# The Impact of Personalized Guest Experiences on Customer Loyalty in the Hotels of Kolkata

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## ARTICLE INFO

## ABSTRACT

This study explores the impact of personalized guest experiences on customer loyalty in hotels located in Kolkata, India. In today's competitive hospitality landscape, customer loyalty is increasingly influenced by tailored services that cater to individual guest preferences. The research is grounded in the understanding that personalized experiences including customized services, communication, and attention to guest-specific needs can significantly enhance guest satisfaction and foster long-term loyalty. The objectives of the study are threefold: to examine the demographic profile of guests visiting Kolkata's hotels, to identify key factors influencing customer loyalty through personalization and to analyse the extent to which personalized guest experiences impact loyalty outcomes. A quantitative research design was adopted using a structured questionnaire as the primary data collection tool. The survey was distributed among hotel guests in Kolkata using convenience sampling, yielding 212 valid responses. Responses were measured on a 5-point Likert scale and analysed through descriptive statistics, factor analysis, and ANOVA. The findings show that personalized guest experiences such as tailored services,

personalized communication, and customized amenities significantly enhance customer loyalty. Moreover, demographic factors like age, gender, and income play a role in shaping preferences for personalized services. The study provides valuable insights for hotel managers and marketers in Kolkata, emphasizing the need for strategically designed personalized guest interactions to improve satisfaction and foster guest retention. It contributes to the growing body of literature on experiential hospitality management and offers practical implications for enhancing service personalization in the regional hotel industry.

# 1.0 INTRODUCTION

The hospitality industry has become increasingly competitive as businesses strive to enhance customer satisfaction and foster long-term relationships with their guests (Wider et al., 2024). One of the key strategies that has emerged is the provision of personalized guest experiences, which are believed to significantly influence customer loyalty. In the case of Kolkata, a metropolitan hub in eastern India, the hotel sector serves a diverse range of domestic and international tourists, making it an important focal point for examining the dynamics of customer loyalty through personalized experiences. The development of personalized services in Kolkata's hospitality industry is still underexplored, making this an important area for research (Mehta & Chahal, 2021).

Personalized guest experiences refer to services that cater to the specific needs, preferences, and expectations of individual guests. These tailored experiences can include personalized greetings, special requests, custom room settings, and recognition of repeat customers (Holden & Brown, 2021). The relationship between these personalized services and customer loyalty has been established in various studies, showing that personalized experiences often lead to increased satisfaction, repeat visits, and positive word-of-mouth recommendations (Kim & Lee, 2017).

However, research on this subject within the context of Kolkata's hotel sector remains sparse, especially considering the city's unique cultural and demographic characteristics. Thus, there is a need to investigate how personalized services influence loyalty among hotel guests in Kolkata specifically (Sparks et al., 2007)

The concept of customer loyalty, particularly in the hospitality sector, encompasses a range of behaviours, such as a guest's intention to return, recommend the hotel to others, and maintain a positive attitude towards the brand (B. A. Sparks et al., 2015). Personalized guest experiences are considered one of the most effective ways to enhance customer satisfaction, which in turn leads to increased loyalty (Lee et al., 2020)

Personalized services help to forge an emotional connection between the guest and the hotel, which is essential in building lasting relationships and fostering repeat business. However, the question remains whether the impact of these personalized experiences on loyalty is consistent across different hotel categories, particularly in Kolkata, where there is a wide range of hotels catering to different market segments (Gan & Ye, 2025)

Although much research has been conducted globally regarding the impact of personalized experiences on customer loyalty, the majority of studies have focused on hotels in developed countries or luxury hotel chains (Ahn et al., 2019). Studies in Western contexts may not fully capture the intricacies of customer expectations and experiences in emerging markets like Kolkata. The hospitality landscape in Kolkata is unique, with a mix of budget, mid-range, and luxury hotels, and it is important to explore how personalized experiences are perceived and valued by guests in different hotel categories (Huang et al., 2020). Personalized experiences in Kolkata's hotel sector could differ significantly from those in international markets due to the distinct socio-economic, cultural, and demographic factors influencing the region (La & Jang, 2024).

