Information Management and Business Review (ISSN 2220-3796)
Vol. 17, No. 1(S), pp. 24-35, March 2025

The Elements of Customer Relationship Management and Their Impact on Customer Satisfaction: A Study of Five-Star Hotels in Malaysia

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Abstract: Customer satisfaction is a crucial factor for the success of any business. One of the most significant challenges within the hospitality industry is identifying effective strategies to satisfy and retain customers. The purpose of this study was to examine the relationship between key elements of customer relationship management (CRM)—specifically quality of service, access to service, and service features—and their impact on customer satisfaction at five-star hotels in Malaysia. The study aimed to determine the extent to which CRM enhances overall customer satisfaction. Employing a quantitative research design, data were collected through structured questionnaires from 384 local guests who had stayed at five-star hotels in Malaysia. The results reveal a significant positive correlation between the identified CRM elements and customer satisfaction. Notably, quality of service emerged as the most influential element, followed by access to services and the availability of service features. These findings underscore the critical importance of delivering high-quality service, ensuring seamless access to amenities, and providing comprehensive service features to enhance customer satisfaction. The study highlights the importance of implementing effective CRM strategies at five-star hotels to foster customer loyalty and maintain a competitive edge in Malaysia's dynamic hospitality sector.

Keywords: *Customer Relationship, Customer Satisfaction, Quality of Service, Access to Services, Service Features*

1. Introduction

In recent years, customer relationship management (CRM) has become increasingly well-known. CRM is gathering and evaluating customer data to gain a deeper understanding of their requirements and preferences and then applying that knowledge to customise sales and marketing strategies for customers. It is believed that the key objectives of CRM are increasing profitability, revenues, and customer satisfaction, which will eventually spur sales growth. However, defining CRM is challenging due to the complexity of the idea and its applicability to many types of businesses, including those operating internationally.

In general, relationship market theories serve as the foundation for the definitions of CRM (Badwan et al., 2017). Based on the theories, CRM can enhance customer interactions and experiences, cut operating expenses, and increase process efficiency (Fatouretchi, 2019). To illustrate, theoretical and empirical evidence have demonstrated how aspects of CRM, such as features and service quality, increase customer satisfaction, which in turn increases profitability for companies. For example, Nugrahini (2020) discloses that stronger customer relationships and increased customer loyalty to a company are two benefits of using an effective CRM for businesses. As a result, companies have been utilising CRM as a tactic to handle communications with both current and prospective customers. Therefore, it is generally held that CRM is a vital strategy for maintaining and enhancing customer satisfaction, customer loyalty, and company profitability.

A well-executed CRM system can boost revenue by attracting new customers and keeping hold of current ones, lowering operating costs for the hotel industry, boosting customer satisfaction, and guaranteeing long-term sustainability and profitability. Several CRM components, including service quality, accessibility, environmental protection, hotel reputation, and customer-perceived value, have been shown in studies to significantly increase customer satisfaction and trust. For instance, customer satisfaction in the hotel industry is positively correlated with the effective implementation of CRM, which includes customer relationship upgrading capability, customer orientation strategies, customer value, and customer interaction management practices. Recently, CRM has incorporated technology to interact with customers to optimise procedures that can affect customer satisfaction, customer loyalty, and company service quality.

According to Elphick (2023), like other industries, the hotel industry faces a variety of issues. Managing expectations from guests, preserving operational effectiveness, and guaranteeing financial profitability are common hotel issues besides inconsistent occupancy rates, difficulties in maintaining online reputations, and inconsistent customer service. Furthermore, their service quality can be affected by operational issues like personnel turnover, antiquated technology, and ineffective resource management. Fowler (2023) conducted a brief investigation of the hotel industry and found customer service issues to be the signpost for the decline and potential failure of an organization. This is critical in the hospitality sector, which comprises establishments such as hotels, restaurants, and other service-oriented organisations where customer satisfaction is critical. Poor customer service can destroy a customer's experience and impression of the business, which can result in negative publicity, a decline in customer loyalty, and, ultimately, lower sales. Organisations that want to stay in the game and uphold their reputation must prioritise providing outstanding customer service in a sector where customer satisfaction is crucial.

