

# The Path to Guest Satisfaction: Leveraging Personalized Services and Islamic Principles in Shariah Hospitality

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## **Abstract**

**Research Originality:** This research highlights the importance of personalized services, organizational image, and effective customer relationship management (CRM) strategies aligned with Islamic principles. The research aims to distinguish shariah hospitality and deepen understanding of customer behavior in this cultural and religious context.

**Research Objectives:** This study examines how personalized services, company image (CI) and customer perceived value (CPV) affect guest satisfaction and loyalty in Shariah-based hotels, providing insights into customer behavior.

**Research Methods:** The review analyzed customer relationship management, organization picture, and perceived value as independent factors, with loyalty as the dependent variable and satisfaction as the mediator. Data came from 220 guests at Shariah hotels in Indonesia.

**Empirical Results:** The study found strong links between personalized services, a positive organization picture, and perceived value with guest satisfaction and loyalty in Shariah-based hotels, emphasizing the need for effective CRM, a robust brand, and high-quality service.

**Implications:** This research advances customer relationship management (CRM) and Customer Perceived Value (CPV) theories in Shariah hotels through personalized services, effective communication, and strong branding, guiding hotels to prioritize these strategies for customer loyalty in hospitality.

## **Keywords:**

customer relationship management; company image; customer perceived value; customer satisfaction; customer loyalty

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## INTRODUCTION

The accommodation establishment plays a crucial role in tourism, requiring managers to collaborate with stakeholders to attract guests (Attila, 2016). Sharia-based hotels, a recent addition to the industry, are often mistaken for conventional hotels (Rodríguez et al., 2020). Yang et al. (2020) examined client-provider relationships in web-based platforms, emphasizing customer identification, data gathering, and perception formation. Long-term relationships enhance loyalty and provide competitive advantages (Tabrani et al., 2018). In a competitive environment, the hospitality industry must continually improve services to attract and retain clients (Amoako et al., 2019; Habineza et al., 2022; S. Li, 2020). Success depends on the quality of guest interactions (Baehaqi et al., 2023). Maintaining current customers proves more economically advantageous than acquiring new ones (Banyte et al., 2016). Indonesian hotel guests, predominantly Muslims, increasingly prefer Sharia-compliant hotels, reflecting a rise in religious awareness and preferences (Barton & Yilmaz, 2021).

The study conducted by Haryandika and Santra (2021) and Trini and Salim (2018) revealed that customer experience management (CEM) significantly influences customer loyalty within the hospitality industry. Understanding and managing customer perceptions and experiences are pivotal in enhancing loyalty. Furthermore, the research emphasized that customer relationship management (CRM) is not merely a technological innovation but a critical business and process issue, necessitating a comprehensive approach to CRM implementation that extends beyond technological aspects. Sri Gunawan's (2019) study focused on the role of brand image in influencing repurchase intentions mediated by customer satisfaction. This study offered insights into the determinants affecting guest satisfaction and loyalty, which are crucial for guests in Sharia-compliant hotels in Indonesia. Maintaining a positive corporate image across diverse social groups requires sustained investment in promotional activities over specific periods (Sajtos et al., 2015).

Juliana et al. (2023) identified key determinants of consumer loyalty in the Islamic financial sector, including trust, quality of service, and religiosity, which are also relevant to Shariah hotels. Rahimi and Kozak (2017) emphasized that hotel entrepreneurs must leverage CRM strategies to ensure business continuity amid intense competition. Research indicates that CRM applications and Shariah compliance significantly impact consumer loyalty. Rahimi and Kozak (2017) found that hotel CRM enhances customer value and satisfaction. Emaluta and Soewarno (2019) highlighted the positive effect of Shariah-compliant traits on Muslim travelers' satisfaction. Ahmed et al. (2022) and Saputra (2019) highlighted the significance of consumer trust in Islamic financial services. Khan et al. (2015) examined the connection between CRM and consumer loyalty, with customer trust as a mediator in the hospitality sector. Alam et al. (2021) underscored CRM's role in boosting revenue and fostering loyalty. Mang'unyi et al. (2018) analyzed the effect of electronic CRM (e-CRM) on consumer loyalty. Bhat et al. (2018) emphasized the importance of CRM in banking for building loyalty and trust. Munandar et al. (2022) addressed CRM's strategic role in nurturing profitable customer relationships in conventional and Islamic banking contexts.

