UNIVERSITY OF CAPE COAST

CUSTOMER RELATIONSHIP MANAGEMENT, CUSTOMER

SATISFACTION AND CUSTOMER LOYALTY AT BEST WESTERN

PLUS ATLANTIC HOTEL, TAKORADI

CECILIA ADOBEA KORAMOAH

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PLUS ATLANTIC HOTEL, TAKORADI

BY

CECILIA ADOBEA KORAMOAH

Dissertation submitted to the Department of Management of the School of
Business, College of Humanities and Legal Studies, University of Cape Coast
in partial fulfillment of the requirements for the award of Master of Business
Administration degree in General Management.

JULY 2019

DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research work and that no part of it has been presented for another degree in this university or elsewhere.

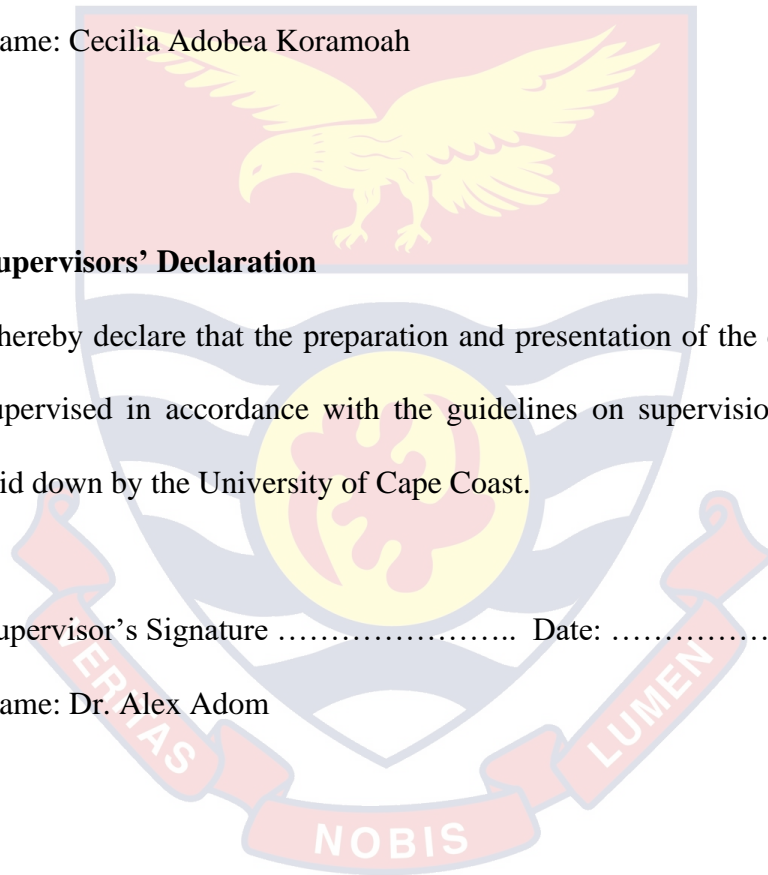Candidate Signature ………………….. Date: …………………………..

Name: Cecilia Adobea Koramoah

Supervisors' Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature ……………….. Date: …………………………..

Name: Dr. Alex Adom

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ABSTRACT

The important role of customer relationship management (CRM) has been increasingly recognised in the hotel industry across the globe and most specifically the hotel in the developing countries. Hotels encounter several constraints in the day-to-day operations that impede their success of development, including ways of satisfying customers and customer loyalty and retention. Surprisingly, existing studies addressing CRM in hotels is limited. This study contributes to the on-going debate on the subject by examining CRM, customer loyalty and customer satisfaction at Best Western Plus Atlantic Hotel, Takoradi. The analysis was conducted with 150 respondents, who were customers and employees of Best Western Plus Atlantic Hotel in the Sekondi–Takoradi Metropolis in Western Region of Ghana using questionnaires. The results showed that Atlantic Hotel uses personal information to provide customized services, Atlantic Hotel carefully assesses and evaluate customer needs could lead to high customer satisfaction and retention. However, because owners and managers of the hotel lack the requisite knowledge and skills in CRM, they inadvertently fail to meet customer satisfaction. It is highly recommended Hotel managers show commitment to customer needs, attending to customer complaints promptly, have a needs assessment policy and a service performance tool to be graded by customers to help provide better services to customers there by ensuring customer satisfaction and loyalty.

KEY WORDS

Customer Loyalty

Customer Relationship Management

Customer Satisfaction

Customers

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DEDICATION

To my Lovely and supportive Husband, Charles Kenneth Quianoo

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CHAPTER ONE

INTRODUCTION

Customer relationship management (CRM) practices can support organisations to achieve marketing productivity through establishing strong relationship with the customers in competitive markets (Sheth & Sisodia, 2002). However, the effectiveness of CRM to achieve customer satisfaction and influence customer retention remains skeptical. Organisations perceive CRM operations as purely technological (Payne & Frow, 2005) rather than delivering customer needs through organisational plans, staffs and procedures of service (Sharma, Singh, & Bhadwal, 2011).

Despite the importance if CRM to businesses, there is a relatively little literature on the effects of CRM on customer satisfaction in the hotel industry (Rastghalam et al., 2014; Verhoef, 2003), and to examine the influence of CRM practices on customer loyalty in the hotel industry. Furthermore, little research has been conducted to examine the influence of customer satisfaction on customer loyalty in the hotel industry at large and particularly in Ghana from the customer's perspective (Abu, 2011).

Background to the Study

The hotel industry is recognised internationally as an industry that provides readily available services for customers and clients across the globe, such services includes rooms, restaurants, bar and clubs. These services have become an integral part of the lifestyle of the customers. The demand for hotel services globally has led to the growth of the industry in the marketplace. This has brought a keen competition in the industry and hotel managers find ways

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and means to sustain their customers to maintain the greatest market share. As a result of the expansion and growth of hotels, there has been a fierce competition among them.

Competition has given the customers the opportunity to have alternative choices and greater value for money. Also, there is a thin line distinguishing the services of one hotel to the other. World widely, there are two decision that managers of hotels make in order to gain a competitive advantage over their competitors; to lower their cost through discounting and to develop customers loyalty through the provision of quality and better services. The best approach, according to Zineldine (2000), is to develop customer loyalty through provision of special benefits to the customers. The price discounting method may not be the good approach because this attempt to increase market share may be a detriment to profitability. The profitability may decrease through the use of the price discounting method.

Zineldine (2000), indicated that naturally, satisfied customers have no problem with price fluctuations. They are more likely to purchase extra goods should the price shift upwards slightly and remain loyal. In view of this, the provision of quality service rather than the price discounting is the key to differentiate one hotel from the other to gain customer loyalty (Huang, Winter, Osterberg, Horton, & Beckage, 2017). As such, empirically, it has been established that it is important for hotel managers to develop customer loyalty rather than focusing on price strategy (Huang et al., 2017).

CRM has become one of the topical issues in the business field which needs a close attention in order to bring innovation into businesses (Balaram & Adhikara, 2010). CRM is the establishment of retainable and sustainable

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relationship between customer and the service providers. It is the point at which loyal customers are given the necessary attention in so as to gain their loyalty (Dowling, 2002). This is an indication that a successful implementation of CRM technique will be a great advantage to businesses adopting it and provides the platform for them to increase their market share through quality provision of goods and services. This will go a long way of achieving lasting customer loyalty and retention (Alotmtairi, 2009).

Customer loyalty has also become an issue to the managers in the service industry as a result of keen competition in the hotel industry (Bodet, 2008). In the service industry, where the growth of the industry is unstoppable, customer loyalty plays a major role and, therefore, management needs to take this issue seriously for achieving competitive edge (Lin & Wang, 2006). Customer loyalty can be analysed in the context of customer satisfaction. It has been said that firms that provide safe and sound goods to their loyal customers are likely to have their profit shooting up significantly (Rauyruen & Miller, 2007). Customer loyalty has been defined as the willingness of customer to maintain their relations with a particular firm's service (Kim & Lee, 2011).

In reality, loyalty should be explained as a customer commitment towards doing business with a particular firm, buying their products and services and referring it to colleagues. By tradition, customer loyalty is divided into two components, one is based on behaviour and the other is based on attitudes. Customer satisfaction is a familiar topic to the service industry and many researchers have written on this topic. Businesses in the hospitality industry are always seeking for ways of satisfying their customers and this has

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led many adopting the conventional method of price reduction which has been seen as a weak approach of satisfying customers. The conventional method of price reduction is not sustainable in the sense that when there is reduction in profitability the firm may not want to continue with the method.

To survive in the market, firms have to make attempt of introducing methods that will satisfy their customers and maintain their market share and remain competitive (Kim & Lee, 2011). Satisfied customers are not price sensitive and are willing to buy more and even introduce other customers to the firm. Enhanced customer satisfaction is widely seen as the factor for success of the firm in the hotel industry. Hence, a dedicated customer satisfaction is a key to customer loyalty and, customer relationship management a necessary tool for future survival of the hotel industry. It is believed that when customers are highly satisfied, the higher the profit of the firm may be.

Statement of the Problem

CRM is playing a key role in businesses in the world these days and the hotel industry is not an exception. In the hotel industry, your ability to retain your customers through quality services and maintaining them to become customers of the industry for life improves profitability. It is prudent to say that, a hotel ability to perform and sustain their members is dependable on the understanding and the cordial relationship that exist between the customers and the management of the hotel. Obviously, CRM strategies in the hotels put much emphasis on customer loyalty by identifying customers, making them your own and retaining the already captured customers through

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the development of good relationship with them. Ability of the firm to develop good customer relationship leads to customer satisfaction and makes customers loyal in the long run.

CRM practices can support organisations to achieve marketing productivity through establishing strong relationship with the customers in competitive markets (Parvatiyar & Sheth, 2001; Sheth & Parvatiyar, 1995; Sheth & Sisodia, 2002). Thus, when organisations concentrate on customers by practicing CRM strategies, they can understand their needs and provide greater value which will improve company's position in the competitive market. However, the effectiveness of CRM to achieve customer satisfaction and influence customer retention remains skeptical. Organisations perceive CRM operations as purely technological (Payne & Frow, 2005) rather than delivering customer needs through organisational plans, staffs and procedures of service (Sharma, Singh, & Bhadwal, 2011).

Moreover, relationship marketing literature is sated with studies that explores the effect of CRM to improve customer retention (Boulding, Staelin, Ehret, & Johnston, 2005; Mithas, Krishnan, & Fornell, 2005; Sharma et al., 2011; Uppal, 2008), the effectiveness of CRM from the customer's perspective (Padmavathy, 2012; Palmatier, Dant, Grewal, & Evans, 2006), effects of customer satisfaction on customer retention (Best, 1998; Khan 2012; Reichheld & Kenny, 1990; Reichheld & Teal, 1996; Reinartz & Kumar, 2000) and the effects of CRM on customer satisfaction (Faed, 2010; Hassan, 2015; Izquierdoet al., 2005; Khedkar, 2015; Long et al., 2013; Mithas et al., 2005).

Additionally, the impact of CRM practices on different industries have been extensively studied as well in areas, such as hotels (Lo et al., 2010),

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retailing (Gummesson, 2004; Long et al., 2013; Payne et al., 2005; Minami & Dawson, 2008), banking services (Dimitriadis, 2010; Anabila , 2010), tourism (Ozgener & Iraz, 2006), transport services (Cheng et al., 2008), cellular industry (Saadat et al., 2013), and public services (Pan et al., 2006). Despite these numerous studies, there is a relatively little literature on the effects of CRM on customer satisfaction in the hotel industry (Rastghalam et al., 2014; Verhoef, 2003), and to examine the influence of CRM practices on customer loyalty in the hotel industry.

Furthermore, little research has been conducted to examine relationship between customer satisfaction and customer loyalty in the hotel industry at large and particularly in Ghana from the customer's perspective (Abu, 2011). The present study therefore seeks to examine customer relationship management, customer satisfaction and customer loyalty at Best Western Plus Atlantic Hotel, Takoradi

Purpose of the Study

The purpose of this study is to examine customer relationship management, customer satisfaction and customer loyalty at Best Western Plus Atlantic Hotel, Takoradi.

Research Objectives

The following research objectives are considered:

1) To determine the impact of CRM on customer satisfaction in Atlantic Hotel, Takoradi

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2) To determine the impact of customer satisfaction on customer loyalty in Atlantic Hotel, Takoradi

3) To determine the impact of customer relationship management on customer loyalty in Atlantic Hotel, Takoradi

Research Questions

Based on the research objectives, the following research questions are considered:

1) To what extent does CRM lead to customer Satisfaction in Atlantic Hotel, Takoradi?

2) To what extent does customer satisfaction lead to customer loyalty in Atlantic Hotel, Takoradi?

3) To what extent does customer relationship management programme lead to customer loyalty in Atlantic Hotel, Takoradi?

Significance of the Study

Firstly, since the literature customer satisfaction and relationship management in the service hotel industry in Ghana is still scanty, it is probably that the findings of this research will add to the limited literature. The study would serve as a basis for academia and others who seek to advance in knowledge by conducting similar or further studies in this area. Secondly, since the study intends to offer recommendations on the role of customer relationship management on customer satisfaction and customer loyalty, it is going to serve as a material to create a boost for competitive advantage. Finally, the study will provide an understanding of the concept of CRM,

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customer loyalty and customer satisfaction. These important findings will ultimately serve as a wakeup call for hotel industry, to ensure successful formulation and implementation of the laws and conventions governing customer satisfaction, customer loyalty and customer relationship management.

Delimitations

The study seeks to examine customer relationship management, customer satisfaction and customer loyalty at Best Western Plus Atlantic Hotel, Takoradi. In terms of geographical location, this study is based on Best point Atlantic Hotel operating in Takoradi and the analysis was based solely on data collected from this firm. The findings of the study may be applicable to other hotel industry operating elsewhere, but the study does not intend to make such generalisation.

Limitations

Every project of this nature has got some limitations. The researcher therefore anticipates the following as limitations: A major challenge in studies of this nature has to do with the openness and frankness of the respondents. To understand the purpose of the research and provide the answers required by the researcher, respondents are required to provide answers to questionnaires. The methodology relied heavily on self-reporting from the respondents, without additional external data to verify the collected data. The research may also be constrained with financial difficulties. This is because in designing the questionnaire for the study, typesetting, stationery, transportation for

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administering the questionnaire, among others; money would be required aside the normal financial needs for the study.

