

# Employee Satisfaction and Customer Delight-insights from Indian Hospitality Industry

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**Abstract---** Hospitality Sector in India is one of the largest sectors in terms of contribution to GDP. Over last few years the growth in hospitality sector has witnessed increasing importance of customer delight, service profit chain, its component constructs and linkages between the employee job satisfaction and customer delight. The study aims to provide a comprehensive review on the linkages between the employee job satisfaction and customer delight. A broader attitude unveils the point that the employees in an organization are entangled together to perform better and even better with each adding day of their experience, which in turn will not only generate revenue for the organization, but will also result into utmost customer satisfaction. Furthermore, the consequences like customer satisfaction was dealt deeply, studies revealed that both customer satisfaction and loyalty are meaningfully related to the employee's outlook at the job. Thus, a satisfied, motivated and happy employee was marked allegedly with the customer satisfaction, quality work, and profitability to the organization. The focus of the study is to understand the effects of satisfaction of employees on Customer Delight, this study in turn will be highly useful for the hospitality sector in the long run. The results of the study provide an insight to the relationship of customer delight with employee satisfaction which will be of great use to the industry and will invite future scope for research

**Keywords---** Employee Job Satisfaction, Customer Delight, Customer Loyalty, Indian Hospitality Industry.

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## I. INTRODUCTION

The relationship between employee satisfaction and customer delight has been researched days beyond recall and shows that internal factors such as employee behaviour and attitude can be leveraged to exceed customer expectations and success of hotel is increasingly becoming more dependent on it. It is, therefore, imperative that for transformation to begin in hospitality sector, the organization has to focus on external as well as internal customer (employees) attitudes, behaviour and establish the linkage between them.

While the key linkage in Service-Profit Chain is the impact of employee satisfaction on consumer behaviour Loveman (1998), the research question that still remains to be addressed is “whether employee satisfaction and engagement, drives customer delight”. In the employee job satisfaction, happy employees are hypothesized to be more caring, more productive and likely to use their discretionary power Barclay, H. K., & Barclay, A. C. (2011) to achieve goals of the organisation in order to provide higher service quality, productivity, customer delight, and eventually return of higher sales (repeat business and referrals), and increased profit, ultimately resulting in higher

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returns (i.e., stock price). The Managers also play an important role in motivating employees which results in job satisfaction Sanford, B. (2003).

The current study has been done to understand and evaluate the role of employee satisfaction in customer delight. It is pertinent to mention and elaborate the concept of Customer delight, customer loyalty and employee satisfaction. With the help of literature review an overview of all the concepts is used to draw the conclusion.

## **II. REVIEW OF LITERATURE**

### ***Employee Satisfaction***

In today's dynamic and competitive environment, it is necessary for any organization to keep its employees happy, gurgling and committed during the course of interface with the customer. With the so called ongoing "war of talent" forecasted to be intensifying over days to come, no organization can afford to ignore the needs and aspirations of its employees. More so in service sector, where the satisfaction of employees gets reflected in their on job performance and in turn has a direct impact on the customer's satisfaction level. As per Cranny, Smith, & Stone, (1992) Employee satisfaction is defined as the mix of affective reactions based on the perceived gap of what he/she wants to receive compared with what he/she actually receives. Moyes, Shao, & Newsome, (2008) have opined, employee satisfaction as how pleased an employee is with his/ her employment. Lee, C., & Way, K. (2010) has mentioned in his work that measuring the employee satisfaction in the workplace is critical to the success of the organisation which also gives boost to the profitability for having competitive advantage.

Job satisfaction is also the index of the general life satisfaction of individuals (employees) and reflects the wellbeing of any person resulting in less attrition Chen et al, (2010). A high job satisfaction level of employees certainly uplifts the image Garlick, R. (2010) in the memory of the customer. It can also be an indicator of the corporate environment and culture of any organization. Job satisfaction has both humanistic and financial values for any organization. Not surprisingly, therefore, it is one of the most frequently studied work attitude in organizational behaviour, Robbins, (2003).