Understanding the factors driving customer satisfaction is crucial in the hospitality industry (Christanto & Santoso, 2022). Corporate image significantly impacts consumer loyalty (Cheng & Rashid, 2014). Shariah-compliant attributes influence Muslim travelers' revisit intentions (Sulaiman et al., 2022)—administration quality and corporate image shape satisfaction and loyalty (Yu et al., 2017). Green practices enhance customer satisfaction (Han et al., 2022). Corporate social responsibility (CSR) and service quality affect trust and satisfaction (Latif et al., 2020). Confidence in a green image boosts loyalty (Sarmiento Guede et al., 2021). Improving a hotel's image fosters consumer loyalty (Gultom et al., 2021). Brand image affects satisfaction and loyalty (Winarko & Husna, 2020). Company image positively influences loyalty (Setia et al., 2021). Increased competitiveness drives efforts to maintain customer satisfaction and loyalty (Iraldo et al., 2017).

The hotel industry, including Shariah-compliant hotels in Indonesia, relies on understanding customer satisfaction (Sulaiman et al., 2022). Perceived value drives satisfaction in various industries (Marcos & Coelho, 2022) and Islamic banking (Ismail et al., 2017). Administration quality is crucial in hospitality, especially in Shariah-compliant hotels. Technological innovation boosts brand image (Hussein et al., 2023), and brand personality influences satisfaction in Islamic banking (Jan & Shafiq, 2021). Hotel loyalty depends on satisfaction (Fernando, 2019). Revisit intentions are vital for success (Abdel et al., 2023), shaped by perceived value (Juliana et al., 2022). Administration quality, perceived value, satisfaction, and loyalty are interconnected (Sri Gunawan, 2019). Responsiveness influences satisfaction and loyalty, while assurance, tangibles, and empathy do not (Waluyo & Waluyo, 2020). Service quality dimensions affect satisfaction but complexly affect loyalty (Winata, 2023). Various pathways connect administration quality, perceived value, satisfaction, and loyalty (F. Li et al., 2023).

A critical research gap in this study explores customer relationships, company image, and perceived value within Shariah-based hotels in Indonesia, an area with limited prior study. By investigating these factors' influence on guest satisfaction and loyalty, the study provides crucial insights into this market segment's unique preferences and needs. The uniqueness of this research lies in examining the interactions among customer relationship management, corporate image, and perceived value in Shariah-based hotels. This study offers a fresh perspective on hospitality management literature, highlighting the distinct characteristics of guests in this niche market. The research's contributions demonstrate how customer relationship management, corporate image, and perceived value enhance guest satisfaction and foster loyalty within Shariah hotels. The study offers practical implications for hotel managers to improve customer experiences, nurture enduring relationships, and achieve business success in the competitive Shariah-compliant hospitality industry.

## **METHODS**

This research employs a non-probability purposive sampling technique assert that accurately assessing the quality of a sample becomes challenging when the sample size is too large. They recommend a minimum of 5 to 10 observations per parameter estimated.

Given the broad scope of this study, the higher end of this range, ten observations per parameter, was utilized. Consequently, the initial 22 statements in the survey were multiplied by 10, resulting in a targeted sample size of 220 respondents. This approach aims to achieve a margin of error of 10% with a confidence level of 90% (Hair et al., 2017).

