An Analysis of How Relationship Marketing Influences Customer Choice of Hotel Industry

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Abstract

Relationship marketing has been recognized as an excellent way to build exclusive long-term relationships with their customers in today's dynamic global industry. However, many institutions fail to systematically gauge and track customer satisfaction and the factors shaping it. An increasing number of institutions are making customer satisfaction the main concern. The aim of this study is to highlight the importance of customer satisfaction in the service industry. This study was carried out via a questionnaire involving 200 customers of hotels located in urban areas namely, Georgetown, Penang. It can be concluded that there is a positive relationship between customer satisfaction and customer retention. Thus, the higher the level of customer satisfaction the higher the likelihood a customer will repeat staying at the hotel and recommend hotels to others.

Keywords: Relationship Marketing, hotel, industry, customer, satisfaction, retention

1. Introduction

Promoting's center is moving away from value-based showcasing and toward relationship advertising. Organizations are beginning to comprehend the financial advantage of secure, long haul purchaser connections dependent on undeniable degrees of client steadfastness, certainty, commitment, and maintenance, however, promoting is seen as interaction after some time instead of a grouping of detached occasions.

In the present significant ventures, business is as of now not tied in with planning, selling, and disseminating products, as it used to be (Gilbert and Choi, 2003). Promoters of the traditional 4Ps showcasing technique, for example, value, item, area, and advancement, which depended on twigging at least one showcasing blend component, have had undesirable encounters regarding shoppers as a "pack" of homogeneous market fragments (Ahmad, 2000). It was found that Dutch Bank profited by its notoriety in its mission to draw in new clients by giving them cash motivators. This bank learned later that similar clients had left the bank after the base stay time frame had elapsed. Thus, regular promoting doesn't as expect catch the center components that should be underlined to build up and keep up with long haul connections.

As indicated by Gilbert and Choi (2003), relationship advertising depends on the understanding that delightful and keeping up with customers bodes well on the grounds that the strength and length of the relationship are straightforwardly corresponding to the subsequent productivity. Moreover, if an organization creates and holds positive customer connections, it will be hard for adversaries to supplant it, giving a drawn-out upper hand. As indicated by Zineldin (1999), effective advertisers see the first-run through deal not as the finish of a stage, but rather as the start of an association's organization with a

customer. He proceeds to contend that to ensure added esteem, a business should fabricate and support long-haul client connections.

Overview of Hotel Industry

A lodging activity's administration is viewed as a significant business activity. Bigger inns may have an administration structure like that of a huge association, with a General Manager going about as the CEO, office heads regulating various divisions, center administrators, managerial staff, and line-level bosses. Neighborliness the board research, a business degree, and additionally qualification programs all plan lodging supervisors for work in the business. (Fukey. L, Kumar. J, Pathil. J, Kandappan. B, 2016)

A few lodgings, like Schloss Cecilienhof in Potsdam, Germany, have procured their prestige through custom, by facilitating huge occasions or individuals, for example, the 1945 Potsdam Conference of World War II partners Winston Churchill, Harry Truman, and Joseph Stalin. In light of its relationship with the Indian freedom development, the Taj Mahal Palace and Tower in Mumbai is one of India's generally famous and memorable lodgings. A few foundations have given a feast or refreshment a name, for example, the Waldorf Astoria in New York City, where the Waldorf Salad was first delivered, or the Hotel Sacher in Vienna, Austria, where the Sachertor was first made. Others, like the Hotel de Paris, where the crêpe Suzette was developed, and the Raffles Hotel in Singapore, where the Singapore Sling mixed drink was made, have gotten well known because of dishes or mixed drinks made on their premises. (Maggon.M and Chaudhry.H, 2018)

An assortment of lodgings, like the Ritz Hotel in London, United Kingdom, have gotten notable because of their relationship with Irving Berlin's melody "Puttin' on the Ritz."The Algonquin Hotel in New York City is known for facilitating the artistic gathering of the Algonquin Round Table, and Hotel Chelsea, likewise in New York City, has been the subject of various tunes and was the site of Nancy Spungen's wounding (purportedly by her sweetheart Sid Vicious).In New York City, the Waldorf Astoria and Statler inns are both named after Muppets Statler and Waldorf. (Udunuwara.M, 2015)

