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Guests' Evaluations of Front-Office Upselling and Cross-Selling in Relation to Revisit Intention

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ABSTRACT

Hotel front-office up-selling and cross-selling are commonly assessed for their contribution to revenue, yet their relationship with guests' intention to return is less clear. This study examined how guests' evaluations of these practices were associated with revisit intention at Hotel Pangeran Beach Padang. In July 2026, a cross-sectional survey collected five-point Likert-scale responses from 110 purposively selected guests who reported receiving at least one up-selling or cross-selling offer. Data were analysed using descriptive statistics, regression diagnostics, and multiple linear regression in SPSS 25. Respondent achievement rates were 78.31% for up-selling, 80.78% for cross-selling, and 79.21% for revisit intention. Up-selling was positively associated with revisit intention ($\beta = 0.241$, $t = 2.300$, $p = 0.023$), whereas the positive coefficient for cross-selling was not statistically significant ($\beta = 0.137$, $t = 1.306$, $p = 0.194$). Although the overall model was significant, $F(2, 107) = 6.570$, $p = 0.002$, it explained only 10.9% of the variance in revisit intention ($R^2 = 0.109$; adjusted $R^2 = 0.093$). The differing findings suggest that front-office selling practices should not be treated as interchangeable predictors of revisit intention. For hotel management, the evidence favours improving needs-based up-selling while recognising that repeat-stay intentions depend largely on factors beyond these selling practices.

1. INTRODUCTION

A sales recommendation at a hotel's front desk is also part of the guest's service experience. An offer to upgrade a room or purchase an additional service may help guests identify options that better suit their needs, but poorly timed or irrelevant recommendations can instead be perceived as sales pressure. The value of such interactions therefore depends not merely on the offer itself but on how guests assess its relevance and usefulness [1]. Revisit intention reflects a guest's willingness to return following a previous stay, shaped by evaluations of service quality, satisfaction, perceived value, and the overall experience [2]. Front-office employees occupy a particularly important position in this process because their selling recommendations form part of the interpersonal encounters through which guests evaluate the hotel.

Hotel Pangeran Beach Padang recorded 60,627 guest records between May 2025 and May 2026, of which 972 were classified as repeat guests, representing an administrative ratio of 1.60%. Although this figure raises questions about guest retention, it cannot be interpreted as a verified retention rate without establishing whether the records represent unique guests or individual stays. Accurate identification of returning customers also depends on consistent guest-record management [3]. Moreover, recorded repeat visits differ from guests' intentions to return. Nevertheless, the relatively small number of administratively identified repeat guests provides a practical reason to investigate whether front-office selling encounters are associated with guests' willingness to choose the hotel again.

Up-selling and cross-selling differ in the benefits they offer and their proximity to the guest's primary accommodation experience. Up-selling encourages guests to select a higher-value alternative to their original purchase, such as a room upgrade or an enhanced accommodation package [4]. Cross-selling, in

contrast, involves recommending complementary services, including dining, laundry, or meeting facilities [5]. A room upgrade may directly change the accommodation experience, whereas a complementary service often addresses a specific need arising during the stay. This distinction suggests that guests may evaluate the two practices differently, particularly when considering whether an offer provides meaningful value beyond the immediate transaction. Their potential relevance to revisit intention, however, requires empirical examination rather than assumptions based on their commercial functions.

Previous hotel up-selling research has frequently examined its contribution to room and ancillary revenue [6], while studies of online up-selling have also considered how offers are structured and delivered to customers [7]. Research on revisit intention, meanwhile, has largely focused on service quality, satisfaction, facilities, perceived value, and customer experience. Although these research streams provide useful explanations of selling practices and post-stay behavior, less attention has been given to whether guests' evaluations of front-office up-selling and cross-selling are independently associated with their intention to return. This distinction deserves examination because a selling practice that generates immediate revenue may not necessarily influence a guest's subsequent accommodation preference. Moreover, offers relating to the core accommodation experience and those addressing supplementary needs may carry different relevance when guests evaluate a hotel for a future stay.