**Table 1. Functional Definition of Variables**

Variable	Functional Definition	Indicator	Reference
Customer Relationship Management	a center business technique that coordinates the cycles and elements of the web and outer organizations to make and convey worth to designated clients at a benefit.	Customer empowerment  Complaint resolution Customer orientation  Customer engagement Customer knowledge management	(Guerola-Navarro et al., 2021)
Company Image	The impression an individual feels about an article, thing, or association in general will then be permanently etched in the shopper's memory.	Personality  Reputation  Value Corporate Identity	(Fraj-Andrés et al., 2012)
Customer Perceived Value	Customer perceived value is the emotional relationship between customers and sellers, which can take the form of economic interest, functional interest, or psychological interest.	Close to home Estimation  Social Worth Execution Worth  Value Worth image value	(Nguyen et al., 2019)
Customer Satisfaction	the feeling of Joy or dissatisfaction that an individual gets from looking at the apparent presentation (or consequences) of an item and their assumptions	Expectation confirmation  Repurchase intent Intention to recommend  Consumer dissatisfaction Overall customer satisfaction	(Fu & Juan, 2017)
Customer Loyalty	a company-customer relationship in which satisfaction is created to provide a reasonable basis for repurchasing the same item and forming a word-of-mouth recommendation	Say positive things  Recommend friend  Continue purchasing	(Tseng et al., 2018)

Source: Author's Compilations

This study employs a source-based approach for data collection, utilizing two categories of data sources: primary and secondary. Primary data are gathered directly from the sources by data collectors; in this case, surveys were distributed to guests who

stayed at Shariah-based hotels in Indonesia. Secondary data are acquired from sources where researchers do not interact directly with data contributors, such as through literature or documents authored by others. The authors of this study gathered the required information by reviewing books, journals, articles, and previous research theses.

The study utilized smartPLS-SEM software for data analysis, utilizing Partial Least Squares - Structural Equation Modeling (PLS-SEM). PLS-SEM is adept at elucidating relationships among variables and conducting comprehensive analyses within a single framework. Its primary goal is to validate theories and ascertain the presence of relationships among latent variables. Hair et al. (2019) state that the PLS approach can define latent variables that are not directly observable using indicators. The researcher opted for Partial Least Squares due to the latent variable nature of the study, allowing for precise and extensive analyses based on its indicator-measured constructs.

This research utilizes surveys as the primary method for data collection, emphasizing a quantitative approach. The primary data concerning guests who stayed at Shariah-based hotels in Indonesia is gathered through questionnaires. These questionnaires are primarily distributed via email, although some are administered directly by the authors. Respondents receive the questionnaire and an introductory letter detailing the research objectives and ensuring confidentiality.

## **RESULTS AND DISCUSSION**

### **Result**

An outer loading value exceeding 0.70 is necessary for a survey To fulfill the construct validity and reliability requirements. This includes convergent validity with an AVE value composite reliability surpassing 0.60, with factor loadings exceeding 0.50, and Cronbach's alpha surpassing 0.70. These benchmarks indicate robustness in measurement (Hair et al., 2019). The evaluation of the outcomes of the external model is presented in Table 1, showing that Cronbach's alpha exceeds 0.70, composite reliability surpasses 0.60, and AVE values exceed 0.50. These findings indicate excellent construct validity and reliability across all elements.

The test results of the internal model evaluate how well the underlying model aligns with the study. Table 2 presents the coefficients of determination ( $R^2$ ). CRM, customer satisfaction, perception of value, and company image collectively explained 79.9% of the variance in customer loyalty ratings. Conversely, external factors not covered in the study accounted for 20.1% of the variance. Similarly, customer loyalty can be understood through customer relationship management, corporate image, and perceived customer value, with an  $R^2$  of 74.5%. Factors that were not included in the study explained the remaining 25.5%. The coefficient of determination ( $R^2$ ) values for Customer Loyalty and Customer Satisfaction indicate the extent of variability in these dependent variables, CRM, CI, and CPV explain. A higher  $R^2$  value signifies a more significant proportion of variance in customer loyalty or satisfaction attributed to the independent variables. Analyzing these  $R^2$  values provides insights into the predictive and explanatory power

of the independent variables concerning customer loyalty and satisfaction within Shariah hotels in Indonesia. Understanding these determination coefficients aids in evaluating the overall explanatory capability of the model. It offers practical implications for enhancing guest satisfaction and loyalty in the Shariah hospitality sector in Indonesia.

