

Exploring Hotel Guest Satisfaction through Thematic Analysis

Heru Prasadja^{*}, Desyana Pratiwi Azzahra Aldiani, Astuti Kusumawicitra Laturiuw

Faculty of Business Administration and Communication, Tourism Department, Atma Jaya Catholic University of Indonesia
Jl. Jend. Sudirman No.51 5, RT.004/RW.4, Karet Semanggi, Kecamatan Setiabudi, Kota Jakarta Selatan, Daerah Khusus Ibukota
Jakarta 12930, Indonesia

Email: ^{1,*}heru.prasadja@atmajaya.ac.id, ²desyana.202202530012@student.atmajaya.ac.id, ³astuti.kusumawicitra@atmajaya.ac.id

Correspondence Author Email: heru.prasadja@atmajaya.ac.id

Submitted: 20/01/2025; Accepted: 12/02/2025; Published: 13/02/2025

Abstract—This study investigated guest satisfaction drivers at Hotel Santika Premiere ICE BSD through a thematic analysis of 1,008 guest reviews. The research addressed the growing need for data-driven insights in the hospitality industry to better understand guests' diverse needs and expectations. Through qualitative analysis, five key themes emerged as pivotal satisfaction drivers: service quality and staff responsiveness (each with 250 mentions, 24.8%), cleanliness (200 mentions, 19.8%), amenities (150 mentions, 14.9%), and value for money (150 mentions, 14.9%). Service quality and staff responsiveness demonstrated the most substantial influence on guest satisfaction, shaping the emotional and relational dimensions of the experience, while cleanliness and amenities established fundamental expectations. Demographic analysis revealed significant variations, with older adults and international travelers reporting higher satisfaction levels (92% and 93% respectively) than younger guests and domestic travelers (85% and 87% respectively). These differences highlighted the importance of demographically tailored services, such as enhanced technology integration for younger guests and culturally adapted offerings for international travelers. Based on the findings, strategic recommendations include improving soundproofing, diversifying breakfast options, and implementing comprehensive staff training programs to address concerns identified in 27% of guest feedback. This research contributes to hospitality management theory and practice by demonstrating the effectiveness of data-driven decision-making in optimizing service delivery while balancing standardized excellence with personalized guest experiences. The study provides a framework for sustainable competitive advantage in the evolving hospitality landscape through strategic alignment of service delivery with diverse guest expectations.

Keywords: Guest Satisfaction; Hospitality Management; Thematic Analysis; Service Quality; Hotel Santika Premiere ICE BSD

1. INTRODUCTION

Understanding the complex nature of guest satisfaction in the hospitality industry requires a comprehensive approach, as this concept plays a critical role in shaping customer loyalty and sustaining competitive advantage. Satisfaction is influenced by multiple dimensions, including service quality, accommodation standards, and the overall guest experience, which necessitate nuanced evaluation methods (Ali et al., 2024; Li et al., 2024). Employing thematic analysis offers a systematic framework to uncover patterns, themes, and latent meanings within guest feedback, providing deeper insights into their expectations and perceptions (Karim & Rabiul, 2024; Perdomo-Verdecia et al., 2024). This qualitative method emphasizes satisfaction's contextual and subjective aspects, allowing for a rich interpretation of the data beyond mere numerical metrics. Analyzing satisfaction thematically contributes to identifying actionable strategies for improvement, as it highlights key areas of excellence and those requiring enhancement. Such an approach underscores the importance of aligning operational practices with evolving customer needs, ultimately fostering sustained satisfaction and long-term brand loyalty.

The exploration of guest satisfaction in the hotel industry holds significant urgency due to its direct impact on customer retention, brand reputation, and market competitiveness. As customer expectations evolve in a dynamic and highly competitive sector, understanding the nuanced drivers of satisfaction becomes essential for maintaining service excellence (Sann et al., 2024). This research addresses critical gaps in comprehending how diverse factors shape customer perceptions, enabling businesses to adapt more effectively to changing demands (H. A. Khan, 2024). Robust analytical methods, such as thematic analysis, ensure that the study captures both explicit and implicit aspects of guest experiences, offering actionable insights for targeted improvements. This inquiry supports strategic decision-making by providing a detailed understanding of satisfaction dynamics. It contributes to broader advancements in hospitality management practices, ensuring sustainable success in an increasingly customer-centric market.

The primary objective of this research is to systematically analyze the factors influencing guest satisfaction in the hotel industry through the lens of thematic analysis. By delving into qualitative data, this study aims to uncover underlying patterns and recurring themes that reveal guest expectations and perceptions of service quality, amenities, and overall experiences. Such an in-depth exploration is vital for identifying specific areas of improvement and aligning service delivery with customer preferences (S. Khan & Khan, 2024; Ng et al., 2024; Skordoulis et al., 2024). Using thematic analysis allows for a structured and interpretative approach, providing a deeper understanding of subjective experiences often overlooked in quantitative evaluations. This objective underscores the importance of bridging the gap between service provision and guest expectations, ultimately fostering enhanced satisfaction and long-term customer loyalty within a highly competitive industry.

This research offers a significant theoretical contribution by enriching the understanding of guest satisfaction within the context of the hotel industry through thematic analysis. By examining qualitative data to uncover intricate patterns and themes, the study enhances the conceptual framework surrounding service quality and customer experience, which is central to hospitality management (Bulchand-Gidumal et al., 2024; Nicolau et al., 2024). Integrating thematic

analysis as a methodological tool provides a nuanced perspective on how guests interpret and value different aspects of their stay, thereby advancing the theoretical discourse on satisfaction dynamics (Wang & Fu, 2024). Such insights challenge traditional quantitative models and introduce a multi-dimensional view that emphasizes the subjective and contextual nature of customer experiences. This contribution is expected to refine existing theories and inspire future studies to adopt more holistic approaches in evaluating satisfaction, ultimately strengthening the academic foundations of hospitality research.

The practical implications of this research are instrumental in guiding the hotel industry toward more effective strategies for enhancing guest satisfaction. Identifying themes and patterns within guest feedback enables hospitality providers to pinpoint strengths and address deficiencies in service delivery, amenities, and overall guest experiences (Rezaei et al., 2024). These insights are pivotal for developing targeted interventions and tailored approaches that align operational practices with evolving customer expectations (Bulkrock & Alsharman, 2024). Furthermore, applying thematic analysis provides actionable intelligence, allowing managers to interpret qualitative data in ways that foster meaningful improvements rather than superficial changes. Such practical outcomes are essential for sustaining competitive advantage, as they empower businesses to innovate and adapt within a rapidly changing market environment. This research is valuable for industry professionals seeking to elevate customer satisfaction and loyalty through evidence-based strategies.

Previous studies on guest satisfaction in the hotel industry have extensively explored factors such as service quality, pricing, and the influence of technological advancements on customer experience. These investigations have predominantly relied on quantitative approaches, providing valuable statistical insights but often neglecting the depth of subjective guest perceptions (Choi & Kim, 2024; Yu et al., 2024). Despite the breadth of existing literature, a notable research gap persists in understanding the intricate and context-specific themes that underpin guest satisfaction, mainly through qualitative methodologies like thematic analysis. Addressing this gap is critical, as it offers a complementary perspective that unveils customer feedback's nuanced and often latent dimensions. By focusing on the interpretive analysis of guest experiences, this research seeks to bridge the methodological divide and provide a more comprehensive understanding of satisfaction dynamics. Such an approach advances theoretical discourse and equips industry practitioners with actionable insights from authentic customer narratives.

