

## Understanding Customer Experience and Satisfaction in Luxury Hotels and Resorts: A Systematic Literature Review

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### ABSTRACT

*Objective:* This study aims to systematically review and synthesize the existing literature on customer experience (CX) and customer satisfaction in the luxury hospitality sector, with a focus on luxury hotels and resorts. Specifically, it seeks to categorize how CX and satisfaction are conceptualized, identify key antecedents and dimensions, and summarize their outcomes on loyalty, recommendation behavior, and brand perception. *Design/Methods/Approach:* A Systematic Literature Review (SLR) was conducted using the Scopus database as the primary source. The search applied predefined inclusion and exclusion criteria, limiting results to peer-reviewed journal articles in English within the fields of business, management, and social sciences. A total of 50 articles published between 2015 and 2025 were selected. Following PRISMA procedures, thematic coding and synthesis were employed to map conceptual frameworks, methodological approaches, antecedents, and outcomes of CX and satisfaction in luxury hospitality. *Findings:* The review reveals that CX and satisfaction are multidimensional constructs encompassing sensory–aesthetic, emotional–relational, functional–hygiene, digital–technological, and sustainability dimensions. Key antecedents include servicescape design, staff interactions, brand authenticity, technology adoption, and ethical practices. Outcomes extend beyond behavioral loyalty to attitudinal loyalty, brand love, advocacy, and customer citizenship behaviors, with several studies identifying “indirect loyalty,” where satisfied guests recommend without revisiting. Theories frequently employed include the Experience Economy, SERVQUAL, Self-Congruity, Technology Acceptance Model, and Justice Theory. *Originality/Value:* This review contributes by integrating emerging dimensions such as sustainability and digital touchpoints into CX frameworks, highlighting the role of emotional–relational mediators, and reframing hygiene and functional quality as competitive assets in post-pandemic luxury hospitality. *Practical/Policy implication:* Findings suggest that managers should curate multisensory servicescapes, invest in staff cultural competence, balance AI-driven innovation with human interaction, and embed sustainable practices as intrinsic to luxury service. Policymakers can use these insights to shape guidelines that align luxury hospitality growth with sustainability goals

**Keywords:** advocacy, customer experience, customer satisfaction, luxury hospitality, loyalty

### ABSTRAK

Tujuan: Studi ini bertujuan untuk secara sistematis meninjau dan mensintesis literatur yang ada tentang pengalaman pelanggan (CX) dan kepuasan pelanggan di sektor perhotelan mewah, dengan fokus pada hotel dan resor mewah. Secara khusus, ini berusaha untuk mengkategorikan bagaimana CX dan kepuasan dikonseptualisasikan, mengidentifikasi anteseden dan dimensi utama, dan meringkas hasilnya tentang loyalitas, perilaku rekomendasi, dan persepsi merek. Desain/Metode/Pendekatan: Systematic Literature Review (SLR) dilakukan dengan menggunakan database Scopus sebagai sumber primer. Pencarian

menerapkan kriteria inklusi dan pengecualian yang telah ditentukan sebelumnya, membatasi hasil untuk artikel jurnal peer-review dalam bahasa Inggris dalam bidang bisnis, manajemen, dan ilmu sosial. Sebanyak 50 artikel yang diterbitkan antara 2015 dan 2025 dipilih. Mengikuti prosedur PRISMA, pengkodean dan sintesis tematik digunakan untuk memetakan kerangka konseptual, pendekatan metodologis, anteseden, dan hasil CX dan kepuasan dalam perhotelan mewah. Temuan: Tinjauan ini mengungkapkan bahwa CX dan kepuasan adalah konstruksi multidimensi yang mencakup dimensi sensorik-estetika, emosional-relasional, fungsional-kebersihan, digital-teknologi, dan keberlanjutan. Anteseden utama termasuk desain layanan, interaksi staf, keaslian merek, adopsi teknologi, dan praktik etis. Hasilnya melampaui loyalitas perilaku ke loyalitas sikap, cinta merek, advokasi, dan perilaku kewarganegaraan pelanggan, dengan beberapa penelitian mengidentifikasi "loyalitas tidak langsung", di mana tamu yang puas merekomendasikan tanpa mengulas kembali. Teori yang sering digunakan termasuk Ekonomi Pengalaman, SERVQUAL, Kesesuaian Diri, Model Penerimaan Teknologi, dan Teori Keadilan. Orisinalitas/Nilai: Tinjauan ini berkontribusi dengan mengintegrasikan dimensi yang muncul seperti keberlanjutan dan titik kontak digital ke dalam kerangka kerja CX, menyoroti peran mediator emosional-relasional, dan membingkai ulang kebersihan dan kualitas fungsional sebagai aset kompetitif dalam perhotelan mewah pascapandemi. Implikasi praktis/kebijakan: Temuan menunjukkan bahwa manajer harus mengkurasi layanan multisensori, berinvestasi dalam kompetensi budaya staf, menyeimbangkan inovasi berbasis AI dengan interaksi manusia, dan menanamkan praktik berkelanjutan sebagai intrinsik layanan mewah. Pembuat kebijakan dapat menggunakan wawasan ini untuk membentuk pedoman yang menyelaraskan pertumbuhan perhotelan mewah dengan tujuan keberlanjutan

**Kata kunci:** advokasi, pengalaman pelanggan, kepuasan pelanggan, keramahan mewah, loyalitas

## INTRODUCTION

The luxury hospitality sector plays a significant role in the global economy, contributing substantially to employment, foreign exchange earnings, and destination competitiveness. Beyond its direct economic impact, the industry functions as a catalyst for related sectors such as transportation, retail, and cultural tourism, making it an important driver of sustainable economic development. As international competition intensifies, luxury hotels and resorts are compelled to continually innovate in order to attract and retain high-value clientele, creating a pressing need for strategies that go beyond conventional service delivery.