According to Previndran Singhe of the Malaysian Association of Hotels (MAH), there are strong signs of the hotel and resorts industry's potential growth in Asia, with 1.6 billion foreign travellers expected in the area by 2020, nearly double last year's estimates. However, much of this is dependent on the type of programmes that are regularly offered to clients. When customers find a lack of quality service in a hotel, they have the option of moving on to another hotel, which has an effect on the original hotel's business. (Krataithong, J & Rakrachakarn, P, 2020)

Taking all of these factors into account, there is no question that the hotel industry plays an important role in the business world, and the industry is developing internationally to meet the diverse needs of customers. As a result, the right marketing relationship is crucial to keeping the groups of customers who visit these hotels happy.Many banks around the world use marketing partnership strategies to ensure that they can retain a pool of clients for long-term business, and the hotel industry should follow suit, particularly given the current competitive global trends in the hotel and hospitality industry.This will ensure that customers who visit these hotels build long-term relationships from which both parties will benefit in the future. (Oteng.A, 2015)

Objective of this study

- (1) To highlight how customer satisfaction lead to customer retention.
- (2) To present a detailed critique on how customer satisfaction leads to customer retention.
- (3) To evaluate how relationship marketing is important in increasing customer satisfaction in the hotel industry

2. Literature Review

Relationship Marketing

Relationship marketing is based on the idea of establishing long-term and long-lasting relationships with customers through intensified relationships. To make changes, the traditional disconnected principles of customer management are being altered. Relationship marketing is concerned with the supervision of a longer relationship with the consumer. This situation has shown the factual significance of character that relationship marketing can play a crucial role in certifying performance for marketing decisions in the future. Berry (1983) first suggested relationship marketing as a long-term and long-lasting marketing technique. It emphasized a long-term strategy centred on consumer retention. It is focused on keeping customers who can have long-term benefits and be worthwhile. Relationship marketing focuses on retaining customers rather than acquiring new customers (Congram, 1987).

Barbara Jackson (1985) addressed how relationship marketing was not always successful. In the opposite case, it would be spectacularly good. "The assertiveness of supporting a connection with consumers is at the heart of nearly everything we do," Emily Chien said. She described relationship marketing as a combination of four factors: product dominance, labelling, customer service, and detection and reward. "We do our best to ensure that the services and experiences are based on who you are and what you want, using knowledge to earn consistent engagement and customer feedback," Ms. Chien said (Cara, 2001).

According to Aderson and Narus (1991), the operation of relationship marketing is to allocate resources based on specific client desires. Certain customers need extensive coverage and will remain with the providers for an extended period of time. Furthermore, some consumers switch providers for unfavourable reasons. In this situation, the company may help the customers by approving reduced rates, assuming the customer is willing to accept less service. As a result, the consumer may be kept as an operational base as an original partnership. Relationship marketing that is well-organized yields significant long-term and long-lasting gains. As cited in So and Speece, improved profits contribute to increased consumer loyalty, greater customer fidelity, motivations to use more and different services, increased efficiency, and more recommendations (2000). Furthermore, relationship marketing is synonymous with the uniformly favourable relationship that can be formed between customers and hotels.

Relationship marketing (RM) aims to maintain and strengthen relationships with consumers and other revenue-generating activities in order to achieve the goals of the Bashes Convoluted. Mutual transactions and the fulfilment of commitments round out the picture (Gronroos,1994). Harker (1999, p. 16) examined 117 separate sources from the RM literature and suggested that an agency be constructive in its involvement. Developing, establishing, and maintaining committed, collaborative, and profitable relationships with specific consumers who are actively engaged in relationship marketing. Additional research has been performed in the area of RM strategy (Harker, 1999); by reviewing the theoretical

literature in the areas of RM, this analysis aims to achieve the typical situation. This effort resulted in improved RM studies. The study also specifies the taxonomy of the literature as well as an inclusive appendix that will be useful to both researchers and experts.

