

UNIVERSITY OF EDUCATION, WINNEBA
COLLEGE OF TECHNOLOGY EDUCATION, WINNEBA

**IMPACT OF CUSTOMER RELATION MANAGEMENT ON CUSTOMERS
RETENTION IN THE HOSPITALITY INDUSTRY: EVIDENCE FROM
HOTELS IN TAKORADI METROPOLIS**



APRIL, 2020

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A Dissertation in the Department of HOSPITALITY AND TOURISM EDUCATION,
Faculty of VOCATIONAL EDUCATION, submitted to the School of Graduate
Studies, University of Education, Winneba, and in partial fulfillment of requirement
for the award of the Master of Technology (Catering and Hospitality) degree.

APRIL, 2020

DECLARATION

STUDENT'S DECLARATION

I, FRANCISCA ARHIN, declare that this Dissertation with the exception of quotations and references contained in published works which have all been identified and duly acknowledged, is entirely my own original work, and it has not been submitted, either in part or whole, for another degree elsewhere.

SIGNATURE:

DATE:

SUPERVISOR'S DECLARATION

I hereby declare that the preparation and presentation of this work was supervised in accordance with the guidance for supervision of Dissertation as laid down by the University of Education, Winneba.

NAME OF SUPERVISOR: ELLEN OLU FAGBEMI (PhD)

SIGNATURE:

DATE:

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DEDICATION

I dedicate this work to my children



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ABSTRACT

Customer relationship management (CRM) has currently become one of the hottest issues and a focal-center in the business field. In fact, due to the competitive environments among hotels sector, it is essential that hotels should adopt new strategy such as CRM. Based on this the study aimed at assessing the impact of customer relation management on customers retention in hotels in the Takoradi Metropolis. A descriptive survey research design was used. The research covers a population of customers and staff of five (5) hotel in Takoradi Metropolis. A sample of 150 customers and 110 staff members were selected. Purposive and convenient sampling technique were employed for this study. Questionnaire was used as data collection instrument. The study discovered that 78.4% of hotels and 76.2% had adopted commitment strategy, and customer-centered strategy. Also, it appeared that 69.3% had adopted process-driven approach, whereas 70.4% of the hotels had adopted reliability strategy and 72.7% of the hotels had adopted technology orientation strategy in retaining its customers. The study showed that inconsistent and inaccurate customer data, and frequent changes of hotel management are the major challenges to effective implementation of CRM strategies. The study found that hotel commitment is found to have the greatest influence on customer retention ($\beta=0.358$, $t=4.704$, $p=0.00<0.01$). Hence, hotel commitment is a significant predictor of customer retention. The next contribution is made by customer-centered ($\beta=0.124$, $t=2.293$, $p=0.024<0.05$), process-driven approach ($\beta=0.357$, $t=2.154$, $p=0.034<0.05$), and then technology ($\beta=0.138$, $t=-0.212$, $p=0.002<0.01$). However, there was no relationship between reliability and customer retention ($\beta=-0.027$, $t=-0.183$, $p=0.197>0.05$). The study concluded that improving CRM practices has the potential of enhancing customer retention. It was recommended that the hotels should invest resources and capacity to intensify the management of customer relationships as this has been shown to impact on profitability.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Hotels, restaurants, entertainment and food joints come under the term hospitality industry in Ghana (Senya, 2017). Hospitality industry is the very crucial sector in the economic development in the world whereas; it is the most dependent sector in Africa for its economic, socio-cultural and environmental development (Payne & Frow, 2015). Generally, the hospitality industry is the single biggest employer of young and inexperienced workers (ILO, 2015). A significant part of the economy of any country is made up of hospitality and entertainment industries. Any country's economy has a huge employment proportion contributed by these industries; direct employees, part time and contract staff are hired. The hotel industry assumes an important value in the hospitality industry because it is essential for the provision of all other tourism services and it is the first service demanded by tourists who reach the destination (Payne & Frow, 2015).

Hotels are at the front end of the services industry sector and consequently are the “interface” from which consumers make their service requests. The current hotel industry is characterized with stiff competition, something that calls for hotel to embrace strategies to enhance their competitive position in the business environments in which they operate (Bohling, Bowman, LaValle, Mittal, Narayandas, Ramani & Varadarajan, 2016). Enhancement of the level of customer service is a key strategy that can be adopted by the firms in order to ensure that they gain a competitive edge over their competitors (Boulding, Staelin, Ehret & Johnston, 2015). The present business environment has generally made it very hard to retain the current customers and at the

same time, it is very costly for the firms to gain new customers. As such, Customer Relationship management (CRM) has been a highly effective tool which can be adopted by the firms in order to deal with the numerous challenges. Through effective customer relationship management systems, the firms are in a good position to attract, manage and also to retain their customers, more so for the firms within the hotel industry (Eakuru & Mat, 2018).

The Ghanaian hotel industry stands to benefit from the implementation of CRM as it contributes to meeting customer expectations. Undoubtedly, CRM has recently become one of the most broadly accepted instrument that supports customer-oriented organizations decisions. More specifically, CRM is regarded as one of the best strategies and practices for hotels in order to develop their performance and thus to make sure that their long-term business is survival (Wu & Lu, 2012). It is worth mentioning that CRM is mainly based on the belief that establishing long-term relationships with customers is critical for obtaining loyal customers who are much more profitable than non-loyal ones (Dowling, 2002).

According to Verma and Chandhuri (2019), successful implementation of CRM strategies is of great benefit to the hotel industry, investing in it. Such hotel can reap the benefit of increasing sales and ensuring long-lasting customer-retention. The uncertainties about the precise implication and domain of CRM led to improper implementations of CRM and therefore to unsatisfying results in improving customer relationships. James (2002) provided a more conceptual clarity of CRM through identifying four key areas necessary for successful CRM implementation: (1) strategy, (2) people, (3) processes, and (4) technology. Vandermerwe (2014) indicated that CRM can only be effective if all four areas work in harmony. Vandermerwe concluded that

CRM implementations can be successful only if they involve these CRM four dimensions: (1) customer-oriented strategies, (2) knowledge management, (3) organizing around CRM, and (4) the incorporation of CRM based technologies.

In Ghana, hotels operate in a business environment that is illustrated by strong competition, making it vulnerable to international competition. Besides, the occupancy rates of hotels in Ghana have varied significantly in recent years (Badu, 2015). This also reveals that hotel managers need to use an appropriate strategy and practice to develop their performance. Consequently, to develop both customer satisfaction and to improve profitability, hotels must nowadays emphasize on implementing a CRM strategy in appropriate manners (Mohammad et al., 2013). This study tends to bring attention to the application CRM dimensions in the hospitality industry.

1.2 Statement of the Problem

The hotel sector currently is experiencing a rise in globalization, competition, and higher level of customer turnover. Furthermore, increasing customer acquisition costs and growing customer expectations are making the hotels performance and competitiveness depend considerably on their ability to satisfy customers efficiently and effectively (Adam, 2015). In Ghana, most hotels find it difficult satisfy the needs of the customer. As a result, most of the customers are of the view that the hotels are only interested in making profits without strenuous efforts towards satisfying and retaining their customers. With the growing competition in the hotel industry therefore, it makes it difficult for the hotels that are not adhering to best customer satisfaction practices in the hotel industry so as to compete well.

The inability of some hotels to adopt good quality services that would satisfy and retain their customers has led many dissatisfied customers with negative and damaging mindset of certain hotel operators that they only use crude methods and approaches to make money from customers without recourse to quality service. The kind of service quality measures a hotel adopts to reach out to its clients and how the staff of hotels respond to clients' needs all play a major role in retaining customers. With the many hotels in the Takoradi Metropolis and as a result of increasing global market competition, with many players trooping into the hotel industry day in-day out, it poses many challenges to the ones that are not adopting the best customer relation management strategy so as to retain customers to their business and retain them for survival in business.

1.3 Main Objective

The main objective of the study was to evaluate the impact of customer relation management on customers retention in hotels in the Takoradi Metropolis.

1.4 Research Objectives

The specific objectives of the study were:

1. To examine the hotel activities in the implementation of customer relationship management strategy.
2. To identify the challenges facing hotels in their implementation of customer relationship management practices.
3. To examine relation between implementing of customer relationship management and customer retention.

1.5 Research Questions

The following research questions were developed

1. What are the hotel activities in the implementation of customer relationship management strategy?
2. What are the challenges facing hotels in their implementation of customer relationship management strategy?
3. Is there a relationship between CRM and customer retention in the hotel industry in Ghana?

1.6 Significance of the Study

The impact of the study could be seen from different angles. First of all, the study would pinpoint the CRM strategies to establish long-term relationships with customers. The report can also be used as learning material especially within areas related to CRM. From the study, the other stakeholders may use the findings in strengthening policies related to the reduction of challenges faced by hotels in enhancing customers expectation and satisfaction.

The findings of the study may provide information hotel activities in the implementation of CRM strategy and the challenges facing hotels in their implementation of CRM strategy. Finally, the research will serve as essential source of reference to future researchers who would be researching into this problem and its related studies.

1.7 Scope of the Study

The study was conducted in Takoradi Metropolis in the Western Region of Ghana. Contextually, licensed hotels were selected in the Metropolis for the study. The hotels

were selected from the Metropolis to enable easy accessibility for data-gathering purposes. The study focused on hotel activities in the implementation of customer relationship management strategy, challenges facing hotels in their implementation of customer relationship management practices, and the relationship between implementing customer relationship management and customer retention.

1.8 Organization of the Study

This thesis is organized into five chapters. It started with chapter one which presented the introduction and provided the background to the study and discussed key research issues such as statement of problem, research objectives, research questions, significance of the study, definitions of key terms as well as organization of the study chapters.

Chapter two is literature review. Literature is provided on the overview of hotels section in Ghana, the concept of CRM, challenges in implementing CRM and the relationship between CRM and customer retention. It also included conceptual and theoretical framework. Chapter three is made up of research methods which include research design, population, sample size and sampling technique, data collection instrument, and procedure. It also described validity and reliability of the instrument and ethical concern. Chapter four presented data analysis and discussions of research findings and the final chapter which is chapter five presents summary of findings, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Review

This study was guided by Dissonance Theory (DT). The Dissonance Theory suggests that a person who expected a high-value product and received a low-value product would recognize the disparity and experience a cognitive dissonance (Cardozzo, 1965). That is, the disconfirmed expectations create a state of dissonance or a psychological discomfort (Yi, 1990). According to this theory, the existence of dissonance produces pressures for its reduction, which could be achieved by adjusting the perceived disparity. This theory holds that post exposure ratings are primarily a function of the expectation level because the task of recognizing disconfirmation is believed to be psychologically uncomfortable. Thus, consumers are posited to perceptually distort expectation-discrepant performance so as to coincide with their prior expectation level (Oliver, 1997). For instance, if a disparity exists between product expectations and product performance, consumers may have a psychological tension and try to reduce it by changing their perception of the product (Yi, 1990).

If the Dissonance Theory holds true, then hotels should strive to raise expectations substantially above the product performance in order to obtain a higher product evaluation and retain consumers. Raising expectations substantially above the product performance and failing to meet these expectations may backfire, as small discrepancies may be largely discounted while large discrepancies may result in a very negative evaluation. The Dissonance Theory however contributes to the understanding of the fact that expectations are not static in that they may change during a consumption

experience. Long-term customers buy more, bring in new customers, take less of the service providers' time, and are less sensitive to price (Reichheld, 1996; Reichheld & Sasser, 1990). It has been shown that the cost of soliciting new customers is seven times higher than that of retaining old ones (Richard & Larry, 1996) and that enhancing customer retention will lead to profit increase. In order to enhance the retention of customers, it is essential for hotel managers to understand the relationship between customer service features and customer retention by raising the expectations.

2.2 Overview of Hotel Industry in Ghana

The origin of the hotel industry can be found back to 3000 B.C (Jaishankar, Mark & Kristy, 2000). The conditions improved in 1700s when the new start sparked that is the desire of people to travel in England. Early travellers were found to be people who were soldier or people who used to move out for trading purpose that is buying or selling or those who wanted to explore their knowledge. This was prior to the commencement of hotels. The word hotel is derived from, the French hotel coming from hotel meaning host, which was referred to as a French version of a townhouse or any other building seeing frequent visitors, rather than a place offering accommodation. A hotel is an establishment that provides paid lodging on a short-term basis (Jaishankar et al. 2000).