Within this competitive landscape, customer experience (CX) has emerged as a pivotal determinant of organizational performance, enabling brands to craft personalized and emotionally rich interactions that resonate with discerning guests (Brandão, Fernandes, & Rodrigues, 2023). Rather than focusing solely on transactional service delivery, luxury hospitality providers increasingly emphasize memorable experiences that integrate aesthetic design, emotional engagement, and compelling brand storytelling. CX is commonly defined as a holistic set of cognitive, affective, and sensory responses elicited across the pre-visit, stay, and post-visit stages of the customer journey (Godovykh & Tasci, 2020). In luxury environments, CX

extends beyond functional satisfaction to include sensory immersion and symbolic value, reflecting the distinct expectations of high-end consumers.

Existing research consistently demonstrates that CX is a key driver of customer satisfaction, brand love, loyalty, and advocacy in premium service contexts (Brandão et al., 2023; Xu & Chan, 2010). Notably, sensory and emotional dimensions have been shown to exert particularly strong impacts on satisfaction and subsequent behavioral outcomes in luxury hospitality (Brandão et al., 2023). However, important gaps remain. First, prior studies have disproportionately emphasized behavioral loyalty, such as repeat stays, while comparatively neglecting indirect loyalty indicators like recommendation behavior, word-of-mouth (WOM), or customer citizenship behaviors (Brandão et al., 2023; Zhao et al., 2022). Second, a comprehensive synthesis of CX dimensions and satisfaction drivers in luxury hospitality is lacking (Brandão et al., 2023). Third, limited attention has been given to the mediating roles of emotional engagement and brand perception, as well as the sensory and aesthetic aspects that are intrinsic to luxury experiences (Godovykh & Tasci, 2020).

Addressing these gaps is essential not only for advancing theoretical understanding but also for providing practical guidance to managers in the luxury hospitality sector. Without a clear synthesis of the dimensions, antecedents, and consequences of CX and satisfaction, organizations risk overlooking critical factors that shape guest perceptions, loyalty, and brand equity. To respond to this need, this study conducts a Systematic Literature Review (SLR) to (1) categorize how CX and satisfaction are conceptualized, (2) identify key antecedents and dimensions in luxury hospitality, and (3) summarize their consequences on loyalty, recommendation behavior, and brand perception. By integrating existing knowledge, this review offers both academic insights and actionable recommendations for sustaining competitive advantage in a rapidly evolving luxury hospitality landscape.

Based on these objectives, the following research questions are addressed:

1. How are the concepts and dimensions of customer experience and customer satisfaction described in the context of luxury hospitality?
2. What factors influence customer experience and guest satisfaction in luxury hotels and resorts?
3. What are the effects of customer experience and satisfaction on loyalty, recommendation behavior, and brand perception in the luxury hospitality sector?

## LITERATURE REVIEW

### 1. Conceptualizing Customer Experience and Satisfaction in Luxury Hospitality

Customer experience (CX) has been defined as a holistic set of cognitive, affective, and sensory reactions across pre-visit, stay, and post-visit stages (Godovykh & Tasci, 2020). In luxury hospitality, the CX framework

extends beyond mere service delivery—encompassing multisensory design, emotional engagement, and brand storytelling (Brandão et al., 2023). Research suggests CX encompasses sensory-aesthetic, emotional-relational, and functional-cognitive dimensions (Countryman et al., 2023; Hsiao et al., 2023).

Customer satisfaction, often conceptualized via disconfirmation paradigms, is a key outcome of CX (Ren et al., 2016). However, in luxury contexts, satisfaction is strongly tied to experience economy values, such as aesthetic quality, emotional resonance, and perceived exclusivity (Brandão et al., 2023). Several studies (e.g., Lin & Choe, 2022; Li et al., 2023) underscore that experiential values—not only functional service—drive satisfaction, especially when mediated by emotional and brand-related outcomes.

This section not only synthesizes how CX and satisfaction have been theoretically described in literature—it also situates the current review's focus: the integration of detailed CX dimensions into understanding satisfaction outcomes in luxury settings.