Job Satisfaction is defined as a positive attitude that an employee holds towards his job. According to Locke (1976), it is a "pleasurable or positive emotional state resulting from the appraisal of one's job experience". Job Satisfaction consists of an employee's cognitive, affective and behavioural reaction to his job. This feeling is relatively stable and is a result of employee's perception of how well their job offers those things which are viewed by them as important. The degree of satisfaction varies with how well outcomes fulfil or exceed expectations. It is stated, people experience job satisfaction when their job matches their needs and interests Holland, J. L. (1997), when working conditions and rewards are satisfactory and when employees like their co-workers. The extent to which a person's job fulfils his dominant needs and is consistent with his expectations and values, the job may be considered as satisfying. It expresses a sound amount of harmony between one's expectations compared with reward and relates to equity and psychological contract. According to Davis, K. and Newstrom, J.W. (1985) Job Satisfaction is "a set of favourable or unfavourable feelings linked to individual's behaviour in the work place. It's a feeling of relative pleasure or pain that differs from objective thought and behavioural intentions"

Smith, Kendall & Hulin (1969) regard Job Satisfaction as persistent feeling towards discriminative aspects of job. These feelings are regarded to be associated with perceived differences between what is expected and what is experienced in relation to the alternatives available in a given situation. Appropriate measure of the satisfaction may then be sensitive to the effects of differences in a crucial aspect not only of the actual situation, but also of the expectations of individuals, as determined by their backgrounds and experience and by the long and short term alternatives which are present in the psychological field.

Employee Job Satisfaction has been considered and measured both in terms of a general feeling or an overall attitude of the employee towards his job, an end state of feelings and as a feeling about specific job dimensions or facets like pay, promotion opportunities, supervision, co-workers, work itself that creates a feeling of satisfaction with the job. "Industrial/Organizational psychologists differentiate these two levels of feelings as: Global job satisfaction and Job - facet satisfaction respectively".

### ***Customer Delight***

Delight has been defined as 'great pleasure' or 'joyful satisfaction' felt by a person from a product, service, experience, idea and so on. In literature, it's defined as 'positive surprise arising from extremely good service or product performance', 'the highest level of satisfaction' or 'exceeding customers' expectations, referred to customer delight as 'profoundly fulfilling customer needs.

Delight determines the amount of extra efforts taken by the organisations. "Customer delight involves going beyond satisfaction to delivering what can be best described as a pleasurable experience for the client". Delight therefore encapsulates a stronger level of emotion and a different state of physiological experience vis a vis satisfaction. Customer delight has been defined as providing additional unanticipated benefits along with the core product to any customer leaving him/her surprised with excitement, positive feelings and happiness.

Keiningham and Vavra (2001) defines delight as "positive surprise arising from extremely good service or product performance", Keiningham et al.,(1999) has expressed it as "the highest level of satisfaction' or 'exceeding customers' expectations". Lynch J J (1993) referred to customer delight as "profoundly fulfilling customer needs" and "cleanliness, comfort, service, value and facilities" and "ambience, food and service" are the main factors leading to guest delight in hotels. Excellent service is a genuine key for a better future, for both customers and suppliers (Zeithaml et al., 1990).

Delight establishes the amount of extra efforts put in by the organisation. "Customer delight involves going beyond satisfaction to delivering what can be best described as a pleasurable experience for the client". Patterson (1997). Strong emotions and a unique state of experience feeling vis a vis satisfaction results in delight. As per Arnold et al. (2005) and Finn (2005) Re-purchase intention from the same place is a general indicator of customer reposing confidence hence delighted. As expressed by Heskett (2002); Berman(2005);Torres and Kline (2006); Crofts and Magnini (2010) recommending a product after positive experience of a product again and again, has been termed as an act of a brand ambassador happening after being delighted.

