., 2023).

2.1 Luxury Service Quality and Perceived Value

Luxury service quality is a reflection of the guests' assessment of the excellence, responsiveness, personalization and consistency of services provided during their stay. Employee interactions and physical and experiential environment have a significant impact on luxury-hotel experiences (Walls et al., 2011). The results of the study on luxury hotels also show that the attributes of the service can have asymmetric influence on satisfaction, meaning that customers have different levels of importance on the attributes of a particular service before and after the experience (Lai & Hitchcock, 2017). In terms of value, good service enhances customer benefits and can thus reinforce their value judgment. Research in the hospitality setting has established connections between service quality and perceived value, lending weight to the notion that high-quality service leads to positive value perceptions (Wong et al., 2020). Accordingly:

- H1: Luxury service quality has a positive and significant effect on perceived value.

2.2 Luxury Service Quality and Guest Satisfaction

Guest Satisfaction is an overall assessment of the consumption experience. In luxury hotels, employees, rooms and other service attributes play a significant role in satisfaction as they affect the experience of the guests (Zhao et al., 2020). Because of the experiential nature of luxury hospitality, service encounters are especially significant as these encounters can elicit positive emotional and cognitive responses through personalization. Wu and Liang (2009) showed that service employees' interaction adds to the experiential value and satisfaction in luxury hotel restaurants. Human-resource practices and organizational commitment are also pertinent to the service performance in the Indian tourism context and the employees play a significant role in the delivery of the hospitality service (Kale & Shimpi, 2020). Furthermore, studies regarding the online hotel reviews have found that the quality of services is one of the factors that influences guest satisfaction (Shimpi et al., 2022). Therefore:

- H2: Luxury service quality has a positive and significant effect on guest satisfaction.

2.3 Perceived Value and Guest Satisfaction

Perceived value is what guests evaluate they have gained from the hotel stay in relation to the resources they have invested. Value in luxury hospitality is multi-dimensional and can include functional, individual, social, hedonic and prestige-related benefits. A study of luxury hotel guests reveals that various value dimensions affect the post-consumption attitude and behaviors of customers (Lu & Ahn, 2024). Recent evidence also suggests that emotional perceived value has a direct impact on the satisfaction and loyalty related outcomes of hotel guests (El-Adly, 2024). Moreover, luxury hotel studies indicate that perceived value can have a direct impact on behavioral outcomes via satisfaction (Park et al., 2024). Hence:

- H3: Perceived value has a positive and significant effect on guest satisfaction.

2.4 Mediating Role of Perceived Value

Based on the previous relationships, luxury service quality might affect satisfaction by guests' value evaluations. Quality of personal service can be tangible and intangible, and can add value to the whole hotel experience. Empirical studies in the hospitality sector have shown that there are inter-relationships

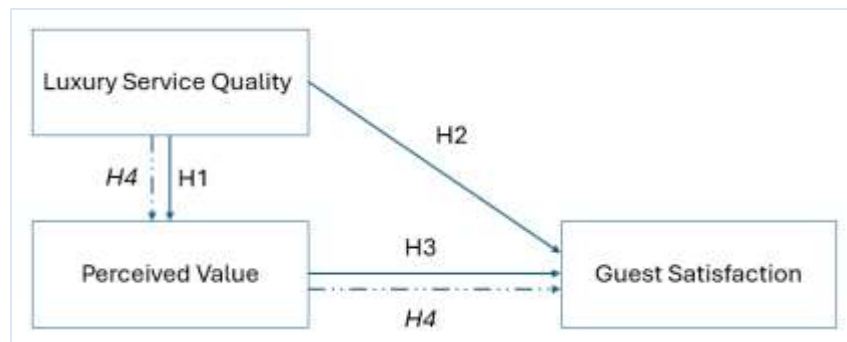
between service quality, perceived value, and satisfaction, with perceived value acting as a mediator (Wong et al., 2020). So, perceived value offers a reasonable pathway to transform luxury service quality into guest satisfaction. Based on the above, this study proposes:

- H4: Perceived value mediates the relationship between luxury service quality and guest satisfaction.

