

**UNDERSTANDING OF COMPLAINING BEHAVIOUR
AND HANDLING OF COMPLAINTS IN THE HOTELS OF
GOA – A MANAGERIAL PERSPECTIVE**

DISSERTATION SUBMITTED FOR THE DEGREE OF

DOCTOR OF PHILOSOPHY

IN MANAGEMENT

By

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DECLARATION

I, Sister Maria Aradhana A.C., do hereby declare that this dissertation entitled "Understanding of Complaining Behaviour and Handling of Complaints in the hotels of Goa – A Management Perspective" is a bonafide record of research work done by me under the supervision of Dr. Nandakumar Mekoth, Reader, Department of Management Studies, Goa University.

I also declare that this dissertation or part thereof, has not been submitted by me for the award of any Degree, diploma, Title or Recognition before.



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The work has been completed to my satisfaction. She has, therefore, my permission to submit the dissertation for evaluation for the award of the degree of Ph.D.

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ABSTRACT**UNDERSTANDING OF COMPLAING BEHAVIOR AND HANDLING OF
COMPLAINTS IN THE HOTELS OF GOA – A MANAGERIAL
PERSPECTIVE****BY****SR. MARIA ARADHANA A.C.**

The study of Consumer Complaining Behaviour and its consequences is an interesting and useful exercise not only to practitioners and academicians but also to the ordinary individual, because every individual is a consumer and as a consumer, he would find that complaints could be considered the 'daily bread' of human living.

Many research studies have tried to integrate the research streams of Consumer Satisfaction and Complaining Behaviour, assuming that complaining is one of the consequences of dissatisfaction, and a number of research studies have also found an inverse relationship between the two, but dissatisfaction could explain only 15% of the variance in consumer complaint behaviour. Indeed, as Halstead (1990) points out, "Consumer dissatisfaction is not a sufficient condition for complaining to occur". Very often, consumers do not take action to alleviate their problems, and decide to simply go away. As a result they fail to obtain redress and the organisation has absolutely no idea of what went wrong in the relationship. According to Jacoby and Jaccard, (1981), dissatisfaction may not even be a necessary condition for a person to complain. It has been found that not all dissatisfied consumers complain, nor are all complainers dissatisfied.

In fact, it is interesting to note that complaints may even arise from satisfied users, non-users and non-purchasers of a product or service.

The Defensive Marketing Strategy put forward by Fornell and Wernerfelt (1987) has as its fundamental objective the identification and management of customer dissatisfaction, so that negative effects on a firm are minimised. It is believed that consumer satisfaction information can serve as a feedback mechanism for organisations and satisfaction and loyalty can be restored through effective complaint management. While the subject of complaining behaviour is extensively researched from the point of view of the customer, studies, which look at the subject from the organisations' point of view, are rare. A customer expresses his dissatisfaction about a product or service to get redressal from the organisation. Hence it necessitates some kind of a response from the provider of the product or service. If the provider possesses knowledge about consumer behaviour, his task in assessing the complaint and using resources available to manage it, becomes easier.

This research uses a field survey approach in which managerial personnel are interviewed to gain insights from their experience with handling of complaining customers. The hospitality industry was chosen, as studies in complaining behaviour from the managers' perspective are almost negligible in this field. Results indicate that the service providers view different types of customers as being easy to handle or difficult to satisfy. An attempt is made to theorise why this could be so.

DEDICATION

To the Congregation of the Apostolic Carmel, for the unfailing love and support I have received from the sisters, in particular from those of Carmel Convent, Nuvem, Goa.

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“When complaints are freely heard, deeply considered and speedily reformed, then is the utmost bound of civil liberty attained that wise men look for”

- John Milton.

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CHAPTER I

INTRODUCTION

A common competitive strategy for success in business is to build up a loyal customer base by providing quality products and excellent service. But rare is the organisation that can carry out this strategy without a hitch. Despite the organisation's best efforts, customers may end up being dissatisfied with its products or services. If management knew the cause of customers' dissatisfaction, attempts could be made to assuage their pain, and win them over through compensatory action. In fact, Etzel and Silverman (1981), suggest that "secondary satisfaction" arising from complaint handling may help in building even stronger brand loyalties than satisfaction with the initial service.

In his book, "Upside-down Marketing", Walther (1994) presents the analogy of a conveyor belt, and furnishes an action plan for salvaging lost customers, using their feedback to find and fix problems and regain their loyalty. The primary focus of a marketer is to get prospects to step up onto the conveyor belt by starting a relationship with the company through an initial purchase. Marketers often persuade, cajole, coax or even pressurise a new prospect to take the first step onto the conveyor belt. The cost of this acquisition far exceeds the revenue gained from him. But it often happens that little attention is paid to new customers after the initial purchase because salesmen are busy wooing *other*

prospective customers and coaxing them to make their first purchase. Few businessmen are concerned about the “churn rate” or the rate at which customers let their accounts lapse into inactivity. But this is where the biggest profits are waiting, for many unhappy customers have valuable feedback that would be tremendously beneficial to an organisation, if it cared to listen, because, according to Walther, *complaints lead to profits*. The mundane repeat orders are much more profitable than the initial purchase. Kabodian (2000) has found that 80% of successful new product and service ideas come from customers. In fact, it is easier to get existing customers to buy 10% more from the business concern, than for it to increase its customer base by 10%.

Redressing customer complaints can thus be looked upon as a key marketing variable with an expected return, just like advertising and promotion (Blodgett, 1994). An understanding of the benefits (or opportunity costs) of this variable could encourage retailers and managers to develop better complaint handling policies and procedures to retain customers and build customer satisfaction.

It is, however, well known, that very few dissatisfied customers complain. A situation, in which a dissatisfied customer neither complains nor seeks redress, is one that an organisation cannot rectify. Most often complaints are never received because customers fail to voice them, preferring instead to quietly discontinue patronage. This phenomenon, referred to as “silent

defection”, can spell disaster for a business. (Kraft & Martin, 2001). Such behaviour may occur for a number of reasons. Customers may believe that management cannot or will not act on their concerns, that it is too inconvenient to lodge a complaint, or that it would be useless to do so, if they did not expect to come there again. Contributing to this decision of not complaining are customers’ perceptions of the psychological costs of complaining, their low “coping potential” which results from a lack of experience, fear of interpersonal discomfort, antagonism and a low assessment of the chances of positive outcomes of the situation. Such customers are a source of potential damage to the company because they may indulge in negative word of mouth. More recently, Internet technology and its increasingly widespread access have accelerated the spread of the word-of-mouth phenomena, causing it to evolve into a “viral marketing” phenomena that businesses cannot afford to ignore (Krishnamurthy 2001). With their e-mail lists and access to “chat rooms,” for example, consumers can quickly and easily communicate with thousands of other potential customers and warn them of discrepancies in the business dealings of the company thus effectively warding them off and incurring heavy losses for the company. Clearly, therefore, a silent customer is not necessarily a satisfied customer.

Though in the last decade or so, interest in consumer satisfaction/dissatisfaction and complaining behaviour was considered significant, it is currently undergoing a dramatic revival, fuelled by the fact of its growing importance in helping businesses track their performance. Complaining

behaviour studies have existed right from the 1970s, but the focus then was the product sector. The shift to the services sector has taken place quite recently therefore a number of earlier references quoted here are with regard to the product context. Most of the research in complaining behaviour has been conducted abroad, hence the references have been largely drawn from articles in foreign journals.

The Importance of Consumer Complaining Behaviour

A customer who is dissatisfied can react in any of the following ways (Singh, 1988):

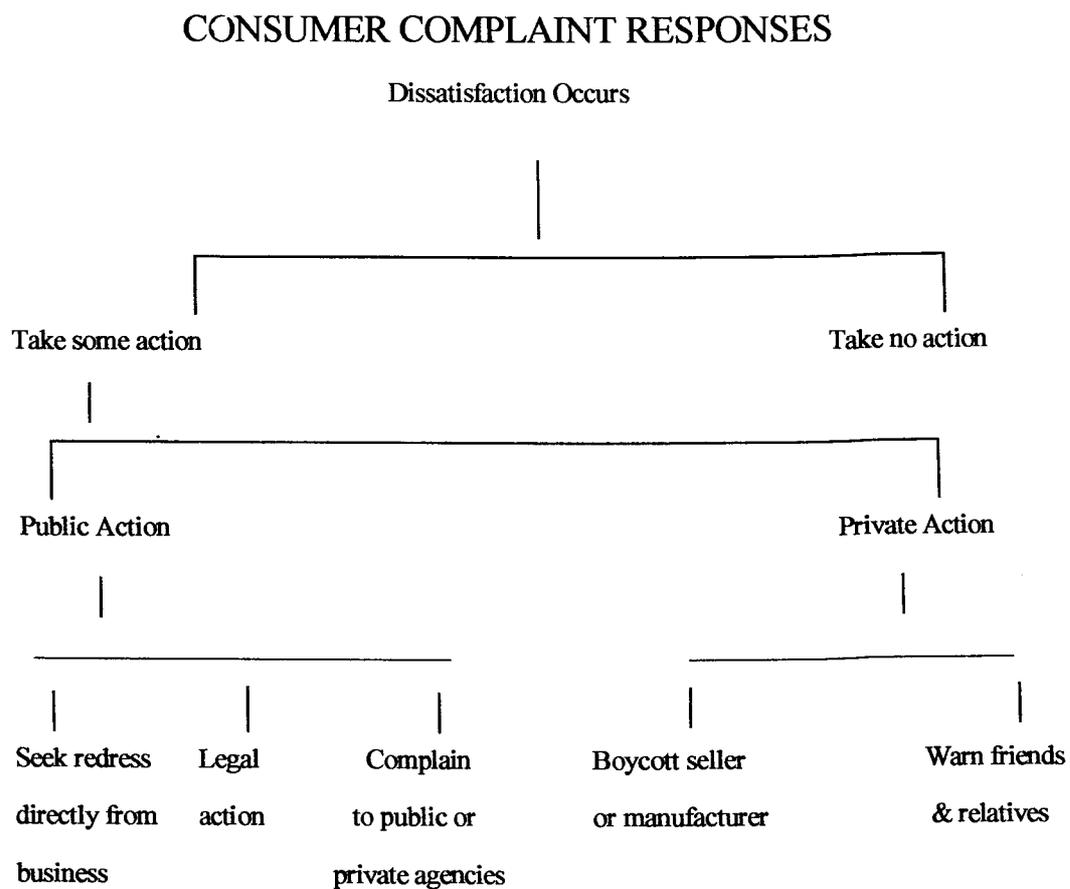
1. Forget about the incident and do nothing.
2. Definitely complain to the store manager on the next trip.
3. Decide not to shop at that store/manufacturer again.
4. Go back to the store immediately to complain
5. Speak to friends and relatives about the bad experience.
6. Convince friends and relatives not to shop at the store again
7. Complain to a consumer agency and ask them to force the store to take care of the problem.
8. Write a complaint letter to the local newspaper

9. Report to the Consumer agency so that they can warn other consumers
10. Take some legal action against the store.

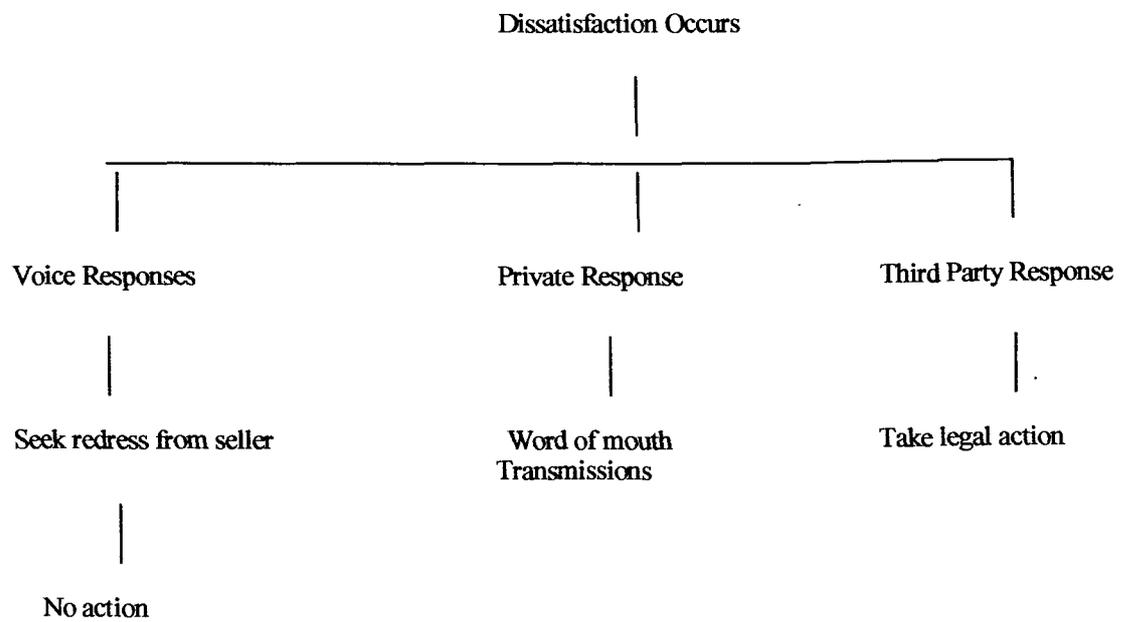
Each of these behaviours is a significant response to dissatisfaction and can damage a business if the marketer is not aware of or cares to do nothing about it. The listed behaviours could be independent actions, or may be employed in combination by a consumer in response to dissatisfaction with a purchase or a service. They could be summarised into the two-level classification of Day and Landon (1976) as those who take action and those who don't.

Believing that this classification does not adequately represent reality, Singh (1988) has proposed a taxonomy of customer responses that classifies them into voice response, private response and third party response.

Figures 1 and 2 summarise these classifications (Hegde 1996).

Figure 1

[Source: Landon (1976) quoted in Hegde (1996)]

Figure 2**COMPLAINTS AS RESPONSES TO DISSATISFACTION**

[Source: Singh (1988) quoted in Hegde (1996)]

Although dissatisfaction and complaining appear to be integrally linked, studies have shown that not all dissatisfied customers complain. Business practitioners often believe that complaining behaviour is the direct outcome of consumer dissatisfaction. But this is far from reality, because research has revealed that dissatisfaction could explain only 15% of the variance in consumer complaint behaviour. (Bearden & Teel, 1983). Indeed, as Halstead (1990) points out, "Consumer dissatisfaction is not a sufficient condition for complaining to occur". According to Jacoby and Jaccard, (1981), dissatisfaction may not even be a necessary condition for a person to complain. It has been found that not all dissatisfied customers complain, nor are all complainers dissatisfied. In fact, it is interesting to note that complaints may even arise from satisfied users, non-users and non-purchasers of a product or service. (See Figure 3)

Despite the fact that complaints can come from any of these categories, it is found that the largest source of complaints is the dissatisfied user. Complaint literature generally assumes that satisfaction is inversely related to complaint behaviour. Singh (1988) goes so far as to state that "Without perceptions of dissatisfaction, consumers' responses cannot qualify as Consumer Complaint Behaviour (CCB)".

Consumers' reactions to dissatisfaction in terms of complaining behaviour vary considerably. Research has revealed that consumers do not

take action to assuage marketplace problems. In fact, business firms should be alarmed at the amount of unresolved dissatisfaction that evidently exists in the market (Andreasen & Best 1977). These researchers found that consumers complain to sellers or formal complaint-handling organisations in just about four out of ten cases where there are non-price problems. In the research conducted by Day and Landon, it was found that only 20-35% of the respondents complained to the seller (Blodgett et al 1993). Andreasen & Best (1977) feel that those who voice complaints are activists who challenge the system head on and if their complaints are not resolved, they will lead the chorus of criticism against the particular business firm. Those who don't bother to complain at all represent a more potentially explosive group which is "a frustrated and even possibly alienated group of consumers" who could very well damage the image of the business by directing their anger toward the system through negative word of mouth.

Figure 3

REASONS FOR COMPLAINING BESIDES DISSATISFACTION OF CONSUMER

<u>Satisfied Users</u>	<u>Non-Users</u>	<u>Non-Purchasers</u>
1. For profit/gain or "professional complaining"	1. Purchased product as gift – feedback from user makes purchaser complain	1. Concern that others' usage of product is adversely affecting them.
2. Concerns regarding future product performance	2. Purchase for other household members	2. Socially concerned for others' welfare
3. Concern for other Consumers' welfare	3. Product spoils or becomes obsolete before use.	3. Environmental concern.
4. Due to anti-business attitudes	4. Discomfort upon discovery of a poor purchase decision.	4. Due to influences of media.
5. Due to a 'habitual' complaining personality.		5. Anti-business or anti-firm attitudes.

[Source: Jacoby and Jaccard (1981) quoted in Halstead (1990)]

If complainers form such a small percentage of all dissatisfied consumers, it is possible that management may never be fully aware of the problems of consumers. Although the study of consumer complaining behaviour (CCB) alone may not fully capture the extent of consumer dissatisfaction, it will definitely yield valuable information about dissatisfaction and its causes. Thus a study of complaining behaviour can prove to be quite significant.

It becomes essential to have an in-depth knowledge of complaining behaviour to identify who complains and why in order to obtain a broad perspective and use complaint information productively.

Purpose and Scope of the Research

The objective of this research is to gain a better understanding of complaining behaviour using a more balanced perspective. Although the area of complaining behaviour has been extensively researched, most of the studies have been undertaken using customer surveys in different fields of study. Studies undertaken from the managers' perspective have been negligible. Resnik and Harmon (1983) examined manager and consumer perceptions of appropriate responses to complaint letters and found that in evaluating the same complaint communication, consumers are more likely than managers to perceive complaints as being legitimate. Morris's (1988) interviews with corporate and unit

management, as well as the survey of hotel guests who had complained revealed that the actions taken by the company do have a positive effect on repurchase intentions and a negative effect on word of mouth. Westbrook (2000) notes that the manager's perspective is an important area to be researched in order to give a balanced understanding of complaining behaviour and handling of complaints from customers. Further, he also states that, "the time has come for CS/D researchers to overcome the 'great divide' and begin studying the managerial questions that also comprise the subject of customer satisfaction".

From an initial exploratory field study comprising interviews of managerial personnel in the hotel industry, it was found that managers hold certain preconceived notions about complaining behaviour of customers, which *have an impact on the steps they take for resolution of complaints*. Knowing what these perceptions are would be useful in understanding why consumers complain and help in better complaint redressal. This study therefore presents a managerial perspective of the subject of complaining behaviour.

