

6-12-2026

Does Customer Expectation Affect Customer Experience? - Evidence from Nigerian Hospitality Industry

Adeyemi AbdulwasIU Adebayo

Kwara State University, Malete, adebayoadeyemi70@gmail.com

Abdulazeez Alhaji Salau

Kwara State University, Malete, sirsalau@gmail.com

Follow this and additional works at: <https://scholarhub.ui.ac.id/amj>



Part of the [Marketing Commons](#)

Recommended Citation

Adebayo, Adeyemi AbdulwasIU and Salau, Abdulazeez Alhaji (2026) "Does Customer Expectation Affect Customer Experience? - Evidence from Nigerian Hospitality Industry," *ASEAN Marketing Journal*: Vol. 18: No. 1, Article 1.

DOI: 10.7454/amj.v18i1.1306

Available at: <https://scholarhub.ui.ac.id/amj/vol18/iss1/1>

This Research Article is brought to you for free and open access by the Faculty of Economics & Business at UI Scholars Hub. It has been accepted for inclusion in ASEAN Marketing Journal by an authorized editor of UI Scholars Hub.

Does Customer Expectation Affect Customer Experience? - Evidence from Nigerian Hospitality Industry

Cover Page Footnote

Thanks to my research assistants and this journal outlets for the privilege of publishing my manuscript

DOES CUSTOMER EXPECTATION AFFECT CUSTOMER EXPERIENCE? – EVIDENCE FROM NIGERIAN HOSPITALITY INDUSTRY

Adeyemi Abdulwasiiu Adebayo¹, Abdulazeez Alhaji Salau²

^{1,2}Kwara State University, Malete

¹adeyemi.adebayo@kwasu.edu.ng, ²sirsalau@gmail.com

ABSTRACT

Manuscript type: *Research Article.*

Research Aims: *Examined the impact of consumer expectations on customer experience in selected hotels and hospitality businesses in Offa and Ilorin, Kwara State, Nigeria.*

Design/methodology/approach: *The study employed a quantitative research approach; the study utilized a survey method to gather primary data through questionnaires. The sample size was determined using the Godden (2004) model, resulting in a total of 246 participants, 150 questionnaires were finally retrieved and inputted for data analysis after the shorting out of wrongly filled and deduction of unretrieved copies of the questionnaires. Analysis was performed on 150 completed questionnaires using standard multiple regression through SPSS.*

Research Findings: *The findings revealed a positive and significant relationship between emotional connection and service reliability as factors influencing customer expectations ($\beta = 0.192$, $t = 2.529$, $p = .012$; $\beta = 0.253$, $t = 3.502$, $p = .001$). The results suggest that customer expectations are a crucial determinant of hotel customers' needs, and effective management of these expectations can enhance customer experience by influencing purchasing behavior.*

Theoretical Contribution/Originality: *This study was supported by the expectancy theory of customer satisfaction. The fitness of the supporting theory is affixed on the fact that the theory elucidated the concept of customer expectation intensely by explaining the experience that ensues as a result of associating services performance against expectations which serves as a good consideration on whether to build loyalty or not.*

Practitioner/Policy Implication: *Hotel service providers need to prioritize strategies to better understand and analyze the wants and expectations of their customers to foster loyalty.*

Research limitation/Implications: *The unhelpful attitude of some respondents in collecting the questionnaire and even some of those who collected either failed to fill it correctly or refuse to return the questionnaire when needed for collection.*

Keywords: *Customer Expectations, Customer Experience, Customer Satisfaction, Product Performance, Service Reliability.*

INTRODUCTION

In today's digital hospitality landscape, customers expect personalized, consistent, and engaging experiences. Delivering on these expectations through online reviews, prompt service, and brand consistency is essential. Failure to do so can erode loyalty and negatively impact hotel performance. Customers now

expect highly personalized experiences from hotels, with tailored services and communications significantly improving satisfaction, loyalty, and repeat business. Studies show that 80% of consumers are more likely to purchase from brands that offer personalized experiences, and such efforts directly foster loyalty and positive word-of-

mouth recommendations (Shukla & Gupta, 2022).

Consumers do not merely act as passive buyers of inferior goods or services; instead, they demonstrate rational behavior by making informed choices that enhance their personal satisfaction (Wardhana et al., 2023). Customers choose businesses that align with their expectations, objectives, and values, making decisions that are both rational and psychologically consistent. Wirtz and Lovelock (2021) define loyalty from a business standpoint as a customer's inclination to willingly endorse a company's products and services to peers and to regularly utilize the company's offerings over an extended duration, on a regular and preferred basis. They claim that if customers recognize and embrace the enhanced value provided, they will maintain loyalty to a challenging company. According to Wardhana et al. (2023), attaining elevated client loyalty is the paramount goal for firms aiming to provide outstanding customer service.

Customer experience, as articulated by Kandampully et al. (2018), encompasses the customer's journey during all pre-, during-, and post-consumption interactions with hotel services. This indicates that numerous customer-provider contacts influence outcomes beyond those of an individual interaction (Verhoef et al., 2009). Moreover, during the service provision, participants frequently co-create the outcome via interactive sessions (Ponsignon et al., 2015). Hotel customers' experiences stem from various enduring attributes and practices, including the provision of internet services and the ambiance fostered by staff interactions, alongside their engagement with food, beverages, and other hospitality offerings (Kandampully, et al., 2018).

All of these factors facilitate the provision of exemplary customer service. Understanding how customers evaluate hotel services when

they want them is also crucial for achieving outstanding customer service (Adebayo, 2021). Customers' impressions of the service they may expect are often established by their experiences with the hotel's service delivery, which also serves to develop the reputation of the service providers and the degree of quality they offer. There is a shortage of empirical evidence addressing customer service expectations and how they affect hotel operations in Nigeria, despite the apparent development in studies on consumer behaviour and the increased expectation for hotel services. The purpose of our endeavor is to close this gap.

