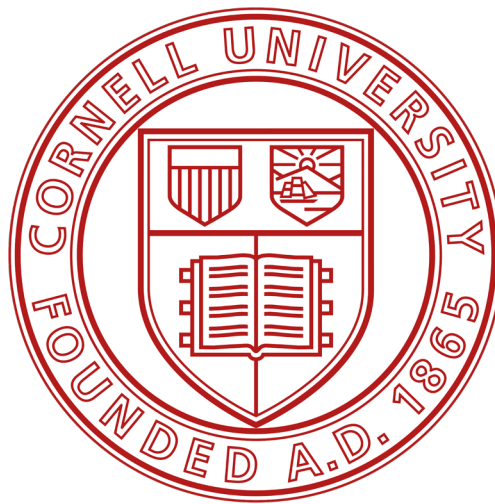# Employee Perceptions of the Work Environment and Customer Perceptions of Service Quality

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May 2018

Employee Perceptions of the Work Environment and Customer Perceptions of Service Quality

by

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Employee Perceptions of the Work Environment and Customer Perceptions of Service Quality

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ABSTRACT

While research has shown there is a significant relationship between strong human resource (HR) practices and enhanced firm performance (e.g., Tracey, 2014), there is much to be learned about the processes by which this relationship is established and sustained over time. In the hospitality industry, one of the most important indicators of firm performance is customer perceptions and reactions to their service experiences. And while there is some evidence which shows that employee perceptions are significantly related to customer perceptions (e.g., Schneider and Bowen, 1995; Schneider, White, and Paul, 1998), additional inquiry is needed to examine the specific types of employee perceptions that may be most relevant to customer perceptions of their service experiences. Based on the research that has examined "high performance work systems" (e.g., Huselid, 1995; Tracey, 2014), I considered five specific types of employee perceptions that may have particular relevance in hospitality work settings: firm culture, work life balance, pay and benefits, job security and advancement, and management. Based on a sample of N=(197) from five major cities in the U.S., the results from an analysis of data gathered from two social media sites - Indeed.com for employee perceptions, and Expedia.com for customer perceptions - showed that firm culture was consistently and significantly related to customer perceptions of service quality. I also found that some of the other employee perception dimensions appeared to be relevant in some markets but not others. The results demonstrate the need to consider specific types of work-related influences, especially for prioritizing opportunities for improvement. In addition, the findings suggest that some types of employee perceptions may be more generally relevant (e.g., organizational culture), where other types of employee perceptions may be more locally relevant (e.g., pay and benefits).

AUTHOR'S BIOGRAPHY

Vikki Vaswani, School of Hotel Administration, SC Johnson College of Business, Class of 2018, strives to become a global intrapreneur who brings innovation and dynamism into her work. Vikki is majoring in Hotel Administration with a concentration in Entrepreneurship.

Vikki has been interested in hospitality and travel from a young age. Through the process of planning her travel endeavours, many of her decisions were influenced by online reviews of service quality. From experience, she has found that service is the defining aspect of a great experience. Researching how hospitality companies can excel in delivering superior customer service would allow her to help other firms achieve quality service.

During her time at Cornell, Vikki has led and engaged in a variety of organizations. Serving as the President of the Society for India allowed her to promote culture and awareness. Vikki was inducted into Ye Hosts in Fall 2016 where she joined the Latin Honors Program with a research focus on human resource strategy. She also led industry projects for Cornell Hospitality Consulting and events for Ye Hosts Honorary Society. In addition to her leadership involvement, Vikki loves to engage in new challenges and partook as an interim member of Cornell's Women's Rugby Football Club, Bollywood Fusion Dance Team, and Spa & Wellness Association. Moreover, Vikki served as a teaching assistant for several SHA courses.

Vikki wants to achieve a global outlook having worked in Hong Kong, Singapore, and Texas. In Hong Kong, she interned at Cievents and Bank J Safra Sarasin. In Singapore, she discovered the relationship between finance and hospitality as a private banking intern at Bank of Singapore. She then pursued her passion for strategy and luxury fashion as a Marketing Strategy Intern at Neiman Marcus in Dallas. After graduation, Vikki will explore her interest in brand and innovation strategy consulting with Vivaldi in New York City.

This research is dedicated to

Professor John Bruce Tracey,

My Family,

& the School of Hotel Administration,

who have provided me with the

means and inspiration to thrive in my education**.**

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INTRODUCTION

Zappos. LinkedIn. Lyft. What do these firms have in common? Each are long-term

successful companies that hold a history of strategically investing resources in human capital.

Long-term strategic advantages can be created through the powerhouse of the organization – the

employees. Previously, the human resources department was widely viewed as a pure cost

center, merely reduced to a line item on a firm's balance sheet (Tracey, 2010). Companies now

view human resources as an area of opportunity to create lasting competitive advantages

throughout an organization. To capture this opportunity and establish long-term success, a firm's

human capital be unique, rare, and not easily replicated by competitors or technological

advancements (Wright and McMahan, 1992). Indeed, the benefits of a strong workforce is

critically important, especially in the hospitality industry. Characteristics of the industry that

contribute to significant human resource challenges include: the intangible nature of services,

high fixed costs, and reliance on lower-wage workers (Tracey, 2014). Building strategic

advantages in the human resources function can facilitate increased employee productivity and

guest satisfaction. These benefits positively impact the longevity of a firm in both regards of

non-financial and financial metrics of performance (Huselid, 1995).

For companies in the hospitality industry, the 1970s management mantra has shifted from

originally focusing on capturing market share, to now focusing on the new economies of service

(Heskett, Jones, Loveman, Sasser, and Schlesginer, 2008). Effective service organizations focus

their strategies on the drivers of firm performance, rather than the outcomes of firm performance.

Specifically, hospitality companies that outperform their competitors focus on building strong

employee capabilities and engagement. If employees are capable and engaged in their work, an efficient and high-quality service environment is created, which in turn has a positive influence on customer perceptions and behaviors. If the ongoing customer experience is positive, then customers become loyal and provide hospitality firms with a predictable source of revenue. This process is explained and supported by the Service-profit Chain, a framework that was developed by Heskett, Sasser, and Schlesinger (1997) and demonstrates the importance of investing in human capital.

As indicated above, two main drivers of hospitality firm performance are employee engagement and customer satisfaction (Chi and Gursoy, 2009). Engaged and satisfied employees respond to and meet customer needs. When employees deliver an exceptional experience to guests, firms are able to retain those customers and remain competitive (Gursoy and Swanger, 2007). If customer satisfaction is based on part on employee engagement and satisfaction, then firms must be able to attract and hire employees that are able to fulfill their customer-specific job responsibilities in a consistent and high-quality manner. As such, firms must make smart investments in the HR functions, and evidence demonstrates that several practices may have a substantial impact on employee engagement and satisfaction, including: on-the-job and development-focused training, a strong and positive organizational culture, effective and supportive leadership, jobs that are designed to maximize person- and firm-fit, and work-life balance (e.g., Voorde, Paauwe, and Veldhoven, 2012; Boselie et al., 2005; Wall and Wood 2005).

Employee interactions with guests determine an individual hotel property's reputation and reviews. Companies must place an emphasis on fostering a positive environment within the

workplace to encourage exceptional service by employees in the hospitality industry (e.g., Heskett, Sasser, & Schlesinger, 1997). Building upon the earlier description, the service-profit chain indicates that employees who are satisfied within their workplace environment and are committed to organizational goals are more likely to deliver superior service. Therefore, for a hotel brand to remain successful, investments into human resource strategy must be made to satisfy employees within their workplace.

