

Shu Lovetta Lem

CUSTOMER SATISFACTION AND CUSTOMER COMPLAINTS

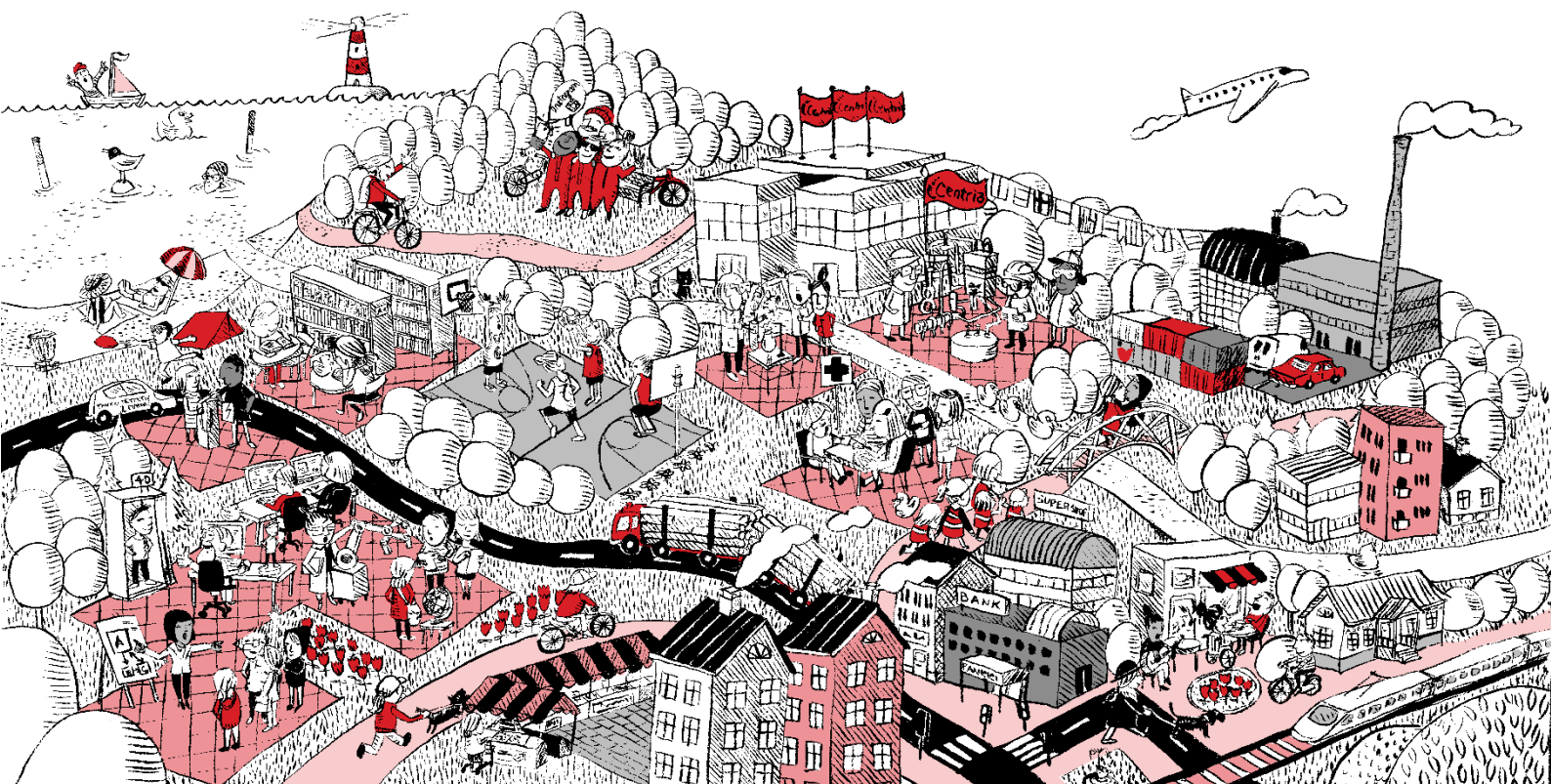
Case Ayaba Hotel Bamenda

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ABSTRACT

Centria University of Applied Sciences	Date May 2021	Author Shu Lovetta Lem
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Centria supervisor Katja Viiliäinen-Tyni	Pages 33+ 3	
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<p>The topic of the research work is customer satisfaction and customer complaint. The objectives of the research work were to find out the reasons customers complaints and how to handle the complaints in a way that will satisfy the customer. The case company that was used was Ayaba Hotel Bamenda, it is a 3-star hotel and the only government owned hotel in the city of Bamenda. The researcher wanted to find out if the customers faced any problems and how the company handled the problem in order to increase their satisfaction.</p> <p>The main elements of theoretical framework were the concepts of customer complaints, types of customer complaints, strategies to collect customer feedback, steps in handling customer complaints. Also, the concept of customer satisfaction was discussed, the importance of customer satisfaction, how to measure and achieve customer satisfaction.</p> <p>Both the qualitative and the quantitative methods were used in this research work. Questionnaires were sent to the customers of Ayaba Hotel to know the problems they faced and how satisfied they were with the way the complaints were handled. An interview was conducted with the manager to know the various means through which the company got feedback from its customers and how they handled the complaints.</p> <p>From the data gathered from the questionnaires, it was seen that customers faced problems and when the complaints were reported some were satisfied with the way the complaints were handled and some were dissatisfied. Also, from the interview with the manager it was realised that the company does not focus more to find out if the customers faced any problems and if the customers do not complaint the company will have little or no idea about the customer’s dissatisfaction. After getting the results of the research recommendations were given to the case company on how to collect and handle customer’s complaints in a way that will satisfy and keep them loyal.</p>		
Key words Business organisations, customer complaint, customer satisfaction, customer relationship management, feedback.		

CONCEPT DEFINITIONS

Business Organisation

Business organisation is an entity formed for the purpose of carrying on commercial enterprise. Such an organization is predicated on systems of law governing contract and exchange, property rights, and incorporation.

Customer complaint

Customer complaint is an expression of a customer dissatisfaction with a company's products or services.

Customer Satisfaction

Customer satisfaction is a situation where a customer's expectations are being met or surpassed after consuming the products or services of a company.

Customer Relationship Management

Customer relationship management is a technology for managing all a company's relationships and interactions with customers and potential customers.

Feedback

Feedback is defined as a return of information about a result or the returned portion of a process.

ABSTRACT
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1 INTRODUCTION

This research work is mostly focused on two concepts which are customer complaints and customer satisfaction. These two concepts shall be examined in the hotel domain. Customer satisfaction can be defined as a situation where the customer's expectations are met and even surpassed, in other words it can be said to be a situation where customers get exactly what they wanted or even more after consuming the product or service of a company. Customer complaint can be defined as the expression of a customer's dissatisfaction with a company's product or services, or it can also be defined as the gap between what the company promised and what the customer gets. A complaint is a very important aspect in every business if the company wants to keep its customers and make more profits, then they can use the complaints to improve upon their products and services.

Hotels have become not only a luxury as they were before but a necessity, because the world is turning into a busier place, where people involve in a lot of activities that will warrant them to use a hotel. For example, people who travel for business, seminars, vacations, ceremonies etc to destinations where they have no accommodation need the services of a hotel. So, a hotel is a necessity in our society today and every hotel owner must do their best to attract a greater share of the market because it has become so competitive, and everyone is trying to offer the best services at reasonable prices to attract customers.

The customers are the backbone of every business, if you want your business to grow, then you should focus more of your attention and resources towards satisfying your customers in order to retain them. Customer satisfaction is the key determinant to the growth and profitability of a business, because satisfied customers will buy more and even recommend the business to their friends and families. Offering quality product and services is not the only way to keep your customer satisfied but also finding out if they have any problems with your products or services and handling the problems in the best possible way (Heung& Lam 2003, 283). If a company offers quality services and handles the customer's complaints properly then the success of that company is inevitable.

The aim of this thesis is to know the various means through which customer's complaints can be collected and how they can be effectively handled for them to be satisfied. It is obvious that not all your customers can be satisfied because different customers have different perception about a product or

service so what satisfies one might dissatisfy the other bringing us back to the point that quality services does not guarantee satisfaction but finding out the shortcomings your products or services have from your customers is the gateway to keeping them satisfied.