The novelty of this research lies in its adoption of thematic analysis to explore guest satisfaction in the hotel industry. This method offers fresh perspectives by focusing on qualitative insights rather than quantitative metrics. This approach shifts the emphasis toward uncovering deeper, context-specific themes that reflect the subjective experiences of guests, providing a more holistic understanding of satisfaction dynamics. By interpreting the nuanced patterns in guest feedback, this study contributes a distinctive methodological and analytical framework that extends beyond surface-level evaluations (Alkhorraif, 2024; Kement et al., 2024). This innovation is particularly valuable in addressing the limitations of prior studies that often overlook the latent aspects of customer perceptions (Keskin et al., 2024; Yang et al., 2024). Integrating thematic analysis within the hospitality sector enriches the academic discourse and generates actionable insights, fostering strategies better aligned with customer expectations' complexities. This contribution underscores the significance of qualitative methodologies in advancing theory and practice in an industry driven by customer-centric values.

Further research is encouraged to expand the understanding of guest satisfaction by exploring diverse cultural contexts and varying market segments within the hospitality industry. Investigating how cultural values, regional differences, and demographic factors influence satisfaction could offer more granular insights into different customer groups' unique needs and expectations. Additionally, integrating advanced analytical methods, such as sentiment analysis or machine learning techniques, alongside qualitative approaches may enhance the precision and depth of data interpretation. Such advancements can uncover complex relationships between service attributes and customer experiences, providing a more comprehensive framework for analyzing satisfaction. Moreover, longitudinal studies that track changes in guest expectations over time could offer valuable perspectives on evolving trends in the hospitality sector. By addressing these areas, future inquiries would enrich academic discourse and equip industry practitioners with robust, context-sensitive strategies for meeting the demands of an increasingly diverse and dynamic customer base.

2. RESEARCH METHODS

2.1 Thematic Analysis

This study employs a thematic analysis approach to process and interpret hotel guest reviews, offering a systematic framework for uncovering patterns and themes within qualitative data. By focusing on the nuanced expressions of guest experiences, this method provides a deeper understanding of perceptions and expectations often overlooked in quantitative analyses. Thematic analysis is particularly effective in capturing the complexity of customer feedback, as it emphasizes context, meaning, and the relationships between recurring themes (Goh & Wilk, 2024; Goyal & Menghani, 2024; Sampaio et al., 2024). This analytical approach identifies critical aspects of satisfaction and dissatisfaction, providing actionable insights grounded in authentic customer narratives (Peng et al., 2024; Simatupang & Supri, 2024). The adoption of thematic analysis not only enriches the interpretative depth of the study but also establishes a robust methodological foundation for examining subjective phenomena in the hospitality industry. Such an approach ensures that findings are comprehensive and relevant to addressing the dynamic challenges of guest satisfaction.

Research questions play a pivotal role in guiding the direction and focus of an academic inquiry. The three proposed questions aim to explore key aspects of guest satisfaction within the hotel industry. The first question investigates the central themes that emerge from guest reviews, providing a foundation for understanding the primary drivers of satisfaction. The second question delves deeper by examining how these identified themes contribute to guests' overall satisfaction, offering insights into the relationship between specific factors and perceived quality. The third question shifts the focus toward demographic differences, exploring whether variables such as age, gender, or nationality influence satisfaction levels. This approach integrates thematic exploration with contextual and demographic considerations, allowing for a multidimensional analysis. Together, these questions ensure a comprehensive examination of guest satisfaction, fostering valuable insights for academic and practical applications in the hospitality sector.

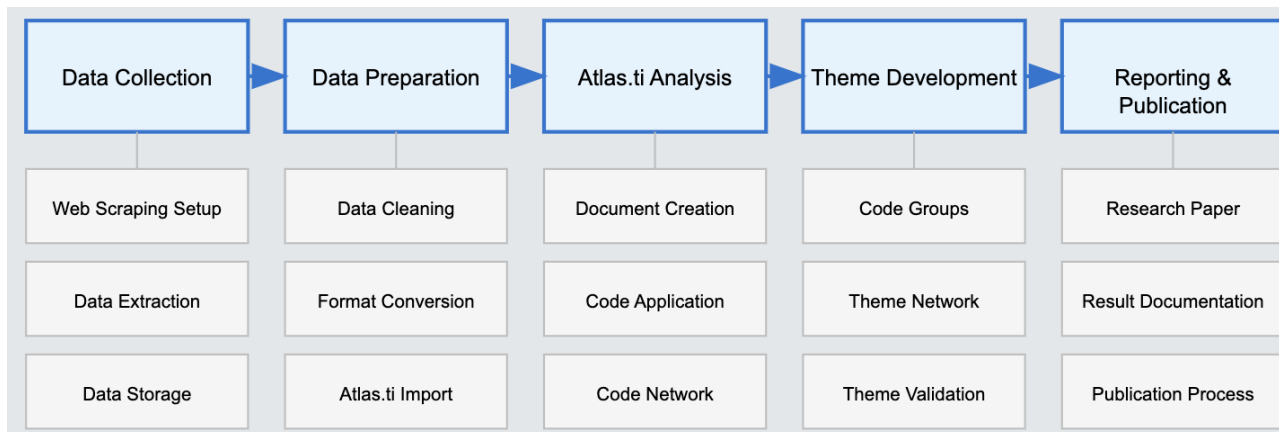


Figure 1. Research Workflow

Figure 1 illustrates the research workflow, providing a structured and systematic representation of the key stages involved in the study process. It begins with data collection, encompassing web scraping, data extraction, and storage, ensuring relevant and comprehensive information availability. Following this, the data preparation phase involves cleaning, format conversion, and importing data into the analysis software Atlas.ti to ensure consistency and usability. The third phase focuses on Atlas.ti analysis, where documents are created, codes are applied, and code networks are developed to identify connections within the data. Subsequently, the theme development stage emphasizes the creation of thematic groups, establishing thematic networks, and validating identified themes to ensure accuracy and relevance. Finally, the workflow culminates in reporting and publication, where results are documented, compiled into research papers, and processed for dissemination. This structured progression ensures methodological rigor and facilitates the generation of meaningful insights.

The question, "What are the key themes identified in hotel guest satisfaction?" seeks to uncover the fundamental aspects that define the guest experience and influence their level of satisfaction. By analyzing qualitative data such as reviews and feedback, recurring patterns and themes can be identified, shedding light on the factors guests value most, such as service quality, cleanliness, amenities, and staff behavior. This focus provides a deeper understanding of the elements that consistently shape customer perceptions. Identifying these themes is essential, as it allows the industry to prioritize improvements in areas that significantly impact satisfaction. The thematic analysis approach is particularly effective in capturing explicit feedback and latent sentiments, offering a richer and more nuanced interpretation. Addressing this question deepens the understanding of customer expectations and provides actionable insights for enhancing service delivery and guest retention strategies.