The Nigerian hospitality industry is vital to the nation's economy and tourism. It now faces increasing scrutiny over its ability to provide consistently positive customer experiences (National Bureau of Statistics, 2023; PwC, 2022). The challenge is intensified by dynamic, often unmet, customer expectations. Customer expectations are known to shape service quality and satisfaction in hospitality worldwide (Adebayo, 2021). However, little empirical evidence explores how these expectations influence customer experience in Nigeria's unique socio-cultural and economic setting.

Specifically, the problem lies in the observed discrepancy between evolving customer expectations – driven by increasing exposure to global service standards, technological advancements, and a growing demand for value-for-money (Euromonitor International, 2024; Adebayo & Ojo, 2021) – and the inconsistent service delivery often characteristic of the Nigerian hospitality sector (Nigerian Hotel Owners Forum, 2023 report). This disconnect frequently leads to dissatisfaction, negative word-of-mouth, reduced customer loyalty, and ultimately, hinders the industry's potential for sustainable growth and competitiveness (Abdulwasiiu, 2023).

The Nigerian hospitality industry lacks a clear understanding of how specific customer expectations are formed, managed, and either

met or unmet. These expectations may include service speed, technological amenities, staff professionalism, cultural sensitivity, and perceived value. Without this understanding, hospitality providers cannot strategically enhance their service offerings or foster enduring customer relationships. There is a critical need to empirically investigate the relationship between customer expectations and experience in the Nigerian hospitality sector. This investigation will help identify key areas for improvement and inform effective service delivery strategies.

In view of the above, while the influence of customer expectations on experience is well-established in global hospitality literature, there is a significant empirical gap regarding the specific nature, drivers, and consequences of the expectation-experience discrepancy within the context of the Nigerian hospitality industry. Existing studies are often generalized or focus on other regions, leaving a void in understanding this dynamic within Nigeria's unique sociocultural and economic environment. It is as a result of this that the study wishes to examine the association between customer expectations, actual service experiences, and customer satisfaction in the hospitality industry, with a focus on identifying the key drivers of guest loyalty.

LITERATURE REVIEW

This study was underpinned by the expectancy theory of customer satisfaction. The appropriateness of the supporting theory is based on the fact that the theory explained the concept of customer expectation in relation to satisfaction vividly by elucidating the experience that ensues as a result of comparing service performance against expectations, which serves as a good thought on loyalty. Unlike the assimilation-contrast theory of customer satisfaction, where satisfaction is determined by the size and direction of the gap between expected and actual performance (Adebayo, 2024b), the ascendancy of this theory

amid other theories of customer expectation is a result of its rationality and consistency in evaluating customer satisfaction in the services industry, which is pragmatic in nature. The association and connection this theory has with this study is that the theory shows that consumers procure goods and services with repurchase expectations about expected performance, which is grounded on the quality of service from the service providers, which may lead to customer desirability and loyalty.

Studies in various contexts confirm that when actual service performance falls short of customer expectations, it results in dissatisfaction and negative outcomes (Adebayo, 2021).

Customer expectation (emotional connection and service reliability) has no significant relationship with customer experience of selected hotels in Offa and Ilorin Metropolis in Kwara state, Nigeria.

Model for Hypothesis

$$CE=f(CEX) \quad 3.1$$

$$CEX=EC+SR+e \quad 3.2$$

Substituting (3.2) into (3.1)

$$CE=f \{EC+SR \quad 3.3$$

$$CE_i=\alpha+\beta_1ed_i+\beta_2rd_i+u_i \quad 3.4$$

Where:

CE = Corporate Expectation

CEX = Customer Experience

EC = Emotional

Connection SR =

Service Reliability α =

Constant term;

β_1 , = coefficient of the variable

U_i = Error term

Customer Expectations

Consumers generally estimate the potential outcomes associated with purchasing and using a product. Shumba and Ferreira (2023) observes that authors offer differing interpretations of the term “expectation” within the service quality literature. According to Suvittawat (2022), anticipation plays a critical role in assessing a customer’s level of happiness. An accurate assessment of the target audience is necessary to comprehend how customer expectations evolve over time and the factors that influence customers’ decisions to use a certain product or service or make hotel reservations. This can only be accomplished with the use of good marketing intelligence. Cindrakasih et al. (2023) find that companies must manage customer expectations by continually enhancing and customizing their offerings to surpass customer expectations.

This will generate more leads for the company. Building on this idea, Grönroos (2007) pointed out that in order for the hospitality industry to profit from consumer expectations in determining hotel appeal, long-term quality has to be emphasized, conveyed, and presented.

In line with prioritizing quality, a manager’s job is also to maximize profits by managing customers’ expectations, and knowing what those expectations will enable them to behave in the most profitable way (Ali et al., 2022). Consumer opinions about a product or service are usually based only on data gathered from various sources. Positive word-of-mouth, personal selling, advertising, and public relations may all change customers’ expectations (Adebayo, 2023a).

A range of statements that communicate customer expectations in different ways, such as “It is essential to surpass customer expectations,” support the body of

acknowledged knowledge’s claim that there is a relationship between customer satisfaction and expectations (Ali et al., 2021). Recalling that satisfied customers will feel good about themselves and be more inclined to recommend the item or service to others when they make future purchases is crucial. This is often understood to mean that “If a customer expects an awful level of quality and receives it, he/she will diminish his/her level of optimistic attitude and penchant for the brand.” This is one of the main reasons why, in an effort to increase customer happiness, it is hard to ignore customer expectations, as they have such a significant impact on future purchases that customers make.