The objective of this thesis is to find out the causes and benefits of customer complaints and how these complaints can be collected and well handled in order to increase the satisfaction level of customers, especially in Ayaba hotel.

In order to achieve the objectives of this thesis a research question will be set that will enable me to accomplish the work. The research question is what are the various means through which customer's complaints can be collected and how can they be well handled in order to increase their satisfaction?

The main contents of the thesis will be why customers complain, how their complaints can be collected because it is not every customer that will be dissatisfied with a product or service and complaints, some will quietly quit consuming your product and move to other competitors, so it is very important to look for other means to know if they do not open to you. The types and benefits of customer complaints will also be in the content and how to effectively handle customer complaints. The concept of customer satisfaction will be discussed, ways to achieve quality and high performance, customer experience and the role of employee satisfaction to customer satisfaction.

The research part of the thesis focuses on the customers and management of the case company. A questionnaire was sent to the customers of the hotel to know the areas in which they were dissatisfied if their problems were well handled and what they think could be done to increase their satisfaction. And the management of the hotel was asked how they got and handled customer complaints respectively, and what they think could be done to increase the level of the customer's satisfaction. After all the results were gotten and analysed, recommendations were given to the case company.

1.1 Presentation of the case company

This chapter gives the description of the commissioner (Ayaba Hotel). Ayaba Hotel is in the Northwest region of Cameroon precisely Bamenda. Ayaba hotel opened its doors for the first time on the 1st of October 1985. The hotel was created prior to the Agro pastoral show in Bamenda. It is a 3star hotel owned entirely by the state, it is managed directly by the ministry of tourism and leisure. Ever since its

creation it has been managed by four different directors namely: Teneneng Aoudou, Jean Pierre Ngue, Jean Baba and Doume Zachariah, respectively. It has one hundred rooms with 5 suites, it has a bar and two restaurants and a night club. The hotel has a parking lot with a capacity of 200 cars, two recreational facilities, a swimming pool, and a lawn tennis court for outdoor games to the hotel guests (Harrison 2020).



PICTURE 1. Image of Ayaba Hotel (Ayaba Hotel 2018)

Picture 1 shows the outside view of Ayaba hotel, it is located at the foot of the Bamenda station hill, it is at the center of the town and there is easy access to the commercial centers and administrative units, they have multilingual staff and an elevator that makes movement very easy within the hotel. Although the hotel is very old, it is always undergoing renovations. This is where most of the top government officials lodge whenever they are in Bamenda.



PICTURE 2. Image of Ayaba Hotel room (Ayaba Hotel 2018)

Ayaba hotel rooms in picture 2 have very comfortable beds, blackout curtains, air conditioner and spacious rooms, warm blankets and all these make your night very beautiful and warm. There is free Wi-Fi in the rooms and even in some open places around the hotel, the rooms are clean there is housekeeping service every day and they also have study amenities like a desk and phone that one can use to study when a customer visits the hotel. The staff are very friendly, and service minded, the bathrooms are very clean with bathtubs, warm water (TripAdvisor 2016).



PICTURE 3. Image of Ayaba Hotel Restaurant (Ayaba Hotel 2018)

The Ayaba hotel restaurant as seen in picture 3 offers both national and international meals, it has two restaurants called the “Fon” this restaurant is in charge of breakfast and “Bar” oversees lunch and dinner. The breakfast gives the customers a very good start of the day (TripAdvisor 2019). There is also a swimming pool with clean water where one can relax, it is available for both lodgers and people who visit the hotel just for that purpose. There is a table tennis club called the Ayaba Tennis Club where they train members who are interested, and they go for tournaments.

2 CUSTOMER COMPLAINTS

According to Barlow (1992,1) for a hotel to increase its revenue it must take customer satisfaction as a vital aspect of the business and to achieve customer satisfaction it is very important to meet customers' expectations. However, it is often difficult to know what customers expect except they give their feedbacks to the company. Customer feedbacks are always given in many forms, but customer complaints are one of the very important ways with which the company can get meaningful information that they can use to improve on its services.

Complaints can be defined as the statements customers make when their expectations are not met. These complaints customers make are a gift to the company because the organisation will use it to improve on their products or services (Barlow& Moller 2008,22). It can only be regarded as a gift if the organisation listens to the customer's complaint with an open mind and from a flexible point of view, but most organisations do not want to hear about complaints because they think it brings down their reputation and this type of companies don't receive customer complaints in a way that the customer will feel valued. Therefore, most of the customers do not give complaints but just quietly quit doing business with that particular organisation.

When something positive happens, many people like to give the credits to themselves and when it turns negative, they shift the blame to the others. According to a research carried out by Saint Louis University, they discovered customers turn to always blame the employees of the organisation if their product or services do not satisfy them the way they wanted. The employees might turn to blame the customer too which is very poor behaviour for any business organisation if its employees behave as such (Barlow &Moller 2008, 24). In as much as organisations desire to solve their customers complaints it will be dangerous if a company set a goal to receive lesser complaints this year than last year, rather than trying to reduce the number of complaints, the organisations should encourage staff to seek out more complaints from customers. If the goal is to reduce the number of complaints received, then it will be very easy because the staff will receive the complaints and will not send to the top management. That is why some customers will complain but will never hear any response from that company.

2.1 The nature of the complaint satisfaction

Most companies or business organisations still regard customer complaints as a waste of time and money some of these companies even put barriers that customers think that they have no rights to complain. Naylor (2003,241) estimated that approximately 50% or lesser of the customers who complain about a product or service receives a respond from the company and even those that receives responses are not always satisfied with the way the complaints are being handled. Lewis & McCann's (2004,1) carried out a research of service failure and recovery in the UK hotel industry and indicated that only half of the customers who complained were satisfied with the way their complaints were handled.

If companies wish to have long term relationship with their customers, they need to improve on the quality of their products and services and how they handle customer complaints. Dissatisfied customers are likely to switch to their competitors and others might give negative word of mouth which will be very disadvantageous to the company (Homburg & Furst 2005, 95-114). It will be very beneficial to the company to solve its customer's complaints because it takes 90% lesser marketing expenditure when dealing with customers who have done repeated purchasing.

Complaint satisfaction can be defined as the satisfaction of a complainant with a company's response to his or her complaint (Stauss 2002 ,174). If a customer voices out a complaint to a company this is already an indication that the customer loves the company's products or services and is willing to continue to do business with them if the complaint is effectively handled. Handling the customer's complaints effectively should turn dissatisfied customers to satisfied customers.

2.2 The role of customer contact employee behaviour in complaint satisfaction

There are several ways through which customers can complain about their dissatisfaction with a company's product or service but most of these complaints are being made in person. The behaviour of the contact employee to whom this complaint has been delivered have impact on how the customer perceive the encounter and their evaluation on the complaint handling effort of the company. Skilled and well-trained customer contact employees have a very important role to play in handling customer complaints (Bell & Ludington 2006,192). The behaviour of customer contact employee will leave customers with the impression of if they were satisfied or not with the quality of the service. Contact employ-

ees have a role to play before during and after the purchase of a product or service. It will be very important for companies to know what complaining customers expect and what can be done to resolve their problems. These companies can even train their staffs in a way that they can adapt their behaviours to their customers expectation (Chung-Herrera, Goldschmidt & Hoffman, 2004, 241).

2.2.1 Types of Customer Complaints

Quality services, improving customer complaint handling techniques does not mean customers will not complain again. It is an inevitable situation, and every business organisation must look for a way to deal with it and use it to their advantage. There are several types of customer complaints which will be discussed below.

Firstly, there are meek customers. They are the types of customers who will be dissatisfied about a product or service a company offers but will not complain. They do so for two reasons either they do not want to be a pain or because they believe the organisation does not care (Zucal 2016). These types of customers quietly quit doing business with the company without notifying the company if anything went wrong. 91% of customer who are unsatisfied, and do not complaint always leave, therefore not receiving complaints from customers does not mean they are satisfied.

