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Personality Meets Satisfaction: A Journey into the Impact of Hotel Staff Traits on Guest Experiences

La personalidad encuentra la satisfacción: Un Viaje hacia el impacto de los rasgos del personal hotelero en las experiencias de los huéspedes

Nuria Louzao , CETT, Barcelona School of Tourism, Hospitality and Gastronomy, España
Nuria.Louzao@cett.cat

Claudia Heras-Gil , CETT, Barcelona School of Tourism, Hospitality and Gastronomy, España
cheras201295@gmail.com

Montserrat Crespi Vallbona , Universitat de Barcelona, España
mcrespi@ub.edu

Neus Mendoza , CETT, Barcelona School of Tourism, Hospitality and Gastronomy, España
neusplata@gmail.com

ABSTRACT

Even though Hospitality and Psychology are closely related fields, the in-depth exploration of their shared relationship remains limited. This research explores the correlation between employee personality traits and their impact on service quality during the arrival process at a four-star hotel in Barcelona.

The combination of a psychological model and a perceived quality model makes the research original in its approach. Based on a dual-perspective methodology rooted in both Hospitality and Psychology, the study leverages the Five Factor Inventory, known as The Big Five, to assess the personality traits of receptionists. Guest satisfaction is evaluated using the SERVQUAL model. Primary data was collected through a survey administered to the entire reception staff and customers (247 valid responses), complemented by a semi-structured interview with a psychology expert in order to gain deeper insights into personality dynamics.

The findings offer significant managerial implications, providing a scalable model applicable to various departments and processes. Furthermore, the methodology is presented step-by-step so as to facilitate the replication of the model in any type of accommodation establishment.

Keywords: Big Five Theory, Customer Experience, Employee, Guest Satisfaction, Hospitality, Personality Traits.

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RESUMEN

Aunque la hostelería y la psicología son campos estrechamente relacionados, la exploración en profundidad de su relación sigue siendo limitada. Esta investigación profundiza en la correlación entre los rasgos de personalidad de los empleados y su impacto en la calidad del servicio durante el proceso de llegada a un hotel de cuatro estrellas de Barcelona.

La combinación de dos modelos, uno de psicología y otro de calidad percibida, hace que esta investigación sea original en su aproximación teórica. Empleando una metodología con doble perspectiva, basada tanto en la hostelería como en la psicología, el estudio utiliza el Inventario de los Cinco Grandes para evaluar los rasgos de personalidad de los recepcionistas. La satisfacción de los huéspedes se evalúa mediante el modelo SERVQUAL. Los datos primarios se recogieron mediante una encuesta administrada a todo el personal de recepción y a los clientes (247 respuestas válidas), complementada con una entrevista semiestructurada con un experto en psicología para descubrir aspectos más profundos de la dinámica de la personalidad.

Los resultados tienen importantes implicaciones para la gestión hotelera y ofrecen un modelo escalable aplicable a diversos departamentos y procesos. Además, la metodología se presenta paso a paso para facilitar la replicación del modelo en cualquier tipo de establecimiento de alojamiento.

Palabras clave: Teoría de los Cinco Grandes Rasgos de la Personalidad, Experiencia del cliente, Empleado, Satisfacción del cliente, Hostelería, Rasgos de personalidad.

I. INTRODUCTION

Many organizations understand that customer satisfaction is the most important successful factor of their activities. Otherwise, Big Five Personality Dimensions are considered important to service workers and key factors to know how consumers behave (Castillo, 2017; Kermani, 2013; Lounsbury et al., 2012; Siddiqui, 2012; Ekinci & Dawes, 2009), especially in bank sector and retail business environments. Then, previous studies analyze the impact of contact staff on customer experience and satisfaction in industries such as e-commerce or the catering industry. Although focused on the digital environment, it offers insights into the importance of staff interactions on customer perception (Cubo Pons, S. et al. 2022). Leri & Theodoridis (2021) analyzed how personality traits affect the clients' experience and behavior in the case of winery visitation experiences in Greece.

On the other side, other studies explore how manager personality dimensions relate to customer satisfaction in the restaurant industry (Becerra, M. et al., 2011). Depaula & Azzollini (2013) show how the Big Five personality model can predict various behaviors in work contexts. Although it does not focus exclusively on customer satisfaction, it provides insight into how personality traits can influence job performance and, thus, customer perception. In any case, in the vibrant world of hospitality, the quality of service can make or break a guest's experience, and, therefore, it is essential to understand those elements that determine the perception of quality for each client (Leung and Law, 2009; Louzao & Crespi-Vallbona, 2022).

Yet, despite the critical nature of this industry, there's an area that has received surprisingly little attention: the relationship between employees' personality traits and the quality of service they deliver. This gap in understanding serves as the focal point for this research, which aims to uncover the impact of personality on perceived service quality during

one of the most pivotal moments in the hotel experience—check-in process. Hospitality and psychology, though seemingly separate disciplines, share a compelling intersection where the quality of service meets human behavior.

Then, the objective of this study is to explore the correlation between which key personality traits are mainly involved in service quality perception or customer satisfaction. To achieve this, the study employs a dual-framework approach, integrating insights from both the fields of hospitality and psychology.

Personality assessments are conducted using the NEO-FFI questionnaire, a robust tool based on the Five Factor Inventory theory developed by Robert McCrae and Paul Costa in 1992, named The Big Five. This framework allows us to evaluate five key personality traits: **openness, conscientiousness, extraversion, agreeableness, and neuroticism.**

Openness refers to the level of curiosity of an individual, its creativity, and its intellectual exploration. People with a high level of this trait are imaginative, adventurous and enjoy learning new things.

