MAKERERE UNIVERSITY

MAKERERE UNIVERSITY BUSINESS SCHOOL

IMPROVING GUEST COMPLAINT MANAGEMENT IN SIENNA BEACH HOTEL ENTEBBE

BY

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2015/HD10/2181U

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A RESEARCH REPORT SUBMITTED TO MAKERERE UNIVERSITY BUSINESS SCHOOL (FACULTY OF GRADUATE STUDIES AND RESEARCH) IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF HOSPITALITY AND TOURISM MANAGEMENT OF MAKERERE UNIVERSITY

PLAN B

NOVEMBER 2023

DECLARATION

I, Kiryowa Godfrey, hereby declare that, this research report **titled *"Improving Guest Complaint Management in Sienna Beach Hotel Entebbe"*** is my original work and has never been submitted to Makerere University or any other Institution for any academic award.

Signature ..... Date 23rd/11/2023

Kiryowa Godfrey

APROVAL

This dissertation has been carried out under our supervision and ready for submission for examination.

Signature ..... Date 23/11/2023

Assoc. Prof. Atcero Milburga

Signature ..... Date 23/11/2023.

Mr, Aporu John Paul

DEDICATION

I dedicate my research report to my beloved family members. I also dedicate my research report to everyone who has played a part both financially and emotionally in the successful completion of this piece of work.

ACKNOWLEDGEMENT

I wish to thank the Almighty God for granting me life and knowledge. Special thanks go to my supervisors Prof. Atcero Milburg and Mr. Aporu John Paul for the guidance rendered to me while writing this research report. I thank them for their expertise and patience.

I also acknowledge my family for the support and courage, they have given me.

I thank management of Sienna Beach Hotel Entebbe for allowing me to carry out my research within their premises. I greatly thank the managers, owners and employees in the Hotel for setting aside part of your precious time to fill the data collection instrument

Lastly my coursemates who have always encouraged me to push on and complete my Masters at the time I thought of quitting and they encouraged me not to give up.

TABLE OF CONTENTS

Contents

DECLARATION i
APROVAL ii
DEDICATION iii
ACKNOWLEDGEMENT iv
LIST OF TABLES viii
ABSTRACT ix
CHAPTER ONE 1
BACKGROUND 1
1.0 Introduction 1
1.1 Problem Statement 3
1.2 Purpose of the study 4
1.3 Objectives of the Study 4
1.4 Research questions 5
1.5 Scope of the study 5
1.5.1 Subject Scope 5
1.5.2 Geographical scope 5
1.6 Significance of the Study 5
CHAPTER TWO 6
LITERATURE REVIEW 6
2.0 The concept of Customer complaints 6
2.1 The Concept of Complaint Management 6
2.2 Understanding of the Importance of Complaints Management 9
2.3 Appropriate Strategies for Improving Complaint Management 10
CHAPTER THREE 15
METHODOLOGY 15
3.0 Introduction 15
3.1 Research Design 15
3.2 Study Population 15
3.3 Sample Size Determination 15
3.4 Unit of Analysis and Unit of Inquiry 15
3.4.1 Unit of Analysis 15
3.4.2 Unit of Inquiry 15

3.5 Sampling Method and Procedures 16
To select the number of respondents to be sampled, sample random sampling technique was used. The name of each respondent was written on piece of paper, folded and put in the basket and then put on a raffle until the total sample is reached (Gray (2011). 16
3.6 Sources of Data 16
3.7 Data Collection Method 16
3.8 Measurement of the Variables 16
3.9 Data Processing 17
3.10 Validity and Reliability 17
3.11 Data Analysis and Presentation 17
3.12 Anticipated Limitation of the Study 18
CHAPTER FOUR 19
PRESENTATIONS INTEPRETATIONS AND ANALYSIS OF DATA 19
4.0 Introduction 19
4.1 Demographic characteristics of Respondents 19
4.1.1 Gender of Respondents 19
4.1.2 Education Levels of the Respondents 20
4.1.3 Marital Status of the Respondents 21
4.1.4 Position of the Respondents 21
4.2 Identifying challenges facing company's staff on handling customer 23
Complaints 23
4.2.1 Customer complaint at Sienna Beach Hotel 23
4.2.2 How did Sienna Beach Hotel support you on handling customer complain? 23
4.2.3 Do you agree that after receiving support on customer complain from SIENNA BEACH HOTEL your productivity increased? 24
4.3 The Importance of Complaints Management (ICM) 25
4.3.2 The appropriate strategies for improving complaint management 26
CHAPTER FIVE 31
DISCUSSION, CONCLUSION AND RECOMMENDATIONS 31
5.0 Introduction 31
5.1 Discussion 31
5.1.1 Challenges facing hotel's staff on handling customer complaints 31
5.1.2 Importance of Managing Complaints in Sienna Beach Hotel 32
5.1.3 Appropriate Strategies for Improving Complaint Management 33
5.2 Conclusion 34
5.3 Recommendations 34

5.4 Limitations and Areas for future Study 35
REFERENCES 36
APPENDIX I: QUESTIONNAIRE 40

LIST OF TABLES

Table 1: Presenting the gender distribution of the respondents who participated in the study19
Table 2: Level of Education.....20
Table 3: Showing marital status of the respondents 21
Table 4: level of position 22
Table 5: Customer complaint at Sienna Beach Hotel 23
Table 6: Did Sienna Beach Hotel support you on handling customer complaints?.....23
Table 7: Have Sienna Beach Hotel productivity increased?.....24
Table 8: Importance of Complaints Management (ICM) 25
Table 9: showing the appropriate strategies for improving complaint management.....26

ABSTRACT

This study sought to examine on how to improve guest complaint management in sienna beach hotel Entebbe**.** The study adopted a cross sectional research design and simple random sampling to gather data from 28 respondents who were the employees of the hotel.

This study focused on establishing the challenges faced by the hotel staff when staff when dealing with customer complaints, the importance of having solving customer complaints and the strategies used in solving these complaints. The study revealed that customer complain on a number of things and that staff get challenges when dealing with the complaint. This is a positive attitude because a problem revealed is partly solved than customers leaving minus sharing their complaints. Therefore, the management of the hotel can benefit from such information by getting appropriate strategy for each complaint. The study also revealed how important are customer complaints to the hotel in terms of improving the quality of services of the hotel, attracting customers and improving on the customer loyalty.

The study also heighted on a number of strategies the hotel can adopt the deal with customer complaints in an efficient and effective manner. These strategies are categorized as those that focus on customers, human resource related strategies, service recovery strategies, organisation structure strategies among others. The hotel can therefore, adopt a combination of these to solve the complaints.

