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## **Enhancing Guest Satisfaction Through Service Leadership, Customer Relationship Management, and Employee Engagement in Luxury Hotels in Bangkok and Yangon**

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### **Abstract**

Growing competition in the hotel industry demands enhanced customer relationship management, employee engagement, and service leadership. This study investigates the importance of service leadership, CRM techniques, and employee engagement on guest satisfaction in selected hotels located in Bangkok and Yangon. Key findings from interviews conducted with ten participants across four luxury hotels revealed that CRM-enabled individualized guest services, service leadership, and employee engagement, significantly contribute to enhancing guest satisfaction. The study highlights the crucial role of CRM and employee engagement in managing interactions with guests and suggests strategies for increasing employee engagement. These insights provide strategies for maintaining a competitive edge in the rapidly evolving hospitality industry and fostering long-term guest satisfaction.

**Keywords:** Customer Relationship Management, Employee Engagement, Guest Satisfaction, Luxury Hotels, Service Leadership

### **Introduction**

Thailand and Myanmar's unique cultural environments influence their hospitality sectors. In Thailand, the principle of "nam jai" (empathy and kindness) is integral to service methods, fostering individualized and technologically enhanced services, including the utilization of Customer Relationship Management (CRM) systems to improve guest experiences (Nankervis, 2000). Buddhist principles such as mindfulness and humility significantly influence service leadership in Myanmar, leading to a relationship-oriented strategy that prioritizes direct guest contact over technology solutions (Reisinger & Turner, 2003).

The hotel industry, in particular, depends significantly on effective customer relationship management and high-quality service. Service leadership and relationship management have become more vital to improving customer satisfaction (Asree et al., 2010). The quality of interactions between guests and service providers plays a crucial role in the hotel sector, making these aspects especially important. In order to meet and exceed guest expectations, the dynamic and competitive traits of the hotel industry require constant improvement in service leadership and customer relationship management strategies (Mohammad et al., 2013).

The hotel industry witnessed an evolution in service leadership from basic customer service strategies to more elaborate strategies that include modern Customer Relationship Management (CRM) technology, emotional intelligence, and employee engagement (Kim & Han, 2023). In the past, hotels prioritized providing basic amenities to their guests, such as cleanliness. Over time, the industry's emphasis has evolved to include providing guests with personalized amenities and proactive guest interaction to create unforgettable encounters (Sarmaniotis et al., 2013).

Nowadays, hotels use a variety of service leadership strategies to maintain high service quality standards. Understanding and controlling employee and guest emotions is a crucial aspect of emotional intelligence, which is an essential component of service leadership. This method promotes the negotiation of conflicts, raises customer satisfaction, and creates an enjoyable work environment for the employees (Goleman, 2001).

Customer relationship management, on the other hand, has evolved from straightforward guest encounters to the use of intricate CRM systems that consider past interactions, preferences, and feedback. (Palacios-Marques et al., 2016). Owing to technological developments, hotels may now provide personalized services that boost customer loyalty and satisfaction (Kim & Han, 2023; Shin et al., 2020). For example, collecting a record of a guest's favorite style of room or facility can make a big difference in how smoothly their stay goes (Shin et al., 2020).

Despite these changes, the hotel industry continues to encounter a variety of challenges. Managing a variety of customers with a range of demands and preferences is crucial due to the interconnected nature of the organization. Furthermore, the emergence of internet review platforms has enabled frequent reporting of service failures, thereby damaging a hotel's reputation (Xie et al., 2016). Therefore, maintaining high levels of service and effectively managing interactions with guests are essential for success in the hotel industry.

This study explores the influence of customer relationship management and service leadership at one luxury hotel in Bangkok (Thailand), and three luxury hotels in Yangon (Myanmar) — known for their growing demands for quality accommodation. These hotels were chosen for their unique approaches to advanced hospitality, catering to a diverse range of customers. Given their reputation for maintaining excellent levels of guest service, the study's luxury hotels were adequate targets for exploring service management approaches.