**Table 1. Analyses of the External Model**

Construct / Item	Loadings	Alpha	CR	AVE
Customer Relationship Management		0.929	0.946	0.780
CRM1	0.926			
CRM2	0.911			
CRM3	0.906			
CRM4	0.852			
CRM5	0.815			
Company Image		0.837	0.891	0.673
CI1	0.763			
CI2	0.814			
CI3	0.853			
CI4	0.848			
Customer Perceived Value		0.964	0.972	0.875
CPV1	0.947			
CVP2	0.945			
CPV3	0.947			
CPV4	0.925			
CPV5	0.914			
Customer Satisfaction		0.866	0.903	0.651
CS1	0.794			
CS2	0.803			
CS3	0.812			
CS4	0.797			
CS5	0.827			
Customer Loyalty		0.937	0.960	0.889
CL1	0.943			
CL2	0.935			
CL3	0.950			

Source: Author's Calculation Results.

**Table 2. Determination Coefficient (R<sup>2</sup>)**

Variable	R <sup>2</sup>	Adjusted R <sup>2</sup>
Customer Loyalty	0.799	0.796
Customer Satisfaction	0.745	0.742

Source: Author's Calculation Results.

Table 3 presents the F-square values, which assess the influence of each exogenous variable on the endogenous variables of CL and CS. The effects of CRM and CI on

CL are minimal, with F-square values of 0.003 and 0.004, respectively. In contrast, perceived customer value significantly impacts customer loyalty and satisfaction, with F-square values of 0.383 & 0.464, in that order. The F-square (Effect Size) values for CL and CS concerning CI, CPV, and CRM indicate The impact of each independent variable on the dependent variables of CL and CS. A higher F-square value signifies a more substantial impact of the independent variable on the corresponding dependent variable. For instance, a higher F-square value for CPV suggests a more significant influence on CL than CI or CRM. Understanding these effect sizes elucidates the pivotal factors driving CL and CSn in Shariah-based hotels in Indonesia. The analysis of F-square values provides a valuable understanding of the relative relevance of CI, CPV, and CRM in shaping guest experiences and loyalty within Shariah accommodations in Indonesia.

**Table 3. F-Square (Effect Size)**

Variable	Customer Loyalty	Customer Satisfaction
Company Image	0.004	0.020
Customer Perceived Value	0.383	0.464
Customer Relationship Management	0.003	0.121
Customer Satisfaction	2.039	

Source: Author's Calculation Results

Table 4 summarizes the Q-square predictive relevance test. The impact of variables such as CRM, CI, CPV, and CS on CL is evaluated through predictive relevance ( $Q^2 = 0.700$ ). Additionally, customer loyalty achieves a  $Q^2$  value of 0.484. Both values exceed 0, indicating predictive solid relevance. The Q-square ( $Q^2$ ) values assess the predictive relevance of CI, CL, CPV, CRM, and CS. These values gauge the model's ability to predict Customer Loyalty and Satisfaction based on CI, CPV, and CRM. A  $Q^2$  value of 1 signifies robust predictive relevance, underscoring the model's efficacy in predicting customer loyalty and satisfaction in Shariah hotels in Indonesia. Analyzing these Q-square values offers insights into the model's predictive capacity for capturing guest experiences and fostering loyalty in Shariah accommodations. Understanding predictive significance informs hotel management strategies to enhance guest experiences and loyalty within Indonesia's hospitality sector, particularly in Shariah-based establishments.