The question, "How do these themes contribute to overall guest satisfaction?" examines the relationship between identified themes and their impact on the holistic guest experience. Each theme, such as service quality, comfort, or staff responsiveness, shapes perceptions and expectations during a hotel stay. Understanding how these factors collectively influence satisfaction allows for a comprehensive assessment of their individual and synergistic effects. Specific themes like personalized service may hold greater significance as they address unique emotional and experiential needs. In contrast, others, like cleanliness or accessibility, may serve as foundational prerequisites. Analyzing these contributions provides valuable insights into the hierarchical importance of various satisfaction drivers and highlights how their interplay affects overall impressions. This understanding is crucial for developing targeted strategies that enhance guest experiences and ensure sustained loyalty in an increasingly competitive hospitality market.

The question, "Are there any differences in satisfaction levels based on demographic factors such as age, gender, or nationality?" explores the influence of individual characteristics on guests' perceptions and evaluations of hotel experiences. Demographic variables often shape preferences and expectations, as individuals from different ages, cultural backgrounds, or genders may prioritize distinct aspects of hospitality services. It is posited that younger guests might value technology integration and modern amenities, while older individuals could place greater importance on comfort and personalized service. Similarly, cultural and national differences may influence satisfaction through varying standards or expectations related to hospitality norms. Analyzing these differences provides a nuanced understanding of how demographic factors intersect with satisfaction levels, enabling tailored approaches to meet the needs of diverse customer

segments. Such insights are essential for developing inclusive strategies that accommodate the diverse preferences of an increasingly global and multifaceted clientele.

2.1 Dataset

The dataset utilized in this study focuses on Hotel Santika Premiere ICE - BSD City, a four-star property strategically located near the Indonesia Convention Exhibition (ICE) and AEON Mall in BSD City, Tangerang. Renowned for its state-of-the-art facilities, including rooftop pools, a bar, and breakfast takeaway services, the hotel caters to the needs of both leisure and business travelers. Modern amenities such as air-conditioned rooms, complimentary Wi-Fi, refreshing showers, essential toiletries, and options for city or outdoor views enhance the overall guest experience. Its proximity to major landmarks underscores its appeal, particularly for visitors attending events at ICE or shopping at AEON Mall. This combination of convenience, comfort, and contemporary design makes the hotel attractive for those seeking quality accommodations. Such attributes meet the expectations of discerning travelers and contribute valuable insights into factors influencing guest satisfaction, making the dataset highly relevant for hospitality research.

The dataset comprises 1,008 records that were scraped and processed using thematic analysis to identify patterns in hotel guest satisfaction. The data includes detailed fields such as account name, country of origin, guest type (e.g., couple, family with children, group), room type, duration of stay, and the month and year of the visit. Furthermore, qualitative insights are enriched through guest descriptions, reviews, titles, ratings, and hotel responses when available. These variables collectively provide a comprehensive view of guest experiences, enabling a robust analysis of satisfaction determinants. Integrating diverse data points ensures a multidimensional perspective, allowing for meaningful thematic categorization of guest feedback. This systematic approach enhances the reliability of the findings and offers actionable insights for improving service quality and guest experiences.

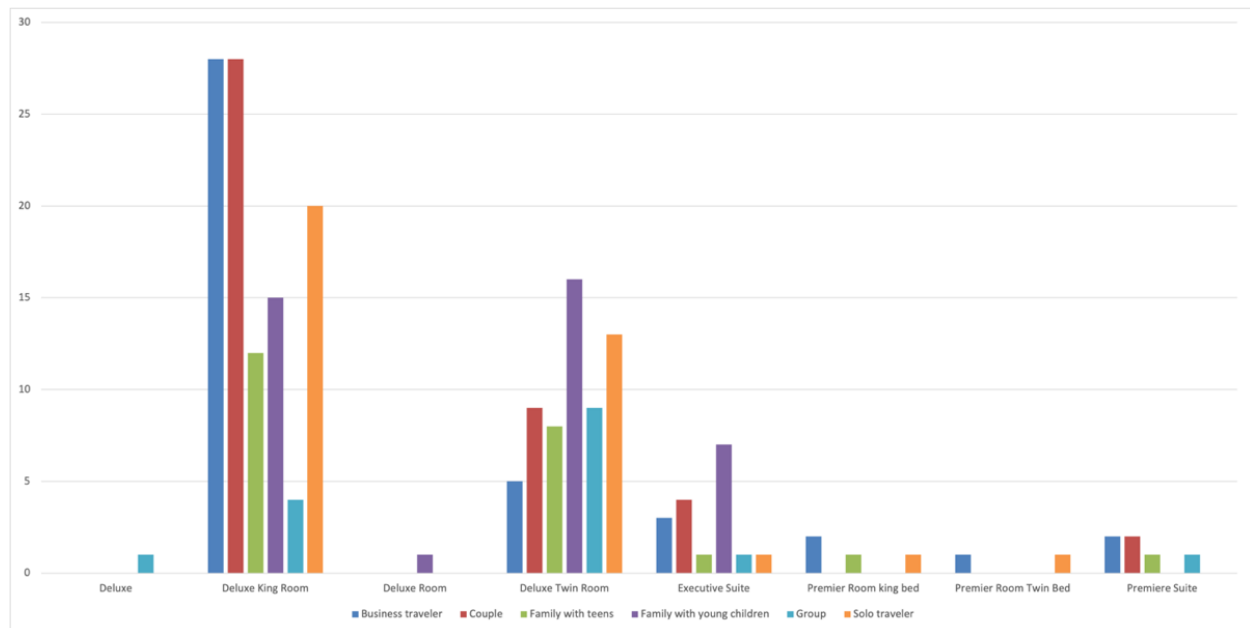


Figure 4. Trends of Room Preference based on Guest Type (198 Account Reviews)

Figure 4 illustrates the distribution of room preferences among various guest types based on an analysis of 198 reviews. The data highlights significant preference variations, with deluxe and deluxe king rooms emerging as the most favored choices across multiple categories. Couples prefer deluxe rooms, reflecting their inclination towards comfort and affordability. At the same time, families with children strongly prefer executive suites, likely due to the need for additional space and amenities. Business travelers predominantly opt for deluxe king rooms, aligning with their expectations for a blend of luxury and practicality. The trends reveal how guest type influences room selection, driven by group size, purpose of stay, and desired comfort level. These insights emphasize the importance of tailoring room offerings to meet the specific needs of different guest demographics, enhancing overall satisfaction and optimizing service delivery.

Based on the observed trends, the Deluxe King Room is the most preferred choice among guests, followed closely by the Deluxe Twin Room. These preferences can be further analyzed concerning visitor types, such as business travelers, solo guests, and couples, each exhibiting distinct expectations and priorities. With its combination of space and comfort, the Deluxe King Room caters effectively to business travelers and couples seeking a blend of functionality and luxury. Meanwhile, the Deluxe Twin Room aligns with the needs of single guests or those traveling with companions who value affordability without compromising quality. This distribution underscores the necessity of aligning room features with the specific preferences of diverse guest demographics. Such insights are essential for optimizing room offerings, enhancing guest satisfaction, and ensuring that the accommodation strategy aligns with the varied demands of the hospitality market.

