

# Research on the Impact of Service Quality on Customer Satisfaction from the Perspective of Experience Value

-- Taking the Langham Place Shenzhen as an Example

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**Abstract:** Hotels are typical service enterprises. To enhance the competitiveness of hotels, it is imperative to improve the quality of hotel services and customer satisfaction. This paper takes the Langham Place Shenzhen in Shenzhen as the research object to analyze the relationship between service quality and customer satisfaction. The research results indicate that service quality has a positive impact on customer satisfaction, service quality has a positive impact on perceived value, perceived value has a positive impact on customer satisfaction, and perceived value is an important mediating variable in the influence of service quality on customer satisfaction.

**Keywords:** Experience value, Service quality, Customer satisfaction.

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## 1. Introduction

With the advent of the experience economy era, customers' demands for service quality have become increasingly high. The competition between hotels is essentially a competition of service quality. How to improve service quality to enhance their competitive advantage is an issue that hotels need to pay attention to in fierce competition. Maintaining hotel brand requires the support of service quality. Enhancing hotel service quality is one of the important contents of hotel brand building. Hotel service quality is reflected in the quality of hardware facilities and software services. The quality of hardware facilities is reflected in the quality of items, the quality of environmental atmosphere, and the quality of safety and hygiene. The quality of software services refers to the quality of intangible products, which means the knowledge, professional skills and emotions of hotel employees. These are important factors affecting customer satisfaction with hotels, especially with five-star hotels.

The core competency of a hotel lies in its uniqueness and the value it provides, as well as the additional services it offers. The value refers to the contribution it makes to the core interests of its customers, considering their interests and serving them wholeheartedly. The uniqueness of a hotel is formed over a long period, encompassing the cultural values of the hotel, its organizational management, marketing strategies, etc. The additional services provided by the hotel are an extension of its core value, offering customers unique experiences. Through this, the hotel not only benefits but also supports its further development. By building a hotel's core competency from the perspective of experiential value, it ensures that its services and products have their own uniqueness. This uniqueness creates a difference compared to competitors, thereby strengthening its competitiveness to a certain extent. Moreover, starting from the experiential value allows for a better understanding and knowledge of customers, fostering a closer relationship between the hotel and its customers, leading to long-term relationships. Continuously

providing and enhancing the experiential value for customers is how a hotel can gain a better competitive advantage.

Market competition is becoming increasingly fierce, and the acquisition of competitive advantages requires the cultivation and improvement of customer satisfaction. Research shows that the cost of acquiring a new customer is much higher than that of retaining an old one. Therefore, the importance of hotels maintaining relationships with existing customers can be imagined. Customer satisfaction is an important factor in evaluating a hotel's tangible and intangible products and is key to influencing a hotel's performance and reputation. Firstly, customer satisfaction has a significant impact on the realization of hotel products and service functions. Hotels are typical service-oriented businesses that mainly achieve economic benefits and social effects by providing satisfactory and considerate services to gain customer recognition. Secondly, customer satisfaction can effectively display and measure various functions of a hotel, allowing for an effective assessment of the current status of all aspects of the hotel. Customer satisfaction originates from the good products and services experienced by customers in the hotel, reflecting the positive brand image and operational level of the business. Customer satisfaction helps hotels develop a good reputation and brand image in the market. Building a good market reputation depends on customer satisfaction, which affects the hotel's profits, brand image, market position, etc. By measuring customer satisfaction, hotels can supervise the quality of their services and products and identify issues in their services, thereby gaining insights into the current state of the hotel's operations and management.

The quality of service, experiential value, and customer satisfaction all have significant impacts on the survival and development of hotels, and there is a certain relationship among the three. Currently, there are relatively few studies in China on the relationship between service quality, experiential value, and customer satisfaction in five-star hotels. This paper takes the Langham Place Shenzhen hotel as an example to study the impact mechanism of service quality

on customer satisfaction from the perspective of experiential value. The results will clearly demonstrate the relationship between experiential value, service quality, and customer satisfaction, and provide suggestions for improving hotel customer satisfaction.