**Table 4. Relevance Predictive of the Q-Square ( $Q^2$ )**

Variable	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Company Image	920,000	920,000	
Customer Loyalty	690,000	207,017	0.700
Customer Perceived Value	1150,000	1150,000	
Customer Relationship Management	1150,000	1150,000	
Customer Satisfaction	1150,000	592,922	0.484

Source: Author's Calculation Results

Hypotheses are tested by examining the p-value and t-statistic. Figure 2 presents the bootstrapping results using the SmartPLS 3.0 method. The diagram illustrates the influence of external factors on the 22 indicators.

Figure 2. Bootstrapping Results

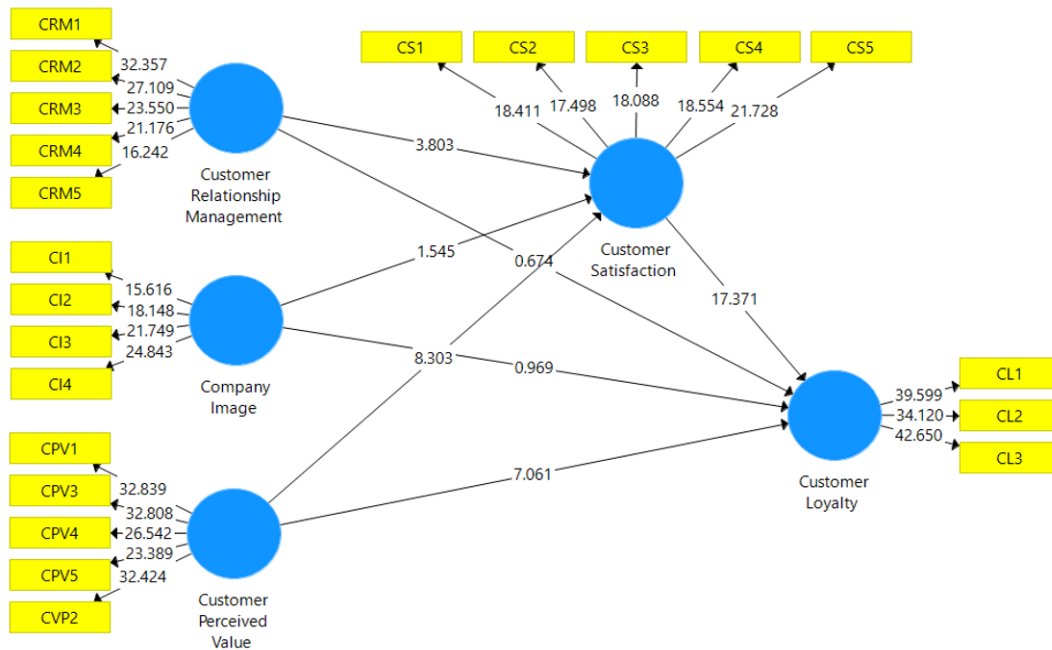


Table 5. Bootstrapping Effect Results

Variable	Original Sample (O)	T Statistics ( O/STDEV )	P Values
CRM -> CS	0.285	3.608	0.000 *
CRM -> CL	0.043	0.660	0.509
CI -> CS	0.153	1.697	0.090
CI -> CL	-0.060	0.918	0.359
CPV -> CS	0.536	8.671	0.000 *
CPV -> CL	-0.523	7.295	0.000 *
CS -> CL	1.268	16.731	0.000 *

\* means significant at 5%

Bootstrapping tests on the hypotheses are presented in Table 5. CRM significantly influences CS indicators, as demonstrated by a p-value of 0.000. Conversely, ratings of customer relationship indicators have an insignificant impact on CL indicators, with a p-value of 0.509. Ratings of CI indicators show no significant effect on CL and commitment indicators, with p-values of 0.090 and 0.359, respectively. CPV significantly CL & commitment indicators, with p-values of 0.000 each. CL indicators positively influence customer commitment indicators, with a p-value of 0.000.