Having a high level of **Conscientiousness** shows organization and self-discipline, as well as a reliable, dependable, hardworking, and goal-oriented personality.

Extraversion is a trait that reflects the level of sociability, assertiveness, and excitement-seeking that a person can have. Extroverts tend to be outgoing and have high levels of energy. Moreover, they enjoy social interactions.

Agreeableness is a trait that measures a person's cooperation level, trust, and empathy. People with a high level of this trait are generally kind, helpful, and forgiving.

Finally, **Neuroticism** measures the emotional stability of a person. High levels of these traits may refer to anxious, moody, and vulnerable-to-stress people. These key personality traits provide a valuable scheme for understanding how individual employee characteristics impact perceived service quality in the hospitality industry.

In this sense, Wu and Mursid (2019) stated that the personality traits of extraversion, openness, and agreeableness significantly affect customer participation and customer satisfaction. Tracey et al. (2007) show that the conscientiousness of frontline staff can reflect the effectiveness of employees' performance. Other studies conclude that agreeableness, conscientiousness, and extroversion are the positive predictors for hiring new service staff in the hospitality industry (Costen & Barrash, 2006; Chu-Mei & Kuang-Jung, 2006; Teng, 2008; Teng et al., 2007).

In reference to guest satisfaction, it is measured using a questionnaire adapted from the SERVQUAL model, a widely respected tool created by A. Parasuraman et al. in 1985 that evaluates service quality across multiple dimensions. According to the theory of Parasuraman, Zeithaml, and Berry, known as the SERVQUAL model, focuses directly on evaluating the quality of service provided to customers. More importantly, it aims to understand and address the needs and expectations of customers in each of the five key dimensions, thereby improving customer satisfaction and the perceived quality of the service.

Many scholars (Cronin et al., 2000; Taylor et al, 2004; Vijayadurai, 2008) have analyzed the relationship between service quality and customer satisfaction, using SERVQUAL method. Sharma and Srivastava (2018) found that SERVQUAL method can be applied to the hotel

industry to measure the customer satisfaction based on five factors known as assurance, empathy, reliability, and tangibility, which will further lead the hoteliers to improvise their service elements. Rao and Sahu's research (2013), about customers' expectation and their perception of front office service quality, revealed that the assurance' dimension raised the highest level of expectation, whereas the tangibility' dimension fulfilled the highest level of perception.

These findings were in contrast with previous studies of Juwaheer and Ross (2003) who studied service quality in Mauritian hotels. They found that by focusing on assurance and reliability, a hotel could achieve high levels of satisfaction and service quality. Moreover, to gain a wider perspective on the psychological aspect of the investigation, a semi-structured interview with a psychology expert was conducted to help unveil the deep fundamentals of personality.

Other studies also demonstrate the widespread application of SERVQUAL in the hotel industry across various countries and contexts, highlighting its usefulness in assessing and improving service quality in hospitality settings. For instance, Mey et al. (2006) evaluated expectations and perceptions of service quality in Malaysian hotels, demonstrating that guests' perceptions were lower than their expectations; Stefano et al. (2015) calculated discrepancies between perceptions and expectations in hotels in Santa Catalina, Brazil. Ertürk (2019) studied service quality in North Cyprus hotels, concluding that the level of perceived service quality was below the expected level. Al-Ababneh (2015) measured internal service quality by comparing four and five-star hotels in Jordan, finding that five-star hotels had higher service quality from the employees' perspective. Manzano Insuasti and Silva (2022) studied the expectations and perceptions of the quality of service of national and foreign tourists staying in Ecuadorian lodge-type hotels through the SERVQUAL model.

Then, by examining the characteristics of hotel receptionists and customers, this investigation seeks to demonstrate that personality plays a significant role in shaping guests' perceptions of service quality. Furthermore, this research identifies which specific personality traits are most conducive to providing excellent service, ultimately guiding training and recruitment within the hospitality sector. This leads to a more personalized and customer-centric approach to hospitality, benefiting a variety of service industries. So, after carefully determining these objectives, the alternative hypotheses which can be extracted are the following:

H1 → There exists a direct significant co-relationship between the personality traits of the receptionists and the level of service quality perceived by customers.

H2→ Receptionists with high levels of neuroticism are more likely to negatively impact customer satisfaction.

H3 → Receptionists with low extraversion scores struggle to engage effectively with guests, potentially leading to lower customer satisfaction.

H4→ Receptionists with high openness traits lead to higher perceived service quality and customer satisfaction.

H5→ Receptionists with high agreeableness foster higher customer satisfaction.

H6→ Receptionists with low conscientiousness negatively impact service quality.

II. MATERIALS AND METHODS

This research represents a pilot study designed to lay the groundwork for a more comprehensive investigation. One of the key aspects of this pilot is that it was conducted in a real-world setting: a four-star hotel. Conducting the study in such an environment adds substantial value, as it provides insights derived from an operational context where hospitality practices and guest interactions occur daily. This real-world setting enhances the relevance and applicability of the findings, offering practical implications that go beyond theoretical frameworks.

The data collection is divided into three main parts: an employee survey, a customer survey, and a semi-structured interview with an expert. It was carried out in person in March 2024 in a four-star hotel in Barcelona, which was used as a case study.

Firstly, to be able to find the correlation between the personality traits of the receptionists and the impact they have on customer satisfaction during the welcoming process, the main characteristics of the personality of the participants were determined. To establish the sample for the Personality Tests, as the population of the receptionists was so small (a total of 6 people), it required the participation of 100% of the participants. The NEO-FFI test designed by McCrae and Costa (1992) was chosen as the best tool to analyze the personality traits of the receptionists participating in the experiment. Once the personality trait tests were collected, the results were analyzed and shared with those involved by a professional psychologist.