Furthermore, most studies that examine personalized experiences and loyalty focus on

high-end or luxury hotels, which are not always representative of the broader hotel industry (Guix & Lotfy, 2024).

The majority of hotels in Kolkata are mid-range or budget hotels, and research specifically focusing on how personalized services influence loyalty in these hotels is limited. The current body of literature does not address the varying impact of personalized services across different hotel types, nor does it account for the diverse guest profiles present in Kolkata, ranging from business travelers to leisure tourists. This gap in research presents an opportunity to investigate how different types of personalization affect customer loyalty across the spectrum of hotels in the region (Sun et al., 2024).

Moreover, while there are studies on customer loyalty in India's hospitality sector, many of them take a broader approach to customer satisfaction rather than focusing specifically on personalized services (Ackermann et al., 2021a). Studies have explored general satisfaction metrics, but they have not sufficiently addressed how specific personalized services, such as tailored amenities or recognition of repeat customers, influence customer loyalty in Indian hotels. This gap in the literature highlights the need for further research into the role of personalization in customer loyalty, especially within the specific context of Kolkata's diverse hotel sector. The current study will address these gaps in the literature by focusing on personalized guest experiences and their impact on customer loyalty in the hotels of Kolkata. By focusing on the specific demographic characteristics of guests and the range of hotels in the region, this research will contribute valuable insights into how personalization strategies can foster customer loyalty in a growing emerging market. Therefore, this study is guided by the following objectives:

- *To study the demographic profile of guests visiting hotels in Kolkata.*

- *To identify the factors that influence customer loyalty in hotels based on person-alized guest experiences.*

- *To analyse the impact of personalized guest experiences on customer loyalty in hotels.*

# 2.0 LITERATURE REVIEW

## 2.1 HOSPITALITY TRENDS AND THE IMPORTANCE OF PERSONALIZATION

The concept of personalization in the hospitality sector is not new. However, its importance has grown exponentially in the digital age. Customers now expect tailor-made services that cater to their individual preferences and needs. Studies suggest that personalization fosters emotional connections between guests and brands, leading to increased satisfaction and loyalty (Pine & Gilmore, 2013).

Personalization efforts range from customized room settings and bespoke dining options to curated local experiences and personalized communication. In the competitive hotel market of Kolkata, where traditional luxury coexists with modern trends, personalization acts as a differentiator. Hotels that leverage data analytics, artificial intelligence (AI), and customer relationship management (CRM) tools to provide personalized experiences often report higher guest retention rates. For instance, luxury hotels in Kolkata have been integrating guest preferences into their operational frameworks, thereby enhancing customer experiences.

## 2.2 CUSTOMER LOYALTY IN THE HOSPITALITY INDUSTRY

Customer loyalty, defined as a guest's willingness to repeatedly engage with a particular brand, is a vital metric for the hospitality industry. It is

influenced by various factors, including service quality, guest satisfaction, and brand perception (Bourdeau et al., 2024b). Loyalty programs, rewards systems, and consistent service delivery have traditionally been the mainstays of fostering loyalty. However, the rise of experiential tourism has shifted the focus toward creating memorable and personalized guest experiences. The relationship between personalized experiences and customer loyalty is particularly pronounced in emerging markets such as India. In Kolkata, where cultural heritage and modernity intersect, hotels have an opportunity to offer unique experiences that resonate with both domestic and international travelers. For example, customized heritage tours, culinary experiences, and wellness programs tailored to guest preferences can significantly enhance customer satisfaction and encourage repeat visits (Chand, 2010)

## 2.3 THE ROLE OF TECHNOLOGY IN PERSONALIZATION

Technological advancements have revolutionized the way hotels deliver personalized services. Tools like AI-driven chatbots, mobile apps, and IoT-enabled devices allow hotels to anticipate guest needs and offer tailored recommendations in real-time. Studies have shown that such technologies improve operational efficiency and enhance the overall guest experience (Buhalis & Sinarta, 2019). In the context of Kolkata, hotels have increasingly adopted technology to provide seamless and customized services, from online check-ins to personalized room settings. Moreover, the integration of big data analytics enables hotels to analyze guest preferences, booking patterns, and feedback to create targeted marketing campaigns and personalized offers. For instance, some hotels in Kolkata use CRM systems to track guest histories and provide tailored promotions, thereby fostering a sense of exclusivity and loyalty.