Secondly, they are some customers known as Aggressive customers. They are the exact opposite of meek customers; they tell their complaints in a very unpolite way and are very rude if the company tries to give any excuses (Zucal 2016). The best way to respond to this type of customer is to be polite, tell the customer what you will do regarding his complaint and when the solution will be made. It is very important not only to promise the customer that you will solve the problem but make sure the problem is solved because these are the type of customers who will quit doing business with the company and give negative word of mouth to the others.

Thirdly, there are high roller customers. They are the type of customers that every business organisation will do everything to keep because they pay well, one good thing about most of this type of customers is that they complain in a reasonable and polite manner unlike the aggressive customers (Zucal 2016). These are mostly the rich and educated people in the society who pay any price the company ask for the product or services so when they give any complaint the company will do everything in its

power to solve the problem because if it loses the customer it will greatly affect the company in a negative way.

Fourthly, there are chronic complainer customers. These types of customers are never happy, and they always complain, it could be very frustrating dealing with customers who always complain (Zucal 2016). But it should be noted that these types of customers are often repeated buyers who are likely to tell others about positive support experiences, therefore despite the fact that these customers complaint a lot, the company should try its best to resolve their problems because they will share their experiences with others and thereby marketing the company's products and services.

3 MOST COMMON REASONS FOR CUSTOMER COMPLAINTS

There are several reasons why customers complain and one of the reasons is that the company does not keep to its promises. In the world we live today even in our personal relationships we have with one another if we make a promise to each other and do not fulfil it, it will lead to anger, complaints and distrust of the other party. That is same and even more serious in the business world, if a business organisation makes a promise, they should make sure they fulfil it because if they do not it will lead to more complaints and even cause customers to switch to competitors (Baer 2016,24). Customers always want the best rewards for their money and if the promises are not fulfilled, they will quit and spread bad news about the company.

Also, poor customer service can make customers to complain. This is a situation where a business organisation fails to meet customer expectations in terms of service quality, response time, or overall customer experience (Bear 2016 ,24). Even when the customer service representative does not have proper training or do not solve customer problems on time it is also referred to as poor customer service. These are one of the common reasons why customers complain because they are not satisfied with the company's services.

In addition, transferring a customer from one sales representative to the other can also make customers to complain. When staffs are not properly trained, sometimes they might be face with a customer and do not know what to do, at this point they will turn to direct the customer to other authorities (Baer 2016, 25). Most customers will not be happy with such a gesture because they will have to be repeating themselves to the other authorities, wasting their time or moving from one office to the other, this will anger them, thereby making them to complain.

Furthermore, hidden information and cost from customers can make them to complain. It is very important for every business organisation to be very transparent with its customers, tell them every information they need to know regarding a product or service before they purchase it and tell them every cost, they will incur during the purchase (Bear 2016,27). If a company hides some information and cost and the customer only discovers during the time of purchase, they will be very dissatisfied and feel that they have been cheated or deceived and this will cost them to complain. For example, if a customer books for a hotel room and it is indicated that breakfast is free but during the customers stay,

they realise they must pay extra for their breakfast, they will feel deceived and cheated and such customers might never come back to that hotel again.

3.1 Steps in handling customer complaints

Receiving a complaint from the customer is regarded as a gift to the business organisation because a customer who complains is the one that is willing to continue to purchase the products and services of the company if his or her problems are solved. Therefore, the way the employees handle the complaints will either keep the customer satisfied or dissatisfied, so the staff need to be well trained on how they can handle the complaints in a manner that will be favourable to the customer. The various steps in handling customer complaints will be discussed below.

The best way to make someone feel comfortable and welcome when telling you about something he is not satisfied with is to say, “Thank you for letting me know”. Once a customer brings a complaint to your notice, the first thing you need to do as a staff is to thank the customer for deeming it necessary to voice it out (Barlow & Moller 2008,127). The staff should not thank the customer on the bases that he is wrong, but it is just a way to make the customer feel valued. This statement will calm down an angry and aggressive customer. The way you thank the customer should be natural and spontaneous even your body language should express that you appreciate the customer, keeping eye contact with the customer, nodding your head that you understand what he is saying or even a friendly smile will calm down the customer.

According to Barlow & Moller (2008,129) thanking the customer for letting you know about something he is dissatisfied with is good, but it sounds empty. As an employee, you need to say something that will explain why you appreciate the complaint. You can thank the customer and tell them that you really appreciate them opening to you about their dissatisfaction and tell them that it will make you improve on your services or appreciate them and say it will help you know how to address the problem and make sure such a complaint never comes up again.

The next step to take when handling a customer’s complaint is to apologize for your mistake. It is very necessary and important to apologise but it should not be the first thing to do when a customer complaint, many people always start with an apology, but the best thing to do is to thank the customer, ex-

plain why you appreciate their complaint then you apologize (Barlow & Moller 2008,129). Some employees apologise without even hearing all what the customer has to say, it makes the customer to feel like the apology is all they will get as a solution to their problem but when you thank them instead it makes them to believe that you have something for them. However, it does not mean starting with an apology is wrong but starting with a thank you is better and makes the customer feel welcomed. And it is better to use “I” not “we” when apologising. It is understood that you might be using “we” because you regard the fault to be that of the company and not yours and the people you are considering “we” are not even aware that something wrong has happen. After a well delivered apology, it will be very difficult for customers to switch to competitors when they have problems because they know that if they present the problem, it will be welcomed.

Apologizing for a mistake made and not doing anything about the problem is not a solution. After apologising you should promise the customer that you will do something about the problem immediately (Barlow & Moller 2008, 132). It is always good to give a time frame within which you will solve the problem and make sure you fulfil your promise because failure to do so will hurt the customer more. Handling a customer’s problem has two aspects the emotional and tangible aspect. The emotional aspect helps everyone to be relaxed over the problem and the tangible aspect is doing something or taking an action to solve the problem, the tangible aspects often take time and money while the emotional aspect cost nothing.

When the staff must have followed the four steps above, that is thanking the customer for bringing the problem to their notice, explaining to them why you appreciate them bringing it to their notice, apologising and promising to do something about it immediately, it is at this point that they can ask the customer for necessary information. The staff should tell the customer in a polite way that they need some information that will enable them to solve their problem faster (Barlow & Moller 2008,133). At this point when you are asking the customer for necessary information you might discover what the real problem was, sometimes out of anger they do not really explain their problem but in the process of asking the questions you get to discover it. You can ask the questions like what you can do to satisfy them or if there is something specific, they want. It should not be strange that some customers will say they do not want anything to be done, all the wanted was to let the company know they had a problem.

According to Barlow & Moller (2008,133), the next step in handling a customer’s complaint is to solve the problem immediately. Do not only promise to solve the problem but make sure you solve it as fast

as possible, if you are slow, the customer will regard it as if it is not important and you are not serious, but when you handle it with speed, they will feel important and valued.

After solving the problem, you need to check if your customer was satisfied or not, if they are still around you can ask them face to face or call them or sent an email. It is also important to tell them what you are doing in order to prevent the same problem happening in the future, this will make the customer to feel good that the complaint they gave really helped your business organisation (Barlow & Moller 2008,134). Sometimes you might get a negative feedback that they were not satisfied with the solution you gave even when you must have spent your time and money, but it is always very important to know if what you did worked or not.

The last step to take is to manage the complaint, it will be good if the complaint the customer gave is being addressed in the whole organisation so that that kind of problem will be prevented in the future (Hatter 2021). And it is not advisable to blame the staff because the next time a complaint comes up, they might hide it, and this will cause more damages and the company will lose customers (Barlow & Moller 2008,135).

3.2 Strategies to obtain customer feedback

In order for any business to grow, the company must pay more attention to the feedback their customers give. The feedback should be analysed, and the company should improve in those areas. It is not always easy for business organisations to have feedback from their customers, this could be because the customers are too busy that they do not have time to give reviews or answer surveys, and the company cannot blame them for that because they have no obligations to do so. The company can derive strategies through which they can collect this feedback from customers. The strategies that business organisations can use will be discussed below.