This study is located in Goa, an Indian State, which has gained the distinction of securing a place on the tourist map of the world. The service sector was chosen, as it is a relatively unexplored area, and critical to the economy of the state which cannot really boast of a well-developed industrial sector.

The overall tendency in the marketplace is that consumers are satisfied with the majority of their purchases, both of goods and of services. There is, however, an important difference between the two. Consumers are *more often satisfied with goods than with services*. (Sto & Glefjell 1990). There could be a number of reasons for this, the most important being marketing challenges posed by the special characteristics of most services (Zeithaml, Parasuraman, and Berry, 1985). Each of these characteristics, viz. service intangibility, service perishability, the inseparability of production and consumption, and the diversity of service outcomes, potentially affects customer satisfaction, perceptions of service quality, and continued patronage and could well be the source of complaints. As the value added to tangible goods by retailers is largely 'service', these characteristics could be relevant to retail stores as well.

The hospitality industry was chosen as the field of survey in this study, as the exploratory field study indicated that it seems to be an area beset with complaints even though they are often not brought to light. Lewis (1983) declares, "although it remains to be proven empirically, it seems safe to say that there are few products that receive as much word-of-mouth treatment as do a hotel's or restaurant's services". Routledge (2000) speaks of the Government of Goa's emphasis on "high quality, low volume" tourism, differentiating between the foreign and domestic tourist markets. The research could have applicability to tourists in general, as there seems to be little literature on the discriminating behaviour of tourists. It may also have long-term implications for Goa.

The objectives of the present research work are stated below:

1. To gain a better understanding of complaining behaviour of customers as viewed through the service providers' perspective.
2. To present some theoretical perspectives to explain the reasons behind specific types of complaining behaviour as seen from a managerial perspective.
3. To bring to light the managerial implications of perceptions of hotel managers regarding customer complaints in the hospitality sector in Goa

Expected contribution of the Research

This research proposes to see complaining behaviour through the managers' viewpoint in order to gain a better understanding of this phenomenon. Using field surveys undertaken in the hospitality industry, the study attempts to make a small contribution to the extant knowledge about complaint management by categorisation of complaining customers for satisfactory handling of complaints.

Organisation of the Research

As a backdrop to this research, a review of literature on complaining behaviour is presented in Chapter two, where the theoretical foundation behind research in complaining behaviour is discussed first, followed by a summary of empirical findings. Chapter three provides the theoretical support for the hypotheses culled from field interviews. The methodology used for testing these hypotheses is described in Chapter four, along with the preliminary results. The main results are given in Chapter five, followed by a discussion of the findings and their implications. The final chapter includes an overview of the results, their contributions, the limitations of this research giving directions for future work and the conclusions drawn from the findings of the present research.

CHAPTER II

LITERATURE REVIEW

This chapter provides a broad review of the literature on complaining behaviour. The chapter is organised in the following manner. The concept of Consumer Complaining Behaviour is defined first, followed by a description of previous research in this area. The various theories underlying research in complaining behaviour are presented along with empirical findings. An evaluation of the existing research is given at the end.

Complaining Behaviour defined

Research in consumer complaining behaviour has established that complaint behaviour is a complex phenomenon that varies greatly by consumer and situation. For the purpose of this research, complaints and complaining behaviour have been used synonymously. Complaints are an indispensable manner of getting feedback from consumers. They signify the presence of some dissatisfaction experienced by the consumer. Various people have defined complaints in a number of ways, e.g.:

“A complaint is the uttering of a problem and the resulting dissatisfaction to the retailer or the producer”. (Schouten & van Raaij, 1990)

This definition does not include complaints to a third party like the Government or an organisational entity that would be instrumental in redressing complaints. An improvement in this definition is given below:

“Consumer complaints consist of all oral (telephone and personal visit) and written expressions of dissatisfaction about the purchase of products and services in the marketplace and about government supplied services and benefits”. (TARP 1985, p. 1-2)

The above definition would also include word of mouth communication about dissatisfaction with purchases made or services received from the Government. But as we have seen before, Jacoby and Jaccard (1981) found that complaints could come from satisfied users, non-users or even non-purchasers of goods and services. They present some evidence that complainers can include satisfied customers who perceive benefits, some fraudulent, to complaining to a manufacturer. In addition, some consumers who report being satisfied may still complain about minor issues, particularly if the organisation has a reputation for responding quickly and/or fairly to consumer problems (Day and Landon 1977). As Oliver (1987) noted, "...not all dissatisfied consumers complain nor are all complainers dissatisfied". There is a need, therefore, to investigate consumers who represent these exceptions. (Halstead 1992)

Hence, for purposes of this study, a consumer complaint is defined as “an action taken by an individual which involves communicating something negative regarding a product or service to either the firm manufacturing or marketing that product or service, or to some third-party organisational entity (such as the Better Business Bureau or the Federal Trade Commission).” (Jacoby and Jaccard 1981)

Complaining behaviour has been viewed as a topic of avid interest since the 1970s, and a large number of research studies have tried to describe this phenomenon. The review of literature draws heavily upon the work of Landon (1976), Halstead (1990) and Hegde (1996).

Factors Underlying Consumer Complaint Behaviour

The causes underlying consumer complaints are varied and complex. Jacoby and Jaccard (1981) summarise them into three major categories, which determine an individual's propensity to complain. They are market-related factors, consumer-related factors, and situation-related factors. Research by Day & Landon (1976; 1977), Day et al (1981), Halstead (1990, 1992) and others has helped in strengthening and adding to these concepts. We give below the reasons, which influence consumer complaints.

Marketing channel factors

a. Reputation of the seller:

Landon (1977a) suggests that if a firm is well known and has a strong image for quality and service, consumers will be more willing to seek redress through complaints.

b. Ease of access:

The consumer is more likely to make a complaint if it can be done conveniently (Day & Landon 1977)

c. Willingness to Provide Redress:

Perception of a store's willingness to provide a remedy will induce consumers to complain (Granbois et al 1977). Some consumers seek redress or complain only when they are reasonably confident of obtaining a favourable outcome. (Day & Ash, 1979)

d. Perception of Firm's Intentions:

Consumers who believe that a firm intentionally deceived them or acted to dissatisfy them would be more likely to complain than those without this perception (Kraft 1977)

e. Number of Available Sellers:

A complaint is more likely to be voiced if the product or service is available with only one seller (Didow and Barksdale 1982; Halstead 1990). If there were more sellers, the consumer would rather exit than take the trouble of complaining.

Recent research has confirmed that a complainer would take into consideration the reputation of the seller, his integrity and willingness to provide redress, as well as the convenience of lodging a complaint. The Equity theory as well as the Attribution theory have resulted from these perceptions.

Situational Factors

The situation-related factors, which affect complaining behaviour, could be divided into three categories: the product, the social climate and the importance of the situation.

a. The Product:

Consumer complaining would be more likely to occur when the product is expensive, durable, and easily returned or repaired (Day and Landon 1976,1977)

b. The importance of the situation:

“Importance” may be defined in various ways, not only in monetary terms. Landon, (1977a, p33) states that “satisfaction with products is not related to their cost, but the tendency to complain is”. Of particular significance is how essential an item is for daily living (Day and Landon 1977), for example, an automobile. It could also mean that the consumer has very high expectations for the product, which on not being met gives rise to complaints. Importance of the situation could also be linked to the

severity of the problem. The more severe the problem, the greater would be the propensity of a consumer to complain.

c. The Social Climate:

“Climate” could be described on two levels – general and specific. In 1977, Landon reported that social norms were changing, making it more acceptable for consumers to complain, hence complaining behaviour was increasing. (Landon 1977b) On a specific level, one should consider the degree to which public consciousness has been raised with regard to the particular product or service. If the public is aware of what is being investigated and why, it could provoke some consumer complaints (Jacoby and Jaccard, 1981)

It is true that public willingness to complain has increased to a great extent as the awareness and expectations of consumers regarding products and services are much higher today than in the past, making it easier for a consumer to come forward to lodge a complaint.

Consumer Related Factors

A number of consumer variables affect the consumer’s propensity to complain. These include personality, attitudes, motives, values, level and sources of information, lifestyle and demographics.

a. Personality:

Research has shown that consumers who complain tend to be more self-confident and assertive (Wall et al, 1977, 1979; Day 1978; Fornell and Westbrook (1979). Day and Landon (1976) also identified a personality trait which they called "propensity to complain", and found that some consumers will complain more than others will, regardless of the product or situation. Locus of control is another important concept. Consumers who operate from an internal locus of control, i.e. who assume responsibility for their own actions and take their own decisions are less likely to complain than consumers who operate from an external locus of control and feel that their fate is controlled by external sources.(Landon, 1977a)

b. Attitudes:

Consumers' attitudes toward Government and toward business could be related to their propensity to complain (Barnes and Kelloway 1980). Moyer (1985) found that complainers do not have more negative attitudes toward business than non-complainers. It has been observed that consumers with positive attitudes toward complaining have higher levels of complaint intentions (Bearden and Crockett 1981), self-reported complaint behaviour (Richins 1981), and decisions to seek third party redress (Singh 1989).

Attribution theorists argue that when causes of dissatisfaction with product or service are attributed to external sources (e.g. retailer,

manufacturer, or third party), consumers are more likely to complain. This was supported empirically by Lawther, Krishnan and Valle (1979)

c. Motives:

Landon (1977a) describes a number of motives, which could lead to complaint behaviour. According to him, consumers complain in order to help themselves, to help others, to help the firm, to get even (with retailer or salesperson), to vent displeasure and get it “off their chest”, to obtain an apology, and to obtain further information. It is not surprising that there seems to be a growth in professional complaining as it is seen that consumers complain if they feel they can get something out of it (Landon 1977a,). Russo (1979) states, “Many consumers will hassle the company in hopes of economic gain even if they themselves are to blame for the product failure”.

d. Value of the consumer’s time:

If consumers feel that the time spent on complaining could be better utilised in doing something else, their propensity to complain will not be high (Feldman 1976; Day 1978). Stokes (1974) analysed complaint letters and found that those individuals complain more that have spare time at their disposal.

e. Level and sources of information:

Research has established that consumers are more likely to complain if they have sufficient information about the product (Wall et al 1977), and are aware of how to lodge complaints (Day 1978; Day and Landon 1976).

Moyer (1985) found that complainers also tend to seek more information than non-complainers.

f. Lifestyle:

Not much empirical support has been found for any kind of lifestyle-complaining relationship, but Warland et al (1984) did find a significant relationship between level of community involvement and complaining.

That the motives, attitudes and lifestyle of customers do affect their complaining behaviour is seen also in the present research which is based on the difference in complaining behaviour of foreign and domestic tourists as perceived by hotel service providers.

g. Sociodemographics:

Stokes (1974) found that people who are highly educated and articulate are more likely to be complainers. It was also found that complainers tend to be younger and have above average income, education and social status. Research in complainer characteristics can be summed up below:

Figure 4

<u>Consumer Characteristics</u>	<u>Date</u>	<u>Author(s)</u>
Above-average education	1974	Stokes
	1975	Liefield et al
	1977	Gronhaug
	1984	Warland et al
	1985	Moyer
	1987	Morganosky & Buckley
Above-average income	1975	Liefield et al
	1977	Gronhaug
	1984	Warland et al
	1985	Moyer
	1987	Morganosky & Buckley
Younger (25-45)	1973	Miller
	1975	Liefield et al
	1976	Day and Landon
Managerial/Professional occupation	1975	Liefield et al
	1977	Gronhaug
	1986	Moyer
Upper class social status	1984	Warland et al

Research Done on Characteristics of Complainers
(Source: Halstead (1990))

The present study proposes to offer another characteristic in the sociodemographics section of the factors underlying complaining behaviour. The research study is regarding customers of hotels in Goa and proposes to find out whether domestic guests complain more than foreign guests do. The characteristic could be termed as “citizenship status of consumer” [domestic vs. foreign].

TYPES OF COMPLAINERS

Early research divided consumers into two categories only – Complainers and Non-complainers. Those who quit buying the product or patronising the service or engaged in negative word-of-mouth behaviour among friends and acquaintances were not taken into consideration. Only those who actively expressed their dissatisfaction to the marketer or to a third party (e.g. Better Business Bureau or Consumer Court) were considered complainers.

Singh (1990) made a distinction between complaint responses and complaint actions, and clarified that unlike actions, complaint responses imply all possible reactions to dissatisfaction. He divided complainers into four consumer clusters:

- a. The passives – i.e. the non-complainers
- b. The Voicers – i.e. those who complain directly to the retailer and have a more positive attitude towards complaining

- c. The Irates – i.e. those representing angry customers who indulge in negative word-of-mouth
- d. The Activists – i.e. those who complain to third parties, e.g. court, newspapers, consumerist agencies, etc.

According to him, the “Voicers” category is the most favourable one from the retailer’s perspective. This is because dissatisfied voicers neither engage in negative word-of-mouth nor do they switch patronage, but their complaints prove to be valuable feedback for improvement.

THEORIES OF COMPLAINING BEHAVIOUR

The theoretical background underlying who complains and why is described by the theories of complaining behaviour put forward by a number of people.

Theory of Exit, Voice, and Loyalty

According to Blodgett and Granbois (1992), A. O. Hirschman’s (1970) theory of exit, voice and loyalty provides the framework to understand what leads to complaining behaviour. It supplies the situational and personal factors used by other researchers to describe the relationship between dissatisfaction and complaining behaviour and provides an insight into the types of responses

consumers may take once dissatisfaction occurs. Hirshman's framework is quite broad, and can be used to describe other phenomena besides complaining behaviour. For example, he uses this framework to explain why some dissatisfied employees leave an organisation while others stay on in spite of better opportunities being available to them elsewhere. In his example Hirschman argues that it is the *loyal employee* who speaks up and complains about deteriorating work conditions, ill-conceived strategies, declining firm performance, etc. In the same vein, according to him, two types of responses are available to a dissatisfied buyer. He can shift his patronage to another firm, or he can express his dissatisfaction to the seller and seek redress for his complaint. The first response of the customer would be termed as 'exit'; in the second case, the complainer would be considered a 'voicer'. He explains that voice depends on one's willingness to complain which in turn depends on the value of voicing the complaint times the probability that the complaint will be successfully redressed. Exit, in contrast, is negatively related to the ability and willingness to take up the voice option and is often resorted to when the voice option has been unsuccessfully used. Whether a customer exits or complains, depends on whether he is loyal to the firm.. He often chooses to stay and complain, in the hope of turning that organisation around. Hence we could say that it is the loyal customer who chooses to complain to the seller in the hope of improving the product or service. These loyal customers feel a certain attachment to the store and thus would be more likely to give the seller a 'second chance'. Hirschman points out that the cost of voice in terms of time and money must also be considered, and

states that voice tends to be costlier than exit. It is the loyal employee who is more likely to threaten to exit, in the hope that this threat will cause the firm to finally recognise and address the problem. The non-loyal employee (as also the non-loyal customer,) however, will just quietly leave the organisation without any warning, in which case the firm is not explicitly made aware that a problem exists.

Considering the vast number of products purchased by a consumer, which are not very 'important', the cost of voicing a complaint is usually greater than the benefit of the remedy desired. Hence consumers would complain in case of a more expensive durable good, and quietly exit in case of an inexpensive, non-durable item. Recent CCB research is quite consistent with this theory. The 'value of voicing the complaint' factor is manifested in the *product-importance* construct (Richins 1985) as well as in Singh's (1990) *worthwhileness of the complaint* construct, while the 'probability that the voice will be successful' is seen in the *likelihood of success* construct (Day & Landon 1976; Granbois et al 1977; Day 1984; Richins 1983a, 1985 1987; Singh 1990). The 'ability and willingness to take up the voice option' is found in the *attitude toward complaining* construct of Richins (1980, 1982) and Bearden & Mason (1984).

This theory has a significant bearing on the present research, as it seems to be the loyalty factor in a tourist, which makes him complain, in the hope of improving the situation at hand.

Expectations Theory

The expectations-based approach posits that satisfaction judgements are a positive function of consumer pre-purchase beliefs about the overall performance or attribute levels of a product (La Tour & Peat 1979). Expectations provide a standard or frame of reference against which satisfaction judgements are made. If expectations are met, it leads to satisfaction; dissatisfaction results if expectations are not met, and complaining behaviour follows this. Expectations have been defined as the consumer's pre-purchase predictions of what product performance will be (Day 1983).

Miller (1977) has suggested that four types of expectations could form the basis for comparison: the ideal, the expected, the minimum tolerable and the desired. Many researchers support the expectations theory, for they feel

that consumer choice is guided either explicitly or implicitly towards choice of objects on the basis of anticipated performance or expectations.

- a *Ideal/desirable* performance (what the product or service *can be*): this standard represents the optimal product performance a consumer would hope for.
- b *Equitable or deserved* performance (What the product or service *should be*): This standard represents the level of performance the consumer ought

to receive, given a perceived return of costs.

c. *Expected* performance (What the product or service *will be*) A product's

Most likely performance is presented by this standard. It is the most-used pre-consumption comparison standard in consumer satisfaction/dissatisfaction research (Oliver, 1980; Oliver and Linda 1981).

d. *Minimum tolerable* performance (What the product or service *must be*):

The product should at least meet a certain minimal tolerable performance guidelines (La Tour and Peat 1979).

This theory too has an impact on the present research, because it appears that the high expectations of domestic tourists turn into disillusionment and give rise to complaining behaviour.

Disconfirmation Theory

This approach to consumer satisfaction argues that satisfaction formation is a function of the size and direction of disconfirmation beliefs (Cardozo 1965). According to this theory, consumers are believed to form expectations about a product prior to purchasing the product (Oliver 1980). Expectations are defined as "a consumers' beliefs that a product has certain desired attributes". Subsequent post-purchase usage then reveals to the consumer the actual performance of the product. The consumer then compares this post-purchase evaluation with the expectations held prior to purchase. If the product performed better than

expected, 'positive disconfirmation' is expected to occur. This leads to consumer satisfaction, and strengthens consumers' beliefs, attitudes and future purchase intentions. If however, in the consumers' evaluation, the product performs worse than expected, negative disconfirmation occurs. If the product performs as expected, the judgement of the consumer is labelled 'simple confirmation' (Oliver and DeSarbo 1988). Simple confirmation and Positive disconfirmation are considered to bring about states of satisfaction, while negative disconfirmation leads to dissatisfaction (Swan & Combs, 1976). This dissatisfaction may be manifested through different forms of CCB.