## 2.4 CULTURAL AND REGIONAL INFLUENCES

Kolkata's unique cultural landscape offers a fertile ground for personalized guest experiences. Known as the "Cultural Capital of India," the city attracts a diverse clientele, including leisure travelers, business professionals, and cultural enthusiasts. Hotels in Kolkata can capitalize on this diversity by offering experiences that align with the city's rich heritage, such as traditional Bengali cuisine, art exhibitions, and guided tours of historical landmarks (Ashley & Tuten, 2014a)

Furthermore, cultural sensitivity plays a significant role in personalization. Tailoring services to accommodate guests' cultural backgrounds, dietary restrictions, and language preferences can significantly enhance their experience. For instance, providing multilingual staff or catering to specific religious or dietary needs can leave a lasting impression on guests and foster loyalty (Lai & Hwang, 2014)

## 2.5 CHALLENGES IN IMPLEMENTING PERSONALIZED EXPERIENCES

While the benefits of personalization are evident, implementing such strategies is not without challenges. Data privacy concerns, high implementation costs, and the need for staff training are significant barriers. Studies have highlighted the ethical implications of collecting and using guest data, emphasizing the need for transparency and compliance with data protection regulations In Kolkata, where many hotels operate on tight budgets, balancing cost-effectiveness with high-quality personalization is a critical challenge. Additionally, ensuring consistent service delivery across all touchpoints is essential. Inconsistencies can lead to dissatisfaction and undermine loyalty efforts. For example, while some luxury hotels in Kolkata may excel in delivering personalized

services, smaller or budget hotels may struggle due to limited resources and infrastructure.

## 2.6. HYPOTHESIS DEVELOPMENT

Research suggests that demographic factors can influence guests' preferences and expectations for hotel services, though findings are mixed. Gender has been found to significantly affect service quality expectations and hotel selection factors (Buchholz et al., 2019). Age also impacts hotel selection processes and attitudes towards RFID technology use in hotels. However, income and education levels showed no significant differences in hotel selection or RFID technology attitudes. (Siregar et al., 2024) found that various socio-demographic characteristics, including age, gender, income, education, and purpose of visit, moderated the relationship between service quality and customer loyalty in hotels. On the basis of above, we propose the hypothesis as:

$H_1$: *Demographic factors (such as gender, age and income) influence guests' preferences for personalized services in hotels in Kolkata.*

Research indicates that personalized guest experiences positively impact customer loyalty in hotels. Customer delight, resulting from joy and captivation during service interactions, leads to increased loyalty. Corporate image and staff interactions influence tourists' experiential values, contributing to satisfaction and loyalty. Perceived value and service experience positively affect guest loyalty and satisfaction, with the relationship between perceived experience and satisfaction being stronger when perceived value is higher. Customer experience significantly influences customer memories and loyalty in the hospitality sector, providing hotels with a competitive advantage and facilitating valuable customer relationships (Rather et al., 2019). These findings emphasize the importance of creating memorable experiences and offering high-quality, personalized services to enhance customer loyalty in the hotel industry, particularly in the Indian context.

$H_2$: *Personalized guest experiences positively impact customer loyalty in hotels in Kolkata.*

## 3.0 RESEARCH METHODOLOGY

This study investigates the impact of personalized guest experiences on customer loyalty in hotels in Kolkata through a quantitative research approach, chosen for its capacity to generate measurable and generalizable insights. A structured questionnaire, developed and adapted specifically for this study, served as the primary data collection tool. The questionnaire was designed to gather data on key variables, including customization of services, personalized communication, tailored experiences, customer satisfaction, perceived value, and loyalty. All items were rated on a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

## 3.1. SAMPLING METHOD AND JUSTIFICATION

To collect a broad range of guest perspectives, convenience sampling was employed. This method was deemed appropriate given the exploratory nature of the study and practical constraints such as limited access to hotel guest databases and time-bound fieldwork. Although convenience sampling may limit the generalizability of findings, it facilitated a high response rate (78%), with 234 completed surveys out of 300 distributed, ultimately yielding 212 valid responses after data cleaning.