Secondly, to have a main source of data that could be compared to the personality results, the opinion of customers was a main pillar to be considered. A quality survey based on Parasuraman et al. (1985) SERVQUAL model was designed to measure customer satisfaction. To adapt it to the welcoming process, 13 new questions were added to the original SERVQUAL statements related to the check-in process.

The hotel's diverse customer base, which includes leisure and business travelers, families, and international tourists, provides a rich context for analyzing guest needs and preferences. The ongoing Guest Relations department highlights the hotel's commitment to innovation in guest experience management and offers a practical framework for research focused on customer satisfaction, service personalization, and experiential hospitality. As part of this initiative, the Guest Relations team was responsible for distributing the surveys anonymously through a QR code.

Customers expect services to be delivered in a way that builds trust and reliability, without anything that might interfere with their experience. Reliability is measured by a company's ability to deliver on the promises it makes to customers and to provide reliable and accurate service at all times, with no room for error.

Questions about the physical appearance of the receptionist and the reception area itself are directly related to the Tangibles dimension. This refers to the physical appearance of the facilities, equipment, staff and all surrounding materials, including the cleanliness of the place. By collecting data on these dimensions, areas of strength and opportunities for improvement in customer experience can be identified, enabling a more satisfactory and comprehensive service to be provided. All data collection was carried out during March 2024, and a total of 247 valid responses were obtained.

It is worth mentioning that the survey distribution process involved multiple methods following a trial-and-error approach. Initially, paper questionnaires were given to guests at check-in, but the response rate was very low (only 3 responses). The approach was then modified to conduct face-to-face surveys immediately after check-in, which significantly increased responses (46 responses). However, these results were biased, as guests consistently gave the highest scores, likely due to feeling pressured, the survey length, or genuine satisfaction. To address these issues, the questionnaire was digitalized using a QR code, allowing guests to respond privately and conveniently. Despite initial concerns about the guests' average age, this method proved most effective, yielding 198 responses out of a total of 247 collected.

Finally, the third main data collection was an interview with the clinical psychologist in charge of analyzing the receptionist's personality tests. The interview took place in person on the 2nd of February 2024. By interviewing him, it was possible to build the bridge between the psychological and hospitality branches of the research. The psychologist was able to help explain what the Big Five are, how to interpret the results of the personality tests, and the synergy between perceived service quality and personality traits in the employee survey. For this reason and with this aim, although the interview was planned as an open discussion in which the expert could express himself freely and move between the main themes of the research, a set of questions was designed to guide the conversation and the interview.

First, it was important to understand the vision of how psychology could be defined by a psychologist himself. After that, the interview planned to gradually delve into the concept of personality and how it could be defined, analyzed and diagnosed. It was also important to know the expert's opinion on the studies of Robert McCrae and Paul Costa and their Big Five Factor theories. Finally, it was important to know his opinion on the intersection between personality and job profiles and how they interact in the hospitality sector.

III. RESULTS

The results of the research are divided into three main parts: firstly, the clinical analysis of the personality tests of the receptionists; secondly, the scientific study of the impact levels of the guests; and thirdly, the results extracted from the interview with the clinical psychologist.

Finally, three different correlation tests will be carried out to compare all the results obtained from the methodology and to determine if there is indeed a correlation between the two fields of psychology and hospitality.

Once the answers to the Personality Tests were obtained, the results were analyzed. Table 1 & Figure 1 summarizes the answers for the receptionists (A to F).

Table 1: NEO-FFI employee test results

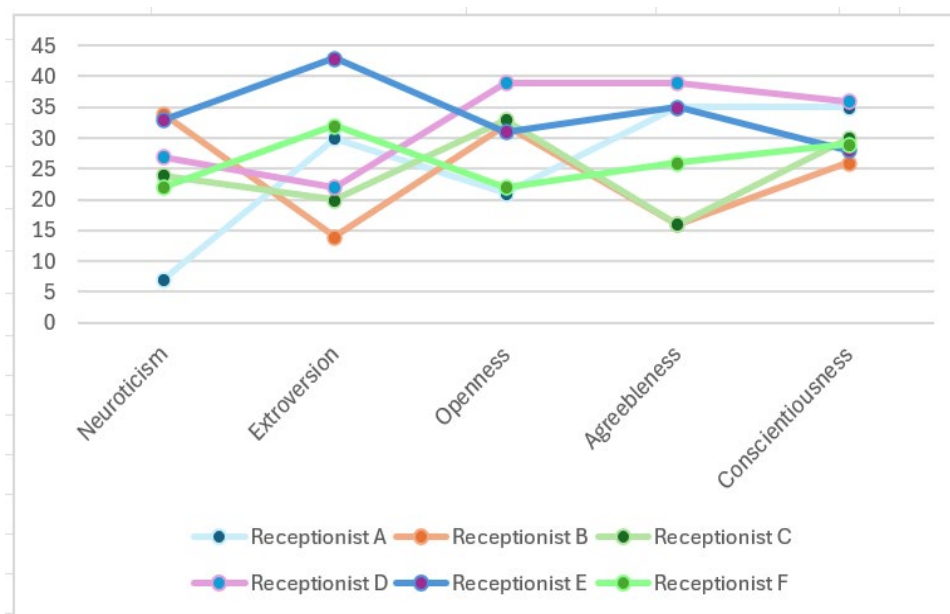
	Neuroticism		Extroversion		Openness		Agreeableness		Conscientiousness	
A	7	Low	30	Medium	21	Low	35	High	35	Medium
B	34	Very High	14	Very Low	32	High	16	Very Low	26	Low
C	24	High	20	Very Low	33	High	16	Very Low	30	Low
D	27	Very High	22	Very Low	39	Very High	39	High	36	Medium
E	33	Very High	43	Very High	31	Medium	35	High	28	Low
F	22	High	32	Medium	22	Low	26	Low	29	Low

Source: Own Elaboration

Regarding the questionnaires completed by guests, the responses were divided into four demographic questions on gender, age, nationality and purpose of visit, a Likert scale of 1 to 5 on 14 questions (1 being very dissatisfied and 5 being very satisfied) and an open-ended question on the overall experience where guests could add comments and insights.