2.5 Conceptual Model

From the above literature, a proposed model (Figure 1) is formulated whereby Luxury Service Quality (LSQ) is the antecedent, Perceived Value (PV) is the mediator and Guest Satisfaction (GS) is the outcome.

Figure 1: Conceptual Model



3. Methods

3.1 Research Design

A descriptive and empirical research design was used to explore the relationship between luxury service quality, perceived value and guest satisfaction within the luxury-hotel context. The descriptive part presented a summary of the characteristics of the respondents and their answers to the variables of the study. The empirical part, on the other hand, examined the hypothesized relationships in the conceptual model. The study involves multiple latent constructs and relationships between these constructs, so the main inferential technique used was the structural equation modeling (SEM).

3.2 Data Collection and Research Instrument

Primary data was collected using a structured questionnaire. The questionnaire was divided into four parts. Luxury service quality, perceived value, and guest satisfaction were measured in sections A, B and C, respectively. 16 items were used to measure the three constructs on a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). In Section D, demographic and hotel-stay data were obtained. A screening question made sure that respondents had been staying at a 4-star, 5-star, luxury or deluxe hotel in the last 12 months. Respondents were asked to rate their most recent relevant experience in a hotel.

3.3 Sampling and Sample Size

The study was conducted using accidental sampling method or convenience sampling method. In this non-probability sampling method, the respondents who were easily accessible and satisfied the basic eligibility criterion were invited to participate. Convenience sampling is often utilized in quantitative consumer and hospitality research when a target population is hard to define (Stratton, 2021). A total of 367 useable responses were obtained. This sample size was deemed suitable for the proposed SEM that consisted of three latent constructs and 16 observed indicators. Sample requirements for SEM are not based on a universal rule but rather on the characteristics of the model, factor loadings, path coefficients, and statistical power (Wolf et al., 2013).

3.4 Data Analysis

Data analysis was conducted in two stages. Descriptive statistics were used to describe the characteristics of the respondents and to summarize the responses. Secondly, SEM was used to evaluate the measurement and structural models. The reliability and validity of the measurement model were assessed using confirmatory factor analysis (CFA). The structural model was subsequently evaluated to examine H1, H2 and H3. The indirect effect of luxury service quality on guest satisfaction via perceived value was analyzed to examine the mediating effect proposed in H4.

4. Analysis and Results

Data obtained from 367 valid respondents were used in the empirical analysis. The analysis was done in two steps. Confirmatory factor analysis (CFA) was used first to evaluate the measurement model and determine the reliability and validity of the three latent variables: Luxury Service Quality (LSQ), Perceived Value (PV), and Guest Satisfaction (GS). Second, structural equation modeling (SEM) was used to investigate the proposed relationships between the constructs and to test the mediating effect of perceived value. All 16 measurement items (six LSQ, five PV, and five GS) were retained in the analysis.

4.1 Measurement Model Assessment

Cronbach's alpha, standardized factor loadings, composite reliability (CR), average variance extracted (AVE), Fornell–Larcker criterion and Heterotrait–Monotrait ratio (HTMT) were used to test the reliability and validity of measurement model. The Cronbach's alpha for LSQ, PV and GS were 0.861, 0.837 and 0.880 respectively indicating satisfactory internal consistency (Table 1). The corrected item-total correlations ranged from 0.607 to 0.710 for LSQ, 0.598 to 0.706 for PV, and 0.678 to 0.730 for GS. All 16 items were retained, as none of the item-deletion statistics showed improvement to justify dropping an indicator.

Standardized factor loadings from CFA ranged from 0.658 to 0.785 for LSQ, 0.657 to 0.796 for PV, and 0.729 to 0.799 for GS. All loadings were significant ($p < .001$). The CR values were 0.861, 0.838, and 0.880 for LSQ, PV, and GS, respectively, while AVE values were 0.509, 0.509, and 0.595. The results show good internal consistency and convergent validity.