To succeed in the fiercely competitive marketplace of today, businesses must concentrate on establishing and preserving solid bonds with customers. However, many organisations struggle to implement effective elements in CRM, which can lead to poor customer satisfaction and loss of competitive edge. The current study believed in the value of CRM and how it could affect customer satisfaction, customer loyalty, and business success in the hospitality industry. The study would identify the elements of service quality, service accessibility, and service features that contribute to effective CRM components because CRM is the most effective strategy for establishing and preserving strong bonds with customers in the hospitality industry, including hotels. Consequently, the following are the research study's objectives:

RO1: To identify the relationship between quality of service, access to services, and service features on customer satisfaction at five-star hotels in Malaysia.
RO2: To identify the most influential elements of customer relationship management on customer satisfaction at five-star hotels in Malaysia.

2. Literature Review

Quality of Service

Many scholars have put forth a few significant definitions of service quality. According to Ali et al. (2021), service quality can be defined as the difference between the customer's expectations and their evaluation of the service provider. Meanwhile, Sultana et al. (2022) state that prompt service, reliable staff, high-quality services, ease of use, and procedural simplicity are the components of service quality in CRM. Because the provision of services in the hospitality sector invariably involves human beings, it ought to focus on personnel management, particularly service encounters (i.e., the interactions between employees and customers). According to Abdullah (2018), the aggregate effect of customer-participated service encounters determines the success or failure of the hospitality industry. Therefore, customer feedback on the standard of service quality provided in the hotel industry is crucial to the growth of the company (Ali, 2021). To please guests and win their loyalty, hotels should offer a competitive service (Abdulla et al. 2022).

The first dimension of service quality for a competitive service is tangibility. Tangibility is characterised by the way physical structures, tools, communication media, and technology appear. It improves the company's reputation and gives consumers hints about the caliber of services provided. For this reason, making physical facility investments is essential (Ramya et al., 2019). The second dimension of service quality is reliability. Reliability is the capacity to deliver the promised service precisely and consistently. Hence, reliability plays a significant role in how customers perceive the quality of a company's services and their loyalty, as they are more likely to interact with businesses that fulfill their commitments (Ramya et al., 2019). Reliability includes the assurances made by a service provider regarding pricing, problem-solving, delivery, and service offerings. For example, in banking services, regularity, attitude toward complaints, informing customers, and consistency in procedures are all examples of reliability.

The third dimension of service quality is responsiveness. Responsiveness is about the willingness to assist customers and offer timely service. Enhancing responsiveness necessitates ongoing observation of the service delivery procedure and staff members' responses to customer inquiries (Ramya et al., 2019). This dimension

emphasises the demeanour and promptness in handling requests, enquiries, grievances, and issues from customers as well as the staff members' professional dedication, attendance, and punctuality. The fourth dimension of service quality is assurance. This dimension is concerned with job knowledge and skill, accuracy, employee civility, and the firm's security measures (Ramya et al., 2019). Assurance is the knowledge, politeness, and capacity of the company and its personnel to instill confidence and trust in their customers. It is especially crucial for financial services like banking and insurance, where customers may not feel confident in their capacity to assess results.

Another dimension of service quality is empathy, which is the considerate, customised care that service providers give their customers. Customised or individualised services seek to communicate that each customer is special and unique to the business. To succeed in this area, service providers must comprehend the unique requirements, desires, and preferences of their customers (Ramya et al., 2019).