According to Madanlal (2007) hotel is a place that offers accommodation, food, and beverages at a cost that enables it to make a profit. It was also defined a house for accommodation of paying travellers. Kannan (2005) indicated that hotel has been described as a building or institution providing lodging, meals and service for the people is termed a hotel (Raghubalari & Smritee, 2010). It is an establishment that offers paid lodging on a short-term basis. It provides basic accommodation, in a room having a bed, a cupboard, a small table and a washstand has largely been replaced by

rooms with modern facilities, such as viz., en-suite bathrooms and air conditioning or climate control. Singh and Mulla (2011) mentioned that other common features that have been added in hotel rooms includes viz., a telephone, an alarm dock, a television, a safe, a mini-bar with snack foods and drinks, and facilities for making tea and coffee. Its luxury features includes viz., bathrobes and slippers, a pillow menu, twin-sink vanities, and Jacuzzi bathtubs. Larger hotels also offers additional guest facilities viz., a restaurant, swimming pool, fitness center, business center, childcare, conference facilities and social function services respectively (Carr, 2011).

As per Kannan (2005), the basic purpose of a hotel is to provide accommodation to those who are away from their residence and supply them according to their requirement and match up to the level of what they expect. To a greater extent the facilities of the hotel is also present to meet to the requirements of many, and also to provide service to the local population. It is this basic function of the hotel, which makes it quite distinct from other types of business and to which its other functions are supplementary (Kannan, 2005). The hotel compared to other establishment is having certain specific characteristic, which makes it distinguishable some of these are viz, a hotel is a fixed, immobile installation a building. It is a lodging open to public, accessible to all except to minors or unaccompanied children for reason of public morality. It is an enterprise which sells goods and services requiring payment of the price necessary to reimburse general costs and realize an adequate profit.

The Hotel Industry in Ghana includes hotels, lodges, resorts, inns, motels, guest houses and hostels. Grading of these accommodation units is done by the Ghana Tourist Board according to a classification system of hotels based on a rating system of budget. (Mensah, 2009). The highest star rating is 5 star and the lowest is 1-star. A hotel has ten (10) or more rooms whereas a Guest House has between four and nine rooms. A

hotel is star rated (meets international standards) depending on the facilities and services offered. A budget or unrated hotel does not meet international standards. Rating of hotels has nothing to do with the size of the hotel (in terms of number of rooms). Thus, we can have a star rated hotel or Guest House which may be big or small depending on the number of rooms (Mensah, 2009).

The hotel industry has a widely recognized association known as Ghana Hotels Association (GHA), which has over 1000 members in the country. Membership of the Ghana Hotels Association is made up of hotels, motels and guesthouses that have been certified and licensed by the Ghana Tourist Board to offer accommodation, catering and other tourism services in Ghana. Their membership categories are: Budget (acceptance level below One Star) and One Star to Five Star International standards. According to the GHA, hotels that qualify within their membership categories in total are 817 across the country. According to the Ministry of Tourism (2018) the total number of licensed hotels (1 to 5 star hotels, budget hotel, guest houses) in Ghana was 1751. According to the GTA report (2009) the number of hotels in Ghana increased from 1,345 with 18,752 rooms in 2005 to 1,775 with 26,047 rooms in 2009. The Ministry of Tourism's 2013 report stated the establishment of accommodation facilities in the country stood at 1800 in 2011 however it was expected to hit 2000 by the end of 2017.

2.3 Concept of Customer Relation Management (CRM)

The concept of customer relationship management started in the early 1970s, when customer satisfaction was evaluated using annual surveys or by front-line asking (Lakshman, 2008). At that time, businesses had to rely on standalone mainframe system to automate sales, but the extent of technology allowed them to categorize

customers in spreadsheets and lists. Customer relationship management was popularized in 1997, due to the work of Siebel, Gartner, and IBM. Between 1997 and 2000, leading CRM products were enriched with shipping and marketing capabilities. Customer relationship management (CRM) is one of many different approaches that allow a company to manage and analyse its own interactions with its past, current and potential customers (Bardicchia, 2020). It uses data analysis about customers' history with a company to improve business relationships with customers, specifically focusing on customer retention and ultimately driving sales growth (Shaw, 1991). One important aspect of the CRM approach is the systems of CRM that compile data from a range of different communication channels, including a company's website, telephone, email, live chat, marketing materials and more recently, social media (Lakshman, 2008).

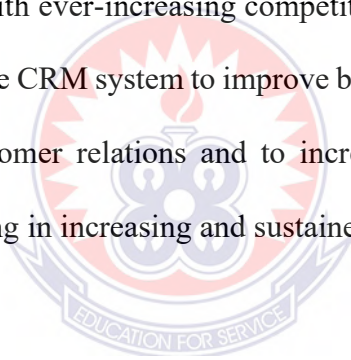
Customer Relation Management (CRM) is an enterprise approach to understanding and influencing customer behaviour through meaningful communications in order to improve customer acquisition, customer retention, customer loyalty, and customer profitability (Swift, 2001). Customer Relationship Management is the strategic use of information, processes, technology, and people to manage the customer's relationship with your company (Marketing, Sales, Services, and Support) across the whole customer life cycle (Kincaid, 2003). Parvatiyar and Sheth (2001) indicated that CRM is a comprehensive strategy and process of acquiring, retaining, and partnering with selective customers to create superior value for the company and the customer. It involves the integration of marketing, sales, customer service, and the supply-chain functions of the organization to achieve greater efficiencies and effectiveness in delivering customer value.

Antonio (2004) emphasized that CRM is often described as an approach or a set of activities a firm employs to increase a competitive advantage. Antonio (2004) confirms that the essence of strategy is in activities - selecting to perform activities differently or to perform different activities than rivals. CRM is the combination of people, processes, and technology used to understand and obtain customers for a company. It focuses on customer relationships and retention (Chen & Popovich, 2003). To benefit fully from the implementation of CRM, companies must have efficient CRM strategies to ensure satisfying outcomes for the company (Chen & Popovich, 2003). In order to compete with competitors in today's market, businesses need to have more than just a professionally designed Website or software, other dimensions are to taken into consideration.

CRM has been conceptualized by Reinartz et al. (2004) from the customer perspective as: A systematic process to manage the customer relationship initiation, maintenance, and termination across all customer contacts points in order to maximize the value of the relationship portfolio. CRM implementations usually involve the four dimensions: (1) focusing on customer-oriented strategies (2) managing knowledge (3) organizing around CRM and (4) incorporating CRM based technology. The multi- dimensions concept of CRM can be considered relatively new, because of the limited studies focusing on CRM dimensions in some service sectors such as banking (Akroush et al., 2011) and contact centers (Abdullateef et al., 2010).

Effective CRM implementation can bring many tangible and intangible benefits to businesses. For instance, Xu and Walton (2005) mention the following major benefits of implementing CRM: improving customer satisfaction, retaining existing customers, providing strategic information, and improving customer lifetime value. Gummerson

(1994) observed that CRM could build and sustain long-term relationships with customers, which is a key issue for enterprises in terms of reaching and maintaining market share and in improving customer retention and profits. Ryalts and Knox (2001) found that CRM applications could reduce operational costs, improve profitability/service delivery, and enhance customer satisfaction, retention, and loyalty. They also note that CRM projects could help enterprises to gain a competitive edge in the market by enabling the provision of differentiated products and unparalleled services. Though CRM applications aim to enhance service quality and value, it is important to note that determining value is intrinsically linked with customer perceptions, and that there is a need to mirror its benefits with customer expectations. Liou (2009) stated that with ever-increasing competition for market dominance, many firms have made use of the CRM system to improve business intelligence and decision-making, to enhance customer relations and to increase the quality of services and product offerings, resulting in increasing and sustained levels of profitability.



2.3.1 Variables involved in Customer Relationship Management

Several variables of values have been identified as essential components of relationship building process. Ravald and Gronroos (1996), compared relationship values with safety, credibility, and security, which, in turn, build trust, commitment, communications, promise and conflict handling. A combination of those then increases loyalty and may influence in a collectively beneficial relationship for suppliers and shoppers. It represents part of built-in figuring out of relationship variables. Notably, trust entails a belief that a relationship companion will act within the quality pursuits of other partners.

2.3.1.1 Trust

Various definitions of trust have interested by its existence in trade relationships and have relied on its concept as a perception or expectation in such relationship and beliefs in interpersonal trustworthiness (reliability of promises, honesty, helpfulness, and mutual interests in trade relationships) serve as symptoms of trust in purchaser-vendor relationships. Believe and commitments, commonly defined as relationship values, are relevant accessories of relationships. In trade-to-consumer relationships, the place results rely on the conduct, price and service best, believe is chiefly central (Johnson & Cullen, 2002). It represents a element of integrated skills of relationship variables. Chiefly, trust involves a notion that a relationship partner will act in the best pursuits of alternative companions (Morgan & Hunt, 1994).

Within the area of customer relationship management, trust has been seen as an essential variable for the accomplishment of relationships in the business-to-consumer (B2C) relationship building, enhancement and maintenance processes. Trust has been outlined as a willingness to depend on an exchange accomplice in whom one has self belief. For that reason, countless extraordinary conceptualizations of believe exist. However, long-established to most definitions of trust are a confidence between the parties that the other celebration is risk-free and that the events will act with a degree of integrity when dealing with every different. A betrayal of this believes via the provider or service provider could lead to defection or purchaser switching. It's within the belief that an accomplice's phrase or promise is secure and a celebration will fulfil his duties in such relationships.

2.3.1.2 Commitment

Commitment is an important determinant of the strength of a customer relationship management strategy and a useful construct for measuring the likelihood of customer loyalty and predicting future purchase frequency and it is one of the most common dependent variable used in buyer-seller relationships. In buyer-vendor contexts principally in the trade-to- patron relationships, commitment is unique as an aspiration for sustained relationship and an effort to make sure its protection or as a pledge for relational balance between exchange partners. Commitment is based on affective explanations such as emotional attachment, belonging, and admire for the companion, manifested within the type of a liking to develop and toughen the connection with a further individual or crew (Sharma et al., 2011). Emotional commitment is explained in phrases of the similarity of values and targets among partners, implying that relationship members share beliefs about correct and valuable behaviours and objectives. Commitment is in most cases used to investigate both man or woman and behaviour in firms and mark out types of action characteristic of specific sorts of persons or organizations (Wong & Sohal, 2002).

Within marketing literature, it is believed that commitment is a permanent desire to keep a valued relationship. This implies a larger stage of responsibility to make a relationship be triumphant and to make it collectively pleasant and priceless (Morgan & Hunt, 1994). On the grounds that, dedication is bigger amongst individuals who suppose that they obtain more price from a relationship, purchasers who particularly committed are always disposed to reciprocate efforts of a firm because of prior advantages bought and particularly committed corporations and patrons will continue to experience the benefits of such reciprocity.

2.3.1.3 Promise

Promise has additionally been stressed as a basic component of the relationship advertising methodology. It has been contended that the obligations of advertising don't just, or overwhelmingly, incorporate giving guarantees and in this way influencing clients as uninvolved partners in the commercial centre to act in a given manner, additionally in keeping guarantees, which keeps up and upgrades developing relationship (Ndubisi, 2007). Satisfying promises that have been given is just as critical as a method for accomplishing consumer loyalty, holding the client bolster, and securing long haul gainfulness.

2.3.1.4 Communication

Communication refers to the capability to provide timely and trustworthy information. A new view of communications provides an interactive dialogue between the company and its customers, which takes place during the relationship building stages. Communication in relationship advertising and marketing method keeping in contact with valued customers, delivering well timed and reliable knowledge on carrier and service changes, and speaking proactively in case of service delivery failure. It is the communicator's undertaking in the early phases to construct recognition, improve client alternative (by means of selling price, performance and other points), persuade interested shoppers, and inspire them to make the purchase determination (Ndubisi & Chan, 2005). Communications also inform disillusioned buyers what the company is doing to rectify the reasons of dissatisfaction. When there's mighty conversation between an organization and its customers, a greater relationship will result and customers can be more loyal.