Positive disconfirmation could give rise to a situation of surprise and delight to some customers while negative disconfirmation could be the cause of complaining behaviour of consumers in this research study.

The Perceived Performance Theory

While the expectations - disconfirmation paradigm has been widely used in satisfaction/ dissatisfaction research, there may be certain conditions when this construct alone may fail to fully explain the consumer satisfaction/ dissatisfaction formation process (LaTour and Peat 1979, Tse & Wilton and 1988). Churchill and Suprenant (1982) argued that under certain conditions, it might not be necessary to include disconfirmation as an intervening variable affecting satisfaction. Their very interesting results indicate that the processes consumers

use to reach satisfaction judgements may differ for durable and nondurable products. In the case of a nondurable product, the traditional expectation-disconfirmation relationships held. For a durable product, however, consumers' satisfaction judgements were solely determined by the performance of the product and were totally independent of their initial expectations.

As 'service' is a non-tangible offering this theory does not seem to have much bearing on the present research study.

Equity Theory

The fundamental idea behind equity theory is that in a social exchange situation consisting of two persons or parties, each is presumed to compare his relative gains to the perceived relative gains of the other. Equity exists when the perceived net gains of each one are equal to the other. Equity theory was first stated by Adams (1965) and is based on the relationship between the costs an individual expends in the transaction and the anticipated rewards. *Whether a person feels equitably treated or not may depend on various factors including the price paid, the benefits received, the time and effort expended in the transaction and experience with previous transactions* (Woodruff, Cadotte and Jenkins 1983; Tse and Wilton 1988).

Recent research has briefly considered such situations, but the scope for future research and extension of this model is considerable. Especially notable studies

in this area have been those of Fisk and Coney (1982), Goodwin and Ross (1989), Mowen and Grove (1983), Fisk and Young (1985), Oliver and Swan (1989) and Oliver and Desarbo (1988). Fisk and Coney (1982) found that consumers were less satisfied and had a less positive attitude towards a company when they heard that other consumers received a better price deal and better service than when they felt that they were equitably treated.

This theory would seem to have an impact on the present research study, as the consumers would compare their gains with the price paid and make relative satisfaction judgements of the hotel offerings.

Assimilation Theory

This theory initially put forward by Sherif & Hovland, (1961) was used by Andreasen (1977) to explain how consumers report satisfaction *even when prior expectations are not met*. Under Assimilation theory, consumers' satisfaction judgements will tend to assimilate or move toward the original expectation level if the discrepancy between expectations and product performance is not extreme. If there is a large discrepancy, it may result in complaining behaviour.

This theory does not appear to greatly affect complaining behaviour of customers in the present research, as other considerations seem to have a greater impact on the same.

Attribution Theory

The Attribution theory was put forward by Krishnan and Valle (1979) and finds support in the works of Valle and Wallendorf (1977), Richins (1983a), Folkes (1984), and Francken (1984). This theory suggests that people are rational information processors, whose actions are influenced by causal inferences (Folkes 1984). In other words, when people are dissatisfied with a product, they try to determine the cause of the dissatisfaction and assign responsibility for it. If blame is attributed to the marketer, the consumer will engage in CCB but not if he attributes blame to self. Findings indicate that the more external, the more stable and the more controllable the attribution, the greater the likelihood of engaging in complaining behaviour. Folkes (1984) shows that consumers who attribute product factors to the manufacturer or store tend to engage more in seeking refunds than to take no action. Some aspects of this theory are:

1. Locus of Causality (internal or external) - The purchase outcome can be attributed either to the consumer (internal) or to the marketer or something in the environment or situation (external). Complaints will arise if the locus of control is external.
2. Stability (stable/permanent or unstable/temporary) - Stable causes are thought not to vary over time, while unstable causes are thought to

fluctuate and vary over time. The stability of the situation would give rise to complaints from customers.

3. Controllability (volitional/controllable or nonvolitional/constrained) -

Both consumers and firms can either have volitional control over an outcome or be under certain uncontrollable constraints. If an event were controllable, it would impact the propensity of a customer to complain.

These dimensions are generally thought to be dichotomous (Weiner 1980), although there has been some discussion of them being perceived on a continuum (Folkes 1984). A consumers' response to a situation depends on the attributions he/she makes. Complaints arise when the failure is attributed externally, when the causes of the failure are stable and when they are controllable. This is seen also in the present research, where complaints seem to be attributed to the insincerity of the tour operators.

In conclusion, the areas in which CCB research has been done can be summed up in the table given in figure 5.

Figure 5**RESEARCH IN COMPLAINING BEHAVIOUR**

<u>Subject</u>	<u>Date</u>	<u>Initiated by</u>
Attitude towards complaining	1980	Richins
Perceived likelihood of success	1976	Day & Landon
Product importance	1985	Richins
Factors affecting word of mouth	1967	Arndt
Attribution of blame	1984	Folkes
Significance of consumption event	1984	Day
Probability of complaint success	1983	Richins
Environmental influence	1991	Singh & Wilkies
Post-purchase consumer satisfaction judgements affecting –		
Word of mouth communications	1983	Richins
Brand loyalty	1969	Howard & Slaton
Purchase intentions	1974	Howard
Evaluating costs and benefits of complaining	1980	Richins
Dissatisfaction with specific Product-experience situation	1983	Bearden & Teel
Defensive marketing strategy	1987	Fornell & Wernerfelt
Complaining to Third Party	1991	Prakash
Complaining as a dissonance-releasing activity	1987	Oliver
CCB as a dynamic process	1979	Robinson
Perceived justice and repatronage intentions	1981	TARP

[Source: Compiled by this researcher from various issues of Journal of Consumer Satisfaction, Dissatisfaction & Complaining Behaviour – online]

Summary of CCB literature

The factors contributing to complaining behaviour have been described in the present chapter and it was noted that though dissatisfaction is not a necessary condition to give rise to complaints, it seems to be the major reason why complaints occur. The theories underlying complaints and complaining behaviour have also been reviewed to gain a better understanding of the topic under consideration. The following chapter gives the process, which was followed in the present research study, to arrive at the hypotheses which were actually taken up for testing.

CHAPTER III

FORMULATION OF HYPOTHESES

The substantial literature review done in the field of complaining behaviour did not seem to yield a specific problem or research question in the hospitality industry. Hence it was thought necessary to go to the field and observe the actual situation at close quarters. It was decided to perceive whether the hotel service providers view complaints as opportunities to provide additional/better services to customers. This chapter outlines the procedure that was followed in the present research study.

In-depth unstructured interviews were conducted with managers who handle customer complaints in hotels. Twelve hotels were selected from the Yellow Pages, after confirming the willingness of managers to be interviewed. Five-star, three-star and unstarred hotels were included in the sample. The interviews were conducted with managers, owners and guest relations executives who were asked questions regarding complaints received from customers and how these were handled, as well as what they felt were the reasons for the complaints. These interviews formed the basis of the research hypotheses. Reproduced below are relevant excerpts from these unstructured interviews.

THE INTERVIEWS

Hotel No.1: (3 star)

Types of customers: The customers the hotel gets are budget tourists, 65% of whom are foreigners. The duration of stay of the foreign guests is longer, around fourteen nights, while the domestic guests stay for about three nights on an average. The foreign tourist inflow is the highest in the month of February, which comes after they have celebrated Christmas and New Year. Further, flight rates are lower at this time. Even so, on the whole, December is quite the busiest month. The busiest times of the day are during checking in and checking out. On an average, the occupancy is 68% and the revenue per room works out to approximately Rs.725- to Rs.825/-

Who complains: On the whole the manager feels that Indian customers are more demanding and insist that they should get their money's worth. Many times their expectations are too high. For e.g. when they order coffee, they want it to come immediately, failing which they get irritated. The manager felt that the expectations of Indian guests are too high because the tour operators have misled them.

Types of Complaints: The complaints the hotel gets are of the routine type – for e.g. the AC or the geyser or the TV may not be working. In such cases, the maintenance department takes charge and the mechanic rectifies the problem. In the meantime, the staff sits with the guest, keeps him company, gives him lunch or dinner on the house, and tries to keep him happy. The guest can understand complaints of this sort, but he cannot tolerate such things for long. Hence immediate action must be taken.

Redress: The hotel manager ascribed his success in handling complaints to “the gift of the gab”. He was of the opinion that however furious the guest may be, he can be pacified by a sympathetic staff member, who only has to listen to him. Any interruption only serves to increase his anger. Worse still, any attempt at denial infuriates him still further as he thinks the staff is trying to make him out to be a liar.

According to the GRE (guest relations executive), anyone dealing with an angry customer must keep his cool and not lose patience with the guest. “On the job” training is given to staff members who learn to handle customers by observing how the manager handles difficult situations. Sometimes, the staff is reprimanded in order to keep the guest happy, but on the whole, they do not seem to mind, as they know how important it is to pacify the guest.

Hotel No.2: (3 star facilities)

Type of customers: The manager strongly believed that positive word of mouth is the best promotional tool. The hotel management appreciates the value of repeat customers. The manager observed that foreign guests like to try out new eating places and do not patronise the hotel restaurant, whereas the Indian guests tend to spend more time within the hotel premises and also generate more revenue for the hotel. One reason for this could be that the Indian nature is such that if a person cannot afford it, he will not travel at all; but if he is on a holiday, he wants to spend and be comfortable. He feels that the customer is the *raison d'être* of the hotel and must always be treated as if he is right. According to him, what the customer really wants is personalised service.

Types of complaints: Most complaints are in the nature of missing articles such as wallets, mobile phones, etc. The manager expressed the view that these are usually lost on the beaches, or at the shacks, etc, but the complaint is made in the hotel. He rationalised this by claiming that the guest usually required getting his insurance on the lost article, for which he needs a letter from the police. The manager also believed that some guests try to cover up expenses by complaining against the hotel with the hope that the hotel would give some discount in order to pacify the complaining guest. In spite of this, each individual complaint case is dealt with the basic concept that the customer is always right.

Who complains: the most difficult customers according to him are Indians who have settled abroad and haven't been to India for a long time. They tend to be very demanding and feel they are one category higher than resident Indians. The hotel management finds this category of customers the most difficult to deal with and satisfy. Some guests had no complaints here in India, but when they went back to their country, they complained to the travel agents that things went wrong.

Redress: The manager felt that a pleasing attitude, patience, enthusiasm as well as alertness to the situation are of great help in handling guests successfully. Another point the manager spoke of was that travel agents often give a false picture to the customers and raise their expectations. E.g. "sea-view from the window". When the guest actually comes there he finds that the claim is totally false and shows his dissatisfaction. Usually the hotel calls up the travel agent and gets him to explain to the guest. The hotel authorities also try to talk to the guest, but if it were just not possible, the travel agent would shift them to another hotel. The manager explained that the tour operators in the foreign countries have connection with the handling agents in India, and they count on the local handling agents to look after the needs of the charter guests in India.

Hotel No.3: (3 star)

Type of customers: The kind of customers they get are usually walk-ins. Earlier, they used to cater to the charter guests, but now they have cancelled all charters, because they found it uneconomical to keep charter guests. The guests, who come by chartered flights, hardly pay Rs.750-800, while the walk-in customers pay between Rs.1500-Rs1800 per day. . Most of the customers of this hotel are Indians (about 60%). They get few business customers.

Who complains: On being asked which customers were difficult to handle, the manager felt that it varied according to individual customers. He observed that foreigners have more patience to wait. At the restaurant, he feels that Indians want their food fast, whereas the foreigners will wait with their drinks till the food comes. As regards mosquitoes, the Indians will adjust more than the foreigners, who create a lot of fuss and have to be given mats to ward off the mosquitoes, in spite of their rooms having been sprayed like that of the others.

Types of complaints: According to the manager, one of the reasons why guests complain, is that they are under a misconception or have some sort of misunderstanding about the hotel and its facilities. He told of a recent case, where a party from England had booked 16 rooms at their hotel, after having seen the photo of one of the rooms in their advertisement placed on the Internet. The room had antique furniture and the guests expected that all the rooms in the hotel should have the same type of furniture. It was a tough task to explain to the

guests that every room had different furniture of a unique kind. He also told of guests who come and demand for discount because they had received it the previous year when they had come. Once in a way they have to refuse a guest's request and turn him away if he doesn't seem to understand their point of view.

Redress: Sometimes complaints come in because the phone is not working or the TV is out of order. Their maintenance department handles such complaints. The manager feels that 95% of the problems are rectified there and then. Sometimes, if the guest has to suffer the problem for a long time, e.g. if the AC has blown up and cannot be repaired until the next morning, the guest is compensated by giving him a discount.

Hotel No.4 (unstarred)

Type of customers: This is a small hotel, started seven years ago, on a private property. There are just eight rooms but the occupancy is around 80-90% on an average. The aim of putting up this hotel was to serve society at large by providing clean and safe accommodation to middle-class Indian families at reasonable rates in the heart of the city. The proprietor feels that the benefits should go to the customer so that the customer will stay longer. As 80% of the guests are from the middle-class section, he feels that the prices should suit their pockets.

Who complains: When asked about difficult customers, the proprietor noted that the attitudes of people are different. People of North India, according to him are more difficult to deal with than people of the South. According to him, the former seemed to be more aggressive than the latter.

He also spoke of the exploitation by the touts of the unsuspecting tourists by directing them to hotels where the poor customer is fleeced of his money and goes back regretting his decision to come to Goa.

Types of complaints: The rare complaints they get have been regarding mix-up of accommodation dates, usually due to the customer's non-payment of advance money. Some customers want to have a good time in the hotel by getting high. They are told in no uncertain terms, "This is a vegetarian and non-vegetarian hotel. Drinks are not allowed"

Hotel No.5: (unstarred)

Type of customers: Most of the customers they get belong to the tourist class. The hotel is linked up with Nirmala Travels from Mangalore which conducts pilgrimage tours to Goa, Shirdi and Nasik. These guests are pilgrims who come in the night and move out in the morning by 6.00 a.m. and are out the whole day. The checkout time of the hotel is 9.00 a.m. in the morning, set by the luxury tax authorities. After 9.00a.m, it is considered as the next day. If the

guests are to leave in the evening, and will be out the whole day, the manager tells them to check out in the morning, but to leave their luggage at the reception during the day when they would be out. In the evening, they are given a place to freshen up before they leave the hotel. The guests are very grateful and usually spread positive word of mouth

about the hotel among their friends. The hotel gets a large number of repeat clients and this is an indication of their satisfaction with the facilities provided by the hotel. The hotel also gets people recommended by their clients. They have had a number of business tourists checking out of good hotels and coming to this hotel. "What we want most is cleanliness and good service, not ACs!" is what they have said.

Who complains: It is a policy of the hotel that they do not accept foreigners unless they are recommended by someone known to the hotel. According to the manager, the backpackers are the worst customers who pay the least but demand the maximum because they have come to a third-world country. Therefore they have a policy not to cater to them.

Types of complaints: Most of the complaints are regarding rooms not done – but this is because guests have failed to leave the room key at the counter or have left their belongings on the bed. The manager also told of greedy agents who are interested only in getting running commission at the expense of the tourists. They do the bookings for sightseeing, tours in the night and other entertainment with an eye to maximize their profits. Hence they send the tourist

on the first night on the 'Goa by night' cruise, by bus to Dona Paula, Miramar and back. On the second day the tourist is sent on a South Goa tour, where they are shown temples and churches of South Goa. On the third day, they make the tourists check out by telling them that there is nothing more to see. This is usually done to Indian tourists who would like to see Goa for at least five days, relax on the beach and enjoy the beauty of nature. The tourist goes away disappointed and unsatisfied, thinking that Goa is too expensive a place for a holiday.

Redress: When asked about handling complaining customers, The manager said that the best way would be never to shout back at the customers, but to let the customers speak out whatever they have to say. He opines that this makes the customer come closer to the hotel employee. Sometimes the complaints of customers have been used for improvement of the hotel facilities. He related that earlier they used to keep only one mug in the bathroom, thinking that because of the shower, the guests would not need another mug for bathing. One of his guests wrote out a complaint that not all guests use the shower and it would be better to provide another mug for bathing purposes. Within a week, the manager saw to it that every bathroom had two mugs in it. Another guest verbally requested that the power of the bulbs in the rooms be increased. The manager explained to him that they have one emergency bulb in every room connected to the inverter, so if lights go off, a person can find his way in the room without the need of a candle. If the power of the bulbs was increased, the bill would be extremely large, and at the low rates that the hotel offers its guests,

it would not be possible for them to do it. The guest was satisfied with this explanation and realised the folly of his request.

Hotel No.6: (3 star)

Type of customers: 95% of their guests are domestic customers, of whom 50% are business guests and 50% are tourists. Gujarat, Karnataka, Maharashtra, Delhi are some of the places from where their guests come. Most of the hotel guests come through tie-ups with travel agents in Bombay, Karnataka, Bangalore and Gujarat. Their agents advertise on their behalf. The hotel has its own website on the Internet, and some guests come through that channel.

Who complains: The manager feels that sometimes, by nature, people are dissatisfied, and so prove to be difficult customers. What they need is a person to understand them. The manager gave us a few examples of complaining customers. A guest called Mr. Gurmeet Singh stayed for around 20 days in the hotel and was given a discount of Rs.100/- on the actual room rent of Rs.500/-. He stayed on for about 45 days and the manager decided to give him an AC room. This guest was from "Japan Life", a network business centre located not far away from the hotel. On his recommendation, the hotel had received a number of customers from "Japan Life". One day, about five of his friends came to the hotel, and wanted to swim in the pool, which is open to outsiders too, on payment of the pool charges. While his guests began to swim in the pool, the

F&B Manager told him that the guests could not enter the pool without payment. Mr. Singh was angry because he was told in front of his guests, so he phoned the Front office Manager, and said he wanted to check out immediately. The Manager realized that if they allowed Mr. Singh to go away unhappy and dissatisfied, it would surely affect the hotel adversely, due to negative word of mouth. Hence the Front office Manager and his assistant went to Mr. Singh's room and apologized to him. The F&B Manager too tendered his apology, and a pacified Mr. Singh stayed for a month more.