Furthermore, Cunningham and De Meyer-Heydenrych (2021) state that expectations are the “perceived capability of different ways suppliers and brands can satisfy various explicit and implicit objectives of consumers in a buying decision.” Understanding client expectations is vital. It affects customer reactions and how few resources are available to fulfill requirements. Consumers usually base their expectations about products and services on information found in readily available sources.

According to Kotler (2011), fulfilling customers’ expectations is essential to their happiness, appeal, and eventually loyalty. In order to fulfill and surpass their customers’ expectations, service providers need to be aware of what they want (Javed et al., 2020). One of the best ways to guarantee customer satisfaction is to manage and exceed their expectations (Antwi, 2021). Most of the time, the customer’s perception of the service differs from their initial assumptions. Relevant data on the client’s experiences and expectations places them on an unambiguous level and enables differentiation based on a variety of criteria. It is essential to suitably assess the customer’s expectations for the service level and their accomplishment by a particular organization at the same time in order to look into any discrepancies between their experiences and expectations with regard to customer service (Nasim & Janjua, 2014; Tseng

& Hung, 2013). Determining the quality components of customer service is made possible by two crucial processes: assessing the customer's expectations for the service level and the company's ability to meet those expectations (Meybodi, 2012).

Customer Experience

The literature on service marketing has several definitions of what a client experience is (Lemon & Verhoef, 2016). Customer experience is a strategy for fostering long-term relationships and connections between a company and its clients. This connection includes the attraction, awareness, nurturing, advocacy, and purchase of products and services by a consumer. It is determined by an individual's experience throughout all regions of interaction versus their expectations. According to Peppers and Rogers (2005), the notion of customer experience emerged as the most crucial factor in attaining success for businesses in all sectors. They said that customer experience management, also known as CXM, was a tactic that focused a company's operations, procedures, and expertise on meeting the demands of specific customers. Businesses with a customer-focused company strategy need to emphasize the value of the customer experience. The discipline, approach, and/or process used to comprehensively manage a customer's cross-channel exposure, contact, and transaction with a business, product, brand, or service is known as customer experience management (Peppers & Rogers 2005). Customer Experience Management is a discipline about understanding a firm's customers as thoroughly as possible. This kind of comprehension may be used to create and supply personalized experiences that will encourage customers to recommend the business to friends and associates in addition to making them devoted customers (Adebayo, 2024a).

According to Brakus et al. (2009), brand experience is the subjective, internal reactions (feelings, thoughts, sensations) and behavioral

responses triggered by brand-related stimuli built into the brand's design. They identify four connected elements: sensory, emotive, intellectual, and behavioral (Schmitt, 2011). Grewal et al. (2009) divide consumer experiences in the hotel industry into pricing and promotion categories.

There are multiple perspectives from which customer experience can be analyzed. From the firm's perspective, this involves creating and designing an experience for the customer (Berry, Carbone, & Haeckel, 2002; Stuart & Tax, 2004). In contrast, the customer's perspective, as suggested by Schmidt (2011), centers on the individual's own interpretations. Alternatively, from a co-creation perspective, the experience emerges from the customer's interactions within a broader ecosystem, acknowledging their role in co-constructing it (Chandler & Lusch, 2015; De Keyser, Lemon, et al., 2015). Further supporting these views, Verhoef et al. (2016) affirm that both academics and practitioners agree that a comprehensive customer experience consists of various elements, including cognitive, emotional, behavioral, sensory, and social components.

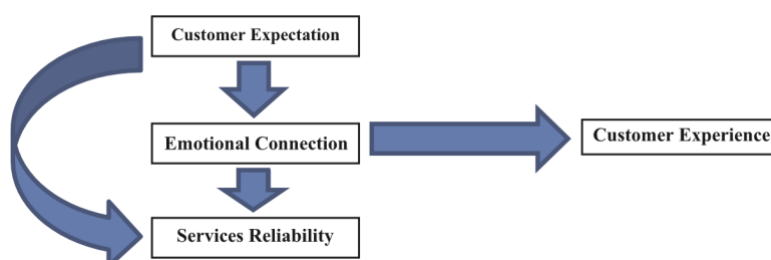
The physical environment strongly shapes customers' social interactions (Sharma & Rather, 2015). In other words, when customers enjoy positive aspects of an experience, they often find themselves in settings that are pleasant, emotional, fulfilling, and engaging (Bitner, 1992). Amusement occurs when customers passively absorb entertainment, such as attending a theatre play (Oh et al., 2007). Most cruise ships offer various entertainment options, like casino games, live music, comedy, and night shows (Hosany & Witham, 2010). Education, the third dimension, involves experiences where customers actively participate.

To clarify the transition, consider introducing the key finding explicitly: "As a foundation for this discussion, key findings from past studies reveal that positive customer experiences lead to

increased customer satisfaction, loyalty, positive word-of-mouth, and ultimately, enhanced organizational performance and competitiveness (Adebayo, 2023).”

Dhillon et al. (2022) studied how emotions shape experience. They note that luxury cosmetics companies use tactics like free samples, exclusive distribution, and experiential marketing to influence consumer perceptions. The study suggests these approaches affect how often and intensely consumers use products. The research also finds that strategies like gift promotions, professional service in flagship stores, and showbiz marketing create

Conceptual framework of the study



memorable brand experiences. Companies often use technology, such as event marketing or virtual shopping, to make engaging experiences. Lastly, the study concludes that event marketing, storytelling, and social media campaigns that generate electronic word-of-mouth (e-WOM) help shape perceptions, influence online buy-

Sources: Researcher's Conceptualization, 2024.

Figure 1. Conceptual Framework

ing attitudes, and strengthen post-sale customer relationships.

Continuing with the customer-focused perspective, Tjahjaningsih et al. (2020) studied whether customer experience and service quality impact satisfaction and loyalty. They selected 104 customers from PT Indonesia Comnets Plus SPBU Semarang using purposive sampling. Researchers analyzed the data with multiple regression analysis. The results showed that customer satisfaction, service quality, and experience have significant effects on loyalty. These findings highlight the need to deliver

excellent service and positive experiences to boost satisfaction and loyalty.