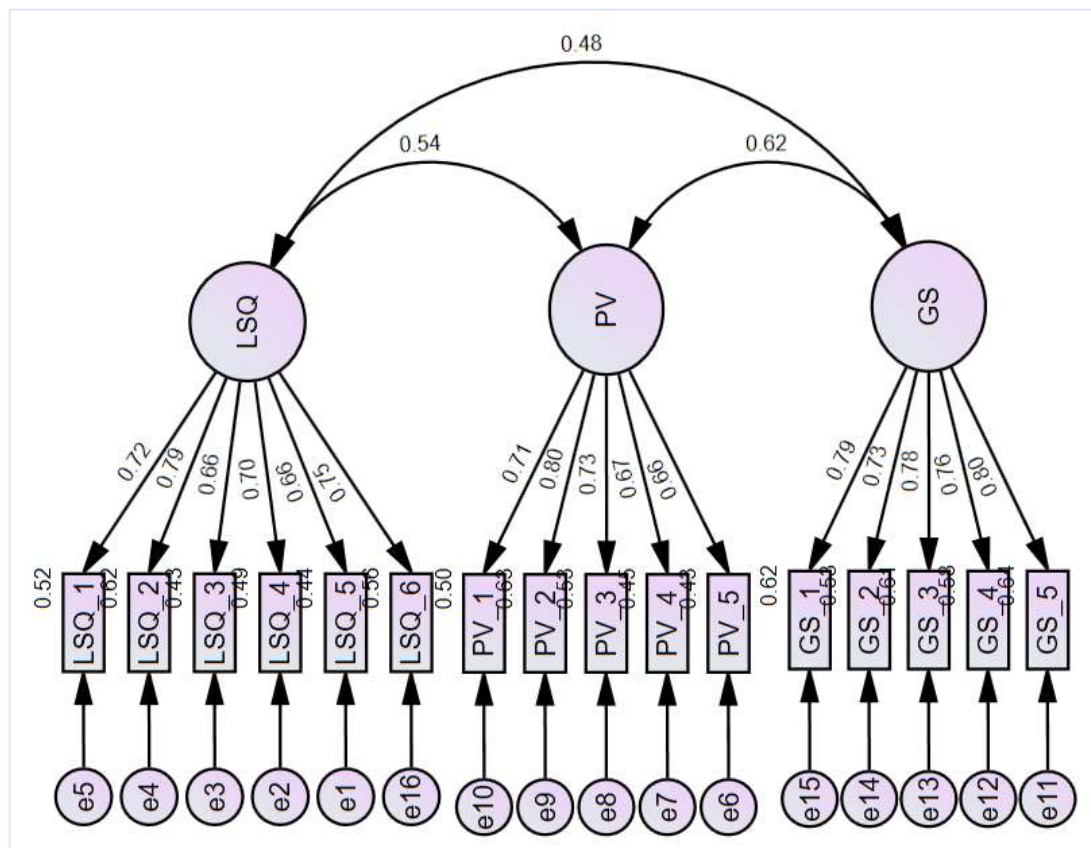
Table 1. Reliability, Factor Loadings and Convergent Validity

Construct	Item	Loading	Cronbach's α	CR	AVE
LSQ	LSQ1	.722	.861	.861	.509
	LSQ2	.785			
	LSQ3	.658			
	LSQ4	.697			
	LSQ5	.665			
	LSQ6	.746			
PV	PV1	.705	.837	.838	.509
	PV2	.796			
	PV3	.727			

	PV4	.674			
	PV5	.657			
GS	GS1	.786	.880	.880	.595
	GS2	.729			
	GS3	.780			
	GS4	.760			
	GS5	.799			

The fit of the measurement model was also high. The model yielded a $\chi^2 = 119.503$, with 101 degrees of freedom, a χ^2/df ratio of 1.183 and a non-significant $p = .101$. The incremental fit indices were strong (NFI = .956, IFI = .993, TLI = .992, and CFI = .993), while GFI and AGFI were .962 and .948, respectively. RMR was .021, and RMSEA was .022, with a 90% confidence interval of .000–.037 and PCLOSE = 1.000.

Table 2. CFA Model Fit



Fit of the measurement model was also very good. The model resulted in a $\chi^2 = 119.503$, with 101 degrees of freedom, a χ^2/df ratio of 1.183, and a $p = .101$, which was not significant. The incremental fit indices were strong (NFI = .956, IFI = .993, TLI = .992, and CFI = .993), while GFI and AGFI were .962 and .948, respectively. RMR was .021, and RMSEA was .022, with a 90% confidence interval of .000–.037 and PCLOSE = 1.000.