The gender distribution of guests is crucial to understanding the customer base. This data helps to ensure that hotel services effectively meet the needs of all genders. According to the survey, 46.96% of guests are male, while 51.42% are female and 1.62% other. This data helps hotels create a more inclusive environment by tailoring amenities and services to guests' preferences. Understanding the nationalities of guests helps to cater to their specific cultural preferences and needs.

Figure 1: NEO-FFI employee test results



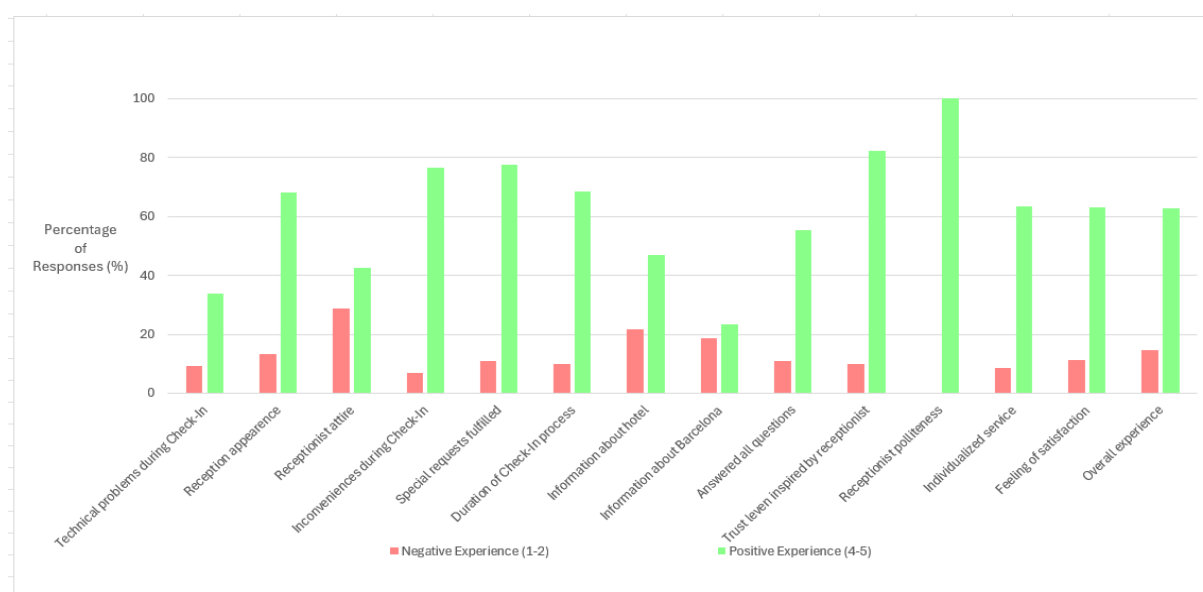
Source: Own Elaboration

According to the survey, 27.53% of guests are from Spain, 10.93% from the UK, 17% from the Americas, 12.15% from Italy, 15.79% from Germany, 11.34% and 5.26% from other countries. By recognizing the diversity of our guest base, we can offer a more personalized and welcoming service to each visitor.

Understanding the purpose of guests' visits helps to provide more relevant services and improve the guest experience. The survey shows that 23.89% of guests visit for leisure, 21.46% for business, 18.22% for tourism, 25.10% for medical reasons and 11.34% for other purposes such as events or family gatherings. By understanding these purposes, the hotel can better cater to their needs, such as offering business facilities or leisure activities in other locations.

Regarding the Likert questions, the responses are summarized in Figure 2.