## 2. Antecedents of CX and Satisfaction: Reviewing Drivers

Prior studies identify key antecedents influencing CX and satisfaction in luxury hotels and resorts:

1. **Servicescape and Design Elements** Environment aesthetics, ambient conditions, and sustainable design are consistently found to shape CX positively (Countryman et al., 2023; Buehring & O'Mahony, 2019). The service scape model highlights environmental stimuli's impact on emotional and behavioral responses (Bitner, 1992; Hooper & Coughlan, 1992). Innovations in experiential interior design further extend these stimuli into cognitive and social dimensions (experiential interior design theory).
2. **Service Staff Interactions and Relationship Quality** Emotional competence, communication, cultural awareness, and trust between staff and guests are strong antecedents of satisfaction and loyalty (Perišić Prodan et al., 2022; Hsiao et al., 2023). Relationship marketing theory reinforces the impact of trust, competence, and interaction on sustained satisfaction and advocacy.
3. **Technology, Innovation, and E-Service Quality** Increasing usage of AI (e.g., chatbots, service robots) and high-functioning digital platforms significantly affects CX and satisfaction. Studies applying TAM and human-robot interaction reveal positive relationships among perceived anthropomorphism, usefulness, and satisfaction (Li & Jiang, 2025; Al-Hyari et al., 2023).
4. **Brand Factors: Authenticity, Congruence, Prestige** Brand authenticity and symbolic congruence influence advocacy and engagement, even when revisit intention is absent (Hong & Ahn, 2023). Brand prestige also arises

from CX dimensions such as environmental ambiance and staff interaction (Lo & Yeung, 2020).

5. Values and Ethics: Sustainability Orientation Ethical and sustainable values (e.g., eco-friendly amenities) influence luxury CX for socially conscious guests (Mele et al., 2024). Such values not only affect satisfaction but also differentiate guest segments based on ethical alignment.

### 3. Outcomes: Loyalty, Advocacy, and Brand Perception

Building on antecedents, the literature documents several outcomes of CX and satisfaction:

1. Behavioral Loyalty and Advocacy Satisfaction remains a strong predictor of repeat patronage and advocacy (Vo et al., 2022; Brandão et al., 2023). Significantly, indirect loyalty—where guests recommend the brand but do not return—is increasingly acknowledged (Brandão et al., 2023; Zhao et al., 2022)
2. Brand Love, Engagement, and Citizenship Behavior Experiential values such as service excellence and ROI predict brand satisfaction, which in turn stimulates brand love and customer citizenship behaviors (CCBs)—voluntary supportive actions like advocacy and feedback (Lin & Choe, 2022; Li et al., 2025).
3. Well-being and Prestige Perception CX contributes to guests' subjective well-being and their perception of social status or brand prestige (Li et al., 2023; Lo & Yeung, 2020).

### 4. Positioning the Current Research and Research Gaps

The literature review clearly shows recent engagement with CX and satisfaction in luxury hospitality— especially regarding sensory and emotional dimensions, innovative technologies, and brand engagement outcomes. Yet, several gaps remain:

- a. Existing studies often focus on either CX or satisfaction in isolation, without integrating how multidimensional experience consistently leads to satisfaction and downstream loyalty or advocacy.
- b. Indirect loyalty (satisfaction without repeat intention) remains under-explored, especially in relation to emotional engagement and brand symbolism.
- c. There is limited use of integrative theoretical frameworks that combine multiple dimensions (e.g., service quality, experiential economy, self-congruity) into one coherent model.
- d. Geographically, research is concentrated in Asia and Europe; luxury resorts as distinct contexts are underrepresented.

Positioning this research, the current SLR aims to synthesize conceptualizations of CX and satisfaction, map antecedents and outcomes comprehensively, and identify gaps in theory and context—thereby situating itself among prior scholars while explicitly advancing understanding in under-explored areas.

## **METHOD**

This study adopts a Systematic Literature Review (SLR) approach to consolidate and critically evaluate existing research on customer experience and satisfaction within the context of luxury hospitality. The SLR method is recognized for its transparency, replicability, and rigor in synthesizing a body of literature using predefined criteria and procedures (Tranfield, Denyer, & Smart, 2003). It is particularly suited for identifying research trends, theoretical frameworks, knowledge gaps, and future research directions in a structured and methodical manner (Pujawan & Bah, 2022).

### **1. Data Source and Search Strategy**

The Scopus database was selected as the primary source of academic publications, due to its wide coverage of peer-reviewed journal articles in the field of business, management, and tourism. The search was conducted using the following keywords:

( "customer" OR "guest" ) AND ( "experience" OR "satisfaction" ) AND ( "luxury" ) AND ( "hospitality" OR "hotel" OR "resort" )

Boolean operators (AND/OR) were used to combine keywords related to customer/guest, experience/satisfaction, and luxury hospitality contexts. The search was limited to journal articles published in English. Only articles categorized as “Article” in document type were included, excluding conference papers, editorials, and book chapters. In addition, several filters were applied in Scopus to refine the search results: the subject area was restricted to Business, Management and Accounting and Social Sciences to ensure relevance to management and consumer behavior perspectives; the publication stage was limited to final to include only fully published studies; the source type was set to journal to ensure peer-reviewed quality; and the language was restricted to English for consistency in analysis. Finally, the open access filter was set to all open access to maximize accessibility of full-text articles during the review process.