Table 2. CFA Model Fit

Fit Index	Obtained Value	Assessment
χ^2	119.503	—
df	101	—
χ^2/df	1.183	Excellent
p	.101	Acceptable
GFI	.962	Excellent
AGFI	.948	Excellent
NFI	.956	Excellent
IFI	.993	Excellent
TLI	.992	Excellent
CFI	.993	Excellent
RMR	.021	Good
RMSEA	.022	Excellent
PCLOSE	1.000	Excellent

The discriminant validity assessment also indicated that LSQ, PV, and GS are empirical different constructs. The square roots of AVE for LSQ, PV and GS were .714, .713 and .771 respectively, each of which was higher than the inter-construct correlations. Correlations were .537 between LSQ and PV, .479 between LSQ and GS and .621 between PV and GS. The HTMT values were .532, .473, and .616, respectively, which were all below the conservative value of .85.

Table 3. Discriminant Validity: Fornell–Larcker and HTMT

Construct	LSQ	PV	GS	$\sqrt{\text{AVE}}$
LSQ	.714	.537	.479	.714
PV	.537	.713	.621	.713
GS	.479	.621	.771	.771

HTMT values: LSQ–PV = .532; LSQ–GS = .473; PV–GS = .616.

The results of reliability, convergent validity and discriminant validity suggest that the measurement model is psychometrically valid. There were no indicators that needed to be deleted, and the measurement model was validated as a 16-item model was then used to test the structural relationships.

4.2 Structural Model and Hypothesis Testing

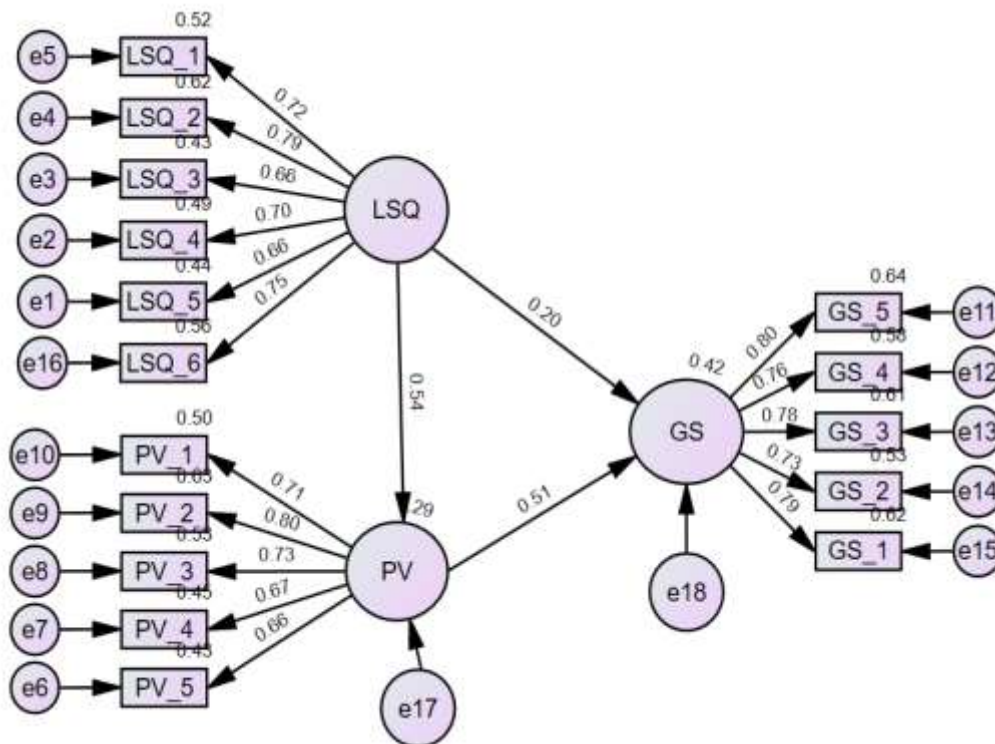
The measurement model was validated and the hypothesized structural model was then estimated by AMOS. The structural model investigated the influence of LSQ on PV, as well as the influence of PV on GS. All three direct relationships were positive, and statistically significant. LSQ had a strong positive effect on PV ($\beta = .537$, C.R. = 7.502, $p < .001$), supporting H1. LSQ also had a positive and significant direct effect on GS ($\beta = .205$, C.R. = 3.213, $p = .001$), supporting H2. PV showed a relatively high positive correlation with GS ($\beta = .511$, C.R. = 6.999, $p < .001$) which supported H3.