A key recommendation is that the hotel should invest and focus on putting in place a number of complaint management strategies since the study established that a number of complaints occur and that employees lack enough support while trying to overcome the challenges. in terms providing training for skills development, authority and decision making. The Hotel should also put in place well-established service recovery management strategy in form of a policy that clearly show the guideline to be followed when dealing with a specific customer complaint

The limitations for this study were that, the sample for this study is based on one hotel and using employees as key respondents and cross sectional in nature. In addition, the present study employed qualitative techniques, therefore, future studies can consider the entire hotel sector in Uganda, consider all employees and customers as unit of inquiry and also employ quantitative or both qualitative and quantitative or a case study method for design and analysis of information

CHAPTER ONE

BACKGROUND

1.0 Introduction

The experience and positive encounters enjoyed by customers of services offered in the hospitality industry is perhaps the most important factor that contributes to the success of this industry (Ramphal R, 2016). According to Fluss (2014) outstanding customer service is often the primary differentiator between products and services making it essential for hotels to have a strong and efficient servicee delivery infrastructure. Recently the demands for such encounters have become more eminent with the ability of customers (be it local or foreign) to post online reviews for anyone to see in a matter of seconds anywhere in the world. Despite the effort by so many hotels especially the luxury hotels to implement strategies aimed at managing customer complaint, this is still a challenging job especially in medium hotels like Sienna Beach hotel;

This simply because customer become dissatisfied and will complain when they experience products or services that perform below expectations ((Keiningham et al, 2015; Gruber, 2011; Oliver, 1997; Matusitz & Breen, 2009). These could be as a result of service failures that are common in the hotel sector due to the variability nature in the service delivery (Mannaa & Chaudry, 2013). It is possible that guests will bring a service failure to the attention of the firm and get a satisfactory response; however, this may not always be the case. Guests who have been dissatisfied with service have, in the past, had the options of doing nothing, complaining to the frontline personnel, complaining to a manager in either a direct (face to face) manner or indirectly by writing (see for example, Singh & Howell, 1985; Singh, 1988; Rogers, Ross & Williams, 1992). Similarly, the consumer may go on to engage in more private face to face actions, such as negative word of mouth to friends, relatives or associates (Komunda et., 2015; Gruber, 2011. Singh, 2017). More recently the World Wide Web

(Internet) has provided various ‘new’ ways to air a grievance, especially when little might have been done at the point of service failure. These grievances may be shared on websites where other consumers go to search and evaluate potential tourism purchases, such as accommodation. Such actions are akin to the consumer complaining behaviour of negative word of mouth but done quite publicly and requires a through complaint management process to be put in place. (Ateke & Ishmael, 2013)

Therefore, Complaints should be attended to and resolved as soon as possible even though they may appear to be irritating, time-consuming and costly, otherwise it can lead to reputational damage caused by bad publicity. Handling customer complaints often represent the last opportunity that an organisation has to address the dissatisfaction from customers and to retain them (Ogunnaike et al, 2014); Vincent & Webster, 2005). Reactions from dissatisfied customers should be welcomed with open arms as direct feedback from customers gives the organisation an excellent opportunity to learn from and to correct mistakes and errors (Thøgersen, Juhl & Poulsen, 2003), restore customer confidence and to use the feedback strategically for organisational improvements (Johnston 2001; Ramsey, 2003; Hughes & Karapetrovic, 2006). It is well documented that many organisations especially hotels in developing countries and Uganda in particular are poor at handling customer complaints. Andreassen (2001) found in a study that 40% of customers who complained about service failures were subsequently dissatisfied with the organisations’ handling of their complaints, and noted that companies in general must improve their complaint resolution efforts dramatically. This is corroborated by similar research done by Estelami (2000) and Grainer (2003) indicating that 50% of complainants were dissatisfied with the complaint handling processes. These studies strongly suggest that poor complaints-handling processes account for additional dissatisfaction over and above that which originally gave cause for complaint (Ang & Buttle, 2012).

Theoretically, complaining was a natural consequence of low satisfaction, not an opportunity to increase satisfaction hence complaint resolution has become more important than complaints per se. The benefits of a good customer complaint management system should increase operational efficiency, by identifying trends and causes of complaints, resolve more complaints by adopting a more customer-focused approach, engage staff with new customer service training opportunities and monitor and continually improve the complaints handling process. Researchers now emphasize the potential for complaints management and service recovery systems to increase satisfaction (Taleghaniet al, 2011; Smith, Bolton& Wagner, 1999).

However, despite the importance of managing customer complaints to a hotel, Sienna Beach Hotel has experienced a short fall in managing customer complaints satisfactorily (Nikbin et al, 2010). This is evident with the increase in the number of complaints that are put forward by customers online especially on their TripAdvisor. Therefore, the enormous continuation in customer complaining puts Sienna Beach Hotel in a dangerous situation of not only losing customers but also getting the negative word of mouth in case complaints are not solved to customers' expectation

Hence the purpose of the study is to provide knowledge on how guest complaint management can be improved in Sienna Beach Hotel. Sienna Beach Hotel was studied because it had high rates of guest complaints.

1.1 Problem Statement

It is an aspiration of the company to provide excellent products and services without registering any complaint. This is especially a common goal to the hotel sector whose services and products are characterized as being intangible and personalised in nature. This helps to keep hotel guests satisfied and also gives the hotel a competitive advante (Ateke

et.al.,2019). When guests are happy, other stakeholders like employees and management will be correspondingly happy because of the implicit opportunity to enhance revenue (Stauss and Seidel, 2007). For these reason hotels put in place a number of strategies aimed at offering excellent complaint free environment and services such training staff, offering good rewards, implementing service recovery measures among others. However this is a simple task in hotels in developing countries especially in Sienna Beach hotel in Uganda. This is because it could be difficult to standardize performances executed by individuals in the same manner as tangible goods were standardized by coded machines (Edvardsson, 1998). Therefore, due to increased variability in services and customer needs, guest and other stakeholder complaints were inevitable (Ateke et.al.,2019. Despite the importance of having guest complaint managed and solved, Sienna beach hotel still faces a persistent challenge of registering guest complaints both physically and on online platform such as TripAdvisor (2020). This persistence is attributed to lack of proper complaint management strategies in place to properly overcome these complaints resulting into failure to detect cleverly, analyse correctly and resolve immediately guest discontentment in a proactive way rather than waiting for the guests to complain. It's against this background that this study intends to overcome this gap.

1.2 Purpose of the study

The purpose of this study was to identify appropriate strategies for improving guest complaint management in Sienna Beach Hotel

1.3 Objectives of the Study

- To identify challenges facing hotel's staff on handling customer complaints
- To identify the importance of managing complaints in Sienna Beach Hotel
- To identify appropriate strategies for improving complaint management in Sienna Beach Hotel.

1.4 Research questions

- What were the challenges faced by hotel's staff on handling customer complaints?
- What are the importance of managing complaints in Sienna Beach Hotel?
- What appropriate strategies for improving complaint management in Sienna Beach Hotel?

1.5 Scope of the study

The scope covered both subject and geographical scope.

1.5.1 Subject Scope

The study focused on the the causes of guest complaints, importance of managing guest complaint and the strategies for improving complaint management

1.5.2 Geographical scope

The study was carried out at Sienna Beach Hotel located in Entebbe Municipality.

1.6 Significance of the Study

The study was beneficial to the hotel management in understanding the causes of guest complaint.