The bootstrapping effect analyzes the relationships among CRM, CI, CPV, CS, and CL in Shariah hotels in Indonesia. The findings underscore that CRM and CPV



significantly influence customer satisfaction, highlighting the importance of personalized services and perceived value in enhancing guest experiences. Moreover, perceived value is critical in influencing loyalty, underscoring the importance of aligning services with Islamic principles to foster guest loyalty. Tailored services, effective communication strategies, and customized marketing efforts can strengthen guest relationships and enhance their experiences. To maintain competitiveness, continuous improvement initiatives, ongoing staff training, and innovation are essential for Shariah-compliant accommodations. The study guides enhancing guest loyalty in Shariah hotels, particularly within the Indonesian context, by elucidating the bootstrapping impact results and offering practical implications for tailored strategies in Shariah hospitality.

**Table 6. Explicit Aberrant Impacts**

Construct	Original Sample (O)	T Statistics ( O/STDEV )	P Values
CRM -> CS -> CL	0.362	3.773	0.000 *
CI -> CS -> CL	0.194	1.680	0.094
CPV-> CS -> CL	0.680	6.828	0.000 *

\* means significant at 5%

The study focuses on CRM, CI, CPV, CS, and CL in Shariah hotels in Indonesia. It reveals that CL mediates the relationships between CRM, CI, CPV, and CL. The analysis indicates that CL significantly mediates the association between CL and CRM, demonstrated by a t-value of 3.773 and a p-value of 0.000. However, a t-value of 1.680 and a p-value of 0.094 suggest that CS indicates insignificant mediate the association between CL and CI. CS also substantially influences the relationship between CL and CPV, with a t-value of 6.828 and a p-value of 0.000.

These findings emphasize the factors influencing CL and satisfaction in Shariah hotels in Indonesia. CRM directly affects CS, which impacts CL, underscoring the critical role of effective CRM practices in enhancing guest satisfaction and loyalty. However, the study suggests that CI may influence CL less in Shariah hotels than other factors. The significant impact of CPV on satisfaction and loyalty highlights the significance of providing exceptional experiences and adhering to Islamic principles in Shariah hospitality. Utilizing customer-perceived value effectively can enhance satisfaction and foster loyalty in Shariah accommodations, which is essential for maintaining competitiveness. Continuous improvement initiatives, staff training, and customer-centric approaches are crucial for meeting evolving guest expectations and sustaining a competitive edge. The study provides practical insights for enhancing guest satisfaction and loyalty in Shariah hotels in Indonesia.

## DISCUSSION

Examining the influence of CRM, CI, and CPV on CS and CL among Shariah-based hotel guests in Indonesia offers invaluable insights into the elements impacting customer behavior within the hospitality sector. Prior research has underscored the

significance of CS and CL across various sectors, including Islamic banking and conventional hotels. For example, research by Juliana et al. (2022) emphasizes trust, service quality, and religiosity as pivotal in customer loyalty, equally relevant in Shariah-based hotels. Additionally, studies by Sulaiman et al. (2022) and Yusup (2019) emphasize the importance of customer satisfaction, service quality, and perceived value in the service and accommodation sector, especially within Islamic contexts. These findings are consistent with current research, identifying perceived value as a crucial driver of satisfaction and loyalty among occupants of Shariah-based hotels. Furthermore, the focus by Hussein et al. (2023) on technological innovation in enhancing satisfaction and loyalty in hotels supports the notion that improving the customer experience through innovative strategies can positively influence customer behavior.

The research by Yu et al. (2017) underscored the essential function of client experience management in promoting customer loyalty within the hotel industry. This discovery aligns with previous research that emphasizes the impact of customer experience on loyalty. Additionally, Fu and Juan (2017) highlighted the pivotal role of factors affecting revisit intentions, such as perceived value, in shaping hotel success, reinforcing that perceived value directly influences satisfaction and loyalty. In hospitality, particularly within Shariah-based hotels in Indonesia, comprehending customer dynamics is crucial for ensuring guest satisfaction and loyalty. Prior studies have investigated factors influencing guest satisfaction and loyalty within the service and accommodation sector, emphasizing the importance of CRM, CPV, and CI (Trini & Salim, 2018). These studies have underscored the significance of personalized services, organizational image, and perceived value in shaping guest satisfaction and loyalty, underscoring the necessity for customized approaches to meet customer expectations in Shariah-compliant hotels.