The key constructs-trust, value, commitment and interaction are the main element that determines the nature and scope of relationship between the customer and the organization or service provider. How well these activities and processes are coordinated and managed determines the continuation and future of the relationship including the roles of the peripherals like stake holders, suppliers financial institutions employees government policies

2.4 Customer Retention

Customer retention in the hospitality industry has become increasingly more important (Back & Parks, 2003). According to the findings of Reichheld and Sasser (1990), a 5% increase in customer retention translated into a 25% to 125% increase in the profitability of nine selected service firms. Gerpott, Rams and Schindler (2001) asserted that customer's retention is the continuity of the business relations between the customer and company. Retention of customers increase the market share and revenues of the organisation (Rust, Zohorik, & Keiningham 1995). In the retention of customer, it is important for firm to know how to serve their customers. Post sales services are the important drivers for customer retentions (Saeed, Grover, & Hwang, 2005). It is important for product or service provider to emphasis on the quality of product and service.

Customer retention is the possibility of a client to be retained by the organization (Morgan & Hunt, 1994). Also Hall (1997) considers customer retention as maintaining customers for life. The life span worth of a customer to any business can be appreciated in their financial performance. Some studies considered Customer retention from a behavioural perspective. Thus, the customer feeling belong and dedicated to the

company. For instance, the customer recommends the company to others and willing to repurchase services or products from the organization (Oliver, 1999).

According to Keiningham et al. (2007), customer retention is customers stated continuation of a business relationship with the firm. For Internet service providers (ISPs), it is continuing to use the same provider. For retail banks, it is continuing to maintain an account relationship with the bank. And for discount retailers, it is the continued repeat shopping with the retailer". For the purpose of this study, customer retention will be defined as the company's ability to maintain their obtainable customer base. Retaining customer relationships are viewed as one of the crucial possession for companies (Webster, 1992; Collier & Bienstock, 2006). Some previous studies affirms that, maintaining obtainable customers is mostly worthwhile than acquiring new customers (Vandermerwe, 1996).

Finn (2005) suggests that, Relationship quality plays an important role in sustaining long lasting relationship. Researchers have studied relationship quality from customer's perspective (Kumar et al., 1995). Sharing information sustains the quality of relationship. Information as a main resource can help organizations to appreciate their customers and reinforce their customer base against their competitors (McKean, 1999; Fruchter & Sigue, 2005). Thus, distributing information with customers can make and retain the assurance of customers. Hence, sharing information often with customers can help organization to retain them (Crosby et al., 1990). One of the efficient way to attract prospects is through the assistance of retain customers who offers referrals (Johnson et al., 2003; Collier & Bienstock, 2006).

Boles et al. (2000) asserted that a referral from existing customers permits the sales force of the organization to penetrate into markets which are untouchable (Boles et al., 2000). However, this strategic business potential of referrals is disregarded by companies (Bachrach, 1999; Connors, 1998) and very little attention has been given to it academically (Boles et al., 2000). Keeping high quality relationship with clients seems to boost their readiness to offer referrals (Finn, 2005). This leads to achievement of retained relationship. As soon as clients expect continued dealings, the clients will be willing to respond by referring colleagues, family and friends to their companies (Johnson et al., 2003; Washburn, 1996).

Also, Noordewier et al. (1990), advocate that when a company expects a customer relationship to transcend, then the current interaction should be fostered. Continuous communication with the same service provider boosts customer willingness to refer others to their service providers. Base on the above academic literature reviewed, it is suggested that, when quality relationship exist between customers and their service providers, the relationship is sustain mainly by the distribution or sharing of information. Customers then feel close and part of the company which boost their moral to provide referrals to their service providers. This happens mainly because customers anticipate future interaction with their service providers. Therefore, the components of customer retention in this study are; relationship quality, information sharing, willingness to provide referrals and anticipation of future interaction.

Customer retention provides several benefits to an institution (Abratt & Russell, 1999). In reality, customer who stays with an institution or company for long is much more profitable than searching for prospects (Reichheld & Kenny, 1990; Rust & Zahorik, 1993). Numerous reasons such as reducing high cost of searching and catching the

attention of prospects, expanding the volume of sales and profits, and advertising by customers through word of mouth. When customers understand clearly the services of the company, this influences the customer's willingness to stay with the institution hence customer retention. Furthermore, customer retention positively affects the organizations returns, productivity, reducing switching of customer to competitors and introducing fresh prospect (Reinartz & Kumar, 2000). Additionally, Reichheld and Teal (1996), recommend that when a customer gets use to the company's dealings, they make very important business connections, purchase many products, and become less responsive to price of the products of the company.

2.4 Hotel activities in the implementation of CRM strategy

In a highly competitive environment, hotel businesses have understood the need to improve the quality of their services in order to retain existing customers while at the same time attempting to attract new segments (Lu & Wu, 2012). Olsen and Connolly (2000) also report that one of the key factors of success for hotel businesses is not only the quality of their products or services, but also the quality and importance of customer relationships. In hotels, CRM applications have a strong focus on identifying and retaining the most profitable customers and improving the profitability of less profitable customers (Wang & Feng, 2012). It has been proven that hotel businesses that have established CRM receive greater benefits as a result of finding and retaining the most attractive customers in terms of profitability and developing long-term relationships with them (Sigala, 2005; Liu, 2007; Lu & Wu, 2012). Luck and Lancaster (2013) note that CRM plays a critical role in the hotel industry, in particular for chains of hotels operating nationally, worldwide, or through international partnerships

CRM has become a much debated topic in the hotel industry (Lu & Wu, 2012), and has gradually been applied by hotel businesses in order to increase profits and improve the relationship between enterprises and customers (Liu, 2007). Investigating the impact of CRM implementation on hotel performance, Lin and Su (2003) and Daghfous and Barkhi (2009) both propose that CRM application offers a great opportunity for hotel businesses to improve their performance in terms of customer lifetime value, customer satisfaction, and profit. Furthermore, Lo et al. (2010) emphasize the vital role that CRM plays in bringing about the hotel's main objectives of customer satisfaction and retention. This can result in positive reviews, which can in turn lead to increases in customer retention and revenue. CRM applications help to anticipate the needs of a hotel's current and potential customers and to optimise revenue by providing optimum customer satisfaction (Brown, 1999).

According to Zinekin (1999), all hotels offer almost the same core product/services, hence the differentiation of their products from those of their competitor via the implementation of CRM is likely to have a strong impact on the development of customer satisfaction, long term customer relationships, and retention, which will result in greater profit. Daghfous and Barkhi, (2009) observe that customer service is widely recognized as one of the main ways in which a hotel can differentiate itself from its competitors. Luck and Lancaster (2013) mention that in spite of hotels being differentiated by their star rating, they implement CRM strategy by offering different products and services: accommodation surrounded by a range of food and beverage services. Despite this, hotel companies have repeatedly attempted to differentiate their offerings. A CRM strategy that considers the customer's needs and places these at the centre of the business has become a popular marketing strategy among hotels, and has been adopted by a wide variety of chains and independent hotels around the globe, in

an effort to enhance customer satisfaction and retention (Padilla-Meléndez & Garrido-Moreno, 2013). Within hotel sector, customers attach more importance to value for money in gaining satisfaction than to loyalty, recognition, or customized services (Luck & Lancaster, 2013).

Mehta et al (2010) found that customers select services base on CRM practices of the service provider. They identified amenities, comfort, timely services, supportive staff and trust as the most valuable CRM practices in the transport business. They observed that technology-based CRM is prominent in service firms. Pathak and Modi (2004) observed that quality of service is one practice of CRM that customers give much attention. Vijayadrai (2008) identified service delivery, reliability, assurance and responsiveness as factors that influence customer's perception of service quality. They found that customers give high ranks to value preposition and low ranks to personalization from a list of seven variables related to customer satisfaction (value preposition, recognition, customer orientation, reliability, relationship oriented, credibility, personalization and gestures). Bennett (1996) identified openness, genuine concern for delivery of high quality services, responsiveness to customer suggestions, fair dealings and willingness to sacrifice short-term advantage for long-term gains as the characteristics of CRM strategy and practices.

Reinartz et al, (2004) described CRM as systematic process which encompasses managing customer relationship initiatives (maintenance, and termination across all customer contact points) in order to maximize the value of the relationship portfolio. Schneider and Bowen (1999) indicated that retaining customers and achieving profitability largely depends on practices such as building reciprocal relationships

founded on safeguarding and affirming customer security, fairness and self esteem. It is also observed that maintaining lifelong relationships has its roots in values and practices such as mutual exchange, fulfillment of promises, ethical business practices, effective communication and emotional bonding Bejou et al., (1998). Lindgreen, (2001) noted that successful implementation of CRM programs require a strategic approach in carrying out activities such as developing customer centric process, selecting and implementing technology solutions, employee empowerment, customer information and knowledge generation capabilities to differentiate them, and the ability to learn from the best practice.

2.5 Challenges facing hotels in their implementation of CRM strategy

Customer Relationship Management has been implemented globally by organizations from different economies and regions (IBM report, 2004). Although CRM existed first in western organizations, it has spread almost all over the world as an increasing number of firms are implementing or planning to implement CRM. For a long time most companies believed that CRM software was the solution to a company's problems and use of CRM software would assist companies identify profitable customers, foster loyalty, increase customer satisfaction, and eliminate customer turnover, thereby increasing revenue.

Wookey (2002) asserted that CRM failure rates have remained high during the last ten years, indicating that many organizations do not receive full benefit from their CRM initiatives. 2001 Gartner Group: 50% Gartner released numerous CRM-related reports during the 2001-2002 periods. It is documented in a significant number of articles that most problems in CRM are not technical (Achuama & Usoro, 2008; Rigby & Ledingham, 2004). Instead, common problems include organizational change and

fluctuation, inconsistent and inaccurate customer data, and changes which affect the business. Chalmeta (2006) has supported some of the previous failure reasons as he pointed out the following factors as causes: thinking of CRM as a pure technology; lack of management support; lack of customer-centric culture; lack of readiness process; poor quality data; lack of change management; lack of vision and strategy; lack of involving the final user in designing CRM solutions.

2.5.1 Lack of Integration Capabilities

A CRM work only as good as it is integrated with existing IT systems like ecommerce, marketing automation, ERP, etc. If there is lack of support from the support staff of vendors of existing systems that need to be integrated with CRM, the whole integration process can be a huge burden and may eat into hours of working time of staff without any visible results. It is advisable to plan integration needs, if any, in advance to avoid CRM implementation overkill.

2.5.2 Lack of expertise of the CRM vendor

If the CRM implementation vendor does not have enough experience with the CRM product or have never before undertaken any CRM projects of a scale similar to that of yours, it may result in unforeseen hurdles which may be very difficult to overcome once the CRM implementation project is already underway. The CRM vendor may also be ill-prepared with possible implementation challenges, resulting in the loss of value time and resources. To avoid this, assess the capabilities of vendor thoroughly and verify their credentials before signing a formal contract with them.

2.5.3 Lack of User Adoption

Probably the most ignored aspect of CRM implementation is the assumption that once the software is in place all the users will just dive into it and makes as good use of it as possible. More often than not this is not the case. Even though user adoption is critical for CRM success many organization don't have a proper plan or strategy in advance. It is important to have comprehensive training programs in order to provide an understanding to end-users of the system. Making team members navigate complex screens or enter detailed time-consuming form won't work. More than the usability, team members should be educated about the need to make the CRM system a part of their daily schedule and how best to use it to enhance their effectiveness.

2.5.4 Over/Under worked Staff

Overworked staff can be the result of understaffing, layoffs, quick growth or assigning too many tasks to too few people (Agbor, 2011). The outcome is that, the staff will quickly lose their energy. Those that do not will be stretched too thin and no single client will appear as a priority to them. Since service staff will have many clients to service, steps will be skipped, staff and customers will become unsatisfied and clients will receive insufficient attention to their issues (Donate, Peña, & Sanchez de Pablo, 2016). The exact opposite can have a related effect on customer service. If staffs underworked, they will feel less challenged, under-appreciated and unimportant. Work has a pattern of expanding to fit whatever time is allotted. If a staff is underworked, case handling turnaround time can drag lengthier than reasonably expected and customers will get frustrated.