## **2. Review of Relevant Research**

### **2.1. Researches on Experience Value**

The study of experiential value originated from the field of marketing in the early 1980s and gradually took shape with the transformation of consumption patterns. In the early days, scholars such as Holbrook and his colleagues (1982) proposed the prototype of experiential value, emphasizing the hedonistic and aesthetic value brought about by consumer experiences [1]. PARK and other scholars (1986) divided consumer needs into functional, experiential, and symbolic categories [2]. Entering the 21st century, Eun-Jii Lee & Jeffrey (2003) classified customer value into practical and experiential categories from a psychological perspective [3]. Csikszentimihaly (1988) believed that experiential value changes with individuals and consumption stages [4], while Kotler's (1994) customer delivered value theory emphasizes that customers pursue value maximization [5]. SCHMITT (1999) proposed, based on neurobiology, that experiential value is the customer's reaction and cognition towards the company's marketing activities [6]. Scholars such as Mathwick (2001) [7] and Holbrook (1994) [8] constructed theoretical models from perspectives of internal and external value, active and passive value, and self and other-oriented value, pointing out that the interaction between customers and consumption situations generates experiential value, which is influenced by customer dimensions and situational dimensions. Among them, intrinsic value involves customer emotional evaluation, extrinsic value focuses on product efficacy, active value reflects customer's active participation, while passive value is affected by consumption situations. Mathwick's (2001) empirical research in an e-commerce environment found that experiential value includes four dimensions: customer investment return, service superiority, aesthetics, and fun [7]. Customer investment return reflects the customer's expectation of returns on product quality and investments in time, psychology, and money; service superiority reflects the customer's evaluation of the degree of service superiority; aesthetics involve customers' feelings towards beautiful things in the consumption scenario; while fun is the intrinsic experiential value formed based on customer preferences, including two sub-dimensions of escape and enjoyment, satisfying customers' pursuit of a beautiful and relaxing consumption experience.

### **2.2. Related Research on Service Quality**

Research on service quality began in the 1970s, with Nordic scholar Gronroos first introducing the concept of perceived service quality, emphasizing that customer evaluations determine service quality [9]. Parasuraman et al. proposed five dimensions for evaluating service quality: tangibility, reliability, responsiveness, assurance, and empathy [10]. Among them, reliability is the core, referring to the ability of service personnel to accurately complete promised services, and it is key to customer perceptions of service quality. Responsiveness reflects the speed and quality of service delivery, indicating the rationality of the service system design. Assurance involves employee attitudes,

professional skills, etc., affecting customers' judgments on the professionalism of the service. Empathy emphasizes providing personalized services from the customer's perspective and is an important factor in attracting customers. Tangibility refers to the visible parts of the service that customers can see with the naked eye, such as architectural style and environmental facilities. This is especially important for industries like hotels, where customers often use this to judge service quality.

The measurement methods of service quality are mainly divided into two categories: event-based and attribute-based [11]. Event-based measurement methods are qualitative studies that measure using the events experienced by customers during the service process, with the Critical Incident Technique (CIT) being one of them, widely used in service quality research. Attribute-based measurement methods are quantitative studies, primarily including SERVQUAL, SERVPERF, and non-difference evaluation measurements. SERVQUAL assesses service quality by comparing the difference between pre-purchase expectations and post-purchase actual service performance; SERVPERF only considers customers' perceptions of service quality without considering expectations; non-difference evaluation measurements directly ask customers about the difference between their perceptions of specific service performance and expectations.

This paper mainly uses SERVQUAL and non-difference evaluation measurement methods to measure service quality, in order to more accurately assess service quality and provide directions for improvement in the service industry.

### **2.3. Research on Customer Satisfaction**

In 1965, Cardozo first proposed customer satisfaction [12]. Zhang Yan and Pan Huali et al. pointed out that with the increase in overall profits in the hotel industry, under the condition of resource scarcity, how to specifically improve customer experience and satisfaction has become a major concern for hoteliers [13]. The core business of hotels is to provide customers with satisfactory products and service experiences. Only by maintaining a high level of consumer satisfaction can hotels develop sustainably. For hotels, as typical service enterprises, "satisfaction" is not just consumers' intuitive satisfaction with product quality, price, and services, but more deeply should be the degree of alignment between the services or products provided by the hotel and consumer expectations [14]. Huang Yanling and Yuan Linwang believe that the image and reputation of the hotel will influence consumers, which will inevitably lead consumers to have certain expectations. These "prior expectations" directly affect consumers' perceived value and final satisfaction [15]. Shen Han believes that customer satisfaction is a psychological process. The same type of product is influenced by many factors such as consumer education background and income, while different types of products are mainly influenced by product characteristics. In this way, there are even more factors determining customer satisfaction [16].

Regarding the measurement of customer satisfaction, this paper mainly employs Fornell's (1992) satisfaction measurement method. He believes that by measuring the overall satisfaction of service products and using overall satisfaction research methods, a higher degree of sample reliability and validity can be achieved, allowing for an understanding of the actual perceptions of customers. It is

posited that customer satisfaction is a holistic concept, measured by overall satisfaction [29]. Through questionnaire items, customers are asked about their overall satisfaction with the hotel and whether they are willing to recommend the hotel to others.