Against this background, the present study examines the associations of front-office up-selling and cross-selling with guests' revisit intention at Hotel Pangeran Beach Padang. Both practices are assessed within a single regression model to determine their respective associations with revisit intention while accounting for the other selling practice, as well as their combined explanatory power. By shifting attention from immediate sales outcomes to post-stay behavioral intentions, the study seeks to clarify the relevance and limitations of front-office selling practices as potential components of the guest-retention process. Rather than assuming that additional sales opportunities translate into future loyalty, the analysis examines whether guests' evaluations of these encounters are associated with their stated intention to return.

2. LITERATURE REVIEW

2.1. Theoretical Foundation

Front-office selling involves more than presenting additional purchasing options; it is part of the service encounter through which guests assess how well hotel employees understand their needs. From a service-marketing perspective, the value of an offer depends on its perceived relevance, the benefits communicated, and the manner in which it is delivered, rather than solely on the revenue it may generate [8]. An upgrade or complementary-service recommendation may be appreciated as personalised assistance when it addresses a specific guest requirement. Conversely, an unsolicited or poorly timed offer may be interpreted as sales pressure [9]. This distinction makes guests' evaluations of selling encounters more relevant to the present study than the mere frequency or availability of promotional offers.

Revisit intention represents a guest's willingness to return following a previous stay and should be distinguished from actual repeat-booking behaviour [10]. Research on tourism experiences has linked experiential value to subsequent revisit intention, suggesting that guests' future decisions may depend on how they evaluate the benefits received during their visit [11]. In a hotel setting, front-office selling represents one component of this broader experience. An additional offer may contribute to a favourable evaluation when guests perceive it as useful, relevant, and consistent with their preferences. Its relationship with revisit intention, however, cannot be assumed from the offer itself, since guests also evaluate the accommodation, service delivery, and overall value of their stay.

2.2. Hypothesis Development

2.2.1. The Relationship Between Up-Selling and Revisit Intention

Unlike a conventional promotional message, front-office up-selling can directly influence the accommodation option a guest ultimately selects. Previous research has examined how service employees employ up-selling during customer interactions, highlighting its operational role in communicating additional purchasing opportunities [12]. When front-office staff understand guests' preferences and clearly explain the benefits of different room categories, an upgrade recommendation may help guests select accommodation that better meets their expectations. The potential relevance to revisit intention lies in the value guests perceive from the recommendation rather than in the additional expenditure itself. An appropriately matched upgrade may therefore become part of a positive service evaluation, although its

association with future staying intentions remains an empirical question. Accordingly, the following hypothesis is proposed:

H1: *Front-office up-selling is positively associated with guests' revisit intention.*

2.2.2. The Relationship Between Cross-Selling and Revisit Intention

Cross-selling differs from up-selling because it introduces complementary products or services without necessarily changing the guest's primary accommodation choice. Research on front-desk selling has examined opportunities to promote additional food and beverage products, illustrating how hotel employees can extend service recommendations beyond room sales [13]. Dining, laundry, and other supporting services may improve convenience, but their relevance often depends on needs arising during a particular stay. A guest may appreciate an additional service without necessarily considering it a reason to return to the hotel. Conversely, a timely recommendation that resolves a specific need may contribute to a more favourable assessment of the overall service encounter. Whether such evaluations are associated with revisit intention requires direct examination. The second hypothesis is therefore formulated as follows:

H2: *Front-office cross-selling is positively associated with guests' revisit intention.*

2.2.3. The Joint Relationship of Up-Selling and Cross-Selling With Revisit Intention

Although both practices involve additional purchasing recommendations, up-selling and cross-selling address different aspects of the guest experience. Up-selling typically concerns the primary accommodation product, whereas cross-selling focuses on supplementary services that may provide convenience or additional benefits. Examining both practices within the same regression model allows their respective associations with revisit intention to be estimated while accounting for the other predictor. It also establishes whether the two variables jointly explain statistically significant variation in guests' willingness to return. Based on this analytical framework, the third hypothesis is proposed:

H3: *Up-selling and cross-selling jointly explain significant variation in guests' revisit intention.*