The study could also providee a theoretical understanding to readers to recognize the relationship between service recovery, employee empowerment and customer retention in the hotel industry.

The study could add to the pool of knowledge in the field of academia already existing on improving guest complaint management in hotels

The study could guide hotel management on policy formulation especially on the strategies of improving guest complaint management in the hotel sector.

CHAPTER TWO

LITERATURE REVIEW

2.0 The concept of Customer complaints

A protest or complaint is a statement of disappointment, about the standard of the administration, activities or absence of activity by an association to a person. It is a move made by a person which includes conveying something adverse in regards to the product. Crie (2001) declares that the complaint always bases on the disappointment with the product or service or an occasion over the span of the purchasing procedure or amid the utilization. Hoyer and Mclnnis (2010) additionally contend that this disappointment depends on the client's emotions and perception. This view is highly noteworthy in the service area since quality assessment to a specific degree depends on client's subjectivity and disappointment in administration can influence client result and administration handling (Hansen *et al*., 2009).

2.1 The Concept of Complaint Management

Complaining management is the route in which organizations efficiently handle issues in client connection. Concurring to Johnston (2017) referred to in Hansen *et al.* (2019) it includes the receipt, examination, settlement and aversion of client protestations and recuperation of the client. A client complaint is a report from a client giving documentation about an issue with an item or administration or once more, is any declaration of disappointment by a client or potential about client conveyance or an item by the organization or its specialist.

Customer complaint management is an essential part of customer service as complaints usually

arise when clients are unhappy about something in the organisation (Cook, 2012). Complaints must be handled satisfactorily by the organisation to ensure that they do not lose their

customers; a customer who is happy after an issue they raised has been resolved will most likely return to the organisation, hence increasing the organisation's revenues through repeat business.

The customer complaints management system is a basic but essential requirement for any business – especially businesses that want to become and remain successful. The concept of complaints management has been addressed theoretically by authors and researchers. Primarily, the term "complaint" was tackled as an articulation of subjective dissatisfaction towards the delivery of a particular service/product so that the provider can consider proper procedures to favourably settle this situation (Stauss and Seidel, 2014). Further, a more systematic approach was adopted by using the term "complaint management" to include redefining policies, procedures, systems, or protocols in order to avoid the occurrence of such a problem again (Stichler and Schumacher, 2003). It should be recognized that customer dissatisfaction is the main trigger for customer complaints. Dissatisfaction occurs as a result of customer disappointment due to the variance between the delivered level of service and the expected standard (Estelami, 2000; Singh and Pandya, 1991). While not every dissatisfaction event breeds a complaint, hence complaints should have the proper weight. Consequently, adopting an effective complaints management system is a necessity rather than handling or sorting individual case.

It is also important to monitor the channels to release the displeasure of unsatisfied customers. The normal pattern is to complain directly to the service provider or to a third party i.e., government agency or consumer protection bodies. The shortcomings of such an action can result in poor reputation, legal costs and possible regulatory interventions. A more serious reaction and even difficult to handle is to remain silent and switching to competitors, and/or spreading negative word-of-mouth about the hospitality operation. Hirschman's theory which describes the three basic possible responses to decline in firms' quality: *Exit, Voice,*

and Loyalty, is a reflection of this outcome (Hirschman, 2016). While the exit response refers to withdrawal from the relationship, the voice response refers to the attempt to repair or improve the relationship through communication of the complaint, grievance or proposal for change. Hirschman clearly identified some factors related to the consumer complaining behaviour i.e., the costs related to complaining, the importance of the product and the likelihood that the problem will be resolved in favour of the complainant. These factors were also addressed by Blodgett et al. (2015) investigating the behaviour of unsatisfied customers and the likelihood of actions to be taken by the customers.

Cook (2012) gives grim statistics of how easy it is to lose customers and in turn loss of revenues occurs. According to Cook (2012), out of 25 unhappy customers, only one will complain of their bad experience while the other 24 will not complain to the company but to others outside the organisation. This has the prospective of loss of business, hence revenues, from potential

customers who will have heard of the bad experience at this particular organisation; this is especially so with the advent of the internet and social media. Barlow and Moller (2018) have articulated that complaining customers are a gift since they give organisations another chance to woo them back even after they have disagreed; these customers are letting the organisation know where its weaknesses are and also telling the organisation that if they correct the problem, then they are willing to stay. Organisations spend huge chunks of their marketing budget seeking consumer and market information- if only they would tap into the customer complaints data, they would realise how rich a database they have readily available to them and at no cost (Barlow & Moller, 2008).

The problem with most organisations is that employees regard customer complaints as a personal attack, therefore taking a defensive stance against the customer, hence discouraging customers who would complain and in turn, loss of customers and revenues (Raab, Ajami,

Gargeya, & Goddard, 2008). Ideally, organisations, instead of brushing off complaints and the complainants, need to develop a successful complaints management system that captures as much feedback from the clients as is possible, so as to minimise the number of unhappy customers who choose to complain to their social networks, therefore damaging the reputation of the organisation (Buttle, 2008) and in turn, cause loss of potential revenues.

A business interested in its revenues will not only consider customer complaints as excellent opportunities for improvement, but will also encourage customers to complain directly to them, ease the channels of complaints and resolve the issues mentioned, to the customers' satisfaction (Evans & William, 2008). Barlow and Moller (2008) suggest that employees, as they deal with complaining customers, should: adopt an open mind, see the complaints through the customers' eyes and treat complaining customers as credible; this way, even when the customer is not right, the customer leaves the organisation with a positive memory of the organisation, therefore increasing their chances of returning.

2.2 Understanding of the Importance of Complaints Management

According to Hart, Heskett & Sasser (1990), Complaint handling is the strategy being used by firms to resolve and learn from service failures in order to regain customers' confidence in its reliability. Álvarez, Casielles & Martín (2010) suggest that complaint handling management refers to the way firms deal with customers' dissatisfaction with some aspects of their service.

Having an effective complaint management is important in retaining customers when problems occur and winning their loyalty. Beyond the opportunity for recovery, complaints also provide an opportunity to gather information that can be disseminated and used throughout the organization for product modification, service enhancements, and preventative measures (Gursoy, Ekiz and Chi, 2007). To do this right, everyone in the company should

have the understanding of the importance of complaints as a quality improvement tool. Thus, company should consider handling complaints to be an investment not expenditure and encourage guests to register their complaints instead of taking their businesses to competitors (Heskett, Sasser and Schlesinger, 1997; Kotler, 2003).

Furthermore, Complaint management is important, especially for managing customer relationships (Tax, Brown & Chandrashekaran, 1998). The application of efficient complaint handling management helps companies to achieve complaint satisfaction, which generates positive outcomes such as positive word-of-mouth, the readiness of re-purchase, etc. On the contrary, the dissatisfaction with complaint handling can make the situation even worse, and push the customers to competitors' side (Stauss, 2002). Complaint handling is also a useful tool to gather information and learn the weakness of products or service quality (Filip, 2013). Apart from that, acting as a form of quality check, complaints can help companies to recognize problems in an early stage before large-scale problems occur (Mitchell, 1993).