2.5.5 Having a Non-Caring Culture

The workplace culture can have an extensive effect on how customer service cases are handled. If the work environment climate is one where customers are not cared for, where staff doesn't care about their work, or if the environment is not empowering, your staff will under-deliver when presented with a customer service case (Darrell, Frederick, & Chris, 2003). This culture inhibits staff from caring enough for customers to make them happy. Customers are not a priority and the consequences of an unhappy customer are not apparent to them.

2.5.6 Inadequate Understanding about Customer Needs

If there is no data, it is easy to make the assertion that you are customer centric. Information leads to the awareness that there is a gap between what your company is doing and what your customers are experiencing (Simons, 2017). Once this gap is made evident, management is faced with a lot of uncomfortable decisions about what to change. Reliable information can lead to significant innovations that will find greater customer acceptance and market success.

2.6 Relationship between implementing CRM and customer retention

The establishment of profitable and long lasting relationship with customers is very essential in service industry (Bejou & Palmer, 1998). Service providers who practice CRM efficiently gain competitive advantage over their competitors and are able to retain their customers (Bhattacharya, 2011; Sharma et al., 2011). Further studies discovered that, retained customers are very crucial business property for companies and this asset cannot be duplicated by competitors. Therefore, there must be strong

integration among customer related strategies (acquisition, retention and add-ons) through CRM strategies (Thomas, 2001; Collier & Bienstock, 2006).

McKim and Hughes (2001) studies classified customer acquirement and customer retention as the main purpose of CRM. West (2001) and Kincaid (2003) findings show that CRM provides a comprehensive set of strategies for managing those relationships with customers that relate to the overall process of marketing, sales, service, and support within the organization. Bradshaw et al. (2001) customer relationship management (CRM) strategies create and cultivate long lasting and beneficial relations with customers.

Chetioui, Abbar and Benabbou (2017) concentrated on the impact of CRM dimensions on Customer Retention in the Moroccan Hotel sector. A sample of 80 Moroccan hotels was examined, and regression and other tests were used for analyses and testing. The findings demonstrates a significant effect of customer orientation, knowledge management, and CRM organization on customer retention. The research of Orantes-Jiménez, Vázquez-Álvarez and Tejeida-Padilla (2017) appraise the impact of customer relationship management on customer profitability as mediated by customer loyalty and customer retention within the hotelier sector of Mexico, and specifically for those hoteliers classified like of three stars. A sample of 100 hotels three stars was interviewed as respondents in this study. The objective of the study was to find the impact relationship between effective customer relationship implementation, customer loyalty, and customer retention and customer profitability. The findings of the study add value to hotels three stars in Mexico, and provide some invaluable statistical results essential for hotel managers and owners to successfully enhance customer loyalty, customer retention and customer profitability. By applying a questionnaire that count

with seven blocks different one each other, the results of study identified and provide path analysis of the relevant systems; and enumerated among the relevant system, those critical inter-component relationships within this highly competitive industry. This study's findings revealed that customer relationship management has a significant impact on customer retention.

The study by Srivastava, Chandra and Shandilya (2018) aimed at exploring customer relationship management (CRM) on customer loyalty and retention in Hotel Industry of Jharkhand. The key hypothesis include: Customer relationship management systems enhances customer satisfaction within the hotel industry in Jharkhand and Customer relationship management systems enhances the loyalty of the customers. The population which is targeted by this research are hotel administrators. This covers all the hotels in the state of Jharkhand. Convenience sampling was used by the researcher in order to get the sample population. A sample size of 50 hotel administrators was chosen for the purpose of the study. The hotels in the sample were drawn from 10 major cities including: Jamshedpur, Dhanbad, Ranchi, Bokaro Steel City, Deoghar, Phusro, Hazaribagh, Giridih, Ramgarh as well as Medininagar. In each city, hotel administrators from the top five hotels were selected as the sample for the study. For the collection of data, the researcher adopted questionnaires. The questionnaires were administered through the use of email. The findings of the research pointed out those customer relationship management systems enhance customer satisfaction within the hotel industry in Jharkhand. It also established that customer relationship management systems enhance the retention of the customers.

Angamuthu (2015) assessed the impact of customer relationship management on customer satisfaction and its role towards customer loyalty and retention practices in

the Hotel sector. Field survey was conducted with the help of questionnaire and the responses were collected from 100 customers who have been used the hotel services at least one whole day in Uthagamandalam Taluk of Nilgiris District. Multi-stage sampling technique has been adopted to select sampling area. This study reported that execution of CRM practices like customer relationship upgrading capability, customer orientation strategies, customer value, customer interaction management practices, customer contact programmes and CRM technology positively connected with customer satisfaction in the hotel sector. It was discovered that CRM is positively associated with customer retention practices in the hotel sector ($r = 0.870$; $p < 0.01$) significant at 1% level.

Nwankwo and Ajemunigbohun (2013) study draw attention of insurance practitioners in Nigeria to interrelationships that exist among CRM, customer retention and value creation. For this purpose, researchers have evaluated the relationship that exist between CRM and customer retention; and also ascertained if value creation was in any way extended to insuring populace in Nigeria. The study employed cross-sectional survey design. Study was conducted in Lagos metropolis. Duration of study was from October, 2012 to February, 2013. The study employed stratified random sampling technique and thus, gathered data through the use of structured questionnaire. The sample population consisted of 58 respondents made up of marketing managers and underwriting managers drawn from 35 insurance companies which were randomly selected from the directory of member companies. The statistical instruments employed for this study were Simple linear regression and Kolmogorov-smirnov test. Two hypotheses were tested in this study. The study found that CRM positively influences customer retention in the Nigeria's Insurance Industry, and thus helps create values for insuring populace in Nigeria.

A study in Ghana by Klutse (2016) examined CRM in the hospitality industry in Ghana using a conceptual model that explains how the hospitality industry can make good use of CRM to improve hotel performance. This study further demonstrates how CRM dimension can be developed using various marketing tools in the hospitality industry. According to the study CRM practices has impact on customer retention in hotels in Ghana.



CHAPTER THREE

METHODOLOGY

3.1 Research Design

A descriptive survey research design was used because it being fact finding in nature. This helped the researcher to analyse and interpret the current state of the people involved in the study, provides analyses and helped in the interpretation of data for the guidance of the future course of action. This method was supported by Newman (2000) who holds believe that a survey research uses a smaller group of selected people but generalizes the results to the whole group from which the small group was chosen.

3.2 Population

The population therefore speaks of the whole number of individuals in a particular place or cluster of interest for a study. The research covers a population of customers and staff members of five (5) most popular hotel in Takoradi Metropolis. The main reason for using this category is where customers of different ethnic, cultural, educational (literate and illiterate), socioeconomic, and age groups can be found. In each of the selected hotel, 50 customers and 30 staff members were selected in order to attain the estimated population of 250 customers and 150 staff members.

3.3 Sample size and Sampling Technique

From a sampling frame that consisted of 250 customers and 150 staff, a sample of 150 customers and 110 staff members were selected based on the table developed by Krejcie and Morgan (1970) with a confidence level of 95% and margin of error (degree of accuracy) of 5.0%. The sample size represented approximately 53.0% of the respondents involved in the study.

Purposive and convenient sampling technique were employed for this study. The five (5) most popular hotel in Takoradi Metropolis were purposively selected for the study. Convenient sampling technique was used to select the customers and staff members in each selected hotel in the Takoradi Metropolis. In this COVID 19 pandemic period, the researcher deemed it necessary at her own convenient select staff members that are prepared and willing to give information relating to the study. The researcher established some relationship with other staff, thereby intend to use convenience sampling for selecting staff for the study. Convenient sampling technique was used to pick respondents to talk about the impact of customer relation management on customers retention in hotels in the Takoradi Metropolis. The list of popular hotel sampled is presented in Table 3.1.

Table 3. 1: Percentages of each hotel selected samples

Hotels	Staff		Customers		Total sample size
	Population	Sample size	Population	Sample size	
Best Western Plus Atlantic Hotel	30	22	50	30	52
Red Mango Apartment Hotel	30	22	50	30	52
Rhogem Hotel	30	22	50	30	52
Ibisa Hotel	30	22	50	30	52
Protea Hotel	30	22	50	30	52
Total	150	110	250	150	260

Source: Researchers Field Construct, 2020

3.4 Data Collection Instrument

Questionnaire was used as data collection instrument. This method was chosen because questionnaires are the preferred data collection tool for descriptive studies as these are easily distributed to a wide variety of participants in a cost-effective manner, and the

data that is collected can be thoroughly analysed by using statistical procedures (Hair, Bush & Ortinau, 2009). The questionnaire consisted of sections A and B. The section A consisted of bio data, whilst section B comprised the key themes for the study, such as the hotel activities in the implementation of customer relationship management strategy, challenges facing hotels in their implementation of customer relationship management practices. The items of the questionnaire were measured on a 5-point Likert scale (1=strongly disagree, 2=disagree, 3=uncertain, 4=agree, 5=strongly agree). The Likert response scale employed, measures the strength or intensity of respondent's opinion.

3.5 Validity and Reliability of Instruments

3.5.1 Validity of the Instrument

To ensure validity and reliability, questionnaire items were shown and discussed at length with colleagues in the school, lecturers and finally shown to the supervisor of the study. Items which seem similar were deleted and restructured to make sure the questions were authentic. Creswell (2005) said that, the goal of a good research is to maintain measures that are valid and reliable. Cohen, Marion and Morrison (2003) stated that, validity must be based upon the particular instrument used to determine the purpose to which it is put.

3.5.2 Reliability of the Instrument

Reliability of research instrument is much concerned with consistency where stable responses are generated to build confidence in further planning and decisions in the study to provide good results. Taale and Ngman-Wara (2003) explained that, reliability refers to the consistency that measures test items from one period to another over a

period of time, situations and examiners. Normally, if results obtained seems similar, from the same test across situations, time and period, high degree of reliability is produced. Sometimes, reliability is seen when consistent or stable responses are generated. Cohen et al., (2003) reiterated that, reliability has to do with measuring the consistency and reliability over time, type of instrument, and group responses. The questionnaire obtained satisfactory Cronbach Alpha of 0.791.

3.6 Procedure for Data Collection

The researcher obtained official permission from the managers of selected Hotels in Takoradi Metropolis before administering questionnaire. The permission was obtained through an introductory letter, given to the researcher from the Department of Hospitality and Tourism Education, University of Education, Winneba - Kumasi Campus. The questionnaire was personally administered by the researcher to staff members. The questions were explained to respondents to further establish better rapport. The respondents were required to ticked (✓) within the appropriate columns, with columns structured in Likert scale based on research questions raised in the study. The rationale for Likert scale was to create a platform where respondent's attitude, opinions and interests were subject to investigations; with aggregate scores identified in the strength of the agreement and disagreement. Furthermore, the researcher gave the respondents few weeks to respond to the statements, and later collected all the questionnaires for further analysis.

3.7 Data Analysis

In the study. The data was summarised using frequencies, percentages and mean score and presented in tabular form with the aid of Statistical Product for Scientific Solutions

(SPSS). In order to ascertain the relationship between the relationship between CRM and customer retention regression analysis and Pearson correlation analysis were used. The Pearson correlation test was adopted at 5% (0.05) significance level. The results generated from the quantitative analysis were presented in tables.

3.8 Ethical Consideration

According to Fouka and Mantzourou (2011), ethical consideration is central in research. This is because it safeguards the honour of respondents and ensures that published information is true and does not discredit anyone. This builds trust and authenticates research (Iphofen, 2011). This research ensured that ethical considerations were adhered to. The concept of beneficence was observed.

The researcher ensured that participants understood the purpose and relevance of this study. Anonymity of respondents was also considered since the researcher did not at any time divulge any private information about a participant. Identities of participants were concealed. Confidentiality in addition was also adhered to. This is because personal information received from respondents were properly managed. Data were well secured and was available to the researcher and the researcher's supervisor only. Furthermore, all respondents participated voluntarily since their consent were sought for without any form of persuasion or coercion (Resnik, 2011).