Consequently, the study proposes the following:

### **Research Questions**

RQ 1: How do hotels approach and implement strategies for service leadership?

RQ 2: Which challenges do hotels have with maintaining their relationships with guests?

RQ 3: How do service leadership, customer relationship management, and employee engagement modify how delighted and committed guests are?

### **Research Objectives**

RO 1: To investigate the importance of service leadership in hotel management and its contribution to guest experiences.

RO 2: To analyze the challenges and best practices in customer relationship management with guests in selected hotels.

RO 3: To understand the opinions and experiences of guests regarding the influence of effective service leadership, customer relationship management, and employee engagement on guest satisfaction.

### **Literature Review**

In the hotel industry, where executives are required to set a high standard of service excellence, the idea of service leadership is fundamental. Greenleaf (1970) theory of service leadership emphasizes a dedication to serving others, making it particularly relevant in the hospitality industry. The responsibilities of hotel service leaders include creating a respectful workplace environment and providing exceptional customer service to both guests and employees.

Employee engagement is a critical factor in service leadership effectiveness. Highly engaged workers have a greater sense of responsibility, are more dedicated to their profession, and are more likely to provide excellent customer service, as emphasized by Harter et al. (2002). As a result of their commitment to provide better visitor encounters and more individualized service, engaged personnel in the hotel business directly affect guest happiness. This connection between service quality and employee engagement emphasizes how crucial it is to cultivate a devoted and driven workforce.

Relationship management, particularly with the use of customer relationship management (CRM) systems, can also enhance guest satisfaction. CRM systems enable hotels to provide individualized services by monitoring visitor preferences and feedback, as confirmed by Mohammad et al. (2013) and Palacios-Marques et al. (2016). These methods allow hotels to better satisfy and retain their customers by customizing their products to each individual's demands.

Asree et al. (2010) assert that service leadership and a robust organizational culture significantly enhance a hotel's performance and responsiveness. Their findings highlight the necessity of strong service leadership in preserving service excellence and obtaining guest satisfaction.

Sarmaniotis et al. (2013) insist that the utilization of CRM tactics in upscale hotels has the potential to augment guest loyalty. According to their analysis, hotels that successfully employ CRM to monitor visitor preferences and provide individualized services see increases in customer satisfaction and return business.

## Research Methodology

### Research Design

This research employs a qualitative research method to study service leadership and relationship management in one luxury hotel in Bangkok, Thailand and three luxury hotels in Yangon, Myanmar. In-depth understanding of the experiences, opinions and practices of hotel managers, frontline employees, and guests regarding how service leadership and relationship management contribute the hotel operations and guest satisfaction. This method is suitable for finding detailed insights into human behaviors and organizational practices regarding service leadership and relationship management in hotels.

The study originally intended to interview participants from two luxury hotels in Bangkok and two in Yangon to offer balanced perspectives on service leadership and relationship management in these culturally distinct regions. These hotels were selected based on their renowned reputation for excellent guest services and their strategic locations in high-demand tourist destinations. However, due to an unexpected scheduling problem with an important business event that required the attention of key employees, one of the chosen hotels in Bangkok canceled the scheduled interview at the last moment. Consequently, mitigated the reduction in sample size by incorporating an additional luxury hotel in Yangon, culminating in a final selection of one hotel in Bangkok and three hotels in Yangon.