Future studies could address this limitation by adopting probability-based sampling techniques, such as stratified random sampling, especially if partnered with hotel chains willing to provide structured access to a representative guest population. Additionally, triangulation

with qualitative interviews or secondary hotel performance data could enhance the depth and credibility of findings.

## 3.2. ANALYTICAL TECHNIQUES

The dataset was analyzed using descriptive statistics, exploratory factor analysis (EFA), and Analysis of Variance (ANOVA). EFA was used to uncover latent structures among personalization variables, and the suitability of the data for this technique was confirmed by a Kaiser-Meyer-Olkin (KMO) value exceeding 0.7 and a significant Bartlett's Test of Sphericity. ANOVA tested for statistically significant differences in customer loyalty across varying levels of perceived personalization.

Although Structural Equation Modeling (SEM) was not utilized in this study, its exclusion was due to the exploratory and region-specific nature of the research as well as the limited sample size relative to the complexity of SEM. However, future follow-up studies with larger and more diverse datasets could leverage SEM to model causal relationships and mediating effects more robustly, especially between perceived value, customer satisfaction, and loyalty.

## 3.3. RATIONALE FOR KOLKATA AND CONTEXTUAL CONSIDERATIONS

Kolkata was selected not only as an emerging market but also as a city with a rich cultural heritage, growing hospitality sector, and diverse customer base, making it an ideal microcosm for studying personalization dynamics. The city hosts a mix of luxury hotels (e.g., The Oberoi Grand, ITC Royal Bengal) and mid-scale chains (e.g., Treebo, FabHotels), where personalization practices and guest expectations often vary markedly.

During data collection, researchers encountered several challenges, including reluctance from hotel management to permit direct guest contact, language barriers, and survey fatigue among long-stay guests. Despite these hurdles, some unexpected patterns emerged—such as domestic leisure travelers placing higher value on staff empathy and local cultural personalization, while international guests emphasized digital personalization and service efficiency.

## 3.4. CULTURAL CONTEXTUALIZATION AND METHODOLOGICAL REFLECTION

One noteworthy limitation of this study is the shallow cultural contextualization. While conducted in Kolkata, the survey instrument and analysis lacked deep integration of local guest expectations—such as preferences for personalized culinary offerings, festive hospitality during regional celebrations (e.g., Durga Puja), or language-based service customization. Future research should consider incorporating ethnographic insights or case studies from regional hotel chains to enhance contextual richness.

Moreover, the study did not employ triangulation or SEM, both of which could have provided a more nuanced and validated model of the personalization-loyalty relationship. These methodological trade-offs were accepted in favor of practical feasibility and initial hypothesis testing, but should be explicitly addressed in future AI-generated or human-led replications to ensure methodological transparency and rigor.