Ritz-Carlton's credo has the goal of fulfilling "even the unexpected wishes and needs" of its guests. According to John Collins, Ritz-Carlton's human resources director, "If you go to a good hotel and ask for something, you get it. If you go to a great hotel, you don't even have to ask."

Customer delight comes from doing the little things that customers don't expect but will certainly remember. Bell and Zemke, op. cit.

As per Oliver,(1997) when a customer expects abnormal structure of expectation known as disconfirmation to cognitive processing, gets amazing value for money in return, results in delightful experience. As per Schümmer (2007); Verma (2003) "Delight is all about a surprise or zero expectation component or a higher level of performance evaluation post service delivery, satisfaction however is the fulfilment of expected results, which is not a surprise".

As per Crotts, J. C., Pan, B., & Raschid, A. E. (2008) and Kwong and Yau(255-257),customer delight is receiving extra service or additional service along with the desired product resulting in him/her surprised with excitement, positive feelings and happiness.

Stewart (1997), Skogland and Siguaw(2004), and Torres and Kline (2006) have expressed that in order to better the financial health, consideration should be given to delighting the Guests. Guest delight is delivered when customers experience, additional unexpected benefits beyond their expectations, along with the service.

Customer delight is produced during service delivery (Kwong and Yau, 2002), as a result of extraordinary service experiences. Previous studies based on disconfirmation paradigm show that customer delight is a result of customer's experiences exceed their expectations and customers feel pleasure (Patterson, 1997).

According to Kumar, Anand; Olshavsky, Richard W; King,Maryon F.(2001), delight is outcome of the type of happiness the customer experiences i.e. mixture of pleasure and surprise, or happiness without the element of surprise. The latter type of happiness is a consequence of long term and satisfactory relationship of customer with the service provider; which may be a result of company's proactive attitude in identifying and satisfying the customer's implicit needs and desires leading to customer loyalty.

### ***Understanding the Relation of Employee Satisfaction on Customer Delight in Indian Hospitality Industry as Perceived by the Employees***

It is evident that running a business is becoming complex and competitive. The Customer has become very demanding due to the exposure which is resulting in higher expectations. The question is often raised before hospitality business, pertaining to satisfying customer who has started expecting flawless delivery of service especially from the employees, irrespective of the best of tangibles such as, hotel design & luxurious interiors. Literature shows that customer visiting five-star hotels, world over, with an average stay in the hotel being three days in a month has started expecting zero defects in service delivery and therefore, hotel management needs to identify means of exceeding the expectations of service consistently. This aspect of customer expectation has increasingly made the scenario more and more challenging for service providers in Hospitality while providing the service.

In Russell's (1980) Circumplex model, Satisfaction and delight have different arousal levels and delight is positioned between arousal and pleasantness but nearer to former. Westbrook and Oliver (1980) found that there is emotional differentiation in respondents as regards satisfaction and delight. Plutchik conceptualized delight as a complex emotion (i.e., tertiary dyads; mixture of two emotions), a combination of joy and surprise with different ratings on the satisfaction scale.

Five Star Hotel constitute the dominant position in star rated hotels. In order to win the heart of the customer & convert into a loyal and profitable customer it is important to create customer delight along with satisfaction by identifying the behaviour and actions that makes the customer delighted N.Torres, E.andKline,S.(2013).According to researchers, customer delight and customer satisfaction are two distinct constructs Finn(2005); Loureiro(2010), Loureiro and Kastenholz, (2011).The memory created by delight from consumption leads to customers behaviour which recreates the experience Rust and Oliver (2000).Thus disconfirmation is an important forecaster of delight, Loureiro (2010).As per the study conducted by Loureiro, the results suggest that satisfaction is a more significant determinant of loyalty than delight and disconfirmation is an important predictor of both satisfaction and delight. This study further supports the conceptualization of customer delight and customer satisfaction as distinct constructs.