Some customers complain if they are not given discount. When they are given a discount, they want it when they come the next time too. They tell their guests and friends, and they too demand the same. At that rate, the manager feels, the hotel will surely run into a loss. He is of the opinion that Indian guests get annoyed very fast. If the foreigners are told that the phone is not working and that it would be repaired by evening, they are willing to accept the situation, but not so the Indian customers. The Indian guests feel that they are paying for the service, which means they must be given it fully. The guests mostly complain about the power cut which is a frequent occurrence in their area. When the current fails, the hotel normally waits for 10-15 minutes to start the generator. This makes the guests grumble and complain. The General manager was of the opinion that there are three types of difficult customers – the first type who are difficult due to some physical difficulty or mental tensions. This type may not create problems for the hotel. The second type are those who come happy

but leave dissatisfied. These people can be handled to some extent, but the third type are those who want to be difficult at all times due to ulterior motives. (E.g. after almost finishing the dish that was served, they will put hair in the food and then demand compensation for it)

Types of complaints: Sometimes the travel agents give false information and raise the hopes and expectations of the tourists, which leads to disappointments and disillusionment of the guests. He told of how a travel agent had fooled a guest by giving false information that the hotel would take him sightseeing, as well as on the boat cruise, but actually the hotel was not doing any such thing. On another occasion, the travel agent had told the guest that he would get two suite rooms and two deluxe rooms, but had told the hotel to give the guest two standard AC rooms. The hotel had to make these guests understand and help them to confront the travel agent if need be. One thing the general manager is totally against is overselling the hotel to any guest. He wants that the guest should be told the truth and should have the option to choose what he or she wants according to his or her tastes and according to their budget. Certain marketing agencies want to make fast money and try to cheat the tourist. What is normally charged at Rs.800/- will be quoted at Rs.1,500/- and when the guest makes inquiries and discovers that he has been taken for a ride, he comes to complain to the Manager. The manager tells them that they should have verified first before paying the travel agent. He shows them his printed tariff cards and tells them that he would have hidden those if he intended to cheat his guests. The

manager perceives that when a person is in a holiday mood, and trusts the hotel authorities and the travel agents, he feels terribly disillusioned when such things happen. The guest is emotionally hurt, monetarily fleeced and therefore creates trouble for the hotel.

Redress: As regards the qualities required for effective guest handling, the manager feels that sincerity of the service provider is very important. The ability to listen is another important quality. The person should be fluent in English and have a cheerful disposition. While dealing with the guests, he must forget himself and his own problems. According to him, each problem is unique – one has to look at it carefully and solve it. Many times, the guest himself may be having a solution for it. The manager feels that handling of domestic customers and foreign customers are two distinct activities, which require proper understanding. In his opinion, while Indian guests may make a lot of noise, the foreigners appear to be very calculating. Success lies in identifying the right solution and solving the problem. From his past experience, he has learnt two things, first, that one should be sincere, and second, that one must know his job well.

The manager believes that complaints from customers are a sign that the guest is familiar with the hotel and feels that the hotel cares enough to do something about his/her problem. For this reason, the hotel staff members learn to expect problems and take them as part of life, and do their best to be prepared for them.

Hotel No.7: (5 star)

Type of customers: The Front-office manager explained that most of their customers are leisure guests, of whom 50% are repeat clientele. They also have regulars coming from the past 20 years, who stay over a period of 4 weeks to even six months. In January and February, 80% of the customers are foreigners. The situation is reversed during Christmas time, when 80% of their guests are Indians as the foreigners prefer to celebrate Christmas in their homeland. During April-May, most of the foreigners return home to a cooler climate, so 95% of their guests are Indians, most of whom are clients of big business houses of Goa – Unichem, Cesa Goa, Binani Glass, and others. The family crowd mostly populates this hotel, who love the rustic Goan atmosphere, the spacious lawns, and the children's activity center, which is ideal for families.

Who complains: The Guest Relations Executive stated that it is better to have guests who voice their complaints, because something can be done about their problem, and once it is solved, they forget about it. It is those who do not complain who go and create problems outside by telling others what they disliked about the hotel. When asked how they handle guests who complain, she said that they allow the guest to tell them what his problem is, and during that time, they read the customer – to know whether it is a genuine problem or whether the guest is just acting fussy. They see whether he needs attention or

whether he comes with his friends and wants to show off. Every person is in need of attention is the firm belief of the Guest Relations Executive.

Types of complaints: The normal types of complaints that they get are that the AC is not working, or some equipment is out of order. Sometimes they get complaints about loud music, which disturbs some people. Then they have to request the persons to turn the volume down. Some guests complain when insects get into the room. It usually happens due to the greenery they have around. In that case, any of the hotel employees around are asked to do the needful.

Redress: When a guest complains, the best thing would be for the Guest Relations Officer to rush to the spot of trouble. There are some guests who are labeled “HWC” by the hotel staff – it means, “handle with care”.

Sometimes some guests while leaving the hotel ask for a discount because they say that their AC was not working. Normally such complaints are not entertained, because the hotel feels it takes enough trouble to find out if the guest has any problem, and if something was not all right, the guest should have informed the hotel about it earlier. As for the routine complaints, the Maintenance department handles them. After Maintenance fixes the problem, the Housekeeper is informed, and the guest is called within five minutes to ask if everything is all right. In case it is a major problem and it cannot be settled within a short time, a change of room is given to the guest, and he is shifted to a superior room. The Housekeeping and Maintenance departments review the complaints every two months, and find out what the critical problem is. They

analyse the problem and take remedial action, e.g. if it is a service delay complaint, they see how to shorten the time within which the service is performed. At the end of every month, the Maintenance as well as the Housekeeping departments write down how many times the same problem occurred, and this information is sent to the Head office in Bombay. There they have a Quality Control Cell, which analyses all the complaints and puts them in a chart form. This cell prepares Standard Operating Procedures (Sops) which are sent out to all the departments of all their hotels.

The Guest Relations Executive believes that calling up the guest to ask if things are all right is very important She feels that the same treatment should

be given to every guest whether he is a VIP or not. An important point made by her was that consistent quality of service is very important for a hotel. Regarding qualities needed to handle guests, the Guest Relations Executive said that basically patience is needed. One has to keep cool, listen to the guest – for the guest is always right. Sometimes when they have to be refused, it must be done politely. It is important to learn to read the body language of the guest. They have to talk nicely and be always polite, but also keep in mind the policies of the Company. Maintaining eye contact is another important thing that the staff should do. It reassures the guest and makes him feel important. Basically, they must learn to break the ice by talking to them and asking them if they are comfortable and if they need anything. Everyone is

looking for recognition. The more one talks and gives a warm welcome to the guest, he feels important and is happy.

Hotel No.8: (unstarred)

Type of Customers: As the proprietor is retired and does not really need much income from the hotel, he is not too keen on getting more customers through touts even though most of the hotels are prepared to do so, because of the stiff competition among hoteliers. He stated that the touts bring in customers and charge Rs.100/- per room per day. He was concerned that the hoteliers would charge this to the customers and once the customer came to know that he was being swindled, he would not come again to Goa. Thus Goa would become an unpopular tourist destination. According to him, there are three types of customers – the tourists, who stay for about three days and move over to the hotels near the beach. There are the business people who come on duty and are busy with their conferences or seminars during the day and want to rest; and the third type are the rowdy elements who are only interested in creating trouble. Some foreigners do come to the hotel, but as they do not like city life, they do not usually stay for more than a day. Most of the customers of this hotel are regulars who come again and again to the hotel. The proprietor feels that they get 80% repeat customers because of the service they provide in their hotel, and he is proud of the fact that the hotel has not been advertised for a long time and many customers come through word-of-mouth publicity.

Who complains: When asked why he feels customers complain, he replied that usually the complainant has a problem. People's tastes are different, their likes and dislikes differ and mostly this is the cause of complaints. There are some who try to rob the hotel of towels, pillow covers, hangers, and even bed-sheets. Before a customer checks in, the room is shown to him and also when he leaves, the room is checked again.

Types of complaints: the proprietor feels that he has not had much scope for complaints, because of the rules he has laid down in his hotel. Sometimes guests bring their own food and that leads to ants and cockroaches. When they complain about this, he reminds them of the rule of not having food items in the room. Some guests complain when they find that there is no water for bath. As Miranda showers are installed in the bathing rooms, it does create a problem if many guests go for bath at the same time. Then he asks the guests to bear with them and go after some time. There are complaints when lights go off suddenly. As he has not yet installed inverters, it does create problems, hence candles are given to the guests. Some guests want the linen in the rooms changed daily, but the Proprietor does not agree to this, as even the five-star hotels do not do it. In this hotel the linen is changed after two days.

Redress: As for qualities required to handle difficult customers, he feels patience is very important. It is good that the hotelier goes out of his way to make the stay of the customer a pleasant one. At the same time, firmness is

required too. The hotelier should be very straightforward. He should have qualities of leadership and be a good manager. Courage is needed in all situations and the ability to keep one's cool. When asked if he finds that complaints are a joy to handle, he said that it was true, but the complaints should be genuine. If one tries to entertain every complaint, it will not do at all. One must weigh the matter and accordingly take the decisions.

Hotel No.9 (Five star deluxe)

Type of customers: The hotel gets repeat customers – guests who have been coming over the last 15 years. There are some loyal companies, which will not hold conferences anywhere else except in this hotel. The manager is proud that this hotel has an advantage over all other hotels because of its human approach. Repeat customers are the best way to prove guest satisfaction, and he declares that at any time, they have around 30 to 40 guests who have been coming to this hotel since the past 3 to 4 years.

Who complains: Complaints signify that the hotel is not all it has promised to be. There is some discrepancy somewhere. Foreigners complain because they want to claim money from insurance. Complainers are usually loyalists of the hotel, because they complain so that the hotel does not go down in its standards. The manager feels that those who complain with a solution will surely be loyal to the hotel. The GRE feels that Indians are more difficult to

handle, because they are used to servants. It is not so with the British, who normally do their own work. In India, we are pampered and so we have an ego problem. The nouveau-rich think they can just command. She spoke of how their foreign guests have noticed that the Indian guests do not know how to handle the staff at the hotel. Commanding people, or raising the voice shows no respect for the person being spoken to. One cannot demand respect, but one can command respect by one's behaviour.

Types of complaints: Routine complaints, person-related complaints, infrastructure-related complaints, billing complaints- overcharging or undercharging; service complaints; facilities – sightseeing, boat cruise, guide, etc. According to the Guest Relations Executive, the British usually follow the brochure point by point and bring to the attention of the hotel if anything is missed out on their holiday. In that sense they are quite calculating and would ask for compensation without hesitation. For lost articles, they usually get compensation from the tour-company. They have to be able to prove that the article was not lost in their hotel. The guest usually wants a FIR to be filed so that he can claim compensation. The GRE feels that some guests are very diplomatic, because they do not say anything here, but later go back and file complaints with the tour-company. So she tells them very clearly that rather than wait for the last day, it would be nice of the guests to let the hotel know if there's anything they can do to solve their problem.

Redress: The hotel does get back to guests who complain. They often write to them letting them know how their suggestion was implemented. The GRE says that she has never categorised complaints. But there are different departments in the hotel to which a complaint can be referred. The F&B department will handle e.g. a complaint regarding food, better, than by a person not specialised in that area. As regards improvements in services, she feels that it is only with guest feedback that they have been able to reach a certain standard. They would have never known the intricacies and details that a guest notices about the hotel, because, for the staff and hotel personnel, routine tends to dull the observational powers. The Manager feels that it is a wrong policy to pamper the guests monetarily. Actually what guests look for is the benefit of being treated well. They like to be made to feel important. He believes in talking to people. First one must find out why the person is complaining. It is better to bring the person to the office, make him sit down and then listen to him talking. Sometimes the guests want the manager to come to the lobby. In that case he goes, and persuades the person to come to his office for a chat. It is good to find out what the problem is, and to accept what the guest is saying. It may not be possible to satisfy every customer, but it is good to be aware of the degree of the complaint. Every complaint situation is handled in a unique way. He feels it is right to tell the guest that his order will take some time – this will avoid a situation where a complaint could arise. If one makes a mistake, it is better to apologise for it – it saves further complications.

Hotel No.10 (Five star Deluxe)

Type of customers: Describing some of the guests, the Resort Attendant told of the British Airways crew, which comes every month. They usually do not create problems. When guests are heavily drunk, there have been embarrassing situations. Sometimes they have slapped the staff members, or fired bad words at them. In such situations, the staffs do not go directly to the guest. They go accompanied by the supervisor, and reach the guest to his room. The Resort Attendant feels that if they talk to customers, handle them properly, and give good service, then they will get good business. If the hotel does not understand their problems, the customers could create problems for them.

Who complains: According to Resort Attendant, the foreign guests roam all over the world, so they know what the hotel industry is like, and they do not demand service immediately. Even if it is a bit delayed, they do not get angry or make a noise. He finds them more accommodating, as they understand the problems of the staff. He declares: "Till now, not even one foreigner has given trouble like the Indian guests!" He feels that even if things are explained to the Indian guests, they don't understand and moreover, they don't even want to listen.

The Resort attendant feels that if they have money-power, the guests will do what they want in the room. They do not listen to what is told to them. In such cases, the staff get very angry with the guests, but have to control their emotions and reactions. He told of a guest who had turned the volume of the TV so high

that it was disturbing his neighbours on both sides of his room. When requested to lower the volume, the guest replied, "Aap ka kya jaata?" (What concern is it of yours?) When the Managers tell the staff to speak nicely to the guests in such cases, the resort attendant finds it impossible to do so and has sometimes told the Supervisor or the Manager to go and personally talk to the guest, because if the guest cannot understand, he feels at a loss to deal politely with him.

Types of complaints: The Resort Attendant feels that Indian guests don't understand the situation, and blow up small things into big problems. He gave the example of a guest whose room was not cleaned on time. He created such a big problem that the complaint went to the General Manager. James had requested ten to fifteen minutes to get the work done, but the man complained that James said he would be able to come only after 5.00 p.m. The General Manager contacted the Resort Attendant immediately on the phone, and he was compelled to do that particular room, leaving aside the other room he had been doing. Another time, when there was an argument between a staff and a guest, the General Manager asked the Resort Attendant what exactly had happened. He told the General Manager that the guest had picked on him for no reason, and had threatened to hang him. The next day, Resort Attendant declared to the General Manager that he refused to handle such people if this happens again. The General Manager told him that this type of people normally create problems. When asked about the actual issue behind this drama, it was revealed that probably the man faced a problem of money. Such customers create a row so

that they get some concession in the bill settlement. As it happened, this customer's bill was settled at a concessional rate.

Redress: According to the Resort Attendant, if the guests start fighting with any staff or manager, the Front Office gives them some complimentary benefits – like increasing their stay, or fruits, or chocolates, or T-shirts, to satisfy them, because they want the customers to come back.

Hotel No.11 (Two Star)

Type of customers: This hotel caters exclusively to one charter – the JMC (John Mason Cook) charter. Most of their customers are foreigners, but they also get Indian NRI guests. 60% of their guests are repeat customers, which speaks of their satisfaction with the hotel and the facilities it provides. The Proprietor declares that the travel agents do not have to sell his hotel, because the hotel sells itself.

Who complains: When questioned with regard to complaints from customers, the proprietor said that he did not have instances of big complaints, but those of the routine kind. On the whole he feels that his customers are very good and don't create difficulties. What they want most is a clean environment, and that the rooms, toilets and surroundings should be clean. They want a soft bed, good linen, clean towels, a good rapport with the hotel staff and a pleasant manner of interaction. Usually, on arrival, the guest is tired after a hectic journey, so the hotel personnel have to take extra precaution. The immigration

hassles, the long lines, the distance in travelling to the hotel, all seem to take their toll on the guest, and when he arrives at a hotel, he is frustrated because of the poor room, the environment, the garbage around and the general inconveniences so he may express his dissatisfaction through complaints.

Types of complaints: The proprietor gave instances of complaints he has had and how they have been handled.

- Once, there was no water coming from a heater, which had been installed a short while back. Another time, a guest complained that his AC was not working. The problem was of a grounded compressor. As this was a big job, and there was no standby AC, a new AC was purchased and installed in the room and the old one was kept as a standby.

- Sometimes they get complaints that the linen is dirty. The proprietor explained that fresh sheets are put each time a new guest arrives, but sometimes the colour of other clothes may have run onto the hotel bed-sheets during the common wash. In that case, the bed-sheets are changed immediately, and the complaint is passed on to the laundry person, with strict instructions that if such things happen again, the contract with them would have to be terminated.

Complaints of thefts have also been there, but the proprietor feels that many of these may be false. The loser requires a letter from the police to recover his money from the insurance company. For this reason, they create a row and file a police complaint in India.

Redress: The moment the problem is noticed, it is recorded in the logbook, along with the time, date, and action taken about the problem. If it

would take a long time to rectify the problem, a new piece of equipment is purchased for immediate use and the repaired one is kept as a standby. The proprietor declares that no complaint is left unattended, not because of fear of cutbacks, but because he wouldn't like the name of his hotel to be tarnished.

Hotel No.12 (3 star facilities)

Type of customers: The hotel gets Indian as well as foreign guests. Repeat customers usually come through their travel agents. Sometimes these customers want to come directly to the hotel, and they want to know if they could get a discount by doing so. There have been honeymoon guests who have liked the place so much, that years later, they have returned with their children to show them the beauty of the place. . Regarding the type of customers, in the season-time, they get more foreigners, while in the off-season, conference guests come in. This is the most hectic time for the hotel staff, explained the Guest Relations Officer, when they have to be on their toes attending to the complaints of the guests.

Who complains: The foreigners are used to a fixed schedule, and they basically want a quiet place with no noise. They do not like the TV volume to be loud. The conference guests on the other hand, like to stay up late and work until the wee hours of the morning. Their noise would invariably disturb those who like to sleep in quiet; hence, it is often the duty of the Guest Relations Officer to

remind the noisy guests of those who prefer a quiet time, and to tell them to lower the volume of the music or of the TV. Even at buffets, the FIT guests are given meals separately, as they do not like noise. Some guests magnify small things. It could be because people from abroad are used to things being in order or the place being spick and span. Some are very authoritative and want to give orders to the hotel staff and expect things fast. Some like to be treated like kings and will complain until they get the attention that they need. Some are tired out after a long journey and just want to rest, so they complain about little things. Some guests are ill, and due to the new place and unfamiliar surroundings, are insecure. They demand to be taken to a doctor immediately, even though it may be in the dead of the night.

Type of complaints: Regarding the type of complaints they get, the Guest Relations Officer described that the routine types are e.g. the TV is not working, the telephone, or AC is out of order, or there's some problem with the bathroom. The worst complaint would be that the morning's breakfast was not good. Sometimes, Indian guests gloat and stare at the foreigners while they are sunbathing or swimming, which the foreigners detest very much. Hence the hotel has made it a rule that no guest who has no intention of swimming should be near the pool.