Customer's satisfaction with complaint management largely depends on sound and speedy actions (Durvasula, 2010). In other words, customers require efficient complaint management. Moreover, a high-quality complaint managemeht design can help firms to allocate energy and resources better, so that the operational and financial performance of the firm can be improved (Homburg et al., 2010).

2.3 Appropriate Strategies for Improving Complaint Management

Guest Focus and Commitment

Companies must understand customer needs and wants to satisfy, if not delight, them. Tocquer and Cudennec (1998) stated that although it is easy to define customer focus it can be challenging to make it real and meaningful since to do it well all the resources and operating systems need to be driven by customer needs and expectations. In other words,

companies should give the top priority to satisfy their customers. In order to do so, companies should put themselves in the customers' shoes to spot and solve potential problems before their customers even aware of them (Firnstahl, 1989; Zemke and Anderson, 2007).

Another indicator of a customer focused and committed company is how they make complaining easy for their customers. Since complaints are gifts (Barlow and Moller, 1996) and must be seen as opportunities given to companies to correct their mistakes (Cranage, 2004), companies need to go the extra mile to make complaining easy (Gilly and Hansen, 1985). Welcoming complaints creates a positive environment where companies become more open to respond their customers' complaints (Davidow, 2003a). Furthermore, once the customer problem is reported and solved successfully, corrective actions need to be taken to prevent the reoccurrence of that particular failure. By doing so, company can avoid future dissatisfaction and complaints (Zemke, 1993) which is a sign of their focus and commitment towards their customers / guests, in the hospitality setting. Focusing on guests also increases the efficiency of organizational responses that will be offered to the customer when the next failure occurs.

Organizational Structure

A company's structure is an important element in both physical, being visible to approach, and operational, how many administrative levels must a registered complaint need to travel until it reaches to management. The more complicated the formal structure is, the smaller number of complaints registered and solved successfully (Grönroos, 2007). No doubt that the way a company organized can make it easy for customers to reach the right individual or area when they have a complaint or question (Davidow, 2003b; Karatepe, 2006). Having well structured departments/divisions makes responding guest complaints easier and more efficient which are necessary in providing effective organizational responses. This is true also when inter-organizational communication, among departments and/or individuals, is

concerned while dealing complaints (Bell, Zemke and Zielinski, 2007). Therefore, it will not be misleading to argue that a well-structured organization is more likely to provide better solutions to guests' problems.

System, Policy and Procedures of Complaint Management

Given that complaint-handling process is a strategic tool, service organizations need to establish appropriate complaint mechanisms, systems and procedures (Blodgett, Hill and Tax, 1997). To make full use of this strategic tool, an effective complaint management system should be developed which should be tailor-made by considering the customer profile, company mission, industry specifications etc. Boden (2001) suggested that a successful complaint policy should be; easy to understand, simple to implement and effectively communicated to all staff. Grönroos (2007), taking this one step further, recommended that the complaint procedures should be as unproblematic and free from bureaucracy as possible, given the fact that companies should make the complaining process very easy not to further frustrate complaining customer. It is always good to have written policies to handle different levels of complaints in creating a consistency among each occurrence as well as train employees (Suh et al., 2005). Another advantage of having predetermined and communicated policies and procedures is assisting the complaint handling process in providing clear guidelines for employees in providing responses to complaining customers (Susskind et al., 2000).

Handling the Complaints

Understanding the importance of guest complaints, not having prejudgments or having a system and written procedures may not be enough to solve the guest problem unless their complaints properly handled. Yim et al., (2003), consisted with Hui and Au (2001), recommended timely and fair solution as fundamental components of complaint handling. Brown (1997) suggested that in case of delays in complaint resolution, reasons and

justifications should be provided to guests. A proper explanation of the situation may prevent further annoyance of the guest who is already feeling frustrated, angry or even hurt.

Although having procedures are very important while dealing with complaining guest, companies should not be rigid as analysing specific the situations. In other words, as they are reacting to guest complaints, individual circumstances of each case need to be taken into account (Etzel and Silverman, 1981; Fornell and Wernerfelt, 1988). This flexibility may create a positive environment in which guests may be more willing to cooperate in the solution of their complaint

Human Resource Aspect of Complaint Management

Due to the inseparability characteristic of the services; production and consumption cannot be separated in services; human interaction becomes very important during the complaint handling. Bitner, Booms and Tetreault (1990) claimed that the way a complaint is handled is the most important determinant of complainants' outcome perceptions of recovery. In labour-intensive industries, such as tourism and hospitality, companies should spend extra effort on selecting the suitable frontline employees and training them with complaint handling skills (Gilly, 1987; Olsen, Teare and Gummesson, 1996).

Empowerment is another central issue in complaint management which is neglected most of the time. Due the facts that faster the problem solved the more customers satisfied (Davidow, 2000) and employees represent the company (Zemke and Bell, 2000), they are expected be as efficient as possible in solving problems. Similarly, Boshoff and Leong (1998) affirmed that empowerment can contribute towards the speedy solving of customer problems and reduce the raised tension between customer and the company. For instance, while handling a complaining guest, a frontline employee should be allowed to make value-added atonement gestures, such as offering discounts or free services, without special permission from their

seniors or managers (Strauss and Seidel, 2004). Therefore, the following hypothesis is proposed:

Service Recovery Strategies to Guest Complaints

Examination of the related literature demonstrates that much of the recovery studies are based on anecdotal evidence (Firnstahl, 1989; Hart, Heskett, and Sasser, 1990; Zemke and Bell, 2000). Specifically, several studies suggested actions such as listening, apologizing, providing a speed solution, keeping promises, explaining the failure and providing a tangible token of atonement (Kelly, Hoffman and Davis, 1993; Bitner, Booms and Mohr, 1994; Hoffman, Kelley and Rotalsky, 1995). Previous studies suggested a number of service recovery attributes or organizational responses, which may assist in handling guest complaints (Blodgett, Wakefield and Barnes, 1995; Tax, Brown, and Chandrashekaran, 1998; Boshoff, 1999; Smith, Bolton and Wagner, 1999; Davidow, 2000; Ekiz, 2003; Yavas et al., 2004; Gursoy, Ekiz and Chi, 2007). These common attributes are apology, explanation, effort, redress, facilitation, attentiveness, and promptness

Apology refers to a psychological exchange, what is offered in exchange for an inconvenience or problem customers faced. Explanation basically refers to information given by a service provider about why the problem occurred. Promptness represents the fairness of the organization in responding to customer complaints on a timely manner. Attentiveness is the interaction and communication between a company staff and a complainant. Effort refers to the force, energy, or activity by which work is accomplished. Facilitation refers to the policies, procedures, and tools that a service firm has in place to support customer complaints. Redress refers to the fair settlement or fix of a problem that arise between a company and a customer (Diener and Greyser, 1978; Kincade, Redwine and Hancock, 1992; Blodgett, Wakefield and Barnes, 1995; Boshoff and Leong, 1998; Dunning and Pecotich, 2000; Davidow, 2003a; Karatepe, 2006; Ekiz and Arasli, 2007).