The principle of partnership marketing appears in the fields of services marketing and industrial marketing (Christopher et al., 1991; Gummesson, 1991; Lindgreen et al., 2004). Berry (1983) described relationship marketing as a technique for attracting, maintaining, and enhancing customer relationships. According to Gummesson (1993), managing interfaces, relationships, and systems is critical. According to Gronroos (1994), the aim of relationship marketing is to determine, maintain, and build relationships with customers and other followers for a profit, which is why the purposes of the events elaborated were convened. According to Rapp and Collins (1990), it is an aim to establish and sustain long-term partnerships between companies and their customers that are beneficial to both margins. This is followed by related association and fulfilment of commitments (Ndubisi, 2006). In other words, the primary aim is to achieve temporary customer reliability, which Oliver (1999) described as a highly delayed commitment to repurchase or patronise a desired product or service in the future. In either case, there are situational factors and marketing efforts that have the ability to trigger behavioural switching. Blomqvist (1993) proposed the following basic characteristics of relationship marketing: each customer would be assessed an individual's person or Units; firms' activities are predominantly based on existing customers; Operations is based on contact and dialogue, and the company will aim to achieve effectiveness by reducing customer sales and consolidating customer relationships.

Customer satisfaction

The creation of customer relationships is seen as a significant factor in a variety of markets, especially in service markets. The certainty of generous knowledge disproportions, product complexity, the long-lasting natures of many products, and high levels of invented risk indicate that the creation of effectiveness and acceptable consumer relationships is important in the marketing of business facilities to individuals and corporations (Rese, 2006). The critical perspective on relationships is that communities can improve customer satisfaction through relationships while also enhancing their own efficiency. For any income to be collected, relationships must be established and accomplished in the direction of customer satisfaction.

Bitner (1990) addressed how satisfaction with a service affects service quality and leads to fidelity and switching behaviours in the context of services. The salutation, which is constructive (though not without flaws), connects satisfaction in general and relationship satisfaction in particular. Retention and repurchase pressure performance categorises and describes the roles in which satisfaction grows. Customer satisfaction and customer retention are inextricably linked. The higher the rate of customer satisfaction, the more likely prospective customers will be repeat consumers and suggest products or services to others. Customer satisfaction levels that are out of the ordinary have a progressive impact on employee trust, performance, and effectiveness. To spread consumer dependability, you must first increase their confidence (Reichheld & Schefter, 2000, as cited in Luck & Lancaster).

Satisfaction is the general customer's attitude toward service providers (Levesque & McDougall, 2004) or an expressive reaction to the discrepancies between what the customer wants and what they get (Zineldin, 2000), about the achievement of any desired ambition or wish (Albinson, 2005). Albinson, (2005) offers a comparable overview of a customer's approximate experience of a supplier's service level. Many benefits flow from customer loyalty. Customers who are happy buy more goods, refuse to be swayed by rivals, and remain loyal. (2000, Zinedlin) Although customer satisfaction is important, it is not important to companies. There are many customers whose satisfaction is unimportant, such as those who a firm could not attend or who are unhelpful; on the other hand, there are customers whose satisfaction is vital to a firm's survival, and the aim will be to satisfy those customers forever (Albinson, 2005).

Overall Customer Satisfaction

Despite the fact that satisfaction is primarily expressed as a discrete matter, several researchers have discovered that the term has a collective form (Rust & Oliver, 2003; Fornell, 2004; Johnson & Fornell, 2000). For example, Fournier and Mick (2001) theorised that customer satisfaction is a set of post-experience decisions taken by consumers about goods or services over time. Furthermore, Jiang and Rosenbloom (2005) stated that customer general satisfaction is a stronger indicator of how happy consumers are with the interactions they had at the point of purchase and how likely they are to return to the location to make additional purchases than operation – specific events.

General customer satisfaction, according to Bitner and Hubbert (2005), is a post-choice valuation of a precise purchasing incident because it acts as a reason for different transaction-specific satisfactions. Furthermore, Anderson, Fornell, and Lehman (2006) claimed that overall customer satisfaction is valued more than transaction-specific satisfaction because it is more important and useful in predicting a consumer's behavioural goals. Ren has a common point of view (2008). Consumer satisfaction was viewed by the authors as a series of discrete consumption procedures that occurred over time. In this situation, postpurchasebehaviour and reactions may provide more useful information for marketers and researchers to better understand the satisfaction process (Ren, 2008).

Customer Retention

Vendors' concern for customer retention has increased in recent years. It is generally believed that retaining current customers is more cost-effective than attracting new ones. According to current marketing literature, the lifetime expense of a customer should be considered. Companies recognise that missing a customer means missing more than a single action; it means missing the entire rivulet of transactions that customers would like to make over the course of a lifetime of purchases, according to Torres and Shery (2006).