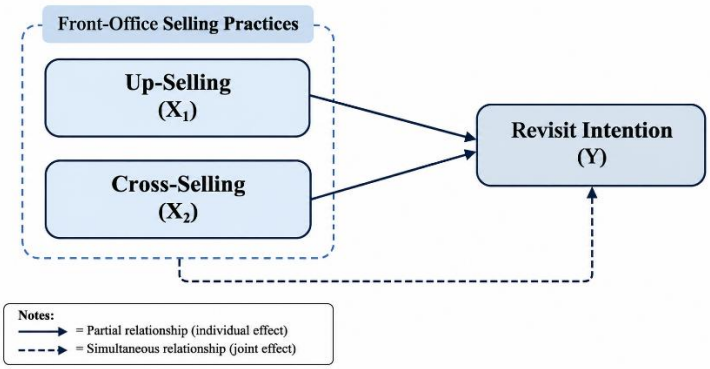


Figure 1. Conceptual Framework

3. METHOD

3.1. Research Design and Context

This study employed a quantitative cross-sectional survey to examine the associations between guests' evaluations of front-office up-selling and cross-selling practices and their revisit intention [14]. The research was conducted at Hotel Pangeran Beach Padang, West Sumatra, Indonesia, with individual hotel guests serving as the units of analysis [15]. All variables were measured through self-reported responses collected at a single point in time. Accordingly, the regression analysis was intended to identify statistical associations rather than establish causal relationships between selling practices and guests' intention to return.

3.2. Population, Sample, and Data Collection

Data were collected in July 2026. Hotel operational records documented 60,627 guest records between May 2025 and May 2026, although the population accessible for this study was restricted to guests who reported receiving at least one up-selling or cross-selling offer from front-office staff. Purposive sampling was applied to recruit respondents with relevant exposure to these selling practices. Eligibility was determined through respondents' confirmation that they had received an offer during their stay, while

those who did not meet this requirement were excluded. As the criterion required exposure to at least one type of offer, it did not necessarily establish that every participant had experienced both practices. This distinction was considered when interpreting guests' evaluations of the two selling approaches.

The questionnaire covered 11 conceptual indicators, comprising four for up-selling, four for cross-selling, and three for revisit intention. Following an approximate recruitment target of 10 respondents per indicator, a total of 110 guests participated in the study [16]. This approach provided a practical basis for determining the sample size, although it was not equivalent to a formal statistical power analysis. Given the purposive sampling procedure, the findings were interpreted within the characteristics of the surveyed guests rather than generalised to the hotel's entire guest population.

3.3. Measures, Instrument Development, and Data Quality

Data were obtained using a structured questionnaire containing 33 statements measured on a five-point Likert scale. Up-selling was assessed through 12 items covering room-upgrade offers, persuasive communication, product knowledge, and understanding of guest needs. Another 12 items measured cross-selling through the relevance of additional-service offers, recognition of customer needs, offer timing, and communication of additional benefits. Revisit intention was measured using nine items addressing willingness to revisit, intention to return, and plans for a future stay [17]. The questionnaire wording was adapted to the front-office setting to reflect guests' evaluations of the selling encounters, while the measurement of revisit intention remained consistent with its treatment in previous hospitality research [18].

Instrument quality was assessed through item validity and internal consistency testing before regression analysis. Item validity was evaluated using the statistical significance of item–total relationships ($p < 0.05$), while scale reliability was assessed against a minimum Cronbach's alpha threshold of 0.70 [15]. All 33 items were reported to have met the specified retention criteria. The corresponding item-level coefficients and reliability estimates for each construct should be verified against the original SPSS output before final submission.

3.4. Data Analysis

Data were analysed using IBM SPSS Statistics Version 25. Descriptive statistics were used to summarise respondent characteristics and variable scores, while the Respondent Achievement Rate (TCR) was calculated to evaluate indicator-level responses. Scores of 61.00–80.99% were classified as good, and those of 81.00–100% as very good [19]. Multiple linear regression was employed to estimate the partial associations of up-selling and cross-selling with revisit intention and their joint explanatory power. Before hypothesis testing, regression assumptions were examined through the Kolmogorov–Smirnov normality test, heteroscedasticity testing, and multicollinearity diagnostics using tolerance and variance inflation factor (VIF) values. Hypotheses were evaluated at a 5% significance level ($\alpha = 0.05$), with results reported using unstandardised coefficients (B), standardised coefficients (β), t-statistics, p-values, the overall F-test, R^2, and adjusted R^2.