Moreover, research has scrutinized the influence of shariah-compliant characteristics on the satisfaction of Muslim travelers, emphasizing the mediating function of customer trust in Islamic financial services. This result highlights the importance of aligning hotel offerings with the values and preferences of the target market to ensure guest satisfaction and loyalty. Furthermore, the study highlighted the critical impact of brand image on consumer satisfaction and loyalty, suggesting that a positive brand perception can elevate guest experiences and foster loyalty (Juliana et al., 2022). In Indonesia, where many hotel guests prioritize Shariah compliance, understanding and catering to their needs are crucial for hotel success. Offering services and amenities that adhere to Shariah principles can meet the expectations of this demographic, differentiate hotels in the market, and attract and retain loyal customers. Furthermore, implementing Customer Relationship Management (CRM) systems in Shariah-based hotels has demonstrated the ability to enhance customer lifetime value, satisfaction, and profitability. By leveraging customer data and insights through CRM, hotels can personalize services, improve customer experiences, and cultivate loyalty, highlighting the transformative influence

of technology in improving guest satisfaction and loyalty within the hospitality sector (S. Li, 2020; Tabrani et al., 2018).

By integrating established theoretical frameworks in CRM, CS, and CL, the researcher can provide a deeper theoretical analysis of the empirical findings, enhancing the understanding of the underlying mechanisms driving guest satisfaction and loyalty in Shariah-compliant facilities. Examining insights from studies in related industries or sectors focusing on the Impact on CS and CL can offer a broader perspective on factors influencing guest experiences and loyalty, facilitating a more comprehensive discussion of implications for Shariah hotels in Indonesia. Furthermore, incorporating qualitative data or insights from interviews with hotel guests or industry experts can enrich the analysis by providing nuanced perspectives on the factors affecting guest satisfaction and loyalty in Shariah hotels.

## **CONCLUSION**

This research highlights the pivotal function of CRM and CPV in cultivating visitor loyalty in Shariah-based hotels in Indonesia. It underscores personalized services, effective communication channels, and tailored marketing strategies as drivers of guest satisfaction and loyalty. Furthermore, the research emphasizes the unique role of Islamic principles in delivering exceptional services, thereby enhancing guest experiences and loyalty. Based on empirical findings, recommendations suggest that Shariah hotels prioritize effective CRM strategies, cultivate a positive company image, and enhance perceived value to build enduring customer loyalty in the competitive hospitality industry. Continuous improvement initiatives, including staff training and innovation, are essential for Shariah hotels to meet evolving customer expectations and maintain their competitive edge. Focusing on customer-centric approaches, soliciting guest feedback, and maintaining high service standards are crucial for achieving customer satisfaction, retention, and business success in Shariah accommodations.

Theoretical implications of this study advance CRM theory by emphasizing the transformative impact of personalized services, efficient communication, and tailored marketing on guest loyalty in Shariah hotels. It also contributes to company image theory by acknowledging the role of brand differentiation despite its minimal influence on guest satisfaction. Additionally, the study enhances customer perceived value theory by highlighting the transformative importance of continuous improvement and customer feedback in improving guest experiences. These insights provide a transformative framework for understanding guest behavior in Shariah hotels, guiding strategic management of customer relationships, company image, and services to foster loyalty in the hospitality sector. From a managerial perspective, Indonesian Shariah hotels can prioritize effective CRM, personalize guest interactions, uphold Islamic principles, and invest in brand image and unique value propositions to transform guest satisfaction and achieve long-term success in the competitive hospitality sector.

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