Table 4. Structural Model Results and Hypothesis Testing

Hypothesis	Structural relationship	Standardized β	C.R.	p	Decision
H1	LSQ $\rightarrow$ PV	.537	7.502	<.001	Supported
H2	LSQ $\rightarrow$ GS	.205	3.213	.001	Supported
H3	PV $\rightarrow$ GS	.511	6.999	<.001	Supported

The results indicate that LSQ is an important antecedent of PV and GS. The moderate positive correlation between LSQ and PV indicates that luxury service quality is a key factor in increasing guests' perceived value from the hotel experience, especially when compared to the other factors. Concurrently, PV has a significant direct link with GS, which indicates the role of the overall value assessment of the guests in influencing satisfaction.

Figure 3: Structural Model



4.3 Explained Variance and Overall Structural Model Fit

The squared multiple correlations show that the variance in PV is accounted for by 28.8% of the variance in LSQ, and that the variance in GS is accounted for by both LSQ and PV by 41.6%. Therefore, the proposed model can explain the phenomenon well, especially in terms of guest satisfaction.

Table 5. Explained Variance and Overall Model Fit

Explained Variance	R ²	Overall Model Fit	Value
Perceived Value	.288	χ^2	119.503
Guest Satisfaction	.416	df	101
		χ^2/df	1.183

	GFI	.962
	AGFI	.948
	NFI	.956
	IFI	.993
	TLI	.992
	CFI	.993
	RMR	.021
	RMSEA	.022
	PCLOSE	1.000

Overall model fit is good. The χ^2/df ratio is low (1.183), and GFI, AGFI, NFI, IFI, TLI and CFI show good model fit. The RMSEA is very low (.022) and the 90% confidence interval is .000 to .037. The results show that the hypothesized relationships in the model adequately account for the observed data.

4.4 Mediation Analysis

H4 hypothesized that PV is the mediator between LSQ and GS. The mediating effect was studied using 5,000 bootstrap samples and 95% bias-corrected confidence intervals. The standardized indirect effect of LSQ on GS via PV was $\beta = .275$. The 95% confidence interval for the parameter was (0.204, 0.366) which does not contain zero.

Table 6. Mediation Analysis

Effect	Standardized Effect	95% BC Lower	95% BC Upper	Interpretation
LSQ → PV → GS	.275	.204	.366	Significant indirect effect
LSQ → GS (direct)	.205	—	—	Significant direct effect
LSQ → GS (total)	.479	—	—	Significant total effect

The 95% bias-corrected confidence interval for the indirect effect is completely positive, indicating support for H4. The direct LSQ → GS pathway ($\beta = .205$, $p = .001$) also suggests that PV does not fully explain the LSQ-GS relationship. Thus, the mediation can be said to be partial mediation.

The discovery suggests that luxury service quality contributes to guest satisfaction in two synergistic ways. First, it directly and positively affects satisfaction. Second, it enhances guest value perception, thereby boosting satisfaction. The indirect effect of .275 is thus an important channel by which luxury service quality contributes to higher guest experiences.

In general, the SEM confirms all four hypotheses. H1, H2 and H3 are supported by strong, positive direct effects, whereas H4 is supported by a strong indirect effect with a 95% bias-corrected confidence interval containing no zero. The results indicate that luxury service quality positively affects guest satisfaction through its direct and indirect effects via perceived value.