Initiating SMS surveys is one of the ways through which a business organisation can get feedback from its customers. Nowadays this is the best strategy that a business organisation can use to get feedback from its customers once they have purchased a product and it has been delivered or when they must have consumed the services of the company. In a case where the company has just the customers numbers, this will serve as a great means as in our modern society people are always with their phones

so it will be easier to communicate with the customer. Through this means you can know how they feel about the product or the service (Fontanella 2020).

Adding feedback surveys to the company's WI-FI network is another means through which customers feedbacks can be gotten. Many business organisations such as stores, saloons, restaurants, bars, hotel etc now provide their customers with free Wi-Fi to attract them. This is very valuable to the customers and the business organisation can also use it to their advantage to get feedbacks from them. (Fontanella 2020.) The company can set the Wi-Fi in a way that the customers need to create an account before they could access it, then the company will use this new account created to request for feedback shortly after. Another means is that while the customers are still online you can ask them about the experience, they are having in your organisation.

In addition, creating paper feedback cards is one of the ways to get feedback from customers. Although it could be considered nowadays as an old method where customers need to fill information with a paper and a pen it is also one of the strategies through which a business organisation can get feedback from customers. This type is time consuming both for the customer and the company, but some customers still prefer this method (Fontanella 2020).

Conducting customer interviews is another way to get feedback from customers. Fontanella (2020) discusses that most business owners think that conducting customer interviews are only meant for big business organisations or companies who do marketing research with big budgets. It does not cost much to interview your customer as compared to the benefit you will derive from doing so. It will be surprising for business organisations to know that their customers will feel important and valued if top officials of the company interview them to know how they feel about the company's products and services. It will be difficult and time consuming for the company to interview every customer, but they can select the area that interest them most and target the customers in those areas that they think are eligible to be interviewed.

Business organisations can monitor social media to get feedback from customers. More than half of the world's population use social media, business organisation should cease this as an opportunity to have conversations with their customers on social media through channels such as Facebook, Instagram, Twitter etc (Fontanella 2020). This is a very costless channel that a company can use to get to its customers. The company can send direct messages to the customers, respond to the comments they give

and when the company receives negative reviews, they should respond to them quickly. It will be better if the company look for someone whose sole duty is to monitor this social media channels.

Furthermore, offering incentives to customers for feedback is another good strategy. Everybody is busy in one way or the other, even if they are not busy some customers do not have the patience to fill customer surveys, so business organisations must look for the method through which these customers can be motivated to fill the survey. In as much as promising them money or discount as a reward for filling the survey could sound good but that will not be the best means to go about it because the customers will be doing it for the money, and they might not provide honest and valuable responses and this method will be expensive to the company. Therefore, the company can promise them something like an E-book, in -house study or and educational pamphlet that will help them to achieve their goals (Fontanella 2020).

Also, feedback monitoring sites can be used to get feedback from customers. Some customers when they have positive or negative impression about your company, they will not mention it on your website, instead they go to other websites and do so (Fontanella 2020). So, it will be very necessary for a company to be able to know what customers say about its products or services on any website and it will be possible to do so if they have tools like Google Alert or yext that notifies the company if anything about it has been mentioned on any website.

4 CUSTOMER SATISFACTION

Customer satisfaction is a measurement that helps to determine the level of satisfaction which customers have with company's products and services, looking into details whether products and services meet the expectations of customers.

4.1 Importance of customer satisfaction

Since the customer is king (Kotler & Keller 2006), it is therefore very important for a firm to create a customer satisfaction scheme that is very effective and efficient. The success of every business depends on the level of satisfaction of its customers. Satisfied customers can knowingly or unknowingly market one's product and services as customers are always in the business of sharing their experience with company services with others thereby creating a positive or negative awareness in the minds of the public (Charlesworth 2017,253). Companies can also decide to do viral marketing and satisfied customers can really help the said company to be successful in this.

As earlier said, the success of every business greatly depends on the level of satisfaction of its customers and as such, customer satisfaction is very important in that it helps to increase the profitability of a business. When customers are satisfied, they buy more and recommend others to buy there by increasing the profitability of that business organization.

Also, customer satisfaction is very important in that it helps to encourage the employees of a company and the entire management (Charlesworth 2017,255). Workers, salespersons, and the general staff are very encouraged to do more when they can identify satisfaction in the customers. Positive feedback from customers will help to encourage the employees to do even better thereby making one's business to become more successful. Some people are just happy if they make others happy, so when employees sees that the customer is satisfied, they will put in their best even when they are not comfortable with certain aspects of the business and as such their performance will increase.

In addition, customer satisfaction to a greater extent means the vision of the company is productive and as such, employees can be encouraged knowing that the accomplishment of the goal or objective

of the company is a possibility given the satisfaction which customers have in the products and services. When one's staff is encouraged and motivated, teamwork will be inevitable, and this will go a long way to make one's business to emerge successfully.

Furthermore, Customer satisfaction is important in that it helps in customer retention, creating good and quality relationship with customers and as such, loyalty will be inevitable (Charlesworth 2017,252). When one's business or company finally gains the loyalty or trust of customers, success in business will be inevitable. It is very important in that, even if a competitor arises or there are some business expectations which the company is not yet meeting up with, the loyalty of customers obtained through quality customer satisfaction will help the business to keep going. Loyal customers can go to the extent of staying with a company even if there is a competitor who is offering better services or even cheaper prices. It is therefore imperative for a company to take customer satisfaction as a matter of utmost priority as this will greatly help in the profitability, success, and longevity of the business.

4.2 The role of customer relationship management in customer satisfaction

Customer relationship management was first introduced in the marketing field in the mid-1980s and the term "customer relationship management" was introduced in 1983 by Berry (Agarwal 2012). Customer relationship management helps a business to maintain quality relationship with their customers and by way of definition, it is a system which integrates technology in order to develop long term or long-lasting profitable relationships with customers. Furthermore, customer relationship management integrates people, processes, and technology in order to maximize relationship with all customers. The approach provides coordination between all customer facing problems making great use of the internet (Goldenberg 2003).

Fisher (2007,99) stated that, customer relationship management assists a business by identifying, acquiring, selecting, retaining, and developing current and potential customers that are profitable to the business. The fundamental objective of all customer relationship management activities is to generate customer satisfaction in order to secure customer loyalty and improve customer retention to increase the profitability of the business.

Components of customer relationship management will help to foster the satisfaction of customers as most or all of them are built to assist in identifying, acquiring, selecting, retaining, and developing potential and current customers who are profitable to the business (Fisher 2007,100). Artificial intelligence which helps to identify customer buying patterns in order to predict future customer behavior, sales force automation which helps to track customer interactions and automate some business functions of the sales cycle which are necessary to follow leads. All these help to keep customers satisfied and thereby securing customer loyalty. (Goldenberg 2003.) All these components in customer relationship management are geared towards the satisfaction of the customer and as such, they play a very important role in customer satisfaction.

Having looked at how components of customer relationship management help in customer satisfaction, it is safe to conclude that customer relationship management plays an important role in driving customer satisfaction. As earlier said, satisfied customers are beneficial to the company not only because of their ability to make repeat purchases but because they promote the business through word of mouth (Goldenberg 2003). When customers start marketing one's business and sharing positive experiences with the public about the products and services of a company, more customers are invited, sales increase, staff is encouraged to put in more efforts and ultimately, customer satisfaction will be inevitable.

Since satisfied customers can do viral marketing for the company, it is but evident that root cause of this satisfaction is usually engineered by quality customer relationship management and as such, it is safe to say customer relationship management improves a business market share by bringing in more customers (Fisher 2007,99). No matter how good the relationship between the company and its customers are good, there will still be complaints and grievances from some customers and as such, customer relationship management requires that if there are any complaints and grievances from customers, it should be properly and carefully handled. This then helps to secure the customers' trust in the company and helps in developing a bond between the customer and the company.

4.2.1 Measuring customer satisfaction

Having looked at the role of customer relationship management in customer satisfaction, it is evident that customer relationship management approach can be used to measure satisfaction level of customers. In addition, there are other ways or means through which customer satisfaction can be measured.

A common method used in measuring customer satisfaction is through surveys. Respondents' feedback through surveys can help to give a company real time information which will help to provide better experiences for customers.