Figure 2: Results of the Customer Satisfaction Survey



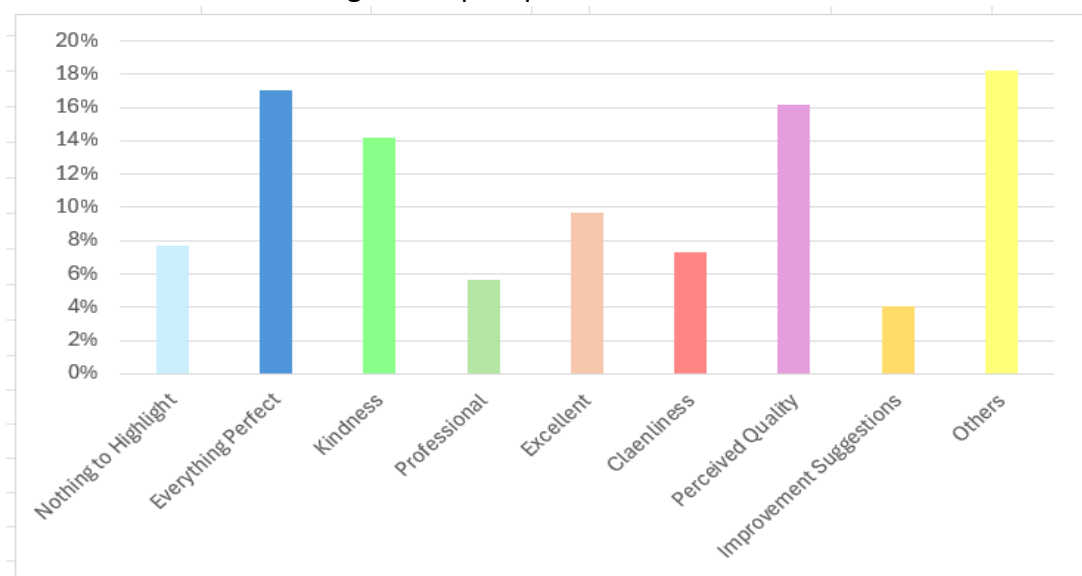
Source: Own Elaboration

Related to the open question added to allow guests to write comments and suggestions (this is: What would you highlight about the check-in process?), guests' one-word highlights of the check-in process provide a quick and powerful summary of their experience. According to the survey, the most used words were as follows and Figure 3 shows it graphically:

- **Nothing to Highlight: 7,69%** of guests felt that the check-in process was neutral.
- **Everything Perfect: 17%** of guests felt that the check-in process was flawless, indicating high satisfaction with efficiency and the experience.
- **Kindness: 14,17%** of guests appreciated the kindness and friendliness of the reception staff, emphasizing the importance of a warm and welcoming atmosphere.
- **Professional: 5,67%** of guests noted the professionalism of the staff, highlighting the importance of maintaining high standards.
- **Excellent: 9,72%** of guests described the check-in process as excellent, reflecting their positive experience.

- **Cleanliness:** 7,29% of guests highlighted the cleanliness of the reception area, underscoring the significance of maintaining a clean and tidy environment.
- **Perceived Quality:** 16,19% of guests emphasized the high perceived quality of the check-in process, suggesting that the process met or exceeded their expectations.
- **Improvement Suggestions:** 4,05% of guests provided suggestions for improvements, indicating areas where they can further enhance the check-in experience.
- **Others:** 18,22% of guests used various other words to describe their experience, providing a diverse range of feedback that can help the hotel understand different aspects related to the check-in process.

Figure 3: Open questions results



Source: Own elaboration

Regarding the definition of personality, the psychologist explained the need for "constructs" in the field of psychology, which define an approximate framework of personality with which a receptionist could achieve a higher impact on guests (what could roughly be called an "ideal" personality profile to face the responsibilities of a receptionist). These "constructs" help professionals to include in the same concept different mental processes and, in the case of personality, these processes would be "behavioral patterns that individuals use to face and solve everyday life situations". Furthermore, the importance of the innate (temperament) and socially acquired (character) components for understanding and studying personality has been highlighted.

Related to the Big Five Factor Theory (Openness, Extroversion, Conscientiousness, Agreeableness and Neuroticism) and, concretely to hospitality and the receptionist position, people tend to develop different strategies to overcome their daily activities: "For example, you might find a person who shows a high level of neuroticism, a person with a certain difficulty in managing negative emotions, but who through their experiences in their job function creates resources to 'cover-up' this difficulty. As another example, you might find an individual who displays a high level of extroversion, but through experience in their job role develops and implements resources to maintain a certain 'normality' in front of a client."

Finally, the expert highlighted a very important concept, especially in the hospitality and tourism sector. "Different cultures have different perceptions of what is considered socially acceptable. For example, a more extroverted culture, such as an Italian culture, would experience a culture shock with a more reserved culture, such as a Norwegian culture. For an Italian, an encounter with a Norwegian with low levels of extroversion (not speaking in the metro, not saying hello on the street or when entering a place...) could be seen as a disturbance, when in fact we would simply be talking about culture". Table 3 gives a summary of the meanings of the different scores on the Personality Test.

Table 2: Personality preferences associated with the different scores obtained in the NEO-FFI Test

	Neuroticism	Extroversion	Openness	Agreeableness	Conscientiousness
High Score	Anxious, pessimist, unstable and irascible	Sociable, fun and open	Experiencing new situations	Helpful, friendly, cooperative and caring	Careful and disciplined
Low Score	Calm, confident and peaceful	Reserved and thoughtful	Routines, patterns, and known practices	Suspicious, elusive and with unfriendly behavior	Impulsive and disorganized