Redress: the Guest Relations Officer handles nearly all the complaints. For big complaints, she requires the permission of the Managing Director to give a discount or a complimentary. Sometimes she has to refuse politely. Whenever they get any complaint, the staff to whom the complaint has come jots it down in

the complaint register and writes a description of the complaint along with the room number of the complainant. Then it is seen which department has to tackle the problem, e.g. Food and Beverage or Maintenance, and the specific department is informed. After some time the Guest Relations Officer has to check whether the problem is rectified or not. If the guest says that he didn't like the food, or the service was bad, or that there was undue delay, or that bed tea was not given, something has to be done about it. They try to pacify the customer by explanation, but at that time it is simply impossible. After that, the Guest Relations officer herself sees that they are served better next time and gives them extra attention.

The original interviews along with the list of hotels are given in Appendix A

FRAMING OF HYPOTHESES

The original objective of this research, which emerged from a study of the literature on complaining behaviour, had been to see whether hotel service providers in the hospitality industry view complaints as the opportunity to provide additional/improved services to customers. But the field interviews revealed that the service providers in reality do not welcome complaints. The hotel service providers did not seem to view a complaint as an invitation by a complainant to the hotel to increase business with him. There were other deeper and interesting issues that emerged from the interviews. For this reason it was decided to set aside the original objective regarding the opportunity to complain being a service provided by the hotels in Goa, and to investigate these other issues.

From the information obtained through informal interviews with the owners/managers/Guest Relations Executives of twelve hotels of varied categories, the initial attempt at hypothesization resulted in the following tentative hypotheses being put forward:

1. Since complainants in a hotel industry usually expect immediate solutions to their problems, there will probably be more verbal complaints than written ones.

2. Many complaints originate from the fact that guests' expectations are raised by local tour operators and agents, who, in a bid to increase business, exaggerate facilities provided by the hotel.
3. Hotel service providers find it easier to satisfy foreign guests who complain, than guests of Indian origin who do so.
4. NRI guests who complain seem to be the ones that hotel service providers find most difficult to satisfy.
5. Complaints of thefts come more from foreigners than from Indian guests.
6. Complaints of thefts by foreigners very often do not seem genuine.
7. Hotel guests prefer to complain to higher authorities than to lower level category of staff.
8. When customers express complaints publicly, the hotel service providers believe that assuming responsibility for the complaint situation is the best way of dealing with the irate guest.
9. Hotel service providers have a written/unwritten agreement with their staff members not to mind when they are reprimanded in front of guests for any mistakes made.
10. Larger hotels will be more responsive to complaints from customers than smaller ones, and these complaints will lead to improvement in hotel facilities as well as service provided.
11. A friendly attitude toward the guest will elicit more complaints from customers than a formal attitude by hotel personnel.

12. Talking to the complaining guest is a better way of handling complaints than just doling out discounts and compensation.
13. Hotel service providers do not believe that a complaint is an invitation by the complainant to the hotel to increase business with him.
14. Most complaints in hotels seem to come from business executives and professionals.

A discussion with the faculty of the Department of Management studies and Ph.D. research scholars at Ph.D. meetings resulted in the suggestion that these tentative hypotheses be classified into some relevant categories.

Hence the second attempt at categorisation yielded the following:

I Hypotheses about complaints in Hotel Industry in general

1. Complaint situations in a hotel usually warrant immediate solutions, hence there will probably be more verbal complaints than written ones.
2. Hotel guests prefer to complain to higher authorities than to lower level category of staff.
3. The increase in the number of complaints need not signify deterioration of the service provided in a hotel.

II Hypotheses about complainers

4. Hoteliers believe that those guests who care about the hotel will complain more than those who do not care about the hotel.

5. Hotel service providers feel that guests who perceive that the hotel cares about its customers will complain more than those who do not perceive it.
6. Hotel service providers find it easier to satisfy foreign customers than those of Indian origin (domestic and NRI).

III Hypotheses about complaint situations in hotels

7. Hotel service providers believe that customers who complain perceive some lack in the service provided by the hotel
8. Hotel service providers are of the view that customers complain when their expectations do not match with the reality of the situation in the hotel.

IV Hypotheses about complaint-redressal mechanisms and procedures

9. Service providers are of the view that a complaint situation can be transformed into recovery by proper complaint handling.
10. For a recovery situation, hotel service providers are aware that guest satisfaction will be positively related to their perception of justice in the redressal process.
11. Hotel service providers believe that a customer's perception of 'justice' can be of three types – distributive justice, procedural justice and interactional justice.

12.
 - a. Evidence of distributive justice will positively affect the complaining guest's intention to repatronize the hotel.
 - b. Evidence of procedural justice will positively affect the intention of the complaining customer to repatronize the hotel.
 - c. Evidence of interactional justice will encourage a complaining customer to repatronize the hotel.

13 Hotel service providers are aware that assuming responsibility for the complaint situation is the most important step in initiating a recovery.

14. Service providers perceive that an organisation-initiated recovery will have a positive effect on the guest's intention to repatronize the hotel.

V Hypotheses about opportunity to complain being marketed as a service in hotels

15. Hotel service providers believe that creating an atmosphere of approachability will encourage guests to voice their complaints.

16. Service providers are aware that *voicers* of complaints are more beneficial to hotels than those who exit without voicing their complaints.

17. Service providers believe that a complaint is an invitation by the complainant to the hotel to increase business with him.

VI Hypotheses about criticality of employees handling complaints

18. Hotel service providers do not believe that just anyone can handle a complaining customer successfully.
19. Service providers believe that special skills are required to deal with a complaining customer.
20. Hotel service providers are of the view that every employee represents the organisation to the customer.

On further discussion, many of the above hypotheses were found to be truisms (e.g. 3, 4, 5, 7, 8, 9, 14, 15, 16, 18, 19, 20) or those that have already been researched or would be true in other industries or sectors (e.g. 10, 11, 12). For this reason, after eliminating those that were not found suitable for research, the following list was compiled:

Revised Hypotheses (classified)

I Hypotheses about complainants

1. More complaints come from guests who have come through local tour operators than from guests who have come through foreign tour operators.
2. Hotel service providers find it easier to satisfy foreign guests who complain than guests of Indian origin who do so.
3. N.R.I. guests who complain seem to be the ones that hotel service providers find most difficult to satisfy.
4. More complaints of thefts come from foreigners than from guests of Indian origin.
5. Hotel service providers find it difficult to believe in the authenticity of complaints by foreigners regarding theft.
6. More complaints in hotels appear to come from business executives and professionals than from holiday tourists.

II Hypotheses about complaint resolution

7. When guests express complaints publicly, the best way of dealing with the irate guest is to assume responsibility for the complaint situation.

8. A. If a complaint involves a staff member, h/she is likely to be reprimanded by higher authorities to please the guest.
B. Hotel service providers have an unwritten agreement with their staff members that they should not mind when they are reprimanded in front of guests for any mistakes that they have made.
9. Talking to the guest is a more effective way of handling complaints than just doling out discounts and compensation.

III Hypotheses about complaints in general

10. In the hotel industry, the proportion of verbal complaints by guests will generally be more than written ones.
11. Hotel guests prefer to complain to higher authorities than to lower level category of staff.
12. A. Hotels of higher category will be more receptive to complaints from guests than hotels of lower category.
B. Hotels of higher category will be more responsive to complaints than hotels of lower category.
C. Complaints will result in more improvements in hotels of higher category than in hotels of lower category.

13. An informal attitude towards guests will elicit more complaints from the guests than a formal attitude by hotel personnel.

14. Hotel service providers do not believe that a complaint is an invitation by a complainant to the hotel to increase business with him.

At the presentation of the above at the Ph.D. meetings, it was felt that the hypotheses should find a focus and not cover too many issues. At that point, the hypotheses dealt with unrelated issues like:

- structural problem of Indian v/s foreign tour operators (e.g. No.1)
- size: large v/s small hotels (e.g. No.12 a, b, and c)
- class of complainants such as N.R.I. v/s Indian or Foreign tourists; business executives v/s holiday tourists (e.g. Nos.2, 3, 4, 5, and 6)

The researcher was given this suggestion about the choice of perspective:

- either to have the macro perspective about stalling the decline in arrival of tourists in Goa
- or the perspective about advancement of theory related to individual hotel complaint handling.

The hypotheses seemed to be related more to the second perspective of theory advancement and not so much to the macro aspects of the tourism industry. Put succinctly, the research should necessarily have a practical or theoretical driver.

On considering the above suggestions, the researcher found that the hypotheses related to the structural problem of Indian vs. Foreign tour operators seemed to have some linkage with those associated with the class of complainants, i.e. the Foreign, N.R.I. and Indian tourists. Therefore the hypotheses regarding the size of hotels were dropped. The reformulated hypotheses are presented below:

Revised Hypotheses about complaints in the hotel industry in Goa as viewed through the Hotel Service Providers' perspective:

1. More complaints come from guests who have come through local tour operators than from guests who have come through foreign tour operators.
2. Hotel service providers find it easier to satisfy foreign guests who complain than guests of Indian origin who do so.
3. N.R.I. guests who complain seem to be the ones that hotel service providers find most difficult to satisfy.
4. More complaints of thefts come from foreigners than from guests of Indian origin.
5. Hotel service providers find it difficult to believe in the authenticity of complaints from foreigners regarding theft.
6. Most complaints in hotels appear to come from business executives and professionals.

7. Foreign guests tend to complain in order to take advantage of insurance benefits.

At the Ph.D. discussions, it was found that the research could gain a focus if it was confined to local and foreign tour operators, and foreign, N.R.I and Indian guests. There seemed to be a good gradation from Domestic to NRI to Foreign tourists. Hypotheses 4, 5, 6 and 7 seemed to be 'stand alone' hypotheses, which, if pursued, would bring in the mundane element in the research, making it lose its rigour. They would also hinder the theory-building effort of the researcher, as they were outside the purview of hotel service providers, and would be better handled by the Police or insurance companies rather than by hotel personnel.

For this purpose, the research hypotheses finally chosen for study were the following:

1. More complaints come from guests who have come through local tour operators than from guests who have come through foreign tour operators.
2. Hotel service providers find it easier to satisfy foreign guests who complain than guests of Indian origin who do so.
3. Hotel service providers find it more difficult to satisfy N.R.I. guests who complain than any other guests who do so.

DEFINITIONS OF TERMS

To find out the exact meaning of the terms used in the present research, the RBI office, the Income-tax office, the Police Headquarters, (Foreigners' branch) as well as the Department of Tourism in Panaji were consulted. The Department of Tourism has the following classification for the purpose of registration and collection of fees:

Tour Operators: Those who make arrangements for travel by buses or tourist taxis for local sight seeing for the tourists.

Travel Agents: Those who make arrangements for travel, air ticketing, bookings of hotel and hotel accommodation for the tourists.

According to the above classification, the term "Travel agent" is wider than "Tour Operator", encompassing a larger variety of services undertaken for the tourists. For this reason, it was decided to change the words "Tour operators" in the hypotheses to "Travel agents". Hence, the following working definitions have been utilised for the terms used in this research.

1. Domestic Travel Agents: Persons or organisations having their head office in India, who service the Tourism Industry by making arrangements for the travel and accommodation of the tourists will be considered as Domestic Travel Agents.

2. International Travel Agents: Persons or organisations having their head office outside India, who service the Tourism Industry by making arrangements for the travel and accommodation of the tourists will be considered as International Travel Agents.
3. Domestic Indian Tourist: An Indian citizen residing in India and staying as a guest of a hotel in Goa will be considered as a Domestic Indian Tourist.
4. Non-resident Indian: A citizen of India who stays out of India for employment or business or for any other purpose, with an intention to stay outside for an uncertain period, but who is for a short time period staying as a guest in a hotel in Goa will be considered as a Non-resident Indian Tourist.
5. Foreign Tourist: A person who is not a citizen of India, who is holding a passport of a country other than India, who is staying as a guest in a hotel in Goa will be considered as a Foreign Tourist.

The hypotheses, restated according to the above definitions will be:

1. More complaints come from guests who have come through domestic travel agents than from guests who have come through international travel agents.
2. Hotel service providers find it easier to satisfy foreign guests who complain than guests of Indian origin who do so.
3. Hotel service providers find it more difficult to satisfy NRI guests than any other guests who complain.

LITERATURE IN SUPPORT OF HYPOTHESES

Hannigan (1980) stresses that tourist complaints are significant because they are advance indicators of structural flaws and stresses in both the internal operation of each sector of the travel industry and in the intersectoral arrangements which have been institutionalised over time.

In seeking to explain how and why tourist complaints arise, it is necessary to look at both structural and social psychological factors.

Nature of the Tourist experience:

The services of the hotel industry come under the “experience services” category, i.e. the tourist cannot inspect the merchandise in advance of purchase to inspect its soundness; neither can he return it for repairs in case of a malfunction. In contrast to most consumer purchases, a vacation often involves a fairly long lead-time in making travel arrangements but a limited and designated time period in which the service may be utilised. For this reason, vacation time is seen as a valuable commodity, with the tourist facing pressure to “have a good time” because the opportunity may not be likely to arise again in the near future. Pizam et al (1978) have observed that the multiple components which constitute the tourist product leave it vulnerable to the occurrence of a ‘halo effect’ where the satisfaction or dissatisfaction of the tourist with one component could have a ‘carry over’ effect into other aspects of

the vacation package and lead to a sense of overall happiness or unhappiness. Dann (1978) states that leisure activities appear to be closely linked to overall life satisfaction and thus satisfaction with hotel amenities may be related to a person's health, current marital happiness and other aspects of living.

Nature of the Tourism industry:

There is a relatively low degree of vertical integration in the travel industry as compared to other industries. (Hannigan, 1980). The service delivery chain consists of four basic and interdependent tiers: the booking agent, the tour wholesaler, the transportation carrier, and the accommodation sector.

Each tier is characterised by keen competition, and few organisations carry out all the four major functions of booking, tour organisation, transportation and accommodation. Due to this reason, the vertical fragmentation that arises even while it guards against the dangers of industry wide cartels, holds problems for the consumers. First of all it *creates a distance between those who sell tourist packages and those who provide them*. Even reliable travel agencies do not always have the will or the resources to personally check out the quality of accommodation advertised in the brochures that they use to sell their holidays. More importantly, this fragmented structure allows the responsibility for problems such as overbooking, misconceptions regarding promised service, etc to be passed down the service delivery chain, with each tier denying liability for the same. (Hannigan, 1980)

Another point to be noted is that in contrast to many other industries, the travel business still has a number of small, independently owned retail agencies, which though reflecting the diversity of interest of the clientele, could often be the cause of victimising the consumer in varied ways.

A third consideration of the tourism industry is that the consumer demand is highly seasonal and fluctuates significantly. Holiday weekends and school vacations can lead to considerable demand peaks. While in other industries this could be solved by 'stockpiling' of goods, it is not possible to do so in the tourism industry, because expansion of the industry is too expensive just to handle seasonal overflows. It means that in the peak periods, the existing facilities are strained to the limit, thus creating a set of conditions which lead to flight delays, overbooking of hotel rooms and other inconveniences.

A major point to consider is that complaints about most goods and many services have at least one possible resolution – the good can be fixed or replaced; the service can be repeated and corrected. A large part of the hotel's offerings, on the other hand, offer no possible resolution in the offering itself. E.g. the long wait for room service cannot be put back in time; the lost reservation is gone forever; even an unclean room, which has yet to be cleaned as the guest waits, leaves a lasting impression on the consumer's mind. (Lewis, 1983) The damage done is irretrievable. A complimentary room or meal can be offered at the next trip, but this may not be of much help to the distant traveller.

Hannigan (1980) states that coping with problems can be further complicated when the problem at hand is a matter of dispute between two or three tiers of the service delivery chain. International tourists can be further handicapped by language problems, by the high cost of inter-continental communications and by differences in the legal system and jurisdiction of the host country.

As Etzel and Silverman (1981) declare, "In the search for a competitive advantage, some manufacturers make claims that exceed the capability or quality of their products. These claims can create inflated expectations that are not matched by performance. The result is dissatisfaction that is frequently directed at the retailer."

A number of theories could be applied to the above phenomenon. While the Expectations as well as the Disconfirmation theories directly come into play in this situation, the Equity theory as well as the Attribution theory also find a place here. Equity theory is based on the relationship between the costs an individual expends in the transaction and the anticipated rewards he expects from it. *Whether a person feels equitably treated or not may depend on various factors including the price paid, the benefits received, the time and effort expended in the transaction and experience with previous transactions* (Woodruff, Cadotte and Jenkins 1983; Tse and Wilton 1988). While the experience of the foreign travel agent's customer is a positive disconfirmation of expectations, the customer of the domestic travel agent experiences negative disconfirmation, giving rise to complaints. The Attribution theory states that when people are dissatisfied with a

product, they try to determine the cause of the dissatisfaction and assign responsibility for it. If blame is attributed to the marketer, the consumer will engage in complaining behaviour but not if he attributes blame to self. Findings indicate that the more external, the more stable and the more controllable the attribution, the greater the likelihood of engaging in complaining behaviour. In the present situation, the dissatisfied customer of the domestic travel agent feels cheated by the false information that was given to him, and the misrepresentation he was subjected to, and hence tries to justify it by complaining to the hotel personnel. Thus:

H1: More complaints come from guests who have come through Domestic Travel Agents than from guests who have come through International Travel Agents.

Andreasen and Manning (1990), addressing the issue of dissatisfaction and complaining behaviour of vulnerable consumers, observe that the vulnerable are less likely than other consumers to defend themselves through the 'normal' consumer complaint process, even though they are often cheated, sold shoddy merchandise and overcharged both for the goods and services they buy. This would seem to describe the position of foreign customers, who being in a strange land, and not knowing the local language and customs, often face discrimination from the businessmen of the host country.

The foreigners, e.g. the British, have come from their own country to experience the culture of another country, which they know has lower standards than their own, and hence take minor dissatisfactions in their stride and refuse to make a scene about them. For many of them, a holiday in India is less costly than staying in their own country in winter. The Indian tourist, on the other hand, is aware of the cost of his stay and would like to derive the maximum benefit out of it. He believes that if he has paid for the service, it should be granted to him, or he should be compensated for the lack of it, failing which, he expresses his dissatisfaction through complaining behaviour.