Also, the time allocated for conducting the study will not be adequate for extensive data collection. This is a pressing issue as some respondents may delay the data gathering process. Again, this short time will be allocated between carrying out the various responsibilities under the programme – academic work, carrying out research and performing other responsibilities at the workplace. In addition, challenges with questionnaire administration will crop up in the form of having difficulties convincing people to take part in the survey, misplacement of questionnaires and lack of sufficient time to think about appropriate answers.

Furthermore, most of the respondents may be nervous and unwilling to co-operate with the researchers for fear of being exposed and teased by their other colleagues if the information they were providing was put in the public domain. However, efforts will be advanced to ensure that the findings in this study contribute significantly and robustly to academic discourse and also ensure a fair of the role of CRM on customer satisfaction and customer loyalty.

Organisation of the Study

The thesis was composed of five main chapters. Chapter One is the introductory chapter, which covers a general insight into the background of the research. It further discusses the statement of the problem, research objectives, research questions, significance of study, delimitation, and limitations. Chapter Two looks at the literature review. The literature review reveals the

contributions made by other researchers in this area of study. Chapter Three explains the methodology used for the study. Chapter Four presents the results and discussion, and Chapter Five covers the summary of the study, conclusions and recommendations. The results and discussion formed the basis for recommendations and conclusions of the study.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter reviewed existing literature on the topic under investigation. The literature review was structured under three broad headings, namely conceptual issues, theoretical review and empirical review. Conceptual issues discuss the concepts used in the study, the theoretical review explains the underpinning theory, and the empirical review documents the results of closely related studies and identifies the similarities, contradictions and gaps in such studies. The chapter ends with a chapter summary.

Conceptual Issues

The conceptual issues explain the concept of customer relationship management, customer satisfaction, customer loyalty, hotel performance, customer relationship management and hotel industry, evolution of customer relationship management, building customer value in the hotel industry, applications of technology in customer relationship management, using the database, impact of customer relationship management on customer satisfaction, dimensions of customer relationship management implementation, organising around customer relationship management, managing knowledge, incorporating customer relationship management based technology, impact of customer satisfaction on customer loyalty, impact of customer relationship management on customer loyalty, dimensions of customer loyalty, customer loyalty program, and challenges of implementing customer relationship management.

Customer relationship management

A primary motivation for a firm to implement CRM applications is to track customer behaviour to gain insight into customer tastes and evolving needs. By organizing and using this information, firms can design and develop better products and services (Davenport, Harris, & Kohli, 2001). Davenport and Klahr (1998), argue that customer knowledge has certain attributes that make it one of the most complex types of knowledge. For example, customer knowledge may be derived from multiple sources and media and may have many contextual meanings.

Customer knowledge is also dynamic, and it changes rapidly. Customer relationship management applications facilitate organizational learning about customers by enabling firms to analyse purchase behaviour across transactions through different channels and customer touch points. Glazer (1991), provides examples of how FedEx and American Airlines used their investments in IT systems at the customer interface to gain valuable customer knowledge. More recently, firms have invested in an integrated set of tools and functionalities offered by leading software vendors to gather and store customer knowledge. Firms with greater deployment of CRM applications are in a better position to leverage their stock of accumulated knowledge and experience into customer support processes.

In addition, firms with a greater deployment of CRM applications are likely to be more familiar with the data management issues involved initiating, maintaining, and terminating a customer relationship. This familiarity gives firms competitive advantage in leveraging their collection of customer data to customize offerings and respond to customer needs. Customer relationship

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management applications help firms gather and use customer knowledge through two mechanisms. First, CRM applications enable customer contact employees to record relevant information about each customer transaction. After this information is captured; it can be processed and converted into customer profile (knowledge) on the basis across service encounters and can then be made available for all future transactions, enabling employees to respond to any customer needs in a contextual manner.

Firms can also use customer knowledge to profile customers and identify their latent needs on the basis of similarities between their purchase behaviours and those of other customers. Secondly, firms can share their accumulated customer knowledge with customers to enable those customers to serve themselves by defining the service and its delivery to suit their needs (Prahalad, Ramaswamy, & Krishnan, 2000). The process of customer self-selection of service features provides additional opportunities for firms to learn about their customers' evolving needs and to deepen their customer knowledge.

Customer satisfaction

Customer satisfaction has significant implications for the economic performance of firms (Bolton, Lemon, & Verhoef, 2004). For example, customer satisfaction has been found to have a negative impact on customer complaints and a positive impact on customer loyalty and usage behaviour (Bolton 1998). Increased customer loyalty may increase usage levels (Bolton, Kannan, & Bramlett 2000), secure future revenues (Rust, Moorman, & Dickson, 2002), and minimise the likelihood of customer defection (Anderson

and Sullivan 1993). Customer satisfaction may also reduce costs related to warranties, complaints, defective goods, and field service costs (Fornell 1992). Finally, in a recent study, Anderson, Fornell and Mazvancheryl (2004), find a strong relationship between customer satisfaction and Tobin's q (as a measure of shareholder value) after controlling for fixed, random, and unobservable factors.

Customer relationship management applications are likely to have an effect on customer satisfaction for at least three reasons. First, CRM applications enable firms to customise their offerings for each customer. By accumulating information across customer interactions and processing this information to discover hidden patterns, CRM applications help firms customize their offerings to suit the individual tastes of their customers. Customized offerings enhance the perceived quality of products and services from a customer's viewpoint. Because perceived quality is a determinant of customer satisfaction, it follows that CRM applications indirectly affect customer satisfaction through their effect on perceived quality.

Secondly, in addition to enhancing the perceived quality of the offerings, CRM applications also enable firms to improve the reliability of consumption experiences by facilitating the timely, accurate processing of customer orders and requests and the on-going management of customer accounts. For example, Piccoli and Applegate (2003), discuss how Wyndham uses IT tools to deliver a consistent service experience across its various properties to a customer. Both an improved ability to customize and a reduced variability of the consumption experience enhance perceived quality, which in turn positively affects customer satisfaction. Thirdly, CRM applications also

help firms manage customer relationships more effectively across the stages of relationship initiation, maintenance, and termination (Reinartz, Krafft, & Hoyer 2004). In turn, effective management of the customer relationship is the key to managing customer satisfaction and customer loyalty.

Customer loyalty

Customer loyalty has been defined early as normally the willingness of customer to maintain their relations with a particular firm or service/product (Kim & Yoon, 2004). In reality loyalty should be explain as a customer commitment to do dealing with a particular firm, buying their products and services and referring it to colleagues (Mcllroy & Barnett, 2000). By tradition, customer loyalty is divided into two components one is based on behaviour and the other is based on attitudes (Guillen, Nielsen, Scheike, & Marn, 2011). Rauyruen and Miller (2007), also explain customer loyalty as a merged concept of behavioural loyalty (willingness of customer to repurchase from and continue relationships with the company) and attitudinal loyalty (emotional attachments and advocacy of customers toward the company).

Customer loyalty is focal point for numerous business organisations (Vesel & Zabkar, 2009). The success of company sales are ensured by customer loyalty, which can be influenced by management action (Gerpott, Rams, & Schindler, 2001). In emerging business competitions the loyalty of customers had shown as a main feature in getting continue competitive advantage (Lin & Wang, 2006). Customer respect oriented business organization will attract and develop loyal customers (Chang & Chen, 2007). It is crucial to understand the customer psyche for building competitive

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policies to succeed in differentiation and winning of customer loyalty in the competitive market (Chen & Hu, 2010). A firm can develop long lasting, jointly profitable associations with customer by developing customer loyalty (Pan, Sheng, & Xie, 2011).

Customer loyalty is a vital element for the continued existence and operating of firms business (Chen & Hu, 2010). Loyalty can be measure by the intention of repurchase, recommending the product/services to other and patience towards price (Kim & Yoon, 2004). Customer loyalty is used to measure repeated purchasing and forbearance for price (Auh & Johnson, 2005). In addition the brand value, handsets type, an intention to recommend the current carriers to others and the call quality having a significant explanatory power to measure the determinants of customer loyalty (Kim & Yoon, 2004).

Hotel performance

CRM dimensions evaluation was assessed in a number of ways, including customer satisfaction (Abdulateef, Mokhtar, & Yusoff, 2010), market effectiveness and financial performance (Sin, Tse, & Yim, 2005), customer performance and financial performance (Akroush, Dahiyat, Gharaibeh, & Abu-Lail, 2011), and customer retention and sales growth (Yim, Anderson, & Swaminathan 2005). The use of other dimensions of performance is beneficial as suggested by previous studies (Sin et al., 2005). Therefore, this study will use the Balance Scorecard (BSC) dimensions to evaluate the impact of CRM dimensions on hotel performance.

The present study uses a Balance Score Card (BSC) dimension to evaluate hotel performance because financial figures cannot provide a full understanding of CRM impact and result and therefore the total performance perspective should be employed in the evaluation of CRM results (Wu & Hung, 2007). In addition, existing literature reveals that the use of balance score card (BSC) to evaluate the impact of CRM on business performance is critical because it is a useful tool to provide an in depth understanding of enterprise's total operation performance (Wu & Hung, 2007; Wu & Lu, 2012).

Customer relationship management and hotel industry

Abbey (1999) proposes that the hotel industry is primarily a service sector with emphasis given on the role played by relationship marketing. You are nothing without our customers understanding that your organization exists for no other reasons than to meet customer needs and expectations. It is imperative to develop proactive methods for understanding what customers like and dislike. If you believe otherwise, just look behind you at the long queue of competitors lined up and waiting for the opportunities to prove you wrong. Despite the fact that CRM brings lasting benefits to organizations, as a whole, some of them gain profits from implementing it more than others; CRM brings benefits to the organizations that generate a lot of information about customers (Bose, 2000; Kotler, 2002).

In addition to this, Gronroos (2004) mentioned that service organisations for their intrinsic characteristics of the production and consumption are inseparable elements necessary to build relationships with customers. Accordingly, CRM will be ideally suited to the hotel industry,

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especially when implementing it successfully and effectively, taking into our account that hotels receive a lot of data about customers. Such data can be transformed into useful knowledge about them (Kotler, 2002). Suffice it to say that hotel industry, like any business sector has to be highly competitive to be able to do well in the business environment, therefore, it is of vital importance for it to encourage behavioural patterns of continuous re-purchase and to retain customers last longer.

Thus, it is evident that such ambitious aims can only be achieved through implementing CRM, which will result in establishing fruitful relationship between organisations and their customers (Papastathopoulou, Avlonitis, & Panagopoulos, 2007). Moreover, it goes without saying that growing customer - acquisition costs, rising customer expectations, price-sensitive travelers, more sophisticated clients, uncertain market and less brand loyalty are all key factors, which strongly urge hotels to focus on CRM as a useful strategy. Needless to say, CRM is widely considered as one of the most effective ways to facilitate developing and expanding the customers' base that, in turn will assist in enhancing profitability and guest loyalty (Mylonakis, 2009).

Evolution of customer relationship management

Customer relationship management (CRM) is one of those magnificent concepts that swept the business world in the 1990's with the promise of forever changing the way businesses, small and large, interacted with their customer base. In the short term, however, it proved to be an unwieldy process that was better in theory than in practice for a variety of reasons. First among

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these was that it was simply so difficult and expensive to track and keep the high volume of records needed accurately and constantly update them. In the last several years, however, newer software systems and advanced tracking features have vastly improved CRM capabilities and the real promise of CRM is becoming a reality.

As the price of newer, more customizable Internet solutions have hit the market place; competition has driven the prices down so that even relatively small businesses are reaping the benefits of some custom CRM programs. The 1980's saw the emergence of database marketing, which was simply a catch phrase to define the practice of setting up customer service groups to speak individually to all of a company's customers. In the case of larger key clients, it was a valuable tool for keeping the lines of communication open and tailoring services to the client's needs. In the case of smaller clients, however, it tended to provide repetitive, survey-like information that cluttered databases and didn't provide much insight. As companies began tracking database information, they realized that the bare bones were all that was needed in most cases: what they buy regularly, what they spend, what they do.

In the 1990's, companies began to improve on Customer Relationship Management by making it more of a two-way street. Instead of simply gathering data for their own use, they began giving back to their customers not only in terms of the obvious goal of improved customer service, but in incentives, gifts and other perks for customer loyalty. This was the beginning of the now familiar frequent flyer programs, bonus points on credit cards and a host of other resources that are based on CRM tracking of customer activity

and spending patterns. CRM was now being used as a way to increase sales passively as well as through active improvement of customer service.

Building customer value in the hotel industry

Relationship orientation implies business intelligence, that is, the capacity to understand customers' needs, behaviour, preferences and expectations to identify key customer segments and then maximize the profits derived from each of them (KPMG, 2001; Nykamp Consulting Group, 1999). Understanding the customer is among the top five 34 most troubling problems for hotel managers (Enz, 2001). Obtaining precise customer information is crucial to define the hotel attributes that fulfill their requirements, to foster innovative and tailor-made services, and develop targeted marketing strategies, the final goal being to acquire and retain valuable customers.

Each interaction with the customer either builds or erodes value in the relationship and then impacts future contacts, depending on the information and behavioural insight hotel organisations gain during the process and the ability to translate it into a coherent response. The functional and interpersonal aspects of services (e.g., customization, personal recognition, speed, check in and check-out efficiency, etc.) are among the top 10 attributes that make the greatest contribution to customer value in two key phases: at the point of purchase and during the guest's stay (Dubé & Renaghan, 2000).

To be successful, hotel companies must first adopt a customer-centered cultural mindset, which implies a change in cultural norms, organizational structures, and the way the performance of employees is measured and rewarded. Secondly, they have to develop a cross-functional integration

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between different functions and information systems (booking, marketing, sales, administration, etc.) to accelerate processes and facilitate customer information sharing. Finally, they should have a strategic view of investment in properly managed IT and adopt an enterprise-wide approach to the use and integration of IT systems (Ryals & Knox, 2001).

Applications of technology in customer relationship management

Call centres: These are organisations which deal directly with customer interactions. These are otherwise known as "Customer Care Centre" or "Contact Centre" indicating more technological sophistication and multichannel support. Call Centre technologies entered the marketplace to effectively alleviate some of the repeat work and increase efficiencies, allowing companies to handle escalating call volumes. Customer Service Representatives (CSRs) could look up similar calls and resolutions while a customer was on the phone, without having to repeat research. The software tools being used in the call-centres also provide forecasting of call volumes to ensure adequate call centre staffing (Lemon et al., 2002).