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter describes how the study was conducted. It includes the research design, study population, sample size and sampling procedures, data collection methods, measurements, validity and reliability, and data analysis and presentation.

3.1 Research Design

A cross-sectional study that was adopted both descriptive and quantitative research designs to address the research question. This is because respondents were interviewed at a specific point in time.

3.2 Study Population

The study population consisted of 30 employees both at management, supervisory and operational level from all departments of the entire hotel (Human Resource Report 2021)

3.3 Sample Size Determination

A sample of 28 respondents were selected using Table by Krejcie and Morgan (1970). The unit of analysis was a hotel brand and in this case a star hotel and the unit of inquiry was the employee.

3.4 Unit of Analysis and Unit of Inquiry

3.4.1 Unit of Analysis

The unit of analysis was Sienna Beach Hotel

3.4.2 Unit of Inquiry

The unity of inquiry were employees of Sienna Beach Hotel. These employees are considered because they are the ones with the right information regarding Guest complaint management at the hotel.

3.5 Sampling Method and Procedures

To select the number of respondents to be sampled, sample random sampling technique was used. The name of each respondent was written on piece of paper, folded and put in the basket and then put on a raffle until the total sample is reached (Gray (2011).

3.6 Sources of Data

Data was obtained from both primary and secondary sources, where primary data was obtained directly from the field for the first-time using questionnaires and secondary data was collected from publications such as, journals articles, books, dissertations and other researched work, reports and other studies.

3.7 Data Collection Method

Following data collection, the management of Sienna Beach Hotel was contacted for permission to carry out the exercise. Self-administered questionnaire was used to collect data from the respondents. The questionnaire consisted of four sections, the first one gave the general information about the hotel and the respondents, second section was on challenges faced by staff when dealing with customer complaints, the third section was on importance of handling customer and the fourth on the strategies of customer complaint handling.

3.8 Measurement of the Variables

Study variables were operationalized basing on the previous studies and literature review. The breakdown of these questions according to the study dimensions is as follows: Challenges face by staff, importance of complaints management, complaint management approaches were divided into; guest focus and commitment, organizational structure, system, policy and procedures of complaint management, handling the complaints, human resource

aspects of complaint management as independent variables and service recovery strategies to guest complaints. These dimensions were borrowed from Erdogan H. Ekiz, Neethiahnathan A. Ragavan, Kashif Huss (2011). The items in the questionnaire were anchored on a five Point-Likert scale ranging from 1 = Definitely Disagree to 5 = Definitely Agree. (Likert, 1932).

3.9 Data Processing

The field data was coded, edited, cleaned and analysed using SPSS. The study carried out analysis on the demographic characteristics of the respondents using descriptive statistics**.**

3.10 Validity and Reliability

Content validity of the measurement items was examined by a panel of experts from the particular knowledge fields from which the construct is borrowed. Cronbach's alphas and composite reliability was computed to check the reliability of the instrument. Nunnally (1978) recommends a cut off of 0.60 of the Cronbach alpha coefficient indicates good internal consistency of the scale.

3.11 Data Analysis and Presentation

The data was analysed using Statistical Package for Social Scientist (SPSS) to analyse quantitative data that was collected using questionnaire. Descriptive statistics was used mostly to give explanation of the sample characteristics. Percentages and frequency tables were used to present the data.

3.12 Anticipated Limitation of the Study

- The Study covered only Sienna Beach Hotel which has only 30 employees. This may have implications on generalization of the findings to the entire hotel sector in the country.

- Some respondents might refuse to fill the questionnaire and others may misinterpret the questionnaire hence or deliberately giving wrong answers.

- The study has also been hindered by Covid 19 conditions such as lockdown and also the numbers of respondents reduced whereby some employees are at home and cannot be accessed.

- The study had a problem of old reference materials whereby various scholars had discussed the study topic during the 90's ages. This affected the study in terms of getting the current source of data for the in-depth of knowledge for current period.

CHAPTER FOUR

PRESENTATIONS INTEPRETATIONS AND ANALYSIS OF DATA

4.0 Introduction

This chapter covers the presentation of the findings according to the objectives of the study which were: to identify challenges facing hotel's staff on handling customer complaints, to identify the importance of managing complaints in Sienna Beach Hotel and to identify appropriate strategies for improving complaint management in Sienna Beach Hotel.

4.1 Demographic characteristics of Respondents

Under this section, the researcher was interested in finding out the demographic characteristics of the respondents. They are presented as follows:

4.1.1 Gender of Respondents

The researcher wanted to know the gender or sex distribution of the respondents and this is shown in the following table and illustration. This section indicates the both sexes.

Table 1: Presenting the gender distribution of the respondents who participated in the study

		Frequency	Percent
	Male	21	75.0
	Female	7	25.0
	Total	28	100.0

Source: primary data

In Table 1, the study findings revealed that the sample constituted of 28 respondents of which 75% were Males and the 25% remaining were females. This implies that majority of staff working in Sienna Beach Hotel are males due to the fact that men tend to have more interest and competence and skills in the financial activities than the women and these were

distributed in different departments of the Hotel which include both the Employees and Customers of the hotel.

4.1.2 Education Levels of the Respondents

The study also sought about the educational levels of the respondents and the findings were as represented in table 5. Under this section, the researcher was interested in finding out the education status of all respondents involved in the study. This was partly essential in order to enrich the findings of the study since education level had a significant relationship with level the knowledge about the impact of unemployment on the economic growth of urban areas.

Respondents were asked questions related to their Level of Education so as to establish the productivity of the population sample and the results are shown in the table below:

Table 2: Level of Education

		Frequency	Percent
	Certificate	12	42.9
	Diploma	8	28.6
	Degree	5	17.9
	Master	3	10.7
	Total	28	100.0

Source: primary data

The study requested the respondent to indicate their highest level of education from the findings. It was established that 42.9% of the respondent indicated their highest level as Certificates, followed by 28.6% of the respondent who indicated their highest level as Diploma, while 17.9% of respondents indicated that there were Degree holders while the rest of the respondents were master's degree holders at 10.7%. This is an indication that most of

the respondents focused in this study had Certificate as their highest level of education, since most of the staff operating at the hotel are youths who mostly study from technical institutes.

4.1.3 Marital Status of the Respondents

The study further went on to establish the marital status of the respondent and the findings were as represented in table 3. The researcher was also interested in finding out the marital status of respondents.

Table 3: Showing marital status of the respondents

		Frequency	Percent
	Single	17	60.7
	Married	11	39.3
	Total	28	100.0

Source: primary data

The study established that the majority of the respondents were single with 60.7% response rate, followed by another group of respondents from the staff of Sienna Beach Hotel who were married at a rate of 39.3%. This implies that Sienna Beach Hotel is mostly dominated by staffs that are single due to the fact it's mainly dominated by casual laborers who are in their youthful ages.