The Hospitality sector is people centric where, service delivery plays a pivotal role in exceeding the customer expectations as the customers are very discerning. The customer is discerning due to global exposure to the facilities and services of the five-star hotels, where, the service experience is a key differentiator which results in higher customer expectations from the Hotel Industry in India.

An exemplary case of a hotel which has successfully exceeded customer expectations through service excellence delivered through its employees is Ritz Carlton, USA.(ritzcarlton.com).The Ritz Carlton Hotels vision of service excellence is reflected in their Credo which states: The Ritz-Carlton is a place where the genuine care and comfort of our guests is our highest mission. The Ritz-Carlton Motto is the embodiment of the spirit of service excellence through employees which is "We are Ladies and Gentlemen serving Ladies and Gentlemen; Practice teamwork and lateral service to create a positive work environment."

### ***Objective of the Paper***

To study the relationship of Employee Job Satisfaction with Customer Delight and determinants of customer delight in Five Stars Hotels as perceived by the respondents (employees).

### ***Research Design***

A single cross-sectional descriptive research design has been applied. In such designs, the sample is drawn only once and the data are also collected only once. Two main variables have been considered for the research study, that is, Employees Satisfaction Level and the Customer Delight. The relationship between these two variables is described in detail in order to understand whether there is any relationship between the two. Both these variables are the perceptions of the employee respondents.

### ***Sampling***

A sample of 200 employees of Five Star Hotels of Delhi and NCR areas were selected randomly, based on the list of employees who were directly providing service to the customers. The questionnaire prepared for the study was administered to the employees by the researcher personally. Thirteen filled-in questionnaires were incomplete and these were discarded. Therefore, the total sample for the study is 187 respondents.

### ***Tools of Data Collection***

A questionnaire was prepared to get the requisite information about Employee Satisfaction and Customer Delight. Originally all the statements in the questionnaire were on Five-point Scale. The pretesting showed that almost all the employees were satisfied. Then the researcher had discussions with some of the employees, and it was found that some employees either somewhat satisfied or satisfied. The same opinion was found about the delight of the customers. Accordingly, the scale for capturing the satisfaction level of the employees and delight of the customers was made of two points scale, that is, somewhat satisfied and satisfied. The Employee Satisfaction Scale and Customer Delight Scale are having 36 statements and 6 statements respectively. Each statement is rated on two point scale –Somewhat Satisfied and Satisfied. The numerical value 1 is given to somewhat satisfied, whereas value 2 is given to Satisfied.

## **III. DATA ANALYSIS AND INTERPRETATION**

The requisite data on two main variables, Employee Satisfaction Level and Customer Delight were collected from 187 selected employees. The data on both these scales are the perception of the employees. The questionnaire also contains the questions pertaining to the following background information of the respondents – Age, Marital Status, Department, Experience, and Level. The following statistical tools have been applied to the data: Factor Analysis, Pearson Correlation and Stepwise Regression Analysis in order to achieve the objectives of the study.

### ***Background Information***

**a. Age:** It is found that maximum respondents are in the age group of 36-45 years (50.3 per cent), whereas, the younger age group of 25-35 years respondents constitute 21.9 per cent.

**b. Marital status:** Maximum respondents are married (56.7%) and rest of them are unmarried (43.3%)

**c. Department:** Respondents belong to Operations and Support Departments. The respondents of Operations Department are in direct contact with the customers whereas Support Departments are providing service to the customer through Operations Department. About 58 per cent and 42 per cent respondents are from Operations Department and Support Department respectively.

**d. Experience:** It is interesting to note that maximum respondents are in the category which has experience of two or more than two years of service i.e. 58.9 percent whereas rest of them have less than one year experience (41.1 per cent). The experience of the employees is of present working in the hotel, and not the total experience.

**e. Level:** There are two levels of workforce in the Hotels, Level 1 comprises of workman and Level 2 consists of Supervisors and above, and they constitute 58.2 per cent and 41.7 per cent respectively.