Web based self-service: The customers themselves, without the help of a live person can resolve their problems or find out answers to their queries using the web. This model is founded on the principle of enabling customers, partners and employees to obtain information or conduct transactions directly over the internet, avoiding time consuming and costly traditional processes involving multiple verbal or written interactions. It provides control, performance, convenience and efficiency (Chaudhuri & Shainesh, 2001). Customer satisfaction measurement: Survey mails are the major way for

companies to monitor customer satisfaction. Nowadays, these survey forms are even personalized to specific customers or customer groups. Responses are input into customer databases and included as part of individual customer profiles. Such tracking of customer satisfaction over time enables a company to fine-tune how it communicates with its customers according to their preferences (Babu, 2003). Now, the paper-based surveys are giving way to electronic surveys.

Call-scripting: Automatic scripts generated for customer service representatives, based on an individual customer's segment and/or customer profile contents. Scripts remove the guess work from determining how to respond to a customer query or complaint, guiding representatives through a dialogue with the customer and thus optimizing discrete customer interactions. Cyber agents: This is a kind of an improved or modified form of the concept of self service. Cyber agents are 'lifelike representatives' normally depicted on a company's web site as a real person. This is an attempt to pull together the best of both personalization and advanced technology. It is given a personality and is having facial expressions and volume. Usually a cyber-agent addresses the web visitor with his/her first name. It can draw from the wealth of detailed information to answer basic FAQs as well as guide a customer to the appropriate screen for a definite purpose/action (Raghunath & Shields 2001).

Web site: It is the efficient and effective use of the worldwide web for providing information to the customers, by a company who had created that site, in a hassle-free manner. The main advantage of a web site is its 24 hours accessibility. Usually gathering information from the site is a simple task and is cost-effective. In the US and in the developed countries web is extensively

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used. In the case of monetary transactions, if it is a high involvement activity most of the customers prefer the offline mode mainly due to their concern over security problems in monetary transactions, through the net (Anton, 2005).

Using the database

Product and service improvement is just one result of tapping into a database. Developing special promotions and employing direct mail to promote these campaigns is another major use of database marketing. For example: A sales team of Mughal Sheraton, Agra had completed a review of an upcoming weekend. This review revealed that bookings to date were somewhat below forecast and that a special promotion may be done in order to speed up the business. The sales team then enveloped special promotion packaging to encourage bookings for weekends. They searched their welcome break holiday package database and scratched it to identify and segment the customers who tend to (Sheth, 2002): Book on long weekends, Book on a short term basis, Respond to promotional campaigns.

The direct mailing was used as a principal means to reach out to these customers. Activities like these are today referred to as database marketing. It is aggressive selling to the potential customers who have particular needs and wants and build a match or ―fit‖ to the needs of the noted. Therefore, out of the database of 35,000 members, only a few customers were contacted by direct mailing which resulted in sizeable sale during the otherwise lean weekend at Mughal Sheraton Agra.

Impact of customer relationship management on customer satisfaction

Abdu and Shaharuddin (2013) investigate the relationship between various CRM dimensions and organization performance towards financial, customer, internal process, learning and growth of three and five star hotels. The responses were collected from 152 managers of Malaysian hotel sector. The result of this study shows that CRM dimensions like customer orientation, CRM organization, knowledge management and technology based CRM have a positive and significant impact on different perspectives of hotel performance.

On the other hand, CRM technology failed to show a significant relationship with learning and growth perspective of hotel performance in Malaysia. Reza and Mohammad (2013) in their descriptive and analytical study presents a model for successful implementation of CRM for small and medium-sized enterprises (SMEs) in Zahedan industrial city, Iran based on the perception of industrialists and professionals. The results of the study indicated that the factors like strategy, process, culture, human resource, structure, knowledge management and change management affecting the success of implementing CRM for SMEs.

Amirreza and Mohammad (2013) in their study aims to test the relationship of perceived value, service quality and customer expectation with customer satisfaction across five different 3-star hotels of Kuala Lumpur, Malaysia. The authors concluded that there is a positive relationship between perceived value, service quality, customer expectation and customer satisfaction but service quality as the most significant factor for effecting the customer satisfaction. Priya and Jyoti (2013) their casual and descriptive

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research designs analysing how private, public and foreign sector banks can use CRM concept in converting customer need as business opportunity.

A finding of this study shows that there is a significant difference towards use of CRM tool for measuring customer satisfaction among various groups of banks. This is followed by there is significant difference in the opinion of the three groups regarding time of measuring customer satisfaction and components of customer satisfaction like customer retention/ loyalty strategy. Moreover, there is a positive link between CRM performance, customer satisfaction and retention with relationship inertia and also switching costs significantly influencing the link between these variables in bank branches of State Bank of India, West Bengal (Kumar & Bhusan, 2012).

Gauri and Himani (2012), aims to analyse the CRM used by retail malls of Big Bazaar, hospitals in Greater Noida. This study reported that all the factors except gender associated with their level of satisfaction on CRM in private hospitals. Anna and Solnet (2010) in their study propose a service management framework for the study of competitive advantage in casino hotels, in Australia. Using data collected from 303 employees, an exploratory case study in service climate and customer satisfaction is presented. The findings suggest that the service climate is highly correlated with customer satisfaction.

Krishna-Murthy and Anupama (2010), in their empirical study aims to explore the reasons behind customer's loyalty and the impact of customer retention strategies adopted by financial exchange service organization in Andhra Pradesh. This study concluded that the customer usage of products like currency exchange, air ticketing and tours, money transfer and investment

options is dependent on satisfaction levels and also type of service used is dependent on customer willingness to avail the service again. Jay and Dwi (2000) reported that the hotel image and customer satisfaction with the performance of housekeeping, reception, food and beverage, and price are positively correlated to customer loyalty in the Zealand hotel industry. It have been found out that in order to hold more loyal customers, it needs to focus on several factors.

These are safe payment system, lower price, good quality of service and product and so on. Customers who deal with hotels are all concerning about these factors. Knowing these factors would help identify ways of improving customer loyalty and hold a long lasting relationship with the customers. After that, the needs of customers would clearly be identified (Wang, Head, & Archer, 2000). In view of the wide variance among CRM definitions, Yim (2002) attempts to provide more conceptual clarity, of CRM by synthesizing the relevant marketing, management, and IT literature to identify four key areas necessary for successful CRM implementation: strategy, people, processes, and technology (Crosby & Johnson, 2001).

Despite the fact that each of these components is relatively straightforward, it is only when all four work in unison that a superior customer-relationship capability is developed (Day, 2003). Based on analyses of the CRM literature and in-depth interviews with experienced marketing managers, CRM implementations usually involve four specific on-going activities: focusing on key customers, organising around CRM, Managing Knowledge and incorporating CRM based technology.

Dimensions of customer relationship management implementation

A customer-focused structure, culture, policy, and reward system should permeate any organization that strives to implement CRM successfully (Ryal & Knox, 2001). All interactions with key customers, who are often identified by "lifetime value computations", must fully reflect this company-wide CRM focus (Jain & Singh, 2002). The ultimate goal is to achieve deep customer relationships through which the seller organization becomes indispensable to its most profitable customers (Vandermerwe, 2004). Equipped with company-wide understanding and internal support for key customer relationships, the sales force generally is better enabled and motivated to cultivate long-term customer relationships by offering more personalized products and services (Armstrong & Kotler, 2003).

Organising around customer relationship management

With a strong focus on key customers deeply embedded throughout its CRM system, the entire company should be organized around cultivating these valuable relationships. The organizational structure needs to be flexible and, if necessary, reconstructed to generate customer-centric values (Homburg, Workman, & Jensen, 2000) and improve coordination of customer-focused, cross-functional teams (Brown, 2000). For CRM success, there also must be an organisation-wide commitment of resources. With concerted efforts by all organisational functions to continuously provide a stream of value-rich actions and customer outcomes (Ahmed & Rafiq, 2003), the company and its sales force are assured that they can satisfy customers' needs and enhance customer relationships.

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Managing knowledge

Strongly related to knowledge management, successful CRM is predicated on effectively transforming customer information to customer knowledge (Freeland, 2003). Specifically, to enhance customer profitability, information about customers should be gathered through interactions or touch points across all functions or areas of the firm (Brohman, Piccoli, & Parasuraman, 2003) so that a 360-degree customer view is established, maintained, and continually updated (Fox & Stead, 2001). Customer knowledge thereby generated needs to be shared and disseminated throughout the organization (Peppard, 2000) to address customers' current and anticipated needs. Salespeople are then equipped with a wealth of valuable customer knowledge to meticulously adjust marketing offers to fit the idiosyncratic needs of each customer (Armstrong & Kotler, 2003).

Incorporating customer relationship management based technology

Many CRM-oriented activities, such as knowledge management, cannot be optimized without leveraging the latest technology. Indeed, most CRM applications take great advantage of technology innovations, with their ability to collect and analyse data on customer patterns, develop prediction models, respond with timely and effective customized communications, and efficiently deliver personalized value offerings to individual customers (Peppard, 2000; Vrechopoulos, 2004). With the development of sophisticated information management tools, such as database marketing, data warehousing, data mining, and push technology, companies are striving to seamlessly incorporate the latest technology into their CRM systems. In particular,

salesperson frequently depend on continually updated software programs to better respond to their customers and build enduring customer relationships (Kotler, 2004).

CRM technology helps companies and their salespersons" collect, analyse, and distribute information for enhanced prospecting, improved communication and sales presentations, and tailored product configurations. It also facilitates cross-referencing of customers within divisions of a company for greater sales opportunities (Widmier, Jackson, & Mccabe, 2002). Among the major outcomes sought by incorporating CRM-based technology are enhanced customer satisfaction, higher customer retention, and more profitable long-term customer relationships (Butler, 2000).

In summary, successful CRM implementations depend on combining the four aforementioned dimensions, focusing on key customers, organizing around CRM, managing knowledge, and incorporating CRM-based, technology into an effective over-all CRM strategy. Deficiencies in any of these areas can render the firm's CRM endeavors attenuated or even ineffectual. There are four perspectives on CRM which are outlined below. To begin with, CRM can be strategic and strategic customer relationship management is a core customer- centric business strategy that aims at winning and keeping profitable customers. CRM can also be operational when it focuses on automation of customer-facing processes such as selling, marketing and customer service; and CRM is analytical when it focuses on the intelligent mining of customer- related data for strategic tactical purposes.

Lastly, CRM is collaborative when it applies technology across organizational boundaries with a view to optimizing company, partner and

customer value. (Buttle, 2009) Clients are willing to build long term relationships based on trust and mutual respect with firms that provide differentiated and personalized services (Customer Relationship Management in Financial Services, 2001). According to Finch (1994), a strong relationship with clients is one in which the client is completely satisfied; feels appreciated; has learned he/she can trust and depend on the service provider; and is satisfied that the services offered are reliable.

As CRM is a fairly recent marketing concept, limited research has been undertaken on the dimensions of a relationship between a service provider and its clients. However, five dimensions of such a relationship have been repeatedly identified in research, namely trust; bonding; concern; reciprocity; and loyalty (Swartz & Iacobucci, 2000). Trust: This refers to the confidence in the dependability of one party to act in the long term interests of the other party. A party to a relationship has trust, if the feeling that the other party can be depended on exists (Beckwith, 2001). In the banking branch of the financial services industry, for example, clients will trust the bank if they believe the bank will always act in their best interests.

Bonding: The mutual state where two parties act in such a way that a bond is developed is called bonding. In the hotel industry, for example, clients will have a strong bond with their hotel of choice if they would not switch to another hotel and if they feel part of the s valued client base. Concern: This exists if two parties have an appreciation of, and caring, emotional feeling for each other. Based on such concern, each party will consider the viewpoint of the other party in negotiations and interactions. In the banking branch of the

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financial services industry, for example, concern will be evident if clients and bank employees care about each other and show respect during negotiations.

Reciprocity: It occurs when the cooperation between two parties leads to benefits for both parties. In the hotel industry, for example, reciprocity will occur when a hotel service relationship leads to benefits for both the hotel industry and the client. Loyalty: It refers to the emotional and psychological commitment between parties. In the banking branch of the financial services industry, for example, clients will be loyal to a specific bank if they always return for existing and new banking products and services. Banks will be loyal if they always listen to their clients' enquiries and focus on assisting them in all their banking needs.

Therefore, the degree of a relationship with a client will depend on the extent of these dimensions in the interaction between the service provider and the client. However, it is important to remember that many other possible dimensions exist in this complex aspect of a relationship between a service provider and its clients. Having provided more conceptual clarity to the CRM domain by exploring the critical aspects of successful CRM implementation, we now turn our attention to the desired consequences of adopting a CRM orientation within the organisation-customer satisfaction, customer retention, and sales growth.
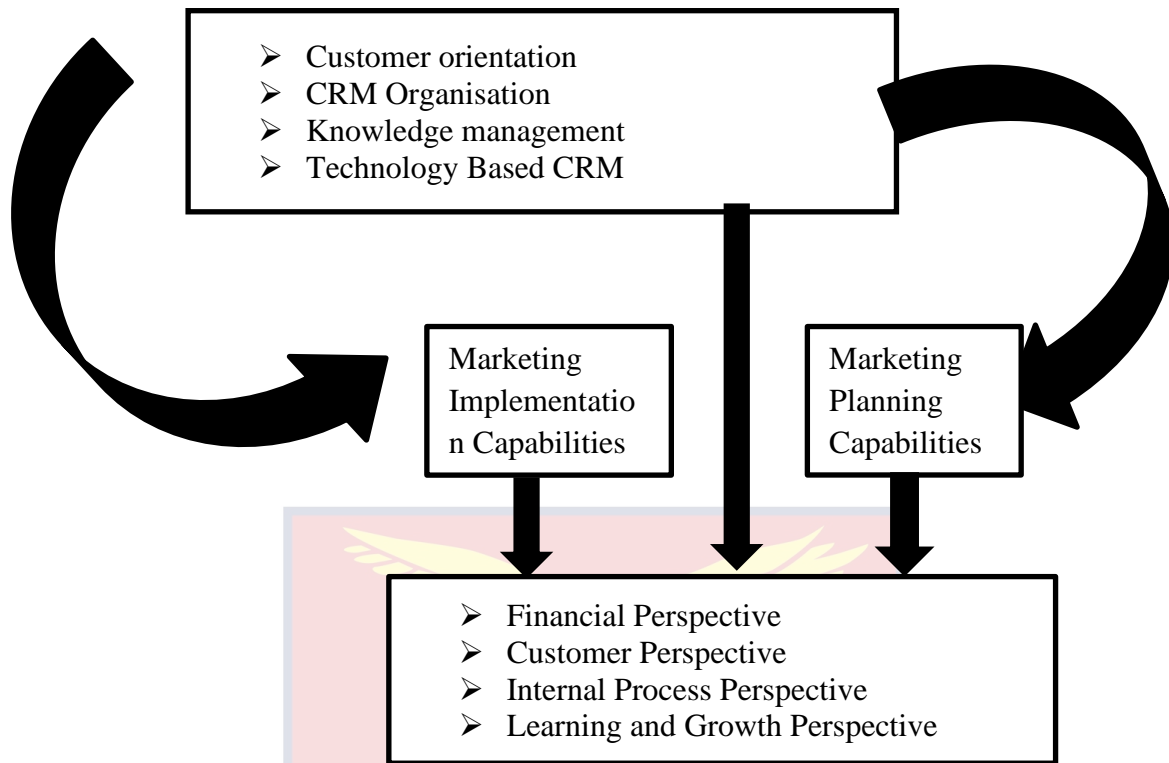
Figure 1: Conceptual framework of CRM dimensions on hotel Performance

Source: Adapted from Abdullateef et al. (2010)

The proposed model of this study conceptualises the relationship among CRM dimensions, marketing planning and marketing implementation capabilities, and hotel performance. The relationship is based on the resource based view that suggests that the performance of the firm is influenced by its internal resources and capabilities; a firm obtains better performance by making more effective use of its resources than competitors. This model involves four dimensions of CRM which include customer orientation, CRM organization, knowledge management, and technology based CRM. This model is built on previous studies (Abdullateef et al., 2010) while the relationship between variables in this model is based on RBV theory which proposes that organizations having valuable resources can successfully

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implement business strategy to create competitive advantage and consequently improve organisation performance (Barney & Delwyn, 2007).