Furthermore, in order to successfully measure customer satisfaction, a company needs to start by establishing clear goals and defining them. During the process of measuring customer satisfaction, a company will receive a lot of information and to put the information or use it appropriately, there must be a clear goal in mind which will help to guide plans and actions and ultimately produce good results (Alexander & Hill 2000).

After setting or having a clear goal in mind, a company will need to devise a plan in order to achieve the goal. The plan will have to move into actions based on feedbacks gotten from customers, information from the feedbacks will help in issues such as improvement in company's website, customer support system and many more that need improvement based on the feedback gotten from customers (Alexander & Hill 2000). Furthermore, the surveys designed need to be well done as it will determine the completion of the surveys and response rates. It should be kept simple and only necessary questions and information should be asked which will be used to solve the given problems.

Customer satisfaction can also be measured using social media. Communications of customers on social media platforms can help a company or business to know how customers see the company brand, services, products, and content of the business (Dru 2000,96). The comments of customers on issues or published items by the company on social media can be more honest and even straight forward than surveys and so, it is a very effective way to measure customer satisfaction. Such avenues make it even easier for a company to engage in conversations with customers that will help get information and even accurately than surveys.

4.2.2 How to achieve customer satisfaction

Customer service communities are mostly used by companies to generate product ideas and test new products and customer satisfaction can be achieved by developing these communities. They are used to

get feedback on how existing products are used, used to collect ideas for new products or characteristics from customers and these information and feedback are used to improve on product quality, necessary adjustments and ultimately achieving customer satisfaction.

In addition, customer satisfaction can be achieved when the company takes it upon itself to treat customers the way they will want to be treated. Roche, G., Hill, N.& Allen, R. (2007,35) stated that, the top management or owners can put this desire into the entire staff by organizing training programs wherein there is the involvement of complex or difficult customers and easy-going customers. How the staff handles the situation or scenarios should be observed and coaching should be done on areas that need improvement.

Moreover, channels for support such as social media, chats, emails should be provided for customers. Having multi-channel support provided to customers will not only help them in transition between the channels but because of these channels, customers will not have to repeat information which they have already provided to call center agents (Roche et al 2007,37). Such scenarios of repeating information can be irritating to customers and can have a negative effect on the company's reputation. Multi channels will help to avoid this thereby making it possible for customer satisfaction to be achieved.

More so, in order to achieve customer satisfaction, employee satisfaction should be a priority. When employees are happy, they will inevitably provide better customer service (Chung-Herrera et al 2004 244). Appreciation of employees will help to boost their morals and they will be encouraged to do even more. Bonuses, salaries, allowances, and other increments should be taken seriously as they are a great source of motivation to the employees. Also, employees should be made often to understand the vision of the business and they should be encouraged in the vision until it even becomes a personal determination to them to see that the goals of the business or company are achieved. In addition, appreciations to employees at some points should also be personalized depending on how an employee was outstanding in carrying out assigned task in the company (Bolton & Drew 2016, 1).

Furthermore, customer satisfaction can be achieved by carefully figuring out what the customer really wants. It is not always about discounts that the company is ready to offer but about solutions that they are ready to provide. Customers are ready to pay when a business is ready to solve their problems and they do so happily. Therefore, anticipating the needs of the customer and solving the customer's problems is a way to make them satisfied (Barlow & Moller, 2008 130).

Customer satisfaction can also be achieved by focusing on company culture. Most companies organize training programs concerning their cultural values to make sure that all the employees share the same values and consistently demonstrate them when dealing with customers (Fisher 2007, 108).

Reward schemes, congratulations like birthday wishes and other gestures should be personalized, and this will greatly foster customer satisfaction (Alexander & Hill 2017). It is good to give generic appreciations to customers, but personalized ones will go a long way to achieve customer satisfaction. Use the customer's name, use their personal information, and make them feel like they are the only ones that matter. Also, companies should avoid wastage of time in order to achieve customer satisfaction. Customers should be served in efficient and effective manner. Emails, messages should be replied within the quickest possible time.

5 RESEARCH METHODOLOGY

The processes or the procedures on how the research work was conducted are discussed in this chapter. Solving customer's complaints and satisfying their needs will make customers to purchase your goods or services and some will remain loyal to your company. The aim of this research was to know the problems the customers faced, if they were satisfied with the services of the organisation and the way their complaints were being handled. Qualitative research is defined as a market research method that focuses on obtaining data through open -ended and conversational communication. There are several methods through which data can be collected in a qualitative research, they include: observations, textual or visual analysis and interviews. I used the interview method where a telephone call was made to the manager of the hotel. Interviews are the most common qualitative method used. I chose this method because it will help in obtaining so much information because I could ask whatever question I wanted from the interviewee and as such had more information to use. In this interview, I asked questions to the manager of the case company like the various means through which they received feedback from customers and how they handle the feedback in order to keep the customer satisfied. He was the best person to be interviewed because he had a long-term experience in the company, and he controlled and handled most of the complaints of the customers.

Blaikie (2010,199) stated that, the most common method to collect quantitative data was by way of a questionnaire. The questionnaire was conducted based on the objectives of the research and the respondents were asked questions which helped in answering the research question. From these questionnaires I knew how the customers of the case company thought and felt about the services rendered, what problems they faced at the hotel and if they were satisfied with how the complaints were being handled. These questionnaires were administered to customers who have stayed in the hotel or must have used any of the products or services from the case company in order to get accurate information. The link to the questionnaire was sent to the manager of the hotel, then he gave the customers who were in the hotel and to those who have been there. The questions were sent to 50 customers and only 30 customers responded. Furthermore, relevant literatures were used to collect information as well, these literatures helped in identifying why customers complained, the means through which a company can get customers feedback and how well they can handle the complains in order to satisfy the customer. All the data gathered from the interview and the questionnaires were analysed and recommendations were given to the case company on how they can collect and handle customer complaints in a way that will satisfy the customers.

5.1 Data analysis and results

The data collected from the questionnaires issued to the customers of Ayaba Hotel and the interview with the manager is described in this chapter, then from the results obtained recommendations were given to the case company on how they can better handle customers complaints and satisfy them.

5.2 Analysis of the questionnaire

A questionnaire of 22 questions was sent to the customers of Ayaba hotel to answer in March 2021, 50 questionnaires were issued and only 30 responded, the responses were gotten within three weeks. The purpose of the questionnaire was to find out if they faced any problems while at the hotel, if they reported the problem and how satisfied they were with the solutions they received. Also, they were asked question on how satisfied they were with the services of the hotel. The answers they gave will help Ayaba hotel to improve on its services and ways of handling customer's complaints in order to increase their satisfaction.