### **Validity**

A customer satisfaction measuring scale along with, the objectives of the study were sent to five experts with the request to support the validity of each item and the scale as a whole. All the experts mentioned that the scale was valid because it measures what the researcher wants to measure. It means the expert validity method was applied in order to ensure the validity of the scale.

### **Reliability of the Scale**

The Cronbach Alpha statistical tool was applied to check the reliability of the scale. The Cronbach validity was calculated as 0.958. The minimum value for the scale to be reliable is 0.70.

### **Factor Analysis**

The factor analysis of 36 statements/items of employee satisfaction scale was carried out. The varimax rotation method was applied. The items of each factor were added and the total score was divided by the number of items in order to reduce each factor/dimension into 2 points scale, that is, 1. Somewhat Satisfied and 2.Satisfied. Similarly, six items of Customer Delight were added and total was divided by six (number of items).Overall Satisfaction was also calculated by adding the six dimensions of employee's satisfaction and the total was divided by six (Number of factors).

Mean and SD of dimensions of Employees Satisfaction, Overall Satisfaction and Customer Delight are given in Table 1.

Table 1: Mean and SD of Dimensions, Overall Satisfaction and Delight Variable

Variables	Mean	S.D.
Training & Development (Fact 1)	1.64	0.363
Sense of Ownership (Fact 2)	1.61	0.366
Performance Appraisal (Fact 3)	1.55	0.363
Trust in Organisation (Fact 4)	1.68	0.336
Supervisor's Behaviour (Fact 5)	1.56	0.498
H R Policy (Fact 6)	1.51	0.501
Overall Satisfaction	1.62	0.308
Customer Delight	1.65	0.315

NOTE: N = 187

The mean values of all the dimensions of satisfaction scale and overall satisfaction indicate that these are approaching option 2 (satisfied). It may be interpreted that on an average all the respondents are satisfied so far as the dimensions of satisfaction are concerned. Similarly the mean value of customer delight depicts that the customers are highly delighted during their stay in the hotel.

### **Correlates and Determinants of customer delight with dimensions of employee's satisfaction as perceived by the employee respondents**

#### **A. Correlates**

There are six dimensions of employee satisfaction scale. The customer delight as perceived by employee respondents consists of six items, and addition of these six items is the overall delight of customers/guests who stay

in five star hotels. The relationship (correlation coefficient) of customer delight with the six dimensions of employee satisfaction and the overall satisfaction has been computed with the help of Pearson correlation statistical method. The results of the correlation coefficients are presented in the Table 2 and the description of each dimension's relationship with the customer delight is given below:

**a. Training & Development:** This dimension is having significant relationship with the customer delight and the correlation coefficient value is 0.718 which is significant at 0.01 level. This implies that if the scores of satisfactions of employees from training and development increase, the delight of the customers would also increase. In such situations, this dimension of employee satisfaction would in turn increase the delight of the customers by providing better services to them.

**b. Sense of Ownership:** There is a positive and high correlation between this variable and customer delight variable ( $r = 0.658$ , significant at 0.01 level). This suggests that if the level of Sense of Ownership of employees increases, it will accordingly increase the level of customer delight. This means that the dimension of sense of ownership impacts positively the customer delight.

**c. Performance Appraisal:** The Table depicts that Performance Appraisal variable is having bearing on Customer Delight, as is evident from the correlation coefficient value ( $r = 0.526$ , significant at 0.01 level). This indicates that if the employees are satisfied with the performance appraisal of the hotel, it will have direct impact on the delight of the customers. Hence, more the satisfaction level of employees on account of performance appraisal, more would be improvement in the service quality to the customers which would in turn enhance the customer delight.

**d. Trust in Organisation:** The variable Trust in Organisation is significantly correlated with the Customer Delight ( $r = 0.638$ , significant at 0.01 level). This high correlation simply depicts that if the employees are more satisfied with the Trust in Organisation variable, the customer delight would be more. In other words if the employees are having high degree of trust in the hotel of their work, their performance in providing better services to the customers would be on priority and in turn this would lead to increase in the customer's delight.