3.5. Ethical Considerations

Formal institutional ethical approval was not obtained for this minimal-risk questionnaire survey involving hotel guests. Participation was voluntary, and respondents were informed of the study's purpose before completing the questionnaire. The collected information was used solely for academic research, and the findings were reported without disclosing respondents' identities.

4. RESULTS

4.1. Respondent Characteristics

The study involved 110 guests of Hotel Pangeran Beach Padang. As presented in Table 1, male respondents accounted for 54.5% of the sample, and nearly half were aged 21–30 years (49.1%). Entrepreneurs represented the largest occupational group (29.1%). Most respondents (72.7%) had stayed at the hotel only once, while 27.3% reported two or more stays. This distribution is particularly relevant because the study examined guests' stated intention to return rather than their actual repeat-stay behaviour.

Table 1. Respondent Characteristics

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	60	54.5

	Female	50	45.5
Age	21–30 years	54	49.1
	31–40 years	38	34.5
	Over 40 years	18	16.4
Occupation	Civil servant	20	18.2
	Private-sector employee	29	26.4
	Entrepreneur	32	29.1
	University student	5	4.5
	Other	24	21.8
Frequency of stays	1 stay	80	72.7
	2 stays	19	17.3
	3 or more stays	11	10.0

Source: Survey data, 2026.

4.2. Descriptive Statistics and Respondent Achievement Rates

Table 2 summarises the descriptive statistics for the three research variables. Cross-selling recorded a mean total score of 48.47 (SD = 4.599), followed by up-selling at 46.99 (SD = 5.890), while revisit intention had a mean of 35.65 (SD = 3.664). Because the predictors were measured using 12 items each and revisit intention using nine items, their raw mean totals are not directly comparable.

Table 2. Descriptive Statistics of Research Variables

Variable	N	Mean	SD	Min	Max	Sum
Up-selling strategy (X1)	110	46.99	5.890	30	58	5,169
Cross-selling strategy (X2)	110	48.47	4.599	39	57	5,332
Guests' revisit intention (Y)	110	35.65	3.664	27	45	3,921

Source: Processed survey data, 2026

Based on the total scores, the respondent achievement rates (TCR) were 78.32% for up-selling, 80.79% for cross-selling, and 79.21% for revisit intention, all within the study's *good* category. The indicator-level results reveal differences that are less apparent from these aggregate scores. Persuasive communication received the lowest rating among up-selling indicators (75.39%), whereas the ability to communicate additional customer benefits recorded the highest rating for cross-selling (83.15%). Within revisit intention, respondents gave the lowest rating to their intention to return (78.00%). These findings identify specific aspects of guests' evaluations but do not, by themselves, establish their relationships with revisit intention.

Table 3. Respondent Achievement Rates for Up-Selling Strategy (X1)

Indicator	Total Score	Mean	TCR (%)	Category
Ability to offer room upgrades	1,311	3.97	79.45	Good
Persuasive communication skills	1,244	3.77	75.39	Good
Hotel product knowledge	1,305	3.95	79.09	Good
Ability to understand guest needs	1,309	3.97	79.33	Good

Source: Processed survey data, 2026

Table 4. Respondent Achievement Rates for Cross-Selling Strategy (X2)

Indicator	Total Score	Mean	TCR (%)	Category
Relevance of additional-product offers	1,292	3.92	78.30	Good
Understanding customer needs	1,324	4.01	80.24	Good
Timeliness of additional-service offers	1,344	4.07	81.45	Very good
Ability to communicate additional customer benefits	1,372	4.16	83.15	Very good

Source: Processed survey data, 2026

Table 5. Respondent Achievement Rates for Guests' Revisit Intention (Y)

Indicator	Total Score	Mean	TCR (%)	Category
Tendency to revisit	1,321	4.00	80.06	Good

Intention to return	1,287	3.90	78.00	Good
Intention to revisit in the near future	1,313	3.98	79.58	Good

Source: Processed survey data, 2026

4.3. Regression Diagnostics

The diagnostic tests did not indicate substantial violations of the regression assumptions under the criteria adopted in this study. The Kolmogorov–Smirnov test yielded a reported significance value of 0.200, providing insufficient evidence to reject the assumption of normally distributed residuals. The heteroscedasticity tests were also non-significant for both predictors ($p = 0.860$ for up-selling; $p = 0.990$ for cross-selling). Multicollinearity was not a major concern, as both variables had a tolerance of 0.758 and a variance inflation factor (VIF) of 1.320. The results are summarised in Table 6.