As a result, the focus of this research will be on how dominance of services as a tool in relationship marketing contributes to consumer retention. They've spoken about how customer retention trainers can't be seen, but they can be identified by their desire to stay, their pay, their suitability, and other factors. As a result, the rate factor is one of the most important influences they want to maintain as an organisation. In order to retain loyal customers, the company struggles to maintain a "value for money" concept. Customer satisfaction has been used to determine the results of this analysis, and the length of stay has been used as a criterion. Customer retention can be measured in a variety of ways, including the ability to persuade companies, the continued benefit of a persuaded provider, an increase in the amount of sales made, or the frequency at which they make purchases (David Bowie, 2008).

Hotels with no retention plans and a less engaging approach to clients, on the other hand, have a high rate of repeat customers. According to the results, customer respondents' lengths of service ranged from two to three years, and customers can be categorised as periodic, sporadic, or regular in terms of duration. The

frequency of defendants' stays is shown in Table I. (Osman &Hemmington, 2008). To ensure customer retention, hotel chains must employ an additional clear and efficient form of marketing to their most loyal customers. Consistent service quality, despite the lack of additional equipment, tended to retain brand identities and improve brand fidelity by modifying services to large groups of consumers. As a result, the customers of this harder-brand hotel, which relied on transactional marketing strategies, formed a stronger emotional connection to the brands than to individual hotel units. Furthermore, hotel companies achieved a good value for money, as well as a distinguished product and service, resulting in high customer loyalty, by implementing a transactional, rather than an interpersonal, approach to marketing and service delivery.

Customer satisfaction is evaluated repeatedly from a behavioural perspective through variables such as the amount of duplicate transactions, "share of wallet," and purchase frequency. A common assumption is that fidelity is measured by an indeterminate amount of duplication purchased from identical suppliers over a set period of time (Egan, 2004).Oliver (1999) described loyalty as "a deeply held commitment to repurchase or patronise a preferred products/services in the future, thus causing repeated same-brand buying, despite situational influence and marketing activity having the potential to trigger swapping behaviour."In comparison, a concept of loyalty focused solely on repurchase conduct does not provide a detailed view of this multifaceted interpretation. As a result, researchers were compelled to present alternate, more complete descriptions. Dick and Basu (1994) proposed that reliability is resolute from the influence of the relationship between relative attitude and repeat patronage, and that it has both attitudinal and interactive fundamentals. (Trivilas & Ilias, 2010).

Despite the fact that there are several approaches leading to the definition and conceptualization of loyalty, there is a general agreement on the outlook on both behavioural and attitudinal variables that must be integrated. The attitudinal approach presumed that fidelity is the consequence of emotional involvement and predictions and concentrations on distributions such as brand suggestion confirmations to the greater product, repurchase intentions, and willingness to pay a price premium, while the behavioural method assumed that fidelity is the result of emotional participation and predictions and concentrations on distributions to the greater product, repurchase intentions are suggestion confirmations to the greater product, repurchase to pay a price premium.

3. Methodology

For this study, 200 customers of hotels in Malaysia are chosen. This study is focused on Penang. For this particular study, the data will be gathered by distributing questionnaires to customers of hotels located in urban areas namely Georgetown. The reason for choosing this area is because these are the commercial centers with hotel being a main activity. The large residing population in these cities gives rises to a large number of hotel customers and strategies.

4. Survey Finding

Respondents' Demographic Information

Characteristics	Frequency	Percentage
Age (years)	• · ·	
≤ 30	92	46
31 to 35	40	20
36 to 40	31	15.5
41 to 50	34	17
> 51	3	1.5
Mean \pm S.D.	33.21	± 7.29
Minimum	2	22
Maximum	5	51
Sex		
Male	98	49
Female	102	51
Ethnicity		
Malay	75	37.5
Chinese	74	37
Indian	39	19.5
Others	12	6
Marital status		
Single	76	38
Married	112	56
Separated/Divorced	7	3.5
Widow/Widower	5	2.5
Occupation		
Managers	21	10.5
Assistant Managers	25	12.5
Officers	83	41.5
Sales Staff	43	21.5
Admin Staff	28	14
No. of years using this hotel		
≤ 1	33	16.5
2 to 3	56	28
4 to 5	50	25
6 to 10	46	23
. > 10	15	7.5
Mean \pm S.D.	1.38 ± 0.62	
Minimum	1	
Maximum	22	

Table 4.1: Socio demographic backgrounds of respondents (n=200)

Table 4.1 indicates that the majority of the respondents are under the age of 30. (46 %). Twenty percent of those surveyed are between the ages of 31 and 35. Just 1.5 % of those aged 51 and up responded to the survey.