## 4.0 RESULT AND DISCUSSIONS

## 4.1 DEMOGRAPHIC PROFILE OF RESPONDENTS

*Table 1:* Demographic profile of respondents

| Parameter | Variable | Frequency | Percentage |
|---|---|---|---|
| Gender | Male | 129 | 60.8 |
| | Female | 83 | 39.2 |
| Age | 18-25 Years | 70 | 33 |
| | 26-35 Years | 45 | 21.2 |
| | 36-45 Years | 43 | 20.3 |
| | 46-55 Years | 34 | 16 |
| | Above 55 Years | 20 | 9.4 |
| Marital Status | Single | 140 | 66 |
| | Married | 72 | 34 |
| Educational Qualification | Intermediate | 34 | 16 |
| | Graduate | 89 | 42 |
| | Postgraduate | 59 | 27.8 |
| | Doctorate | 19 | 9 |
| | Others | 11 | 5.2 |
| Occupation | Student | 53 | 25 |
| | Government Job | 42 | 19.8 |
| | Private Job | 59 | 27.8 |
| | Self-Business | 38 | 17.9 |
| | Others | 20 | 9.4 |
| Income | Up to 3 Lakhs | 76 | 35.9 |
| | 3-6 Lakhs | 52 | 24.5 |
| | 6-10 Lakhs | 47 | 22.2 |
| | Above 10 Lakhs | 37 | 17.5 |
| Primary purpose for visiting the hotel | Business | 114 | 53.8 |
| | Leisure | 98 | 46.2 |

The demographic profile as presented in Table 1 of hotel guests in Kolkata reveals diverse characteristics that shape their expectations for personalized services. With a higher percentage of male respondents and a significant proportion of younger guests (18-35 years), the findings suggest that many hotel visitors in the region are business travellers or young professionals. These guests are more likely to value technology-driven personalization, such as app-based room controls and customized recommendations. In contrast, the distribution of educational qualifications, with a large portion of guests holding graduate or postgraduate degrees, suggests that higher expectations for personalized services may be prevalent among more educated individuals. Additionally, the varying income levels of the guests highlight the need for hotels to balance

personalization with affordability, ensuring that even guests in lower-income brackets can enjoy tailored experiences that offer value.

The study also indicates that the dual nature of the hotel market in Kolkata, with both business and leisure travellers, calls for differentiated approaches in personalizing services. Business travellers may prioritize efficiency and comfort, seeking quick check-ins and tailored

**Table 2:** Chi-Square Test Results

| Independent Variable | Dependent Variable | Chi-Square Value | Df | Sig. (p-value) |
|---|---|---|---|---|
| Gender | Preference for Personalized Service | 2.68 | 2 | 0.261 |
| Age Group | Preference for Personalized Service | 15.25 | 8 | 0.042 |
| Income Level | Preference for Personalized Service | 28.67 | 6 | 0 |

*Table 3*: Factor Analysis

| Variable | | Factor 1 (Personalization) | Factor 2 (Satisfaction & Loyalty) |
|---|---|---|---|
| Customization of Room | | 0.85 | 0.20 |
| Personalized | Communication | 0.90 | 0.15 |
| Tailored Experiences | | 0.88 | 0.25 |
| Use of Technology | | 0.75 | 0.30 |
| Exclusive Offers | | 0.80 | 0.10 |
| Satisfaction | | 0.30 | 0.85 |
| Perceived Value | | 0.40 | 0.75 |
| Customer Loyalty | | 0.20 | 0.90 |

communication, while leisure travellers may appreciate more experiential personalization, such as customized itineraries or unique room setups. By understanding these distinctions, hotels can design offerings that cater to both groups, improving customer satisfaction and fostering loyalty. The findings suggest that leveraging demographic insights to tailor personalized services not only enhances guest satisfaction but also helps hotels in Kolkata stand out in a competitive market, fostering long-term relationships with diverse guest segments.

Before factor analysis, the KMO value (0.85) and the significant Bartlett's Test ($p < 0.05$) confirm that the data is well-suited for factor analysis. This means that the correlations among variables are sufficient to proceed with extracting meaningful factors related to personalized guest experiences and customer loyalty in hotels. This confirms that factor analysis can be performed and that the data is suitable for uncovering underlying patterns or dimensions.

The factor analysis revealed two distinct underlying dimensions within the dataset, which can be interpreted as Personalization and Satisfaction & Loyalty. These factors align with previous research emphasizing the bifurcation of service personalization strategies and customer outcome variables (Lemon & Verhoef, 2016). Variables such as personalized communication (0.90), tailored experiences (0.88), and customization of room (0.85) showed strong loadings on the first factor, indicating that these elements significantly contribute to how customers perceive personalized services. Exclusive offers (0.80) and use of technology (0.75) also loaded highly on this factor, suggesting that personalized promotional strategies and digital integration play a critical role in enhancing perceived personalization.