Shifting to a broader conceptual framework, Lemon and Verhoef (2016) explored research aimed at gaining a deeper understanding of the customer journey and experience in the context of increasingly complex consumer behavior. The study defines and conceptualizes customer experience, offering a historical overview of its evolution within marketing. Additionally, it compiles existing knowledge on customer experience management, customer journeys, and related concepts. The research ultimately identifies key areas for further investigation into

this critical topic.

Turning to logistics, Kadubek and Grabara (2015) examined customers' expectations and experiences. Kadubek and Grabara (2015) examined customers' expectations and experiences with selected aspects of logistics customer experience quality. The study's first section covers the SERVQUAL model and related theory. It links theoretical elements of logistics customer experience quality to the SERVQUAL approach and analyzes these in real-world scenarios. The researchers focused on two areas: customers' expectations and their experiences. The study evaluated what 294 customers from 147 Polish commercial cargo motor transport companies expected and perceived about logistics customer experience.

Gebremichael and Singh (2019) conducted a study in Ethiopia's Tigray region to examine gaps between customers' expectations and perceptions of hotel service quality. Data were gathered from 282 customers using a self-administered questionnaire and non-probability

sampling (convenience and purposive). The researchers measured service quality with a 29-item modified SERVQUAL scale. Factor analysis revealed four key dimensions: tangibility, assurance, responsiveness, and empathy. Results showed customer perceptions did not meet expectations across all dimensions.

Adeniyi and Sholarin (2013) researched how consumer expectations affect loyalty in the Lagos, Nigeria hotel industry, using regression analysis and descriptive statistics. They found significant links between expectations, loyalty, and satisfaction. Customers anticipated service improvements, such as online reservations and babysitting. The study advised hotel managers to adopt relationship marketing strategies.

Methodology

This study uses a quantitative approach to examine how customer expectations influence the experiences of selected hotels in Offa and

Table 1. Mean and Standard Deviation of the Variables

Constructs	N	Minimum	Maximum	Mean	Std. Dev.
Customers' Experience	150	1.00	5.00	4.0347	0.96315
Emotional Connection	150	1.00	5.00	4.0107	1.05850
Service Reliability	150	1.00	5.00	3.8267	1.00913

Sources: Field Survey, 2024

Ilorin metropolis in Kwara State, Nigeria. The population is considered infinite because it targets customers with the experiences of selected hotels in Offa and Ilorin metropolis in Kwara State, Nigeria.

The choice of Ilorin and Offa states as a study area is premised on the fact that the towns have the largest economy in Kwara State, Nigeria. Furthermore, the selected area of study also accommodates more than 80% of the state's GDP and is the hub of service firms in Kwara state. More so, the justifications for the selection of these hotels are due to their customer base and the good location they are enjoying, which is one of the key elements that attract customers.

All the variables were explicitly measured using the respondents to indicate their degree of

agreement or otherwise about a particular statement. Consequently, the five-point rating Likert scale was designed, starting from strongly disagree, disagree, neutral, agree, and strongly agree. Many researchers across the globe use this approach due to its simplicity and versatility in understanding the respondents' attitudes and opinions (Johns, 2010). A Likert Scale is a global method of data collection where respondents are at liberty to express their opinion, make a decision, or remain indecisive. Hence, it is easy to understand in terms of filling the provided spaces and easy to run, analyze, and draw conclusions in a study that uses quantitative data (Brooke, 1996).

The constructs were checked for normality, linearity, and multicollinearity to satisfy the basic and underlying assumptions of the multiple regression analysis in line with the suggestion by Hair et al. (2010) and Pallant (2011).

The sample size was calculated using the Godden model to address the infinite nature of the population, which resulted in an expected sample of 246. This model is specifically designed for studies where the population size cannot be specified. In this context, the sample size ensures sufficient statistical power for generalizability. A self-administered questionnaire was used to collect data from the targeted participants. Moreover, a multistage sampling strategy was employed, involving the selection of respondents through a combination of sampling methods at different stages.

The first was purposive sampling, which was adopted to select hotels in Offa and Ilorin metropolis in Kwara state, while availability sampling was used to determine customers who would be available on weekend days when the research would be conducted at all selected hotels. The final stage of the sampling was the

Table 2. Validity Statistics

Validity Test	KMO	Barlett's Test	Sig.
Customer Expectation	0.707	70.654	0.000
Emotional Connection	0.735	77.221	0.000
Service Reliability	0.757	60.076	0.000
Customers' Experience	0.665	58.542	0.000

Source: Author's Fieldwork Computation, 2024

Table 3. Cronbach's Alpha Coefficients Table

Variables	Cronbach Alpha Coefficients
Customer Expectation	0.808
Emotional Connection	0.853
Service Reliability	0.818
Customers' Experience	0.711

Source: Author's Fieldwork Computation, 2024

Table 4. Mean and Standard Deviation of Customer Experience

Code	Detail	Mean	SD
CE1	Customers choose hotels that offer products and services tailored to their needs and desires.	3.80	1.264
CE2	Customers suggest hotels that foster emotional connections with their friends and colleagues.	3.81	1.206
CE3	Customers tend to return to hotels that emphasize teamwork in improving customer satisfaction.	3.91	1.123
CE4	Customers build trust in hotels when service providers appreciate and consider employees' ideas.	3.97	1.170
CE5	Repeat purchases are ensured when customers feel that their opinions are valued.	3.95	1.128

stage of using the random sampling through hotel intercept to select the respondents for the study and administer the questionnaire to the customers of the hotels in Offa and Ilorin in Kwara state, Nigeria. The unit of analysis of the study is the guests who are regular customers of the hotels. SPSS was one of the tools employed for the analysis.