Access to services

In the hotel industry, access to service refers to the availability and ease with which customers can obtain the services they need to have a satisfying experience (Park & Kang, 2019). Ng and Li (2011) contended that a hotel's ability to meet or surpass customer expectations depends largely on its ability to provide service and that to do so, it must constantly work to increase the effectiveness and efficiency of its service delivery procedures. According to a study by Khanna et al. (2018), guests who had trouble getting in touch with hotel staff expressed less satisfaction with their stay overall than those who had good access to assistance. It has also been discovered that, in the hotel industry, service accessibility plays a crucial role in determining the caliber of the guest experience. In a study by Lin et al. (2019), customers who had good access to service reported higher levels of satisfaction with their overall experience than those who received poor access to service. Access to service has also been found to affect not just customer satisfaction but also customer willingness to pay. For example, Salem (2023) found that customers who received good access to service were found to be willing to pay a premium for improved service quality, while those who received poor access to service were less willing to pay for upgrades or add-on services. In addition, access to services also relates to how easily customers can use hotel amenities, such as check-in and check-out, room service, and reservations during their stay at a hotel or resort. In a study by Power (2020), he found that the use of virtual assistants in customer service significantly increased customer satisfaction, especially for those looking for help making reservations for food and drink or room service.

Service Features

According to Gaulė & Jovarauskienė (2022), service features are elements or features of a service that enhance the total customer experience. The hospitality industry is a subset of the service sector that includes a broad range of jobs, including hotel, food and beverage services, event planning, theme parks, travel agencies, tourism, and bars and restaurants. In the hospitality sector, service features refer to the different facets of services that customers receive and that enhance their overall satisfaction and experience, including amenities and comfort, event management facilities, personalised greetings, food and beverage services, and lodging. By offering a variety of services catered to the needs and preferences of the customers, these features seek to improve their stay and level of satisfaction.

Personalised service elements have a big impact on customer satisfaction in the hospitality sector, surpassing expectations and encouraging loyalty (Kim & Kim, 2020). Studies reveal that guests appreciate experiences tailored to their preferences, including room temperature adjustments, amenity recommendations based on past stays, and even personalised greetings by staff (Gretzel & Yoo, 2020). This focus on individual needs translates into increased emotional connection, positive online reviews, and a higher willingness to recommend the establishment (Kim et al., 2023). According to Xiang et al. (2022), implementing technology solutions like mobile apps and AI-powered chatbots can further enhance personalization by facilitating self-service options, offering real-time recommendations, and enabling seamless communication.

Service features are essential for raising customer satisfaction. Effective communication abilities are one example of a service component that hotels need to give top priority to. To provide guests with individualised and attentive service, hospitality staff members need to be able to communicate effectively with customers and understand their needs and preferences. Moreover, managing visitor grievances and upholding favourable

customer relations are crucial elements of first-rate customer service in the hospitality sector. Hotels can enhance their financial performance, establish a favorable reputation, and boost customer satisfaction by prioritizing the provision of outstanding customer service (Al-Hyari et al., 2023) because hospitality businesses can create memorable, personalized experiences that increase customer satisfaction and loyalty by putting a strong emphasis on guest-centricity and utilizing technology.

Customer Satisfaction

In the fiercely competitive hospitality industry, customer satisfaction stands as a cornerstone of success. It directly impacts everything from repeat business and positive online reviews to brand reputation and revenue generation (Kim et al., 2019). CRM plays a crucial role in fostering this satisfaction by strategically managing guest interactions and building meaningful relationships (Elfarmawi, 2019). Effective CRM practices demonstrably enhance customer satisfaction in the hospitality industry. Studies have shown a positive correlation between CRM implementation, perceived service quality, and guest satisfaction (Elfarmawi, 2019; Itani et al., 2019). According to Kim et al. (2019), contented customers are more likely to stick around, refer others to the company, and return for additional visits or experiences. This devotion strengthens the company's competitive advantage by translating into higher profitability and market share (Sarwari et al., 2021). Nonetheless, customer satisfaction within hospitality CRM goes beyond simply meeting basic needs. It encompasses exceeding expectations, creating memorable experiences, and fostering emotional connections with guests (Itani et al., 2019). This involves tailoring services to individual preferences, proactively addressing concerns, and demonstrating genuine care and attentiveness (Nurmatov et al., 2021). By leveraging CRM tools and strategies, hospitality businesses can personalize communication, gather and analyze guest feedback, and deliver targeted offerings that resonate with individual needs and desires (Bardukova, 2023).