Table 6. Regression Diagnostic Results

Test	Value	Decision Criterion	Interpretation
Normality (Kolmogorov–Smirnov)	$p = 0.200$	$p \geq 0.05$	No significant departure from normality detected
Heteroscedasticity (X1)	$p = 0.860$	$p > 0.05$	No evidence of heteroscedasticity
Heteroscedasticity (X2)	$p = 0.990$	$p > 0.05$	No evidence of heteroscedasticity
Multicollinearity (X1)	Tolerance = 0.758; VIF = 1.320	Tolerance > 0.10; VIF < 10	No problematic multicollinearity
Multicollinearity (X2)	Tolerance = 0.758; VIF = 1.320	Tolerance > 0.10; VIF < 10	No problematic multicollinearity

Source: Processed SPSS output, 2026.

4.4. Hypothesis Testing

The multiple regression model accounted for 10.9% of the variance in revisit intention ($R^2 = 0.109$), with an adjusted R^2 of 0.093 (Table 7). Although the model explained a statistically significant proportion of the outcome, its explanatory power was limited, leaving most of the variation in guests' revisit intention outside the two selling variables examined.

Table 7. Multiple Regression Model Summary

Model	R	R^2	Adjusted R^2
Up-selling and cross-selling → Revisit intention	0.331	0.109	0.093

Source: Processed SPSS output, 2026

The partial regression results indicate that up-selling was positively and significantly associated with revisit intention after accounting for cross-selling ($B = 0.150$, $\beta = 0.241$, $t = 2.300$, $p = 0.023$), supporting H1. Cross-selling also produced a positive coefficient, but its association was not statistically significant ($B = 0.109$, $\beta = 0.137$, $t = 1.306$, $p = 0.194$); thus, H2 was not supported. These results establish different significance outcomes for the two predictors, although they do not demonstrate that the coefficients differ significantly from one another.

Table 8. Multiple Linear Regression Coefficients and Partial Hypothesis Tests

Predictor	B	SE	β	t	p	Decision
Constant	23.311	3.697	—	6.305	<0.001	—
Up-selling strategy (X1)	0.150	0.065	0.241	2.300	0.023	H1 supported
Cross-selling strategy (X2)	0.109	0.084	0.137	1.306	0.194	H2 not supported

Source: Processed SPSS output, 2026

The overall regression model was statistically significant, $F(2, 107) = 6.570$, $p = 0.002$ (Table 9), supporting H3. This indicates that the two predictors jointly explained more variation in revisit intention than an intercept-only model, notwithstanding the non-significant partial coefficient for cross-selling. The estimated regression equation was:

$$\mathbf{Y = 23.311 + 0.150X1 + 0.109X2 + \varepsilon}$$

where Y represents guests' revisit intention, X1 denotes up-selling, and X2 denotes cross-selling.

Table 9. Analysis of Variance (ANOVA) for the Regression Model

Source	Sum of Squares	df	Mean Square	F	p
Regression	160.039	2	80.020	6.570	0.002
Residual	1,303.133	107	12.179	—	—
Total	1,463.173	109	—	—	—

Source: Processed SPSS output, 2026

5. DISCUSSION

5.1. Interpretation of Principal Findings

The findings indicate that front-office up-selling was positively associated with guests' revisit intention, whereas cross-selling showed no statistically significant partial association. At Hotel Pangeran Beach Padang, up-selling typically involves recommending a room upgrade or accommodation package that may directly affect the guest's primary stay experience. When employees understand guests' preferences and explain the benefits of an upgrade, the recommendation may be perceived as personalised assistance rather than an attempt to increase spending [7]. This interpretation is consistent with the service-marketing perspective, which recognises the role of frontline interactions in shaping customers' perceptions of value [9]. Nevertheless, the present study did not measure perceived helpfulness, offer acceptance, or perceived value as intervening mechanisms. The explanation therefore remains theoretically plausible rather than empirically established.