To understand how companies can invest properly in HR, consideration must be given to the specific practices and activities that comprise the overall system. In general, a firm's HR strategy encompasses the following functional elements: planning, recruitment, selection, training and development, performance assessment, and reward and incentive systems (Huselid, 1995; Thomas, 1996; Boxall, 2003). Identifying how human resource strategy ties into each part of an employee's journey in interacting with the firm is beneficial to establishing human resource policies, practices, and systems. The process begins with employee recruitment. After the employee is hired, human resources strategies shape an employee's commitment and perspective towards the firm.

Beginning with the initial recruitment process, literature highlights that attaining the best talent early on translates to better company performance (Collins, 2001). How the company communicates and presents itself is a key part of the recruitment process and can be the determining factor of whether an individual applies to the firm (Barber, 1998). Investing capital into recruitment activities attracts a stronger pool of talent, thereby strengthening company performance (Becker & Huselid, 1998; Backhaus, 2004). Firms need to develop an understanding of the specific human resource strategies that most influence job seekers decision

to apply. From this understanding, companies can effectively plan resource allocation to implement effective human resource policies, practices, and systems. Introducing new strategies should not affect the consistency and authenticity of a firm's branding efforts (Tuzuner and Yuksel, 2009). Firms should remain true to their brand while they continue to communicate their distinct features to candidates. With a unique brand image, employees are more likely to apply to the firm.

This thesis examines the impact of employee perceptions about working in the luxury hotel sector of the U.S. hospitality industry (i.e. hotels qualifying as four and five-star properties). Specifically, I will examine the influence of five specific types of employee perceptions about HR practices that are associated with a firm's employment brand, and the impact of these perceptions on customer perceptions of service quality. This thesis will be divided into six sections. Following this introductory section, Section II will review existing human resource strategy theory and branding literature. A hypothesis and overarching research question will be formed based on research from employment branding. Section III presents the research design, including the sample, procedures and analyses. Section IV details the analytic results, including a series of correlation analyses that compare the focal employee workplace perceptions and customer comments and ratings of service quality. Section V discusses the general, strategic, and operational implications of the results, as well as limitations of this study. Section VI presents the summary and conclusions.

LITERATURE REVIEW

For a firm to have long-term successes, the organization must be able to achieve a sustained competitive advantage. One of the ways to create a lasting competitive advantage is to implement a set of policies, practice, and/or systems that competitors are not able to easily replicate (Barney, 1991). As noted earlier, companies like Zappos foster a corporate culture that encourages employee satisfaction. Culture-fit interviews during the selection process, dedicated training teams, and positive feedback loops for assessing individual performance are examples of human resource practices that Zappos has implemented. These practices contribute to employee satisfaction and engagement, and serve as a foundation for creating a competitive advantage. Indeed, firms that have developed a "human resource advantage" have adopted policies, practices, and systems that are specific to the management of human talent - clearly evident in companies like Zappos (Boxall, 1998).

Research from HR literature indicates that sustained competitive advantages can be established through various methods and areas of focus. In particular, it appears there are three primary approaches to long-term success: strategic human resources, the recruitment process, and employer branding (Becker and Huselid, 2006; Barney, 1991; Barber, 1998; Backhaus and Tikoo, 2004). Strategic human resource theory recognizes potential human resource practices that can be used to achieve a human resource advantage. The Service-profit Chain is a framework that has emerged to link human resource practices to internal service quality and employee perceptions (Heskett, Jones, Loveman, Sasser, and Schlesginer, 2008). Previously, research focused on the creation of a human resource advantage through attracting and retaining the best talent (Barber, 1998). However, this approach is a bit broad (e.g., Tracey, 2014) and as

such, more recent and promising research focuses on more specific types of employment practices. One of the more promising areas of research has focused on recruitment branding (Backhaus and Tikoo, 2004). The idea of branding and creating a strong employer brand can be carried throughout all human resource practices (Berthon, Ewing, Hah, 2005). This study focuses on how firms can create an employer brand, and the specific elements that may influence a wide array of employee perceptions.

Strategic Human Resources

Strategic human resource management focuses on the identification and development of human resource practices. With proper implementation, these practices can resolve corporate challenges and fulfill long-term company objectives. These objectives are focused on organizational performance rather than individual performance (Becker and Huselid, 2006). As noted above, the core elements of a strategic human resource system includes: planning, staffing, training, performance appraisal, and incentives. These practices can then be used to establish a work environment that is unique and distinctive, and if communicated effectively, employees will be committed to supporting and working toward the organizational goals (Damanpour, 1991; Laursen and Foss, 2003).

Research suggests that investment in HR practices, policies, and systems have a positive effect on both financial and non-financial metrics of performance (Huselid, 1995). Enhanced firm performance is a distal outcome of investments in human resource practices. Examples of these in-between outcomes include: realistic job previews resulting in a strong talent pool, consistent employer branding fostering employee commitment, and increased employee commitment leading to higher retention (Wanous, 1973; Crewson, 1997; Premack & Wanous,

1985). Early research analyzed the bivariate relationship between a firm's HR system (in general, as well as "bundles" of HR practices; cf. Huselid, 1995) and various indicators of firm performance. While the results were generally positive, it was not clearly evident how the firms' HR policies and practices created value and generated positive results. The service-profit chain is one process approach that has emerged in the field of human resources that provides an explanation about how firms can enhance performance and achieve a long-term competitive advantage.

Service-Profit Chain

Employee satisfaction, engagement, and performance is the result of a strong HR system. As noted above, the service profit chain offers a framework that provides a process explanation of how employees influence firm performance. The framework states that employee satisfaction, engagement, and performance leads to an efficient and high-quality service environment which directly influences customer satisfaction, loyalty, which in turn, influences top-line revenue growth and profitability (Heskett et al., 1997). However, to understand how this framework may apply in a given situation, each link in the chain must be analyzed. To begin, internal service quality is shaped by workplace and job design, employee selection development, employee rewards and recognitions, and tools for serving customers (Heskett et al. 2008). Internal service quality can be measured by employees' feelings towards their jobs. The feelings held contribute to their overall satisfaction towards their employer.

Research evidence from several studies have demonstrated support for the service-profit chain framework. For example, studies have shown that low employee turnover is a result of highly satisfied employees (Cotton and Tuttle, 1986), and reduced turnover through employee

loyalty can have a substantive and positive impact on a firm's productivity. In service-oriented firms, there are two main costs associated with turnover: lower productivity and decreased customer satisfaction (Heskett et al. 2008). Lower productivity results from re-training employees and additional resources dedicated for recruitment. Lower customer satisfaction represents a huge cost as relationships established with customers need to be improved and re-built. As such, it is critical for service firms to create and maintain a strong and positive work environment to avoid such costs. Southwest is an excellent example of a company of customers perceiving high value for their services. The airline does not offer added-value elements in comparison to other airlines (e.g., customers are unable to pre-book seats and aircrafts lack amenities such as in-flight movies), however, the company has exceptionally productive employees. Value drives customer satisfaction, which further drives customer loyalty (Heskett et al. 2008). With similarities between the service industries, these methods are highly applicable to the hospitality industry. The main determinants of performance for hotels are guest satisfaction and guest loyalty. Quantitatively, recent studies suggest that customer loyalty is a measure of determining profit (Reichheld and Sasser, 1990). The study showed that an increase in 5% customer loyalty, improves profits by 60%. Successful companies invest in the internal service quality by investing in their employees. (Reichheld and Sasser, 1990).

Resource Based View

A complementary explanation to how HR may influence firm performance is the resource-based view. Analysis of the resource-based view (RBV) framework provides additional evidence for integrating human resource practices in a firm's overall strategic plan. The

resource-based view has surfaced the importance of investment into internal resources of the firm to create a sustainable competitive advantage (Barney, 1991).