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Demographic characteristics of Hotel staff

Demographic information of the hotel staff taken for the purpose of this research includes gender, age group, educational level and number of years working with the selected hotels.

Table 4.1 explains the details of the demographic data in tabular form.

Table 4. 1: Summary of staff members demographic profiles

Characteristics	Responses	Frequency (N)	Percentage (%)
Age group	18-25years	3	3.4
	26-35years	54	61.4
	36-45years	27	30.7
	46years and above	4	4.5
Gender	Male	23	26.1
	Female	65	73.9
Educational level	Senior high school certificate	23	26.1
	Diploma	52	59.1
	First degree	13	14.8
Years working in the current hotel	1-5years	64	72.7
	6-10years	22	25.0
	11-15years	2	2.3

A descriptive summary of the staff members of the selected hotels shows that majority of them were in the age bracket of 26-35 years whilst only few of the staff are 46years and above. More specifically, 3(3.4%) of them were between 18-25years, while 54(61.4%) were between the ages of 26-35years. In addition, 27(30.7%) of the respondents were between the ages of 36-45years, while the remaining 4(4.5%) of the respondents were between the ages of 46years and above. The results indicate that the majority of the staff member at the various selected hotels are in their mid 30s and they are young.

Focusing on the gender of the respondents, it is observed that 23(26.1%) of the respondents are males, while most of them (n=65) are females representing 73.9% of the total sample. This shows that females staff were dominant in the hotel industry in the Takoradi Metropolis than the males. This might also indicate that females are more involved in the hotel business than males. Furthermore, results as shown on Table 4.1 indicate that most (n=52) of the respondents were Diploma holders representing 59.1%, followed by 23 respondents constituting 26.1% who were holders of senior high school certificate. The remaining 13 respondents forming 14.8% were first degree holders. This suggests that the hotel staff have a bit of higher education and the possibility of being exposed to advanced courses.

Concerning the number of years respondents have worked in their current hotel, 64 respondents constituting 72.7% have been working in their current hotel for 1-5years; 22 respondents representing 25.0% of the respondents had been in their current hotel for 6-10years. Moreover, 2 respondents representing 2.3% had 11-15years experience at their current hotel. This implies that average hotel staff does not stay in a particular hotel for long since the majority of them have been in a particular hotel for 1-5years. It was necessary to find out the working experience of the respondents so as to be able to obtain practical and convincing answers to the questions asked.

4.2 Background Information of customers

The study collected information on gender, age, and educational level for the customers that patronize the most popular hotels in Takoradi Metropolis. Presented in Table 4.2 gives detailed description of the background information of the customer.

Table 4. 2: Summary of customers demographic profiles

Characteristics	Responses	Frequency (N)	Percentage (%)
Age group	Male	76	74.5
	Female	26	25.5
Gender	26-35years	5	4.9
	36-45years	54	52.9
	46years and above	43	42.2
Educational level	Diploma	12	11.8
	First degree	51	50.0
	Masters	35	34.3
	PhD	4	3.9

A total 102 questionnaires were distributed among the customers of the selected hotels in Takoradi Hotel; there were 76 males representing 74.5% and 26 females representing 25.5%. This means that, the services of the selected hotels is patronized by more males than their females. The next demographic variable of the participants examined was their age. The results showed that, the majority (n=54) of the respondents representing 52.9% were in the age bracket of 36-45 years. This was followed by 43(42.2%) of the respondents who were within the age bracket of 46years and above. In addition, 5(4.9%) of the respondents were between the age group of 26-35 years. This means that, those above the age of 35 years frequently patronize the services of the hotels selected.

From the above Table 4.2, it can be noted that customers holding first degree constitute 51(50.0%) of the respondents, those holding Masters degree as their highest certificate also constitute 35(34.3%) which is followed by the respondents/customers who hold a Diploma constituting 12(11.8%) of the respondents. However, 4(3.9%) of the respondents were PhD holders. Educational level of respondents from this perspective could be said that the consumers have good educational background. Meaning people at different levels of the educational ladder engage the services of the hotels in Takoradi Metropolis.

4.3 Hotel activities in the implementation of CRM strategy

The main issue considered under this section is related to the hotel activities in the implementation of customer relationship management strategy. The hotel staff members were asked to indicate their level of agreement to statements. Presented in Table 4.3 were the responses gathered.

Table 4. 3: Responses of hotel staff on implementation of CRM strategies

CRM Strategy	Responses					Mean	Decision
	1=SD	2=D	3=U	4=A	5=SA		
Hotel commitment							
Employees of this hotel often interact with customers to assess service performance	5 (5.7)	5 (5.7)	3 (3.4)	50 (56.8)	25 (28.4)	3.97	Agreed
The hotel carefully evaluates customer evolving needs	7 (8.0)	11 (12.5)	1 (1.1)	50 (56.8)	19 (21.6)	3.72	Agreed
The management of the hotel are committed in giving accurate information to the customer	8 (9.1)	10 (11.4)	3 (3.4)	52 (59.1)	15 (17.0)	3.64	Agreed
The hotel regularly uses personal information to provide customized products/services	28 (31.8)	42 (47.7)	4 (4.5)	12 (13.6)	2 (2.3)	2.07	Disagreed
Customer-centered strategy							
The hotel takes genuine interest in customer problems	6 (6.8)	13 (14.8)	2 (2.3)	49 (55.7)	18 (20.5)	3.68	Agreed
The hotel attends customer complaints promptly	12 (13.6)	10 (11.4)	3 (3.4)	43 (48.9)	20 (22.7)	3.56	Agreed
Staff of this hotel are consistently courteous in all their dealings	6 (6.8)	26 (29.5)	4 (4.5)	34 (38.6)	18 (20.5)	3.36	Agreed
The hotel is co-operative to the customers	22 (25.0)	32 (36.4)	3 (3.4)	26 (29.5)	5 (5.7)	2.55	Disagreed
Process – driven approach							
The hotel provides value-added information along with its services	7 (8.0)	20 (22.7)	---	41 (46.6)	20 (22.7)	3.53	Agreed
The hotel delivers services at the earliest	12 (13.6)	16 (18.2)	2 (2.3)	43 (48.9)	15 (17.0)	3.37	Agreed
Conducting transactions correctly and rapidly is very common with the hotel	16 (18.2)	25 (28.4)	---	31 (35.2)	16 (18.2)	3.07	Agreed
Reliability							
Customers feel a sense of security during their stay in this hotel	6 (6.8)	13 (14.8)	4 (4.5)	36 (40.9)	29 (33.0)	3.78	Agreed
This hotel maintains consistent service standards	11 (12.5)	13 (14.8)	2 (2.3)	39 (44.3)	23 (26.1)	3.57	Agreed
The hotel provides reliable services	8 (9.1)	22 (25.0)	2 (2.3)	36 (40.9)	20 (22.7)	3.43	Agreed

Technology orientation							
The hotel has technological capability and innovative processes to meet customers expectations	7 (8.0)	8 (9.1)	4 (4.5)	46 (52.3)	23 (26.1)	3.80	Agreed
The hotel uses latest technology to offer quality services	5 (5.7)	18 (20.5)	1 (1.1)	34 (38.6)	30 (34.1)	3.75	Agreed

Source: Field Survey; 2021, () Percentages in brackets $\bar{x} \geq 3.0 = \text{agreed}$
Key: SD = Strongly Disagree, D = Disagree, U= Undecided, A = Agree, SA = Strongly Agree

4.3.1 Hotel commitment Strategy

From Table 4.3, it is observed that the employees of the hotels in Takoradi Metropolis often interact with customers to assess service performance. This statement has the highest mean score of 3.97, 75 (85.2%) of respondents agreed, while 3(3.4%) remained uncertain, 10 (11.4%) of the respondents disagreed that the employees of the hotel often interact with customers to assess service performance. This implies that the managements of the selected hotels in Takoradi Metropolis effectively cooperate well with their customers. Also, reviewing the hotel carefully evaluates customer evolving needs have the second highest mean score of 3.72, 69 (78.4%) of the respondents agreed to the statement, while 1(1.1%) of the respondents were uncertain, 18 (20.5%) of the respondents disagreed to the statement that the hotel carefully evaluates customer evolving needs. The attained percentage clarifies that the management of the selected hotels carefully appraises customers growing needs.

In addition, on the issue that the management of the hotel are committed in giving accurate information to the customer, 67 (76.1%) of the respondents agreed to the statement, 3(3.4%) of the respondents were uncertain to the statement and 18 (20.5%) of the respondents disagreed to the statement, representing the third rated in the Likert ranking order with the 3.64. This implies that the management the management of the hotel are committed in giving accurate information to the customer Again, on the in issue that hotel regularly uses personal information to provide customized

products/services had a mean score of 2.07, only 14(15.9%) of the respondents agreed, while 4(4.5%) of the respondents remained neutral, whereas 70 (79.5%) of the respondents disagreed to the statement. This percentage shows that the hotels do not use personal information to provide customized products/services.

The results indicate the hotels at the Takoradi Metropolis interact with customers to assess service performance, carefully evaluate customer evolving needs and are committed in giving accurate information to the customer. The findings buttress with Wong and Sohal (2002) who believed that hotel commitment is a permanent desire to keep a valued relationship. Morgan and Hunt (1994) revealed that a larger stage of responsibility for hotel is to create a better relationship with customers by interacting with customers to assess service performance, carefully evaluate customer evolving needs and committed in giving accurate information to the customer.

4.3.2 Customer-centered Strategy

It was observed from Table 4.3 that the hotel takes genuine interest in customer problems. It has the highest mean score of 3.68, 67 (76.2%) respondents agreed to the statement, while 2 (2.3%) were undecided, 19 (21.6%) of the respondents disagreed to the statement. This implies that hotel takes genuine interest in customer problems. Also, hotel attending to customer complaints promptly was the second rated with a mean score of 3.56, 63 (71.6%) of respondents agreed to the statement, whereas 3(3.4%) remained undecided to the statement, conversely, 22(25.0%) of the respondents disagreed to the statement that hotel attends customer complaints promptly. This shows that majority of the hotels at the Takoradi Metropolis hotel addresses customer complaints promptly.

On the other hand, staff of the selected hotel are consistently courteous in all their dealings with a mean score of 3.36, 52 (59.1%) of the respondents agreed to the statement, meanwhile 4(4.5%) remained uncertain to the statement, 32 (36.3%) disagreed to the statement that staff of the selected hotel are consistently courteous in all their dealings. This implies that there is a positive attitude of the staff towards the customers visit the various selected hotels. Moreover, concerning whether the hotel is co-operative to the customers, 31(35.2%) of the respondents agreed, whereas 3(3.4%) of the respondents remained uncertain. Meanwhile, 54(61.4%) of the respondents disagreed to that effect. This statement attained a mean of 2.55. This implies that some of the staff at the various selected hotels in Takoradi Metropolis are not supportive.

The study shows that the hotel takes genuine interest in customer problems, attends customer complaints promptly, and are consistently courteous in all their dealings. The finding agrees with Brown, Mowen, Todd and Licatta (2002) that it is important to have customer-centered behaviors that aid in maintaining a good relationship with all customers. Brown et al. (2002) further affirmed that hotel takes genuine interest in customer problems and attends customer complaints to improve customer satisfaction. Kim (2008) suggested that managers of hotel need to add a customer-centered strategy that modifies and adjusts their cultural norms, employee performance rewards, and organizational structures. As indicated by Asikhia (2010) pinpoint that customer-centered strategy is one of hotel resources to improve customer satisfaction and business profit and is also a very important dimension of CRM. Therefore, hotels must have a customer-centric culture to implement CRM successfully and consequently develop a competitive advantage.

4.3.3 Process – driven approach

It was evident that the hotel provides value-added information along with its services, 61 (69.3%) of the respondents agreed, whereas 27 (30.7%) of the respondents disagreed to the statement. The result on hotel provides value-added information along with its services was rated high with a mean score of 3.53. The results indicate that the hotel delivers services at the earliest with a mean score of 3.37, 58 (65.9%) of the respondents agreed, whereas 2(2.3%) of the respondents remained uncertain, 28(31.8%) of the respondents disagreed to that effect.