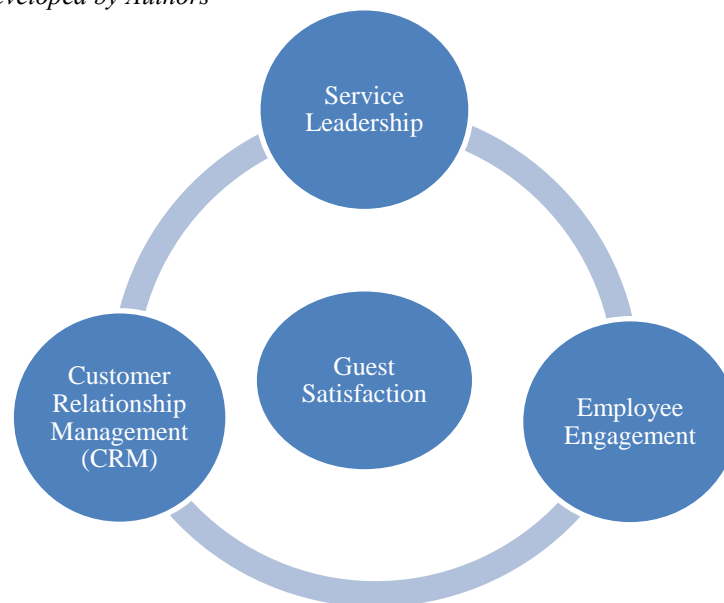
The adjustment was essential to guarantee that the study maintained extensive coverage of luxury hotel service practices despite geographical differences. Despite the sample's tendency to trend more toward Yangon, this distribution nevertheless made it possible to draw insightful parallels between the two regions' approaches to hospitality. These cities' distinct cultural service expectations persisted throughout the selection process. Bangkok, being a metropolitan center, prioritizes efficiency and technological integration in services, whereas Yangon emphasizes individualized, culturally tailored guest experiences. The regional variations enhance the study's examination of service leadership and customer relationship management throughout Southeast Asia.

The study's target participants included front-line employees, senior service providers, and hotel managers from Bangkok's and Myanmar's luxury hotels. These individuals were chosen based on their active participation in relationship management and service delivery within their respective organizations.

### Conceptual Model

The study focuses on improving customer satisfaction and loyalty in luxury hotels using a conceptual model involving transformational leadership, employee engagement, and the service-profit chain theory. The conceptual framework emphasizes service leadership, customer relationship management, and employee engagement integrating aspects of employee engagement, which directly influence guest satisfaction. (see figure 1.)

Figure 1 provides a strong foundation for analyzing the dynamics of service leadership and customer relationship management in luxury hotels considering that it relies and extends on earlier research that shows how effective these components are in the hospitality sector (Kim & Han, 2023; Sarmaniotis et al., 2013).

**Figure 1***Conceptual Model Developed by Authors*

### Sampling Procedure

Purposive sampling was utilized both for choosing hotels and selecting participants who can give beneficial knowledge about how to be a service leader and handle relationships within the luxury hotel sector. The participants consisted of one luxury hotel in Bangkok and three luxury hotels in Yangon, all of which were actively involved in service delivery and relationship management.

A total of 10 in-depth interviews were conducted, consisting of 1 duty manager, 2 senior guest service agents, 1 senior receptionist, 2 guest service assistants, and 4 guests in Yangon and Bangkok. The data collection process involved conducting ten in-depth interviews in conference rooms and hotel lobby areas, both in person and via Zoom, between June 3 and June 5, 2024. There were 15-20 questions in each 90-minute session, with the main focus being on the participants' perspectives on relationship management and service leadership.

To ensure that the study would present every aspect of perspectives and techniques in service leadership and relationship management, ten participants and four luxury hotels were chosen to give thorough coverage of the phenomena under exploration. For qualitative research, where the depth and complexity of individual experiences contribute more to the study's objectives than numerical breadth, this concentrated sample size proves appropriate (Guest et al., 2006).

The data were collected from guests, a duty manager, service providers, and frontline employees with 10–15 years of hospitality experience. Interviews were performed both in person and via Zoom, with unrecorded and recorded data. (see table 1).