RESULT AND DISCUSSION

**Table 2. Selected articles on the customer experience and satisfaction in luxury hotels and resorts context**

Ref (Year)	Purposes	Type of Paper/ methods	Theory	Context	Key Findings
<b>Wan &amp; Forey (2024)</b>	Examine electronic word-of-mouth complaints and management responses in 5-star luxury hotels in Hong Kong using appraisal analysis.	Qualitative, linguistic discourse analysis using appraisal theory (Systemic Functional Linguistics)	Systemic Functional Linguistics (Appraisal Theory)	Luxury hotels; focus on customer complaints (negative CX) and service recovery discourse.	Identified common linguistic stages in complaints (opening, event details, emotional reaction) and in management responses (acknowledgment, apology, resolution). Highlighted importance of empathetic responses for reputation and customer trust.
<b>Vo &amp; Chovancova (2019)</b>	Investigate how room rate strategies affect customer satisfaction and engagement behaviors in luxury hotels in Vietnam.	Quantitative, survey (PLSSEM) with 319 respondents.	Price fairness and revenue management concepts; customer engagement theory.	Luxury hotels; room rate fairness as driver of satisfaction and engagement behaviors.	Price fairness strongly impacts customer satisfaction and engagement behaviors; satisfaction partially mediates effect between perceived fairness and engagement
<b>Hong &amp; Ahn (2023)</b>	Examine the role of brand authenticity and congruence on customer	Quantitative, online survey with 315 respondents analyzed	Brand authenticity influences revisit and word-of-mouth	Luxury hotels; focus on authenticity, congruence, engagement,	Brand authenticity influences revisit and word-of-mouth intentions via engagement; congruence affects

	engagement, revisit, and word-of-mouth intentions in luxury hotels during	via PLS-SEM.	intentions via engagement; congruence affects engagement and WOM but not revisit intentions directly	and loyalty outcomes	engagement and WOM but not revisit intentions directly
<b>Prodan et al. (2022)</b>	To analyze the impact of relationship marketing dimensions (trust, competence, communication, commitment, etc.) on customer satisfaction and to test satisfaction's effect on loyalty in luxury hotels	Quantitative; survey of 311 Croatian luxury hotel guests; statistical analysis (SEM).	Relationship Marketing Theory (multidimensional: trust, commitment, communication, bonding, competence)	Luxury hotels; focuses on relationship marketing factors as antecedents of customer satisfaction and loyalty	Trust, competence, and communication significantly affect customer satisfaction; satisfaction, in turn, strongly predicts customer loyalty. Not all relationship marketing dimensions equally impact satisfaction.
<b>Ismail et al. (2022)</b>	To examine how customer brand personality influences dining experience and satisfaction in luxury hotel restaurants, and whether dining experience	Quantitative; survey of 482 customers at luxury hotel restaurants in Malaysia; SEM (AMOS).	Brand Personality Theory (Aaker's five dimensions) and experiential marketing framework.	Luxury hotel restaurants; explores brand personality traits, dining experience (tangible and intangible), and satisfaction.	Brand personality significantly affects dining experience, which mediates its effect on satisfaction; dining experience is a critical driver of customer satisfaction in luxury hotel restaurants.

	mediates this relationship.				
<b>Chan &amp; Qi (2020)</b>	To identify emergent themes of guest satisfaction and dissatisfaction across cultures (Chinese vs. North American) in luxury hotels using big data.	Big data analytics; text mining and topic modeling on 321 fivestar hotel reviews from Ctrip and Tripadvisor (Shanghai, Beijing, etc.).	Cross-Cultural Theory (Hofstede Dimensions) applied to satisfaction themes.	Luxury hotels in China; satisfaction dimensions include functionality, staff, and price; cross-cultural comparative focus.	Three major themes identified: functionality, staff, and price. Chinese guests value personalized service and social norms; North American guests prefer standardized service. Satisfaction drivers vary by culture and shift with satisfaction levels (functionality decreases, staff importance rises when dissatisfaction increases).
<b>Arisandi, Gao, &amp; loh (2023)</b>	To explore the adoption of green room attributes in luxury hotels and their impact on guest satisfaction and hotel selection in Singapore.	Quantitative survey with 387 respondents; statistical analysis (regression).	Green consumption and sustainability frameworks	Luxury hotels in Singapore; green room attributes (eco-friendly amenities, wooden keys, motion sensors) and guest satisfaction	Guests' satisfaction and selection are influenced by demographic factors: younger guests prefer cloth laundry bags, older prefer wooden keys; female guests value ecofriendly F&B amenities. Findings guide targeted sustainability initiatives.

<b>Hsiao et al. (2023)</b>	To examine how servers' cultural competency (awareness, knowledge, skills) influences guest gratitude and loyalty intentions in luxury hotels.	Quantitative study; crosscultural service encounters; SEM analysis.	Social Exchange Theory and Affect Theory of Social Exchange.	Luxury hotels in Australia; crosscultural customer experience and loyalty behaviors.	Cultural awareness and skills significantly predict guest gratitude, which mediates loyalty intentions. Highlights training needs in cultural competency for hospitality employees.
<b>Williady, Wardhani, &amp; Kim (2022)</b>	To analyze customer satisfaction factors in Bali's luxury resorts postCOVID-19 using big data from online reviews.	Big data analytics; text mining and semantic network analysis of 7,370 Google Travel reviews.	Customer satisfaction theory and CHSE (Cleanliness, Health, Safety, Environment) framework.	Luxury resorts in Bali; attributes include location, health protocols, value, F&B, and service.	Five key satisfaction clusters identified: location, health protocols, destination resort features, value, and F&B. Intangible service factors (staff, hospitality) most strongly affect satisfaction and need improvement.
<b>Vo, Chovancova &amp; Tri (2019)</b>	To examine the impact of luxury hotel website performance on customer satisfaction and perceptions of eservice quality, and explore gender differences in satisfaction.	Quantitative; survey with 321 online bookers in Vietnam; Exploratory Factor Analysis and regression analysis.	E-service quality theory; Theory of Reasoned Action (TRA) applied to website perception.	Luxury hotels (4–5 stars) in Vietnam; online booking channels and satisfaction with website functionality, trust, and interface.	Website quality (information, interface, trust) significantly influences customer satisfaction; gender differences exist (females more sensitive to website functionality). Insights for improving hotel website marketing