Again, conducting transactions correctly and rapidly is very common with the hotel, was rated third 47 (53.4%) of the respondents agreed to the statement, while 41(46.6%) of the respondents disagreed to that effect. The findings depicted a mean score of 3.07. All these statements met the predetermined cut-off point of 3.0. This implies that the hotel provides value-added information along with its services, delivers services at the earliest, and commonly conduct transactions correctly and rapidly. Parvatiyar and Sheth (2001) indicated that process-driven approach is a comprehensive strategy and process of acquiring, retaining, and partnering with customers to create superior value for the hotel and the customer. It involves the integration of marketing, sales, providing value-added information along with its services, conducting transactions correctly and rapidly, and the supply-chain functions of the organization to achieve greater efficiencies and effectiveness in delivering customer value.

4.3.4 Reliability

From Table 4.3, it is evident from the result that the highest meant of 3.78 claimed that customers feel a sense of security during their stay in this hotel, 65 (73.9%) of the respondents agreed to the statement, whereas 4(4.5%) of the respondents remained

undecided to the statement, 29 (21.6%) of the respondents totally disagreed to the statement. The findings suggest that most of the hotels seeks for the protection the customers during their stay at the hotel. Also, the hotel maintains consistent service standards. The statement had a mean score of 3.57, 62(70.4%) of the respondents agreed to the statement, 2(2.3%) of the respondents remained undecided, conversely, 24 (27.3%) of the respondents totally disagreed to the statement. The result indicated that the hotels uphold consistent service. However, the respondents indicated that the hotel provides reliable services, 56(63.6%) of the respondents agreed, 2(2.3%) of the respondents were uncertain, whereas 30(34.1%) of the respondents disagreed to that effect. This statement reflected a mean score of 3.43. It can be suggested that the hotels make the customers feel a sense of security during their stay, maintains consistent service standards, and provides reliable services. Vijayadrai (2008) obtained similar results on reliability of hotel referring to keeping promises, accurate and timely service, safe and secure stay. Bennett, (1996) identified openness, genuine concern for delivery of high-quality services, responsiveness to customer suggestions, fair dealings and willingness to sacrifice short-term advantage for long-term gains as the characteristics of CRM strategy and practices.

4.3.5 Technology orientation

As depicted in Table 4.3, the hotel has technological capability and innovative processes to meet customers expectations, 69(78.4%) of the respondents agreed, whereas 4(4.5%) of the respondents remained undecided to the statement and 15(17.1%) of the respondents disagreed with a mean score of 3.80. In addition, with a mean score of 3.75, 64(72.7%) of the respondents agreed that the hotel uses latest technology to offer quality services 23(26.2%) of the respondents disagreed, whereas

1(1.1%) of the respondent was uncertain. This implies that the sampled hotels in Takoradi Metropolis employed the latest technology in rendering service to the customers. The study indicates that the hotel has technological capability and innovative processes to meet customers expectations, and uses the latest technology to offer quality services to the customers. The finding concurs with the study by Mohammad, Rashid and Tahir (2013) who indicated that due to advances in information communication technology (ICT), a modern system has come about to reduce internal costs and better interact with the environment also to increase economic profit in the long term. Different hotels have technological capability and innovative processes to meet customers expectations (Mohammad et al., 2013). Dutu and Halmajan (2011) on the other hand stated that the strategic applied of technology in marketing is one of the most important chances in the hotel sector since it is essential to obtain the right information from the right people at the right time, so that the right decisions can be made and/or services delivered. Also, the applied of CRM technology is predictable to improve the hotels capability to maintain beneficial customer relationships by enabling information integration and sharing that influences smooth and efficient firm-customer interactions, suitable analysis of customer data and customization of response (Mukerjee & Singh, 2009).

4.4 Challenges facing hotels in their implementation of CRM

The second research question sought to identify the challenges facing hotels in their implementation of customer relationship management practices. Respondents were asked to state their level of agreement on each statement. Table 4.4 shows the frequencies and percentages of respondents on the challenges facing hotels in the implementation of CRM practices.

Table 4. 4: Responses on challenges facing hotels in the implementation of CRM

Challenges	Responses					Mean	Decision
	1=SD	2=D	3=N	4=A	5=SA		
Inconsistent and inaccurate customer data	9 (10.2)	8 (9.1)	3 (3.4)	39 (44.3)	29 (33.0)	3.81	Agreed
Frequent changes of hotel management	9 (10.2)	15 (17.0)	2 (2.3)	38 (43.2)	24 (27.3)	3.60	Agreed
Lack of support from the management in the implementation of CRM	6 (6.8)	23 (26.1)	---	33 (37.5)	26 (29.5)	3.57	Agreed
Lack of involving the final user in designing CRM strategy	8 (9.1)	14 (15.9)	2 (2.3)	49 (55.7)	15 (17.0)	3.56	Agreed
Inadequate IT technology to support CRM strategy	11 (12.5)	21 (23.9)	---	37 (42.0)	19 (21.6)	3.36	Agreed
Low financial strength inhibiting implementation of CRM	10 (11.4)	25 (28.4)	---	33 (37.5)	20 (22.7)	3.32	Agreed
Lack of vision and strategy in the implementation of CRM	19 (21.6)	33 (37.6)	3 (3.4)	21 (23.9)	12 (13.6)	2.70	Disagreed
Lack of readiness process	21 (23.9)	42 (47.7)	3 (3.4)	17 (19.3)	5 (5.7)	2.35	Disagreed
Lack of motivation	33 (37.5)	31 (35.2)	3 (3.4)	17 (19.3)	4 (4.5)	2.18	Disagreed
Lack of qualified personnel	27 (30.7)	41 (46.6)	4 (4.5)	10 (11.4)	6 (6.8)	2.17	Disagreed
Lack of customer-centric culture	24 (27.3)	47 (53.4)	---	14 (15.9)	3 (3.4)	2.15	Disagreed

Source: Field Survey; 2021, () Percentages in brackets $\bar{x} \geq 3.0 = \text{agreed}$
 Key: SD = Strongly Disagree, D = Disagree, U = Undecided, A = Agree, SA = Strongly Agree

From the Table 4.4, it was found that inconsistent and inaccurate customer data affects the implementation of CRM strategies at the various hotels. The data indicate that, 68 (77.3%) of the respondents agreed, while 3(3.4%) were undecided on the statement, conversely, 17(19.3%) of the respondents disagreed to the statement, with a mean score of 3.81. This implies that there are inconsistent customer data at the various hotels and this posed a challenge to the implementation of CRM strategies. Also, on whether frequent changes of hotel management affect hotels in the management of CRM, 62 (77.3%) of the respondents agreed to the statement, while 2(2.3%) respondents were undecided on the statement, 34(27.2%) respondents disagreed to the statement. This finding had a mean score of 3.60. This suggests that managements of hotels do not stay

for a longer period and this situation have effect on the decision of the hotels in implementation CRM strategies.

With a mean score of 3.57, the respondents emphasized that lack of support from the management affects the implementation of CRM, 59(67.0%) of the respondents agreed, whereas 29 (32.9%) of the respondents disagreed to the statement. This percentage suggests that managements of hotels sometimes does not support CRM strategies which posed a challenge to its effective implementation. On whether lack of involving the final user in designing CRM strategy posed a challenge, 64 (72.7%) of the respondents agreed to the statement, while 2(2.3%) of the respondents responded undecided to the statement. Meanwhile, 22 (25.0%) of the respondents disagreed to the statement that lack of involving the final user in designing CRM strategy posed a challenge in the implementation of CRM. The findings depicted a mean score of 3.56. This implies that the managements at the various hotel selected fails to include final users in the design of CRM strategy.

Furthermore, with inadequate IT technology to support CRM strategy, 56 (63.6%) graduate respondents agreed, while 32(36.4%) of the respondents disagreed to the statement that inadequate IT technology to support CRM strategy affects the implementation of CRM strategy. This has a corresponding mean score of 3.36. The findings affirmed that the absence of IT technology to connect with each staff of the hotel and the customers posed a challenge in the implementation of CRM strategy.

Indications from Table 4.4 clearly show that, low financial strength inhibits the implementation of CRM, 53 (60.2%) of the respondents agreed, while 35 (39.8%) of the graduate respondents disagreed to the statement. This finding had a mean score of 3.32. The percentage shows that low finance strength of the selected hotels inhibits the implementation of CRM strategies. Conversely, the respondents disagreed that lack of vision and strategy (mean=2.70), lack of readiness process (mean=2.35), lack of

motivation (mean=2.18), lack of qualified personnel (mean=2.17), and lack of customer-centric culture (mean=2.15) are the challenges inhibiting the implementation of CRM. These statements failed to meet the predetermined cut-off point of 3.0.

The study shows that the inconsistent and inaccurate customer data, frequent changes of hotel management, lack of support from the management, lack of involving the final user in designing CRM strategy, inadequate IT technology to support CRM strategy, and low financial strength are the major challenges inhibiting implementation of CRM as they met the predetermined cut of point of 3.0 ($\bar{x} \geq 3.0$). Several studies (Achuama & Usoro, 2008; Rigby & Ledingham, 2004) suggested organizational change and fluctuation, inconsistent and inaccurate customer data, lack of support from the management and changes as common problems that inhibits effectively implementation of CRM. Chalmeta (2006) has supported some of the challenges affecting hotels in the implementation of CRM as he pointed out the following factors as causes: lack of IT technology; lack of management support; lack of readiness process; poor quality data of customers; changes in management; and lack of vision and strategy.

4.5 Relationship between implementing CRM and customer retention.

4.5.1 Descriptive Analysis of customer retention

The main issue considered under this section related to the customer retention variables. Respondents were asked to indicate their level of agreement to statements (indicators) on the performance measurement at the various hotels. The responses gathered with the aid of questionnaire administration are presented in Table 4.5.

Table 4. 5: Responses on Customer Retention

Customer retention	Responses					Mean	Decision
	1=SD	2=D	3=U	4=A	5=SA		
Relationship quality							
The hotel provides quality service consistently	9 (8.8)	16 (15.7)	2 (2.0)	57 (55.9)	18 (17.6)	3.58	Agreed
I get the hotels services as promised	9 (8.8)	21 (20.6)	4 (3.9)	48 (47.1)	20 (19.6)	3.48	Agreed
The hotel always exerts good efforts to fulfill its promises	11 (10.8)	26 (25.5)	1 (1.0)	51 (50.0)	13 (12.7)	3.28	Agreed
All transactions are highly protected	21 (20.6)	41 (40.2)	8 (7.8)	28 (27.5)	4 (3.9)	2.54	Disagreed
The information I get from the hotel is accurate	26 (25.5)	42 (41.2)	4 (3.9)	19 (18.9)	11 (10.8)	2.48	Disagreed
The hotel puts my interests before theirs when booking room	31 (30.4)	37 (36.3)	3 (2.9)	24 (23.5)	7 (6.9)	2.40	Disagreed
Information sharing							
The hotel explains issues and recommendations in a meaningful way	11 (10.8)	15 (14.7)	2 (2.0)	47 (46.1)	27 (26.5)	3.63	Agreed
Overall, the hotel and I highly interact	7 (6.9)	21 (20.6)	2 (2.0)	47 (46.1)	25 (24.5)	3.61	Agreed
The hotel provides me with needed information in the specified time by using latest technology	13 (12.7)	36 (35.3)	2 (2.0)	44 (43.1)	7 (6.9)	2.96	Disagreed
The hotel keeps me very well informed about any service changes	28 (27.5)	44 (43.1)	1 (1.0)	22 (21.6)	7 (6.9)	2.37	Disagreed
The hotel never hesitates to give me as much information as I like to have	29 (28.4)	53 (52.0)	4 (3.9)	11 (10.8)	5 (4.9)	2.12	Disagreed
Willingness to provide referrals							
I am willing to give other prospective customers information to this hotel	9 (8.8)	19 (18.6)	5 (4.9)	50 (49.0)	19 (18.6)	3.50	Agreed
This hotel is my first choice to contact whenever I need any service	13 (12.7)	18 (17.6)	2 (2.0)	44 (43.1)	25 (24.5)	3.49	Agreed
I will recommend this hotel to a friend or family due to their service provided	20 (19.6)	20 (19.6)	4 (3.9)	44 (43.1)	14 (13.7)	3.12	Agreed
I would say positive things about the hotel based on my experiences in buying products / services	19 (18.6)	28 (27.5)	---	35 (34.3)	20 (19.6)	3.09	Agreed
Anticipation of future interaction							
I feel close and part of this hotel	7 (6.9)	24 (23.5)	2 (2.0)	44 (43.1)	25 (24.5)	3.55	Agreed
I expect the relationship with the hotel to continue a long time	11 (10.8)	19 (18.6)	4 (3.9)	50 (49.0)	18 (17.6)	3.44	Agreed
I am willing to discuss uncomfortable situation with the hotel at any time	9 (8.8)	21 (20.6)	5 (4.9)	51 (50.0)	16 (15.7)	3.43	Agreed
I will not switch to other hotel	16 (15.7)	30 (29.4)	4 (3.9)	32 (31.4)	20 (19.6)	3.10	Agreed

Source: Field Survey; 2021, () Percentages in brackets $\bar{x} \geq 3.0$ =agreed
 Key: SD = Strongly Disagree, D = Disagree, U= Undecided, A = Agree, SA = Strongly Agree

4.5.1.1 Relationship quality

As depicted in Table 4.5, the customers agreed that the hotel provides quality service consistently. As many as 75(73.5%) of the respondents agreed, whereas 2(2.0%) of the respondents were uncertain. Meanwhile 25(24.7%) of the customers disagreed to that effect with a mean score of 3.58. Furthermore, on whether customers get the hotels services as promised by hotel, 69 (66.7%) customer respondents agreed, while 4(3.9%) remained undecided to the statement, 30(29.4%) of the customer respondents disagreed to the statement that they get the hotels services as promised by hotel. This has a corresponding mean score of 3.48. The findings affirmed that the hotels provide service to the customers as promised.