Internal resources are both tangible and intangible resources that are semi-permanent to the company. Examples of resources include: machinery, human capital, brand information, organizational processes, capabilities etc. (Caves, 1980, Wernerfelt 1984). The RBV states that for a resource be considered a potential sustainable competitive advantage it must (1) meet the VRIO framework and (2) the firm should be organized to exploit the resources. The VRIO framework states that a resource should be valuable, rare, and costly to imitate within a firm to effectively provide a competitive advantage (Rothaermel, 2013; Wright and McMahan, 1992).

A key internal resource is human capital. If companies are able to obtain the right talent, they will positively add value to the firm. An emphasis should be placed on recruiting talent that meets the qualifications of the job and is suitable for the company. In the labor markets, candidates possess a variety of skill sets, and companies are searching for many of those skill sets. Correct pairing of employee to employer will encourage productivity and higher output, thus adding positive value to the firm. The quality of a firm is also influenced by the quality of employees. To measure the value of human resources capital, firms can employ models that assess the productivity of human resource practices and other measures (Boudreau, 1987).

The resource based view framework offers broad propositions. There is not a concrete description that defines what a 'rare' internal resource is. In the context of this study, obtaining 'rare' internal resources is defined as acquiring resources through a selective process targeting intelligent and hard-working people. If a firm focuses recruiting efforts on certain characteristics

associated with high performing individuals, then the firm is supporting the resource based view vis-à-vis selective practices associated with the overall staffing process.

The Recruitment Process

As previously noted, firms can establish a lasting competitive advantage by acquiring and retaining strong human capital. As such, sourcing and attracting talent is particularly important, especially in the hospitality industry (e.g., Tracey et al., 2010). Effective recruiting requires companies to make good choices about how to attract and attain the best possible job applicants. To establish strong human resource capital, the employees' skill set must align with the particular firm's objectives. Thus, one of the first steps in attaining quality job candidates is to carefully consider what attracts them to apply for open positions (Barber, 1998). In this regard, there are two general considerations: (1) recruitment processes that are used to attract candidates; and (2) recruitment messages that communicate the firm's needs.

Research has shown that numerous types of recruiting methods such as online job postings, employee referral schemes, and recruitment agencies can help make candidates aware of the firm and encourage qualified candidates to apply (Dineen & Soltis, 2011; Van Hoye & Leivens, 2009). Arguably, the most important phase of the recruitment process is advertising the organization in a positive manner to increase applicant interest (Gatewood, Gowan, and Lautenschlager, 1993). In terms of content, evidence has also shown that the content of recruitment messages helps job seekers understand an organization's' goals and values to determine whether they identify with and are attracted to the firm (Cheney, 1983). Indeed, research has indicated that there are several factors that influence employee perception regarding

the firm. These include, but are not limited to: management, compensation, training, job design, corporate culture, and career development. (Blackburn and Rosen, 1993).

Realistic Job Preview

Several research studies hypothesize that exposure to a realistic job preview (RJP) is likely to increase job acceptance. Through a RJP, employers portray accurate job-related information to potential new candidates (Rynes, 1991; Wanous 1992; Weitz, 1956). A realistic job preview can benefit both parties by self-selecting candidates, providing clear expectations, eliminating work of worry, creating trust and honesty, and reducing ambiguity. Candidates with realistic expectations of the organization contribute to positive effects such as higher satisfaction and performance as well as lower expectations and turnover (McEvoy & Cascio, 1985; Phillips, 1998; Premack & Wanous, 1985).

Realistic job previews were previously highlighted by early studies and used by firms. However, recent research shows that the content of a realistic job preview in relation to decreasing turnover rate is short-term (Earnest, Allen, & Landis, 2011). However, factors beyond short-term turnover rates need to be considered. As such, another stream of research has emerged that focuses on the impact of broader messaging. Rather than focusing on a balanced, realistic message, the "branding" approach emphasizes a message that communicates a clear and compelling image of the organization, which not only builds awareness, but motivates individuals to seek and apply for employment opportunities (e.g., Collins, 2007). The recent research is promising and offers a more granular explanation about the impact of organizational communication efforts.

Branding

Most of the research on branding has focused on the customer's perception. Using this lens, there is evidence that branding allows guests to differentiate between firms (e.g., hotel companies) that offer similar products (e.g., Peters, 1999). Brands distinguish one company's products and services from another through unique features such as a name, logo, design, etc (Keller, 1993). Further, branding can be used to differentiate firms, people, and places (Peters, 1999). Employer branding is utilized by companies to differentiate themselves from competitors. Through differentiation, companies are able to attract qualified candidates who create lasting value and are loyal to the firm. The employer branding concept is theoretically defined as "the package of functional, economic, and psychological benefits provided by employment, and identified with the employing company" (Ambler and Barrow, 1996). Integrating human resource practices with marketing practices can have significant impact on attracting the best talent, particularly in economic markets where firms compete for top talent (Backhaus and Tikoo, 2004). Besides attracting the top candidates, an employer brand can be used to shape the firm's identity which help motivate and retain current employees (Conference Board, 2001).

Hence, employer branding can be utilized to create both brand associations and brand loyalty. These two concepts of employer branding can be defined as external marketing and internal marketing of the employer brand. External marketing of the employer brand includes key recruitment activities that affect candidate decisions such as publicity, advertising, and word-of-mouth backing (Collins, 2002). After recruiting a strong workforce, a firm's focus should be to retain qualified employees, maximize productivity, and ensure that the talent pool

delivers on the set goals. Therefore, internal branding is employed for the purpose of aligning the firm's workforce with company values and goals (Backhaus and Tikoo, 2004).

Brand Equity

The success of employer branding activities can foster employer brand equity (Backhaus and Tikoo, 2004). Brand equity can be defined as "a set of brand assets and liabilities linked to a brand that add to or subtract from the value provided by a product or service to a firm and/or to that firm's customers" (Aaker, 1991). Brand equity influences more than just purchase decisions. Mercedez Benz and Coca Cola are examples of companies that can demand a price premium for products, as customers are willing to pay more for an established brand image (e.g. Anselmsson, Bondesson, & Johansson, 2014; Tepeci, 1999). Brands hold a place in the consumers and employees minds - affecting many decisions such as spending, loyalty, and referrals of companies and products. The idea of developing strong brand associations and a brand image have been studied thoroughly in research. The brand of an employer influences candidates decision to apply to an organization (Tom, 1971; Belt and Paolillo, 1982; Gatewood et al., 1993; Turban and Greening, 1997).

The outcome of branding creates brand equity and brand loyalty. Brand loyalty explains consumer attachment to a brand. Similarly, employer brand loyalty is the idea that - like consumers - employees can commit to and attach to an employer brand (Backhaus and Tikoo, 2004). Importantly, employer brand loyalty leads to organizational commitment. Brand loyalty is where employees desire to be part of the firm and align with the firm's goals and values (Crewson, 1997). Management can shape employees view of the firm through goals, policies,

and practices of the organization (Gioia et al., 2000). Organizational commitment results when employees identify with the firm. Employees that are committed perform better.

Employer branding aims to utilize employer brand loyalty to increase employee performance. Several research studies have explored this link between employer branding, organizational commitment, and employee productivity. Satisfied and committed employee are likely to perform at higher levels (Iaffaldano and Muchinsky, 1985) and therefore lead to increases customer satisfaction (Ryan et al. 1996). That is, the positive attitude of employees translates to a positive effect on customer satisfaction (Marrison, 1995; Rucci et al. 1997). This links back to the concept of the service-profit chain introduced earlier. Investment in people, improved recruiting and training methods, and performance-based employee compensation attribute to increases company profits (Heskett et al., 2008).