Customer satisfaction in the hospitality industry is a dynamic concept that continuously evolves in response to shifting guest expectations and advancements in technology. The emergence of social media platforms like Facebook and Instagram, along with online review sites like TripAdvisor, has given visitors the ability to instantly share their experiences and impact the choices of others (Gretzel et al., 2020). Mobile technology has further transformed the guest journey, with apps allowing for seamless booking, contactless check-in, and personalised service requests (Xiang et al., 2023). Hospitality businesses must adapt their CRM strategies to this digital landscape by actively monitoring online sentiment through review analysis tools (Kim et al., 2022), responding to feedback promptly and transparently (Liu et al., 2019), and leveraging technology to personalise guest experiences with targeted promotions and recommendations based on past preferences (Gretzel et al., 2020). By embracing this dynamic environment and prioritising guest satisfaction throughout the customer journey, hospitality businesses can build enduring relationships, secure repeat business, and thrive in the ever-evolving hospitality landscape.

3. Methodology

The current study focused on local guests who had experienced staying at five-star hotels in Malaysia. According to the Ministry of Tourism, Arts, and Culture Malaysia's website (2023), there is a total of 136 five-star hotels in all states in Malaysia. And, according to the *Hotel Guest Statistics 2022* report by the Ministry of Tourism, Malaysia (2023), there was a total of 73 million hotel guests in Malaysia who served as the current study's population. Using the Krejcie and Morgan Table (1970), the study determined a sample size of 384 participants based on the population size.

The participants were made to answer a set of questionnaires. The questionnaire was designed to gather information on the guests' experiences, perceptions, and satisfaction levels with the services provided by five-star hotels in Malaysia. It comprised five primary sections: Demographic (7 items), Service Quality (7 items), Access to Services (5 items), Service Features (4 items), and Customer Satisfaction (5 items), and was structured using a 5-point Likert scale to capture participants' opinions. The Likert scale allows for a more granular understanding of the guests' attitudes and opinions, providing valuable insights about the hotel industry in Malaysia. In addition, to minimise misinterpretations and account for the varied backgrounds of the study participants, the questionnaire was offered in two languages: Bahasa Malaysia and English.

Data gathered were processed and analysed using the Statistical Package for Social Science (SPSS) version 28.

The reliability test was done to ensure all the survey items reached the reliability rate. On the other hand, a descriptive analysis focused primarily on the participants' demographic profiles and general information was explained through frequency analysis. Additionally, inferential analysis was conducted to test the hypotheses. Pearson's correlation analysis and multiple linear regression were employed to examine the impact of the independent variables (i.e., quality of services, access to services, and service features) on the dependent variable (i.e., customer satisfaction). The following were the research study's hypotheses:

H1: Quality of service has a positive, significant impact on customer satisfaction.
H2: Access to services has a positive and significant impact on customer satisfaction.
H3: Service features have a positive and significant impact on customer satisfaction.

4. Findings

Reliability Analysis

Table 1: Cronbach Alpha of All Variables

Variables	Dimensions	Cronbach Alpha	Number of Items
Independent Variables	Quality of Service	0.958	7
	Access to Services	0.911	5
	Service Features	0.820	4
Dependent Variables	Customer Satisfaction	0.917	5

Table 1 shows the analysis results of Cronbach Alpha for all the variables. According to the analysis, the Cronbach Alpha for quality of service was 0.958, access to services was 0.911, service features was 0.820, and customer satisfaction was 0.917. Based on the results of the analysis, the Cronbach Alpha for all of the study's variables was higher than 0.8, indicating reliable data for the current study.