**Table 1***Data Collection Technique*

<b>Methodology</b>	<b>Number of interviews &amp; function</b>	<b>Sampling frame</b>	<b>Key respondent characteristics</b>	<b>Type</b>	<b>Quantity</b>
Face to face in-depth interviews with a duty manager, senior service providers, frontline employees, and guests	8 participants	Individuals working in or previously associated with the hotel industry in Yangon and Bangkok, the guests who have experienced service and relationship interactions in the area.	Actively engaged in service leadership and relationship management at the time of the interview	Non-recorded data in notetaking forms responding to specific questions	90 minutes of note-taking
In-depth interviews with senior service providers via Zoom	2 participants	Participants who are working in Yangon hotel industry	Actively engaged in service leadership and relationship management at the time of the interview	Recorded data in transcribed forms responding to specific questions	40 minutes of recorded material

**Interview Questions*****For Managers and Senior Service Providers***

1. What service leadership techniques does your hotel currently employ?
2. Could you please explain how emotional intelligence assists in managing employees and guests?
3. How do these strategies promote employee engagement?
4. How do you use customer relationship management (CRM) techniques to improve the way guests feel?
5. How do you modify these strategies to reflect the latest trends? How do you keep aware of the most recent developments in relationship management and service leadership?
6. Could you give instances of current adjustments or advances that have been applied?
7. How do you include your team in the process of ongoing improvement?
8. What part do feedback systems play in measuring and raising customer satisfaction levels?
9. Could you give an example of a specific situation where a certain strategy significantly raised customer satisfaction?
10. Which techniques do you use to attract and keep loyalty from customers?
11. Could you provide an example of a successful relationship management strategy that raised visitor return rates?
12. Which offerings or procedures are intended to give guests a sense of satisfaction and worth?

***For Front-Line Employees***

1. What main challenges do you face when working to maintain a strong connection with guests?
2. In what ways does emotional intelligence assist you in overcoming these obstacles?
3. How does employee involvement help us get over these challenges?
4. Describe any techniques or strategies that have been demonstrated to be effective.
5. How does your team work together to maintain a high standard of service quality?
6. What part does CRM play in this recommended process?
7. What role do feedback systems play in this process?
8. Which techniques are employed to get feedback from visitors?
9. What are your procedures for ongoing enhancement including this feedback?
10. Share an example where a particular improvement was brought about by visitor feedback.

***For Guests***

1. What role does customer relationship management play in enhancing guest loyalty?
2. What customer relationship management practices have made you feel more loyal to a hotel?
3. How do you measure the influence of service leadership on guest satisfaction?
4. Can you recall a time when exceptional relationship management led you to return to the same hotel?
5. What kind of services make a guest feel like an important person and get satisfaction?

**Data Analysis**

The authors conducted an extensive analysis of qualitative data gathered through in-depth interviews with hospitality employees, emphasizing service leadership and relationship management. The primary concepts in the interview responses were first identified, and then the data was divided into discrete categories for an in-depth study using open coding. Then, axial coding was used to create a narrative by linking these categories. Ultimately, the themes and subthemes that emerged were refined and integrated using selective coding (Braun & Clarke, 2006). The authors' detailed approach provides important insights into the aspects influencing customer service and guest relationship management.

The informants included one duty manager, two senior guest service agents, one senior receptionist, two receptionists, and four guests. The interviews were conducted in person and over Zoom at one luxury hotel in Bangkok and three luxury hotels in Yangon. The informants offered a wide range of perspectives, with ten to fifteen years of experience in the hospitality industry.

The raw data were extensively transcribed from these interviews and then carefully reviewed to identify key statements that shed light on themes related to relationship management and service leadership. As a result, they were able to offer insightful suggestions for improving leadership techniques in the hospitality sector.



**Theme Identification and Illustrative Quotes*****Theme 1: Importance of Service Leadership on Guest Experiences***

A duty manager quoted: "Our service leadership model has had an extensive influence on how our guests view their experiences with us, in addition to raising staff morale. As a result, we have observed a distinct increase in satisfaction scores."

A senior guest service agent maintained: "The flexibility to make guest-focused decisions, which our management encourages, allows us to solve problems much more efficiently."