At this juncture, it would do well to consider Hirschman's theory of Exit, Voice and Loyalty. According to his theory, whether a customer exits or complains, depends on whether he is loyal to the firm. Hirschman argues that it is the *loyal employee* who speaks up and complains about deteriorating work conditions, ill-conceived strategies, declining firm performance, etc. He often chooses to stay and complain, in the hope of turning that organisation around. Hence we could say that it is the loyal tourist of Indian origin who takes the trouble to complain and expresses his dissatisfaction in hope that things would be improved in the hotel of his choice. This is because he feels a certain attachment to the hotel and thus would be more likely to give the hotel management a 'second chance'.

As Hirschman points out, the *cost of voicing is likely to be higher than that of exit*. The foreign tourist, like the non-loyal employee will just quietly leave the organisation without any warning, leaving the firm clueless about the problems

that exist. Hotel service providers would therefore feel it is less troublesome to deal with foreign tourists. Thus,

H2: Hotel service providers find it easier to satisfy foreign guests who complain than guests of Indian origin who do so.

The non-resident Indian tourists have characteristics of both – the foreign as well as of the Indian guests. They have often seen the developments in other countries and have come to India with the hope of seeing improved conditions in their motherland. When this does not take place, or when they encounter shoddy service, or substandard hotel offerings, they naturally feel incensed and react with anger. It also seems likely that they weigh the costs with the benefits they receive from the hotel service and find it wanting, which could make them express their disappointment through complaining behaviour. Thus,

H3: Hotel service providers find it more difficult to satisfy NRI guests who complain, than any other guests who do so.

After finalising the hypotheses, the methodology for testing these was determined, as outlined in the next chapter.

CHAPTER IV

METHODOLOGY AND PRELIMINARY RESULTS

This chapter discusses the methodology for testing the research hypotheses presented in Chapter three and provides preliminary results. The chapter is organised in the following manner: first, the sample is discussed, then the research instrument and accompanying measures are presented. This is followed by a summary of data analysis techniques used to test each hypothesis along with the results obtained.

SAMPLE AND PROCEDURE

The population from which the sample was drawn comprised 315 hotels in Goa, recognised by the Department of Tourism, Government of Goa. The study adopted the classification of hotels into A B and C category by the Department of Tourism. 'A' class hotels are characterised by excellent facilities, and are patronised mostly by the rich customers; the 'B' class ones have adequate facilities that are geared to the needs of middle class customers and the 'C' class ones are used mostly by the poorer class of customers Stratified Random

Sampling was done and 10 hotels from category A (of a total of 32); 33 hotels from category B (of a total of 100) and 61 hotels from category C (of a total of 183) were taken up for study. Closed-ended questionnaires were then personally administered to the Guest Relations Executives of these hotels.

QUESTIONNAIRE

A questionnaire addressed to the Guest Relations Executives of the hotels incorporating complaint-related statements was designed. It specified that the main objective of the research was to gain a better understanding of complaining behaviour and handling of complaints in the hotels of Goa from the hotel service providers' point of view.

This instrument was tested by the researcher with a pilot study of six hotels, two from each category of the classification by the Department of Tourism. Feedback from this pilot study was used to modify the questionnaire and make it more understandable to the respondents.

The respondents were asked initial demographic information regarding the category of the hotel, percentage of foreign as well as Indian guests, percentage of guests who come through domestic travel agents, foreign travel agents and other sources, which were to be specified.

MEASURES

Q. No. 5 consisted of statements testing hypothesis No.1, whether more complaints come from customers of domestic travel agents or whether from customers of international travel agents. This hypothesis was operationalised into statements that would measure the following attributes of the hypothesis on a 5-point scale ranging from 'Strongly agree' to 'Strongly disagree' (denoted by the numbers 5, 4, 3, 2 and 1)

- Customers' dissatisfaction with hotel facilities
- exaggeration of conditions in the hotel and raising of guest's expectations by travel agents.
- travel agents playing down the hotel to the guests
- customers giving good report of the hotel to others
- satisfaction of customers with the location of the hotel
- satisfaction of customers with the rates of the hotel
- satisfaction of customers with the hygienic conditions in the hotel
- satisfaction of customers with their interactions with hotel personnel
- satisfaction of customers with the food and beverage provided by the hotel
- satisfaction of customers with the surroundings of the hotel.
- Whether customers return to the hotel in future
- Whether customers recommend the hotel to others

Q.No.6 was drawn up to test hypothesis No.2, whether hotel service providers find it easy to satisfy foreign guests who complain or guests of Indian origin who do so. It consisted of three statements measuring on a five-point scale ranging from 'Strongly agree' to 'Strongly disagree' (denoted by the numbers 5, 4, 3, 2, and 1) the ease of satisfying a complainant if he/she was a foreigner, an N.R.I. guest or a domestic Indian tourist.

Q.No.7 sought to test hypothesis No.3, whether hotel service providers find it more difficult to satisfy NRI guests who complain than any other guests who do so.

This hypothesis was operationalised into statements that would measure the following attributes of the hypothesis on a five-point scale ranging from 'Strongly agree' to 'Strongly disagree' (denoted by the numbers 5, 4, 3, 2 and 1)

- Whether tourists exhibit patience with the hotel while their problem is being solved
- Whether the hotel guests want their problems solved immediately
- Whether an apology would be sufficient to satisfy the guests
- Whether tangible compensation would be more appropriate to satisfy guests who complain
- Whether guests are understanding of limitations faced by the hotel staff

- Whether guests are meticulous about minute details in the service provided to them.

The final questionnaire is included in Appendix B

STATISTICAL ANALYSIS

The data was subjected to statistical analysis, using the Paired Samples T test and Factor Analysis. The results obtained are presented below. The non-categorised analysis is given first and then the category-wise analysis is presented. The full list of tables is given in Appendix C

NON-CATEGORISED ANALYSIS

The Paired Samples T Test

The Paired Samples T test was used to compare the means of two customer groups at a time.

In Q5, the first two statements tested were:

- e) More complaints come from guests who have come through domestic travel agents.

f) More complaints come from guests who have come through international travel agents.

In tables 1 and 2,

MCITA = More complaints come from guests who have come through domestic travel agents

MCDTA = More complaints come from guests who have come through international travel agents.

In table 1, the mean for MCDTA is 2.7636 and that for MCITA is 1.8545. From this it does seem that hotel service providers feel that more complaints do come from customers of domestic travel agents. In table 3 the Paired Samples T-test reveals that the difference in means is significant at 95% confidence interval. This seems to support H1. It was felt that these results could be contaminated because the statements in the questionnaire are close to each other, and hence the respondents could have been biased in their answers. If this were true, the correlation between the statements would have been either highly positive or highly negative. Table 2 shows that the correlation between the two statements is .116 which is closer to zero, indicating that the two statements are not in fact correlated, hence we can safely say that there does not seem to be a possibility of contamination in the results.

In the relevant tables (given in Appendix C),

DTADHF.A = Customers of domestic travel agents are dissatisfied with hotel facilities.

ITADHF.B = Customers of international travel agents are dissatisfied with hotel facilities.

DTAECH.C = Domestic travel agents exaggerate the conditions in the hotel and raise the expectations of the guests.

ITAECH.D = International travel agents exaggerate the conditions in the hotel and raise the expectations of the guests.

ITAPDH.G = International travel agents play down the hotel to the guests.

DTAPDH.H = Domestic travel agents play down the hotel to the guests

ITGRH.I = Customers of international travel agents give a good report of the hotel to others.

DTAGRH.J = Customers of domestic travel agents give a good report of the hotel to others.

DTASLH.K = Customers of domestic travel agents seem to be satisfied with the location of the hotel.

ITASLH.L = Customers of international travel agents seem to be satisfied with the location of the hotel.

DTASRH.M = Customers of domestic travel agents seem to be satisfied with the rates charged by the hotel.

ITASRH.N = Customers of international travel agents seem to be satisfied with the rates charged by the hotel.

DTADHC.O = Customers of domestic travel agents seem to be dissatisfied with the hygienic conditions in the hotel.

ITADHC.P = Customers of international travel seem to be dissatisfied with the hygienic conditions in the hotel.

DTAIHP.Q = Customers of domestic travel agents seem to be satisfied with their interactions with the hotel personnel.

ITAIHP.R = Customers of international travel agents seem to be satisfied with their interactions with the hotel personnel.

DTAHFB.S = Customers of domestic travel agents seem to be happy with the food and beverage provided by the hotel.

ITAHFB.T = Customers of international travel agents seem to be happy with the food and beverage provided by the hotel.

DTASSH.U = Customers of domestic travel agents seem to be satisfied with the surroundings of the hotel.

ITASSH.V = Customers of international travel agents seem to be satisfied with the surroundings of the hotel.

DTACA.W = Customers of domestic travel agents will usually come again to the hotel.

ITACAH.X = Customers of international travel agents will usually come again to the hotel.

DTARHO.Y = Customers of domestic travel agents will recommend the hotel to others.

ITARHO.Z = Customers of international travel agents will recommend the hotel to others.

The results of the Paired Samples T-test of the above statements used to operationalize H1 are presented in tables 4, 5 & 6.

In Table 6 it can be seen that that the means of the pairs DTAECH.C and ITAECH.D, DTAGR.H.J and ITGR.H.II, DTASRH.M and ITASRH.N as well as of DTADHC.O and ITADHC.P seem to vary significantly. Table 5 reveals that the pairs DTAECH.C and ITAECH.D (Corr..496; Sig..000), DTAGR.H.J and ITGR.H.II (Corr..422; Sig..001), as well as DTADHC.O and ITADHC.P (Corr..670; Sig..000) seem to be rather highly correlated, hence we cannot say with confidence that their means vary significantly. However, the pair DTASRH.M and ITASRH.N (Corr..242; Sig..075) does not seem to be correlated, hence it can be said that the means of this pair vary significantly. The mean for DTASRH.M is 3.8909 and that for ITASRH.N is 4.2727 as given in Table 4. This could mean that hotel service providers feel that customers of International travel agents are more satisfied with the rates of the hotel than customers of domestic travel agents are. This opinion lends support to hypothesis 1 that hotel service providers believe that more complaints come from

customers of International travel agents than from customers of domestic travel agents.

Q6 had three statements on ease of satisfying a complaining guest if he/she was a foreigner, or an NRI guest or a domestic Indian tourist.

FETSC.A = It is easy to satisfy a complainant if he/she is a foreigner.

NRESC.B = It is easy to satisfy a complainant if he/she is an NRI guest.

DTESC.C = It is easy to satisfy a complainant if he/she is a domestic Indian tourist.

The results of the Paired Samples T-test of the above statements are given in the tables.7, 8 & 9

The Paired Samples T-test in Table 9 shows that the difference in means of FETSC and NRESC as well as that of DTESC and FETSC is significant at 95% confidence interval. The means of FETSC and NRESC are 3.9535 and 3.5465 and those of DTESC and FETSC are 3.2809 and 3.9663. From this it seems that foreigners are easier to satisfy than NRI guests are and foreigners are easier to satisfy than domestic Indian tourists are. This seems to support H2 that hotel service providers find it easier to satisfy foreign guests who complain than guests of Indian origin who do so.

The same test shows that the difference in means of DTESC and NRESC is not significant at the 95% confidence interval. Hence part of H3 is not supported. Therefore we cannot say positively that hotel service providers find it more difficult to satisfy NRI guests who complain than any other guests who do so.

However, the results must be cautiously accepted because in Table 8, we find that the correlation between FETSC.A and NRESC.B (Corr..329; Sig..002) as well as that between DTESC.C and NRESC.B (Corr.275; Sig..009) is significant.

Q7 contained statements operationalizing H3, whether hotel service providers find that NRI guests who complain are the most difficult customers to satisfy. The Paired Samples T-test results are shown in Tables 10, 11 and 12, where

DITEP.A = Domestic Indian tourists exhibit patience with the hotel while their problem is being solved.

NRIEP.B = NRI guests exhibit patience with the hotel while their problem is being solved.

FEP.C = Foreigners exhibit patience with the hotel while their problem is being solved.

DIGPSI.D = Domestic Indian guests want their problems solved immediately.

NRIPSLE = NRI guests want their problems solved immediately.

FPSI.F = Foreigners want their problems solved immediately.

ASSDIG.G = An apology would be usually sufficient to satisfy domestic Indian guests who complain.

ASN.H = An apology would be usually sufficient to satisfy NRI guests who complain.

ASSF.II = An apology would be usually sufficient to satisfy foreign guests who complain.

TCSDIG. J = Tangible compensation would be more appropriate to satisfy domestic Indian guests who complain.

TCSNRI.K = Tangible compensation would be more appropriate to satisfy NRI guests who complain.

TCSFG.L = Tangible compensation would be more appropriate to satisfy foreign guests who complain.

DULH.M = Domestic Indian guests who complain seem to be more understanding of limitations faced by hotel staff.

NULH.N = NRI guests who complain seem to be more understanding of limitations faced by hotel staff.

FULH.O = Foreign guests who complain seem to be more understanding of limitations faced by hotel staff.

DIGMDS.P = Domestic Indian guests who complain seem to be meticulous about minute details in the service promised to them.

NRIMDS.Q = NRI guests who complain seem to be meticulous about minute details in the service promised to them.

FGMDS.R = Foreign guests who complain seem to be meticulous about minute details in the service promised to them.

Table 12 shows that the differences in means of the eighteen pairs are significant at the 95% confidence interval. From this it seems that foreigners who complain are easier to satisfy than NRI guests who do so, and in general, NRI guests who complain seem to be easier to satisfy than domestic guests who do so. Again, however, Table 11 shows that the correlation between many of these pairs (12 pairs) is significant. Hence the results will have to be cautiously accepted. The six pairs, which do not seem to be correlated, are:

DITEP.A and FEP.C (Corr.-.053;Sig..628), DIGPSI.D and FPSI.F (Corr..147;Sig..173), ASSDIG.G and ASSF.II (Corr.-.028;Sig..796),

TCSDIG.J and TCSFG.L (Corr..002; Sig..988), DULH.M and FULH.O (Corr.-.124; Sig..253) as well as DIGMDS.P and FGMDS.R (Corr.-.027; Sig..807)

The means for these pairs are:

DITEP.A and FEP.C - 2.9186 and 4.4186

[DITEP.A = Domestic Indian tourists exhibit patience with hotel limitations;
FEP.C = Foreigners exhibit patience with the hotel facilities]

DIGPSI.D and FPSI.F - 4.3563 and 2.9080

[DIGPSI.D = Domestic Indian guests want their problems solved immediately;
FPSI.F = Foreigners want their problems solved immediately]

ASSDIG.G and ASSF.II - 2.9770 and 4.0920

[ASSDIG.G = An apology would be sufficient to satisfy domestic Indian guests who complain; ASSF.II = An apology would be sufficient to satisfy foreign guests who complain]

TCSDIG.J and TCSFG.L - 3.8046 and 3.0115

[TCSDIG.J = Tangible compensation would be more appropriate to satisfy domestic Indian guests who complain; TCSFG.L = Tangible compensation would be more appropriate to satisfy foreign guests who complain]

DULH.M and FULH.O - 2.9540 and 4.1379

[DULH.M = Domestic Indian guests are more understanding of hotel limitations;
FULH.O = Foreigners are more understanding of hotel limitations]

DIGMDS.P and FGMDS.R - 3.9770 and 2.5287

[DIGMDS.P = Domestic Indian guests are meticulous about minute details of the service; FGMDS.R = Foreigners are meticulous about minute details of the service]

All the six pairs seem to show foreign guests in a more favourable light than Indian guests, which seems to support H2 that hotel service providers feel that foreign guests are easier to satisfy than guests of Indian origin.

Factor Analysis

Factor analysis of Q5 was done to see the underlying structure of variables relating to the satisfaction of customers coming through international travel agents and those coming through domestic travel agents as perceived by hotel service providers. Table 13 indicates that seven factors with eigenvalues over 1 were thrown up by the analysis, explaining 75% of the variance. Table 14 shows the Rotated Component Matrix with Principal Component Analysis as the extraction method and Varimax with Kaiser normalisation as the rotation method. Only those items that had factor loading more than or equal to ± 0.5 have been considered in Table 15.

Factor 1 seems to be the 'satisfaction' factor showing the satisfaction of guests who have come through international travel agents, and 25% of the variance is

explained by this factor alone. As can be seen in Table 14, and Table 15, eight statements indicating the satisfaction of customers coming through international travel agents, and one stating the satisfaction of customers coming through domestic travel agents have positive loading. At the same time, the statements, 'Customers of International travel agents dissatisfied with hotel facilities' and 'More complaints come from customers of international travel agents' have negative loading. This seems to indicate that customers of international travel agents, who are satisfied with other conditions, are not dissatisfied with hotel facilities and hence more complaints do not seem to come from them. This line of argument seems to strengthen hypothesis No.1.

Factor 2, explaining about 11% of the variance, seems to be the 'exaggeration' factor, where the statements regarding exaggeration load positively, along with the statement that more complaints come from customers of domestic travel agents. The statement that customers of domestic travel agents are satisfied with the rates of the hotel loads negatively on to this factor, hence this too seems to support hypothesis No.1.

Factor 3 seems to describe the satisfaction of customers coming through domestic travel agents. Factor 4 appears to be related to the hygienic conditions of the hotel. Factor 5 seems to be the 'play down' factor, where the statements regarding domestic travel agents as well as the international travel agents playing

down the hotel to customers load positively. It is interesting to note that the statement, 'Customers of domestic travel agents are satisfied with the rates of the hotel' loads negatively on to this factor. Factors 6 and 7 seem to speak of the satisfaction of the customers coming through domestic travel agents.

Q7 too was subjected to factor analysis and the results are presented in Tables 16, 17 and 18. Table 16 shows that seven factors with eignenvales over 1 were thrown up by the analysis, which explain 72% of the variance.

Table 17 shows the Rotated Component Matrix with Principal Component Analysis as the extraction method and Varimax with Kaiser normalisation as the rotation method. Table 18 presents only those items that had factor loading more than or equal to ± 0.5 .

13% of the variance is explained by factor 1, 12% of it by factor 2 and another 12% by factor 3. The first factor seems to be describing the favourable attitude of foreigners towards the hotel, the second speaks of the favourable attitude of domestic Indian tourists and the third speaks of the favourable attitude of NRI customers. Factor 4 lumps together the unfavourable attitude of domestic and NRI guests, as regards wanting problems solved immediately, while factor 5 again lumps together the unfavourable attitude of domestic and NRI guests with regard to being meticulous about minute details in service. Factors 6 and 7 relate to tangible compensation being appropriate to satisfy domestic, NRI as well and foreign guests.