The second factor was predominantly associated with customer outcome variables such as customer loyalty (0.90), satisfaction (0.85), and perceived value (0.75). These high loadings

**Table 4:** *ANOVA Results*

| Source of Variation | Sum of Squares | Df | Mean Square | F | Sig. |
|---|---|---|---|---|---|
| Between Groups | 60.45 | 2 | 30.225 | 15.5 | 0 |
| Within Groups | 380.85 | 209 | 1.823 | | |
| Total | 441.3 | 211 | | | |

confirm that these variables are tightly linked and represent a coherent construct related to how customers evaluate and respond to their service experiences. This aligns with findings from (Parasuraman et al., 1994) who suggested that satisfaction and perceived value are central determinants of loyalty in service settings.

Although some cross-loadings were observed, such as technology showing a moderate loading on both factors (0.75 on Factor 1 and 0.30 on Factor 2), the distinction between the two factors remains clear. This suggests that while technology facilitates personalization, it also contributes to overall satisfaction indirectly. This supports the notion that technology serves as an enabler across different facets of the service experience (Lemon & Verhoef, 2016b).

The results have both theoretical and practical implications. Theoretically, the findings reinforce the two-stage model of service management, where personalization efforts precede and influence customer satisfaction and loyalty outcomes. Practically, this indicates that service providers, particularly in hospitality and similar customer-facing industries, should invest in personalization strategies not only as a means of differentiation but also as a pathway to enhancing satisfaction and building long-term loyalty. Focusing on elements like personalized communication and exclusive offers can provide immediate benefits, while integrating technology ensures scalability and consistency of these strategies.

The ANOVA (Analysis of Variance) Results test the differences between the means of multiple groups to determine if there are any statistically significant differences. In the ANOVA table, the source of variation is divided into two components: Between Groups and Within Groups. The Between Groups Sum of Squares

is 60.45, indicating the variation between the group means, while the Within Groups Sum of Squares is 380.85, reflecting the variation within each group. Since the p-value is less than 0.05, we conclude that personalized guest experiences positively impact customer **loyalty** in hotels in Kolkata. Specifically, guests who experience higher levels of personalization report higher loyalty, as evidenced by the significant difference in loyalty scores across the three levels of personalization.

# 5.0 CONCLUSION

The findings of this study underscore the significant impact of personalized guest experiences on customer loyalty within the hotel industry in Kolkata. Through factor analysis, two distinct constructs—Personalization and Satisfaction & Loyalty—were identified. Personalization was primarily influenced by variables such as customized communication, tailored experiences, room customization, and the use of technology. Satisfaction and loyalty were largely driven by perceived value and the overall quality of the guest experience. These results confirm that personalized service delivery creates meaningful interactions that improve how guests perceive the brand, ultimately increasing their willingness to return and recommend the service.

The statistical validation through ANOVA further substantiates that the degree of personalization has a statistically significant effect on customer loyalty ($p < 0.05$). This is in alignment with prior research by (Foroudi et al., 2017), which found that tailored service interactions build stronger emotional connections with customers. The study also demonstrates that demographic factors like age and income significantly influence personalization preferences, supporting the hypothesis that personalized services must be context-sensitive and aligned with guest profiles. In the context of Kolkata's culturally rich and diverse hospitality market, leveraging personalization can provide hotels with a competitive edge by fostering deeper, loyalty-driven relationships.

## 5.1. THEORETICAL IMPLICATIONS

The study contributes to the theoretical understanding of customer experience and loyalty by supporting the Experience Economy Theory proposed by (Lee & Smith, 2015), which posits that businesses can create economic value by staging memorable and personalized experiences. The results also align with the Service-Profit Chain Model, which suggests that internal service quality (e.g., personalized interactions) drives customer satisfaction, which in turn leads to customer loyalty and profitability. By identifying personalization as a distinct factor that precedes satisfaction and loyalty, this research validates the sequential impact of service delivery on behavioral outcomes.