A guest remarked, "The happiness of the staff is evident in their treatment of guests." "This hotel genuinely conveys a sense of appreciation."

Analysis: This theme emphasizes the essential function of service leadership in improving staff happiness and guest experiences. Empowered employees' propensity to provide proactive, individualized service closely correlates with higher levels of customer satisfaction and loyalty.

***Theme 2: Overcoming Challenges in Relationship Management Enhancing Loyalty***

A manager mentioned: "Utilizing advanced CRM systems allows us to not only understand but also anticipate our guests' needs, creating more tailored experiences."

A receptionist explained: "With the CRM tools, I can remember guest preferences from previous stays, which helps in providing personalized service that guests appreciate."

Guest comment: "I was impressed by their recollection of my dining preferences from my previous visit; it demonstrates their attentiveness."

Analysis: Effective CRM implementation plays a crucial role in addressing issues related to guest relationship management. Utilizing technology to customize the guest experience enables hotels to markedly improve guest happiness and loyalty. This theme emphasizes the significance of utilizing technical instruments with service tactics to fulfill and meet guest expectations.

***Theme 3: Service Leadership and Relationship Management on Satisfaction and Loyalty***

A duty manager stated: "Our emphasis on proactive communication has significantly influenced guest loyalty. They frequently express their gratitude when problems are addressed promptly."

A guest service agent said, "Watching management assist us in immediate problem-solving enhances our confidence and dedication to guest satisfaction."

A guest remarked, "The staff here consistently respond promptly, and one senses they are authorized to address your concerns rather than just listen."

Analysis: This theme demonstrates how proactive service leadership can significantly enhance guest loyalty. Customer satisfaction and trust in the hotel increase when employees are attentive and empowered. This theme confirms the link between good leadership practices and satisfied guests, highlighting how supportive leadership that fosters staff self-reliance and prompt problem-solving can significantly enhance the overall guest experience.

## Results and Discussion

The study explored the roles of service leadership and customer relationship management (CRM) in luxury hotels through comprehensive interviews with hotel managers, senior service providers, and frontline employees, including the collection of guest feedback. The primary study findings were grouped thematically, addressing the main study inquiries about service leadership, employee engagement, and guest satisfaction.

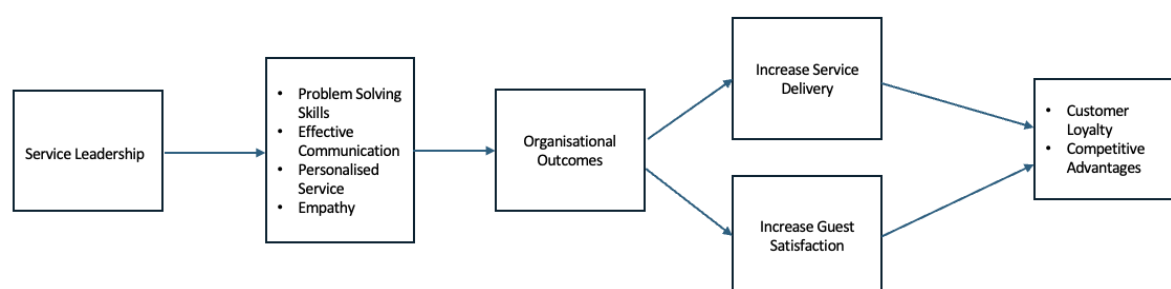
### Importance of Service Leadership on Guest Experiences

In hotel management, service leadership is critical to influencing guest experiences. Executives who emphasized servant leadership—a focus on employee empowerment and well-being—created an environment that was favorable to positive service delivery. This result is based on feedback provided by front-line employees and managers who noted significant improvements in guest reactions and engagement levels. This leadership style led to increased employee engagement, as well as more attentive and individualized guest service. Hotels that adopted service leadership, in which leaders focus on employees' growth and well-being, saw an increase in overall visitor satisfaction and return business from employees who observed guests feeling more cherished and cared for. Furthermore, frontline employees suggested that the independence granted by this leadership style allowed them to better attend to the needs of guests, thus indirectly enhancing guest experiences based on employee observations.