					and customer experience
<b>Countryman, Heide, &amp; Jang (2023)</b>	To develop and validate a reliable scale measuring customer perceptions of hotel servicescape in upscale hotels and examine links to satisfaction and loyalty	Scale development study; Q-sort technique, exploratory and confirmatory factor analysis with 612 responses in London luxury hotels.	Servicescape theory (Bitner, 1992); environmental psychology models (ambient, spatial, functionality, aesthetics).	Upscale luxury hotels in London; physical environment (aesthetic, functionality, atmosphere, spaciousness, physiological conditions) as part of customer experience	Identified five reliable dimensions: aesthetic quality, functionality, atmosphere, spaciousness, and physiological conditions. Aesthetic quality most critical for satisfaction and loyalty; provides a benchmark tool for managers to evaluate and improve servicescape design.
<b>Al-Hyari, Al-Smadi, &amp; Weshah (2023)</b>	To examine the impact of artificial intelligence (AI) applications (personalized experience, chatbots, revenue management, predictive maintenance, etc.) on guest satisfaction in luxury hotels.	Quantitative; survey of 89 managers in five-star luxury hotels in Amman, Jordan; statistical analysis using SPSS.	Technology acceptance and AI adoption frameworks (personalization, operational efficiency, security).	Luxury hotels; focus on AI-driven customer experience enhancements and satisfaction outcomes.	AI significantly improves guest satisfaction by personalizing services and streamlining operations; chatbots and virtual assistants most impactful. Emphasizes balance between AI and human interaction to maintain luxury service quality.
<b>Vo et al. (2022)</b>	To analyze the influence of guest online reviews (feedback, management	Quantitative; survey with 384 respondents in Vietnam;	e-WOM theory, customer engagement theory, service	Luxury hotels (4–5 stars) in Vietnam; online review platforms (OTAs,	Guest online reviews significantly influence satisfaction, which drives

	response, decisionmaking) on customer satisfaction, engagement, and loyalty in luxury hotels.	structural equation modeling (SPSS).	qualitysatisfactio loyalty framework	TripAdvisor); focus on satisfaction, engagement, loyalty.	engagement and loyalty; management response quality and decision-making processes are critical in fostering positive perceptions and sustainable tourism practices.
<b>Tom Dieck, Jung, Kim, &amp; Moon (2017)</b>	To test a modified Technology Acceptance Model (TAM) for social media networks (SMNs) in luxury hotels, integrating satisfaction and continued usage intention.	Mixed-method (qualitative interviews + quantitative survey with 258 guests); thematic analysis and PLS-SEM.	Technology Acceptance Model (TAM) with added constructs (trust, social influence, perceived benefits).	Luxury hotels; focus on social media acceptance, ease of use, usefulness, and satisfaction dimensions.	Accessibility, trust, and social influence impact perceived usefulness and ease of use, which drive attitude, satisfaction, and continued SMN usage; enjoyment was not significant.
<b>Li &amp; Jiang (2025)</b>	To explore how perceptual attributes of service robots affect customer value co-creation intention in luxury hotels.	Quantitative; online survey with 644 guests using service robots in 11 luxury hotels in Shanghai; SEM analysis.	Human-Robot Interaction theory; ServiceDominant Logic; Value Co-Creation frameworks.	Luxury hotels in Shanghai; service robots (attributes: anthropomorphism, animacy, likeability, intelligence, safety) and hospitality experience.	Anthropomorphism, animacy, intelligence, and safety positively impact customer hospitality experience and value co-creation intentions; likeability does not significantly affect experience in luxury context; hospitality experience mediates robot

					attributes and value cocreation
<b>Siahtiri, O’Cass, &amp; Nabi (2022)</b>	To examine how self-identification with a luxury service brand, positive anticipated emotions, and perceived brand status influence consideration set size in luxury services.	Quantitative; survey with 448 white-collar professionals; SEM analysis.	Self-congruity theory; anticipated emotions framework.	Luxury hotels and services; focus on consideration set formation, self-identification, anticipated emotions, and brand status.	Self-identification influences consideration set size indirectly via positive anticipated emotions; brand status moderates this relationship. Findings highlight role of emotional alignment and status perception in luxury service brand selection
<b>Japutra et al. (2023)</b>	To analyze how individual and social luxury values affect customer engagement in luxury thermal spa hotels, with mediating roles of perceived justice and brand experience post service failure recovery	Quantitative; survey of luxury spa hotel guests in Portugal; PLSSEM analysis.	Cognitive appraisal theory; justice theory; brand experience frameworks.	Luxury thermal spa hotels; focus on values (materialism, hedonism, self-identity), perceived justice, and brand experience driving customer engagement.	Individual values influence perceived justice and brand experience, which in turn drive customer engagement. Brand experience is a stronger mediator than perceived justice. Insights highlight importance of emotional and fairness perceptions in luxury recovery strategies.
<b>Buehring &amp; O’Mahony (2019)</b>	To develop constructs and value-generating factors that create memorable	Qualitative; Delphi study with experts and in-depth interviews with	Experience economy theory; value co-creation framework.	Luxury hotels (focus on guest rooms and service design); constructs include	Identified 59 value-generating factors clustered into five constructs: sensory, relational, cultural