Impact of customer satisfaction on customer loyalty

Customer satisfaction directly means that the customers' overall evaluation of their experiences and the expectations with a product or service provider (Johnson & Selnes, 2004). Oliva, Oliver and MacMillan (1992), primarily proposed the theory of "expectation inconformity", that is, when the goods' practical situation is beyond their expectation the customers will feel satisfied. However, contemporarily come up with that the products and service quality will also directly affect the customers' satisfaction. The basic assumptions are that improved the quality of the products leads to add satisfaction, which in turn makes customers more loyal further leads to more profit (Johnson & Selnes, 2004).

Customer satisfaction is refers to the value of the subjective experience of good's value has a very good relationship (Sallberg, 2004). Which is the customers comparing applause of an e-commerce enterprise, which causes the customers' re-purchase'? (Brassington & Pettit, 2003). At the same time, researches indicated that the customers' satisfaction with online business has a positive works on their loyalty (Sallberg, 2004). Customer loyalty is a self-reinforcing system in which the firm delivers superior value consistently to find and keep high-quality to customers (and, where applicable, employees). The marketing literature defined that customer loyalty can be divided in two distinct ways: the first can be evaluated loyalty as an attitude. Create a

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personal different feelings overall accessories of products, services or organisation.

These feelings define the individual's degree of loyalty. The second evaluation of loyalty is behavioral. Examples of loyalty behaviors include from the same supplier to continue to purchase services, increasing the dimension and or boundary of a relationship, or the recommendation. The behavioral viewpoint of loyalty is similar to define the loyalty in the literature of service management (Sallberg, 2004). There are three measures of customer loyalty that could be devised by loyalty (Anders, 2000): Customer's primary behavior – recent effects, frequency and sum of purchase;

Customer's secondary behaviour - customer recommendations, endorsements and spreading in the word; Customer's purpose to repurchase – that is means the customer ready to repurchase products or services in the future. The economic benefits of high customer loyalty are essential. When they consistently deliver superior value and win customer loyalty, market share, revenues and profitability all go up, and the cost of acquiring new customers goes down. When the firm has lots of loyal customers, it will receive lots of benefits. The economic benefits that a firm receives from cultivating close relationships with its customers, a variety of customer behavior benefits and human resource management benefits are also often received.

Impact of customer relationship management on customer loyalty

The degree of customer's loyalty is measured as the percentage of loyal customers, the percentage of incomes associated with loyal customers

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and the rise of loyal customers after the implementation of customer relationship management activities (Izquierdo, Cillan, & Gutierrez, 2005). Commitment to customers and service quality enhance satisfaction which leads to close and successful relationship (Izquierdo et al., 2005). These loyalty programs are structural marketing efforts, which reward and therefore encourage loyal behavior (Izquierdo et al., 2005).

Dimensions of customer loyalty

Sheth (2002) stated that customer attitude is difficult to measure for financial and practical purposes; customer retention is generally used as an indicator of customer loyalty. However, attitude and behavior can be very different (Sheth & Parvatior, 2002). Truly loyal customers are willing to seek out a particular service location or brand. Seriously loyal customers tend to be more motivated by impulse convenience and habit that is if the conditions are right. Latent loyalty applies to customers who are loyal simply because they have no other choice. No loyalty, obviously there will always be some customers who display no loyalty to a particular company or brand. The dimensions of customer loyalty are relationship quality, information sharing, willingness to provide referrals, and anticipation with future interaction.

Customer loyalty program

Commitment to customers and services qualities enhance satisfaction which leads to close and successful relationship. If we admit that, it is more profitable holding on to existing customers than winning new customers (Berry, 1995; Vavra, 1995) cited by (Izquiordo et al., 2004), the company will

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try to achieve the satisfaction of existing customers providing them inducement such as discount, free product or fidelity card. These loyalty programs are structured marketing attempts which reward and therefore encourage loyal behavior, loyalty program customers should show changes in repeat purchase loyalty which is not evident amongst non-program brands. A decreased switching to non-program brands, increased repeat purchase rates, increased used frequency or greater propensity to be exclusively loyal (Izquierdo et al., 2005).

Enhanced customer satisfaction and retention lead to increased customer loyalty, occupancy rates and revenue per available customer (Dube & Renaghan, 1999). Yet the collection and use of customer information are frequently intermittent, delayed, and fragmented (Cline, 1999). In some cases, especially in small and medium-sized hotels, data are still kept by hand and recorded on index cards or a simple database of guests is built, which allows basic analyses to be carried out. Even where an introduction and management system is implemented, very few hotel organisations have a formal customer-oriented e-business strategy. The strategic use of technology in marketing is one of the most significant opportunities the hospitality industry has at this moment (Cline, 1999).

The implementation of targeted sales and marketing plan and the development of a customer relationship management (CRM) policy require a deep knowledge of customers' needs, behavior and preferences, and new technologies are one of the major drivers of change in this context. Creating automated guest histories helps hotel managers to build database of guests which allows basic analyses to be carried out. (Siguaw & Enz, 1999) argue

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that even where an information and management system is implemented, very few hotel organisations have a formal customer-oriented e-business strategy.

Most of them 28 focus actions and research primarily on transaction-centric solutions, to improve the efficiency of internal operations and administrative procedures [property management systems (PMS)], the core being the delivery of the guest folio. In some cases, guest services are also enhanced, but this is an indirect added benefit and not a primary goal. The setting up of a customer information system (CIS) that automates information search and processing and provides a consistent view of the customer across every point of interaction, bringing together a wide array of data into actionable formats that support management decisions, is the challenge for the future.

The system, based on a data warehouse with an accessible and user-friendly interface, will integrate different operational systems and databases (PMS, Central Reservation System, etc.) and will be able to store multiple profiles for the same customer, depending on his or her behaviour and nature of travel. Promoting Customer Loyalty and Retention: From Traditional to Knowledge-Based Marketing, Customer Loyalty Versus Satisfaction As mentioned by Dube and Renaghan (1999), managing customer value by creating quality and service that customers can see now is considered a critical component of companies' strategic marketing. Customer value is what builds loyalty.

Orientation to customer retention, continual customer contact, and high commitment to meeting customer expectations are the new strategic rules of relationship marketing, which are based on factors other than pure economic

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assessment and product attributes (Bowen & Shoemaker, 1998). Loyalty usually implies satisfaction, but satisfaction is not loyalty. In a hotel, a guest may be satisfied by his/her stay because the services purchased have met his/her expectations, but this does not imply that he/she will repeat the experience and/or recommend it to friends and relatives (Bowen & Shoemaker, 1998; Shoemaker & Lewis, 1999).

Apart from transient travellers, who do not generally return to the area where the property is located, some people choose different hotels according to the purpose of trip (e.g., whether they travel on business or with their family), others look for novelty and like to sample different properties in the same area, others are price sensitive and shop for the best deal. Finally, some guests do not develop loyalty simply because they are not encouraged to return. Although keeping guests satisfied is important, loyal customers bring more value than satisfied customers. They generally show lower price sensitivity over time, tend to resist changing service providers, identify themselves with the brand, and maintain a strong preference for the service purchased against competitors (Butcher, Sparks, & O'Callaghan, 2001). This allows the hotel to reduce marketing costs and to significantly increase occupancy rate and profitability.

Challenges of implementing customer relationship management

Further, the commitment and vision of the management system is highly required for a successful CRM implementation in Iranian telecom sector. Shahbha (2012) conclude that the benefits of e-CRM like internet, up to date of financial institutions, service quality, international customers'

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satisfaction, improve cash flow management, safety and transaction security have positive effect on customer satisfaction. The impact of CRM is to improve relationships with customers in organisations and E-Commerce (Behrouzian, 2011). Mehdi and Venkatesh (2011) investigate the barriers for successful implementation of CRM and compare its effecting the customer satisfaction.

Priya et al. (2013) practices in public and private sector of Iranian banking, their casual and descriptive research design analyzing industry according to the opinion among top and middle level management and that how private, public and foreign sector banks can use lower levels management. Inadequate support and lack of opportunity for CRM concept in converting customer needs as business budgets, communication and technology advancement and lack of significant difference towards use of CRM tool for customer management skills were identified as some of the challenges.

Also, lack of scientific customer time of measuring customer satisfaction and components segmentation and commoditisation of products and of customer satisfaction like customer retention/ loyalty rising customer demands are the most important barriers. Moreover, there is a positive link between CRM implementation and customer satisfaction and customer loyalty. CRM barriers to performance, customer satisfaction and retention are significantly higher in the public sector than in the private relationship inertia and also switching costs significantly sector.

Theoretical Review

The concept of customer relationship management is based on the customer orientation theory. Customer orientation theory is traced back to McCarthy's (1960) market orientation concept whose primary objective was to ensure that business firms focus all their efforts on satisfying customers, at a profit. According to Frambach, Fiss and Ingenbleek (2016), customer orientation is at the heart of a market orientation because customer orientation best reflects the core of the marketing concept. That is, customer orientation underpins the sufficient understanding of one's target buyers to be able to create superior value for them continuously. Therefore, by organising the firms' structure and operations around creating customer value, business enterprises generate higher levels of customer satisfaction and customer loyalty (Gebauer & Kowalkowski, 2012).

Unlike in the traditional product oriented era where companies developed products and pushed them to the market to increase sales, the customer orientated concept created a shift such that for a business enterprise to realise sustainable profitability, it works first by seeking to understand its customer's existing and potential needs. The company then moves to develop solutions that satisfy these needs (Gebauer & Kowalkowski, 2012). It involves trying to occupy the customer's position so as to understand the customer's perceptions and desires. The present study therefore uses the customer orientation theory to elucidate the effect of customer relationship management on customer satisfaction, the effect of customer satisfaction on customer loyalty, and the effect of customer relationship management on customer loyalty, as employed in the study by Mukami (2017).

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Empirical Review

The section considers the empirical review of the study. It is structured under three themes which are consistent to the research objectives of the study. The themes are customer relationship management and customer satisfaction, customer satisfaction and customer loyalty, and customer relationship management and customer loyalty.

Customer relationship management and customer satisfaction

Azzam (2014) investigated the impact of customer relationship management on customer satisfaction in the banking industry of Jordan, employing a questionnaire which was self-administered and the convenience sampling technique. The study found a significant and positive relationship between customer relationship management and customer satisfaction. Nonetheless, the study was restrained to the banking industry. Employing the quantitative research approach and a questionnaire, Hassan, Nawaz, Lashari and Zafar (2015) showed that customer relationship management had a positive and significant effect on the customer satisfaction among customers of Shell Pakistan. Yet, their study was limited to the petroleum industry and their findings and recommendations may not hold for the hospitality industry.

Within the same year, Heydari, Abaszadeh and Danai (2015) administered questionnaires to employees from a Telecommunication Company in Tehran and found a positive and significant relationship between customer relationship management and customer loyalty. However, their study was restricted to the telecommunication sector. Subsequently, Mukami (2017) used the survey research design, stratified sampling method, table of random

numbers and a questionnaire to establish a positive and significant effect of customer relationship management on customer satisfaction among staff of Chase Bank in Kenya. However, like Azzam's (2014) study, Mukami's study was limited to the banking sector.

Later on, Mkawuganga (2018) examined the role of customer relationship management in generating customer satisfaction and loyalty and its impact on performance at Kenya Ports Authority. Using data collected through surveyed questionnaire from employees and customers, regression analysis of IBM SPSS Statistics revealed a positive and significant relationship between customer relationship management and customer satisfaction. Nevertheless, Mkawuganga's study was restricted to the ports sector. In the light of the above discussion, the first objective of this report seeks to determine the impact of customer relationship management on customer satisfaction in Atlantic Hotel, Takoradi.

Customer satisfaction and customer loyalty

Ibojo and Asabi (2015) assessed the impact of customer satisfaction on customer loyalty at a reputable bank in Oyo, Oyo State, Nigeria. Using the survey research design, a structured questionnaire and regression analysis, the analysts revealed a positive and significant relationship between customer satisfaction and customer loyalty. However, their study was limited to the banking sector. At the same time, Chiguvi and Guruwo (2015) analysed the impact of customer satisfaction on customer loyalty in the banking sector, employing the explanatory research design and a questionnaire which was self-administered by 44 respondents randomly selected from customers who

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visited Standard Chartered Bank. The results from IBM SPSS Statistics software revealed a positive and significant relationship between customer satisfaction and customer loyalty. Banks were therefore recommended to influence customer satisfaction positively with the aim of achieving customer loyalty. Yet, their study was restricted to the banking sector.