## **2.4. Research Hypothesis**

### **2.4.1. The Relationship between Experience Value and Service Quality**

The customer experience value is an important link in delivering hotel service quality. Hotel services are produced by the hotel and ultimately accepted by the customers. The quality of hotel services depends on their service value. For hotels, their services are produced according to their own standards, and the service quality that passes their own inspection is evaluated by the hotels themselves. Therefore, hotels believe that all the service labor within the hotel has been transformed into value and passed on to customers. For customers, hotel services are experienced personally, and the service quality that meets their own needs and expectations comes from the customers' own evaluation and perception. Moreover, customers believe that the value they experience is where the value of hotel service labor lies. Therefore, the customer experience value is the bond between hotels and customers in delivering service quality. Only when the value of hotel service labor becomes the value of customer experience can it be perceived by customers [17].

Based on the above, Hypothesis H1 is proposed: Service quality has a significant positive impact on experiential value.

### **2.4.2. The Relationship between Service Quality and Customer Satisfaction**

The size of the fifth gap in the "Conceptual Model of Service Quality" is determined by customers, and when customer perception is lower than customer expectation, customer satisfaction is low [18]. Regarding the research on the relationship between service quality and customer satisfaction, domestic scholars have also made significant progress. Peng Yan and Xia Xiping, through their research on online securities trading, believe that perceived service quality mainly influences customer satisfaction through the dimensions of tangibility, reliability, responsiveness, assurance, empathy, information quality, and ease of use. These seven factors of service quality jointly affect customer satisfaction, concluding that the comprehensive quality of service leads to the level of customer satisfaction [19]. Based on this, hypothesis H2 is proposed: Service quality has a significant positive impact on customer satisfaction.

### **2.4.3. The Relationship between Experience Value and Customer Satisfaction**

Yuan and others (2008) established a model of "experience → perceived value of experience → satisfaction", and through empirical analysis, it was found that the emotional value and functional value in the perceived value of experience affect customer satisfaction [20]. Ryu and other scholars (2008) found through empirical analysis that image and perceived value of experience have an impact on customer satisfaction in the hotel industry [21].

To sum up, the hypothesis is put forward

H3: Experiential value has a direct positive influence on customer satisfaction.

H4: Experience value is an important mediating variable in the relationship between service quality and customer satisfaction.

## **3. Research Methods**

### **3.1. Questionnaire Design**

The questionnaire in this paper is divided into four parts: basic information of consumers, service quality, experience value, and customer satisfaction. The last three parts of the questionnaire use the 5-point Likert-type scale for measurement, where 1 point represents very dissatisfied, 2 points represent dissatisfied, 3 points represent neutral, 4 points represent satisfied, and 5 points represent very satisfied.

Measurement of Service Quality. The SERVQUAL scale is widely used in measuring hotel service quality, and its reliability is widely recognized. This paper uses the SERVQUAL model to measure hotel service quality, including 20 statements, involving five dimensions: tangibility, reliability, assurance, responsiveness, and empathy.

The measurement of experiential value, mainly based on Mathwick (2001) in this paper, proposes consumers' investment returns, service superiority, aesthetics, and service excellence as the dimensions of experiential value. Combined with the research of scholars at home and abroad, it has been revised, with a total of 6 items.

Measurement of Customer Satisfaction. Customer satisfaction is used as a dependent variable. This paper draws on the perspective of evaluating customer satisfaction holistically (Anderson & Fornell, 2000). Based on this perspective, 2 items developed are applied to the actual measurement of customer satisfaction indicators, with a total of 2 statements.

### **3.2. Sampling Design**

The research subjects of this paper are customers who have consumed at the Donghai Langting Hotel in Shenzhen. The survey samples are divided into two parts: one part consists of customers who are currently consuming in the hotel; to ensure the completeness of sample selection, the other part of the sample chose consumers who have visited the hotel within the past year, as these consumers have formed a complete experience of the hotel and have evaluated the hotel as a whole.

The sample survey in this paper lasted for about one month. A total of 400 questionnaires were issued in this survey, and 398 were returned, of which 371 were valid. The effective recovery rate is 92.75%.