**e. Supervisor's Behaviour:** The dimension of Supervisor's Behaviour has a positive effect on customer delight. The correlation coefficient value of supervisor's behaviour with customer delight is 0.477 which is significant at 0.01 levels. This implies that if the employees are more satisfied with their supervisor's behaviour, it would lead to better quality of services to the customers of the hotel, and of course this would enhance the delight of the customers.

**f. H R Policy:** The Table 2 indicates that the dimension of H R Policy variable is positively and significantly correlated with customer delight ( $r = 0.529$ , significant at 0.01 level). This implies that if the score of H R Policy increases, the delight of the customer also increases. In other words, if the employees are satisfied with H.R. Policy of the hotel, they would perform their duties of serving the customers in a better way. Consequently, there would be enhancement of delight of the customers.



**g. Overall Satisfaction:** The relationship of Overall Satisfaction of the employee respondents with the Customer Delight is very high ( $r = 0.761$ , significant at 0.01 level). It simply indicates that the satisfaction level of the employee's results into better performance and this would in turn lead to delight of the customers. Therefore, it may be inferred that better performance of employees in terms of quality of service to the customers would lead to delight of the customers.

Table 2: Relationship (correlation coefficient) of Customer Delight with Dimensions of Employee Satisfaction Scale

Dimensions	Dependent Variable = Customer Delight
Training & Development (Fact1)	0.718**
Sense of Ownership (Fact2)	0.526**
Performance Appraisal (Fact3)	0.526**
Trust in Organisation (Fact4)	0.638**
Supervisor's Behaviour (Fact5)	0.477*
H R Policy (Fact6)	0.529**
Overall Satisfaction	0.761**

NOTES: \*\* Significant at 0.01 level; \*Significant at 0.05 level; N=187

### ***B. Determinants of Customer Delight as Perceived by Employee Respondents***

An attempt has been made to assess the contribution of six dimensions of employee satisfaction to customer delight. Here customer delight is dependent variable and dimensions of employee satisfaction are independent variables. The stepwise multiple regression statistical method has been applied with the help of SPSS and the results of the analysis are presented in Table 3.

It may be mentioned here that one variable 'Training and Development' has been excluded from the regression equation because this was having multi co-linearity with the customer delight. It is also mentioned here that if the correlation co-efficient between two variables is significant, that may be due to the influence of other variables. The Regression analysis partials out the influence of other variables and it gives the independent's own relationship/contribution to dependent variable after partialling out the influence of other variables. The Table indicates that four independent variables have emerged as contributing significantly and positively to customer delight. The beta value in the table of each independent variable is significant. The four variables which contribute significantly are explained below:

**a. Sense of Ownership:** Sense of Ownership is a component of employees' satisfaction. It simply means that if an employee feels that the hotel belongs to him/her or employee feels part and parcel of the hotel, it would raise the level of satisfaction and he/she would try his/her best to perform the duties of serving the customers to their entire satisfaction. This would in turn raise the level of delight of the customers. The Beta value of Sense of Ownership variable is significant (Beta = 0.275, significant at 0.01 level). It depicts that Customer Delight depends significantly on Sense of Ownership. More the value of Beta, more would be the contribution of Sense of Ownership to Customer Delight.

**b. Trust in the organization:** Employees trust in the hotel simply means that they are satisfied with their requirements with the hotel and this in turn lead them to work sincerely for the hotel. Working sincerely means to perform their duties so well, that the customers feel delighted during their stay at the hotel. The regression analysis

of the data as presented in the Table indicates that Beta value of Trust in Organisation is significant (Beta =.317, significant at.01 level). It implies that this variable contributes significantly to Customer Delight. The Beta value is positive and lower value of beta would indicate that the trust is low and higher value of Beta means that the employees have more trust in the organization. Therefore, the contribution of independent variable (Trust in the Organisation) to dependent variable (Customer Delight) may mean that if the beta value increases the delight of the customers would also increase. In other words, more the trust of employees in the organization, customers would feel more delighted. The findings would be useful to the hotel management. They would try their best to raise the level of trust among the employees towards hotel, so that the employees' services could raise the level of delight of the customers.