Branding efforts have an effect on customer satisfaction, however there is uncertainty regarding which branding efforts specifically affect employee productivity and to what extent? Employees are affected by messages based on the function of the information itself, their motivation, and their ability to process the content. Firms need to understand the mechanisms by which it communicates branding messages to employees to ensure messages are processed. The elaboration likelihood model grounds the brand equity theory and helps explain psychological principles by which people process information. The model offers an explanation to why employees pay attention to certain content and information of brand-related messages (Petty & Cacioppo, 1981).

Elaboration Likelihood Model

The elaboration likelihood model (ELM) suggests that the extent a message influences an individual is based on two factors: (1) their motivation and (2) their ability to deem "issue relevant" material within the message (Petty & Cacioppo, 1981). The message is processed through the individual's "central route" if they are motivated to process the message as "issue relevant" information. If both factors are not met, the message is processed indirectly through the individual's "peripheral route" wherein which they will look to other messages to make a decision on the issue (Petty & Cacioppo, 1981, 1986). Once individuals processes a message through the central route, they give more thought and consideration to the issue; hence their attitude and perceptions are less likely to change compared to messages processed peripherally (Chiaken, Liberman, & Eagly, 1989; Haugtvedt & Petty, 1992; Petty & Cacioppo, 1981, 1986).

During the recruitment phase, many employees have a low or medium level of familiarity with the company's internal practices. The employees' familiarity is dependent heavily on the whether the firm was able to portray a realistic job preview through employer branding. Employees motivation to perform is affected by whether they form a commitment to the organization. Looping back to the idea of employer branding, if a company can successfully create brand equity through human resource practices then employees are likely to have higher commitment. So, it is important to decipher which factors affect the brand equity and employees' organizational commitment. Which human resource practices are employees processing through the central route that affect their satisfaction and commitment to the firm?

One factor that appears to be quite important is a firm's culture. Job seekers today are looking for noticeable elements in the organization that affect their decisions to join and stay,

and one of the most salient elements is a firm's culture, which is reflected by the shared assumptions of employees through accumulated learning that helps them perceive, think, and feel to solve problems (Schneider, 1990). For example, Schneider explains that one element of a firm's culture, the service dimension, focuses on employee-customer interactions. To effectively support these interactions, service-oriented firms must develop an organizational culture and climate that focuses on and supports effective service interactions.

In addition to culture, research in the strategic HR literature that has examined "high performance work systems" (e.g., Tracey, 2014) has identified several other work-related factors that may be particularly important for attracting and retaining top talent. For example, studies have shown that selective hiring practices, ongoing training and development, flexible job design, effective performance management, job security, and work-life balance are among the dimensions that may be most influential and relevant (Aggarwal & Simkins, 2001; Boselie et al., 2005; Combs, Liu, Hall, & Ketchen, 2006; Evans & Davis, 2005; Voorde et al. 2012;; Wall and Wood 2005).

Based on the results from the research on organizational culture and high performance work systems, it appears that there are five core facets of the work environment that may be most important for building a distinctive brand and attracting and retaining good talent: (1) strong firm culture; (2) competitive pay and benefits, (3) job security and advancement, (4) effective management, and (5) work-life balance. Therefore, for the current study, I propose that employee perceptions about each of these five core facets of the work environment will be significantly related to customer perceptions of service quality. The overarching research questions is as follows:

RQ1: To what extent do the following employee perceptions influence customer ratings of service quality:

- Firm culture

- Pay and benefits

- Job security and advancement

- Management

- Work-life balance

The following is a discussion of the research design that I used to examine this question.

METHOD

Sample

The sample used in this study was drawn from the luxury hotel segment. For the luxury property experience, there is an emphasis on the superior employee quality of service in addition to a superior hotel room. Guests of luxury properties demand a high level of service. As such, it is assumed that these types of guests would be sensitive to service quality associated with their interactions with the service staff. In this study, luxury properties are defined as hotel properties with a minimum of a four "star rating" in each of the selected markets. Data for all hotel types whether independent, boutique, or chains were collected in the sample.

The study focuses on key major metropolitan cities across the United States. The data is collected based on a convenience sample. Larger cities were chosen for the data collection, as the most information is available in those markets. Thus, results may be generalizable to the focal and similar markets. The cities selected met both of the following criteria: (1) ranked within the top ten metropolitan areas by GDP in North America and (2) had over 25 luxury properties. The use of multiple cities provides a representative sample to allow for conclusions to be drawn for luxury properties across North America.

Guest review data was collected on approximately 764 luxury properties across the selected cities. The sample size was restricted by the quality and quantity of employee reviews available for each property, as the number of reviews were not consistent throughout. To increase the validity of the study, properties with a higher volume of employee reviews were extracted from the raw data collected. From the original 764 properties, the final sample used

comprised of 197 hotel properties across six cities: New York City, Washington D.C., Chicago, Dallas, San Francisco, and Los Angeles.

Of the final sample (N=197), New York City had the most luxury properties with data on 70 properties (36%) considered. The rest of the sample comprised of: 42 Los Angeles properties (21%), 37 Chicago properties (18%), 21 Washington D.C. properties (11%), 15 San Francisco properties (8%), and 12 Dallas properties (6%). The proportion stated next to each city represents the proportion of luxury properties in the city and the size of each metropolitan city in relation to the sample. Star rating serves as one of the most important qualifiers of property selection. From the sample of 197 luxury properties, there were 105 (53%) 4-star properties, 30 (15%) 4.5-star properties, and 62 (31%) 5-star properties.

Procedures

Guest Perceptions

Guest perceptions for all properties were collected from Expedia. Expedia is a leading global travel agency, aggregating reviews from multiple travel metasearch engines. This online source of reviews was chosen because of the transparency in the reviews allowing for a high quality and quantity of data to be extracted. Most of the properties represented in the sample had been reviewed by over 1,000 guests. The average guest rating was computed from this exhaustive sample of reviews. To encourage the collection of many guest reviews, Expedia incentivizes travelers that book through the website to provide a rating for the property and feedback from their stay. The company offers coupons and/or future savings to encourage reviews and create a more representative image of each of the properties listed on their website. To ensure validity of reviews, guests are only eligible to provide a review once they are verified

by a completed booking. Therefore, these reviews are vetted so there is a high degree of confidence that these are real guest reviews.

Expedia has controls to ensure that reviews are being provided by guests that have stayed at the property. To gain access to the ability to write a review for an Expedia listed property, the guest must use a secure form. Guests can access the form through a prompted "leave a review" email following their stay or by locating a pop-up link on their past trip itinerary. Reviews are made on a five-point scale with face descriptors to indicate the guest's overall satisfaction with the property (See Appendix A). The Likert scales allow them to rate the property from "terrible" (angry face) to "excellent" (ecstatic face). The guest has the ability to use the same scale and descriptors to review the: hotel staff, facilities and condition, room cleanliness, and comfort. From this quantitative overall rating for each review, Expedia generates the overall property number rating used in this study. In the qualitative reasoning section of the review, guests have the opportunity to provide more detailed feedback. For the purpose of this study, only the quantitative ratings of guest reviews were accounted for.

Employee Perceptions

To understand the effect of employee's perception of their work context, employee reviews were collected from an employment-related search engine. There are a variety of options in this domain, including: Indeed, Monster, Glassdoor, and Vault data. Individual property reviews were difficult to extract by location basis since many properties were listed under a parent brand e.g. there are four DoubleTree by Hilton in NYC and only one DoubleTree employee review for NYC. Indeed was the only review site that: (1) collected employee reviews

on a property-level basis and (2) had a filter function to separate out employee reviews by property location. As such, only Indeed was used to gathered employee perception data.