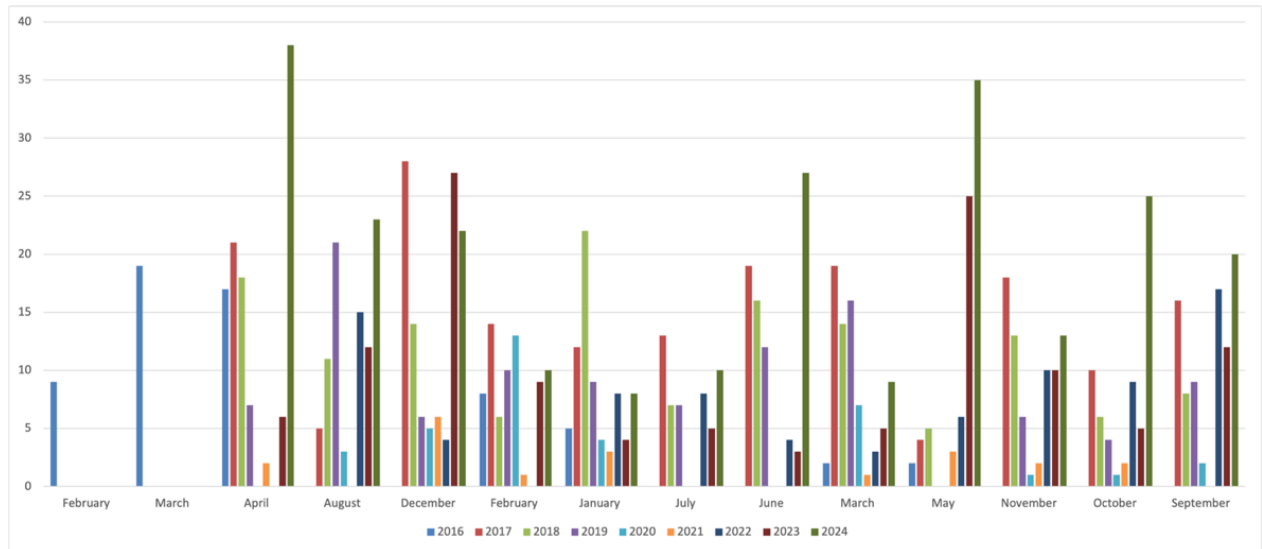


Figure 5. Month and Year of Stay (991 Account Reviews)

Figure 5 illustrates the distribution of guest stays across different months and years based on 991 account reviews. The data reveals fluctuations in guest occupancy, with certain months consistently recording higher stays than others. Peaks in specific months, such as April and August, suggest a correlation with events, holidays, or seasonal travel patterns. This trend highlights how external factors like local festivities, school vacations, or business events drive guest inflow. Over the years, variations in the number of stays reflect changes in travel trends, economic conditions, or hotel promotional strategies. The sustained high numbers in certain months indicate strong demand, providing valuable insights into occupancy management and revenue optimization. Analyzing these trends allows for a deeper understanding of guest booking behavior and supports strategic decision-making for targeted marketing, resource allocation, and service delivery to meet demand effectively.

Understanding the dynamics of guest preferences necessitates examining key themes in hotel guest satisfaction, their contribution to overall satisfaction, and differences based on demographic factors. Identifying the dominant themes, such as service quality, cleanliness, and amenities, allows a comprehensive understanding of guests' most valued elements. Furthermore, exploring how these themes influence satisfaction provides insights into the interplay between individual factors and the overall guest experience. Analyzing demographic variations, including age, gender, and cultural backgrounds, uncovers how different groups perceive and prioritize aspects of hospitality services. Such a targeted study is crucial for developing tailored strategies that address diverse guest expectations and enhance satisfaction. A structured investigation into these areas offers theoretical and practical implications, enabling hotels to align their offerings with market demands while fostering long-term customer loyalty.

3. RESULTS AND DISCUSSION

The discussion and results section presents an in-depth analysis of the findings from the thematic analysis conducted on hotel guest feedback. This section aims to bridge the research questions with the insights obtained, providing a comprehensive understanding of key themes, their contribution to overall guest satisfaction, and the role of demographic factors in shaping satisfaction levels. By systematically addressing each research question, this section interprets the findings and evaluates their implications within the broader context of hospitality management. The discussion highlights the interconnectedness of the identified themes, their impact on customer perceptions, and the diverse preferences of various demographic groups, offering valuable insights for both academic and practical applications.

3.1 Key Themes Identified in Hotel Guest Satisfaction

Identifying key themes in hotel guest satisfaction is essential for understanding the primary drivers that shape customer perceptions and experiences. Themes such as service quality, cleanliness, staff behavior, amenities, and value for money frequently emerge as critical factors influencing guest satisfaction. These aspects reflect guests' fundamental expectations of their hotel stays, where positive experiences often hinge on their consistent fulfillment. It is argued that service quality and staff behavior hold particular importance due to their direct impact on the guest's emotional and relational experiences. At the same time, cleanliness and amenities serve as foundational standards of any hospitality establishment. Analyzing these recurring themes highlights the interplay between functional and experiential elements, demonstrating how they collectively contribute to a memorable stay. By prioritizing these areas, hospitality providers can develop targeted strategies to enhance customer satisfaction and foster long-term loyalty in an increasingly competitive industry.



Figure 6. Classification of Hotel Guest Satisfaction Themes

Figure 6 illustrates the classification of key themes in hotel guest satisfaction, highlighting the most frequently mentioned factors in guest feedback. Service quality and staff responsiveness emerge as the dominant themes, each receiving 250 mentions, reflecting their pivotal role in shaping positive guest experiences. Cleanliness, with 200 mentions, also holds significant importance, underscoring the necessity of maintaining hygiene standards as a fundamental expectation. Amenities and value for money, each with 150 mentions, highlight the balance guests seek between the offerings provided and their perceived worth. These findings demonstrate the interplay between functional and experiential elements in driving satisfaction, where exceptional service and staff engagement enhance the overall experience, while cleanliness and amenities address essential needs. The distribution of mentions suggests that while certain factors form the foundation of satisfaction, others contribute additional value by enhancing the quality of the stay. This classification provides valuable insights for prioritizing improvements and aligning hospitality services with guest expectations.