Findings

Descriptive Statistics of the Research Constructs

Table 1 presents the mean and standard deviation for all the variables included in this research. The highest mean was observed for Emotional Connection ($M = 4.035$, $SD = 0.9632$), while the lowest mean was recorded for Service Reliability ($M = 3.83$, $SD = 1.01$).

Consequently, all variable means were categorized within the high-level range.

Table 2 illustrates the effectiveness of the data for structure discovery. High scores, typically

Sources: Field Survey, 2024

around 1.0, suggest that factor analysis is likely to be beneficial for the data. Conversely, values below 0.50 indicate that the results of the factor analysis may not be particularly useful. Since all Kaiser-Meyer-Olkin (KMO) values exceed 0.50, the factor analysis results are deemed favorable.

Table 3 shows that the scales have good internal consistency. By implication, all the scales are reliable.

Mean and Standard Deviation of the Customer Experience

Table 4 reveals key insights into customer experience in hotels. It highlights several factors that influence customer satisfaction and loyalty. Customers prefer hotels with tailored products and services ($M = 3.80$). They are also likely to recommend hotels that foster emotional connections ($M = 3.81$). Teamwork in enhancing customer satisfaction is valued, with a higher mean score of 3.91. Customers trust hotels that value employee input ($M = 3.97$) and are more likely to make repeat purchases when their opinions are valued ($M = 3.95$). In summary, hotels should focus on customization, emotional engagement, teamwork, employee recognition, and feedback. The standard deviations indicate general agreement among customers on the importance of these factors.

Mean and Standard Deviation of the Customer Expectation

Table 5 presents a detailed analysis of customer expectations in hotels, focusing on emotional connection and service reliability. The mean scores indicate that customized experiences significantly affect guests' emotional ties to the brand, with a mean of 4.00, while the physical design and ambiance also contribute positively to this bond, scoring 3.96. Additionally, the emotional intelligence of employees plays a critical role in shaping guests' connections, reflected by a mean of 3.95. Technological amenities are viewed as enhancing emotional connections compared to traditional methods, with a score of 3.97. Cultural and demographic factors are recognized for their influence on emotional attachment, yielding a mean of 3.90. In terms of service reliability, the data shows that effective post-sale services greatly enhance customer satisfaction ($M = 4.05$) and prompt issue resolution attracts more customers ($M =$

Table 5. Mean and Standard Deviation of Customer Expectation

Services Reliability		Mean	SD
Code	Detail		
Emotional Connection			
CE1	Customized experiences in hotels affect how emotionally connected guests feel to the brand.	4	1.062
CE2	The physical design and ambiance of a hotel contribute positively to the emotional bond between guests and the establishment.	3.96	1.092
CE3	The emotional intelligence of employees and their interactions with guests significantly influence guests' emotional ties to the hotel.	3.95	1.166
CE4	The level of technological amenities available can enhance guests' emotional connections to hotels when compared to traditional hospitality methods.	3.97	1.172
CE5	Cultural and demographic aspects shape guests' emotional attachments to hotels, providing insights that can improve guest satisfaction and loyalty.	3.9	1.079
Services Reliability			
SR1	The hotel's effective post-sale services enhance customer satisfaction.	4.05	1.06
SR2	Rapid resolution of issues related to product delivery or receipt attracts more customers to the hotel.	4.01	1.141
SR3	Courteous service from hotel representatives boosts the likelihood of building customer loyalty for the hotel.	3.95	1.101
SR4	Effective post-sale services by the hotel lead to increased online reviews and recommendations.	3.98	1.071
SR5	Exceptional post-sale services enhance the hotel's brand image and product prestige.	4.01	1.114

Sources: Field Survey, 2024

Table 6. Normality Test (Skewness and Kurtosis)

Constructs	N	Skewness	Kurtosis
Customer Experience	150	-1.116	0.294
Emotional Connection	150	-1.395	1.194
Services Reliability	150	-1.615	1.392
Customer Expectation	150	-1.729	1.973

Sources: Field Survey, 2024

Table 7. Multi-collinearity Test (VIF and Tolerance)

Constructs	Items	Collinearity Statistics	
		Tolerance	VIF
Customer Experience	5	0.190	1.062
Emotional Connection	5	0.109	1.062
Services Reliability	5	0.996	1.004
Customer Expectation	5	0.996	1.004

Sources: Field Survey, 2024

4.01). Courteous service from hotel representatives is also important for building loyalty, with a mean of 3.95. Effective post-sale services lead to increased online reviews and enhance brand image, as indicated by scores of

3.98 and 4.01, respectively. Overall, the findings underscore the importance of emotional connection and reliable service in meeting customer expectations in the hotel industry.

Table 8. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.726 ^a	0.582	0.471	0.84051	1.550

Sources: Researcher's Survey, 20 4

Table 9. ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	23.075	2	12.537	16.331	0.000 ^b
Residual	243.848	147	0.706		
Total	226.023	149			

a. Dependent Variable: Customer ion, service reliability Experience

b. Predictors: (Constant) emotional connecSources: Researcher's Survey, 2024

Table 10. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.139	0.315		6.781	0.000
	Emotional Connection	0.253	0.072	0.291	3.502	0.001
	Service Reliability	0.192	0.076	0.210	2.529	0.012

Sources: Researcher's Survey, 2024

The analysis of customer experience, emotional connection, service reliability, and customer expectation shows negative skewness across all constructs, indicating a leftward bias with higher frequencies of lower scores. Customer expectation exhibits the most significant skewness at -1.729. Positive kurtosis values, especially for customer expectation at 1.973, suggest heavier tails than a normal distribution, indicating the presence of outliers.