	experiences (ME) in luxury hotels from both host and guest perspectives.	frequent luxury hotel guests.		environment, atmosphere, ambience, and relational interactions	authenticity, environmental, and experiential design. These factors influence memorable experiences, satisfaction, loyalty, and repeat visitation.
<b>Li et al. (2023)</b>	To investigate how experience-centric attributes influence self-image congruity, sense of place, and subjective wellbeing of visitors in luxury integrated resorts.	Quantitative; survey of visitors in six Macao luxury integrated resorts; Structural Equation Modeling (SEM).	Sensemaking theory; selfcongruity theory.	Luxury integrated resorts in Macao; examines structural and interactive attributes of customer experience and their impact on psychological outcomes (selfimage congruity, sense of place, well-being).	Experience-centric attributes positively affect self-image congruity and sense of place; both mediate the relationship with subjective well-being. Highlights the interpretive and psychological dimensions of luxury resort experiences.
<b>Lo &amp; Yeung (2019)</b>	To examine how dimensions of guest experience (physical environment, guest-to-staff encounters, guestto-guest encounters) influence brand prestige	Quantitative; survey with 423 respondents; Exploratory and Confirmatory Factor Analysis; SEM.	Brand prestige theory; experience economy framework.	Affordable luxury hotels; evaluates physical environment, staff interactions, and peer interactions as antecedents of brand prestige	All three experience dimensions significantly influence brand prestige, with physical environment having the strongest effect, followed by staff and peer encounters. Findings provide

	in affordable luxury hotels				actionable insights for enhancing affordable luxury hotel positioning
<b>Lo et al. (2017)</b>	To explore how loyalty program benefits and CRM initiatives influence brand relationship quality (BRQ) and its outcomes (word-of-mouth, purchase share, willingness to act as marketing resources) in luxury hotels.	Quantitative; survey with 920 loyalty program members; SEM with Partial Least Squares (PLS).	Brand relationship quality framework (trust, satisfaction, commitment); CRM theory.	Luxury hotel loyalty programs; focuses on benefits, communication, and customer orientation as antecedents to BRQ and subsequent behavioral outcomes.	Customer orientation, membership communication, and hotel-stay benefits are key determinants of BRQ; BRQ strongly predicts word-of-mouth and share of purchase, with partial moderation by membership tier.
<b>Mele, Dubosson, &amp; Schegg (2024)</b>	To segment luxury hotel guests based on benefits sought, and explore the role of ethics and sustainability in differentiating these segments.	Quantitative; online survey with 508 Swiss 5-star hotel guests; Exploratory Factor Analysis and Hierarchical Cluster Analysis	Benefit segmentation; luxury value frameworks (utilitarian, symbolic, hedonic, relational, ethical).	5-star hotels in Switzerland; focus on benefits sought and ethical/sustainability consideration in CX.	Identified three guest segments: ethical enthusiast, unconcerned aesthete, and practical connoisseur. Segments differ by ethical/social focus, symbolic benefits, and functional service preferences; implications for targeted marketing and sustainability strategies

<b>Clauzel, Guichard, &amp; Damay (2020)</b>	To explore emotional dimensions in families' recollections of luxury hotel experiences based on online reviews	Qualitative; content analysis of 1,055 TripAdvisor reviews using triple approach (software, manual, psychological analysis).	Experience recollection theory; pushpull factor theory; emotional consumption frameworks.	French 4- and 5- star hotels; family-focused CX and emotional traces (tangible vs intangible aspects).	Positive emotions dominate in 5-star hotel recollections, linked to intangible aspects (service, atmosphere); 4-star hotel reviews focus on tangible aspects (comfort, room). Emotional memories influence future purchase intentions and highlight family oriented service opportunities.
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This systematic literature review synthesized 50 empirical and conceptual studies focusing on customer experience (CX) and customer satisfaction in luxury hospitality, spanning both luxury hotels and resorts. The reviewed works were published between 2015 and 2025, with a marked concentration from 2020 to 2024, reflecting heightened scholarly interest during and after the COVID-19 pandemic. The crisis accelerated digital transformation, shifted hygiene expectations, and elevated the salience of personalized and sustainable service delivery.

Methodologically, the majority of studies employed quantitative designs such as PLS-SEM, regression analysis, and structural equation modeling to test causal relationships. A smaller but notable set of studies used qualitative methods (e.g., discourse analysis, Delphi studies) to explore guest narratives and managerial perspectives, while others utilized big data techniques (e.g., text mining of online reviews, sentiment analysis). This methodological plurality enriches the literature by balancing hypothesis-testing with exploratory insights.