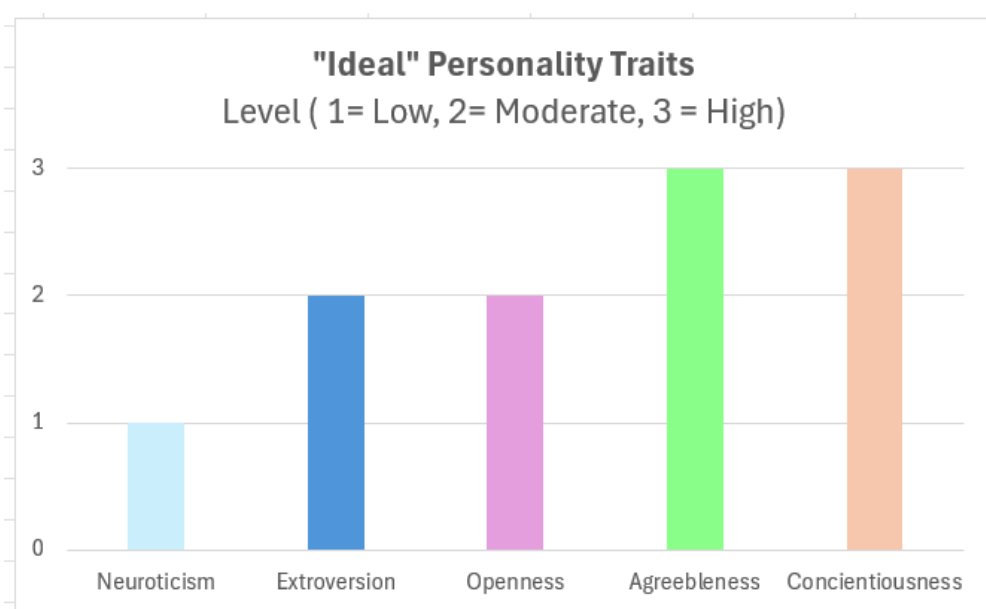
Source: Own Elaboration

Drawing upon insights from the hospitality industry and psychological theory, this study aims to identify the optimal characteristics for a receptionist. By comparing the psychological traits outlined by the expert interviewed with the responsibilities of a receptionist as defined by Parasuraman (1992), as seen in Figure 4 this analysis seeks to establish the ideal profile for this role:

- **Neuroticism:** Receptionists need to be able to moderate and control their emotions in front of different guests from different backgrounds. For this reason, Neuroticism levels should be **LOW (1)** to maintain a calm, confident and peaceful attitude.
- **Extroversion:** Although receptionists should be able to establish an open dialogue and a fluent and relaxed conversation with guests, they should also be able to restrain some comments to create a relaxed and comfortable atmosphere, regardless of the person in front of them. For this reason, Extraversion levels should be **MODERATE (2)**.
- **Openness:** Similarly, to the previous situation, a **MODERATE (2)** level of openness is necessary to face the responsibilities of a receptionist, which range from dealing with whatever the customer needs are, to being able to adapt and be creative, or being able to follow certain established procedures and patterns to keep up with the routines necessary to maintain order in a reception area (from standard operating processes to the end of shift routine to accounting and finance processes).
- **Agreeableness:** Being helpful, friendly and always ready to help the guest in front of them is one of the most important attitudes receptionists should adopt when working at the front desk. Moreover, cooperative behavior is the basis of any teamwork in any position in a hotel or any other business. For this reason, a receptionist's agreeableness level should be **HIGH (3)** rather than suspicious, evasive and unfriendly.

- **Conscientiousness:** In terms of conscientiousness or the ability to be careful and disciplined, this is a key characteristic of a receptionist, especially for the accounting and finance processes mentioned above, or any other process that requires extra care, attention and accuracy. A person who is too impulsive or disorganized could lead the team into incidents and issues that could end up being important concerns and matters. For this reason, it is advisable for a receptionist to have a **HIGH (3)** level of conscientiousness. Combination of both methods through correlation tests.

Figure 4: 1- Low, 2- Moderate, 3-High level



Source: Own elaboration

After an in-depth analysis of the results of both the psychological and hospitality branches, the next step is to confirm (or not) whether there is a significant correlation between the personality of the receptionists and the level of impact of the guests during the welcoming process.

Pearson's, Spearman's and Kendall's correlation tests were the perfect tools for this purpose. When calculated, the formulas give a coefficient that allows the researcher to know whether there is a correlation between two sets of values. This coefficient also makes it possible to eliminate the units of measurement. In this way, it doesn't matter in which units the groups studied are expressed (kilometers, centigrade degrees, kilograms, light years...). The result is simply a number between 1 and 0, which determines whether the correlation is very strong or not.

In the case of Pearson's correlation, it helps to determine whether there is a linear correlation. In the case of Spearman's correlation, it helps to determine if there is a monotonic relationship between these groups. Finally, Kendall's correlation measures the similarity between the two rankings.

Calculating the scores

To carry out the correlation tests, it was necessary to assign different numerical scores to both the Personality Test and the punctuation given by the guests in the impact survey.

After applying the matrix, the results were as follows (Figure 7):

Figure 7: Results after applying for the Matrix

		Concordant Pairs	Adjacent Pairs	Discordant Pairs	Far Discordant Pairs		
Receptionist A	IDEAL	3	1	1	0	Receptionist A	7,0
Receptionist B	IDEAL	0	0	2	3	Receptionist B	-1,5
Receptionist C	IDEAL	0	0	3	2	Receptionist C	-1,0
Receptionist D	IDEAL	1	1	0	3	Receptionist D	1,5
Receptionist E	IDEAL	2	0	1	2	Receptionist E	3,0
Receptionist F	IDEAL	1	0	4	0	Receptionist F	2,0

Source: Own Elaboration

As for the customer surveys to measure the impact during the welcome process, all the results were transferred to an Excel spreadsheet to measure the results conveniently. Three columns were created: for the number of responses, the total sum of the responses from 1 to 5 (according to the Likert of the questions) and the total result over the 15 Likert questions to know the average rating given by the guests. After assigning different colors to the different receptionists, these colors were applied to the results to match the different scores of each receptionist.

When all the responses were counted, there was an average of 41 responses per receptionist. However, some receptionists had more responses than others, as the study included the Front Desk Manager (who is mainly responsible for managing the department and does not do check-ins) and the Night Audit (who does fewer check-ins because fewer people check in at night). For this reason, the sum of all the scores wouldn't be representative enough, so the averages of all the receptionists were used instead.