Table 7 presents the multi-collinearity test results for customer experience, emotional connection, service reliability, and customer expectation. Customer experience and emotional connection show low tolerance (.190 and .109) and VIF values (1.062), indicating potential multi-collinearity. In contrast, service reliability and customer expectation have high tolerance (.996) and low VIF (1.004), suggesting they are independent constructs. Researchers should monitor the relationships among customer experience and emotional connection for further analysis.

Hypothesis Testing

Multiple regression analysis was used to determine the relationship between Customer expectation (emotional connection and service reliability) and customer experience of selected hotels in Lagos state Metropolis.

Table 8 summarizes the regression model assessing the impact of emotional connection and service reliability on customer experience. The model shows a strong correlation ($R = 0.726$) and an R^2 value of 0.582, indicating that approximately 58.2% of the variance in customer experience can be explained by the predictors. The adjusted R^2 of 0.471 suggests that the model accounts for a significant portion of variability, while the standard error of the estimate is 0.84051. Additionally, a Durbin-Watson statistic of 1.550 indicates no significant autocorrelation in the residuals, suggesting the model's reliability.

Table 9 presents the ANOVA results for the regression model analyzing the impact of emotional connection and service reliability on customer experience. The regression model explains a significant portion of the variance, with a sum of squares of 23.075 and an F-statistic of 16.331, which is statistically significant ($p < 0.001$). The residual sum of squares is 243.848, indicating the variability not explained by the model. Overall, these results confirm that emotional connection and service reliability are significant predictors of customer experience.

Table 10 illustrates how the dependent variable reflects the impact of customer expectation variables, specifically emotional connection and service reliability, on the overall customer experience. This served as a benchmark for assessing the relationship between the two independent variables. Specifically, Hypothesis H_{1b} predicted that service reliability is positively related to customer experience. The constant term is 2.139, representing the baseline customer experience when both independent variables are zero. The unstandardized coefficients indicate a significant positive relationship between store temperature and customer experience ($B = 0.253$, $p = 0.001$), suggesting that good emotional connection enhance customers' overall experience. Additionally, service reliability is also found to positively affect customer experience ($B = 0.192$, $p = 0.012$). Hypothesis H_{1a} predicted that emotional connections are positively related to customer experience. The standardized coefficients (Beta) provide further insight into the relative impact of these variables. Service reliability has a stronger effect on customer experience ($\beta = 0.291$) compared to emotional connection ($\beta = 0.210$). This implies that while both factors contribute positively to customer experience, managing the store temperature may yield a greater enhancement in how customers perceive their overall experience.

The regression analysis results show that the coefficient of customer expectation has a significant influence on customer experience in selected hotels in Kwara State, particularly in terms of emotional connection and service reliability. This finding led to the rejection of the null hypothesis, and acceptance of the alternative hypothesis, confirming that customer expectation significantly impacts the customer experience in these hotels.

The results for hypothesis four support previous empirical studies by Gebremichael and Singh (2019), Kadłubek and Grabara (2015), Lemon and Verhoef (2016), Dhillon et al. (2022), and Tjahjaningsih et al. (2020), which found positive correlations between customer expectation and positive customer experience.

CONCLUSIONS & RECOMMENDATIONS

The finding of the study also reflects that the needs of hotel customers are largely dictated by their expectations. When hotels skillfully manage these expectations, they not only cultivate a positive customer experience but also significantly influence guests' purchasing behavior. The regression analysis results

show that the coefficient of customer expectation has a significant influence on customer experience in selected hotels in Kwara State, particularly in terms of emotional connection and service reliability. This signifies that adequate and continuous marketing research and intelligence should be conducted so as to understand the purchasing habits of the customers and how to meet them profitably, create a positive customer experience that will grow into customer loyalty.

The study recommended that hotels and hospitality sector service providers should try as much as possible to emphasize more on ways of improving their methods of studying the needs of their esteemed customers, with their expectations. A thorough understanding of the customers' expectations would enable the

management of the hotels or the service providers to know what the customers would patronize for their satisfaction, as this would enhance a positive customer experience.

Implications for Management

The research on how customer expectations affect customer experience in the Nigerian hospitality industry holds significant and direct relevance for the management of hotels and the broader tourism sector in Nigeria. By addressing the identified problems and gaps, this research provides actionable insights that can inform strategic decision-making and operational improvements. The implication of this is that understating the expectation of customers by hotel service providers is an important ingredient of attracting, satisfying, and retaining customers and enhancing positive customer experience. In spite of this, hotel service providers should endeavor to provide service strategies that will also trigger their esteemed customers' emotions positively so as to have a considerable effect in building customer loyalty. Such as pre-arrival communication and anticipation (Adebayo, 2023) in the form of personalized welcome through e-mail or app notification, and personalized touches, surprise, and delight (Adebayo, 2021), which may come in the form of celebration of special occasions with the hotel's customers and tailored welcome activities for the customers.

Academic Implications

This study considered the expectancy theory of customer satisfaction. The justification for this refined theory is premised on the fact that the theory explained the concept of customer expectation in relation to satisfaction vividly by

clarifying the experience that occurs as a result of associating service performance with expectations, which serves as a good thought on loyalty.

This study further integrates assimilation-contrast and cognitive dissonance theories of customer satisfaction. Assimilation-contrast theory emphasized the size and direction of the gap between expected and actual performance, which could be applied in future research. The dominance of this theory amongst other theories of customer expectation is a result of its rationality and consistency in evaluating customer satisfaction in the services industry, which is pragmatic in nature.

The research on how customer expectations affect customer experience in the Nigerian hospitality industry holds significant relevance for the field of academics, contributing to theory, methodology, and the broader understanding of hospitality and consumer behavior in diverse contexts.

The study will also benefit future researchers in enhancing their knowledge and widening their horizon of thinking and understanding concerning how the variables (emotional connection and service reliability) under investigation could be used to build customer experience in the hotel and hospitality business within the Nigerian context. Furthermore, the study will serve as a frame of reference as secondary data for future researchers, students, and other stakeholders.