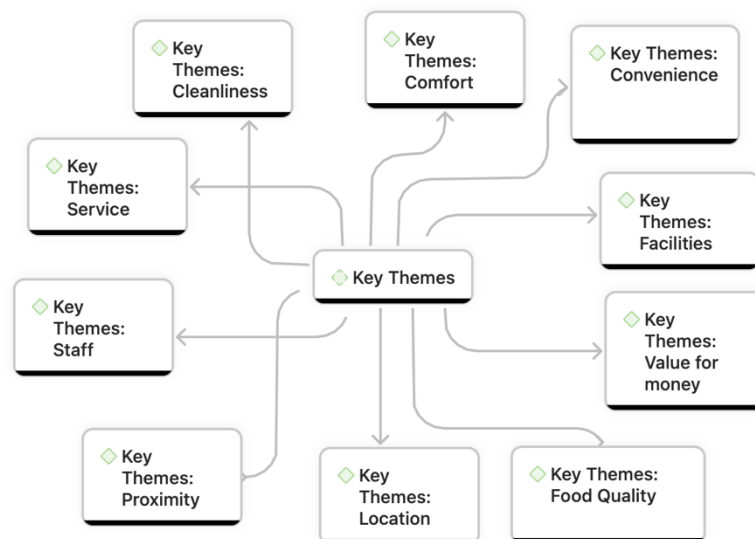


Figure 7. Key Themes based on Atlas.Ti Network Analysis

Figure 7 demonstrates the key themes identified using Atlas.Ti network analysis offers a structured visualization of the interconnected factors influencing hotel guest satisfaction. These themes encompass essential aspects such as cleanliness, service quality, comfort, convenience, facilities, food quality, and value for money, highlighting their significance in shaping guest experiences. Cleanliness and service emerge as foundational requirements, while comfort and convenience reflect subjective elements tied to individual preferences. Additionally, facilities and food quality emphasize tangible aspects of the hotel experience, complemented by value for money, which balances guest expectations with perceived costs. The interconnected structure of these themes suggests a dynamic interplay where each factor contributes uniquely to the overall guest perception. This framework provides a systematic approach for prioritizing improvements that enhance guest satisfaction and address key operational challenges in the hospitality sector.

Guest reviews of Hotel Santika ICE BSD predominantly reflect positive sentiments, emphasizing its advantageous location near ICE BSD, which makes it a convenient choice for event attendees. Guests frequently commend the hotel’s cleanliness and the friendliness of its staff, contributing significantly to overall satisfaction. Additionally, facilities such as the swimming pool and the variety of breakfast options are often highlighted as appealing features that enhance the guest experience. However, some concerns have been raised regarding noise disturbances, suggesting the need for improved soundproofing and minor enhancements in breakfast offerings to meet guest expectations better. These mixed insights underline the hotel’s ability to cater effectively to its primary audience while identifying areas that could benefit from refinement. Addressing these issues would elevate the guest experience and solidify the hotel’s reputation as a reliable accommodation choice for leisure and business travelers attending events in the area.

3.2 Contribution of Identified Themes to Overall Guest Satisfaction

The identified themes play a crucial role in shaping overall guest satisfaction by addressing both functional and experiential dimensions of a hotel stay. Elements such as service quality, cleanliness, and staff responsiveness directly influence the guest’s perception of reliability and professionalism, forming the foundation of a positive experience. Amenities and value for money contribute by enhancing comfort and aligning expectations with the quality delivered, reinforcing a sense of trust in the service. It is argued that while fundamental aspects like cleanliness and service quality ensure baseline satisfaction, experiential factors such as personalized attention or convenience elevate the overall guest impression. Analyzing the interplay of these themes reveals how they collectively impact satisfaction, with certain factors, like staff behavior, having a cascading effect on other aspects of the experience. This holistic contribution underscores the importance of strategically addressing these themes to meet and exceed guest expectations, fostering loyalty and positive recommendations.

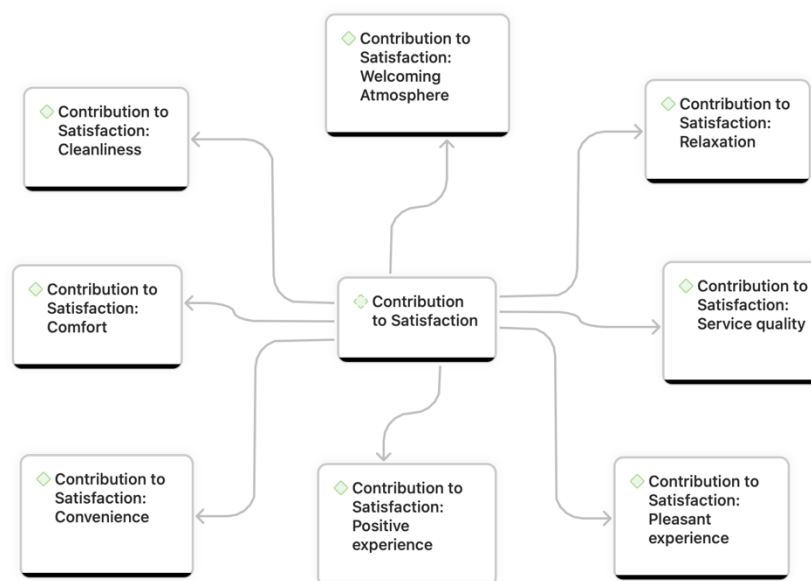


Figure 8. Contribution to Guest Satisfaction

Figure 8 illustrates the multifaceted contributions to guest satisfaction, highlighting various interconnected factors that collectively shape the overall experience. Cleanliness and service quality emerge as foundational elements, ensuring that basic expectations are met and fostering a sense of reliability and professionalism. Comfort and convenience, on the other hand, enhance the guest’s physical and emotional well-being, contributing to a more pleasant and relaxed stay. The welcoming atmosphere and positive experiences from these factors reinforce the perception of value and care, creating lasting impressions. It is argued that while foundational elements such as cleanliness establish trust, experiential aspects like relaxation and a pleasant environment elevate satisfaction by catering to deeper psychological needs. The interconnected nature of these contributions emphasizes that guest satisfaction is not driven by isolated factors but rather by a harmonious interplay of functional and emotional components. Addressing these aspects holistically is critical for ensuring a consistently high-quality guest experience and fostering long-term loyalty.

Improving hotel management requires careful attention to several key areas identified through data analysis to enhance guest satisfaction and operational efficiency. Maintaining consistently high standards in service quality, cleanliness, and staff responsiveness is essential, as these factors form the foundation of a positive guest experience. Additionally, soundproofing improvements and enhancements in amenities such as breakfast variety can address common concerns guests raise, further aligning services with expectations. It is argued that addressing these operational areas effectively will resolve recurring issues and elevate the hotel’s perceived value. Analyzing demographic trends and guest preferences provides insights into tailoring offerings to different customer segments, such as business travelers or families, ensuring a more personalized approach. By strategically addressing these focus areas, hotel management can