In a related study, Khadka and Maharjan (2017) used a questionnaire to analyse the relationship between customer satisfaction and customer loyalty among customer of Trivsel Cleaning Company and discovered that the relationship between the two variables was significant and positive. Yet, this study was restricted to the cleaning sector. In the same year, Ganiyu (2017) examined the linkages between customer satisfaction and loyalty in Nigerian domestic airline industry, using the correlational research design and a questionnaire administered to 600 domestic air passengers drawn through convenience sampling technique. The results provided support for the association and influence of customer satisfaction on customer loyalty. The study concluded that customer satisfaction is extremely important in building and enhancing customer loyalty. However, Ganiyu's study was limited to the airline industry.

Sequentially, Mkawuganga (2018) examined the role of customer relationship management in generating customer satisfaction and loyalty and its impact on performance at Kenya Ports Authority. Using data collected through surveyed questionnaire from employees and customers, regression analysis of IBM SPSS Statistics revealed a positive and significant relationship between customer satisfaction and customer loyalty. But, Mkawuganga's study was restrained to the ports sector. Within the same

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period, Kumar (2018) assessed the relationship between customer satisfaction and customer loyalty in commercial vehicle industry in India, using the survey method to cover 100 respondents. The results showed a positive and significant relationship between customer satisfaction and loyalty. Nonetheless, Kumar's study was restrained to the transport industry. To this end, the second objective of this dissertation seeks to determine the impact of customer relationship management on customer loyalty in Atlantic Hotel, Takoradi.

Customer relationship management and customer loyalty

The relationship between customer relationship management and customer loyalty in the banking industry of Iran was examined by Hajiyan, Aminbeidokhti and Hemmatian (2015). The authors administered questionnaires to 65 selected customers who do their banking activities with Bank Melli Iran in city of Semnan, Iran. Their results showed that the implementation of customer relationship management could increase customer loyalty and quality of services. Nonetheless, their study was limited to the banking sector.

In the following year, Boateng (2016) examined the effect of customer relationship management on customer retention in the insurance industry in Ghana, using a questionnaire administered to 450 customers of the fifteen Non-Life selected Insurance Companies in Kumasi. Structural equations modelling revealed a positive and significant relationship between customer relationship management and customer loyalty. The study therefore concluded

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that customer relationship management is a significant driver of customer loyalty. However, the study was limited to the insurance industry.

In their study, Karsalari, Saberi and Kalimdast (2017) used the LG Company in Tehran City as a study organisation and assessed the impact of customer relationship management on customer loyalty. Using a sample that consisted of 300 port employees chosen through cluster random sampling, the results showed that customer relationship management had a positive and significant impact on customer loyalty. Yet, their study was limited to the ports sector. At the same time, Bashir (2017) assessed the impact of customer relationship management on customer retention with evidence from private banks of Sialkot, Punjab. 316 customers responded to the questionnaire. The result showed a positive and significant relationship between customer relationship management and customer retention. Yet, Bashir's study was restrained to the banking sector.

Consecutively, Mkawuganga (2018) examined the role of customer relationship management in generating customer satisfaction and loyalty and its impact on performance at Kenya Ports Authority. Using data collected through surveyed questionnaire from employees and customers, regression analysis of IBM SPSS Statistics revealed a positive and significant relationship between customer relationship management and customer loyalty. Yet, Mkawuganga's study was limited to the ports sector. Within the same period, Siddiqi, Khan and Sharna (2018) assessed the impact of customer relationship management on customer loyalty, using evidence from Bangladesh banking industry and found that the two variables were significantly and positively related. However, their study was limited to the

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banking sector. With this background, the third and final objective of this research project seeks to determine the impact of customer relationship management on customer loyalty in Atlantic Hotel, Takoradi.

Chapter Summary

This chapter looked at the literature review of the study. It contained the explanations of key terms and concepts; the theoretical underpinning, which guides the study; the conceptual framework, showing how the three variables: customer relationship management, customer satisfaction and customer loyalty are related to each other; and the empirical review of the study, revealing recent literature under each of the three research objectives as well as identifying the similarities, contradictions and gaps in such studies.

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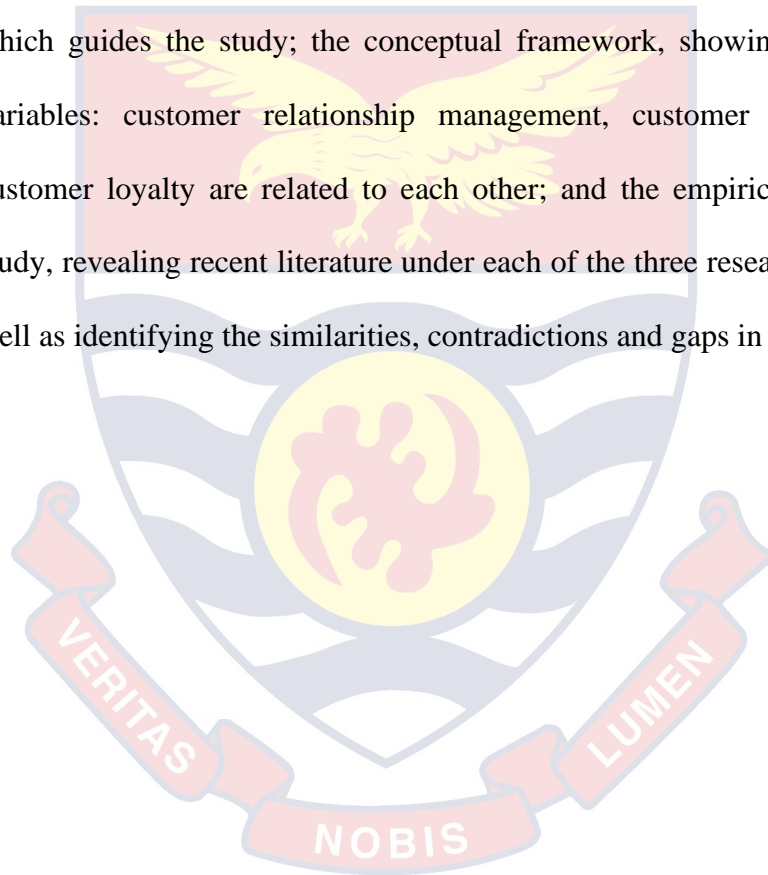
CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter outlined how the study was conducted. It provided justification for the study and details regarding sampling and how the size was determined, sampling technique, method for the data collection and analysis. The chapter outlined the procedure adopted for the study and also describes the study area.

Research Design

The design of this research covered the planning, formulation of the problem and questions, collection of data and the analysis of the data collected taking into account measurement of the variables. According to Gay (1992), a research design indicates the basic structure of a study, the nature of the hypothesis or research question and the variables involved in the study. Given that the research objectives of the present study seek to examine the relationship among the variables of interest, the explanatory research design was adopted for the study. An explanatory research design attempts to explain the cause and effect relationship between variables as well as the nature of the relationships (Yin, 2017).

Study Organisation

The study was carried out in Best Western Plus Atlantic Hotel, Takoradi, in Western Region. It is a four star hotel with a total sample size of 180 picked at random from the total population. This area was chosen partly because of its proximity to the researcher and minimizes cost because of easy

accessibility. Best Western Plus Atlantic Hotel is part of the Hoteliers Association of Ghana and is also listed under and certified periodically by the Tourist Board and provides their services according to stipulated policies of the Board. Managers of this hotel were made to respond to the questionnaire to solicit their views on the role customer satisfaction plays on customer loyalty in Best Western Plus Atlantic Hotel in Sekondi-Takoradi Metropolis

Population

The study population for this research is the employees, customers and management of Best Western Plus Atlantic Hotel, Takoradi. They numbered up to 180 (Best Western Plus Atlantic Hotel Report, 2016). The population was categorised as: top management, middle level management, employees and customers. This classification was done to enable coverage in each category to ensure accuracy and reliability of the data collected.

Sampling Procedure and Sample Size

Sampling is a term used to denote the methods used in selecting the respondents for the research. Twumasi (1986) indicated that in sampling of the respondents, the research first considered the sampling techniques, designed his/her sampling method and then defined the characteristics of the population. It is therefore the process of choosing some units from the entire population with the view of obtaining generalized information about the population. Owing to the small size of the population, numbering 180, a census was used to select samples for the study, because, according to Israel (2013), a census is attractive for smaller populations, for instance, 200 or less.

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Data Collection Instrument

Both primary and secondary data were collected for this study. The data from the primary sources were collected through the use of questionnaires designed by the researcher with guidance from the supervisor. To ensure validity the researcher personally administered the questionnaires with the help of two field assistants. The questionnaires were given out to the respondents who could read and understand to fill while self-administered method was used in the case of those respondents who were not able to read and understand. Those were assisted by explaining in their local languages with the help of two field assistants.

The questionnaire captured mainly close-ended questions. This type of questionnaire was easy to help the analysis. The instrument was developed based on the issues raised in the literature and the research questions set to guide the study. The questionnaire was divided into four sections headed I, II, III and IV. Section I was to collect demographical data (gender, age and educational qualification) from the respondents and the remaining sections (II, III and IV) covered areas relating to the research questions (see Appendix A for details of questionnaire).

Data Processing and Analysis

For the purpose of the study and for easy understanding of all readers, a descriptive analysis was done. This was done by first cross checking the result from the questionnaires to ensure quality of result. For ease of analysis, the result from the administered questionnaire was first coded and tabulated and entered in line with Statistical Package for Social Scientist (SPSS) version

sixteen. Relevant tables, descriptive statistics mainly percentages and charts were generated from the software to establish relationships among variables. This was done to enable the researcher make relevant deductions. It must be emphasised that, of the 180 questionnaires distributed, 150 questionnaires were returned and they were deemed valid and useable the purposes of data analysis. The summary characteristics of the 150 respondents are shown in Table 1.

Table 1: Summary of Respondents

S/N	Category of Respondents	Number of Respondents	Percentage (%)
1	Top Level Management	5	3.3%
2	Middle Level management	10	6.7%
3	Employees	45	30%
4	Customers	90	60%
Total		150	100%

Source: Field survey, Koramoah (2018)

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CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter displays the analysis performed on the collected data. The analysis were performed using SPSS Version 23, the data are presented in the form of frequency tables, graphs and charts which gives more visual clarity as well as interpretation. The data presented in this chapter are in two forms. The first part displays descriptive statistics and the second part, uses inferential statistics to test hypothesis and prove some validity of results. It must be emphasised that, of the 180 questionnaires distributed, 150 questionnaires were returned and they were deemed valid and useable the purposes of data analysis.

Descriptive Statistics

Table 2: Demographic and Social Characteristics

	Characteristics	Frequency	Percentage (%)
	Male	75	50.0
Gender	Female	75	50.0
	Total	150	100
	18 to 25 years	31	20.7
Age-group	26 to 35 years	65	43.3
	36 to 45 years	38	25.3
	46 to 55 years	12	8.0
	56 years and above	4	2.7

Table 2, continued

Educational	SSCE/WASSCE	27	18.0
Qualification	HND	43	28.7
	First Degree	48	32.0
	Second Degree (Master's Degree)	25	16.7
	PhD	4	4.7

Source: Field survey, Koramoah (2018)

Table 2 shows the demographics of the customers of the Best Western Plus Atlantic Hotel that were involved in the study. The study by random sampling was made of 75 males representing 50% of the total sample and also 75 females which represents 50%. This means there were equal representations of the gender. The second part also presents information of the age categories of these respondents. Out of the total 150 respondents, majority fell within the ages of 26 to 35 years, thus 61 representing 43.3%, the second largest group were those from 36 to 45 years with a total number of 38 representing 25.3%. Those from 18 to 25 years were 31 representing 20.7%, 12 were within 46 to 55 years, percentage of 8.0 and the least group were those who were 56 and above, who were only 4 (2.7%).

Regarding the education qualification of respondents, information gathered showed that the respondents with first degree were 48 which represent 32.0%, the highest group among all. Those with HND (Higher National Diploma) were 43 which also represent 28.7%, the second largest group, 25 respondents have obtained their second degree which represents

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16.7%, those who have attained only SSCE or WASSCE were 27 making a percentage of 18% and only 7 have acquired PhD with 4.7%. This is a clear indication of the literacy level of the respondents involved in this study that they are well educated and can give sound and fair judgment of a case.

Customer Relationship Management

Data was collected to assess the Customer Relationship Management of the Best Western Plus Atlantic Hotel. The results are presented in Table 3. The responses were arranged in five (5) likert scale, ranging from 1 to 5 corresponding to 'Strongly Agree (SA)', 'Agree (A), 'Neutral (N)', 'Disagree (D)' and 'Strongly Disagree (SD)'. The responses were recorded in percentage of the total responses to give better interpretation of such information.

Table 3: Commitment of Best Western Plus Atlantic Hotel

Claim	SA	A	N	D	SD
Atlantic hotel regularly uses personal information to provide customized services	69 (46.0%)	44 (29.3%)	19 (12.7%)	13 (8.7%)	5 (3.3%)
Atlantic hotel carefully assess and evaluate customer needs	61 (40.7%)	46 (30.7%)	29 (19.3%)	9 (6.0%)	5 (3.3%)
employees of this hotel often interact with customers to assess service performance	71 (47.3%)	49 (32.7%)	11 (7.3%)	14 (9.3%)	5 (3.3%)

Source: Field survey, Koramoah (2018)

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Table 3 shows the Commitment of Best Western Plus Atlantic Hotel. 46% of the respondents Strongly Agree that Atlantic Hotel uses personal information to provide customized services, 29.3% Agree to this, however, 12.7% were of neutral view, 8.7% Disagree and 3.3%. Also, 40.7% Strongly Agree that Atlantic Hotel carefully assesses and evaluate customer needs, 30.7% Agree and 19.3% were Neutral, 6% Disagree to this and 3.3% Strongly Disagree to this claim. Majority (47.3%) of the respondents Strongly Agree that employees of the hotel often interact with customers to assess service performance and 32.7% Agree as well, 7.3 had no idea about this claim, 9.3% Disagree and 3.3% Strongly Disagree. According to Johnson and Senels (2004), every modern hotel needs to show high level of commitment to their customers, in this study, the staff of Best Western Plus Atlantic Hotel exhibits such commitment towards their customers, that is an aided tool customer relationship management and this will go a long way to affect the customers' satisfaction over time.