In terms of gender, females make up the majority (51 %), followed by males (49 %). In terms of race, Malays account for 37.5 % of the population, led by Chinese (37 %), Indians (19.5%), and others (6%). When it comes to marital status, the majority (56 %) are married, followed by singles (38 %).

In terms of occupation, the majority of respondents (41.5%) serve as officers, followed by sales workers (21.5%) and administrative staff (14%). When asked how many years of experience they have with a particular hotel in business dealings, the majority of the respondents say they have 2 to 3 years (28 percent). Just 15 people (7.5%) have had more than ten years of experience with the same hotel.

Correlation Analysis

Table 4.2: Correlation Coefficients between selected variable and Customer Retention

Variables	r	р
Age	005	.939
Customer Satisfaction	.493*	.0001

*Correlation is significant at the 0.01 level (2-tailed)

Table 4.3: Zero-order correlations between Customer Satisfaction and Customer Retention

Variables	Y	X ₁	\mathbf{X}_2	X ₃
Y Customer Retention	1			
X ₃ Customer Satisfaction	.493*	.528*	.306*	1

Notes: zero-order coefficients p < 0.01; Bonferroni adjusted alpha = 0.01 (0.05/3).

*Correlation is significant at the 0.01 level (2-tailed)

Regression Analysis

Table 4.4: Results of Multiple Linear Regressions on Customer Retention (Stepwise Method)

	Variables	b	Beta	р
	Intercept	-1.022	-	.451
	Personal Connections	.505	.509	.0001
	Customer Satisfaction	.371	.337	.0001
F =92.02	R =.691			
Sig-F = .000	$R^2 = .478$			

The r-value between consumer loyalty and customer maintenance is 493 (p = .001), which means that the relationship is positive, which indicates that the higher the level of consumer loyalty, the more likely customers are to stay in a similar dwelling. Subsequently, the investigation's speculation was acknowledged.

Accompanying measures can be used to assess the customer's dedication to the hotel: first, from each, the happy customer is obligated to return to a similar accommodation. Besides, the more offices the client uses from the dorm, the longer he will stay in the hotel. Finally, it costs more to get another customer than it does to keep an existing one, and the cheerful customer will likely not move to another area. (Reichhold and Aspinall, 1993). Customer maintenance and consumer loyalty are closely related. The higher the level of consumer loyalty, the more likely the customer will return to the hostel and describe it to other people. Consumer loyalty categorically affects representative commitment, efficacy, and utility as well.

The impression of customers on the idea of \u200b\u200bthe organization is often influenced by the nature of experiences with representatives of a particular organization, in this situation, in workers. The salesperson is key to evaluating consumer loyalty levels. The extent to which the customer believes the salesperson is categorically influenced by the belief that the salesperson is acting according to the greatest advantage (the existing customer), and is negatively affected by the belief that the salesperson is acting according to his or her welfare. (arrogant) (arranged deals).

Finally, consistent clients, according to Guru et al. (2000), will stay with the organization for a long time. The customer's assumption or impression that the measure of management gained from one association is more noteworthy than that accessible from different associations will lead to dedication practices such as relationship coherence or degree, and referring to other persons. He proceeded to ensure that dedicated clients who saw an expansion of appreciation in the organization's management offer would undoubtedly be elated. Therefore, the greater the importance of the measure of abundance to the significant value a customer sees when purchasing merchandise or managing an endeavor, the higher the level of consumer loyalty and, as a consequence, customer retention.

5. Conclusions And Recommendations

The impression of customers on the idea of \u200b\u200bthe association is systematically influenced by the nature of experiences with representatives of a particular organization, in this situation, workers' accommodation. The seller is the key to evaluating consumer loyalty levels. To what extent the customer believes the salesperson is categorically influenced by the conviction that the salesperson acts according to his greatest advantage (customer order), and is negatively affected by the belief that the salesperson acts according to his welfare. (arrogant) (arranged deals).