## **4. Data Analysis**

### **4.1. Descriptive Analysis**

The basic demographic characteristics of the survey sample are shown in Table 2. An analysis of the basic information of the comprehensive customers indicates that the consumers of Shenzhen Donghai Langting Hotel are mostly from the middle and high education groups, and the credibility of the consumer experience provided is relatively high. The gender characteristics of the survey group are reasonably distributed, with 42% being male and 58% being female. In the sample, those aged 26-35 account for 53.4%, and those aged 26-45 account for 27.5%. These two age groups account for 80.9%, reflecting that the hotel mainly serves consumers in the middle age group. In the sample, 48.8% of the occupations are business personnel from enterprises, 29.4% are civil servants, 17.1% are private enterprise operators, 2.7% are students, 3.0% are freelancers, and 11.6% are other

professions. This reflects that the hotel mainly caters to business guests. Among the reasons for staying at a star-rated hotel in the sample, 27.5% are for official needs and 42.5% are for business needs, with official and business needs accounting for 70%. This phenomenon is consistent with the conclusion that the main targets of the hotel are business guests, mainly because the hotel is located on Shennan Avenue in the Futian District of Shenzhen, which is the core area of Shenzhen's Central Business District, concentrating a large number of financial, commercial, cultural, service and a large number of business office buildings and hotels, apartments and other facilities, where many business people come to work.

## 4.2. Analysis of Questionnaire Reliability and Validity

The analysis yielded Cronbach's  $\alpha$  coefficients greater than 0.8 for all scales, indicating good internal consistency in the scales. This paper employed principal component analysis for exploratory factor analysis of the data, using the orthogonal rotation method with maximum variance to extract common factors, selecting items with eigenvalues greater than 1. Furthermore, the KMO and Bartlett tests were utilized to determine whether the items are suitable for factor analysis. The results of the factor analysis in this paper show that the KMO value of all elements is 0.980, reaching significance, indicating suitability for factor analysis. Among all 28 items, their single-dimensional factor loadings are all greater than 0.5, demonstrating that the scale has good convergent validity and unidimensionality. This indicates that it is very suitable for factor analysis. Table 3 displays the results of the factor analysis.

## 4.3. Main Effect Analysis

Regression analysis was conducted with experience value and customer satisfaction as dependent variables, and service quality as an independent variable. The regression results are shown in Table 4.

Model 1 uses service quality as the independent variable and customer satisfaction as the dependent variable. The regression equation of Model 1 is significant ( $R^2=0.768$ ,  $P=0.001$ ), indicating that service quality has a significant positive impact on customer satisfaction. Hypothesis H2 is confirmed. Model 2 uses perceived value as the independent variable and customer satisfaction as the dependent variable. The regression equation of Model 2 is significant ( $R^2=0.766$ ,  $P=0.000$ ). Model 2 indicates that perceived value is significantly positively correlated with customer satisfaction, and Hypothesis H3 is confirmed.

Model 3 uses service quality as the independent variable and experience value as the dependent variable. The regression equation of Model 3 is significant ( $R^2=0.796$ ,  $P=0.000$ ). This indicates that service quality has a significant positive impact on experience value, confirming hypothesis H1.

Model 4 uses service quality and perceived value as independent variables, with customer satisfaction as the dependent variable. The results show that the regression equation is significant ( $R^2=0.810$ ,  $P=0.000$ ). Comparing this with Model 1, it can be observed that after introducing perceived value, the explanatory power of the model increases ( $R^2$  increases from 0.768 to 0.810) and the coefficient decreases. This suggests that perceived value plays a partial mediating role between service quality and

customer satisfaction. Based on the conclusions of Model 2 and Model 3, hypothesis H4 is confirmed.

# 5. Conclusions and Implications

## 5.1. Conclusion

Based on the background of the Donghai Langting Hotel in Shenzhen, this paper, building on the theories of past scholars, formulates its research framework and hypotheses. Through a questionnaire survey, and the analysis of data using SPSS and Excel software, the following conclusions were reached:

### 5.1.1. Experience value is closely related to customer satisfaction.

In this study, the hypothesis that experience value has a significant positive impact on customer satisfaction has been confirmed. Guests who typically visit hotels not only need to enjoy the satisfaction brought about by products or services but also need to gain a sense of experience through participating in activities. The acquisition of experience value often comes from personalized services provided by the hotel. The quality of personalized services in hotels largely determines the degree of customer satisfaction. Personalized services mainly include targeted services for guests, additional services, emotional services, and detailed services. Hotels should train employees to be observant and quickly identify the service needs of customers, providing personalized services accordingly. Employees should be trained to think and view problems from the customer's perspective, taking into account the interests of the customers.