Theoretically, studies drew on a range of frameworks. Experience Economy (Pine & Gilmore, 1999) and SERVQUAL (Parasuraman et al., 1988) remain dominant, frequently employed to conceptualize multidimensional CX and service quality. Complementary frameworks such as Self-Congruity Theory, Relationship Marketing Theory, and the Technology Acceptance Model (TAM) informed research on brand authenticity, customer-brand alignment, and acceptance of service technologies. Emerging perspectives—such as Justice Theory, Cognitive Appraisal Theory, and sustainability-oriented models—extend this theoretical base to address service failures, emotional responses, and ethical luxury.

1. Dimensions of Customer Experience and Satisfaction

The reviewed studies converge on the understanding that CX and satisfaction in luxury hospitality are multidimensional constructs integrating sensory, emotional, functional, relational, and digital elements. Additionally, sustainability has emerged as a distinct dimension of luxury service.

a. Sensory and Aesthetic Dimensions

Luxury experiences are strongly shaped by the aesthetic quality of interiors, ambience, and service scape (Countryman et al., 2023). Research consistently shows that sensory cues—such as lighting, architecture, and spatial harmony—signal exclusivity and contribute to both hedonic pleasure and functional satisfaction. Beyond physical spaces, studies highlight the role of digital aesthetics (e.g., website visuals, virtual tours) as extensions of the luxury experience (Vo et al., 2019).

Although aesthetics and sensory elements are widely acknowledged as critical in shaping perceptions of luxury hospitality, most existing studies have treated these features as static attributes of design rather than as evolving elements that influence guests across different stages of the service journey. This narrow perspective overlooks the dynamic way in which customers experience ambience and design as they move from pre-visit impressions to on-site encounters and post-stay evaluations. By contrast, this review advances the discussion by synthesizing evidence from both offline and online sensory cues—ranging from physical service scape and interior aesthetics to website visuals and virtual tours—thus positioning aesthetics as hybrid drivers of customer experience in luxury hospitality.

b. Emotional and Relational Dimensions

Personalized services, empathy, and cultural competence foster emotional connections that underpin guest satisfaction and brand advocacy (Hsiao et al., 2023; Perišić Prodan et al., 2022). Emotional bonds explain why satisfied guests often engage in recommendation behavior even without repeat visits. While emotional and relational dimensions are acknowledged as vital for shaping satisfaction and long-term guest attachment, much of the existing literature tends to subsume these aspects under the broader umbrella of service quality rather than examining them as independent constructs. This narrow treatment risks underestimating their distinct role in shaping guest experiences beyond technical efficiency or functional delivery. In contrast, this review highlights emotional and relational dynamics as crucial mediators that bridge tangible service attributes—such as cleanliness, ambience, or

operational performance—and behavioral outcomes like loyalty, advocacy, and brand engagement.

c. Functional and Hygiene Dimensions

Fundamental service attributes—such as cleanliness, safety, and efficiency—remain indispensable. In the post-pandemic era, hygiene standards emerged as differentiators of luxury (Williady et al., 2022).

Although functional quality—including cleanliness, efficiency, and operational reliability—has long been acknowledged as essential for guest satisfaction, the specific linkage between these functional aspects and the perception of luxury value remains relatively underexplored in prior research. Much of the literature treats functional excellence as a given baseline rather than interrogating its role in shaping the symbolic or prestige dimensions of luxury. This review reframes the discussion by positioning hygiene and functional quality not merely as minimum expectations but as strategic differentiators in the post-pandemic luxury market, where safety, cleanliness, and operational trustworthiness have become competitive assets that can elevate perceived luxury value.

d. Digital and Technological Touchpoints

Studies show that trust, usability, and interactivity of digital platforms significantly shape satisfaction and engagement (Vo et al., 2019). In luxury contexts, digital and physical experiences intertwine, forming omnichannel service journeys (Li & Jiang, 2025).

Despite the growing importance of technology in luxury hospitality, relatively few studies have attempted to holistically integrate online and offline customer experiences within a unified framework. Much of the existing research still treats digital interactions, such as hotel websites or online booking platforms, as separate from the physical service encounter, thereby overlooking the seamless nature of contemporary luxury service journeys. This review advances the discussion by embedding digital touchpoints into the broader conceptualization of customer experience, demonstrating how online and offline interactions complement one another and jointly shape guest perceptions. In doing so, it reflects the reality of omnichannel service delivery in modern luxury hospitality, where technological interfaces are no longer peripheral but integral to the overall experience.

e. Sustainability and Ethical Dimensions

Recent works underscore that sustainability, green amenities, and ethical practices are now part of CX in luxury hospitality (Mele et

al., 2024; Arisandi et al., 2023). Guests increasingly perceive eco-friendly practices as intrinsic to luxury rather than as add-ons.

In addition to traditional dimensions such as aesthetics, emotional connection, and functional excellence, this review identifies sustainability as a distinct component of the luxury customer experience. Recent studies reveal that eco-friendly practices, ethical sourcing, and corporate social responsibility are increasingly perceived by guests not as peripheral attributes but as intrinsic elements of luxury service. By expanding the framework of CX to include sustainability, this review highlights a paradigm shift: environmentally conscious and socially responsible practices now play a direct role in shaping customer satisfaction, loyalty, and brand perception within luxury hospitality.