The next part of consumer loyalty and maintenance is that the higher the level of consumer loyalty, the more likely they are to keep customers in a similar dwelling, as indicated in the exam objective. Measures accompanying the customer's devotion report can be used: first of all, a cheerful customer is bound to return to a similar hostel. Besides, the longer the client stays in the hostel, the more offices the hostel provides. Finally, it is more expensive to get another customer than to keep an existing one, and a cheerful customer is more averse to move to another location. Customer maintenance and consumer loyalty are closely related. The higher the level of consumer loyalty, the more likely the customer will come back and describe the hotel to other people. Consumer loyalty categorically affects representative commitment, efficacy, and productivity as well. To further develop customer dedication, you must initially earn their trust (Reichcheld and Schfter, 2000 as referenced in Luck and Lancaster, 2003).

Then, depending on the objective of the investigation, a positive relationship between consumer loyalty and maintenance can be collected. As evidenced by the objective of the investigation, there is a strong

positive relationship between consumer loyalty and retention, which supports the findings of the previous analyst (Mitroff and Denton 1999); (Cronin, Taylor, 2006). Then, it is very likely that customer dedication is the main result of all corporate promotion work, as indicated by the measurements. It is notable that great enterprise clients need to extend business, get a piece of the pie, create rework and reference businesses, both of which add to the extended benefits (Kandampuly, 2005).

Suggestion and Recommendation

This study found that relationship marketing in the hotel industry motivates and inspires customers to stay with the hotel for a long time. Customers who are happy with their inner needs are often more innovative because they have more time to reflect and express their happiness with the hotel and expectations with others. More importantly, instead of constantly worrying about their turnover and attracting new customers, hotels have more time to develop or grow. This vital transition, like any other, should be ordered by the hotel manager or any lower-level staff. They are, without a doubt, the most significant variables. Customers cannot be retained by accident in a short period of time, just as they cannot be retained by experts in a short period of time. As a result, new and even old workers should be educated by experts. Psychologists and sociologists, as well as well-seasoned executives, may be included. They will assist and provide various advice to staff in order to maintain and keep clients rather than attracting new ones.

According to the findings of this report, relationship marketing could be a promising area of research for some researchers interested in the food industry or the food industry in halal restaurants. Managers can check their information on a regular basis and share it with others without becoming jealous or hopeful. It fosters collaboration within the system and inspires people to come up with new ideas. Managers should take a more compassionate approach to consumer complaints and ask staff to manage these issues.

Conflict, turbulence, and violence in the hotel can be minimised by instilling a sense of integrity, confidence, and respect. In the short term, a few disputes occurring monthly in a hotel seem normal, but long-term hateful conduct is a different storey. This result would indicate to managers how to define consumer expectations, especially in terms of customer satisfaction and customer retention. Crisis management also necessitates training and evaluation. This is a vital subject for hotels with a high customer retention rate.

Limitation of the Study and Suggestions for Further Research

This thesis has taken a lot of time and effort, but it, like all other studies, has limitations. Any of the research's shortcomings and weaknesses should be discussed. This research has a number of flaws. Despite the fact that Malaysia has a large number of hotels, the sample was drawn from only eight of them. Collecting data from these hotels was perhaps the study's biggest flaw. Even getting into the hotels, especially well-known hotels, was difficult in some of them, let alone gathering information. G Hotel and Evergreen laurel, for example, have their own set of restrictions. Obtaining approval from the human resource unit is needed and usually requires more time. Despite the fact that 200 questionnaires were obtained from hotels, the sample size represents just a small portion of the total population of the organisations. If the sample size is increased, the analysis would be more accurate. Another significant thing to consider is the respondent's age, with the majority (46%) of them being under 30 years old, implying that they lacked experience. Furthermore, according to the work experience table, 28% of

respondents reserved or used hotels in the Penang area. Despite my best efforts to collect data from knowledgeable business customers in a sample of my research, only a few surveys were distributed to them. Most hotel customers were in a hurry to answer all of the questions because they were preoccupied with their business ceremony and meeting for a few days and didn't have much time to specifically answer all of the questions. For this analysis, the cross-sectional design has some disadvantages. More analysis, based on triangulated data from various sources and data collection methods, will provide a more complete view. Furthermore, using several approaches at the same time can boost the test's reliability.

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