Descriptive Analysis

Table 2: Analysis of Participants' Demographic Profiles

Variables	Categories	Frequency	Percentage (%)
Gender	Female	197	51.3
	Male	187	48.7
Age	18-22	87	22.7
	23-27	130	33.9
	27 and above	167	43.5
Educational Level	Pre-Diploma	5	1.3
	Diploma	95	24.7
	Bachelor's Degree	232	60.4
	Master's	17	4.4
	PhD	28	7.3
	SPM	3	0.8
	High School	1	0.3
	STPM	1	0.3

	SPM	1	0.3
	Certificate	1	0.3
Occupation	Student	171	44.5
	Employed	178	46.4
	Unemployed	35	9.1
	Retired	0	0.0
Monthly Income	Less than RM1500	147	38.3
	RM1500 – RM3000	75	19.5
	RM3000 – RM5000	78	20.3
	RM5000 and above	84	21.9
How often do you stay at 5-star hotels?	Frequently	83	21.6
	Occasionally	149	38.8
	Rarely	152	39.6
When was the last time you stayed at a 5-star hotel?	Within the last month	143	37.2
	Within the last year	129	33.6
	More than a year ago	112	29.2

Table 2 displays the demographic data of the current study. Based on Table 2, there was a total of 384 participants, with 197 (51.3%) female and 187 (48.7%) male participants. This indicated that most participants in the questionnaire were female. Furthermore, the questionnaire identified three age groups: 18 to 22 years old, 23 to 27 years old, and 27 years and above. A total of 167 (43.5%) participants were over 27 years old, while 130 (33.9%) participants were between 23 and 27 years old. The lowest number of participants who attempted the questionnaire were aged 18 to 22 years old, accounting for just 87 (22.7%) participants. Other than that, the data collected included the participant's level of education. Most participants (60.4%) were bachelor's degree holders, followed by diploma holders (24.7%), PhD holders (7.3%), master's holders (4.4%), pre-diploma holders (1.3%), SPM holders (0.8%), and other certificate holders (i.e., STPM, SPM, etc.) (0.3%). This indicated that most of the study participants were bachelor's degree holders.

In addition, based on participants' occupations, the highest number of the participants were students (44.5%), followed by employees (46.4%), and unemployed (9.1%). None of the participants was a retiree. The participants' total monthly income fell into four categories: less than RM1500, from RM1,500 to RM3,000, from RM3,000 to RM5,000, and RM5,000 and above. The majority of the 147 (38.3%) participants earned less than RM1,500, followed by the category of RM5,000 and above with 84 (21.9%) participants. The group of participants with an income between RM3,000 and RM5,000 comprises 78 (20.3%) participants, while 75 (19.5%) participants had an income between RM1,500 and RM3,000.

The question, 'How often do you stay at five-star hotels? ' indicated that 'rarely' gained the highest number of responses (39.6%), the second highest was 'occasionally' (38.8%), and the lowest was 'frequently' (21.6%). Lastly, for the question 'When was the last time you stayed at a five-star hotel?', most of the participants (37.2%) responded 'within the last month', followed by 'within the last year' (33.6%), and the least of the participants (29.2%) responded 'more than a year ago'.

Table 3: Descriptive Analysis

Variables	N	Mean	Standard Dev	Rank
Quality of service	384	4.1882	1.06493	1
Access to services	384	4.1396	1.04784	2
Service Features	384	4.0332	1.00831	3
Customer Satisfaction	384	4.1995	1.05924	
Valid N	384			

Table 3 presents the results of the study's descriptive analysis. Table 3 summarises the mean and standard deviation of each variable. In general, all variables recorded a mean value greater than 3.12, indicating a favourable outcome (Sekaran & Bougie, 2013). Among the independent variables, quality of service recorded the highest mean (4.18), followed by access to service (4.13) and service features (4.03). The average that was used to ascertain the pertinent data's central tendency was represented by the mean result. The study's mean value for every variable was close to 4.5, indicating that the majority of participants answered each question favourably.