CATEGORY-WISE ANALYSIS

After doing the general analysis, it was decided to do a category-wise analysis to see if the data could throw up some interesting findings. This was done in three sections: Section A consisted of categorisation based on that of the Department of Tourism, Govt. of Goa. The hotels were divided into category A, B and C. 'A' class hotels are patronised mostly by the rich Class of customers; the 'B' class ones are frequented by the middle class customers and the 'C' class ones are used mostly by the poorer class of customers. Section B consisted of categorisation based on percentage of customers coming from international tour operators. Category 1 comprised hotels, which had at least 25% customers coming through international travel agents. Category 2 comprised hotels, which had less than 25% customers coming through international travel agents. Section C consisted of categorisation based on total number of beds in the hotel. Category 1 consisted of hotels having less than or equal to 100 beds and Category 2 comprised hotels having more than 100 beds. The category-wise analysis is presented below.

The full tables of category-wise analysis are presented in Appendix C of this thesis.

Section A (based on category of hotels)

The Test of Means

The Paired Samples T test was administered to Q5, and the category-wise analysis was done after classifying the hotels into A, B and C categories as per the categorisation of the Department of Tourism. Tables 19A, 19B and 19C show the T-test analysis of Q5.

Category 1

As can be seen from the analysis in Table 19A, the means of Pair 2, Pair 3 and Pair 12 seem to vary significantly, i.e., DTAECH.C and ITAECH.D (Sig..012); MCDTA.E and MCITA.F (Sig..005) and DTACA.W and ITACAH.X (Sig..015) which could support the hypothesis that more complaints come from customers of domestic travel agents than from customers of international travel agents. However, the correlation between the pairs MCDTA.E and MCITA.F (Corr..661;Sig..037) as well as between DTACA.W and ITACA.X (Corr..836; Sig..003) is quite significant, hence the hypothesis will have to be accepted cautiously. The pair DTAECH.C and ITAECH..D (Corr..440; Sig..204) does not seem to be correlated, hence it can be said with confidence that the means of this pair vary significantly. The means of this pair are:

DTAECH.C and ITAECH.D - 3.0000 and 1.9000

[DTAECH = Domestic Travel Agents exaggerate the conditions in the hotel; and
ITAECH = International Travel Agents exaggerate the conditions in the hotel.]

This lends support to the sub-hypothesis that domestic travel agents exaggerate the conditions in the hotel more than international travel agents do.

Category 2

Table 19B presents the T-Test analysis of Q5 for hotels of B category. As can be seen, the means of the pairs DTAECH.C and ITAECH.D (Sig.001) as well as MCDTA.E and MCITA.F (Sig.001) seem to be considerably significant in their variance. The Paired Samples correlation for the former pair is .386 (Corr.Sig..076) and that for the latter is .215 (Corr.Sig..336) so we can safely say that the means of the pairs vary significantly. The means of these pairs are:

DTAECH.C and ITAECH.D	-	3.2727 and 2.1818
MCDTA.E and MCITA.F	-	3.1818 and 2.0909

[DTAECH.C = Domestic Travel Agents exaggerate the conditions in the hotel;
ITAECH.D = International Travel Agents exaggerate the conditions in the hotel;
MCDTA.E = More complaints come from customers of Domestic Travel Agents;
MCITA.F = More complaints come from customers of International Travel
Agents]

Thus, in this category, the results seem to support the hypothesis that more complaints come from customers of domestic travel agents than from customers of international travel agents.

Category 3

Table 19C gives the T-test analysis of Q5 for hotels of C category. Here, means of pairs DTAECH.C and ITAECH.D (Sig..001) as well as DTASRH.M and ITASRH.N (Sig..029) seem to vary significantly. However, the Paired Samples correlation for the former pair is .483 (Cor.Sig..019) and for the latter pair is -.093 (Cor.Sig..672) This shows that the pair DTAECH.C and ITAECH.D are significantly correlated hence we cannot say with confidence that the means of this pair vary significantly. But as the pair DTASRH.M and ITASRH.N are not significantly correlated, we can safely say that the means of this pair vary significantly. The means of this pair are:

DTASRH.M and ITASRH.N - 3.9130 and 4.4783.

[DTASRH.M = Customers of Domestic Travel Agents are satisfied with the rates of the hotel; ITASRH.N = Customers of International Travel Agents are satisfied with the rates of the hotel]

Here it is seen that customers of domestic travel agents are less satisfied with the rates charged by the hotel than customers of international travel agents are.

The results of this category of hotels seem to support part of the hypothesis that more complaints come from customers of domestic travel agents than from customers of international travel agents i.e. The results do not strongly support the sub-hypothesis that domestic travel agents exaggerate the conditions in the hotel and raise the expectations of the guests more than international travel agents do.

Q7 too was subjected to the Paired Samples T-Test and the results for hotels of category A, B and C are given in tables 20A, 20B and 20C.

Category 1

Table 20A shows that the means of the pairs DITEP.A and NRIEP.B (Sig. .029), DITEP.A and FEP.C (Sig..000), DIGPSI.D and FPSI.F (Sig..042), ASN.H and ASSF.II (Sig..052), DULH.M and FULH.O (Sig.017), DIGMDS.P and NRMDS.Q (Sig.022), as well as DIGMDS.P and FGMDS.R (Sig..019) seem to vary significantly. However, the correlation between the pairs DITEP.A and FEP.C (Corr..688; Sig..028) as well as ASN.H and ASSF.I (Corr..772; Sig..009) seems to be significant, hence we cannot say with confidence that the means vary

significantly. As the correlation between pairs DITEP.A and NRIEP.B (Corr..584; Sig..076), DIGPSI.D and FPSI.F (Corr..018; Sig..960), DULH.M and FULH.O (Corr..244 Sig..497), DIGMDS.P and NRIE.M (Corr. -.123; Sig..735) as well as DIGMDS.P and FGMDS.R (Corr..000; Sig.1.00) does not seem to be significant, we can confidently say that the means of these pairs vary significantly. The means of these pairs are:

DITEP.A and NRIEP.B - 2.6000 and 3.5000

[DITEP.A = Domestic Indian Tourists exhibit patience; NRIEP.B = NRI guests exhibit patience]

DIGPSI.D and FPSI.F - 4.3000 and 3.3000

[DIGPSI.D = Domestic Indian guests want their problems solved immediately; FPSI.F = Foreigners want their problems solved immediately]

DULH.M and FULH.O - 2.5000 and 3.6000

[DULH.M = Domestic Indian guests are understanding of hotel limitations; FULH.O = Foreigners are understanding of hotel limitations]

DIGMDS.P and NRIE.M - 4.4000 and 3.6000

[DIGMDS.P = Domestic Indian guests are meticulous about minute details of the service; NRIE.M = NRI guests are meticulous about minute details of the service]

DIGMDS.P and FGMDS.R - 4.4000 and 3.5000

[DIGMDS.P = Domestic Indian guests are meticulous about minute details of the service; FGMSD.R = Foreigners are meticulous about minute details of the service]

From the above it can be seen that domestic Indian guests seem to be more difficult to satisfy than foreign guests or even NRI guests. The results support hypothesis 2 that hotel service providers find it easier to satisfy foreign guests who complain than guests of Indian origin who do so, but do not support hypothesis 3 that they find it more difficult to satisfy NRI guests who complain than any other guests who do so.

Category 2

The data in Table 20B reveals that except for four pairs, i.e. DITEP.A and NRIEP.B (Sig..148), TCSDIG.J and TCSNRI.K (.103), TCSFG.L and TCSNRI.K (.070) as well as DULH.M and NULH.N (.335), the means of the rest of the pairs vary significantly. Of these, the correlations between the pairs DIGPSI.D and NRIPSI.E (Corr..443; Sig..011), FPSI.F and NRIPSI.E (Corr..411; Sig..022), ASN.H and ASSDIG.G (Corr..473; Sig..006), ASN.H and ASSF.II (Corr..388; Sig..031), as well as DIGMDS.P and NRIEPS.Q (Corr..387; Sig..028) seem significant. Hence we cannot say with confidence that their means vary significantly. As for the pairs FEP.C and NRIEP.B (Corr..279; Sig..128), DITEP.A and FEP.C (Corr..-067; Sig..714), DIGPSI.D and FPSI.F (Corr..265; Sig..143), ASSDIG.G and ASSF.II (Corr..-087; Sig..634),

TCSDIG.J and TCSFG.L (Corr.-.335;Sig..061), FULH.O and NULH.N (Corr..270; Sig..142), DULH.M and FULH.O, (Corr..084; Sig..649) FGMDS.R and NRMDS.Q (Corr..108; Sig..564) as well as DIGMDS.P and FGMDS.R (Corr.-.239; Sig..188), the correlations are not significant, and the T-Test analysis reveals that the means of these pairs vary significantly. The means of these are:

FEP.C and NRIEP.B - 4.5484 and 3.2258

[FEP.C = foreigners exhibit patience; NRIEP.B = NRI guests exhibit patience]

DITEP.A and FEP.C - 2.8438 and 4.5625

[DITEP.A = Domestic Indian guests exhibit patience; FEP.C = foreigners exhibit patience]

DIGPSI.D and FPSI.F - 4.3438 and 2.9063

[DIGPSI.D = Domestic Indian guests want their problems solved immediately; FPSI.F = foreigners want their problems solved immediately]

ASSDIG.G and ASSF.II - 2.7188 and 4.1563

[ASSDIG.G = An apology is sufficient to satisfy domestic Indian guests who complain; ASSF.II = An apology is sufficient to satisfy foreign guests who complain]

TCSDIG.J and TCSFG.L - 3.8125 and 2.8750

[TCSDIG.J = Tangible compensation is more appropriate to satisfy domestic Indian guests; TCSFG.L = Tangible compensation is more appropriate to satisfy Foreign guests who complain]

FULH.O and NULH.N - 4.2581 and 3.0645

[FULH.O = Foreigners are more understanding of limitations of the hotel;
NULH.N = NRI guests are more understanding of limitations of the hotel]

DULH.M and FULH.O - 2.8438 and 4.2813

[DULH.M = Domestic Indian guests are more understanding of hotel limitations;
FULH.O = foreigners are more understanding of hotel limitations]

FGMDS.R and NRMDS.Q - 2.3548 and 3.4839

[FGMDS.R = Foreigners are meticulous about minute details of the service;
NRMDS.Q = NRI guests are meticulous about minute details of the service]

DIGMDS.P and FGMDS.R - 3.9375 and 2.3438

[DIGMDS.P = Domestic Indian guests are meticulous about minute details of the service; FGMDS.R = foreigners are meticulous about minute details of the service]

From the above it shows clearly that foreigners who complain are easier to satisfy than domestic Indian guests or NRI guests who do so. These results support H2 that hotel service providers find it easier to satisfy foreign guests who complain than guests of Indian origin who do so. But it cannot be said that hotel service providers find it more difficult to satisfy NRI guests who complain than any other guests who do so. Hence H3 is not supported by the results.

Category 3

The results of the Paired Samples T-test of Q7 for hotels of category C are given in table 20C. Here, except for three pairs, DITEP.A and NRIEP.B (Sig..204), ASN.H and ASSDIG.G (.459), as well as TCSFG.L & TCSNRI.K (.119), the means for the rest of the pairs seem to vary significantly. The same table reveals that the correlation between the pairs DIGPSI.D and NRIPSI.E (Corr..359; Sig..014), FPSI.F and NRIPSI.E (Corr..414; Sig..006), ASN.H and ASSF.II (Corr..344; Sig..026), TCSDIG.J and TCSNRI.K (Corr..287; Sig..053), DULH.M and FULH.O (Corr..324; Sig..030), DIGMDS.P and NRIMDS.Q (Corr..542; Sig..000), FGMDS.R and NRIMDS.Q (Corr..368; Sig..016) seems to be considerably significant, hence the statement that the means for these pairs seem to vary significantly must be cautiously accepted. As the correlation between the rest of the pairs is not significant, we can state that the means for the pairs FEP.C and NRIEP.B (Sig..000), DITEP.A and FEP.C (Sig..000), DIGPSI.D and FPSI.F (Sig..000), ASSDIG.G and ASSF.II (Sig..000), TCSDIG.J & TCSFG.L (Sig..001), DULH.M and NULH.N (Sig..038), FULH.O and NULH.N (Sig..002) as well as DIGMDS.P and FGMDS.R (Sig..000) do seem to vary significantly. The means for these pairs are given below:

FEP.C and NRIEP.B - 4.3659 and 3.2927

[FEP.C = foreigners exhibit patience; NRIEP.B = NRI guests exhibit patience]

DITEP.A and FEP.C - 3.0455 and 4.3636

[Domestic Indian tourists exhibit patience; FEP.C = Foreigners exhibit patience]

DIGPSI.D and FPSI.F - 4.3778 and 2.8222

[DIGPSI.D = Domestic Indian guests want their problems solved immediately; FPSI.F Foreigners want their problems solved immediately]

ASSDIG.G and ASSF.II - 3.1778 and 4.1333

[ASSDIG.G = An apology would be sufficient to satisfy domestic Indian guests who complain; ASSF.II = An apology would be sufficient to satisfy foreign guests who complain]

TCSDIG.J and TCSFG.L - 3.8444 and 3.0222

[TCSDIG.J = Tangible compensation is more appropriate to satisfy domestic Indian guests who complain; TCSFG.L = Tangible compensation is more appropriate to satisfy Foreign guests who complain]

DULH.M and NULH.N - 3.0652 and 3.5000

[DULH.M = Domestic Indian guests are more understanding of hotel limitations; NULH.N = NRI guests are more understanding of hotel limitations]

FULH.O and NULH.N - 4.1429 and 3.5238

[FULH.O = Foreigners are more understanding of hotel limitations; NULH.N = NRI guests are more understanding of hotel limitations]

DIGMDS.P and FGMDS.R - 3.9111 and 2.4444

[DIGMDS.P = Domestic Indian guests are meticulous about minute details of the service; FGMDS.R = foreigners are meticulous about minute details of the service]

The above results present foreign guests in a very favourable position, as they seem to be easier to handle than domestic Indian guests as well as NRI guests. The domestic Indian guests seem more difficult to handle than NRI guests. Hence while H2 is supported by the results, H3 that hotel service providers feel that NRI guests who complain are the most difficult to satisfy does not seem to be supported.

Factor Analysis

Q5, being subjected to factor analysis, revealed the underlying structure of variables relating to the overall satisfaction of customers coming through international travel agents and those coming through domestic travel agents as perceived by hotel service providers. Tables 21A, 21B and 21C give the factors with eigenvalues over 1 that were thrown up by the analysis, Table 21A presents the results of the hotels of category A, Table 21B shows the results of hotels of category B and Table 21C gives the results of the hotels of category C. The cut-off point is taken at .500

In Table 21A with regard to hotels of A category, six factors explained almost 94% of the variance. Factor 1 explained 32% of the variance, and factors

2 and 3 together explained another 30% of the variance. Factor 1 seems to be the 'satisfaction' factor, where five statements describing the satisfaction of customers coming through domestic travel agents and five statements describing the satisfaction of customers coming through international travel agents group themselves together. Three other statements with negative loading are also grouped here – customers of DTA dissatisfied with hotel facilities, more complaints come from guests of ITA and customers of DTA dissatisfied with hygienic conditions. This would imply that hotel service providers perceive that customers of domestic travel agents are not dissatisfied with hotel facilities, more complaints do not come from guests of international travel agents and customers of domestic travel agents are not dissatisfied with hygienic conditions of the hotel.

This being the analysis of A category of hotels, it seems that the service providers in this category of hotels do not seem to consider there is much difference in the behaviour of customers of domestic travel agents and international travel agents. Factor 2 seems to reflect the dissatisfaction of guests who have come through international travel agents. Factor 3 has negative loading for the statements that international travel agents and domestic travel agents play down the hotel to the guests, and positive loading for customers of domestic travel agents and international travel agents being satisfied with the rates of the hotel. Other factors do not seem to offer much explanation.

In table 21B, the analysis of Q5 for hotels of category B shows that six factors were thrown up explaining 79% of the variance. The first factor explains 25% of the variance. This factor seems to describe the satisfaction of guests coming through international travel agents. The statement 'more complaints come from guests of ITA' has negative loading, showing that this would not be true if the rest of the statements seem to be showing the positive aspects of guest satisfaction. Factor 2 seems to describe the satisfaction of guests coming through domestic travel agents. Factor 3 relates to the dissatisfaction of guests regarding hygienic conditions in the hotel while factor 4 and 5 again describe the satisfaction of guests coming through domestic travel agents. Factor 6 seems to outline the dissatisfaction of guests coming through international travel agents.

Table 21C presents the factor analysis of Q5 with regard to C category of hotels. Eight factors were thrown up by the analysis, explaining 88% of the variance, of which the first factor seems most important, explaining 22% of the variance. This factor is related to the satisfaction of guests coming through international travel agents and the statement 'more complaints come from customers of ITA' loads negatively onto this factor. This seems to support hypothesis 1 that more complaints do not come from customers of ITA. Factor 2 explains 16% of the variance and is related to the dissatisfaction of customers coming through domestic travel agents. Three 'satisfaction' statements concerning customers of domestic travel agents load negatively onto this factor.

This factor seems to support the hypothesis that hotel service providers feel that more complaints come from customers of domestic travel agents. The other factors are more of a mundane nature, and do not seem to offer much explanation.

Tables 22A, 22B and 22C present the factor analysis of Q7 category-wise, showing the factors with eigenvalues over 1 that were thrown up by the analysis. Table 22A presents the results of the hotels of category A, Table 22B shows the results of hotels of category B and Table 22C gives the results of the hotels of category C. The cut-off point is taken at .500

Five factors were thrown up in the analysis of Q7 for hotels of A category, explaining nearly 86% of the variance. Of these, factor 1 explains 29% of the variance. Factor 2 explains 17% of the variance and factor 3 explains 15% of the variance. Factor 1 seems to comprise statements describing the favourable aspects of the guests' dealings with the hotel. The only statements presenting an unfavourable attitude seem to be 'Domestic Indian guests want their problems solved immediately' and 'Domestic Indian guests are meticulous about details'. This factor seems to strengthen the hypothesis that hotel service providers find it easier to handle foreign guests than those of Indian origin. It seems that here the hotel service providers perceive the NRI guests in the 'foreign' category. Factor

2 relates to the tangible compensation being offered to complaining customers and factor 3 deals with the unfavourable aspects of NRI customers' dealings with the hotel. Factors 4 and 5 do not seem to offer much explanation.