Finally, it will also help in making relevant recommendations and contributions to knowledge.

REFERENCES

- Abdulwasiiu, A. A. (2023). Service quality and customer loyalty in selected retail businesses in Lagos State. (*Doctoral report, Kwara State University, Malete, Nigeria.*)
- Adebayo, S. O., & Ojo, T. E. (2021). Technological adoption and customer

satisfaction in Nigerian hotels. *Journal of Hospitality Management and Tourism*, 12(3), 123-135.

- Adebayo, A. A. (2024a). Quantitative perspective of the imperative of customer service delivery on customer relation and attraction in Nigerian store-based retail

- business. *AlHikmah Journal of Economics (AJEC)*, 5(1), 1-14.
- Adebayo, A. A. (2024b). Marketing Communication Effect on Customer Relationship A New Paradigm Shift in Customer Satisfaction: Evidence from Nigerian Airline Industry *Journal of Business and Management Inaba*, Universitas Indonesia Membangun, Bandung, 3(2), 66-83. <https://doi.org/10.56956/jbmi.v3i2.352>
- Adebayo, A. A. (2021). Impact of communication on customers' satisfaction in hospitality industry in Kwara State, Nigeria *African Scholar Journal of Management Science and Entrepreneurship*, 20(7), 76-93.
- Adebayo, A. A. (2023). Atmospheric ambience influence on customers' experience in service marketing. *Fuoye Journal of Management, Innovation and Entrepreneurship*, 2(2), 13-22. ISSN: 2814-2578
- Adebayo, A. A. (2021). Impact of communication on customers' satisfaction in hospitality industry in Kwara state, Nigeria. *African Scholar Journal of Management Science and Entrepreneurship*, 20(7), 72-93.
- Adeniyi, S. & Solarin, O.O. (2013). Customer expectations and loyalty of the hotel industry in Lagos, Nigeria. *Business Journal of Management and Social Sciences*, 11(2), 72-88.
- Adisak, S. (2022). The influence of customer expectations, customer loyalty, customer satisfaction and customer brand loyalty on customer purchasing intentions: A case study of K-POP fans in Thailand. *African Journal of Business Management.*, 16(1), 1-9. doi:doi. org/10.5897/AJBM2021.9321
- Antwi, S. (2021). I just like this e-retailer": Understanding online consumers repurchase intention from relationship quality perspective. *Journal of Retailing and Consumer Services*, 61(7). doi:doi.org/10.1016/J.JRETCONSER.2021.102568.
- Afifi, A., May, S., & Clark, V. A. (2003). *Computer-aided multivariate analysis*. CRC Press.
- Ali, B. J., Gardi, B., Othman, B. J., Ahmed, S. A., Ismael, N. B., Hamza, P. A., ... & Anwar, G. (2021). Hotel service quality: The impact of service quality on customer satisfaction in hospitality. *International Journal of Engineering, Business and Management*, 5(3), 14-28.
- Berry, L. L., Carbone, L. P., & Haeckel, S. H. (2002). Managing the total customer experience. *MIT Sloan Management Review*, 43(3), 85.
- Bitner, M. J. (1992). Services capes: The impact of physical surroundings on customers and employees. *Journal of marketing*, 56(2), 57-71
- Brakus, J. J. S., Schmitt, B. H., & Zarantonello, L. (2009). Brand experience: what is it? How is it measured? Does it affect loyalty? *Journal of Marketing*, 73(3), 52-68.
- Brooke, J. (1996). SUS-A quick and dirty usability scale. Usability evaluation in industry, 189(194), 4-7
- Budi, U. M., Syamsul, H. & Eny S. (2023). The relationship between customer satisfaction and loyalty: A systematic literature review. *International Journal of Social Service and Research*, 3(1), 54-62. doi: <https://doi.org/10.46799/ijssr.v3i1.222>
- Chandler, J. D. & Lusch, R. F. (2015), "Service systems: A broadened framework and research agenda on value propositions, engagement, and service experience," *Journal of Service Research*, 18 (1), 6-22.
- Cindrakasih, R. R., Mu'min, H., Jumui, J., Utami, E. Y., & Tapaningsih, W. I. D. A. (2024). The effect of digital marketing strategy, brand trust, and customer expectations on online purchasing decisions on e-commerce in West Java. *West Science Interdisciplinary Studies*, 2(03), 552-562.
- Cunningham, N. & De Meyer-Heydenrych, C. (2021). Premium versus affordable clothing retailers: what are customer expectations for satisfaction and repurchase intentions?". *International Journal of Retail & Distribution Management*, 49(6), 752-771. doi:doi. org/10.1108/IJRDM-07-2020-0265