Pearson Correlation Coefficient

Table 4: Correlation Analysis

		Quality of Service	Access to Services	Service Features
Customer Satisfaction	Pearson Correlation	0.969**	0.959**	0.940**
	Sig. (2-tailed)	0.001	0.001	0.001
	N	384	384	384

*Note: ** Correlation is significant at the 0.01 level (2-tailed)*
** Correlation is significant at the 0.05 level (2-tailed)*

Table 4 displays the results of the Pearson correlation coefficient analysis. Based on Table 4, the values were between 0.90 and 1.00. The result of the Pearson correlation coefficient value for quality of service was 0.969, indicating a strong positive relationship between quality of service and customer satisfaction. In addition, the results of the Pearson correlation coefficient value for access to services was 0.959, indicating a strong positive relationship between access to services and customer satisfaction. Finally, the results of the Pearson correlation coefficient value for service features was 0.940, indicating a strong positive relationship between service features and customer satisfaction. Hence, there were strong positive relationships between the study's independent variables (i.e., quality of service, access to services, and service features) and the dependent variable (i.e., customer satisfaction).

Table 5: Multiple Regression Analysis – Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	0.975[a]	0.951	0.950	0.23650

a. Predictors: (Constant), Services Features, Quality of Service, Access to Services
b. Dependent Variable: Customer Satisfaction

Based on Table 5, the R-square was 0.951, indicating that quality of service, access to services and service features contributed 95.1 per cent of customer satisfaction. Meanwhile, the remaining 4.9 percent of elements impacting customer satisfaction were from other independent variables, which were not measured in this study.

Table 6: Coefficient of Dependent Variable

		Unstandardised Coefficients		Standardised Coefficients		
	Model	**B**	**Std. Error**	**Beta**	**t**	**Sig**
1	(Constant)	.067	.050		1.341	.181
	Quality of Services	.567	.045	.570	12.481	.001
	Access to Services	.269	.047	.266	5.706	.001
	Service Features	.159	.039	.152	4.101	.001

Based on Table 6, the results of the coefficient of dependent variable for quality of service was 0.951 (p-value=0.001 < 0.05), indicating a strong positive relationship between quality of service and customer satisfaction at five-star hotels in Malaysia. Meanwhile, the results of the coefficient of the dependent variable for access to services and service features, each with 0.951 (p-value=0.001), indicated a positive relationship between access to services and customer satisfaction and service features and customer satisfaction at five-star hotels in Malaysia.

Furthermore, based on the standardised coefficient, quality of services had the highest beta coefficient value of 0.570, indicating a change of one standard deviation in quality of services results in a 0.570 standard deviation increase in customer satisfaction. The second lowest contribution to customer satisfaction was access to services with a value of 0.266, indicating that for each additional increase of standard deviation in access to services, the standard deviation of customer satisfaction decreased by 0.266. The lowest contribution to customer satisfaction was the service features, with a value of 0.152, indicating that for each additional increase of standard deviation in the service features, the standard deviation of customer satisfaction decreased by 0.152.

Discussion

The results of the SPSS Pearson correlation analysis indicated a positive relationship between the study's independent variables (i.e., quality of services, access to services, and service features) and the study's dependent variable (i.e., customer satisfaction). The values of the correlation coefficient for independent variables were very high (0.90–1.00), indicating their strong positive relationships. Based on the SPSS Pearson correlation coefficient's results, quality of service had a strong positive relationship with a value of 0.969. The other elements, access to services (0.959) and service features (0.940), also had strong positive relationships. These results revealed that the independent variables positively influenced the dependent variable. Thus, when the influence of independent variables (i.e., quality of service, access to services, and service features) increases, customer satisfaction will also increase. Next, based on the SPSS multiple regression analysis results, three independent variables- (i) quality of service, (ii) access to services, and (iii) service features- significantly affected customer satisfaction at five-star hotels in Malaysia, but the most effective was quality of service. Hence, these three variables will impact customer satisfaction when receiving services at five-star hotels in Malaysia. This result supported the study's hypothesis. First, Hypothesis 1, service quality had a positive significant impact on customer satisfaction and was accepted. The result is in line with the previous studies. Several studies (e.g., Abbasi et al.., 2010; Ahmed et al.., 2010; Chang, 2006; Gilaninia et al., 2011; Lien, 2010) found that service quality has a positive relationship with customer satisfaction. As the service quality increases, the level of overall customer satisfaction also increases. Thus, quality of service is deemed essential by customers to improve customer satisfaction.