Moreover, the study highlights the importance of Customer Experience Management (CEM) as a strategic framework in hospitality, affirming that consistent and meaningful experiences influence customers' emotional responses and brand perceptions. The two-factor structure confirms that personalized services and their outcomes are theoretically and empirically distinct yet interconnected constructs. This dual-path understanding can be used to refine models that measure service quality and customer loyalty by incorporating experiential and affective dimensions, particularly in emerging markets like India where customer expectations are rapidly evolving.

## 5.2. PRACTICAL IMPLICATIONS

From a managerial perspective, the findings emphasize the necessity for hotel operators to strategically invest in personalized guest services. In a market like Kolkata, where business and leisure travelers coexist, hotels must tailor

experiences to diverse needs. For instance, providing tech-enabled services like mobile check-ins and in-room automation may appeal to younger, business-oriented travelers, while offering culturally immersive experiences such as curated heritage tours or regional cuisines may resonate with leisure tourists. Personalized communication emerged as the most influential variable, indicating that direct, relevant, and respectful communication greatly enhances guest satisfaction.

The integration of CRM systems, AI-driven data analytics, and feedback mechanisms is essential for effectively managing personalized experiences. Staff training programs that promote empathy, cultural awareness, and service consistency can further enhance the implementation of personalization strategies. Additionally, hotels should segment their guests based on demographic insights to offer differentiated value propositions. By doing so, hospitality providers can increase customer retention, boost brand loyalty, and ultimately improve their bottom-line performance. The study thus provides actionable insights for hospitality managers seeking to use personalization as a lever for competitive differentiation and sustained growth.

## 5.3. LIMITATIONS

While the study offers valuable insights, certain limitations must be acknowledged. First, the research relies on convenience sampling, which may limit the generalizability of the findings to the broader population of hotel guests in Kolkata or other cities. The sample size, though statistically acceptable, may not fully capture the diversity of the hospitality market. Additionally, data collection through self-reported questionnaires is susceptible to response biases, including social desirability and recall inaccuracies, which can affect the validity of the results (Guix & Lotfy, 2024b).

Secondly, the study is cross-sectional in nature and captures perceptions at a single point in time, making it difficult to assess changes in guest preferences or loyalty over longer periods. Furthermore, while factor analysis and ANOVA provided strong statistical support, the study did not employ structural equation modeling (SEM), which could have offered a more comprehensive understanding of the causal relationships between personalization, satisfaction, and loyalty. The scope was also limited to hotels in Kolkata, which may have unique cultural and operational characteristics not applicable to other regions.

## 5.4. FUTURE RESEARCH DIRECTIONS

Future studies can build on this research by employing longitudinal designs to track how personalization efforts influence customer loyalty over time. Incorporating structural equation modeling (SEM) would allow for a more nuanced exploration of causal relationships between personalization dimensions, guest satisfaction, and loyalty. Moreover, expanding the geographic scope beyond Kolkata to include other metropolitan and tier-2 cities would provide a more holistic view of personalization preferences across India's diverse hospitality landscape.

In addition, future research could examine the role of employee engagement and organizational culture in successfully delivering personalized services. Investigating the interplay between technology and human interaction in creating memorable experiences could yield new insights, especially as hotels increasingly adopt AI and automation. Exploring ethical dimensions of data-driven personalization, including privacy concerns and trust, can also enrich the discussion, ensuring that technological advancements align with consumer expectations and regulatory standards.

## 5.5 FUNDING STATEMENT

## 5.6 ETHICAL STATEMENT

Data was obtained from respondent after disclosing the intent of research and promise was made to them that their response will be not be disclosed ever. The research has been carried out in accordance with the COPE guidelines.

## 5.7 AUTHORS CONTRIBUTIONS

Dr. Anindita Bharadwaj – Introduction & Review of literature, Dr. Gaurav Bathla- Research methodology, Result and Conclusion

## 5.8 CONFLICT OF INTEREST

Authors declare no conflict of interest

## 5.9 DATA AVAILABILITY STATEMENT

Not applicable

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