The non-significant relationship between cross-selling and revisit intention deserves particular attention because respondents evaluated cross-selling relatively favourably (TCR = 80.79%). Complementary services, such as dining, laundry, and meeting facilities, may improve convenience during a particular stay without substantially influencing the decision to return. Unlike a room upgrade, which concerns the primary accommodation product, these services often address temporary or situational needs [1]. Their perceived usefulness may consequently be reflected more clearly in immediate service evaluations or additional purchases than in future staying intentions. However, the non-significant coefficient does not demonstrate that cross-selling is ineffective, nor does it establish that its association with revisit intention is statistically weaker than that of up-selling. Differences in offer relevance, timing, acceptance, and perceived sales pressure remain possible explanations that require further investigation.

The modest explanatory power of the model places an important boundary on these findings. Although the overall regression was significant, $F(2, 107) = 6.570$, $p = 0.002$, up-selling and cross-selling together explained only 10.9% of the variance in revisit intention. The significant F-test does not alter the non-significant partial result for cross-selling. Previous hotel research has associated facilities and guest satisfaction with revisit intention [20], while service-quality research has demonstrated the relevance of customers' service evaluations to subsequent behavioural intentions [21]. Against this background, the present results suggest that front-office selling represents a limited component of the broader guest experience rather than a principal explanation for repeat-stay intentions. Selling recommendations may contribute to favourable evaluations, but their potential relevance should be considered alongside accommodation quality, satisfaction, and the overall experience of staying at the hotel.

5.2. Theoretical Contributions

The principal contribution of this study lies in extending the examination of front-office selling beyond immediate transactional outcomes. Previous hotel research has commonly evaluated up-selling in relation to room revenue [6] and additional product sales [13], whereas the present study considers its association with guests' willingness to return. The positive relationship observed for up-selling indicates that guests' evaluations of upgrade recommendations may have relevance beyond the immediate purchase. This does not establish that up-selling generates loyalty, but it identifies a relationship between a revenue-oriented frontline practice and a post-stay behavioural intention. The distinction is important because commercial success during a service encounter cannot be assumed to produce longer-term customer commitment.

The contrasting results for up-selling and cross-selling also raise a question about whether different types of selling recommendations carry the same relevance for future customer behaviour. An upgrade concerns the accommodation experience itself, whereas complementary services are often purchased to satisfy specific needs during a stay. This distinction offers a possible explanation for the observed pattern, although the study did not directly test the underlying mechanisms or the statistical difference between the two coefficients. Research on hotel revisit intention has already identified the relevance of customer experience and electronic word-of-mouth [22], while more recent work has examined service quality, value

co-creation, and habit formation in explaining return intentions [23]. The present findings suggest that selling encounters may warrant consideration within these broader explanations, particularly when their perceived relevance and contribution to the guest experience can be measured directly. Given the model's limited explanatory power, the contribution is best understood as identifying a specific relationship for further examination rather than establishing a comprehensive theory of guest retention.

5.3. Managerial Implications

For Hotel Pangeran Beach Padang, the findings provide stronger grounds for improving the quality of up-selling interactions than for simply increasing the frequency of upgrade offers. Persuasive communication received the lowest score among the up-selling indicators (75.39%), suggesting that the way employees present recommendations deserves managerial attention. Front-office training should therefore emphasise identifying room preferences, explaining the additional benefits associated with an upgrade, and communicating price differences without pressuring guests. Supervisors could incorporate these practices into routine service observations and use guest feedback to assess whether recommendations are considered helpful and appropriate. Such measures address a specific weakness identified in the descriptive results, although their effectiveness in increasing actual repeat bookings remains to be established.