Individuals who post to Indeed are instructed to provide an overall rating of their company. In addition, there are rating options that correspond to each of the five core work-related factors that are the focus of the current study. Respondents were given a five-point star rating scale that parallel that of a Likert scale. While the scale has no descriptions, the format is similar to a hotel star review rating (See Appendix B). Due to the similar format, the rating system is clear to understand. The survey collects information from the employee including a summary line, overall review, pros, and cons of the company. Indeed encourages employees to include their opinion about: typical work day, learning outcomes, management perspectives, workplace culture, job challenges, and enjoyable features of the job. The overall review takes both quantitative ratings and qualitative reasonings into account.

To examine the reviews, both quantitative and qualitative data was obtained. Indeed collects overall employee ratings as well as ratings on five key employer dimensions across human resource functions. For every property, each review was viewed independently and evaluated based on seven data points:

1. Overall guest review (Expedia)

2. Overall employee review (Indeed)

3. Work-life balance (Indeed)

4. Pay and benefits (Indeed)

5. Job security outlook (Indeed)

6. Management relations (Indeed)

7.   Company culture (Indeed)

The property name, city, and star-rating was listed against the average score of the each of seven data points for all 197 properties in the sample.

Many researchers are beginning to utilize internet sources. Online surveys provide access to a larger sample of data that is both cost-efficient and timely. With online data collection, there are several methodological issues that persist. Examples include reliability and representativeness of data (Gosling et al. 2004; Steinmetz et al. 2009; de Stefánik 2012). Further, each data-collection web provider has a different objective. Indeed.com focuses on the current employee reviews of a firm, while Monster.com focuses on job advertisements and hypothesis related to recruitment attractiveness (Backhaus, 2004; Capiluppi and Baravalle, 2010). Thus, Indeed.com has not been used frequently in the human resource research space, while Monster.com is more frequently used. A limitation of using online job advertisements is determining whether they account for all vacancies in the sample population. Similarly, for this study, data collected only represents a fraction of employees and guests who have interacted in the hotel property. Experimental design would lead to the same problem and the field study offers a wider range of perspectives spread over a longer period of time.

Analyses

To analyze the data, I began by examining the employee reviews and qualitatively identifying if the five facets of themes existed. The seven data points were extracted and examined using SPSS (Statistical Package for the Social Sciences). Descriptive statistics - mean and standard deviation - were computed to understand the measures of central tendency and variance for each of the variables in the study. To evaluate the relationship between variables,

correlation analyses were analyzed using the entire sample, as well as two of the largest markets in the data set, New York City and Chicago. These analyses were used to determine the consistency of the overall results across individual markets.

RESULTS

To systematically analyze the data collected, individual and overall relationships amongst the various dimensions were studied (Figure 1). The five rating factors are components of the employees' perception, affecting the overall employee rating. Descriptive statistics were calculated first to understand each data set and the employee profiles. Next, correlation analyses were computed to determine relationships and generate inferential statistics amongst the variables.

Descriptive statistics for all variables are presented in Table 1.

Descriptive Statistics			
	Mean	Std. Deviation	N
Expedia	4.37	0.31	197
Indeed	3.96	0.53	197
Work-Life	3.72	0.60	197
Pay & Benefits	3.76	0.68	197
Job Security & Advancement	3.51	0.70	197
Management	3.53	0.69	197
Culture	3.81	0.64	197

Table 1: Descriptive Statistics for Complete Sample

The descriptive statistics summarize the patterns such as the measures of tendency and spread for each data collected. The mean Expedia score is relatively high at a 4.37 out of 5 rating

for the 197 luxury properties. The standard deviation for Expedia ratings is comparatively small at 0.31 points showing that most of the selected properties fall close to the 4.37 mean. In contrast, the Indeed overall scores reflecting employee perceptions were lower; 3.96 out of 5. In addition, the standard deviation was notably higher (0.53).

It should be emphasized that in light of the low variance in the dependent variable, any true effects due to the independent variables may be difficult to identify. In addition, any differences in the means and standard deviations may be due to sample artifacts and thus, idiosyncratic to this particular data set. Lastly, while the sample size is adequate, it may not adequately represent the luxury segment. As such, caution will be used when interpreting the findings.

Of the employee perception dimensions, *job security and advancement* was rated the lowest at an average of 3.51 points. In contrast, *job security and advancement* had the largest variance, with a standard deviation of 0.70. A 0.70 standard deviation is a relatively large variance when considering that ratings are on a five-point scale. Expedia reviews have the smallest spread with the standard deviation of 0.31. Indeed has the second smallest variance, yet significantly more spread with a 0.53 standard deviation. The five employee dimensions measured have a greater spread ranging from 0.60-0.70. This large spread indicates that employee perception on each of the five factors fluctuate more than employee perception of the firm as a whole and guest perception of service quality.

The results from the correlation analyses for the total sample are presented in Table 2.

[Insert Table 2 Here]

In support of my overall research questions, the overall employee perception rating was statistically significant and positively correlated to the overall guest perception rating (r= 0.191; $p < 0.01$). Thus, employees who view the firm positively are likely to engender higher levels of customer satisfaction. The correlation results also demonstrate that some of the employee perceptions may be more relevant than others. Specifically, there were significant correlations between customer ratings and: work-life balance ($r = 0.098$; $p < 0.10$); pay and benefits ($r = 0.106$; $p < 0.10$); and culture ($r = 0.153$; $p < 0.05$) for culture.

In terms of the relationships among the facets of employee perceptions, there appears to be some degree of multicollinearity. Management and culture were most highly related to the overall construct of employee perception. The correlation between the overall perception variable and management was $r = 0.715$ ($p < 0.001$); the correlation with culture was $r = 0.694$ ($p < 0.001$). Thus, in light of the empirical overlap, there may be an accompany conceptual overlap as well.

To examine the consistency of the results presented above, correlation analyses were also completed for the New York City and Chicago markets, which represented two of the largest markets in the sample and an adequate sub-sample size to conduct the analyses.

The results from the correlation analysis of the New York subsample are presented in Table 3.

[Insert Table 3 Here]

Similar to the overall sample, analysis of the New York subsample shows a significant relationship between several of the employee perception dimensions and guest perceptions and

ratings of service. Overall, the correlation between employee reviews and guest perception was substantially stronger for the New York market with a r = 0.371 (p < 0.001). In terms of the specific facets, the following correlations were found between overall perceptions and: work-life balance was r = 0.179; p < 0.10); pay and benefits was r = 0.140 (p > 0.10); job security and advancement was r = 0.028 (p > 0.10); management was r = 0.252 (p < 0.05); and culture was r = 0.235 (p < 0.05) for culture.

The results from the correlation analysis of the Chicago subsample are presented in Table 4.

[Insert Table 4 Here]

The results for the Chicago subsample showed no significant relationship between employee reviews on Indeed and guest perceptions of service on Expedia. The correlation between employee reviews and guest perception was weak and insignificant for the Chicago market with a r = 0.050 (p > 0.10). Looking at the facets of employee perception, r = 0.031 (p > 0.10) for work-life balance, r = 0.165 (p > 0.10) for pay and benefits, r = 0.204 (p > 0.10) for job security and advancement, r = 0.066 (p > 0.10) for management, and r = 0.219 (p < 0.10) for culture. Thus, culture was the only specific dimension of employee perceptions that was statistically significantly related to guest ratings across the overall sample and the two sub-samples.

DISCUSSION

Overview

Findings from the study reinforced previous service-profit chain evidence that has shown a significant relationship between employee perceptions about the workplace and customer perceptions about their service experience (Heskett et al. 2008). In addition, this finding supports previous research in the strategic HR literature which indicates that engaged and satisfied employees are likely to perform at higher levels (Iaffaldano and Muchinsky, 1985), and that higher employee performance leads to increases in customer satisfaction (Ryan et al. 1996; Schneider et al, 1990).