Figure 2 illustrates how service leadership can influence customer loyalty and gain competitive advantages.

**Figure 2**

*Importance of Service Leadership on Guest Experiences*



### Overcoming Challenges in Guest Relationship Management: Enhancing Satisfaction

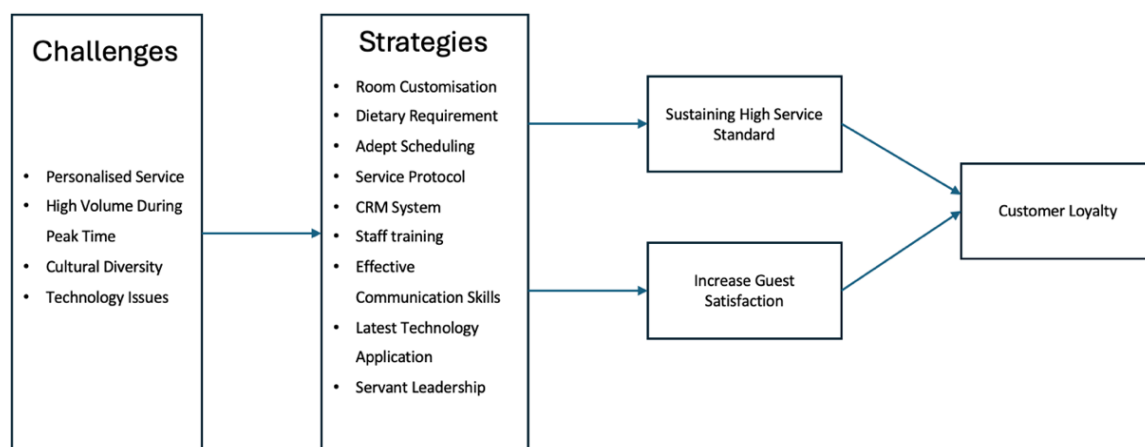
The study found that hotels have several relationship management challenges, such as managing guest expectations and maintaining a consistent level of service quality. To overcome these challenges, it was discovered that a key component was the successful implementation of Customer Relationship Management (CRM) systems. Hotels that successfully employ CRM systems to track preferences, personalize services, and communicate proactively with guests have achieved higher levels of customer loyalty. A significant discovery revealed that CRM systems also assisted hotels in decreasing operational inefficiencies by optimizing guest

interactions, freeing up employees to concentrate on forging closer bonds with guests. Despite these benefits, the study found that the key to success was matching CRM tactics with the hotel's culture. Hotels that fostered an innovative and customer-focused culture had greater success using CRM to enhance guest relationship management.

Figure 3 shows the strategic plan that hotels use to implement strategies like servant leadership and CRM systems, which raise service standards and guest satisfaction, ultimately increasing customer loyalty, to address challenges like personalized service and cultural diversity.

**Figure 3**

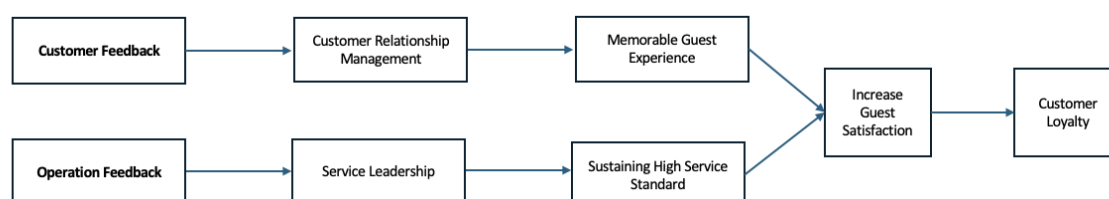
*Overcoming Challenges in Guest Relationship Management: Enhancing Satisfaction*