Customer Experiences with the hotel

Below shows the experiences of the customers upon their visit to the Best Western Plus Atlantic Hotel. This was to ascertain the actual service delivery of the staff to customers.

54
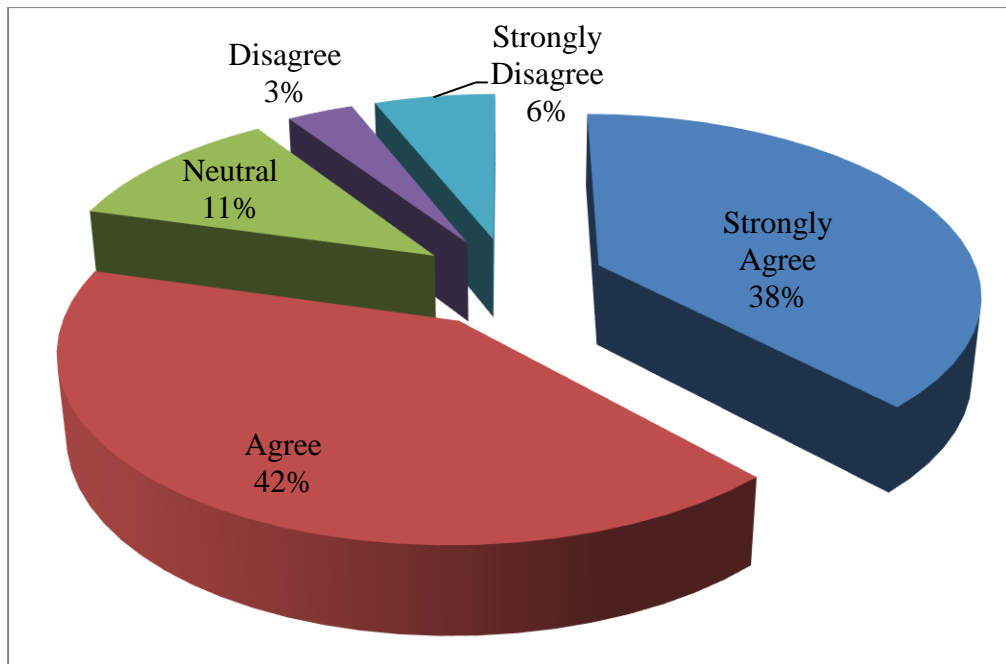
Figure 2: Customer experiences with the hotel

Source: Field survey, Koramoah (2018)

Attention to Customer Complains

The pie chart in Figure 3 shows respondents' views about the hotel as to whether the hotel attends to customer complaints promptly. 42% representing the majority Agree that hotel attends to customer complaints promptly, 38% Strongly agree the hotel does that, 11% were neutral, 3% Disagree and 6% Strongly Disagree to this claim. Berry (1995) pointed out some major steps to achieve customer satisfaction is to attend to customer complaints and in this research, the customers have expressed their views that the hotel does that. Sheth (2002) also said similar in his work.
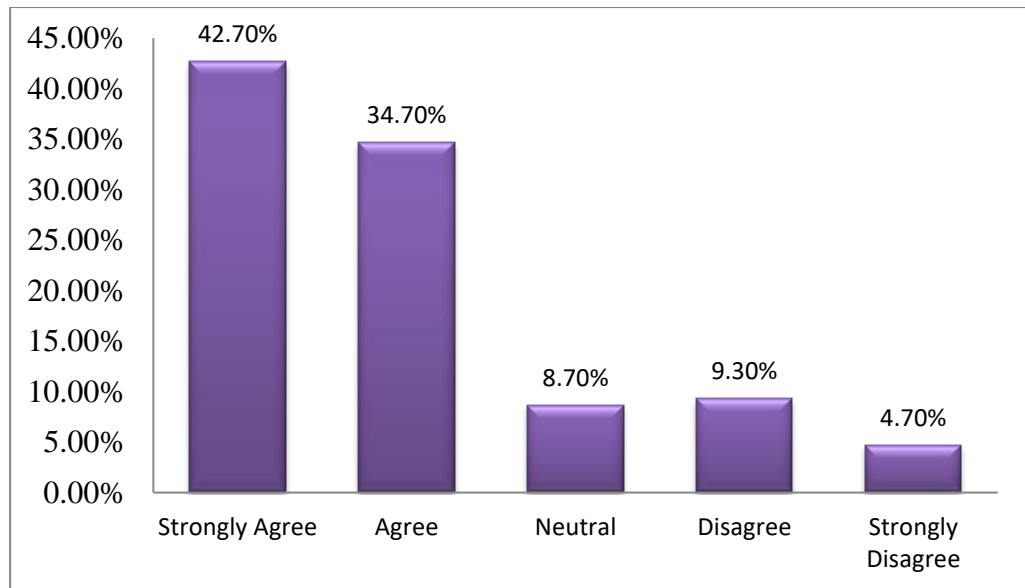
Figure 3: Attention to customer complaints

Source: Field survey, Koramoah (2018)

The Hotel Takes Genuine Interest in Customer Problems

The bar graph shows the responses of the customers as to if the hotel takes genuine interest in customer problems per their experiences. According to the results 42.7% representing the majority strongly agree to this claim, 34.7% also agree. However, 8.7% of the respondents were of neutral view due to some reasons known to them personally, whilst 9.3% disagree and 4.7% strongly disagree (Figure 4). Butcher et al. (2013) conducted a study into customer relationship management; their findings showed that in order to make the customer have the best of their services, staff must take genuine interest the problems of these customers, as customer relationship management affects customer satisfaction.
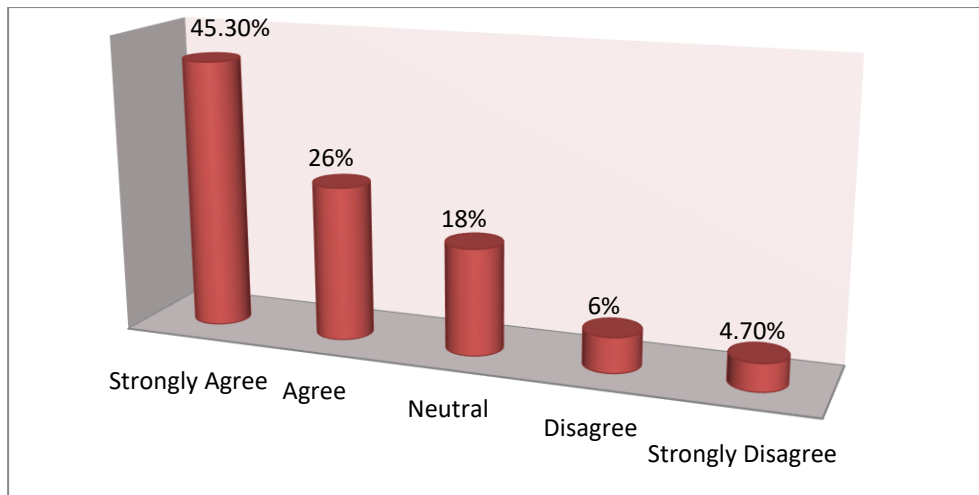
Figure 4: Interest in customer problems

Source: Field survey, Koramoah (2018)

The Hotel Is Co-Operative

According to the graph obtained from the analysis, 45% (majority) strongly agree that Atlantic Hotel is co-operative based on their experience, 26% agree as well, 18% were not certain so they gave neutral response, 6% of them disagree and also 4.7% strongly disagree to this claim by the researcher. This was also to assess the process-driven approach that the hotel operates in.

Table 4: Process-Driven Approach

Claim	SA	A	N	D	SD
The hotel delivers services at the earliest time	49 (32.7%)	53 (35.3%)	34 (22.7%)	8 (5.3%)	6 (4.0%)
Conducting transactions correctly and rapidly is very common with this hotel	55 (36.7%)	55 (36.7%)	24 (16.0%)	13 (8.7%)	3 (2.0%)

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Table 4, continued

The hotel provides value-added information along with its services	55 (36.7%)	62 (41.3%)	17 (11.3%)	11 (7.3%)	4 (2.7%)

Source: Field survey, Koramoah (2018)

Table 4 shows assessment of the process-driven approach that the respondents. Most of the customers (35.3%) agree that the hotel delivers services at the earliest time, 32.7% strongly agree to that as well, but 22.7% of the customers gave neutral answers to this claim as fewer disagree to the claim and just 4% strongly disagree. Majority group were in same opinion of the claim that conducting transactions correctly and rapidly is very common with this hotel as 36.7% and same 36.7% strongly and agree to the claim respectively. As 8.7% disagree and 2% strongly disagree to the claim, 16% were neutral. Information on the claim that the hotel provides value-added information along with its services came out that, 41.3% of the customers agree that the hotel does that, as 36.7% strongly agree also, 11.3% gave neutral ideas then 7.3% and 2.7% disagree and strongly disagree respectively to the researcher's claim.

Reliability

This also assessed the reliability of the hotel. The responses below show the views of the customers towards the hotel.

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Table 5: Reliability

Claim	SA	A	N	D	SD
The hotel provides reliable services	59 (39.3%)	47 (31.3%)	25 (16.7%)	10 (6.7%)	9 (6.0%)
The hotel maintains consistency service standards	59 (39.3%)	52 (34.7%)	20 (13.3%)	12 (8.0%)	7 (4.7%)

Source: Field survey, Koramoah (2018)

Table 5 shows how reliability the hotel is per the customers' responses. 39.3% customers strongly agree that the hotel provides reliable services, 31.3% as well also agree and 16.7% were neutral about the claim. 6.7% disagree to the researcher's claim and same 6% also strongly disagree, in all 12% did not agree to the claim. For the second claim; 39.3% strongly agree that the hotel maintains consistency service standards, 34.7% also agrees to that, 13.3% were neutral, 8% disagreed and 4.7% strongly disagreed.

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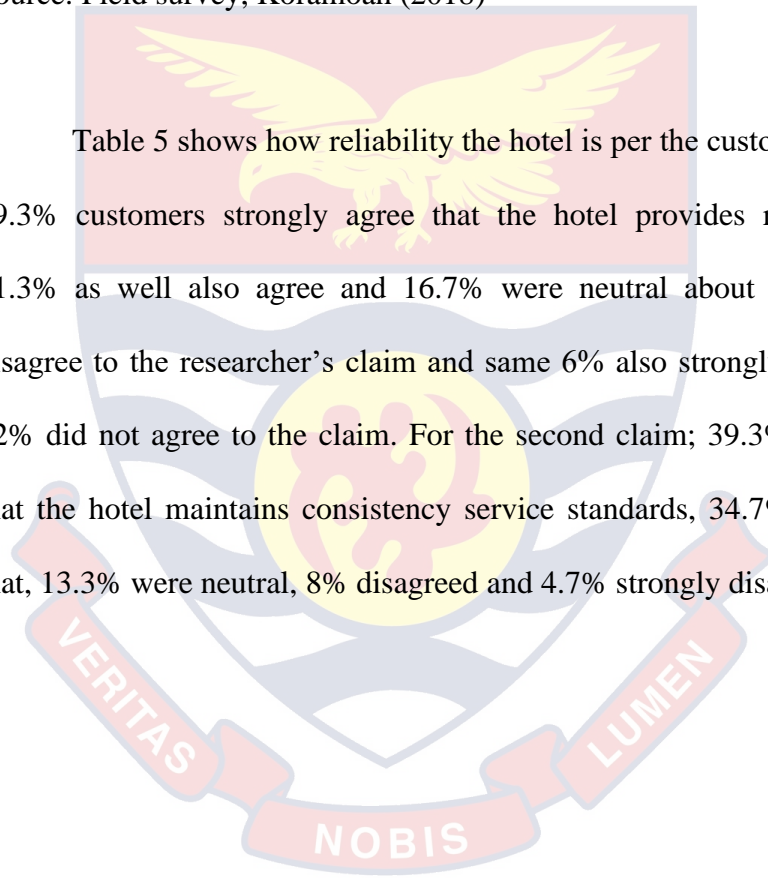
Technology Orientation

Table 6: Technology Orientation

Claim	SA	A	N	D	SD
the hotel uses latest technology (mobile application internet services to offer quality services)	63 (42.0%)	55 (36.7%)	16 (10.7%)	8 (5.3%)	8 (5.3%)
The hotel has technological capability and innovative processes to meet your expectation	41 (27.3%)	71 (47.3%)	18 (12.0%)	13 (8.7%)	7 (4.7%)

Source: Field survey, Koramoah (2018)

From Table 6, 42% of the customers involved in the study strongly agree to the claim that the hotel uses latest technology (mobile application internet services to offer quality services, 36.7% agree to the claim, 12% gave neutral answers, 8.7% disagree to the claim and 4.7% strongly disagree too. The majority of the customers involved in this research study (47.3%), agree that the hotel has technological capability and innovative processes to meet their expectation, 27.3% strongly agree too, 12% gave neutral answers, 8.7% disagree to that and 4.7% strongly disagree. As propounded by Lemon et al. (2002) that modern technology is vital in running the affairs of a hotel and every modern business need to use the latest technology in their dealings. Customers of Atlantic Hotel have expressed their opinion of the hotel's

technological advancement and this plays a major role in customer satisfaction.

Customer Satisfaction

Data was collected to assess the Customer Satisfaction of the Best Western Plus Atlantic Hotel. Table 7 presents the results. The responses were arranged in the same five (5) likert scale, ranging from 1 to 5 corresponding to 'Strongly Agree (SA)', 'Agree (A), 'Neutral (N)', 'Disagree (D)' and 'Strongly Disagree (SD)'

Table 7: Pricing

Claim	SA	A	N	D	SD
The company's cost of booking is reliable	44 (29.3%)	48 (32.0%)	36 (24.0%)	14 (9.3%)	8 (5.3%)
you are not sure that the booking charges of a new hotel will be better	22 (14.7%)	68 (45.3%)	37 (24.7%)	14 (9.3%)	8 (5.3%)

Source: Field survey, Koramoah (2018)

About the pricing, 32% agree that the company's cost of booking is reliable, 29.3% strongly agree too, however, 24% were neutral to the claim, whilst 9.3% disagree and 5.3% strongly disagree. Majority of 47.3% agree that they are not sure that the booking charges of a new hotel will be better than this hotel, 14.7% also strongly agree to that, a large group of 24.7% gave

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neutral response to it, as 9.3% disagree and 5.3% strongly disagree to the claim. Although, most people agree that the company's booking reliable, huge number about 40% think otherwise, this is a clear indication of Abdulateef et al. (2010) argument that a number of customers no matter what, will find a way to feel displeased about the pricing of the hotel's pricing system. The customers went to suggest that no other hotel's booking charges will be better than Atlantic hotel's, the same way about 80% of respondents' views in Bose's (2000) research.