In addition to determining if there is a relationship between employee satisfaction and customer satisfaction, another objective of the study was to determine the factors of employee satisfaction are correlated with customer satisfaction. Overall, the findings showed that culture was the most consistent factor, followed by work-life balance and pay and benefits. However, job security and advancement, as well as perceptions about management, appear to have less salience, at least in terms of customer perceptions of the overall service experience.

Positive corporate culture influences employees' service quality. Previous research has demonstrated the significance of an employer brand and strong firm culture. This study is the first to link (1) internal branding to create an identifiable culture for employees with (2) productivity as measured by guest perceived service quality in the hospitality industry. Establishing a firm culture that employees align with and are committed to encourages employees to be more productive and provide superior service to guests.

Since the results of this study are not significant across markets, weaker correlations between work-life and pay and benefits cannot not be further extrapolated in relation to guest satisfaction. To potentially discover a correlation between these variables, an avenue for future research is to examine if pay and benefits has a more significant effect on employee service in lower chain scale hotel properties. There are unionized markets in this study, therefore, I speculate that the pay and benefits across luxury properties would not hold a significant variance. Moreover, pay and benefits should have more of an effect on attracting and attaining a labor pool rather than on the operational productivity of employees. Other extraneous factors that arise beyond the firm's control, such as personal time management skills, can affect the variable employees' perception of work-life balance.

The study did not find significant correlations between guest service quality to job security and advancement and management. Initially, the study hypothesized that job security and advancement would have a greater influence on attracting a strong talent pool and employee retention rather than the employee's day-to-day productivity. The relationship, or lack of, between management and service quality was surprising. However, a closer look shows that $r = 0.088$ ($p = 0.108$). There is potential for a statistically significant relationship with the collection of representative data for the population and a larger sample size. Further research should be conducted to determine there is a relationship between the two variables.

Limitations of the Study

Limitations of the study could influence the interpretation of results. The singular and limited source of employee reviews serves as one limitation of the research. Indeed is a verified

source of corporate reviews and reviews are attributable to specific properties, however, the intermediary could be removed. Instead, employee reviews could be collected directly from luxury properties. Moreover, employee postings on Indeed may not accurately represent those who are front-line service employees responsible for interacting with guests.

Additionally, employees and customers who leave reviews often have strong and polarized opinions of the firm (e.g., Klein, Marinescu, Chamberlain, & Smart, 2018) - a second limitation to the study. There were less frequent three-star reviews posted on the Indeed and Expedia websites. These polarized reviews suggests that employees, or guests, are motivated to leave a review when they feel strongly about a firm - whether this is positive or negative. If guests or employees hold a neutral or moderate view, research indicates that they are less likely to spend time and energy in leaving a review (e.g., Klein et al. 2018). The limitation results from the usage of online data sources that over-represent extreme reviews.

And finally, it should be noted that the moderate to high correlations introduce concerns about multicollinearity, which makes it difficult to interpret the relevance of the specific employee perceptions. In addition, the cross-sectional design of our study makes it difficult to infer causality. This is especially true in the lodging segment, where factors such the quality and cleanliness of the guest rooms, play an important role in the customer experience. Further research should explore these causal linkages, as well as the relative importance of employee perceptions in relation to other factors (e.g., physical attributes of the service context) that have been shown to influence customer perceptions of service quality.

Strategic Implications

Luxury hotel properties, and the hospitality industry as a whole, should focus on satisfying employees as the industry is known for providing superior service quality. Employees are the enablers of delivering on service promises. The results of this study indicate that improving employee perceptions of firm culture can help increase overall employee satisfaction and engagement. As since we know that committed employees become productive employees who are able to provide provide the levels of service expected by customers, firms should take purposeful steps to engendering committed, productive employees. Such steps will not only have a substantive impact on employee loyalty, they will also influence operational efficiency by reducing costs associated with turnover, as well as service quality by creating more consistency in the service experience.

It is clearly evident that one of the means for ensuring a supporting work environment is to make smart investments in human capital. However, the relative importance of various investment options has yet to be fully considered The results from the current study suggest that resources dedicated to employment branding that emphasize the firm's culture may have system-wide or general relevance. However, the results also suggest that the further investments must be made in light of what may be relevant on a more local or specific level. Though arguments can be made that each of the five employee perception dimensions that were considered in the current study may be relevant in many types of work settings, the specific relevance may be determined on a case-by-case, context-by-context basis. Thus, a careful analysis of the unique and/or distinct characteristics of any work setting should be considered and examined before making any investment decision.

Operational Implications

From an operational standpoint, the results demonstrate the need to monitor online review sites as a means for gaining insights about employee and guest perceptions. Access to these reviews allows firms to quickly obtain feedback so managers can address operational issues instantaneously. Similarly, if firms use and exploit the online information appropriately, decision makers can develop benchmarks that provide a basis for assessing organizational change efforts, as well as identifying priorities for strengthening the HR system and identifying specific employee-related priorities for improvement.

For example, to ensure internal equity, firms should ensure that they are providing competitive compensation. This can be achieved by conducting pay surveys. Further, a continuous feedback loop can be implemented to recognize employee progress and potential opportunities for advancement. Management can also conduct internal weekly team meetings to engage with employees and ensure that they have a balanced workload and schedule. Firms can track progress through reviews. Though the study did not previously see these factors as having equal importance, each facet individually can affect firm culture and overall employee perception. Strong culture is characterized by high positive value and low variance around perceptions. Thus, firms can look at dimensions like pay and benefits, management, work-life, job security and advancement as they relate to culture.

CONCLUSION

Employee satisfaction and engagement can help firms create and sustain a competitive advantage in the human resource domain. The results from this study emphasize the benefits of investing in employee satisfaction and engagement, especially for front-line customer facing employees. By investing in employees through branding and cultivating a strong firm culture, the following outcomes will result: increased employee commitment and more motivated and productive employees. These two effects on employees will ultimately lead to higher service quality delivered to guests.

By understanding each facet of employee satisfaction, hospitality and service industry firms can strategize where to invest resources to gain a human resource advantage. Enhanced service quality is a singular outcome of satisfying employees, and the benefits of satisfied employees extend beyond this. Further research can demonstrate whether satisfied employees are likely to stay at the firm longer, advance within the organization, foster strong relationships, and fundamentally contribute to stronger financial performance.

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FIGURE 1: Proposed Model
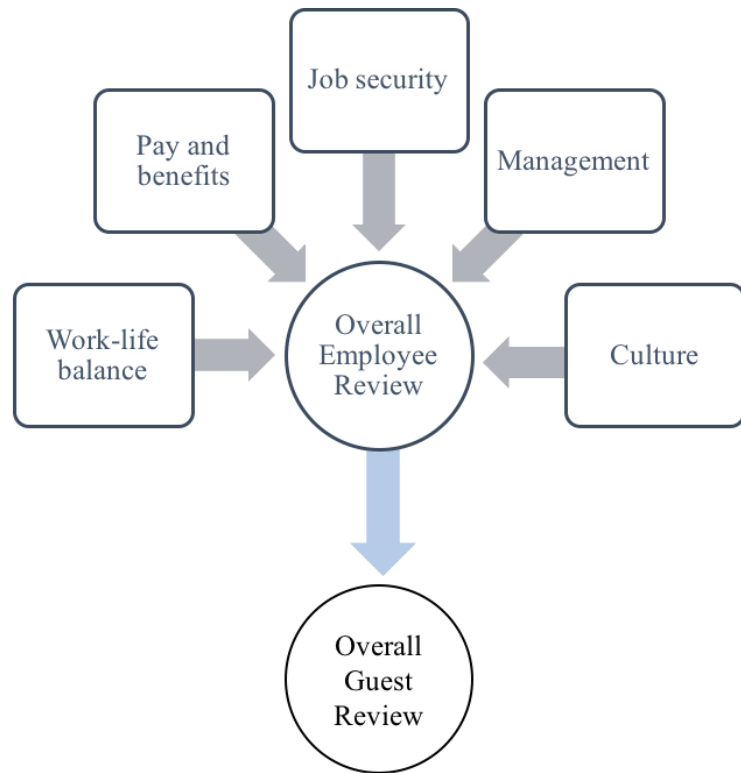
TABLE 2: Correlation results, complete sample