Finally, the ranking of the receptionists for both the personality tests and the guest survey remained as follows (Figure 8):

Figure 8: Final scores for both the Personality Tests and the Guest Survey

		Score				Average	
1st	Receptionist A	7,0		1st	Receptionist	61	
2nd	Receptionist E	3,0		2nd	Receptionist	54	
3rd	Receptionist F	2,0	Personality Test	3rd	Receptionist	53	Guest Survey
4th	Receptionist D	1,5		4th	Receptionist	50	
5th	Receptionist C	-1,0		5th	Receptionist	49	
6th	Receptionist B	-1,5		6th	Receptionist	48	

Source: Own Elaboration

After determining both the Personality Test and Guest Survey score tables, three different correlations were calculated.

Correlation of Pearson

For calculating the coefficient that will help determine if there exists a linear correlation between the Personality Tests and the Guest Surveys, different steps should be followed:

X_i = Results of the Personality Tests Y_i = Results of the Guest Survey

N_i = Number of studied cases N = Population

Firstly, the table for calculating the Correlation of Pearson was designed and, with it, the averages for X and Y were calculated, followed by their Variance, and their Standard deviation. Afterwards, the calculations for the Covariance were done, and, finally, the Correlation of Pearson's coefficient was determined to be 0,96.

Figure 9: Formula for calculating the Correlation of Pearson

$$r = \frac{\sigma_{xy}}{\sigma_x \cdot \sigma_y}$$

Correlation of Spearman

For calculating the coefficient that will help determine if there exists a monotonic association between the Personality Tests and the Guest Surveys, different steps were followed.

First, the data from the Personality Tests and the Guest Surveys were placed in a table (Table 4) and the amounts were ranked from higher to lower. Afterwards, the differences between both rankings were calculated and elevated to 2¹.

n = number of observed cases

d = rankings difference

Table 3: Table of data for Spearman's Correlation

	n = 6					
	Perso. T. Score	Guest S. Average	Ranking P.T.S	Ranking G.S.A.	Diference = d	d^2
Receptionist A	7,0	61	1	1	0	0
Receptionist E	3,0	54	2	2	0	0
Receptionist F	2,0	50	3	4	-1	1
Receptionist D	1,5	53	4	3	1	1
Receptionist C	-1,0	49	5	5	0	0
Receptionist B	-1,5	48	6	6	0	0
						2

Source: Own Elaboration

Correlation of Kendall

To calculate the correlation of Kedall's Coefficient and to determine the differences between the rankings of the Personality Test and the Guest Survey, the following steps must be taken:

First, it is necessary to rank all participants. Therefore, two rankings (from higher to lower scores) were made for the different punctuation of the receptionists (Table 5).

¹ In Spearman's correlation, the difference is elevated to 2 to highlight the big differences and reduce the lower ones. Moreover, this way the result is always positive.

Table 4: Comparison table for the values of Kendall's Correlation.

Concordant Pairs (P)	14														
Discordant Pairs (Q)	1														
Perso. T. Score	(A,B)	(A,C)	(A,D)	(A,E)	(A,F)	(C,B)	(D,B)	(D,C)	(E,B)	(E,C)	(E,D)	(E,F)	(F,B)	(F,C)	(F,D)
Guest S. Average	(A,B)	(A,C)	(A,D)	(A,E)	(A,F)	(C,B)	(D,B)	(D,C)	(E,B)	(E,C)	(E,D)	(E,F)	(F,B)	(F,C)	(D,F)

Source: Own Elaboration

Each score was then compared to see which scores were higher than others. For example, in both rankings, receptionist A had the best punctuation. Therefore, this was described as shown in Figure 13: (A,B) means that the value for A is higher than for B, (A,C) means that the value for A is higher than for C... and so on for all the values in the tables of both rankings.

As can be seen, the only difference was for receptionists' F and D, who had an inverse order in the ranking. In total, there were 14 concordant pairs (P) and 1 discordant pair (Q), and once P and Q have been determined, the formula can be applied directly (Figure 16).

The analysis of these three results reveals a significant correlation between personality traits and their impact on the guest welcoming process. It's important to note that correlation coefficients range from 0 to 1. A coefficient closer to 1 indicates a strong positive correlation, while a value closer to 0 suggests a weak or no correlation.

The results from all three tests, which yielded correlation coefficients above 85%, provide strong empirical support for the H1 that there exists a direct and significant co-relationship between the personality traits of receptionists and the level of service quality perceived by customers. The rest of the hypotheses are also confirmed, as detailed in Table 5.

Table 5: Big Five versus Results

BIG FIVE TRAITS	Impact on Customer Satisfaction	Results
H2- Neuroticism	High neuroticism – Lower Satisfaction	High neuroticism potentially leads to inconsistent service
H3-Extraversion	High extraversion – Higher satisfaction Low extraversion – Lower satisfaction	Very low extraversion may reduce customer engagement. High extraversion possibly enhances customer experience
H4- Openness	High openness- More adaptability and innovation and higher satisfaction level	High openness likely improving service flexibility

H5- Agreeableness	High agreeableness – Better guest relationships, which corresponds to higher satisfaction level	High agreeableness may foster positive guest interactions. Low or very low agreeableness, possibly leads to poor guest rapport
H6-Conscientiousness	Low conscientiousness- Less efficiency and lower satisfaction	Low conscientiousness could lead to disorganization and lower service quality.

Source: Own elaboration

IV. DISCUSSION AND CONCLUSION

This study empirically demonstrates the relationship between employee personality traits and perceived service quality during the hotel check-in process. The results from the three tests, with correlation coefficients exceeding 85%, strongly support *H1 that there is a direct and significant relationship between the personality traits of receptionists and the level of service quality perceived by customers*. The findings align with the Big Five personality framework and offer valuable insights into the role that individual traits play in shaping customer satisfaction.