- De Keyser, A., Lemon, K. N., Klaus, P. & Keiningham, T. (2015). A framework for understanding and managing the customer experience. *Marketing Science Institute Working Paper Series*. 15-121.
- Dhillon, R., Agarwal, B., & Rajput, N. (2022). Experiential marketing strategies used by luxury cosmetics companies. *Innovative Marketing*, 18(1), 4962
- Duffy, D.L. (2003). Commentary- Internal and external factors which affect customer loyalty. *Journal of Consumer Marketing*, 20(5), 480-485
- Euromonitor International (2024). Nigerian consumer trends report.
- Gebremicheal, G. B. & Singh, A. T. (2019). Customers' expectations and perceptions of service quality dimension: A study of the hotel industry in selected cities of Tigray region, Ethiopia. *Africa Journal of Hospitality and Leisure*, 8(5), 1-5.
- Grewal, D., Levy, M., & Kumar, V. (2009). Customer experience management in retail: an organizing framework. *Journal of Retailing*, 85(1), 1-14.
- Gronroos, C. (2000). *Service management and marketing*. John Wiley & sons Ltd.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2014). A primer on partial least squares structural equation modeling (PLS-SEM). Thousand Oaks: Sage Publications.
- Hosany, S., & Witham, M. (2010). Dimensions of cruisers experiences, satisfaction, and intention to recommend. *Journal of Travel Research*, 49(3), 351-364.
- Javed, M. K., Wu, M., Qadeer, T., Manzoor, A., Nadeem, A. H., & Shouse, R. C. (2020). Role of online retailers' post-sale services in building relationships and developing repurchases: a comparison-based analysis among male and female customers. *Frontiers in Psychology*, 11, 594132.
- Johns, R. (2010). Likert Items and Scales University of Strathclyde. University of Strathclyde, Strathclyde.
- Kadhubek, M. & Grabara, J. (2015). Customers' expectations and experiences within chosen aspects of logistic customer service quality. *International Journal for Quality Research*, 9(2), 265-278.
- Kandampully, J., Zhang, T.C. & Jaakkola, E. (2018). Customer experience management in hospitality; A literature synthesis, new understanding and research agenda. *International Journal of Contemporary Hospitality Management*, 30(1), 21-56.
- Kotler, P. (2011). Reinventing marketing to manage the environmental imperative. *Journal of Marketing*, 75(4), 132-135.
- Lemon, K. N. & Verhoef, P. C. (2016). Understanding customer experience throughout the customer Journey. *Journal of Marketing*, 80(2016), 69-96.
- Muhammad, K. J. & Min W. (2020). Effects of online retailer after delivery services on repurchase intention: An empirical analysis of customers' past experience and future confidence with the retailer. *Journal of Retailing and Consumer Services*, 54(5). doi:doi. org/10.1016/j.jretconser.2019.101942
- Wirtz, J., & Lovelock, C. (2021). Services Marketing People, Technology, Strategy, Ninth Edition. In *Services Marketing: People, Technology, Strategy, Ninth Edition*. World Scientific Publishing Co. <https://doi.org/10.1142/y0024>
- McCarthy, J., & Wright, P. (2004). *Technology as Experience*. London: MIT Press.
- Meybodi, A. R. (2012). Measuring service quality using SERVQUAL model: A case study of brokerage offices in Iran. *International Journal for Quality Research*, 6(1), 55-61.
- Nasim, K., & Janjua, S. Y. (2014). Service quality perceptions and patients' satisfaction: A comparative case study of a public and private sector hospital in Pakistan. *International Journal for Quality Research*, 8(3), 447-460.
- National Bureau of Statistics (2023). Tourism and hospitality sector report.
- Nigerian Hotel Owners Forum (2023). Annual industry performance report.

- Oh, H., Fiore, A. M., & Jeong, M. (2007). Measuring experience economy concepts: Tourism applications. *Journal of Travel Research*, 46(2), 119-131.
- Peppers, D., & Rogers, M. (2005). *Return on customer: Creating maximum value from your scarcest resource*. New York: Doubleday/Currency.
- Pitt, L. F., & Jeantrout, B. (1994). Management of customer expectations in service firms: A study and a checklist. *Service Industries Journal*, 14(2), 170-189.
- Ponsignon, F., Klaus, P. & Maull, R.S. (2015). Experience co-creation in financial services: An empirical exploration. *Journal of Service Management*, 26(2), 295-320.
- PwC (2022). Nigeria hospitality outlook
- Schmitt, B. H. (2011). *Customer experience management: A revolutionary approach to connecting with your customers*. New York: The Free Press.
- Sharma, J. & Rather, A. R. (2015). Understanding the customer experience: an exploratory study of “a” category hotels. *International Journal on Customer Relations*, 3(2), 21-31.
- Shukla, M., & Gupta, R. (2022). Effect of social media personalization on brand strength: A study of the brand advertised on facebook. *International Journal of Online Marketing*, 12(1), 1–22.
- Shumba, T., & Ferreira, D. (2023). Quality expectation factors influencing e-customer satisfaction: Evidence from online shopping in South Africa. *Eurasian Journal of Social Sciences*, 11(2), 75-94.
- Suvittawat, A. (2024). Exploring the relationship between supply chain agility, consumer and electric vehicle characteristics, and purchase intentions in Thailand: A Structural Equation Modeling Approach. *World Electric Vehicle Journal*, 15(7), 294.
- Stuart, F. L., & Tax, S. (2004). Towards an integrative approach to designing service experience: Lessons learned from the theatre. *Journal of Operations Management*, 22(1), 609-627.
- Tabachnick, B. G. & Fidell, L. S. (2007). *Using multivariate statistics* (5th Ed.). Boston, MA: Allyn & Bacon/Pearson Education
- Tam, J. L. (2005). Examining the dynamics of consumer expectations in a Chinese context. *Journal of Business Research*, 58(6), 777-786.
- Tjahjaningsih, Maskur, Widyasari and Kusuma (2020). The effect of customer experience and service quality on satisfaction in increasing loyalty. *3rd International Conference on Banking, Accounting, Management and Economics*, 2020.
- Tseng, S. C., & Hung, S. W. (2013). A framework identifying the gaps between customers’ expectations and their perceptions in green products. *Journal of Cleaner Production*, 59, 174–184.
- Verhoef, P. C., Lemonb, K. L., Parasuraman, A., Roggeveend, A., Tsirosc, M., & Schlesingerd, L. A. (2009). Customer experience creation: Determinants, dynamics and management strategies. *Journal of Retailing*, 85 (1), 31–41.
- Wardhana, A., Antony, D., Setyanto, E. P., & Pratama, S. C. (2023). Influence of brand image and service value on purchase for customer satisfaction at PT CITILINK Indonesia TBK (Halim Perdana Kusuma Airport 2018-2023). *Advances in Transportation and Logistics Research*, 6, 385-402.