Table 8: Service Quality

Claim	SA	A	N	D	SD
the hotel's service delivery process is highly standardized and simple	49 (32.7%)	58 (38.7%)	20 (13.3%)	13 (8.7%)	10 (6.7%)
the hotel provides sufficient range of services	47 (31.3%)	67 (44.7%)	20 (13.3%)	8 (5.3%)	8 (5.3%)
the hotel does ensure confidentiality of its clients	68 (45.3%)	48 (32.0%)	13 (8.7%)	14 (9.4%)	7 (4.7%)

Source: Field survey, Koramoah (2018)

Table 8 shows information on service quality of the Best Western Atlantic Hotel. From the table, 38.7% agree and 32.7% strongly agree that the hotel's service delivery process is highly standardized and simple, 13.3% were neutral, 8.7% disagree and 6.7% strongly disagree to the researcher's claim. Also, 44.7% agree and 31.3% strongly agree that the hotel provides sufficient

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range of services, 13.3% gave neutral responses, then 5.3% strongly disagree and same 5.3% disagree to the claim. The next claim was the confidentiality of customers by the hotel, the responses shows that 45.3% strongly agree and 32% agree that the hotel does ensure confidentiality of its clients, 8.7% were neutral, 9.4% disagree and 4.7% strongly disagree to this.

Table 9: Overall Satisfaction

Claim	SA	A	N	D	SD
the hotel do not fail in fulfilling your expectations	46 (30.7%)	62 (41.3%)	19 (12.7%)	18 (12.0%)	4 (2.7%)
in general, you are satisfied with all the services that you receive	34 (22.7%)	64 (42.7%)	35 (23.3%)	11 (7.3%)	6 (4.0%)
You are contented with your decision of choosing this hotel as your second home	51 (34.0%)	52 (34.7%)	28 (18.7%)	9 (6.0%)	10 (6.7%)

Source: Field survey, Koramoah (2018)

In Table 9, 41.3% of the customers agree and 30.7% strongly agree that the hotel do not fail in fulfilling their expectations, 12.7% claim neutral on this, 12% disagree and 2.7% strongly disagree to the claim. Again, 42.7% agree and 22.7% strongly agree that, in general, they are satisfied withal the services that they have received, but 23.3% rather took a neutral stand on this whilst 7.3% disagree and 6.7% strongly disagree to this claim. A group of 34.7% agrees and 34% strongly agree that they are contented with their

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decision of choosing this hotel as their second home, 18.7% gave neutral responses as 6% and 6.7% disagree and strongly disagree respectively to the claim.

Customer Retention

Data was collected to assess the Customer Retention of Best Western Plus Atlantic Hotel. Below represents the results. The responses were arranged in the same five (5) likert scale, ranging from 1 to 5 corresponding to 'Strongly Agree (SA)', 'Agree (A), 'Neutral (N)', 'Disagree (D)' and 'Strongly Disagree (SD)'.

Table 10: Relationship Quality

Claim	SA	A	N	D	SD
The hotel keeps their promises	53 (35.3%)	58 (38.7%)	26 (17.3%)	10 (6.7%)	3 (2.0%)
The hotel puts your interest before theirs when preparing their proposals	48 (32.0%)	64 (42.7%)	24 (16.0%)	9 (6.0%)	5 (3.3%)
If problems such as blackouts, shortage of water and packing space arises, the hotel is honest about the problem	54 (36.0%)	65 (43.3%)	18 (12.0%)	4 (2.7%)	9 (6.0%)

Source: Field survey, Koramoah (2018)

From Table 10, 38.7% agree and 35.3% strongly agree that the hotel keeps their promises, 26 gave neutral responses, 6.7% and 2% strongly disagree that the hotel does that. Secondly, 42.7% agree and 32% strongly agree that the hotel puts the customer's interest before theirs when preparing proposals, 16% had no idea (neutral), then 6 disagree and 3.3% strongly disagree. If problems such as blackouts, shortage of water and packing space arises, the hotel is honest about the problem; 43.3% agree and 36% strongly agree with this claim, 12% were neutral as 6% strongly disagree and 2.7% disagree

Table 11: Information Sharing

Claim	SA	A	N	D	SD
The hotel keeps you well informed about their services	66 (44.0%)	50 (33.3%)	19 (12.7%)	5 (3.3%)	10 (6.7%)
The hotel never hesitate to give you much information as you expect	47 (31.3%)	62 (41.3%)	27 (18.0%)	6 (4.0%)	8 (5.3%)
The hotel keeps you well informed about new development such as change in rate, repairs by maintenance etc.	60 (40.0%)	57 (38.0%)	18 (12.0%)	9 (6.0%)	6 (4.0%)
In a nut shell, you and the hotel interacts as much as possible	48 (32.0%)	56 (37.3%)	26 (17.3%)	12 (8.0%)	8 (5.4%)

Source: Field survey, Koramoah (2018)

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Table 11 shows information sharing by the hotel; 44% strongly agree and 33.3% agree that the hotel keeps them well informed about their services, 12.7% gave neutral views, 6.7% and 3.3% strongly disagree and disagree respectively to this. Also, 41.3% agree and 31.3% strongly agree that the hotel never hesitate to give you much information as you expect, 18% gave neutral responses as 4% disagree and 5.3% strongly disagree. Again, 40% strongly agree whilst 38% agree that the hotel keeps you well informed about new development such as change in rate, repairs by maintenance etc., 6% disagree and 4% strongly disagree but 12% gave neutral response.

Finally, 37.3% agree that in a nut shell, the customer and the hotel interacts as much as possible, 32% strongly agree they do, 17.3% were neutral on that whilst 8% disagree and 5.4% strongly disagree. As argued by Fox and Stead (2001), keeping the customers well informed about the services, changes in schedules among others is an essential part of customer satisfaction, although a few number claim not have access to this information, most customers are in contradiction to this. Even though Sin et al (2005) argued with Fox and Stead (2001) that these factors were not paramount in customer relationship management, this research study goes further to support Fox and Stead's (2001) opinion.

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Table 12: Willingness to Provide Referrals

Claim	SA	A	N	D	SD
You are willing to give other prospective customers information of the hotel	65 (43.3%)	49 (32.7%)	15 (10.0%)	13 (8.7%)	8 (5.3%)
the hotel will be your 'first choice' to contact whenever you want to book or reserve a place to spend a night	55 (36.7%)	56 (37.3%)	24 (16.0%)	9 (6.0%)	6 (4.0%)
Will you recommend to your friend or family due to the quality of service?	51 (34.0%)	59 (39.3%)	20 (13.3%)	12 (8.0%)	8 (5.3%)
Will you say positive things about the hotel based on your experiences with the services it provides?	45 (30.0%)	68 (45.3%)	16 (10.7%)	14 (9.4%)	7 (4.7%)

Source: Field survey, Koramoah (2018)

Table 12 shows customers willingness to provide referrals. From the table is deduced that, 43.3% strongly agree and 32.7% agree that they are willing to give other prospective customers the information of the hotel, 10% were neutral to the claim, 8.7% and 5.3% disagree and strongly disagree to do that. Secondly, 37.3% agree and 36.7% strongly agree that the hotel will be their 'first choice' to contact whenever they want to book or reserve a place to spend the night, 6% disagree and 4% strongly disagree to that and 10% were

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of neutral view. Thirdly, 39.3% agree and 34% strongly agree to recommend to their friends of family due to the quality of service, however, 8% disagree and 5.3% strongly disagree but 13.3% gave neutral responses.

Lastly but not least, 45.3% of the customers agree and 30% strongly agree that they will say positive things about the hotel based on their experiences with the services it provides, 9.4% disagree to do that, 4.7% strongly disagree to also do that and 10.7% took neutral stand, since majority were willing provide referrals, it confirms Beckwith's (2001) conclusion that customers will be willing to refer the services to others when they are sure that the hotel will act in their best interest.
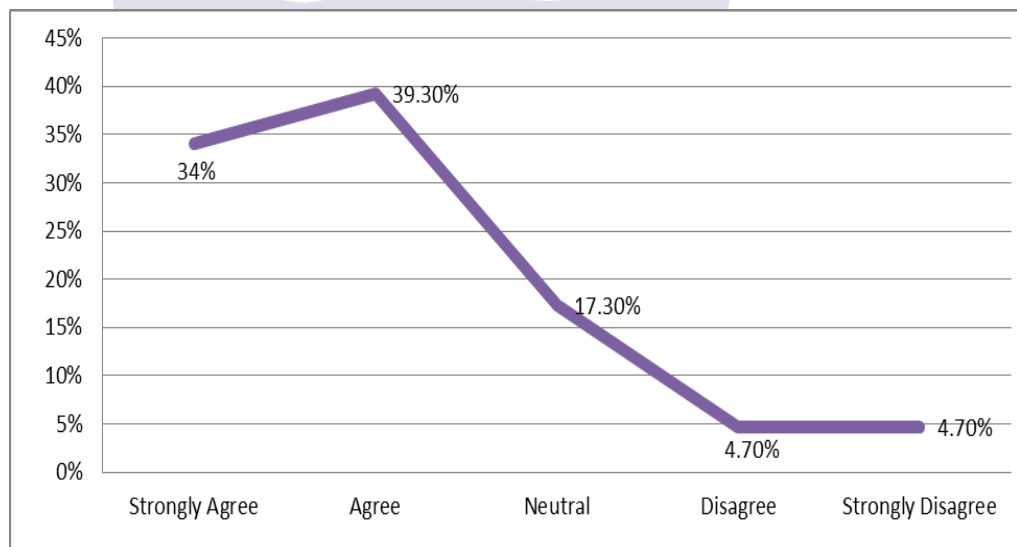

Figure 5: Impression about the hotel

Source: Field survey, Koramoah (2018)

You Will Be Willing To Discuss How the Hotel Value Its Customers

Figure 6 shows a line graph of customers; views as to whether they will be willing to discuss how the hotel values its customers to the general public; the highest group, 39.3% agree to that and 34% strongly agree to do

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that, a small group, 4.7% disagree and same number, 4.7% of the customers strongly disagree too and 17.3% took neutral stand. Over the years, researchers have argued that customers will always discuss the treatment and how a hotel values them to the general public, Bose (2000) did argued otherwise but Fox and Stead (2001) refuted his claim, to add to this, this work also refutes Bose's ideology, his would have been based on geographical differences and time periods.
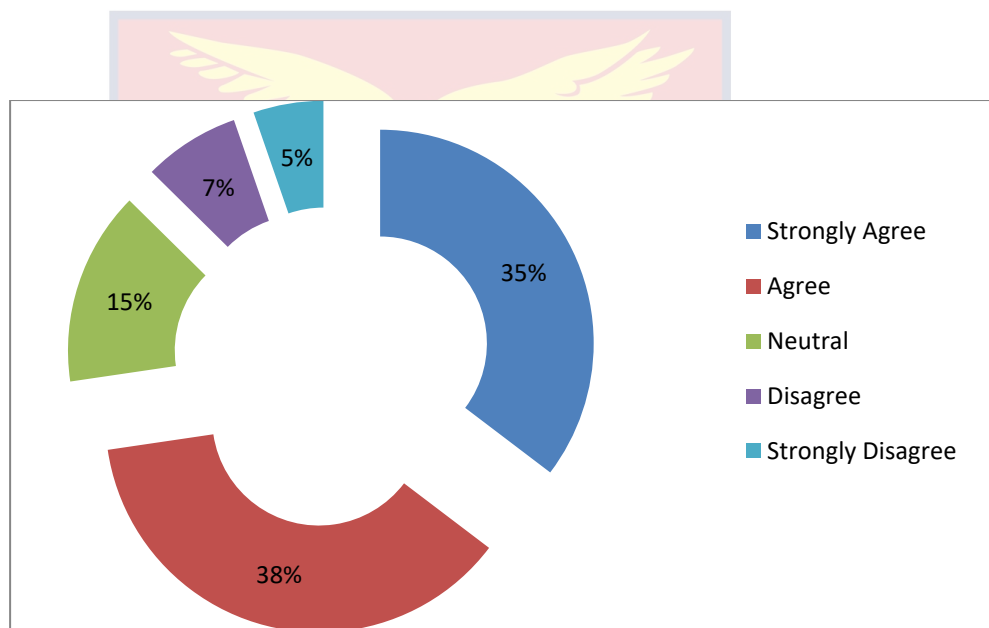
Figure 6: Willingness to discuss what the hotel provides to customers

Source: Field survey, Koramoah (2018)

You Are Willing To Share Ideas for Restructuring the Services To Serve Your Needs In Future

Figure 7 shows the customers' response if they are willing to share ideas for restructuring the services to serve the needs in future. 40% agree to that, 36.7% strongly agree too, 6% strongly disagree and 5.3% disagree as 12% gave neutral response. Researchers in fewer works have expressed their opinion on how customers of hotels who are not ready to cooperate with the

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hotel in restructuring the services to serve customer needs, in Kim and Yoon's (2004) work, customers said rather not share any idea on the hotel's restructuring system for reasons not mentioned in the study, however in this work, most customers are willing to share their ideas on restructuring the services of the hotel. Also in Adulateef et al.'s (2010) work, contradicts Kim and Yoon (2004).