### 5.1.2. Experience value has a significant impact on service quality.

In this study, the hypothesis that experiential value is an important mediating variable in the relationship between service quality and customer satisfaction was confirmed through empirical research. Service quality positively influences experiential value; the quality of service affects the level of customers' experiential value, and experiential value as a mediating variable positively affects customer satisfaction. When customer satisfaction is high, customers are more likely to recommend to others and engage in repeat consumption. The hotel industry, as a typical service industry, has its service quality directly or indirectly affecting customers' mood and emotional changes, influencing customers' overall subjective feelings and evaluations of the hotel. Hotels need to enhance service quality to provide consumers with unforgettable experiential value, which can stimulate consumption. When consumers have a positive experiential perception after consumption, they believe their consumption is valuable, which triggers both their intrinsic and extrinsic experiential value feelings.

### 5.1.3. The quality of service has a significant impact on customer satisfaction.

In this study, the hypothesis that service quality has a significant positive impact on customer satisfaction was confirmed. Customers first perceive service quality before they can form a satisfactory evaluation. Service quality is a precursor to customer satisfaction, and enhancing customer satisfaction is an important premise for hotels to improve their performance and establish a good reputation in the market to seek further development. Through questionnaire surveys and on-site visits, it was found that the hardware facilities of Shenzhen Donghai Langting Hotel are not modern enough, especially the facilities and equipment in the guest rooms

have not been updated, and the TV, power buttons, etc. cannot meet the current needs of customers. From the data analysis, it was found that Shenzhen Donghai Langting Hotel performs well in the responsiveness aspect of service quality, paying attention to the needs of guests, and complaints from guests are followed up immediately. In terms of empathy, it is not done well enough, and many guests commented that they cannot feel personalized service. Shenzhen Donghai Langting Hotel can improve in this area to gain more customers. In terms of the ability to fulfill service promises, Shenzhen Donghai Langting Hotel also did not do well enough, and the reliability of the service information conveyed to customers is not sufficient. The products and services provided by the hotel do not match the promised standards. For example, the hotel promised to disinfect the glasses in the room, but in fact, they were not disinfected.

## 5.2. Inspiration

Based on the above research conclusions, this paper has significant managerial implications for service quality managers and even service marketers.

First of all, the status of service quality in service-oriented enterprise management cannot be underestimated, and it is the basis for enterprises to maintain competitiveness. Service quality has a direct impact on consumers' post-purchase evaluation and purchase behavior, which has been supported by many previous studies. This paper reconfirms that both service quality and customer experience have a significant impact on customer satisfaction. Therefore, improving and maintaining good service quality is the top priority of service-oriented enterprises. The ability of hotel enterprises to fulfill their service promises, that is, the reliability of the service information provided by the hotel to customers, determines the satisfaction of customers. In order to operate the hotel in good faith, the products and services provided by the hotel must meet the promised standards. Following the quality evaluation standard of "reliability", the concept of operation must be emphasized. Objectively publicize the service information of the hotel, avoid exaggerating the publicity of the services provided by the hotel, and avoid too high expectations of customers.

Secondly, given the primary mediating role of experiential value in the impact of service quality on customer satisfaction, service managers should adopt corresponding management measures based on this role. Service providers should offer as many additional services as possible, such as singing birthday wishes to customers on their birthdays, providing toys to children, etc. Especially, the key to providing customers with a pleasant experience is to ensure high-quality service, particularly empathetic service.

Lastly, experiential value is an effective way to enhance customer satisfaction. With the increase in customer income and the transformation of consumer spending concepts, customer needs are increasingly showing a trend of multi-level diversity. Customer consumption, which used to solely focus on technical quality and functional quality, has gradually shifted to valuing the experiences and feelings gained during the service consumption process, and the importance of harmonious interpersonal relationships with service personnel, among others. For many customers, they no longer see service consumption as a problem-solving approach but directly view it as a way of life. Therefore, when customers consume, their needs are comprehensive, personalized, and constantly changing. Customers expect

service enterprises to meet these needs, and once a customer finds such an enterprise, they will unhesitatingly demonstrate high loyalty to the business. For service enterprises to truly establish a business philosophy centered on customer needs and accurately grasp the trends in customer needs is a necessary prerequisite and guarantee for achieving comprehensive customer satisfaction and ultimately obtaining high customer loyalty.

The Shenzhen Donghai Langting Hotel adheres to the service concept of meticulousness and thoughtfulness, creating an unforgettable luxury experience for guests. However, its promotion of its own brand concept is not yet in place. In shaping its own brand, the Shenzhen Donghai Langting Hotel should focus on establishing connections with customers and strengthening communication with them, so that customers can feel the charm of the brand at all times, attracting customers to participate in brand experiences and promoting customer interaction, thereby gaining customer recognition of the brand.

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