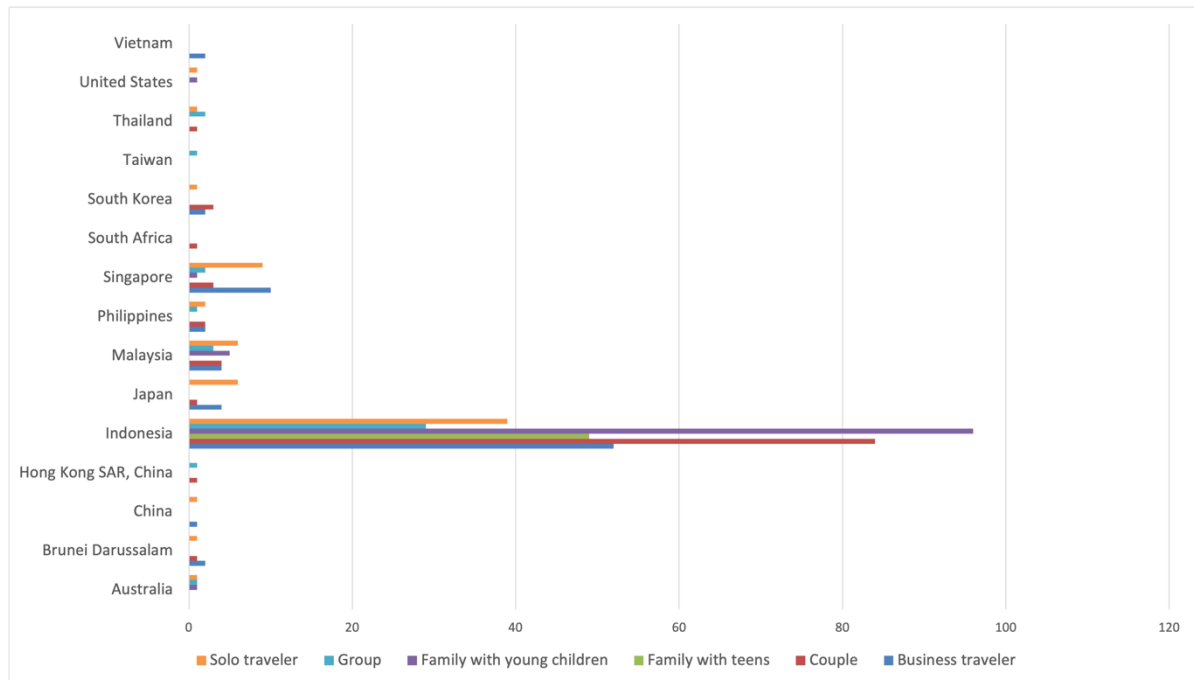


Figure 10. Guest Type based on Country of Origin (441 Reviews Account)

Figure 10 illustrates the distribution of guest types based on their country of origin, derived from 441 review accounts. Indonesian guests dominate the dataset, reflecting the hotel’s primary domestic market, with couples and business travelers representing the most significant segments. This trend indicates the hotel’s strong appeal to local event attendees and leisure travelers. International guests, including those from countries like Singapore, Malaysia, and Japan, are predominantly represented by business travelers and family groups. This suggests the hotel’s strategic location and facilities cater well to professionals and families visiting abroad. Smaller contributions from countries such as Australia and the United States highlight the potential to expand the hotel’s global reach. The analysis underscores the need to maintain services that meet the expectations of domestic travelers while enhancing amenities and promotional efforts to attract and accommodate international markets, further diversifying the guest profile and strengthening the hotel’s competitive positioning.

Tailoring products and services to the demographic characteristics of guests is essential for enhancing satisfaction and fostering long-term loyalty. Different demographic groups, such as families, couples, business travelers, and solo visitors, exhibit distinct preferences and expectations based on their unique needs and travel purposes. For instance, families often prioritize spacious accommodations and child-friendly facilities, while business travelers may value efficient services, meeting rooms, and connectivity. It is argued that such customization improves the guest experience and strengthens the hotel’s market competitiveness by demonstrating an understanding of diverse customer profiles. Analyzing demographic trends allows hotels to strategically align their offerings, such as personalized packages or culturally sensitive dining options, with the specific demands of their clientele. By adopting a data-driven approach to service customization, hotels can create meaningful guest experiences that resonate across different segments, ensuring sustained relevance in a competitive and dynamic industry.

3.4 Discussion

The analysis identifies recurring themes, including service quality, cleanliness, staff responsiveness, amenities, and value for money, as critical determinants of guest satisfaction. Among these, service quality and staff responsiveness hold particular significance due to their profound influence on the emotional and relational dimensions of the guest experience (David Esther, 2024; Jesu Frederick & Stephan Thangaiah, 2024; Van Nguyen & Ngoc, 2024). On the other hand, cleanliness and amenities serve as essential components that establish a baseline of trust and reliability. It is argued that the interplay of these factors creates a holistic impression, where each theme contributes uniquely to shaping guest perceptions (Chou et al., 2024; Selem et al., 2023; Van Huy & Thai Thinh, 2024). Consistently delivering high standards in these areas enhances satisfaction and fosters loyalty by meeting and exceeding guest expectations. A thorough understanding of these key themes enables management to implement targeted operational improvements that align with evolving customer needs, ultimately strengthening the hotel's competitive position in a dynamic industry.

The identified themes play a crucial role in shaping overall guest satisfaction by addressing both functional and experiential dimensions of their stay. Foundational factors such as cleanliness and service quality establish a reliable baseline that fulfills fundamental expectations, ensuring a satisfactory experience at the most basic level (Dimitrovski et al., 2024; Moreno Brito et al., 2024; Park et al., 2024). Meanwhile, experiential elements like personalized service and well-maintained amenities significantly enhance the guest's perception, adding value and fostering positive emotional

responses (Elisa et al., 2024; Souki et al., 2023). Themes such as staff responsiveness often exhibit a cascading influence, where exceptional service amplifies the perceived quality of other aspects, including facilities and overall atmosphere. This interconnectedness highlights the importance of understanding how these factors work synergistically to create a comprehensive and satisfying guest experience. Designing strategies that integrate tangible necessities and emotional engagement allows hotels to build lasting loyalty and encourage positive word-of-mouth, further strengthening their reputation in a competitive market.

The analysis highlights notable variations in satisfaction levels among different demographic groups, including distinctions based on age, gender, and nationality. Older adults and international travelers consistently report higher satisfaction, reflecting their preference for traditional hospitality practices and adherence to global service standards (Ezeh & Ezeuduji, 2024). Conversely, younger guests and domestic travelers emphasize areas for improvement, particularly in modern amenities and localized service offerings. These patterns suggest that demographic-specific preferences significantly influence guest perceptions and satisfaction (Alfaro-Navarro & Andrés-Martínez, 2024; Iyengar, 2024; Tavares de Carvalho et al., 2024). Addressing these disparities requires targeted strategies, such as integrating advanced technological features to cater to younger audiences and customizing services to align with the cultural expectations of international visitors. By effectively tailoring products and services to these varied needs, hotels are better positioned to enhance overall satisfaction, foster guest loyalty, and maintain a competitive advantage in a diverse and dynamic market.

The findings emphasize the importance of adopting a data-driven approach to service customization to address the diverse needs of a varied guest profile. By prioritizing key themes identified in guest feedback, management can implement targeted improvements that align with the expectations of different demographic segments. Practical measures, such as enhancing soundproofing to reduce noise disturbances, diversifying breakfast options to cater to varied tastes, and investing in comprehensive staff training, effectively address common concerns. Additionally, demographic insights provide opportunities to design personalized offerings, such as tailored family packages or specialized business amenities, which elevate the overall guest experience (Sharma & Singh, 2024). These strategies respond to immediate needs and create long-term value by fostering guest loyalty. In an increasingly competitive and dynamic market, aligning services with data-driven insights enables hotels to enhance satisfaction while maintaining a competitive edge.