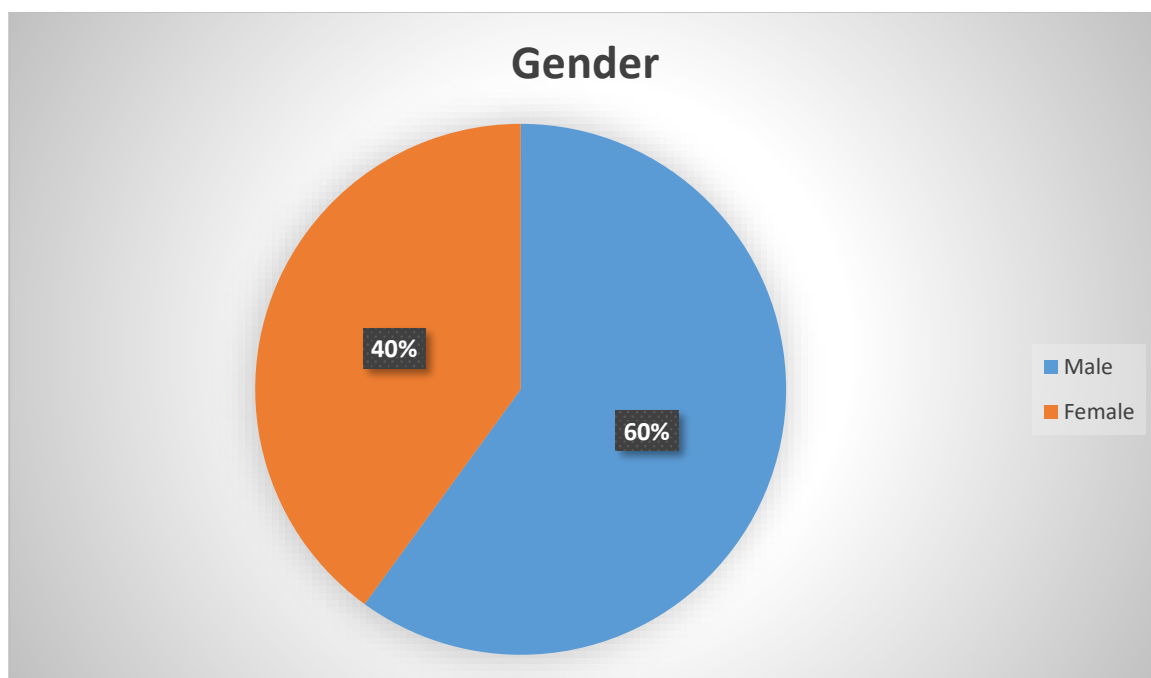


FIGURE 1. Gender of respondents

Out of the 30 feedback answers that were received from the respondents, 40% were female and 60% were male (FIGURE 1). This shows that the males visited the hotel more than the females. The reason was that mostly men travelled a lot within Cameroon, so they always look for where to spend the night

and some of the hotel facilities such as the lawn tennis and table tennis were always played by males. Given the fact that the hotel is a government property and that is where most of the government officials lodge when they are in Bamenda, and a greater percentage of government officials are males.

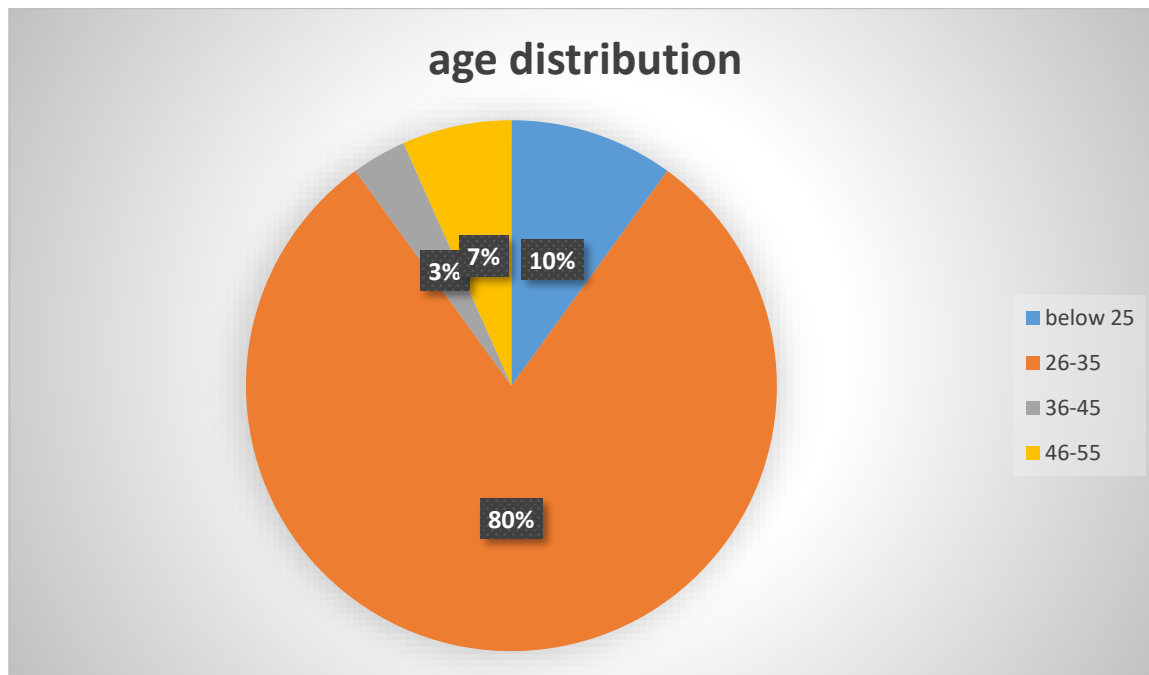


FIGURE 2. Age distribution of respondents

As shown in figure 2 above, age group 26-35years had the highest percentage because the hotel has facilities such as the lawn tennis, table tennis, the swimming pool that attracted mostly the youths and since these services had moderate prices they could afford. And even the age group below 25 which had the next highest percentage was for the same reasons and because they had a playing ground where kids could play when they come with their parents. The older age groups had a lower percentage because they did not travel a lot and it could have been higher if not for the outbreak of corona virus that greatly affected this age group. Another reason for the lower percentage of the older age group was because of the political crisis that was going on in Cameroon in the Anglophone regions and Bamenda was greatly affected. So, most of these older age groups preferred to stay back home and given that most of them who were government officials were in this age group, so they no longer went to Bamenda as government officials were the main targets.

Before looking at the problems the customers faced, it will be good to look at the level of satisfaction they had with the hotel's facilities and the quality of the services. Figure 3 below shows a percentage

of the customers of Ayaba hotel who were satisfied with the hotel facilities, the respondents were given the option to say YES, or NO. 93% were satisfied and 7% were not satisfied.



FIGURE 3. Satisfaction with the hotel facilities

As seen in figure 3 above, most of the customers of Ayaba Hotel were satisfied with the hotel facilities, 93% were satisfied and only 7% was not satisfied, the dissatisfied respondent's reasons were that the swimming pool was dirty, and most parts of the hotel needed renovations. Knowing how satisfied the customers of Ayaba Hotel were with the hotel facilities was very important and necessary to know how they felt about the quality of the services rendered in the hotel. Figure 4 below shows the respondents level of satisfaction with the quality of the services.

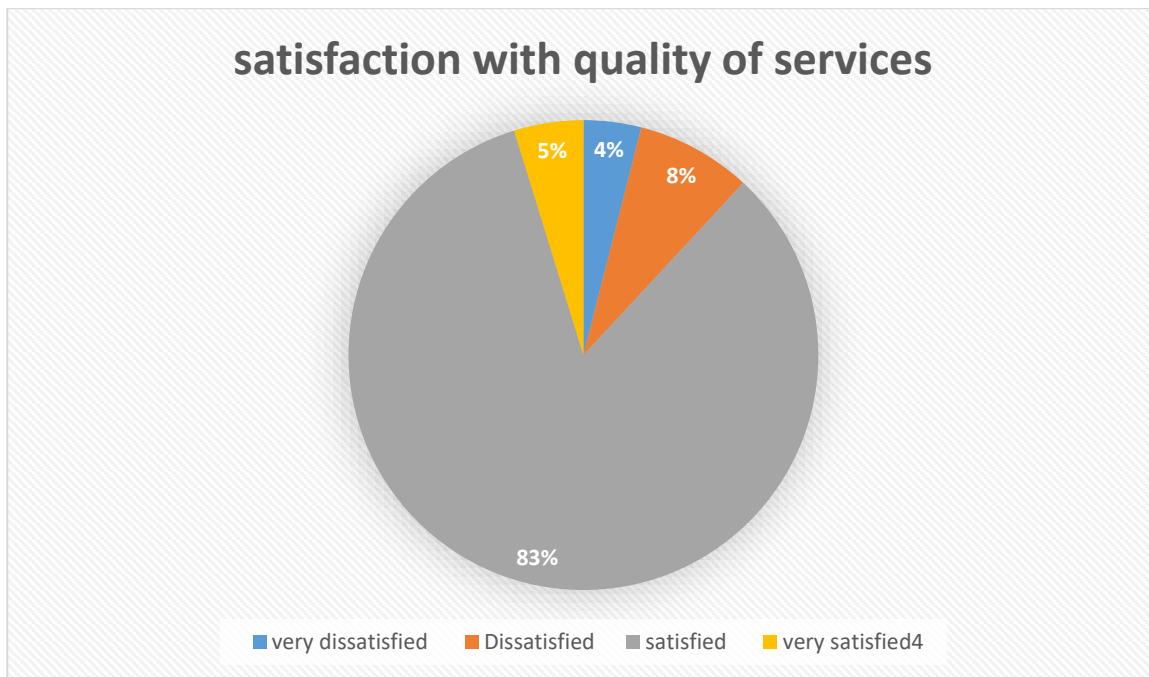


FIGURE 4. Satisfaction with quality of services

Figure 4 shows that most of the customers of the hotel were satisfied with the quality of the services rendered in the hotel, 83 % were satisfied, 8% was very satisfied, 8% was dissatisfied and 4% was very dissatisfied. The reason for their satisfaction was because of the great staff that were so welcoming and were very fast to respond and anticipate their needs. No business is perfect so they also had some customers who were not satisfied with the services, this could be because they were comparing it with other hotels that were 4stars and 5stars meanwhile Ayaba Hotel was just a 3star hotel. Some felt dissatisfied because they were not fairly and equally treated.