		Expedia	Indeed	Work-Life	Pay & Benefits	Job Security & Advancement	Management	Culture
Expedia	Pearson Correlation	1.000	.191**	0.098	0.106	0.029	0.088	.153*
	Sig. (1-tailed)		0.004	0.085	0.068	0.345	0.108	0.016
	Sum of Squares and Crossproducts	18.538	6.117	3.539	4.380	1.201	3.668	5.871
	Covariance	0.095	0.031	0.018	0.022	0.006	0.019	0.030
	N	197	197	197	197	197	197	197
Indeed	Pearson Correlation	.191**	1.000	.618**	.549**	.650**	.715**	.694**
	Sig. (1-tailed)	0.004		0.000	0.000	0.000	0.000	0.000
	Sum of Squares and Crossproducts	6.117	55.356	38.482	39.093	47.288	51.327	46.050
	Covariance	0.031	0.282	0.196	0.199	0.241	0.262	0.235
	N	197	197	197	197	197	197	197
Work-Life	Pearson Correlation	0.098	.618**	1.000	.557**	.566**	.703**	.675**
	Sig. (1-tailed)	0.085	0.000		0.000	0.000	0.000	0.000
	Sum of Squares and Crossproducts	3.539	38.482	70.088	44.582	46.377	56.725	50.366
	Covariance	0.018	0.196	0.358	0.227	0.237	0.289	0.257
	N	197	197	197	197	197	197	197
Pay & Benefits	Pearson Correlation	0.106	.549**	.557**	1.000	.712**	.613**	.618**
	Sig. (1-tailed)	0.068	0.000	0.000		0.000	0.000	0.000
	Sum of Squares and Crossproducts	4.380	39.093	44.582	91.487	66.634	56.557	52.718
	Covariance	0.022	0.199	0.227	0.467	0.340	0.289	0.269
	N	197	197	197	197	197	197	197
Job Security & Advancement	Pearson Correlation	0.029	.650**	.566**	.712**	1.000	.756**	.706**
	Sig. (1-tailed)	0.345	0.000	0.000	0.000		0.000	0.000
	Sum of Squares and Crossproducts	1.201	47.288	46.377	66.634	95.629	71.295	61.551
	Covariance	0.006	0.241	0.237	0.340	0.488	0.364	0.314
	N	197	197	197	197	197	197	197
Management	Pearson Correlation	0	.715**	.703**	.613**	.756**	1	.825**
	Sig. (1-tailed)	0.108	0.000	0.000	0.000	0.000		0.000
	Sum of Squares and Crossproducts	3.668	51.327	56.725	56.557	71.295	92.970	70.954
	Covariance	0.019	0.262	0.289	0.289	0.364	0.474	0.362
	N	197	197	197	197	197	197	197
Culture	Pearson Correlation	.153*	.694**	.675**	.618**	.706**	.825**	1
	Sig. (1-tailed)	0.016	0.000	0.000	0.000	0.000	0.000	
	Sum of Squares and Crossproducts	5.871	46.050	50.366	52.718	61.551	70.954	79.553
	Covariance	0.030	0.235	0.257	0.269	0.314	0.362	0.406
	N	197	197	197	197	197	197	197

TABLE 3: Correlation results, New York subsample

Correlations

		Expedia	Indeed	Work-Life	Pay & Benefits	Job Security & Advancement	Management	Culture
Expedia	Pearson Correlation	1	.050	-.031	.165	.204	.066	.219
	Sig. (1-tailed)		.385	.427	.164	.113	.348	.097
	N	37	37	37	37	37	37	37
Indeed	Pearson Correlation	.050	1	.639**	.719**	.784**	.886**	.780**
	Sig. (1-tailed)	.385		.000	.000	.000	.000	.000
	N	37	37	37	37	37	37	37
Work-Life	Pearson Correlation	-.031	.639**	1	.620**	.674**	.748**	.866**
	Sig. (1-tailed)	.427	.000		.000	.000	.000	.000
	N	37	37	37	37	37	37	37
Pay & Benefits	Pearson Correlation	.165	.719**	.620**	1	.876**	.777**	.769**
	Sig. (1-tailed)	.164	.000	.000		.000	.000	.000
	N	37	37	37	37	37	37	37
Job Security & Advancement	Pearson Correlation	.204	.784**	.674**	.876**	1	.828**	.803**
	Sig. (1-tailed)	.113	.000	.000	.000		.000	.000
	N	37	37	37	37	37	37	37
Management	Pearson Correlation	.066	.886**	.748**	.777**	.828**	1	.857**
	Sig. (1-tailed)	.348	.000	.000	.000	.000		.000
	N	37	37	37	37	37	37	37
Culture	Pearson Correlation	.219	.780**	.866**	.769**	.803**	.857**	1
	Sig. (1-tailed)	.097	.000	.000	.000	.000	.000	
	N	37	37	37	37	37	37	37

**. Correlation is significant at the 0.01 level (1-tailed).

TABLE 4: Correlation results, Chicago subsample

Correlations

		Expedia	Indeed	Work-Life	Pay & Benefits	Job Security & Advancement	Management	Culture
Expedia	Pearson Correlation	1	.371**	.179	.140	.028	.252*	.235*
	Sig. (1-tailed)		.001	.070	.123	.410	.018	.025
	N	70	70	70	70	70	70	70
Indeed	Pearson Correlation	.371**	1	.610**	.456**	.551**	.570**	.607**
	Sig. (1-tailed)	.001		.000	.000	.000	.000	.000
	N	70	70	70	70	70	70	70
Work-Life	Pearson Correlation	.179	.610**	1	.611**	.578**	.670**	.666**
	Sig. (1-tailed)	.070	.000		.000	.000	.000	.000
	N	70	70	70	70	70	70	70
Pay & Benefits	Pearson Correlation	.140	.456**	.611**	1	.663**	.510**	.584**
	Sig. (1-tailed)	.123	.000	.000		.000	.000	.000
	N	70	70	70	70	70	70	70
Job Security & Advancement	Pearson Correlation	.028	.551**	.578**	.663**	1	.748**	.752**
	Sig. (1-tailed)	.410	.000	.000	.000		.000	.000
	N	70	70	70	70	70	70	70
Management	Pearson Correlation	.252*	.570**	.670**	.510**	.748**	1	.857**
	Sig. (1-tailed)	.018	.000	.000	.000	.000		.000
	N	70	70	70	70	70	70	70
Culture	Pearson Correlation	.235*	.607**	.666**	.584**	.752**	.857**	1
	Sig. (1-tailed)	.025	.000	.000	.000	.000	.000	
	N	70	70	70	70	70	70	70

**. Correlation is significant at the 0.01 level (1-tailed).

*. Correlation is significant at the 0.05 level (1-tailed).