Indications from Table 4.5 clearly show that the hotel always exerts good efforts to fulfil its promises, 64 (62.7%) customer respondents agreed, while 1(1.0%) of the respondent remained undecided to the statement, 37(36.3%) of the graduate respondents disagreed to the statement. This finding had a mean score of 3.28. The percentage shows that the hotels exercise good effort to accomplish its promises to the customers. On the contrary, the customers disagreed that all transactions are highly protected (mean=2.54), the information customers get from the hotel is accurate (mean=2.48), and the hotel puts my interests before theirs when booking room (mean=2.40). These statements failed to meet the cut-off point of 3.0.

From the study, the customers agreed that the hotel provides quality service consistently, customers get the hotels services as promised, and hotel always exert good efforts to fulfil its promises. Noordewier et al. (1990), advocate that when hotel expects a customer relationship to transcend, then the current interaction should be fostered. Noordewier mentioned that provision of quality service consistently as promised and hotels exercising good efforts to fulfil its promises maintain customers for life.

4.5.1.2 Information sharing

As indicated in Table 4.5, the consumers agreed that the hotel explains issues and recommendations in a meaningful way, 74(72.6%) of the consumer respondents agreed, while, 2(2.0%) of the respondents remained uncertain, whereas, 26(25.5%) of the customer respondents disagreed. This statement attained a mean of 3.63. This implies that most of the hotels explains issues and recommendations in a meaningful to the customers. On average, the customers agreed that they highly interact with the hotel. As many as 72(70.6%) of the customers agreed to the statement, while 2(2.0%) of the respondents were uncertain and 28(27.5%) of the customers disagreed to that effect. This is supported by a mean of 3.61. This implies that customers highly and always interact with the hotel staff.

In addition, the customers disagreed that the hotel provides them with needed information in the specified time by using latest technology (mean=2.96), keeps them very well informed about any service changes (mean=2.37), and the hotel never hesitates to give them as much information as they like to have (mean=2.12).

From the findings, the customers agreed that the hotel explains issues and recommendations in a meaningful way, and also, they interact with the hotel. Finn (2005) suggests that sharing information sustains the quality of relationship. Information as a main resource can help organizations to appreciate their customers and reinforce their customer base against their competitors (Fruchter & Sigue, 2005). Thus, distributing information with customers can make and retain the assurance of customers.

4.5.1.3 Willingness to provide referrals

The findings from the study reveal that most of the customers agreed that they are willing to give other prospective customers information to this hotel. Statistically, 69(67.6%) of the respondents agreed, while 5(4.9%) of the customers were uncertain, 28(27.4%) of the respondents disagreed to that effect. This is supported by a mean of 3.50. Again, the customers agreed that the hotel is their first choice to contact whenever they need any service, 69(67.6%) of the customers agreed, while 2(2.0%) of the customers were uncertain to the statement. However, 31(30.3%) of the customers disagreed to the statement that the hotel is their first choice to contact whenever they need any service.

The respondents revealed that they will recommend the hotel to a friend or family due to their service provided, the results of Table 4.5 show that 58 (56.8%) customer respondents agreed, while 4(3.9%) of the customer respondents remained undecided and 40(39.2%) of the respondents disagreed to the statement with a mean score of 3.12. The result shows that the customers of the selected hotels are ready to offer referrals to friends or any other relatives. With respect to the customers saying positive things about the hotel based on the experiences in buying products / services, 55 (53.9%) customer respondents agreed, while 47(46.1%) of respondents disagreed with the statement with a mean score of 3.09.

The finding shows that the customers of the selected hotels in the Takoradi Metropolis are willing to give other prospective customers information about hotel, hotel is their first choice to contact whenever they need any service, will recommend this hotel to a friend or family due to their service provided, and would say positive things about the hotel. The finding aligns with Washburn (1996), who mentioned that as soon as clients of hotel expect continued dealings, the clients will be willing to respond by referring colleagues, family and friends to their companies. As indicated by Finn (2005) hotel

customers then feel close and part of the company which boost their moral to provide referrals to their service providers. This happens mainly because customers anticipate future interaction with their service providers.

4.5.1.4 Anticipation of future interaction

It can be observed from the study results in Table 4.5 that the customers of the selected hotel feel close and part of this hotel, 69 (67.6%) of the customer respondents agreed, while 2(2.0%) of the respondents were uncertain and 31(30.4%) of the respondents disagreed to that effect. This is supported by a mean score of 3.55. This implies that most of the customers are close with the hotels since hotels understand and give individual attention to customers. The customers further indicated that they expect the relationship with the hotel to continue a long time. Statistically, 68 (66.6%) of the respondents agreed, while 4(3.9%) of the respondents were uncertain and 30(29.4%) of the respondents disagreed to that effect. with a mean score of 3.44. This confirms that the customers agreed on having continuous dealing with the hotels.

With reference to whether the customers are willing to discuss uncomfortable situation with the hotel at any time, 67(65.7%) respondents agreed, while 5(4.9%) of the customer respondents were undecided to the statement. Conversely, 30(29.4%) of the respondents disagreed to the statement. This statement had 3.43 mean score. Table 4.5 further shows the customers are not willing to switch to other hotel due to high quality of service and relationship with the hotel. As evidence in Table 4.5, 52 (51.0%) customer respondents agreed to the statement, while 4(3.9%) were undecided to the statement, 46 (45.1%) customer respondents totally disagreed to the statement. This rather had a mean score of 3.10. The results suggest that customers are willing to

patronize the hotels service because the sampled hotels in Takoradi Metropolis have played quality and important roles in sustaining long lasting relationship.

4.5.2 Correlation of Analysis

Pearson correlation coefficients was performed to test and reveal the inter-correlation among the CRM variables i.e. hotel commitment, customer-centered strategy, process-driven approach, reliability, and technology orientation, and customer retention variables i.e. customer relationship quality, information sharing, willingness to provide referrals, and anticipation of future interaction. To obtain this, a Pearson correlation was computed as depicted in Table 4.6.

Table 4. 6: Pearson correlations of study variables

Construct	1	2	3	4	5	6	7	8	9
Hotel commitment	1	.152	.623**	.485**	.066	.872**	.298*	.713**	.444**
Customer-centered		1	-.013	-.086	.458*	.200	.843**	.094	-.179
Process-driven approach			1	.918**	.099	.493	.137	.767**	.651**
Reliability				1	.076	.395**	.030	.695**	.766**
Technology orientation					1	.026	.397**	-.064	-.052
Customer relationship quality						1	.349**	.705**	.420**
Information sharing							1	.254*	-.101
Willingness to provide referrals								1	.619**
Anticipation of future interaction									1

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

**. Correlation is significant at the 0.05 level (2-tailed).*

As depicted in Table 4.6, the bivariate association that was conducted computes Pearson's correlation coefficient with significance levels. There are significant positive correlation between hotel commitment and customer relationship quality ($r = 0.872$, $p < 0.01$), information sharing ($r = 0.298$, $p < 0.05$), willingness to provide referrals ($r = 0.713$, $p < 0.01$), anticipation of future interaction ($r = 0.444$, $p < 0.01$). In addition, customer-centered strategy had a strong positive correlation with information sharing ($r = 0.843$, $p < 0.01$). Also, Process-driven approach correlate significantly with

willingness to provide referrals ($r = 0.767, p < 0.01$), and anticipation of future interaction ($r = 0.651, p < 0.01$). However, reliability practices was significantly related to willingness to provide referrals ($r = 0.695, p < 0.01$), and anticipation of future interaction ($r = 0.766, p < 0.01$).

A strong positive significant correlation between technology orientation and information sharing was attained ($r = 0.395, p < 0.01$). These results suggest that higher levels of the CRM strategies (hotel commitment, customer-centered, process-driven approach, reliability, and technology orientation) by hotels in Takoradi Metropolis have a positive association on the customer retention (customer relationship quality, information sharing, willingness to provide referrals, and anticipation of future interaction). The result concurs with the study by Al-Azzam (2016) who found a significant association between customer relationship management (CRM) and customer retention (0.38^{**}) at 0.01. Pearson's correlation coefficient correlation coefficient has value from -1 to +1. If the correlation is 0, it points that there is no linear relationship among the two factors. However, the closer the correlation is to either +1 or -1, the stronger relationship among the two factors. On the other hand, the closer the correlation is to 0, the weaker the correlation (Hair et al., 2010).

4.5.3 Multiple Regressions

In order to answer the research question that addresses the relationship between CRM dimension and customer retention, regression analysis was conducted. In this analysis, CRM dimension is treated as the independent variables, whereas customer retention as the dependent variables. Multiple regressions are used to explain the relationship between a single dependent (criterion) variable and several independent (predictor) variables. The results are summarized and the original Table from SPSS-23.0.

Table 4. 7: Regression result on relationship between CRM and customer retention

Model	R	R ²	ΔR^2	Std. Error of the Estimate	Change Statistics		Sig. F Change	Durbin- Watson
					R Square Change	F Change		
1	.848 ^a	.719	.702	.462	.719	42.039	.000	1.117

a. Predictors: (Constant), Technology orientation, Hotel commitment, Customer-centered, Reliability, Process-driven approach

b. Dependent Variable: Customer Retention

Table 4.7 indicates that the independent variable (CRM) yielded a coefficient of linear regression (R²) of 0.719 accounting for 71.9% of the variance that portrays the relationship between CRM and customer retention at Hotels in Takoradi Metropolis. The Table also shows that the analysis of variance for the simple linear regression data produced F-ratio value of 42.039 which significant at 0.01. The result showed a positive significant relationship between CRM and customer retention. This, therefore, confirms the earlier studies who noted that customer focused service is an important component which has assisted facilitated mutual relationship between organizations and their various customers (Gan, Cohen, Clemes & Chong, 2006). This result, again, concurs with those who earlier postulated that a variety of CRM activities can work together to enhance customer retention (Pfeifer & Farris, 2004).

Table 4. 8: Significance of the regression coefficients

Model		Unstandardized		Standardized	t	Sig.	Collinearity	
		Coefficients		Coefficients			Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.691	.298		2.317	.023		
	Hotel commitment	.358	.076	.373	4.704	.000	.543	1.840
	Customer-centered	.124	.054	.157	2.293	.024	.732	1.365
	Process-driven approach	.357	.166	.371	2.154	.034	.115	8.686
	Reliability	.179	.138	.202	1.301	.197	.142	7.043
	Technology orientation	-.138	.043	-.212	-3.176	.002	.771	1.298

a. Dependent Variable: Customer Retention

From Table 4.8, the strength of the association between the variables was checked whether it will affect the further statistical analysis; a multicollinearity test was performed using the variance inflator factor (VIF). For robustness, it is recommended that the VIF should be below the value 10 (Pallant, 2007). As shown on Table 4.9, all the variables were within range. The VIF results show that the highest possible inflator factor was 8.686 for process-driven approach which is significantly less than the limit suggested in literature.