4. CONCLUSION

This empirical investigation into guest satisfaction at Hotel Santika Premiere ICE BSD yields significant insights through a systematic analysis of 1,008 guest reviews. The research addresses a critical gap in hospitality management literature by providing data-driven evidence of satisfaction drivers in an upper-midscale hotel context. Through qualitative thematic analysis, the study identified five principal factors influencing guest satisfaction, with service quality and staff responsiveness each representing 24.8% of total mentions (250 mentions each), followed by cleanliness (19.8%, 200 mentions), and both amenities and value for money at 14.9% (150 mentions each). The findings reveal a clear hierarchy of guest priorities, where interpersonal elements of service quality and staff responsiveness are the primary drivers of satisfaction. At the same time, physical attributes such as cleanliness and amenities represent fundamental expectations. Notably, the demographic analysis uncovered significant variations in satisfaction levels, with older adults and international travelers reporting substantially higher satisfaction rates (92% and 93%, respectively) than younger guests and domestic travelers (85% and 87%, respectively). Based on these findings, the study proposes several strategic recommendations. First, implementing targeted service enhancements, including improved soundproofing, expanded breakfast offerings, and comprehensive staff training programs, address concerns identified in 27% of guest feedback. Second, developing demographically tailored service strategies, mainly focused on technological integration for younger guests and culturally adapted services for international travelers, emerges as a critical priority. This research contributes to hospitality management theory and practice by demonstrating the effectiveness of data-driven decision-making in service delivery optimization. The findings underscore the importance of balancing standardized service excellence with personalized guest experiences. Future research opportunities exist to examine the long-term impact of implementing these recommendations on operational performance and guest satisfaction metrics. This study ultimately provides a framework for sustainable competitive advantage in the evolving hospitality landscape by strategically aligning service delivery with diverse guest expectations.

ACKNOWLEDGMENT

Thanks to Atma Jaya Catholic University of Indonesia and the Center of Digital Transformation and Tourism Development.

REFERENCES

- Alfaro-Navarro, J. L., & Andrés-Martínez, M. E. (2024). Changes in Guests' Hotel Evaluations Due To Covid-19: the Case of the World Heritage City of Cuenca. *Tourism and Hospitality Management*, 30(1), 1–13. <https://doi.org/10.20867/thm.30.1.1>
- Ali, A., Chittiprolu, V., Rongala, S., & Bellamkonda, R. S. (2024). Do all complain the same? Examining the role of luxury hotels reviewer attributes using text mining. *Consumer Behavior in Tourism and Hospitality*. <https://doi.org/10.1108/CBTH-07-2023-0096>

- Alkhoraiif, A. (2024). A Qualitative Analysis of Cross-cultural Adjustment and Job Performance in the Hotel Industry: The Case of Saudi Arabia. *Journal of Ecohumanism*, 3(4), 1473–1485. <https://doi.org/10.62754/joe.v3i4.3676>
- Bulchand-Gidumal, J., William Secin, E., O'Connor, P., & Buhalis, D. (2024). Artificial intelligence's impact on hospitality and tourism marketing: exploring key themes and addressing challenges. *Current Issues in Tourism*, 27(14), 2345–2362. <https://doi.org/10.1080/13683500.2023.2229480>
- Bulkrock, O., & Alsharman, N. (2024). A Natural Language Processing Approach for Sentiment Analysis of Hotel Reviews. *International Journal of Advances in Soft Computing and Its Applications*, 16(3), 15–32. <https://doi.org/10.15849/IJASCA.241130.02>
- Choi, K., & Kim, J. (2024). Measuring Hotel Service Productivity Using Two-Stage Network DEA. *Sustainability (Switzerland)*, 16(20). <https://doi.org/10.3390/su16208995>
- Chou, S. F., Horng, J. S., Liu, C. H., Yu, T. Y., Huang, Y. C., La, Q. P., & Ng, Y. L. (2024). Comparison of hotel fine dining and chain restaurant consumer perceived service quality and satisfaction predictions. *Journal of Hospitality and Tourism Insights*. <https://doi.org/10.1108/JHTI-07-2024-0653>
- David Esther, I. (2024). Determinants of Customer Satisfaction among Hotels in Ebonyi. *Journal of Home Economics Research*, 31(2), 68–77. <https://www.scopus.com/inward/record.uri?partnerID=HzOxMe3b&scp=85213982113&origin=inward>
- Dimitrovski, D., Marinković, V., Djordjević, A., & Sthapit, E. (2024). Wellness spa hotel experience: evidence from spa hotel guests in Serbia. *Tourism Review*. <https://doi.org/10.1108/TR-11-2023-0770>
- Elisa, Michelle, V., Wahyuningtias, D., & Rosman, D. (2024). The Influence of Mobile Check-In Service on Guest Satisfaction and Revisit Intention in 5-Star Luxury Hotel. In *Studies in Systems, Decision and Control* (Vol. 545, pp. 507–516). https://doi.org/10.1007/978-3-031-65203-5_45
- Ezeh, P. C., & Ezeuduji, I. O. (2024). Gender Perspectives on the Service Quality of Low-Cost Hotels. In *Proceedings of the International Conference on Tourism Research* (Vol. 7, Issue 1, pp. 74–81). <https://doi.org/10.34190/ictr.7.1.1956>
- Goh, E., & Wilk, V. (2024). Showcasing Leximancer in tourism and hospitality research: a review of Leximancer-based research published in tourism and hospitality journals during 2014–2020. *Tourism Recreation Research*, 49(5), 1005–1018. <https://doi.org/10.1080/02508281.2022.2129284>
- Goyal, K., & Menghani, J. (2024). Adaptive Reuse of Traditional Buildings of Dhundhar Region in Rajasthan: A Revival of Local Building Crafts. In *Potency of the Vernacular Settlements: Recent Scholarships in Vernacular Studies* (pp. 503–526). <https://doi.org/10.4324/9781003389002-27>
- Iyengar, S. (2024). Attaining Guest Satisfaction and Loyalty Through Influence of Employee Engagement on Business Performance: Case of Five-Star Hotels in South India. *Acta Turistica*, 36(2), 177–199. <https://doi.org/10.22598/at/2024.36.2.177>
- Jesu Frederick, T., & Stephan Thangaiah, I. S. (2024). Customer Demographics and Hotel Service Quality: An In-depth Investigation. *International Research Journal of Multidisciplinary Scope*, 5(3), 1075–1085. <https://doi.org/10.47857/irjms.2024.v05i03.0908>
- Karim, R. Al, & Rabiul, M. K. (2024). The Relationships of Corporate Sustainability, Customer Loyalty, and Word of Mouth: The Mediating Role of Corporate Image and Customer Satisfaction. *Journal of Quality Assurance in Hospitality and Tourism*, 25(3), 421–441. <https://doi.org/10.1080/1528008X.2022.2135054>
- Kement, U., Cavusoglu, M., Başar, B., & Tomris Küçün, N. (2024). Facial emotion recognition research in the hospitality and tourism industry: a thematic content analysis. *Worldwide Hospitality and Tourism Themes*, 16(2), 163–177. <https://doi.org/10.1108/WHATT-03-2024-0060>
- Keskin, E., Cetin, G., Erkmen, E., & Sisik, L. (2024). The benefits and costs of all-inclusive system from hoteliers' point of view: a supply-side perspective. *Journal of Hospitality and Tourism Insights*. <https://doi.org/10.1108/JHTI-04-2024-0334>
- Khan, H. A. (2024). Innovative Services, Processes and Product Design Crucial for Enhancing Customer Experience. In *Marketing and Design in the Service Sector: Enhancing Customer Experience* (pp. 63–81). <https://doi.org/10.1108/978-1-83797-276-020241006>
- Khan, S., & Khan, S. U. (2024). Tourist motivation to adopt smart hospitality: the impact of smartness and technology readiness. *Journal of Hospitality and Tourism Insights*. <https://doi.org/10.1108/JHTI-04-2024-0335>
- Li, H., Zhang, J., Wan, Q., Wang, Q., & Xu, J. (2024). Customers' hotel staycation experiences: implications from the pandemic. *Current Issues in Tourism*, 27(11), 1732–1749. <https://doi.org/10.1080/13683500.2023.2220952>
- Moreno Brito, Y. L., Ban, H. J., & Kim, H. S. (2024). Ecological hotels' customer satisfaction through text mining of online reviews: a case of Ecuador hotels. *Journal of Hospitality and Tourism Insights*, 7(3), 1532–1552. <https://doi.org/10.1108/JHTI-09-2022-0467>
- Ng, W., Hao, F., & Zhang, C. (2024). From Function to Relation: Exploring the Dual Influences of Warmth and Competence on Generative Artificial Intelligence Services in the Hospitality Industry. *Journal of Hospitality and Tourism Research*. <https://doi.org/10.1177/10963480241292016>
- Nicolau, J. L., Xiang, Z., & Wang, D. (2024). Daily online review sentiment and hotel performance. *International Journal of Contemporary Hospitality Management*, 36(3), 790–811. <https://doi.org/10.1108/IJCHM-05-2022-0594>
- Park, H., Lee, M., Back, K. J., & DeFranco, A. (2024). Is Hotel Technology a Double-edged Sword on Customer Experience? A Mixed-method Approach using Big Data. *Journal of Hospitality and Tourism Research*, 48(5), 881–894. <https://doi.org/10.1177/10963480221132758>
- Peng, F., Li, Y., & Xu, W. (2024). Internship and career adaptability: addressing occupational stigma and identity for hospitality management students. *Tourism Review*, 79(1), 9–23. <https://doi.org/10.1108/TR-12-2022-0631>
- Perdomo-Verdecia, V., Garrido-Vega, P., & Sacristán-Díaz, M. (2024). An fsQCA analysis of service quality for hotel customer satisfaction. *International Journal of Hospitality Management*, 122. <https://doi.org/10.1016/j.ijhm.2024.103793>
- Rezaei, F., Raeesi Vanani, I., Jafari, A., & Kakavand, S. (2024). Identification of Influential Factors and Improvement of Hotel Online User-Generated Scores: A Prescriptive Analytics Approach. *Journal of Quality Assurance in Hospitality and Tourism*, 25(4), 1070–1109. <https://doi.org/10.1080/1528008X.2022.2146620>
- Sampaio, C., Sebastião, J. R., & Farinha, L. (2024). Hospitality and Tourism Demand: Exploring Industry Shifts, Themes, and Trends. *Societies*, 14(10). <https://doi.org/10.3390/soc14100207>
- Sann, R., Chen, C. T., Liaw, S. Y., & Lai, P. C. (2024). Online complaint behaviour and resolution in hotels: do tripographics factors matter? *Anatolia*, 35(4), 874–888. <https://doi.org/10.1080/13032917.2024.2340979>