4.1.4 Position of the Respondents

The study was to establish the position of the respondent and the findings were as represented in table 4 below;

Table 4: level of position

		Frequency	Percent
	Cashier	2	7.1
	Housekeeper	3	10.7
	Supervisor kitchen	2	7.1
	Waitress (F&B)	4	14.3
	F&B MANAGER	3	10.7
	Room attendant	1	3.6
	Cook kitchen	2	7.1
	Gardener	1	3.6
	Front office-Telephone operator	2	7.1
	F&B-Barman	1	3.6
	Cleaner-Housekeeping	2	7.1
	Laundry	1	3.6
	Security	1	3.6
	Chief(K)	1	3.6
	Total	28	100.0

Source: primary data

The study established that the majority of the respondent's position at Sienna Beach Hotel were Waitress (F&B) with 14.3% response rate, followed by Housekeeper and F&B MANAGER with the same response rate 10.7%, followed by Cashier, Supervisor kitchen, Cook kitchen, Front office-Telephone operator and Cleaner-Housekeeping representing same response rate of 7.1%, and respondents such as Room attendant, Gardener, F&B-Barman, Laundry, Security and Chief(K) were represented by 3.6%. This implies that Sienna Beach Hotel is mostly dominated by staffs that are in Waitress (F&B) position.

4.2 Identifying challenges facing company's staff on handling customer Complaints

4.2.1 Customer complaint at Sienna Beach Hotel

The respondents were asked to state any customer complaint at Sienna Beach Hotel and results are as below;

Table 5: Customer complaint at Sienna Beach Hotel

		Frequency	Percent
	Yes	22	78.6
	No	6	21.4
	Total	28	100.0

Source: primary data

The findings as per Table 4.5 shows that 78.6% of the respondents agreed that they received customer complaint at Sienna Beach Hotel and while 21.4% of the respondents received no complaints from customers.

4.2.2 How did Sienna Beach Hotel support you on handling customer complain?

Under this study the researcher intended to identify how Sienna Beach Hotel supported the staff on handling customer complaints;

Table 6: Did Sienna Beach Hotel support you on handling customer complaints?

		Frequency	Percent
	Giving assistance from supervisor	8	28.6
	Through training	18	64.3
	Giving customers service inputs	2	7.1
	Total	28	100.0

Source: primary data

With reference from Table 4.6, the respondents from the field were the staff of Sienna Beach Hotel. It was found that most of the staff of Sienna Beach Hotel received support through training on handling the customers' complaints with a response rate 64.3%. 28.6% of the respondents said that they received support from the supervisor. 7.1% said that they received support from the company through being provided with the customer services inputs. Basing on the results found from the study, it has been discovered that, the initiatives implanted by the company of supporting the staff when solving the customer complains stills needs much consideration.

4.2.3 Do you agree that after receiving support on customer complain from SIENNA BEACH HOTEL your productivity increased?

In this study, the researcher proposed to recognize if Sienna Beach Hotel productivity has increased after receiving the support. Below are the results;

Table 7: Have Sienna Beach Hotel productivity increased?

		Frequency	Percent
	Strongly disagree	6	21.4
	disagree	20	71.4
	Not sure	2	7.1
	Total	28	100.0

Source: primary data

Table 4.7 shows that most of the respondents disagreed with the fact that the company' productivity has increased with response rate 71.4%. 21.4% are strongly disagreeing with the fact that the company' productivity has increased. In spite of the fact that most of the respondent agreed with the mentioned statement, still 7.1% of the respondents did not agree nor disagree with the fact that the company' productivity has increased. From the findings

which were delivered from the field, it has been suggested that management must widen its ability of productivity.

4.3 The Importance of Complaints Management (ICM)

The descriptive statistics showing the Importance of Complaints Management

Table 8: Importance of Complaints Management (ICM)

	N	Minimum	Maximum	Mean	Std. Deviation
Assisting guests' complaints is a clear priority in our hotel.	28	4	5	4.54	.508
Everyone in our hotel understands that retaining current guests every bit as important as gaining new one.	28	3	5	4.32	.819
We need to get complaints to improve our service quality.	28	3	5	4.36	.621
We encourage guests to complain to us when they are dissatisfied since we believe that these are opportunities to recover our failures.	28	3	5	4.46	.637
Valid N (listwise)	28				

Source: primary data

Table 4.8 shows findings explaining Importance of Complaints Management (ICM). Respondents with a mean of (Mean=4.54, SD=0.508) agreed that assisting guests' complaints is a clear priority in our hotel. As well, findings indicate (Mean=4.46, SD=0.637) that

management agreed that this encourage guests to complain to them when they are dissatisfied since they believe that these complaints act as opportunities to recover their failures. Furthermore, results show that the hotel agreed they need to get complaints to improve our service quality (Means=4.36, SD=0.621). Finally, results in the table above posits that the hotel management agreed that everyone in the hotel understands that retaining current guests every bit is as important as gaining new one (Mean=4.32, SD=0.819).

4.3.2 The appropriate strategies for improving complaint management

The employees were provided with statements in order to assess their level of agreement in responding on the extent to which guest complaints are improved.

Table 9: showing the appropriate strategies for improving complaint management

Guest Focus and Commitment (GFC)	N	Minimum	Maximum	Mean	Std. Deviation
The goal of guest satisfaction is the top priority in our hotel.	28	4	5	4.68	0.476
It is not at all unusual to spot and solve potential problems before the guests are even aware of them.	28	3	5	4.04	0.693
We make it easy to complain.	28	3	5	3.89	0.685
When a guest complaint is recovered, we do our best to prevent the reoccurrence.	28	3	5	4.61	0.567
Organizational Structure (OST)					
The way our hotel is organized makes it easy for guests to reach the right individual or area when they have a complaint or question.	28	3	5	4.25	0.645
Our guests do not need making multiple contacts to report their complaints	28	3	5	4.04	0.637

Our organizational structure makes it easy for employees to solve customer complaints quickly.	28	3	5	4.43	0.634
There is a good teamwork between individual employees when handling guest complaints.	28	3	5	3.96	0.793
System, Policy and Procedures of Complaint Mgmt. (SPP)					
Our hotel has a policy of asking guests what they expect from us when problems occur.	28	3	5	4.11	0.786
In our hotel there is an established structure of compensation to handle complaints.	28	3	5	4.25	0.701
In our hotel, there are well-structured standard forms and/or software interface for complaint recording.	28	3	5	3.96	0.637
We accept complaints on our hotel's website.	28	3	5	4.50	0.577
Handling the Complaints (HAC)					
All accepted complaints are forwarded to the responsible units/departments quickly	28	3	5	4.21	0.738
Complainants usually receive a fair solution to their problems.	28	3	5	4.07	0.716
In case of delays in complaint resolution, reasons and Justifications are provided to guests.	28	3	5	4.18	0.723
Received complaints are analysed on a regular basis by mgmt.	28	3	5	4.25	0.701
Human Resource Aspects of Complaint Mgmt. (HRM)					
Our hiring criteria for front-line employees emphasize "working with guests" skills.	28	4	5	4.75	0.441