Cross-selling should not be discontinued simply because its partial relationship with revisit intention was not statistically significant. Its highest-rated indicator was the ability to communicate additional benefits (83.15%), indicating that respondents generally evaluated this aspect favourably. The more relevant managerial question is whether complementary offers address guests' immediate requirements and provide benefits that justify their additional cost. Rather than relying exclusively on sales volume, management could distinguish between offers presented, offers accepted, and guests' evaluations of their usefulness. This would help determine whether cross-selling contributes to convenience or ancillary revenue, outcomes not directly tested in the present study. Given that the two selling practices explained only 10.9% of revisit intention, improvements in front-office selling should complement continued attention to service reliability, accommodation comfort, guest satisfaction, and the overall stay experience.

5.4. Limitations and Future Research

Several methodological considerations limit the interpretation of these findings. The study was conducted at a single hotel using purposive sampling and a cross-sectional questionnaire, restricting both statistical generalisability and causal inference. Respondents were eligible if they had experienced at least one up-selling or cross-selling offer, but the available reporting does not establish whether all participants had experienced both practices. This creates uncertainty about whether evaluations of the two strategies were based on comparable experiences. Revisit intention was also measured through self-reported responses rather than subsequent booking behaviour. Furthermore, collecting predictor and outcome measures from the same respondents introduces the possibility of common-method bias. These limitations, together with the modest R^2, suggest that the observed associations should be interpreted cautiously.

Future research would benefit from distinguishing guests exposed to up-selling, cross-selling, or both, while documenting the type of offer, its timing, acceptance, and perceived usefulness. Linking these observations with subsequent reservation records would allow researchers to determine whether favourable evaluations of selling encounters correspond to actual repeat stays. Studies involving multiple hotels could also examine perceived value, satisfaction, service quality, and customer experience as additional explanatory variables. Previous tourism research on customer experience [24] and hotel promotion [25] provides relevant perspectives for extending the model beyond frontline selling practices. Longitudinal or comparative designs would be particularly useful for testing whether the relevance of an offer, its perceived pressure, or its connection to the core accommodation experience changes its relationship with revisit intention. Such evidence is needed before the mechanisms proposed in the present discussion can be treated as established explanations.

6. CONCLUSION

At Hotel Pangeran Beach Padang, guests' evaluations of front-office up-selling were positively associated with their intention to return, whereas cross-selling showed no statistically significant relationship. The findings suggest that room-upgrade recommendations may have relevance beyond the immediate sale, particularly when they respond to guests' accommodation preferences. Nevertheless, the limited explanatory power of the model indicates that frontline selling accounts for only a small part of guests' revisit intentions. Hotel management should therefore focus on the quality of upgrade

recommendations rather than the number of offers made, ensuring that employees understand guest needs, explain the benefits and additional costs clearly, and avoid excessive sales pressure. Cross-selling remains useful for addressing immediate service needs, although its contribution to revisit intention was not established in this study. These findings do not demonstrate that up-selling is more influential than cross-selling or that either practice causes guests to return. Future research should examine actual repeat-stay behaviour and consider service quality, guest satisfaction, and perceived value to better understand how selling encounters relate to longer-term guest relationships.

DECLARATIONS

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Author Contributions (CRediT)
Benni Sartono Siahaan: Conceptualization, Methodology, Investigation, Data Curation, Formal Analysis, Writing – Original Draft. Rian Surenda: Conceptualization, Supervision, Validation, Writing – Review & Editing.

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Data Availability
The data supporting the findings of this study are available from the corresponding author upon reasonable request, subject to participant confidentiality and applicable data-protection requirements.

Ethical Approval
Formal institutional ethical approval was not obtained for this minimal-risk, non-interventional questionnaire survey involving hotel guests. The study followed principles of voluntary participation, confidentiality, and responsible research conduct.

Informed Consent
Informed consent was obtained from all respondents before participation. Respondents were informed of the study's purpose, the voluntary nature of participation, and the use of their responses solely for academic research.

Conflict of Interest
The authors declare no competing interests.

Artificial Intelligence (AI) Use Statement
During manuscript preparation and revision, ChatGPT (OpenAI) was used to assist with language editing, proofreading, manuscript organisation, and formatting. The authors retain full responsibility for verifying the accuracy, originality, integrity, and final content of the manuscript.

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