### **Guest opinions of Service Leadership and Customer Relationship Management on Satisfaction**

The guests shared insightful opinions on how excellent relationship management and service leadership skills affected their loyalty and level of satisfaction. The study found that customers placed a high value on proactive communication and personalized services, both of which were strongly associated with the hotel's approach to leadership. Higher levels of satisfaction and repeat business were more common among guests who interacted with hotel staff engagingly and sympathetically. Therefore, the hotels need to utilize advanced customer relationship management (CRM) strategies effectively to collect guest feedbacks. Additionally, guests exhibited greater trust in the hotel brand when they observed a cooperative and well-managed staff, where management allowed staff members to act swiftly and resolve issues promptly. This was particularly apparent in instances where guests faced difficulties during their stay—efficient leadership and team unity facilitated prompt problem resolution, hence enhancing guest loyalty.

Figure 4 shows how hotels use operational and customer feedback to improve customer relationship management and service leadership. It also fosters memorable guest experiences and high standards of service that increase guest satisfaction and build customer loyalty.

**Figure 4***Guest Opinion of Service Leadership and Relationship Management on Satisfaction***Findings*****Servant Leadership and Service Excellence***

**Research Question Addressed:** How do you modify these strategies to reflect the latest trends? How do you keep aware of the most recent developments in relationship management and service leadership?

**Finding:** Maintaining excellent service while catering to clients' diverse interests necessitates constant tweaks and advancements in service tactics.

**Discussion:** This finding supports Greenleaf (1977) seminal work on servant leadership, which emphasizes an environment of service excellence that gives employees a sense of empowerment. As previously mentioned, who established that empowered personnel are more engaged and hence better at meeting client expectations, this empowerment enables continuous service customization.

***Employee Engagement and Guest Satisfaction***

**Research Question Addressed:** Please explain how employee engagement is used in these strategies to manage employees and guests.

**Finding:** Emotional intelligence contributes to guest satisfaction and promotes employee engagement. Employees who are adept at controlling their emotions can make the space more welcoming and responsive, which benefits visitors by increasing their level of enjoyment.

**Discussion:** This supports the findings of Goleman (2001), who noted that excellent guest relations depend on having a high level of emotional intelligence. Employees with high emotional intelligence establish hospitable and accommodating work settings, which directly increase guest satisfaction and pleasure.

***Professional Growth and Service Quality***

**Research Question Addressed:** In what ways do these strategies promote motivation and engagement among employees?

**Finding:** Improving overall service quality was largely dependent on giving staff chances for professional growth and empowering them via leadership.

**Discussion:** The results show that investing in professional growth for employees offers improved service outcomes and guest experiences, corroborating innovative concepts that connect employee empowerment with enhancements in service quality.

### ***CRM Systems and Personalized Guest Experiences***

**Research Question Addressed:** How do you use customer relationship management (CRM) techniques to improve the way guests feel?

**Finding:** Using CRM data, hotels can better predict guest demands and provide more personalized experiences. Providing employees with frequent training on customer interaction and service tactics improves their ability to provide superior, individualized services.

**Discussion:** This supports research by Sigala (2005) that showed CRM is useful for managing guest interactions and customizing experiences. However, these systems' effectiveness depends on how well they integrate with the hotel's culture, which emphasizes the necessity of implementing CRM with strategy.

### ***Teamwork and Employee Engagement in Service Delivery***

**Research Question Addressed:** How does your team work together to maintain a high standard of service quality?

**Finding:** Teamwork and employee engagement is essential to maintaining excellent service standards even in stressful situations.

**Discussion:** This result corresponds with the findings of Harter et al. (2002), who stated that consistent service delivery requires teamwork and employee engagement. Working well as a team guarantees that service standards are maintained even during peak times or difficult circumstances.