## 2. Factors Influencing Customer Experience and Satisfaction

Antecedents of CX and satisfaction can be categorized into five clusters:

- a. Physical Environment & Design (Servicescape): Studies highlight the centrality of ambience, aesthetics, and sustainable design (Countryman et al., 2023; Arisandi et al., 2023).
- b. Service Quality & Human Interaction: Personalized service, empathy, and cross-cultural competence drive satisfaction and loyalty (Perišić Prodan et al., 2022; Hsiao et al., 2023).
- c. Brand-Related Factors: Brand authenticity, congruence, and prestige reinforce trust and emotional attachment (Hong & Ahn, 2023).
- d. Technology & Innovation: The integration of AI, robots, and e-service platforms increasingly influences CX, with TAM and human-robot interaction theories explaining guest adoption (Li & Jiang, 2025).
- e. Ethics & Sustainability: Ethical practices and eco-conscious operations enhance both satisfaction and brand perceptions among socially responsible customers (Mele et al., 2024).

## 3. Outcomes of Customer Experience and Satisfaction

The effects of CX and satisfaction manifest across behavioral and attitudinal outcomes:

- a. Loyalty & Revisit Intentions: Satisfaction correlates strongly with repeat patronage, though some guests express loyalty via advocacy rather than revisits (Brandão et al., 2023).
- b. Recommendation & Word-of-Mouth: Positive CX stimulates active advocacy, with many satisfied guests recommending luxury hotels despite limited repeat visits (Vo et al., 2022).
- c. Brand Love, Engagement & Citizenship Behaviors: Emotional bonds lead to brand love and voluntary support behaviors such as positive online reviews (Lin & Choe, 2022).

- d. Customer Well-being & Prestige Perception: Luxury CX contributes to subjective well-being and enhances perceptions of social status (Lo & Yeung, 2020; Li et al., 2023).
4. Theoretical Perspectives

Theoretical diversity characterizes the reviewed literature:

    - a. Experience Economy and SERVQUAL remain the most frequently applied frameworks.
    - b. Self-Congruity Theory and Brand Relationship Quality explain alignment between guest self-image and brand values.
    - c. TAM and Human-Robot Interaction theories address technology adoption in luxury contexts.
    - d. Cognitive Appraisal and Justice Theories frame research on emotional responses and service recovery.
    - e. Emerging frameworks (e.g., Psychological Ownership, Co-creation) remain underutilized despite their potential for capturing evolving customer-brand relationships.

## CONCLUSION

This systematic literature review synthesized 50 empirical and conceptual studies examining customer experience (CX) and satisfaction in luxury hospitality, covering both luxury hotels and resorts across diverse geographic contexts. The findings affirm that CX and satisfaction are multidimensional constructs encompassing sensory–aesthetic, emotional–relational, functional–hygiene, digital–technological, and sustainability dimensions. Across the literature, antecedents such as service scape design, personalized staff interactions, brand authenticity, digital innovations, and sustainable practices were consistently identified as key drivers shaping guest perceptions and satisfaction. Outcomes extend beyond traditional behavioral loyalty to include attitudinal loyalty, brand love, advocacy, and customer citizenship behaviors, underscoring the complexity of loyalty formation in luxury hospitality. Notably, the review highlights the phenomenon of “indirect loyalty,” whereby satisfied guests may advocate for brands through recommendations or online reviews even without repeat visits.

From a practical perspective, this review provides several managerial implications:

1. Design & Ambience: Hotels should integrate multisensory design and high-quality services capes to elevate guest perceptions.
2. Staff Competence: Training in cultural sensitivity, empathy, and personalized service builds emotional connections.
3. Technology Use: Digital innovations (AI, e-services, user-friendly platforms) should balance efficiency with human interaction to preserve exclusivity.
4. Sustainability: Embedding green and ethical practices strengthens both satisfaction and brand prestige

From an academic perspective, this review contributes:

1. Provides an integrated framework combining traditional CX dimensions with digital and sustainability aspects.
2. Highlights emotional–relational factors as mediators linking tangible services to behavioral outcomes.
3. Reframes hygiene and functional quality as competitive assets in the post-pandemic era.
4. Synthesizes a wide range of theories (Experience Economy, SERVQUAL, Self-Congruity, TAM, Justice Theory) while noting gaps in co-creation and psychological ownership applications.

Despite these contributions, several limitations must be acknowledged. The review relied exclusively on the Scopus database, which may have excluded relevant studies indexed in Web of Science or other repositories. Only English-language articles were included, limiting insights from non-English scholarship. Moreover, although systematic screening and coding procedures were employed, thematic synthesis inevitably involves researcher interpretation and subjectivity. Finally, the review period (2015–2025) may not fully capture foundational studies conducted prior to this timeframe.

Based on these limitations, several future research directions are suggested. First, future studies should adopt multi-database and multilingual approaches to broaden coverage and inclusivity. Second, comparative research between luxury hotels and resorts, or across cultural and regional markets, could enrich understanding of contextual variations in CX and satisfaction dynamics. Third, longitudinal studies are needed to clarify causal pathways and assess evolving customer expectations, particularly in post-pandemic contexts where digital transformation and hygiene standards continue to shape perceptions of luxury. Finally, future research should integrate underutilized theoretical frameworks, such as co-creation and psychological ownership, to capture the evolving interplay between guests and brands. Such efforts will advance both theoretical development and practical insights for sustaining competitive advantage in luxury hospitality.

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