5. Findings and Discussion

The results support all four of the hypotheses. H1 is supported by the first hypothesis that Luxury Service Quality positively affects Perceived Value (PV) ($\beta = .537$, $p < .001$). This means that if the service is attentive, customized, responsive and consistently good, guests' evaluation of the value of their stay at a luxury hotel improves. The study's results align with Tuncer et al. (2021), who determined that service quality has a positive effect on perceived value in the hospitality industry. It also aligns with research that focuses on luxury hotels, which has identified service attributes and employee interactions as key factors in guests' perceptions of luxury service.

H2 is also supported with LSQ showing a significant positive effect on Guest Satisfaction (GS) ($\beta = .205$, $p = .001$). This is an affirmation that better service delivery is a direct input to satisfaction. The results are in line with the results of Tuncer et al. (2021) which stated that service quality and customer satisfaction have a positive relationship. In a luxury-hotel setting, employee interaction and service-related characteristics have also been shown to be significant factors affecting guests' satisfaction.

The PV is found to have comparatively strong positive effect on GS as seen in H3 ($\beta = .511$, $p < .001$). The discovery indicates that satisfaction of guests is not only a function of service performance but also of the benefits they receive from the service experience and the perceived value they obtain from the experience. This is in line with the findings of hotel studies on the role of perceived value in the prediction of customer satisfaction. The discovery also has implications for high-end hospitality, as consumers consider both practical, experiential, and symbolic advantages in addition to the high price they pay. Recent studies have confirmed the significance of perceived value in luxury hotel consumption.

Last, the relationship between LSQ and GS is significantly mediated by PV (indirect $\beta = .275$; 95% BC CI [.204, .366]). The mediation is partial because the relationship between LSQ and GS is still significant. This discovery adds to the existing hospitality literature by showing that the luxury service quality influences the satisfaction in a value-creation pathway, in addition to the direct pathway. Luxury hotel service encounters provide another example of a value-mediated mechanism, and in this context, service encounters affect experiential value and then satisfaction.

6. Implications of the Study

The study provides important managerial implications for luxury-hotel managers. First, the hotel should focus on providing personalized, attentive, and responsive service, which enhances guests' sense of value. Second, managers need to make sure that premium prices are backed up by real, tangible, and experiential value to guests. Third, PV partially explains the link between LSQ and GS, so managers should pay attention not only to service quality but also to guests' value perceptions. The results also indicate that luxury should be managed as a holistic experience, rather than just a physical setting, that would cover employee interaction, personalization, reliability, and perceived benefits.

7. Conclusion and Limitation

The study has found that LSQ is an important determinant of both PV and GS and PV makes a strong contribution to GS. Importantly, PV partially mediates the relationship between LSQ and GS, indicating that the better the service, the greater the satisfaction, both directly and as a result of the value that guests derive from their hotel stay.

There are three main limitations to this study. First, the cross-sectional design does not allow for strong causal interpretation. Second, self-reported responses can lead to common method and response bias.

Third, accidental sampling and the limited sample size of 367 respondents restricts generalizability to the respondents studied. Further studies might use probability sampling or longitudinal sampling and explore other mechanisms like emotional value, luxury brand perception, guest experience, guest loyalty, and revisit intention.

8. Items Used for Study

Construct	Code	Measurement Item
Luxury Service Quality (LSQ)	LSQ1	The hotel provided a high level of service throughout my stay.
	LSQ2	Hotel employees were attentive to my individual needs.
	LSQ3	The hotel provided personalized service that made me feel valued.
	LSQ4	Hotel employees responded promptly to my requests.
	LSQ5	The hotel paid close attention to details in delivering its services.
	LSQ6	The hotel consistently provided excellent service.
Perceived Value (PV)	PV1	The hotel experience was worth what I paid.
	PV2	The benefits I received from staying at this hotel were valuable to me.
	PV3	Considering everything I received, this hotel offered good value.
	PV4	The overall experience provided by this hotel was worth my time and effort.
	PV5	The value of my experience at this hotel was higher than I expected.
Guest Satisfaction (GS)	GS1	I am satisfied with my overall experience at this hotel.
	GS2	My experience at this hotel met my expectations.
	GS3	Staying at this hotel was a satisfying experience.
	GS4	I am pleased with my decision to stay at this hotel.
	GS5	Overall, I am very satisfied with this hotel.

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