### ***Personalization and Guest Relationships***

**Research Question Addressed:** Which kind of services make a guest feel like an important person and get satisfaction?

**Finding:** Personalized actions such as welcoming notes and acknowledging individual preferences foster strong relationships between guests and the hotel.

**Discussion:** This finding underscores the significance of individualized encounters in creating a stronger sense of guest satisfaction, which is consistent with the literature on customer relationship management.

### ***Feedback Systems and Service Improvements***

**Research Question Addressed:** Which part do feedback systems play in measuring and raising customer satisfaction levels?

**Finding:** Regular feedback collection and analysis helped hotels better meet the needs of their customers and enhance their offerings.

**Discussion:** This study confirms that active feedback system like customer relationship management (CRM) system is essential for adjusting and improving hospitality services to better fulfill guest preferences, which is consistent with continuous improvement models in the service industry.

### ***Service Leadership's Importance on Guest Experience***

**Research Question Addressed:** How do you measure the influence of service leadership on guest satisfaction?

**Finding:** Service leadership is a key factor in influencing how visitors perceive their experience. Guest satisfaction levels were better in hotels where employees had the freedom to decide for themselves and act fast to remedy problems. Service initiatives, paired with

individualized attention, largely contributed to positive and unforgettable guest experiences.

**Discussion:** This finding supports the idea that service leadership creates a positive environment for high guest satisfaction by expanding our understanding of how leadership style influence guest experiences.

### ***Technology Innovations in Hospitality***

**Research Question Addressed:** How do you modify these strategies to reflect the latest trends in relationship management and service leadership?

**Finding:** Technology and innovations enhance guest convenience and satisfaction, such as CRM systems, digital key cards, mobile apps for easy check-ins, and AI-powered guest assistance. Hotels that adopted technology were better able to serve their customers faster and more effectively, which enhanced their overall visitor experience.

**Discussion:** This confirms studies by Law et al. (2014), which emphasized how important technology is to fulfilling evolving customer expectations. Modern tourists value effective, technologically driven solutions that enhance their stay, demonstrating the growing relevance of integrating technology in hospitality.

## **Conclusion and Recommendations**

Hotel management can significantly enhance guest satisfaction by utilizing the essential findings from this study. Advancing service leadership via specialized management training programs can result in increased employee engagement and improved service quality. Managers should concentrate on developing leaders that prioritize their teams and foster a culture of excellence. Engaged personnel exhibit heightened motivation to deliver personalized and outstanding service, hence enhancing guest satisfaction. In the long term, continuous service leadership development will ensure that employees remain adaptable and capable of meeting evolving guest expectations and getting guest satisfaction.

Moreover, investing in customer relationship management (CRM) solutions is crucial for comprehending guest preferences and behaviors. CRM enables hotels to create detailed customer profiles and provide tailored services that improve guest retention. Regular updates to CRM systems will allow hotels to anticipate and adapt to changes in guest preferences, ensuring sustained guest satisfaction.

To maintain competitiveness in the dynamic hospitality sector, hotels must consistently evaluate and enhance their CRM strategies and leadership approaches. These updates guarantee that the hotels remain consistent with evolving guest preferences and market trends, yielding enduring advantages in guest satisfaction. By emphasizing service leadership, improving employee engagement, and optimizing CRM strategies, hotels can maintain a competitive edge and cultivate enduring guest satisfaction. By continuously refining their strategies, hotels will be better equipped to offer personalized services that foster guest satisfaction.

### Limitations

The study focused on a limited number of hotels in a specific region, which could potentially influence the relevance of the results to the broader hotel industry. Furthermore, the study used qualitative data from interviews, which, while comprehensive, can represent specific opinions that are not indicative of the industry as a whole field. Time constraints limited the study from examining the long-term effects of service leadership on employee performance or guest satisfaction, which could provide deeper insights into how leadership influences change over time. To better understand the long-term consequences of relationship management and service leadership, future research may address these limitations by undertaking long-term analyses, adding quantitative data, and expanding the sample size.

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