We train our guest contact employees in dealing with complaints.	28	3	5	4.39	0.737
Our employees are usually coached by their seniors or managers in service recovery skills.	28	3	5	4.25	0.701
Our frontline employees are allowed to make value-added "Atonement" gestures without special permission from their managers.	28	3	5	4.18	0.772
Service Recovery Strategies to Guest Complaints (SRS)					
We always give a genuine apology to our complaining guests.	28	3	5	4.50	0.694
We always explain our guests why the problem occurred.	28	4	5	4.57	0.504
Our employees pay attention to guest concerns.	28	4	5	4.36	0.488
Our employees treat our guests with respect.	28	4	5	4.71	0.460
Valid N (listwise)	28				

Source: Primary data

Table 4.9 shows responses on the respondents who strongly agreed that the goal of guest satisfaction is the top priority in our hotel with a mean of (Mean=4.68, SD=0.476) . Results further, show there is a strong agreement that when a guest complaint is recovered, we do our best to prevent the reoccurrence (Mean=4.61, SD=0.567). It is further agreed that it is not at all unusual to spot and solve potential problems before the guests are even aware of them (Mean=4.04, SD=0.693). As well, management agreed that they make it easy to complain (Mean=3.89, SD=0.685). The hotel management also agreed that their organizational structure makes it easy for employees to solve customer complaints quickly with the (Mean=4.43, SD=0.634). The way our hotel is organized makes it easy for guests to reach the

right individual or area when they have a complaint or question. This is evidenced with the (Mean=4.25, SD=0.645). The findings also show that the hotel agreed that their guests do not need making multiple contacts to report their complaints (Mean=4.04, SD=0.637). The results indicate an agreement that there is a good teamwork between individual employees when handling guest complaints (Mean=3.96, SD=0.793). The hotel staff agreed that they accept complaints on their hotel's website (Mean=4.50, SD=0.577). Member of staff at the hotel also agreed that in their hotel, there is an established structure of compensation to handle complaints (Mean=4.25, SD=0.701). It was agreed by the hotel staff that their hotel has a policy of asking guests what they expect from them when problems occur (Mean=4.11, SD=0.786). Staff also agreed that in their hotel, there is there are well-structured standard forms and/or software interface for complaint recording (Mean=3.96, SD=0.637). It was agreed by management that received complaints should be analysed on a regular basis (Mean=4.25, SD=0.701). It was followed by staff members who agreed that all accepted complaints are forwarded to the responsible units/departments quickly (Mean=4.21, SD=0.738). Table 4.9 further showed that respondents with a mean of (4.18, SD=0.723) agreed that in case of delays in complaint resolution, reasons and justifications are provided to guests. Table 4.9 also show that respondents with the mean of (4.07, SD=0.716) agreed that complainants usually receive a fair solution to their problems. Respondents with a mean of (4.75, SD=0.441) stated that their hiring criteria for front-line employees emphasize "working with guests" skills.

We train our guest contact employees in dealing with complaints. This was according to respondents with a mean of (4.39, SD= 0.737). Our employees are usually coached by their seniors or managers in service recovery skills. This was showed with means of (4.25, SD=0.701). It was further agreed that the frontline employees are allowed to make value-added "Atonement" gestures without special permission from their managers (Mean=4.18,

SD=0.772). Findings as well show that it was strongly agreed (Mean=4.71, SD=0.460) that their employees treat their guests with respect. It was also strongly agreed that employees always explain to their guests why the problem occurred (Mean=4.57, SD=0.504). We strongly agree that we always give a genuine apology to our complaining guests (Mean=4.50, SD=0.694). Finally, It was further agreed by hotel respondents that they pay attention to guest concerns (Mean=4.36, SD=0.488).

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter covers a discussion of the findings presented in Chapter Four. The discussion is based on the objectives of the study and attempts are made to match the findings to the literature reviewed. This section is divided into three sections. The first section centers the discussion of the findings following objectives of the study. The second part covers conclusion and the third section gives recommendations.

5.1 Discussion

This study explores the challenges facing hotel's staff on handling customer complaints, the importance of managing complaints in Sienna Beach Hotel and appropriate strategies for improving complaint management in Sienna Beach

5.1.1 Challenges facing hotel's staff on handling customer complaints

The responds in the study agreed that the hotel receives a number of complaints from customers. The study highlighted a number challenges faced by staff in trying to solve the customer complaints and some of them include, lack of appropriate service recovery strategies, lack of enough management support, inadequate trainings, poor safety and security, limited services among other which trigger customer complaints. This is supported by Kotler et al. (2010) who said that "it is important for hoteliers to identify the appropriate services for different guests with different expectations (Thirumalai & Sinha, 2015). According to Chung and Hoffman (2018), different categories of service failures include: service system failures, which occur for essential services, such as services related to meals and rooms; service failures in implicit (e.g., food not cooked based on a customer's order) or explicit (e.g., offering a seat for non smoking customer in smoking section) guest requests

that are made if hotel employees were unable to meet guests' particular needs. This is further supported by Faranak Memarzadeh & Hyo Jung (Julie) Chang (2015) who said that "Having essential problems in the rooms as the top theme indicates a serious problem in Malaysian hotels". Some participants stated that although hotels are categorized as four- or five-star hotels, they still have lots of problems that need to be improved. More specifically, the electronic equipment in rooms must be replaced with new ones and should not cause any problem during usage. According to Meuter, Ostrom, Roundtree, and Bitner (2000), hoteliers, as service providers, should understand the responses of guests with technology-based service encounters. This means that hotel managers should update their offered services by following the latest technology, such as: self-check-in or check-out systems and vending machines, instead of room services. The utilization of all of these facilities will minimize the possible problems and enhance the overall satisfaction of guests. There were 263 negative statements about bad rooms and room facilities. The following are some examples of these protests

5.1.2 Importance of Managing Complaints in Sienna Beach Hotel

The results of this study indicates that it's important for the hotel to manage its customer complaints. A number of importance were highlighted in this study which include retaining current guests every bit as important as gaining new one, improves service quality and enhances service recovery among others. This is in line with Cook, (2012) who said that "Customer complaint management is an essential part of customer service as complaints usually arise when clients are unhappy about something in the organisation Complaints must be handled satisfactorily by the organisation to ensure that they do not lose their customers; a customer who is happy after an issue they raised has been resolved will most likely return to the organisation, hence increasing the organisation's revenues through repeat business". This is further supported by Ahmad R. Albattat, (2016) and Heskett & Sasser (1990), who also

said that “Complaint handling is the strategy being used by firms to resolve and learn from service failures in order to regain customers’ confidence in its reliability”.

5.1.3 Appropriate Strategies for Improving Complaint Management

The study revealed a number of strategies that can be adopted by the hotel to improve on its complaint management strategies and these include; guest focus and commitment strategies like satisfying guests, spotting and solving guest problems and not allowing the same to happen and making it easy for guests to complain. Other strategies include organisational structures promptness in complaint solving, guests complaining to the right person, offering multiple contacts to guests to complain among others. Other strategies are System, Policy and Procedures of Complaint, human resource related strategies this supported by Firnstahl, (1989; Zemke and Anderson, (2007) who said that “companies should give the top priority to satisfy their customers. In order to do so, companies should put themselves in the customers’ shoes to spot and solve potential problems before their customers even aware of them”.