**c. Performance Appraisal:** Performance Appraisal is another component of employees' satisfaction. The performance appraisal should be such that the employees should feel satisfied with the system which instills confidence as the same is designed for the overall growth and development of employee. This would keep the employee happy and satisfied and in turn he/she would perform the duties of serving the customers in their utmost better way, and in turn this would boost the level of delight of the customers. The Table depicts that the contribution of this variable in terms of Beta value is significant (Beta = 0.152, significant at.05 level). Therefore, it may be inferred from the above that the contribution of this variable is significant to Customer Delight.

**d. HR Policy:** H.R. Policies is also a component of employee's satisfaction. It means if the H.R. Policies are transparent and ensures consistent practices in the workplace and benefits to the employees of the hotel, they would be satisfied with the HR Policies. In other words, if these are more conducive to the employees, more would be the satisfaction level of the employees. It implies, the satisfied employee would perform duties to the entire satisfaction of the customers, and it would raise the level of delight of the customers. The Beta value of the HR Policies is positive and significant (Beta = 0.145, significant at, 0.05 level). It may be inferred from this that the contribution of HR Policies variable contributes significantly to the Customer Delight.

It is also observed from the Table that all the four independent variables contribute to dependant variable (Customer Delight) up to the extent of 54 per cent ( $R^2 = 0.540$ ). In other words, it may be pointed out that if the hotel industry wants to raise the level of customer delight, they should raise the level of employees satisfaction of four components (independent variables as mentioned in the Table 3).

To sum up it is clear from the table that the four variables i.e. Sense of Ownership, Trust in Organisation, Performance Appraisal, and H R Policy are the independent variables which in their own way effect delight of a Customer/Guest. When an employee feels that he/she can blindly trust the organisation, this attitude of employee will certainly ensure gratifying the needs which are not expressed directly by the customer/guest, hence, will result in delighting the customer. Similarly sense of ownership in the employee will provoke an employee to deliver service beyond expectation which will in turn delight the customer. Performance Appraisal and HR Policy framed transparently and consistent practice in workplace for the employees will develop responsibility in the employee/s towards his/her task. This in turn will positively impact the performance, resulting in delight of a customer.

Table 3: Determinants of Customer Delight as Perceived by Employee Respondents

Independent Variables	Dependant Variable = Customer Delight		
	Beta	Simple r	t – Value
Sense of Ownership	0.275**	0.658**	3.515
Trust in the organisation	0.317**	0.638**	4.649
Performance Appraisal	0.152*	0.526**	2.385
H R Policy	0.145*	0.529**	2.263

Multiple R=.735 R Square = 0.540

NOTES: \*\*Significant at 0.01 level; \*Significant at 0.05 level; N = 187

The actual Model of Determinants of Delight of Customers with independent variables is given below in Figure 1:

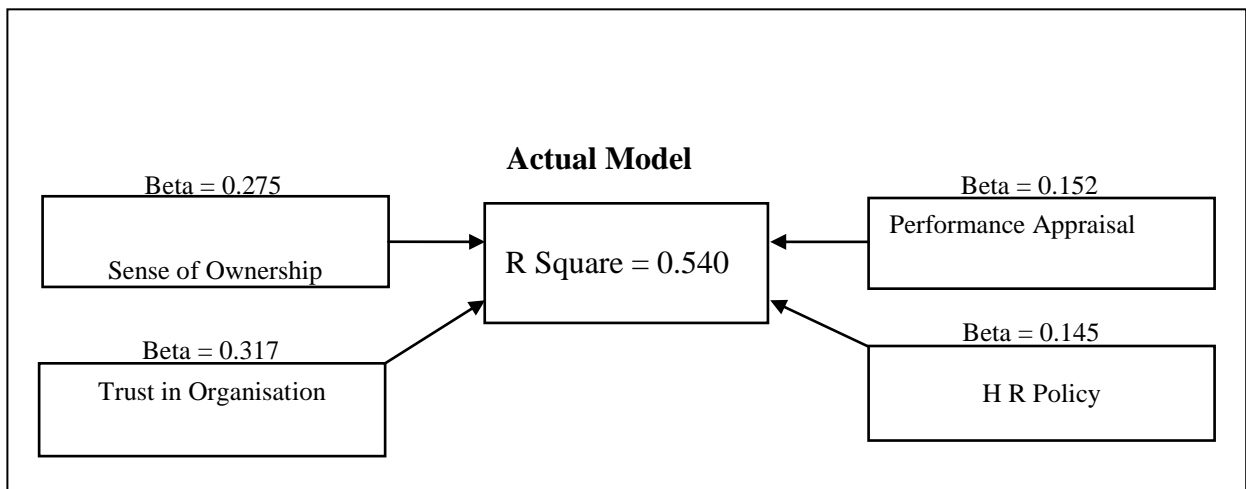


Figure 1: Visual Presentation of Determinants of Delight of Customers with Independent Variables

From the model it is evident that all the independent variables contribute to the extent of 54 percent (R Square =0.540) to the dependent variable 'Customer Delight'.

#### IV. CONCLUSION

The interesting findings have emerged from the present research paper. It has been found that, in five star hotels the employees' satisfaction is quite high, which is good for the Hospitality Industry because the satisfied employees deliver good services to the customers. This ultimately leads to the customer delight.

It is further found from the study that there is a positive and significant relationship of employee's satisfaction with customer delight. It may be mentioned here again that customer delight is based on the perception of the employee respondents.

The regression analysis indicates that four dimensions of employee satisfaction determine customer delight up to the extent of 54 per cent (R Square = 0.54). These dimensions are: Sense of Ownership, Trust in the organization, Performance Appraisal and H R Policy.

It means that the enhancement of employee's satisfaction will directly enhance the customer delight. To keep the customer happy and delighted is the main motto of the hospitality industry. Therefore, in order to achieve this motto the employees have to be kept satisfied.

## V. DISCUSSION

It is found in the study that almost all the employee respondents are highly satisfied in all the aspect of satisfaction. This is so, as in the personal discussion with the employees in focus group discussion, the employees mentioned that they get decent salary, various monetary benefits (monthly and annually), subsidized hygienic food, benefits of schemes such as discounts during stay in company owned hotels for Accommodation and Food and Beverages, Health benefit schemes, Uniform and Laundry Facilities etc., besides, they also asserted that there is cordial relationship and working environment with the senior management and colleagues. All these aspects lead to high satisfaction level of the employees.

The customer respondents mentioned they are delighted during the stay in the five star hotels. This may be so, that the environment and facilities of five star hotels are much above the expectations. Similarly they are quite satisfied with the services of the employees. All these factors lead to delight of the customers.

The study also reflects that the dimensions of satisfaction determine the delight of the customer up to the extent of 54 percent. It means employee satisfaction leads to delight of the customers. This is the perception of the employees.

### *Implication*

This study proposes that the Hotel's specifically & other service providers, generally, in order to delight the customer must ensure employee satisfaction. Hotels should keep focus of employees while designing H R Policies which develops trust in organisation & ownership. Appraisals should focus on growth of the employees' knowledge in order to provide defect free delivery.

### *Future Scope*

Such studies should be conducted periodically with bigger sample size in order to cover wider area and understand the antecedents' of employee satisfaction which can consistently result in customer delight.

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