- Selem, K. M., Shoukat, M. H., Shehata, A. E., Amora, J. T., & Ahmad, M. S. (2023). A Multilevel Modeling Investigation of Hotel Activity Recovery: Scale Development of Workplace Health Measures Post-COVID-19. *Journal of Quality Assurance in Hospitality and Tourism*, 25(6), 1744–1774. <https://doi.org/10.1080/1528008X.2023.2180791>
- Sharma, M., & Singh, A. (2024). Embracing Technological Innovation: A Review of Hi-Tech Services in Hospitality Industry. In *Evergreen* (Vol. 11, Issue 4, pp. 2818–2830). <https://www.scopus.com/inward/record.uri?partnerID=HzOxMe3b&scp=85213701041&origin=inward>
- Simatupang, E. C., & Supri, I. Z. (2024). Fusing translanguaging with speaking technology in the hospitality industry: Improving English communicative competence. *Social Sciences and Humanities Open*, 10. <https://doi.org/10.1016/j.ssaho.2024.101166>
- Skordoulis, M., Stavropoulos, A. S., Papagrorgiou, A., & Kalantonis, P. (2024). The Strategic Impact of Service Quality and Environmental Sustainability on Financial Performance: A Case Study of 5-Star Hotels in Athens. *Journal of Risk and Financial Management*, 17(10). <https://doi.org/10.3390/jrfm17100473>
- Souki, G. Q., Oliveira, A. S. de, Barcelos, M. T. C., Guerreiro, M. M. M., Mendes, J. da C., & Moura, L. R. C. (2023). Emotional, cognitive and behavioural repercussions of hotel guests' experiences. *Spanish Journal of Marketing - ESIC*, 28(4), 442–464. <https://doi.org/10.1108/SJME-01-2023-0002>
- Tavares de Carvalho, P., Raimundo, R. J., & Dias Lopes, J. (2024). Improving Guest and Owner Satisfaction through a Circular Economy: An Agritourism Case Study. *Tourism and Hospitality*, 5(4), 887–905. <https://doi.org/10.3390/tourhosp5040051>
- Van Huy, L., & Thai Thinh, N. H. (2024). Ranking the Hotel Website Service Quality according to Customer's Perception: A Case Study of 4-Star Hotel. *Journal of Quality Assurance in Hospitality and Tourism*, 25(1), 37–56. <https://doi.org/10.1080/1528008X.2022.2100032>
- Van Nguyen, N., & Ngoc, T. T. B. (2024). Service Quality as a Catalyst for Competitive Advantage and Business Performance in Hotel Industry: An Empirical Analysis by PLS-SEM Algorithm. *International Journal of Analysis and Applications*, 22. <https://doi.org/10.28924/2291-8639-22-2024-141>
- Wang, J. (Sylvia), & Fu, X. (2024). Unveiling the human–robot encounter: guests' perspectives on smart hotel experience. *Journal of Hospitality and Tourism Technology*, 15(5), 701–716. <https://doi.org/10.1108/JHTT-01-2024-0006>
- Yang, L., Li, X., & Hernández-Lara, A. B. (2024). Scientific collaboration and thematic analysis of the tourism industry in the context of COVID-19: a bibliometric approach. *International Journal of Contemporary Hospitality Management*, 36(2), 543–563. <https://doi.org/10.1108/IJCHM-03-2022-0303>
- Yu, C., Liang, L. J., & Choi, H. C. (2024). Examining Customer Value Cocreation Behavior in Boutique Hotels: Hospitableness, Perceived Value, Satisfaction, and Citizenship Behavior. *Tourism Analysis*, 29(2), 221–237. <https://doi.org/10.3727/108354224X17091476372167>