Although some of the customers were satisfied with the hotel's services and facilities, some also faced problems .31% of the respondents that faced problems at the hotel mentioned some of the problems they faced. Some said they came for swimming, but they did not have somewhere private or comfortable where they could change into their swimming wear. This could discourage most customers who visited the hotel just for swimming purposes because they did not have a place to change. Some complaint about irregular flow of water. It was very common to hear about water shortage in Bamenda, this part of the region has faced water crisis for a long period of time and the government did not do anything about it, so every citizen or business organisation had to look for a way that they could solve this water problem.

Most of the customers of this hotel were from other regions and most of them did not know their way around town, so one of the customer's complained was that they did not have company cars that could take them around town as they were scared that they might get into wrong hands if they move around by themselves.

Some of the customers complained about the cleaning services, they said the time for cleaning was not respected as some days they might not have their rooms cleaned and even when they were being cleaned the time allocated for the cleaning was not respected. Some equally complained about poor security, most of their items were missing and even their safety was not secured as some days they will not have a goodnight rest because of gunshots due to the political crisis going on in Bamenda.

Another problem the customer faced were booking problems as 10% of the respondents said they were very dissatisfied with the booking and reservation system. Ayaba hotel has a very big hall and they rent it out to the general public that they can use for occasions such as weddings, seminars etc. So, one of the customers complained that it was not easy to reserve that hall and the hall had sound system problems which caused him to be very dissatisfied with the services of the hotel.

The respondent said some of the staff were impolite to them and they were slow to respond to their needs and that most of the hotel's infrastructures were old and needed renovations. The reasons for the impolite nature of the staffs could be that they were not satisfied with their jobs or maybe they lacked adequate training as they were also slow to respond to customer's needs.

Out of the 31% of the customers who reported their problems ,6% of them were not satisfied with how the problems were handled. It was obvious that these types of customers could quit from consuming the services of the hotel and might give negative word of mouth to the others. Therefore, Ayaba hotel should improve on how they solve the customer's problems.

Despite the complaints the customers gave some were still satisfied with the hotel and the hotel also had some services that were very rare to find elsewhere like the table tennis and the lawn tennis, such services always attracted the customers to come back. This also indicated the fact that most of the customers were loyal customers and most of them had visited the hotel several times, 66% of the respondents said they were loyal customers. Only 7% of the customers said they won't come back, one of them said her reason was that she would like to experience other places and the other respondent said she won't comeback because of some of the problems she faced during the booking and reservation of

the conference hall that was supposed to be used for a wedding reception. This feedback indicated that the hotel had to improve on some of its services and how they handled the problems of the customers in order to satisfy them.

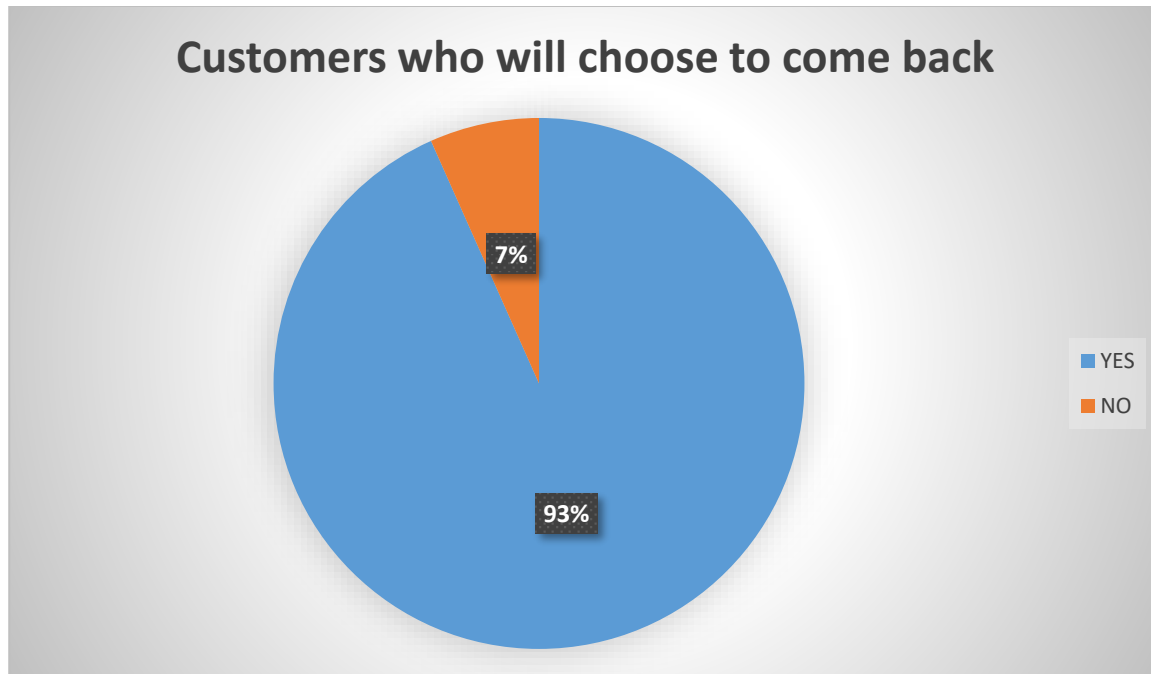


FIGURE 5. Percentage of customers who will choose to come back.

5.3 Analysis of interview

An interview was conducted with the operations manager of Ayaba hotel, the purpose of the interview was to find out from him what type of complaints they received from customers, the various means through which they got feedback from the customers and how they handled the complaints they received from the customers. The questions can be seen in appendix 2.

The manager accepted that they receive complaints from customers, according to him he said it will be impossible for any business organisation to say they did not receive complaints from their customers because no business organisation is perfect. The feedback they got were through feedback boxes that were being placed at the reception, emails, and phone calls, he said most of the feedback they got were at the reception where they complained to the receptionist and the receptionist later reported to top management.

Most of the complaints they receive were that staff were slow to respond to their needs and impolite, he also received complaints about electricity and water supply which sometimes were not available for a short period of time, complaints also came in about old infrastructures that needed to be renovated. Sometimes some customers complained about the booking and reservation system of the company saying that the best and fastest way to reserve was through the phone and that they did not know how to reserve on the website because it is complicated.

Handling the customers complaint effectively is the best way to make your customer feel important and satisfied, the manager of Ayaba hotel explained how the company handle customers complaints in the hotel.

When they received the customer's complaints through a phone call, they made sure they listen to understand what the customer was saying and promised to solve the problem. Most often they wrote down the customer's complaint so that they will not forget and afterwards they investigated the complaint, if it was something that they can solve immediately they do but if it must take some time, they set a date limit for that. He said it will be good to solve the customers complaint as fast as possible because that will make the customer feel important. The staff were trained on how to solve some of the customer complaints, if they were basic issues the staff could deal with it but if it were complicated, they will refer it to the top management. And for the complaints that were received through emails responses were given immediately. The feedback boxes at the reception were checked on daily basis to know what the customers felt about the company and if complaints were found they were handled immediately. According to the manager all the complaints that were received were documented so that they can always check to see where the company had shortcomings and work on them.

The manager said the complaints about water and electricity were very pertinent issues and they were seriously working on that. Generators were available that could supply the hotel with electricity but the reasons the customers still complained was because sometimes it took a longer time to adjust the generator and for the water problems, they were currently working on a project for that. The staff were being cautioned on how to treat customers because at times some of the customers were rude and some were wrong but as there is a saying that the customer is king, the staff were trained to remain calm in such moments, listen and solve the customers problems.