Hypothesis 2 of the current study posited that access to services had a positive relationship with customer satisfaction, and the hypothesis was accepted. The present finding corroborated various studies (e.g., Gilaninia et al., 2011; Ahmed & Jawaberh, 2012). In the hotel industry, access to services is crucial to the satisfaction of the customers. The third hypothesis of the current study, which stated that the service features had a positive relationship with customer satisfaction, was also accepted. Service features are proven to be an important antecedent of customer satisfaction. This result is in line with the previous work carried out in customer relationship management and customer satisfaction studies (Gilaninia et al., 2012). In general, the study

findings revealed positive relationships between the study's three independent variables and customer satisfaction. As a result, the first objective, which was to identify the relationship of elements in customer relationship management (CRM), which were quality of service, access to services, and service features on customer satisfaction at five-star hotels in Malaysia, was met.

The current study also utilised multiple regression analysis to prove and answer the second research objective and question. Based on the findings, quality of service was the most influential element of customer relationship management on customer satisfaction at five-star hotels in Malaysia. This can be seen from the beta weight in the standardized coefficient. Standardised coefficients beta measure the influence of each variable on the model. The study found that quality of service was the most influential element of customer relationship management on customer satisfaction. This suggests a strong correlation between the two, supporting the notion that raising customer satisfaction levels through better services can have a direct positive impact on service quality. Also, access to services emerged as the second most influential factor in customer relationship management affecting customer satisfaction. In short, the second objective of the study, which was to identify the most influential elements of customer relationship management (CRM) on customer satisfaction at five-star hotels in Malaysia, found that quality of service was the most influential element.

To conclude, the study's findings underscore the importance of hotel operators' services in determining customer satisfaction, which is influenced by customers' preference for convenient and high-quality amenities over cosy accommodations (Faizal & Abdullah, 2022).

5. Conclusion and Recommendations

In conclusion, this study provides value to all stakeholders. Future studies that investigate elements in customer relationship management on customer satisfaction could use this study as a model. The methodology adopted in the current study may be used to undertake new research or assess the reliability of new findings. Additionally, this study may be used as a guide and a resource for students pursuing related topics, particularly those taking courses in hotel management. This research also provides a valuable contribution to hotel organisations. To improve the organisation, managers and the human resources department can use this research to understand more about the relationship between elements in customer relationship management and customer satisfaction. This study also helps employers educate their staff on the value of researching the factors contributing to the excellent relationship of elements in customer relationship management on customer satisfaction so that organisations may continue expanding and retaining personnel to meet short- and long-term objectives. Excellent results from effective and efficient relationships of elements in customer relationship management on customer satisfaction encourage organisations to compete and retain market share. Nonetheless, the current study had limitations. The limitations involve the difficulty in locating relevant articles, particularly those discussing customer relationship management and customer satisfaction. Although there were many academic publications available online related to the independent variables and customer satisfaction, they were insufficient to support this research due to the study's specific focus on the hotel industry in Malaysia.

Additionally, there was a limited number of journals on the impact of the independent variables on the hotel industry in Malaysia. As a result, the articles required for this study are not as widely available as others, making the process of locating them time-consuming. For future researchers aiming to delve into this topic, several recommendations can enhance the study. Expanding the research to focus on four-star and five-star hotels to obtain a large sample size will make the data more accurate. Additionally, future studies can focus on different categories of customers, such as baby boomers, business guests, and female travellers, to enhance value and add unique perspectives. Furthermore, future studies should consider including additional elements of customer relationship management, such as knowledge and management (Sofi et al., 2024), to provide a more holistic understanding of customer relationship management practices at five-star hotels in Malaysia. Lastly, widening the scope of participants to include foreign customers as well as local guests is also beneficial.

Acknowledgement: The researchers would like to thank Universiti Teknologi MARA Cawangan Terengganu for supporting and encouraging publishing. Our sincerest thanks go to the hospitality undergraduate students who collected data and co-authors who provided their skills in relevant fields to complete this study.

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