Specifically, **agreeableness, extraversion, and conscientiousness** have been identified as key traits that enhance receptionist performance and contribute significantly to guest satisfaction. The SERVQUAL survey results highlight the critical role of efficiency, courtesy, and personalized service in shaping the guest experience. Extroverted and friendly receptionists foster trust and comfort, while those with high openness and conscientiousness facilitate a more tailored and satisfying check-in experience. The ability to anticipate guest needs and provide customized recommendations further reinforces the perception of exceptional service.

While models comparing personality traits and service quality perceptions have been used in other industries, this study represents the first application of such an approach in the hospitality sector. By bridging insights from psychology and hospitality management, this research introduces a novel perspective on how human behavior influences service interactions in a hotel setting. This interdisciplinary approach underscores the importance of considering psychological factors in service design and guest experience enhancement.

Then, the findings show that *high levels of neuroticism among receptionists negatively impact customer satisfaction (H2)*. The results reveal that high neuroticism is associated with inconsistent service delivery, which can diminish guest trust and lead to a less stable customer experience. Therefore, receptionists with lower neuroticism are more likely to provide a consistent and reassuring service. On the opposite, emotional instability leads to inconsistent service delivery and reduce guest trust.

Regarding *H3* it is observed that *extraverted receptionists are more likely to engage guests effectively, fostering a more positive experience*. Conversely, those with very low extraversion scores may struggle to connect with guests, which could result in lower satisfaction. The results suggest that a balance of extroversion helps improve guest engagement and service perception.

In relation to *H4 Openness*, it is confirmed that receptionists with high openness are likely to be more adaptable and innovative in responding to guest needs. This flexibility correlates with higher customer satisfaction, as they can tailor the service experience to individual preferences better. The data supports the notion that openness leads to greater service adaptability, positively influencing guest perceptions.

The *H5* states that receptionists with high *agreeableness* demonstrate more cooperative and warm interactions with guests, which positively influences customer satisfaction. This hypothesis is also confirmed. On the other hand, those with very low agreeableness tend to struggle in building rapport with customers, which can lead to negative guest experiences. High agreeableness is crucial for fostering positive and enduring relationships with guests.

Finally, regarding *H6 Conscientiousness*, results show that receptionists with low conscientiousness scores are likely to exhibit less attention to detail and lower organizational skills, leading to inefficiencies that can negatively affect service quality. The data indicate that low conscientiousness correlates with disorganization and lower customer satisfaction, highlighting the importance of conscientious behavior in maintaining high service standards.

These conclusions reinforce the idea that the personality traits of receptionists play a significant role in shaping the customer experience, with specific traits like neuroticism, extraversion, agreeableness, and conscientiousness having a marked impact on guest satisfaction. By understanding and addressing these traits, hotels can better train and select receptionists to improve service quality and customer satisfaction. Beyond its theoretical contributions, this research offers practical applications for hospitality management. Identifying the most beneficial personality traits for receptionists can inform recruitment strategies and training programs, optimizing service quality and strengthening guest relationships.

Lastly, the scalability of this model allows its implementation across different service industries and in various operational contexts, providing an innovative approach to talent management. Not in vain, a critical objective of this pilot study was to explore its scalability and management implications. The dual methodological approach, which integrates knowledge from both hospitality and psychology, underscores its versatility. By evaluating personality traits through the NEO-FFI questionnaire—based on Robert McCrae and Paul Costa's Five-Factor Model—and measuring customer satisfaction using an adapted SERVQUAL model (Parasuraman, et al. 1985), the study proposes a replicable framework. Then, this methodology can be seamlessly applied not only to other departments within a hotel but also to different sectors across the service industry. Then, the insights gained from identifying the personality traits that enhance perceived service quality can guide training programs aimed at fostering these characteristics among staff. Moreover, these findings have direct implications for recruitment processes, helping organizations pinpoint ideal personality traits of specific roles, thus optimizing workforce performance and customer satisfaction.

This pilot study serves as a foundational model for future research. Its practical execution in a real environment demonstrates that the approach is not only theoretically sound but also operationally viable. The potential for cross-industry application highlights the study's relevance and the strategic value of integrating psychological profiling with service management practices. Ultimately, this research lays the foundation for a deeper integration of psychology into hospitality management, fostering a more guest-centric approach. Incorporating psychological insights into staff training and selection processes can enhance both guest

experience and hotel reputation, driving long-term success in an increasingly competitive industry.

However, this study has certain limitations. Conducted in a four-star hotel in Barcelona, its findings may not be directly generalizable to other hotel types or cultural settings. Additionally, the research focused solely on the check-in process, excluding other critical guest interactions, such as housekeeping or dining services, which also influence overall satisfaction. Future studies should expand the analysis to diverse hotel environments and consider external factors such as hotel location, category, and guest cultural differences. Addressing these variables would provide a more comprehensive understanding of the relationship between personality traits and service quality in the hospitality sector.

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AUTHORSHIP CONTRIBUTION STATEMENT:

All authors have made substantial contributions to the development of the chapter *“Personality Meets Satisfaction: A Journey into the Impact of Hotel Staff Traits on Guest Experiences.”* Authorship has been assigned in accordance with academic and ethical standards, limited exclusively to those who have contributed significantly.

Contributions are distributed across four main areas: (1) the original conception and design of the research, (2) the acquisition, analysis, and interpretation of the data collected at the hotel in Barcelona, (3) the drafting and critical revision of the content to ensure academic rigor and coherence, and (4) the final approval of the version to be published.

The order of authorship reflects the relative importance of each author’s contribution to these areas.