Further the study revealed that handling of complaints improves on service quality. This is in line Gursoy, Ekiz and Chi, (2017) who postulates that “Having an effective complaint management is important in retaining customers when problems occur and winning their loyalty. Beyond the opportunity for recovery, complaints also provide an opportunity to gather information that can be disseminated and used throughout the organization for product modification, service enhancements, and preventative measures. To do this right, everyone in the company should have the understanding of the importance of complaints as a quality improvement tool”.

5.2 Conclusion

This study focused on establishing the challenges faced by the hotel staff when staff when dealing with customer complaints, the importance of having solving customer complaints and the strategies used in solving these complaints.

The study revealed that customer complain on a number of things and that staff get challenges when dealing with the complaint. This is a positive attitude because a problem revealed is partly solved than customers leaving minus sharing their complaints. Therefore, the management of the hotel can benefit from such information by getting appropriate strategy for each complaint.

The study also revealed how important are customer complaints to the hotel in terms of improving the quality of services of the hotel, attracting customers and improving on the customer loyalty.

The study also heighted on a number of strategies the hotel can adopt the deal with customer complaints in an efficient and effective manner. These strategies are categorized as those that focus on customers, human resource related strategies, service recovery strategies, organisation structure strategies among others. The hotel can therefore, adopt a combination of these to solve the complaints.

5.3 Recommendations

A key recommendation is that the hotel should invest and focus on putting in place a number of complaint management strategies since the study established that a number of complaints occur and that employees lack enough support while trying to overcome the challenges. in terms providing training for skills development, authority and decision making. The Hotel should also put in place well-established service recovery management strategy in form of a policy that clearly show the guideline to be followed when dealing with a specific customer

complaint. In order for the hotel to achieve this a policy should be designed with all guidelines to be followed from when the guest complain (showing who, how, where, to whom the complain is forward). The policy should also detail on how such complaints can be solved

5.4 Limitations and Areas for future Study

The study population consisted of few respondents who were 28 in number, therefore the findings of this study cannot be generalized to the entire hotel sector. There is therefore a need to carry out research in the same area but covering the entire sector

Despite the positive findings of the study, the inquiry was from the perspective of all hotel employees. However, the idea of the employees may not be similar to those of the customers and moreover not all employees were considered for this study. Therefore, investigation using customers as key respondents should be considered.

The Study was conducted in one hotel. This may have implications on generalization of the findings to the entire hotel sector in the country. Therefore, a study that covers the entire hotel sector using the same variable should be considered for future research.

Whereas the study has considered both current and past literature of various scholars, literature combining three variable service recovery, employee empowerment and customer retention in hotel industry particularly in Uganda is lacking rendering this study to base more on the past literature from other parts of the world.

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APPENDIX I: QUESTIONNAIRE

MAKERERE UNIVERSITY BUSINESS SCHOOL

GRADUATE RESEARCH CENTRE

Dear Respondent, I am a Master's student conducting a research study on ***Improving Guest Complaint Management in Sienna Beach Hotel Entebbe***. You are requested to spare some time and fill this questionnaire. The information you provide will be for study purpose and will be treated with utmost confidentiality.

INSTRUCTIONS

1. There are two ways of answering questions

i) There are questions that will require a tick ☐ into the box provided.

ii) There are questions that will require self-opinion.

2. You're required to answer all questions as instructed.

3. The researcher will appreciate all the cooperation you can give for the success of this study

4. All your answers will be confidential.

5. Please do not write your name on this questionnaire.

PART A: Demographics Question:

Gender:

i. Male ☐

ii. Female ☐

Education level:

i.Certificate ☐

ii. Diploma ☐

iii. Degree ☐

iv. Master ☐

v Others……

Marital status

i. Single ☐

ii. Married ☐

Department and level of position? ……

PART B: identify challenges facing company's staff on handling customer Complaints

1) Have you received any customer complaint at SIENNA BEACH HOTEL? Tick (√) one.

Yes ☐

No ☐

2) How the SIENNA BEACH HOTEL supported you on handling customer complain? Tick [√] all appropriate.

Giving assistance from supervisor ☐

Through training ☐

Giving customers service inputs ☐

No any support ☐

3. Do you agree that after receiving support on customer complain from SIENNA BEACH HOTEL your productivity has increased?

Tick [√] the appropriate.

Strongly agree ☐

Agree ☐

Not Sure ☐

Strongly Disagree ☐

Disagree ☐

4. What challenges facing you on customer complain that the SIENNA BEACH HOTEL has not solved?

……

……

……

PART C: Importance of Complaints Management (ICM)

Particulars	**SA**	**A**	**NS**	**SD**	**D**
Assisting guests' complaints is a clear priority in our hotel.					
Everyone in our hotel understands that retaining current guests every bit as important as gaining new one.					
We need to get complaints to improve our service quality.					
We encourage guests to complain to us when they are dissatisfied since we believe that these are opportunities to recover our failures.					

PART D: Appropriate strategies for improving complaint management)

Particulars	**SA**	**A**	**NS**	**SD**	**A**
Guest Focus and Commitment (GFC)					
The goal of guest satisfaction is the top priority in our hotel.					
It is not at all unusual to spot and solve potential problems before the guests are even aware of them.					
We make it easy to complain.					
When a guest complaint is recovered, we do our best to prevent the reoccurrence.					
Organizational Structure (OST)					
The way our hotel is organized makes it easy for guests to reach the right individual or area when they have a complaint or question.					
Our guests do not need making multiple contacts to report their complaints					
Our organizational structure makes it easy for employees to solve customer complaints quickly.					
There is a good teamwork between individual employees when handling guest complaints.					
System, Policy and Procedures of Complaint Mgmt. (SPP)					

Our hotel has a policy of asking guests what they expect from us when problems occur.					
In our hotel there is an established structure of compensation to handle complaints.					
In our hotel, there are well-structured standard forms and/or software interface for complaint recording.					
We accept complaints on our hotel's website.					
Handling the Complaints (HAC)					
All accepted complaints are forwarded to the responsible units/departments quickly					
Complainants usually receive a fair solution to their problems.					
In case of delays in complaint resolution, reasons and justifications are provided to guests.					
Received complaints are analysed on a regular basis by mgmt.					
Human Resource Aspects of Complaint Mgmt. (HRM)					
Our hiring criteria for front-line employees emphasize "working with guests" skills.					
We train our guest contact employees in dealing with complaints.					
Our employees are usually coached by their seniors or managers in service recovery skills.					
Our frontline employees are allowed to make value-added "atonement" gestures without special permission from their managers.					
Service Recovery Strategies to Guest Complaints (SRS)					
We always give a genuine apology to our complaining guests.					
We always explain our guests why the problem occurred.					
Our employees pay attention to guest concerns.					
Our employees treat our guests with respect.					

Thanks