APPENDIX A: Expedia Review Design

Step 1: Verification

Meadow Court Inn, Ithaca

Fri, Oct 23 - Sun, Oct 25   ✔**Booked.** No need to reconfirm.   Total: $867.66

Hotel overview   Check-in and Check-out   Room 1   Room 2   Room 3   Price summary   Additional hotel fees

Rules and restrictions   More help

Hotel overview

Meadow Court Inn
★★
529 S Meadow St, Ithaca NY 14850
View hotel ⧉   Map and directions ⧉

Reservation dates
Oct 23, 2015 - Oct 25, 2015   Review Your Hotel ⧉

Itinerary #   **Confirmation**
1116029409496   0012587 (Room 1)
                           0012588 (Room 2)
                           0012589 (Room 3)

The Meadow Court Inn is **4.8 miles** from Ithaca, NY, United States (ITH-Tompkins Regional). How are you getting there?
Choose from rental cars or airport rides

Looking for activities?
Explore things to do

Step 2: Overall Rating

Rate Meadow Court Inn - It Only Takes A Minute

Overall Rating*

😠 🙁 😐 🙂 😄

OK

Meadow Court Inn
Ithaca, New York, United States of America

Fri, Oct 23 - Sun, Oct 25

* required

By submitting any content to Expedia, I acknowledge that I have read and accept the Review and Photo Submission Rules, the Terms of Use, and the Privacy Policy.

NEXT   BACK

Step 3: Rating by Dimensions

Step 4: Qualitative Information

APPENDIX B: Indeed Review Design

Step 1: Verification

Step 2: Qualitative and Quantitative Review

APPENDIX C: List of Luxury Properties By City

Sample New York Luxury Properties:

6 Columbus	Langham Place Fifth Avenue	The Kimberly Hotel
Andaz Wall Street	Loews Regency Hotel	The Knickerbocker
Archer Hotel New York	Mandarin Oriental, New York	The Lexington NYC, Autograph
Bentley Hotel	Millenium Hilton ONE UN New York	Collection
Bryant Park	Millennium Broadway New York	The Library Hotel
Cassa Hotel 45th Street	Millennium Broadway TS	The London NYC
Chambers Hotel	Mondrian Park Avenue	The Lowell
Crosby Street Hotel	NYLO New York City	The Mark New York
DoubleTree by Hilton Hotel	Paramount Hotel	The Mercer Hotel
Metropolitan NYC	Park Central Hotel NY	The Michelangelo Hotel New York
Dream Downtown	Park Hyatt New York	The Muse Hotel New York
Dylan Hotel New York	Park Lane Hotel New York	The NoMad Hotel
Fitzpatrick Manhattan Hotel	Refinery Hotel New York	The Peninsula New York
Four Seasons New York	Sanctuary Hotel New York	The Pierre Hotel New York
Gansevoort Meatpacking NYC	Sheraton NY Times Square Hotel	The Plaza Hotel
Gramercy Park Hotel	Sheraton Tribeca NY Hotel	The Roger New York
Hotel Americano	SIXTY SoHo	The Roosevelt Hotel
Hotel Indigo LES	Sofitel New York Hotel	The Soho Grand Hotel
Hotel Mela New York	The Beekman	The St Regis New York
Hotel Metro New York	The Carlyle	The Standard High Line
Hotel Plaza Athenee New York	The City Club Hotel	The Waldorf-Astoria
Hudson New York	The Empire Hotel	W New York
InterContinental The Barclay NY	The Greenwich Hotel	W New York Downtown
JW Marriott Essex House New York	The High Line Hotel	Warwick New York Hotel

Sample Los Angeles Luxury Properties:

Ace Hotel Downtown LA

Andaz West Hollywood

Ayres Hotel Manhattan Beach LAX

Beverly Wilshire - A Four Seasons Hotel

Calamigos Guest Ranch and Beach Club

Casa Del Mar

Crowne Plaza Hotel LA Commerce Casino

Hotel Bel-Air

Hotel Erwin

Hotel Figueroa Downtown LA

Hotel Indigo LA Downtown

Hotel Maya - a Doubletree by Hilton Hotel

Hotel Shangri La Santa Monica

InterContinental LA Century City at BH

Langham Huntington, Pasadena, Los Angeles

Loews Hollywood Hotel

Loews Santa Monica Beach Hotel

London West Hollywood at BH

Luxe City Center Hotel

Luxe Sunset Boulevard Hotel

Malibu Beach Inn

Mondrian LA

Montage BH

Mr. C Beverly Hills

Omni LA Hotel at California Plaza

Petit Ermitage

Portofino Hotel & Marina - A Noble House Hotel

Shade Hotel Redondo Beach

Shore Hotel

SLS Hotel, a Luxury Collection Hotel, BH

Sofitel LA at Beverly Hills

Sunset Marquis

Terranea - L.A.'s Oceanfront Resort

The Beverly Hills Hotel

The Bicycle Hotel & Casino

The Hollywood Roosevelt

The LINE Hotel

The Peninsula BH

The Standard Downtown LA

Viceroy L'Ermitage BH

W Hollywood

Waldorf Astoria BH

Sample Chicago Luxury Properties:

Chicago Athletic Association

Club Quarters Hotel, Wacker at Michigan

Conrad Chicago

Dana Hotel and Spa

Eaglewood Resort and Spa

Fairmont Chicago at Millennium Park

Four Seasons Hotel Chicago

Hotel Arista

Hotel Chicago Downtown, Autograph Collection

Ivy Boutique Hotel

Kimpton Hotel Allegro

Kinzie Hotel

Loews Chicago Hotel

Millenium Knickerbocker Chicago

Omni Chicago Suites - Mag Mile

Palmer House a Hilton Hotel

Park Hyatt - Chicago

Radisson Blu Aqua Hotel

Raffaello Hotel

Silversmith Hotel Chicago Downtown

Sofitel Chicago - Mag Mile

Swissotel - Chicago

The Blackstone, Autograph Collection

The Drake, a Hilton Hotel

The Godfrey Hotel Chicago

The James Chicago - Mag Mile

The Langham Chicago

The Peninsula Chicago

The Talbott Hotel

The Whitehall Hotel

theWit Chicago - a DoubleTree by Hilton

Thompson Chicago

Virgin Hotels Chicago

W Chicago - City Center

Waldorf Astoria Chicago

Warwick Allerton Chicago

Wyndham Grand Chicago Riverfront

Sample Washington D.C. Luxury Properties:

Fairmont Washington D.C., Georgetown

Four Seasons Hotel Washington D.C.

Hamilton Hotel DC

Hilton Alexandria Old Town

Kimpton Hotel Monaco DC

Kimpton Lorien Hotel and Spa

Mandarin Oriental DC

Marriott Marquis, DC

Omni Shoreham Hotel

Park Hyatt Washington

Renaissance Washington, DC Downtown Hotel

The Embassy Row Hotel

The Hay-Adams

The Jefferson, DC

The Madison Washington DC, A Hilton Hotel

The Mayflower Hotel, Autograph Collection

The Melrose Georgetown Hotel

The Watergate Hotel

Washington Court Hotel

Washington Hilton

Willard InterContintental Washington

Sample San Francisco Luxury Properties:

Argonaut Hotel, a Noble House Hotel

Clift

Fairmont SF

Four Seasons Hotel San Francisco

Hilton SF Airport Bayfront

Hotel Adagio, Autograph

Hotel Nikko SF

Intercontinental Mark Hopkins

Kimpton Sir Francis Drake Hotel

Loews Regency San Francisco

Omni SF Hotel

Palace Hotel, a Luxury Collection Hotel, SF

Serrano Hotel

Sheraton Fisherman's Wharf Hotel

Villa Florence San Francisco on Union Square

Sample Dallas Luxury Properties:

Four Seasons Hotel Dallas

Gaylord Texan Resort & Convention Center

Hilton DFW Lakes Executive Conference Center

Hotel Crescent Court

Hotel ZaZa Dallas

InterContinental Dallas

Magnolia Hotel Dallas Downtown

NYLO Dallas South Side

The Adolphus, Autograph Collection

The Fairmont Dallas

The Joule

W Dallas - Victory