It was evident that hotel commitment is found to have the greatest influence on customer retention ($\beta=0.358$, $t=4.704$, $p=0.00<0.01$). Hence, hotel commitment is a significant predictor of customer retention. The next contribution is made by customer-centered ($\beta=0.124$, $t=2.293$, $p=0.024<0.05$), process-driven approach ($\beta= 0.357$, $t=2.154$, $p= 0.034<0.05$), and then technology ($\beta =0.138$, $t =-0.212$, $p =0.002<0.01$). However, there was no relationship between reliability and customer retention ($\beta =-0.027$, $t=-0.183$, $p=0.197>0.05$). It was established that hotel commitment, customer-centered, process-driven approach, and technology orientation were statistically significant in influencing customer retention. The result is consistent with that reported by previous study of Mohammed and Rashid (2012), who found a significant and positive relationship between CRM strategies and customer retention. They found hotel commitment and technology orientation plays an important role in attracting customer to hotels. The findings were also revealing by Lo et al. (2010), who explored the effect of CRM on customer retention. Additionally, the results supported the argument made by Ammari and Nusair (2014) who stated that successful implementation of CRM technology can play a key role in developing marketing capabilities, which lead to customer retention and better hotel performance.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATION

5.1 Introduction

The chapter presents the summary of the major findings of the study, and the relevant conclusions drawn from the findings indicating how the study has contributed to knowledge. In addition, it presents the recommendations made based on the findings of the study and the suggestions for future studies.

5.2 Summary of Findings

A number of findings were made after a discussion of the responses. They are summarized as below;

5.2.1 Hotel activities in the implementation of CRM strategy

- On the hotel commitment strategy, it appeared that the hotels at the Takoradi Metropolis interact with customers to assess service performance, carefully evaluates customer evolving needs and are committed in giving accurate information to the customer.
- Concerning the customer-centered Strategy, the study shows that the hotel takes genuine interest in customer problems, attends customer complaints promptly, and are consistently courteous in all their dealings.
- On the process-driven approach, it was discovered that the hotel provides value-added information along with its services, delivers services at the earliest, and commonly conduct transactions correctly and rapidly.

- From the reliability strategy, it was discovered that the hotels make the customers feel a sense of security during their stay, maintains consistent service standards, and provides reliable services.
- In reference to the technology orientation strategy, the sampled hotels in Takoradi Metropolis employed the latest technology in rendering service to the customers. The study indicates that the hotel has technological capability and innovative processes to meet customers expectations, and uses the latest technology to offer quality services to the customers.

5.2.2 Challenges facing hotels in their implementation of CRM

- The study showed that inconsistent and inaccurate customer data, frequent changes of hotel management, and lack of support from the management are the major challenges inhibiting implementation of CRM strategies.
- It emanated from the study that lack of involving the final user in designing CRM strategy, inadequate IT technology to support CRM strategy, and low financial strength are challenges to effective implementation of CRM strategies.

5.2.3 Relationship between implementing CRM and customer retention

- The study found a positive significant relationship between CRM strategies and customer retention ($F=42.039$, $p=0.000<0.01$).
- It appeared that CRM strategy yielded a coefficient of linear regression (R^2) of 0.719 accounting for 71.9% of the variance that portrays the relationship between CRM and customer retention at Hotels in Takoradi Metropolis.

5.3 Conclusions

According to the study, hotels in Takoradi Metropolis has adopted commitment strategy, customer-centered strategy, process-driven approach, reliability strategy, and technology orientation strategy in retaining its customers. The study showed that inconsistent and inaccurate customer data, frequent changes of hotel management, lack of support from the management, lack of involving the final user in designing CRM strategy, inadequate IT technology to support CRM strategy, and low financial strength are challenges to effective implementation of CRM strategies.

It can be concluded that customer relationship management is a significant driver of customer retention in the hotel industry. However, this study shows that improving CRM practices has the potential of enhancing customer retention.

5.4 Recommendations

With the key findings emanating from this study and the conclusions, drawn, the following recommendations are made from this study

- It is recommended that the hotels should invest resources and capacity to intensify the management of customer relationships as this has been shown to impact on profitability. Specifically, the improvement of CRM has a double-line path both of which has the potential of increasing the customer retention and thereby profit levels.
- The hotel managements should deal consumers trustworthily and credibly through commitment to the delivery dates of orders without bias to gain consumer's trust of the hotel institution.

- The managers of the Hotels should improve the image of the Hotel with regard to the consumer's point of view by good technique and speed in completing the work which increases consumer's happiness and retention.
- The study recommends that there is the need for the hotel industries to identify customer retention challenges as the first step to building strong customer relationship management practices.

5.5 Suggestion for Further Research

Based on the recommendations of the study, a replication of this study would be helpful in re-examining the validity of its findings for which the researcher was not able to investigate. Further empirical studies using larger sample sizes from different and greater geographical diversity would be helpful in validating the impact of customer relation management on customer retention at the various hotels in Ghana.

Subsequent research needs to be engaged in the development of more valid and reliable operational definitions on the tested variables and overcoming the limitations posed by the data source used in this study. Also, more structured interviews should be conducted among hotel managers of different hotels in Ghana, in order to continuously address the challenges facing.

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APPENDIX

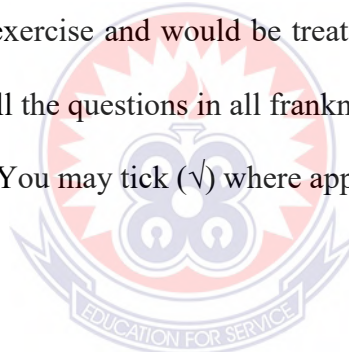


UNIVERSITY OF EDUCATION, WINNEBA
COLLEGE OF TECHNOLOGY EDUCATION –
KUMASI



QUESTIONNAIRE FOR HOTEL STAFF MEMBERS

PREAMBLE: The researcher, a student of the University of Education, Winneba - Kumasi Campus is seeking information relating to the topic: **impact of customer relation management on customers retention in the hospitality industry: evidence from hotels in Takoradi Metropolis** topic. The information that you are to provide is purely for an academic exercise and would be treated with necessary confidentiality. Please offer answers to all the questions in all frankness as much as possible and to the best of your knowledge. You may tick (✓) where applicable or give a brief explanation where necessary.



Section A: Background Information

1.0 Age: 18-25 () 26-35 () 36-45 () 46 and above ()

2.0 Gender: Male () Female ()

3.0 Educational Level: Senior High School Certificate () Diploma ()

First Degree () Masters () PhD ()

Others (specify):

4.0 How long have you being working in this hotel?

1-5years () 6-10years () 11-15years () 15years and above ()

5.0 What is your position in the hotel?

General Manager () Marketing Manager () Supervisor ()
 Staff () If Other specify:.....

Section B: Hotel activities in implementing CRM

5.0. For each of the following statements, please tick [√] the number that indicates **hotel activities in the implementation of customer relationship management strategy**. Using a scale from 1-5, 1=Strongly disagree, 2=Disagree, 3=uncertain, 4=Agree, 5= Strongly Agree

S/No	CRM Activities	SCALE				
		1	2	3	4	5
	Organizational commitment					
1.	The hotel regularly uses personal information to provide customized products/services					
2.	The hotel carefully evaluates customer evolving needs					
3.	Employees of this hotel often interact with customers to assess service performance					
4.	The management of the hotel are committed in in giving accurate information to the customer					
	Customer-centered strategy					
5.	The hotel attends customer complaints promptly					
6.	This hotel takes genuine interest in customer problems					
7.	The hotel is co-operative to the customers					
8.	Staff of this hotel are consistently courteous in all their dealings					
	Process – driven approach					
7.	This hotel delivers services at the earliest					
8.	Conducting transactions correctly and rapidly is very common with this hotel					
9.	The hotel provides value-added information along with its products/services					
	Reliability					
10.	This hotel maintains consistent service standards					
11.	The hotel provides reliable services					

12.	Customers feel a sense of security during their stay in this hotel					
	Technology orientation					
13.	The hotel uses latest technology (mobile application internet services) to offer quality services					
14.	The hotel has technological capability and innovative processes to meet customers expectations					

Section C: Challenges facing hotels in the implementation of CRM practices

5.0. For each of the following statements, please tick [√] the number that indicates challenges facing hotels in their implementation of customer relationship management practices. Using a scale from 1-5, 1=Strongly disagree, 2=Disagree, 3=uncertain, 4=Agree, 5= Strongly Agree

S/No	CRM Activities	SCALE				
		1	2	3	4	5
1.	Lack of vision and strategy in the implementation of CRM					
2.	Frequent changes of hotel management					
3.	Inconsistent and inaccurate customer data					
4.	Lack of readiness process					
5.	Lack of support from the management in the implementation of CRM					
6.	Lack of customer-centric culture					
7.	Inadequate IT technology to support CRM strategy					
8.	Lack of involving the final user in designing CRM strategy					
9.	Lack of qualified personnel					
10.	Lack of motivation					
11.	Low financial strength inhibiting implementation of CRM					

APPENDIX B



UNIVERSITY OF EDUCATION, WINNEBA
COLLEGE OF TECHNOLOGY EDUCATION –
KUMASI



QUESTIONNAIRE FOR CUSTOMERS

PREAMBLE: The researcher, a student of the University of Education, Winneba - Kumasi Campus is seeking information relating to the topic: **impact of customer relation management on customers retention in the hospitality industry: evidence from hotels in Takoradi Metropolis** topic. The information that you are to provide is purely for an academic exercise and would be treated with necessary confidentiality. Please offer answers to all the questions in all frankness as much as possible and to the best of your knowledge. You may tick (✓) where applicable or give a brief explanation where necessary.

Section A: Background Information

- 1.0 Age: 18-25 () 26-35 () 36-45 () 46 and above ()
- 2.0 Gender: Male () Female ()
- 3.0 Educational Level: Senior High School Certificate () Diploma ()
First Degree () Masters () PhD ()
Others (specify):
- 4.0 How long have you being visiting this hotel?
Less than a moth () 1 – 5months () 6-10months ()
7-12months () More than a year ()

Section B: Customer Retention

5.0. For each of the following statements, please tick [√] the number that indicates the possibility of being retained by the hotel. Using a scale from 1-5, 1=Strongly disagree, 2=Disagree, 3=uncertain, 4=Agree, 5= Strongly Agree

S/No	Customer retention	SCALE				
		1	2	3	4	5
	Relationship quality					
1.	I get the hotels services as promised					
2.	The hotel puts my interests before theirs when booking room					
3.	The information you get from the hotel is accurate					
4.	The hotel always exert good efforts to fulfill its promises					
5.	The hotel provides quality service consistently					
6.	All of yours transactions are highly protected					
	Information sharing					
7.	The hotel keeps me very well informed about any service changes (e.g. regular report)					
8.	The hotel explains issues and recommendations in a meaningful way					
9.	The hotel never hesitates to give me as much information as I like to have					
10.	The hotel provide me with needed information in the specified time by using latest technology					
11.	Overall, the hotel and I highly interact					
	Willingness to provide referrals					
12.	I am willing to give other prospective customers information to this hotel					
13.	This hotel is my first choice to contact whenever I need any service					

14.	I will recommend this hotel to a friend or family due to their service provided				
15.	I would say positive things about the hotel based on my experiences in buying products / services				
	Anticipation of future interaction				
16.	I am willing to discuss the any problem or uncomfortable situation with the hotel at any time				
17.	I will not switch to other hotel				
18.	I expect the relationship with the hotel to continue a long time				
19.	I feel close and part of this hotel				



APPENDIX A
SAMPLE SIZE DETERMINATION
KREJCIE AND MORGAN (197)

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note — *N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970