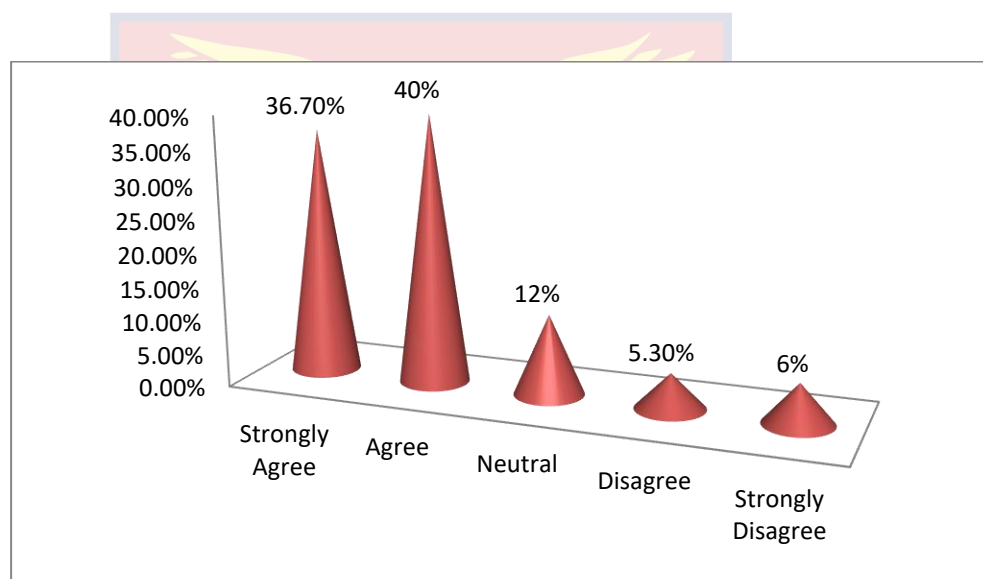*Figure 7*: Willingness to share ideas for better services in the future

Source: Field survey, Koramoah (2018)

Inferential Statistics

Research hypothesis

H_1: CRM application is associated with improvement in customer satisfaction

H_2: There is positive relationship between customer satisfaction and customer loyalty

H_3: There is positive relationship between CRM and customer loyalty

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Table 13: Customer Relationship Management and Customer Satisfaction

	Customer Relationship Management	Customer Satisfaction
Mean	6.6754	6.4954
Variance	0.34	0.38
Observations	16	16
Mean Difference	0	
df	24	
t Stat	0.12231	
P(T<=t) one-tail	1	
t-Critical two-tail	0.55689	
P(T<=t) two-tail	0.5	
t-Critical two-tail	0.1623	

Source: Field survey, Koramoah (2018)

A t-test is an effective way of comparing two variables by determining their correlation. A t-test based on the H_1 hypothesis (There is positive relationship between customer relationship management and customer satisfaction) was conducted. This t-test gave a t-Stat of 0.12231 and a t-Critical two-tail of 0.55689 (Table 13). The outcome of this t-test concur with the first (H_1) hypothesis that customer relationship management enhances customer satisfaction since t-Critical (two-tail) has a larger value than its t-Stat.

This finding is consistent with the study by Azzam (2014) in Jordan, where the analyst revealed a positive relationship between customer relationship management and customer satisfaction among banking customers.

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In a similar fashion, the finding looks similar to the study by Hassan et al. (2015) in Pakistan, where the authors found that customer relationship management had a positive and significant effect on the customer satisfaction among customers of Shell Pakistan. In like manner, the finding parallels the study by Heydari et al. (2015) in Tehran, where the researchers disclosed a positive and significant relationship between customer relationship management and customer loyalty, using employees of a telecommunication company.

By the same token, the finding mirrors the outcome of Mukami (2017) in Kenya, where the investigator unveiled a positive and significant effect of customer relationship management on customer satisfaction among staff of Chase Bank. Similar finding was recorded by Mkawuganga (2018) in Kenya, where the analyser revealed a positive and significant relationship between customer relationship management and customer satisfaction among employees and customers of Kenya Ports Authority.

Table 14: Customer Satisfaction and Customer Loyalty

	Customer Satisfaction	Customer Loyalty
Mean	6.6754	6.4954
Variance	0.34	0.38
Observations	16	16
Mean Difference	0	
df	24	
t Stat	0.12231	
P(T<=t) one-tail	1	

Table 14, continued

t-Critical two-tail	0.55689
P(T<=t) two-tail	0.5
t-Critical two-tail	0.1623

Source: Field survey, Koramoah (2018)

A t-test is an effective way of comparing two variables by determining their correlation. A t-test based on the second hypothesis (There is positive relationship between customer satisfaction and customer loyalty) was carried out. This t-test gave a t-Stat of 0.12231 and a t-Critical two-tail of 0.55689 (Table 14). The outcome of this t-test agree with our H_2 that customer satisfaction is a significant predictor of customer loyalty since t-Critical (two-tail) has a larger value than its t-Stat. This discovery is comparable to the study by Ibojo and Asabi (2015) in Nigeria, where the analysts revealed a positive and significant relationship between customer satisfaction and customer loyalty among customers of a reputable bank in Oyo State.

The positive relationship between customer satisfaction and customer loyalty is identical to the study by Chiguvi and Guruwo (2015), where the researchers revealed a positive and significant relationship between customer satisfaction and customer loyalty among customers who visited Standard Chartered Bank. The result also confirms the study by Khadka and Maharjan (2017), where the scientists provided support for the association and influence of customer satisfaction on customer loyalty among customer of Trivsel Cleaning Company. Similar result was recorded by Ganiyu (2017) in Nigerian domestic airline industry, using the correlational research design and a

questionnaire administered to 600 domestic air passengers drawn through convenience sampling technique.

Equivalently, this finding follows the study by Mkawuganga (2018) in Kenya, where the researcher revealed a positive and significant relationship between customer satisfaction and customer loyalty among customers at Kenya Ports Authority. Finally, the study compares well with the outcome of Kumar (2018) in India, where the analyst showed a positive and significant relationship between customer satisfaction and loyalty among customers in a commercial vehicle industry.

Table 15: Customer Relationship Management and Customer Loyalty

	Customer Relationship Management	Customer Loyalty
Mean	5.788	4.909
Variance	0.28	0.43
Observations	16	16
Mean Difference		0
df		23
t Stat		0.15431
P(T<=t) one-tail		1
t-Critical two-tail		0.64589
P(T<=t) two-tail		0.5
t-Critical one-tail		0.53944

Source: Field survey, Koramoah (2018)

A third t-test based on the third hypothesis (There is positive relationship between CRM and customer loyalty) was conducted. The third t-test produced a t-Stat of 0.15431 and a t-Critical two-tail of 0.64589 (Table 15). Similarly, the outcome of this t-test concurred with the third hypothesis that there is positive relationship between CRM and customer loyalty. This is supported by the fact that since t-Critical two-tail was greater than t-Stat (0.15431). This discovery is in line with the result of Hajiyan et al. (2015) in Iran, where the researchers showed that the implementation of customer relationship management could increase customer loyalty and quality of services among selected customers who do their banking activities with Bank Melli Iran.

In a similar fashion, the result mirror the study by Boateng (2016) in Ghana, where the investigator revealed a positive and significant relationship between customer relationship management and customer loyalty among customers of the fifteen Non-Life selected Insurance Companies in Kumasi. In the same way, the result is consistent with the study by Karsalari et al. (2017) in Tehran City, where the authors that customer relationship management had a positive and significant impact on customer loyalty among 300 port employees of LG Company. Similar result was recorded by Bashir (2017) in Punjab among 316 customers. Likewise, the result compares well with the study by Mkawuganga (2018) at Kenya Ports Authority. Related finding was recorded by Siddiqi et al. (2018) at Bangladesh banking industry.

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CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

Introduction

This chapter presents a summary of the study, including major findings derived from the study, conclusions arrived at and recommendations arising from the findings. The chapter ended with a suggestion for future research.

Summary of the Study

The present study examined customer relationship management, customer satisfaction and customer loyalty at Best Western Plus Atlantic Hotel, Takoradi. The research objectives of the study were: to determine the impact of customer relationship management on customer satisfaction in Atlantic Hotel, Takotadi; to determine the impact of customer satisfaction on customer loyalty in Atlantic Hotel, Takoradi; and to determine the impact of customer relationship management on customer loyalty in Atlantic Hotel, Takoradi. The explanatory research design was employed for the study. The population of the study was employees, management and customers of Atlantic Hotel, numbering 180. Owing to the small size of the population, a census was used to select all the 180 subjects to serve as respondents for the study. Of the 180 questionnaires distributed, 150 participated in the study, hence a response rate of 83.33%. The non-response rate was 16.67%. A questionnaire was used as the data collection instrument and it was self-administered. The questionnaire was developed based on prior studies in the area. The questionnaire was made up of four sections. Section I looked at the demographic characteristics of respondents (gender, age and qualification).

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Section II considered items on customer relationship management, Section III looked at customer satisfaction, and Section IV considered items on customer loyalty. IBM SPSS Statistics software for windows, version 23 was used to conduct the data analysis. Frequency tables, charts and t-test were the analytical tools employed. The study found that:

1) Customer relationship management has a positive and significant relationship with customer satisfaction.

2) Customer satisfaction had a positive and significant relationship with customer loyalty.

3) Customer relationship management had a positive and significant relationship with customer loyalty.

Conclusions

CRM plays an important role in every organisation and as such it should be treated as part of the core ways by which an organisation can be effectively managed to gain a competitive advantage over its competitors by means of ensuring customer loyalty and customer satisfaction effectively managed. The study has revealed ways by which CRM can be used to sustain customer loyalty and customer satisfaction. The study revealed that high level of commitment, carefully assessment of customer needs, assessment of service performance by customers are some of the tools of managing customer loyalty and customer satisfaction. When the needs of customers are attended to by means of providing the needed quality of services and other important information it foster relationship and makes relationships long lasting one.

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Attending to customer complaints promptly and on time ensures customer satisfaction.

This is a major finding since the study was to find ways and means by which customer satisfaction can be achieved. In order to ensure customer satisfaction through CRM, hotels must take genuine interest in customer problems, adopt technological capability and innovative processes to meet customer expectation in order to make customers have best of their services. Beside that the study indicated that there are some customers irrespective of how the pricing or services are made they will still feel displeased about services or pricing of the hotel's pricing system. To ensure customer loyalty and customer satisfaction problems such as blackouts, shortage of water, packing space, dissemination of much information about new development such as change in rate, repairs by maintenance among others must be clearly and timely be made known to the public or users of the hotel for them to properly plan their programmes and other important meetings without a fail.

On the other hand customers will be willing to provide referrals, willing to give other prospective customers the information of the hotel, hotel will be their 'first choice' to contact whenever they want to book or reserve a place meetings, to recommend to their friends and family due to quality of service the hotel provides. Hotel managers must be aware of these new development and revelation of the study and make conscious effort to maintain their clients by providing the needed services, attending to customers need on time, providing the rightful information to users when the need be and ensuring that customers are always right just to maintain the customers and have competitive advantage over their keen competitors in the industry.

Recommendations

Policy makers and thinkers and hotel managers should develop policies on customer relation management that are hotel specific to sustain customer satisfaction and customer loyalty in order to maintain competitive advantage over their keen competitors in the hotel industry. Hotel managers are recommended to show commitment to customer needs, attending to customer complaints promptly, have a needs assessment policy and a service performance tool to be graded by customers to help provide better services to customers there by ensuring customer satisfaction and loyalty. Managers in the hotel industry should take genuine interest in customer problems, adopt technological capability and innovative processes to meet customer expectation in order to make customers experience the best of their services. Also to ensure that problems such as blackouts, shortage of water, packing space, are mitigated against and dissemination of much information about new development such as change in rate, repairs by maintenance among others are promptly delivered.

Suggestion for Future Research

As the relationship among customer relationship management, customer satisfaction and customer loyalty has been explored in industries, such as banking, airline and hospitality, ports, cleaning, transport, petroleum and insurance; future research should considering modelling these three concepts in other sector, such as health.

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APPENDIX

Appendix A: Questionnaire

This questionnaire is meant to collect data for academic study at University of Cape Coast. This study seeks to examine *Customer Relationship Management, Customer Loyalty and Customer Satisfaction at Best Western Plus Atlantic Hotel, Takoradi*. Your response to this questionnaire would be highly appreciated and information given will be treated as confidential. Thank you for your cooperation.

SECTION I Personal Information					
Gender	Male	Female			
Tick(√)					
Age (Years)	18-25	26-35	36-45	46-55	56 & above
Tick(√)					
Qualification	SSSCE	HND	First Degree	Second Degree	PHD
Tick(√)					

SECTION II Customer Relationship Management

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The response is arrange on a five-point Likert scale ranging from 1 to 5 corresponding to 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree.					
Commitment of Best Western Plus Atlantic Hotel	**1**	**2**	**3**	**4**	**5**
Atlantic Hotel regularly uses personal information to provide customized services					
Employees of this hotel often interact with customers to assess service performance					
Atlantic hotel carefully assess and evaluate customer needs					
Customer Experiences	**1**	**2**	**3**	**4**	**5**
This hotel attends customer complaints promptly					
This hotel takes genuine interest in customer problems					
This hotel is co-operative					
Process-Driven Approach	**1**	**2**	**3**	**4**	**5**
This hotel delivers services at the earliest time					
Conducting transactions correctly and rapidly is very common with this hotel					
This hotel provides value-added information along with its services					
Reliability	**1**	**2**	**3**	**4**	**5**
This hotel maintains consistent service standards					
This hotel provides reliable services					

Technology orientation	1	2	3	4	5
This hotel uses latest technology (mobile application internet services to offer quality services)					
The hotel has technological capability and innovative processes to meet your expectation					

SECTION III					
CUSTOMER SATISFACTION					
Pricing	1	2	3	4	5
The company's cost of booking is reasonable					
I am sure that the booking charges of the hotel will be better					
Service quality	1	2	3	4	5
The hotel's service delivery process is highly standardized and simple					
The hotel provides sufficient range of services					
The hotel does ensure confidentiality of its clients					
Overall satisfaction	1	2	3	4	5
The hotel do not fail in fulfilling your expectations					
In general, you are satisfied with all the services you receive					
You are contented with your decision of choosing this hotel as your second home					

SECTION IV
CUSTOMER LOYALTY

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Relationship Quality	1	2	3	4	5
The hotel keep their promises					
It puts your interest before theirs when preparing their proposals					
If problems such as blackouts, shortage of water and packing space arise, the hotel is honest about the problem					
Information Sharing	1	2	3	4	5
The hotel keeps you well informed about their services					
The hotel never hesitate to give you much information as you expect					
The hotel keeps your informed about new development such as change in rate, repairs by maintenance etc.					
In a nut shell, you and the hotel interacts as much as possible					
Willingness to provide referrals	1	2	3	4	5
You are willing to give other prospective customers information of the hotel					
The hotel will be your "first choice" to contact whenever you want to book or reserve a place to spend a night					
Will you recommend the hotel to your friend or family due to the quality of service					
Will you say positive things about the hotel based on your experiences with the services it provides					

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Anticipation with future interaction	1	2	3	4	5
You will be willing to discuss how the hotel value their customers					
You will be willing to share ideas for restructuring the serves to serve your needs in future					
You will expect to continue the relationship you have with the hotel					