Customer complaint is a gift to the company the manager said the complaints benefited them in several ways. The complaints helped the company to know which service to improve upon to satisfy their customers who might leave the company to competitors with better services. Sometimes when customers complained about the attitude of the staff it helped the company to know which staff were competent and know which staff needed more training. That greatly helped the company to become better and able to face the competitive market.

Data gathered from the questionnaire and the interview with the manager showed that there were several areas where the hotel was lacking and needed to improve upon. Therefore, some recommendations were given to the case company, they will be discussed below.

Even though if quality services were offered some customers would still complain. But it would be very important if the hotel improved on its services in order to minimise the number of complaints. For example, the water, electricity and booking problems were very important to solve in order to achieve customer satisfaction. The methods the hotel could use to collect and handle customer complaints will be discussed below.

The hotel should increase on the methods they use to collect feedback from customers. The various means through which the hotel got customers feedback were through feedback boxes, phone calls, emails and on TripAdvisor. It was noted that the company did not call or send messages to customers after their stay in the hotel, which meant that if the customer did not complaint or fill the feedback cards then they will not know if the customer faced any problems or if they enjoyed their stay in the hotel. Therefore, it was recommended that the hotel should send messages or call the customer after they left the hotel or even send them emails to know if they enjoyed their stay and if they faced any problems that they love it should be improved upon.

Ayaba hotel offered free WI-FI to its customers, they could add feedback surveys to the Wi-Fi network so that while the customers were still online questions about their experience in the hotel could be asked. This would be a very good means to easily get the customers to tell them about their experience and the company will get many responses because many customers used the hotel Wi-Fi while at the Hotel.

The hotel could also monitor social media channels in order to know how the customers felt about the hotel. Many people nowadays use the social media where they express their love or hatred about a

product or a company. Many will not complaint to the company but will rush to social media to talk how satisfied or dissatisfied they are about a company.so for the company to get more feedback they should monitor this social media channels to know what the customers are saying there, then use it to improve. The company can even address the issue on that same platform in a polite manner, this will not only calm the person giving the complaint, but the others will be happy that the company is honest and humble, and this could attract them to the company.

Another recommendation to Ayaba Hotel was for them to improve on the techniques they used to handle customer complaints. Satisfying a customer does not necessarily mean that the services you offer are the best and have no faults but the way the company solve the customers complaints can even satisfy the customer more. From the data gathered from the questionnaire 6% out of 31% of respondents who complaint were not happy with the way their complaints were handled, this could have been so because of the impolite nature of some of the employees, not being fast to respond to the customers. Therefore, what the company can do is to improve staffs training on how to handle customer complaints, and even staff satisfaction because if the employee is not happy then they cannot solve a customer's problem accurately. The company can follow the following steps in handling the customer's complaint.

Whoever received the complaint from the customer should thank the customer for letting them know about it. Thanking the customer would make the customer to believe that the complaint was welcomed, and this would make them feel relaxed and important. The staff that received the complaint should explain to the customer why they appreciate the complaint. The next step is to apologize to the customer, it does not matter who is wrong or right, but an apology is a more professional way to respond in such situation. The apology should be sincere and even the staff countenance should express it. After apologising the staff should promise the customer that they will solve the problem immediately or if it will take some time then a timeframe should be given. At this point the staff should ask for more information in order to know if they should handle it their own way or there is a particular means that the customer prefers the problem should be handled, then the problem should be solved. After solving the problem, it is very important for the company to ask if the customer was satisfied with the solution and the complaint should be addressed in the whole company indoor to prevent the same problem from occurring.

6 CONCLUSIONS

Finding out the problems customers face and solving the problems in an effective way will keep the customer satisfied and even loyal because the customer believes that the company already understand their needs and will always provide the best for them.

The case study of this thesis was Ayaba Hotel Bamenda Cameroon. The reason why I chose this company was because it was the only government owned hotel and it has been existing for a very long time, it was one of the very first hotels opened in Bamenda. And it will be good to know the problems its customers faces and how the company handles the complaints in order to improve customer's satisfaction and expand the business.

Both the qualitative and the quantitative methods were used to collect data for this research work. Questionnaires were sent to the customers of Ayaba hotel to find out if they faced any problems while at the hotel and if they were satisfied with how the complaints were handled. From the survey it was noticed that some faced problems at the hotel some were satisfied with the way the complaints were handled and some were dissatisfied. An interview was equally conducted with the operations manager to find out how they collect feedback from customers and the techniques they used to handle the complaints. After analysing the data, the researcher concluded that the case company should improve on the quality of services they give and improve on the means they collect feedback from customers and follow adequate steps in solving the problems. If all these are improved, then the customers will be more satisfied and loyal to the company.

After obtaining the results of the survey and analysing them further studies could be conducted on how to improve on employee satisfaction and loyalty in the hotel industry. Services are intangible and the people who offers them are the ones to determine if the customer will enjoy it or not so the employees need to be satisfied and loyal and have more knowledge and training about their jobs. In this way it will increase customer's satisfaction and the complaints they give will be minimised.

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Appendices

APPENDIX 1/1

Hello,

My name is Lovetta Shu a student of Centria University of Applied sciences Kokkola Finland. The purpose of this research survey is for the fulfilment of my bachelor's thesis on the topic relationship between customer satisfaction and customer loyalty. I am using Ayaba Hotel Bamenda as my case study and your participation will be highly appreciated. Every information will be treated confidential and anonymous. Please provide the right answer to the following questions according to your own point of view.

1.What is your gender?

a) Male b) Female

2. What is your age group?

a) Below 25 b) 26 -35 c) 36-45 d) 46-55 e) 56 and above

3.Are you a Cameroonian?

a) Yes b) No

4. If you are a Cameroonian what part of the country do you come from?

5. If you are not from Cameroon state your country.

6. why did you choose Ayaba Hotel?

7. were you satisfied with the hotel facilities?

A) Yes B) No.

If you were satisfied or dissatisfied with the hotel, please explain your reason for satisfaction or dissatisfaction.

8. How many times have you visited the hotel?

9. Are you a loyal customer?

A) yes B) No why?

Were your expectations met?

A) **Yes** b) No, why? _____

9. How satisfied were you with the attitude of the employees?

A) Very dissatisfied b) dissatisfied c) moderate d) satisfied e) very satisfied.

10. how do you feel about the quality of the services rendered in the hotel?

a) Very dissatisfied b) dissatisfied c) moderate d) satisfied e) very satisfied.

11. If your answer was A or B please state why?

12. which of the facilities of the hotel interest you most? (Please State it)

12. Do you feel you were fairly and equally treated?

a) Yes b) No. Why?

13 Did you face any problems in the hotel?

a) Yes b) No,

14 If yes what type of problems did you face?

14. If you reported the problem how satisfied are you with how the staff handled the problem?

a) Very dissatisfied b) dissatisfied c) moderate d) satisfied e) very satisfied.

15. Abilities of the staffs to anticipate your needs?

a) Very dissatisfied b) dissatisfied c) moderate d) satisfied e) very satisfied.

16. how fast the staffs respond to your needs?

a) Very dissatisfied b) dissatisfied c) moderate d) satisfied e) very satisfied.

17. How do you feel about the prices of the services the hotel offers?

a) Very dissatisfied b) dissatisfied c) moderate d) satisfied e) very satisfied.

18 will you like to come back?

a) Yes b) No. Why?

19. Will you recommend the hotel to others?

a) Yes b) No c) No, Why?

20. What do you think can be improved upon or added to the services of the hotel?

Interview questions with the Manager of Ayaba Hotel Bamenda

- 1) How many years have you worked as a manager?
- 2) Do you receive complaints from Customers?
- 3) What are the various means through which you receive customer feedbacks?
- 4) what are the major complaints customers give?
- 5) How do you handle customer complaints?
- 6) Have the staffs been trained on how to handle complaints from customers, or they only refer to top management?
- 7) Do you solve all the complaints customers give?
- 8) After solving the customers problems do you find out from the customer if they are satisfied with the solutions?
- 9) Do these complaints benefit the company? If yes, please explain how?