Eight factors were thrown up in the analysis of Q7 for hotels of category B, and explain 83% of the variance as shown in table 22B. The first factor explains 14% of the variance, and the second and third explain 12% each of the variance. The first factor is related to dealings with complaining foreign guests, while the second is related to positive aspects of NRI customers. The third deals with the unfavourable aspects of NRI customers, and the fourth talks about the domestic Indian guests. Factors 5, 6, 7 and 8 do not seem to offer much explanation.

In the analysis of Q7 with regard to hotels of category C, shown by table 22C, 7 factors were thrown up, explaining 79% of the variance. The first three factors seem to be of importance, explaining 15%, 13% and 13% of the variance respectively. Factor 1 deals with the favourable aspects of the behaviour of NRI customers, while factor 2 deals with the favourable aspects of the behaviour of domestic guests and factor 3 deals with the favourable aspects of the behaviour of foreign guests. The other four factors do not seem to offer much explanation.

Section B (categorisation based on percentage of customers coming from international tour operators)

Category 1 comprises hotels, which had at least 25% customers coming through international travel agents. Category 2 comprises hotels, which had less than 25% customers coming through international travel agents.

The Test of Means

The Paired Samples T test was administered to Q5 and the category-wise analysis was done after classifying the hotels into category 1 and category 2.

Tables 23A, and 23B present the results of this analysis

Category 1

Table 23A presents the T-Test analysis of Q5 for hotels of category 1 (having 25% or more customers through international travel agents). As can be seen, the means of the pairs DTADHF.A and ITADHF.B (Sig..014), DTAECH.C and ITAECH.D (Sig..000), MCDTA.E and MCITA.F (Sig.000), DTAGR.H.J and ITGR.H.II (Sig..001), DTASLH.K and ITASLH.L (Sig..014), DTASRH.M and ITASRH.N (Sig..002), DTAIHP.Q and ITAIHP.R (Sig..014), as well as DTACA.W and ITACAH.X (Sig..000) seem to vary significantly. However, the paired samples correlation for all but two of these pairs is significant. Hence it cannot be stated with confidence that the means of these pairs vary significantly.

The paired samples correlation for MCDTA.E and MCITA.F is .296 (Cor.Sig..089) and that for DTASRH.M and ITASRH.N is $-.010$ (Cor.Sig..957).

The means for these pairs are:

MCDTA.E and MCITA.F - 2.9118 and 1.6765

[MCDTA.E = More complaints come from customers of domestic travel agents;
MCITA.F = More complaints come from customers of international travel agents]

DTASRH.M and ITASRH.N - 3.8238 and 4.4706.

[DTASRH.M = Customers of domestic travel agents are satisfied with the rates of the hotel; ITASRH.N = Customers of international travel agents are satisfied with the rates of the hotel]

As these pairs do not seem to be correlated, we can say with confidence that their means vary significantly. This would seem to support the hypothesis that more complaints come from customers of domestic travel agents. The statement that customers of international travel agents are more satisfied with the rates charged by the hotels than the customers of domestic travel agents are also seems to support the same hypothesis.

It could be that hotel service providers in this category perceive the difference between guests coming through domestic travel agents and international travel agents because more than 25% of their customers come from international travel agents.

Category 2

Table 23B presents the analysis of Q5 for category 2 (hotels with less than 25% customers coming through international travel agents). Here, the means of only two pairs vary significantly, but they have significant correlation between them. Hence we cannot say with confidence that the means of these pairs vary significantly.

It is possible that the service providers may not perceive a difference in the behaviour between guests of domestic travel agents and international travel agents, because they rarely get customers from international travel agents.

Q7 too was subjected to the Paired samples T-test and the results are given in tables 24A and 24B. Category 1 comprises hotels with 25% or more customers coming through international travel agents and category 2 comprises hotels with less than 25% customers coming through international travel agents.

Category 1

Table 24A presents the T-test analysis for hotels of category 1 (having 25% or more customers through international travel agents). Here it is seen that the

means of all the 18 pairs seem to be significant. But a the paired samples correlation table shows that the correlation is significant for the pairs DITEP.A and NRIEP.B (Corr.519;Sig..002); FEP.C and NRIEP.B (Corr..381; Sig..026); ASN.H and ASSDIG.G (Corr..502; Sig.002); ASN.H and ASSF.II (Corr.523; Sig..002); TCSDIG.J and TCSNRI.K (Corr..509; Sig..002); TCSFG.L and TCSNRI.K (Corr.633; Sig..000); DIGMDS.P and FGMDS.R (Corr.-.373; Sig..030). Hence it cannot be said with confidence that the means of these pairs vary significantly. However, as the correlation for the other pairs is not significant, it can be said with confidence that the means of the pairs DITEP.A and FEP.C (Corr..248;Sig..157), DIGPSI.D and NRIPSI.E (Corr..176;Sig..319), FPSI.F and NRIPSI.E (Corr.-.023; Sig..898), DIGPSI.D and FPSI.F (Corr..236; Sig..180), ASSDIG.G and ASSF.II (Corr.077; Sig..667), TCSDIG.J and TCSFG.L (Corr..229; Sig..192), DULH.M and NULH.N (Corr..324; Sig..062), FULH.O and NULH.N (Corr..179; Sig..310), DULH.M and FULH.O (Corr.200; Sig..257), DIGMDS.P and NRIE.MS.Q (Corr..185; Sig..294) as well as FGMDS.R and NRIE.MS.Q (Corr..315;Sig..070) do seem to vary significantly.

The means for these pairs are: [5=strongly agree and 1=strongly disagree]

DITEP.A and FEP.C - 2.4118 and 4.5000

[DITEP.A = Domestic Indian Tourists exhibit patience; FEP.C = Foreigners exhibit patience]

DIGPSI.D and NRIPSI.E - 4.4412 and 3.9118

[DIGPSI.D = Domestic Indian guests want their problems solved immediately;

NRIPSI.E = NRI guests want their problems solved immediately]

FPSI.F and NRIPSI.E - 3.1176 and 3.9118

[FPSI.F = Foreigners want their problems solved immediately; NRIPSI.E = NRI guests want their problems solved immediately]

DIGPSI.D and FPSI.F - 4.4412 and 3.1176

[DIGPSI.D = Domestic Indian guests want their problems solved immediately;

FPSI.F = Foreigners want their problems solved immediately]

ASSDIG.G and ASSF.II - 2.6765 and 4.0588

[ASSDIG.G = An apology would be sufficient to satisfy domestic Indian guests who complain; ASSF.II = An apology would be sufficient to satisfy foreigners who complain]

TCSDIG.J and TCSFG.L - 3.9118 and 2.9412

[TCSDIG.J = Tangible compensation is more appropriate to satisfy domestic Indian guests who complain; TCSFG.L = Tangible compensation is more appropriate to satisfy foreign guests who complain]

DULH.M and NULH.N - 2.5882 and 3.1765

[DULH.M = Domestic Indian guests are more understanding of hotel limitations;

NULH.N = NRI guests are more understanding of hotel limitations]

FULH.O and NULH.N - 4.2941 and 3.1765

[FULH.O = Foreigners are more understanding of hotel limitations; NRI guests are more understanding of hotel limitations]

DULH.M and FULH.O - 2.5882 and 4.2941

[DULH.M = Domestic Indian guests are more understanding of hotel limitations;
FULH.O = Foreigners are more understanding of hotel limitations]

DIGMDS.P and NRI.MDS.Q - 4.0000 and 3.4118

[DIGMDS.P = Domestic Indian guests are meticulous about minute details of the
service; NRI.MDS.Q = NRI guests are meticulous about minute details of the
service]

FGMDS.R and NRI.MDS.Q - 2.7059 and 3.4118

[FGMDS.R = Foreigners are meticulous about minute details of the service;
NRI.MDS.Q = NRI guests are meticulous about minute details of the service]

The results of this category of hotels show that domestic Indian tourists who complain are more difficult to satisfy than are NRI customers, and NRI customers are more difficult to satisfy than foreign guests. It can be clearly seen from the above that foreigners are easier to satisfy than guests of Indian origin. This supports H2 that hotel service providers find it easier to satisfy foreign guests who complain than guests of Indian origin who do so. The results do not support H3 that hotel service providers find it more difficult to satisfy NRI guests than any other guests who complain.

It is possible that in this category of hotels, the hotel service providers can make a clear distinction between domestic, foreign and NRI guests because a substantial number of such type of guests, as more than 25% of their customers come from international travel agents.

Category 2

Table 24B presents the analysis of Q7 for category 2 (hotels with less than 25% customers coming through international travel agents).

The paired Samples T-test shows that the means of the following pairs seem to vary significantly: FEP.C and NRIEP.B; DITEP.A and FEP.C; DIGPSI.D and NRIPSI.E; FPSI.F and NRIPSI.E; DIGPSI.D and FPSI.F; ASN.H and ASSF.II; ASSDIG.G and ASSF.II; TCSDIG.J and TCSNRI.K; TCSDIG.J and TCSFG.L; FULH.O and NULH.N; DULH.M and FULH.O; DIGMDS.P and NRIMDS.Q; FGMDS.R and NRIMDS.Q as well as DIGMDS.P and FGMDS.R. However, a look at the Paired Samples Correlations shows that the pairs DIGPSI.D and NRIPSI.E, FPSI.F and NRIPSI.E, ASN.H and ASSF.II, TCSDIG.J and TCSNRI.K, FULH.O and NULH.N, as well as DIGMDS.P and NRIMDS.Q are significantly correlated. Hence we cannot say with confidence that their means vary significantly. As the rest of the pairs stated above are not significantly correlated, it can be confidently stated that their means vary significantly.

These pairs along with their means are given below:

FEP.C and NRIEP.B - 4.3542 and 3.4792

[FEP.C = Foreigners exhibit patience with the hotel; NRIEP.B = NRI guests exhibit patience with the hotel]

DITEP.A and FEP.C - 3.2500 and 4.3654

[DITEP.A = Domestic Indian guests exhibit patience with the hotel; FEP.C = Foreigners exhibit patience with the hotel]

DIGPSI.D and FPSI.F - 4.3019 and 2.7736

[DIGPSI.D = Domestic Indian guests want their problems solved immediately; FPSI.F = Foreigners want their problems solved immediately]

ASSDIG.G and ASSF.II - 3.1698 and 4.1132

[ASSDIG.G = An apology is sufficient to satisfy domestic Indian guests who complain; ASSF.II = An apology is sufficient to satisfy foreign guests who complain]

TCSDIG.J and TCSFG.L - 3.7358 and 3.0566

[TCSDIG.J = Tangible compensation is more appropriate to satisfy domestic Indian guests who complain; TCSFG.L = Tangible compensation is more appropriate to satisfy foreign guests who complain]

DULH.M and FULH.O - 3.1887 and 4.0377

[DULH.M = Domestic Indian guests are more understanding of hotel limitations; FULH.O = Foreigners are more understanding of hotel limitations]

FGMDS.R and NRMDS.Q - 2.3673 and 3.3061

[FGMDS.R = Foreigners are meticulous about minute details of the service; NRMDS.Q = NRI guests are meticulous about minute details of the service]

DIGMDS.P and FGMDS.R - 3.9623 and 2.4151

[DIGMDS.P = Domestic Indian guests are meticulous about minute details of the service; FGMDS.R = Foreigners are meticulous about minute details of the service]

The above results once again present foreign guests in a very favourable light. The hotel service providers find they are easier to satisfy than Domestic Indian guests or NRI customers. This supports H2 that Hotel service providers find it easier to satisfy foreign guests who complain than guests of Indian origin who do so.

In this category of hotels, even though customers who come through international travel agents are less than 25%, the hotel service providers seem to be able to make a clear distinction between Indian, foreign and NRI customers. It is possible that the presence of a few foreign guests provides a contrast for the large number of tourists of Indian origin.

Factor Analysis

Q5 was subjected to factor analysis and the results are shown in table 25A and 25B. Table 25A gives the analysis of Category 1 i.e. hotels with 25% or more customers coming through International travel agents and Table 25B gives the analysis of Category 2, i.e. hotels having less than 25% customers coming through International travel agents.

Category 1

Table 25A presents the factor analysis of Q5 for category 1 i.e. hotels with 25% or more customers coming through international travel agents. Eight factors with eigenvalues over 1 were thrown up by the analysis, with 20% of the variance being explained by the first factor, 12% variance being explained by the second factor and 11% being explained by the third.

Factor 1 seems to describe the satisfaction of customers coming through international travel agents as four statements speak of their satisfaction with rates, with food and beverage, with surroundings of the hotel and that they give a good report of the hotel. The statement 'More complaints come from customers of ITA' loads negatively onto this factor, which corroborates the other statements. Factor 2 is the satisfaction factor of customers coming through domestic travel agents. In factor three, two negative statements regarding satisfaction of customers load negatively on to this factor, revealing the opposite as true to be considered with the other two factors. This factor too seems to indicate the satisfaction of customers coming through domestic travel agents. The fourth factor relates to exaggeration by the tour operators. It is interesting to note that the statement 'More complaints come from customers of DTA' loads positively onto this factor, indicating the belief of the hotel service providers that the complaints could be the result of exaggeration by the tour operators. The

fifth factor seems to be the 'play down' factor, the sixth is regarding the customers' satisfaction with interactions with hotel personnel and the seventh factor relates to the satisfaction with the location of the hotel. The last factor seems to relate to dissatisfaction of customers regarding hotel facilities and hygienic conditions in the hotel.

Category 2

Six factors with eigenvalues over 1 were thrown up by the analysis for category 2 of Q5, explaining 83% of the variance. The first factor explaining 31% of the variance seems to describe the satisfaction of customers coming through international travel agents. The statement 'more complaints come from customers of ITA' loads negatively on to this factor, confirming the other statements. The second factor describes the satisfaction of customers coming through domestic travel agents and explains 13% of the variance. The third factor is the dissatisfaction with hygienic conditions factor (12% V) and the fourth is the exaggeration factor (11% V). The fifth seems to speak of the satisfaction of customers coming through domestic travel agents and the last seems to be the 'play down' factor.

Q7 was also subjected to factor analysis and the results are presented in tables 26A and 26B.

Category 1

81% of the variance was explained by seven factors having eigenvalues over 1 that were thrown up by the analysis of Q7 for category 1. The first factor describing the positive aspects of the behaviour of NRI guests in the hotel explained 15% of the variance. The second factor explaining 13% of the variance seems to relate to apology as being sufficient for foreign and NRI guests who complain, as also to the patience of foreigners and domestic Indian guests. The third factor explaining 13% of the variance relates to the positive aspects of the behaviour of domestic Indian guests. The fourth factor seems to be the 'tangible compensation' factor, while factor 5 relates to the negative aspects of the behaviour of foreign guests. Factor 6 speaks of foreigners wanting their problems solved immediately and being meticulous about minute details in service. The last factor is about Indian guests being meticulous about minute details in service. The hotel service providers of this category of hotels seem to distinguish between the behaviour of domestic, NRI and foreign guests.

Category 2

Six factors having eigenvalues over 1 were thrown up by the analysis, explaining 71% of the variance. The first factor speaks of the positive aspects of the behaviour of foreign guests and explains 16% of the variance. The second factor is the 'apology' factor explaining 12% of the variance, while the third speaks of the positive aspects of the behaviour of domestic Indian tourists and explains 12% of the variance. The fourth factor explaining 11% of the variance seems to be related to the aspect of 'wanting problems solved immediately. Factor 5, explaining 11% of the variance seems to speak of the 'meticulousness' of customers and the last factor is the tangible compensation factor, explaining 10% of the variance.

From the analysis it appears that the hotel service providers in this category of hotels do not feel there is a difference in behaviour of foreigners, NRI guests as well as domestic Indian customers

Section C (categorisation based on total number of beds in the hotel)

Category 1 comprised hotels, which had bed-capacity less than or equal to 100 beds, and category 2 comprised hotels having more than 100 beds.

The Test of Means

The Paired Samples T test was administered to Q5 and the category-wise analysis was done after classifying the hotels into category 1 and category 2.

Tables 27A, and 27B present the results of this analysis.

Category 1

Table 27A gives the T-test analysis of Q5 for the category of hotels with bed-capacity less than or equal to 100 beds. Here it can be seen that the means of the pairs DTADHF.A and ITADHF.B, DTAECH.C and ITAECH.D as well as MCDTA.E and MCITA.F seem to vary significantly. However, the Paired Samples Correlations table shows that the correlation between DTADHF.A and ITADHF.B as well as between DTAECH.C and ITAECH.C is significant, hence one cannot say with confidence that the means of these pairs vary significantly. The correlation significance for the pair MCDTA.E and MCITA.F is not significant, hence it can be said with confidence that the means of this pair do vary significantly. The mean for

MCDTA.E is 2.5938 [More complaints come from customers of domestic travel agents] and that for MCITA.F is 1.7813 [More complaints come from customers of International travel agents], which seems to support H1 that more complaints come from customers of domestic travel agents than from customers of international travel agents.

Even though in this category, the hotels are smaller in size, they could be catering to customers of International travel agents who prefer to stay at these hotels rather than at the larger hotels, and hence the hotel service providers are able to make a clear distinction between customers of domestic travel agents and those of international travel agents.

Category 2

Table 27B presents the T-test analysis for the category of hotels with more than 100 beds. The results indicate that the means of the pairs DTAECH.C and ITAECH.D as well as of MCDTA.E and MCITA.F seem to vary significantly. However the Paired Samples Correlations table reveals that the correlation between the former pair is considerably significant, whereas for the latter pair it is not. Hence it can be said with confidence that the means of MCDTA.E and MCITA.F vary significantly for this category of hotels. [MCDTA.E = More complaints come from customers of domestic travel agents; MCITA.F = More complaints come from customers of International travel agents]. The mean of MCDTA.E is 3.0000 and that of MCITA.F is 1.9565, which goes to support the H1 that more complaints come from customers of domestic travel agents than from customers of international travel agents.

The hotel service providers in this category of hotels seem to be able to clearly distinguish between the behaviour of guests coming through international travel agents and those coming through domestic travel agents. This could be due to the fact that as they are large in size, they are in a position to attract a substantial number of their customers through international travel agents.

The results of the Paired Samples T-test for Q7 are given in tables 28A and 28B. Table 28A gives the results of category 1 i.e. hotels with bed-capacity less than or equal to 100 beds and table 28B gives the results of category 2 of hotels, i.e. those having more than 100 beds.

Category 1

Table 28A reveals that in the category of hotels with bed-capacity less than or equal to 100 beds, the means of all the pairs except two (i.e. DITEP.A and NRIEP.B as well as ASN.H and ASSDIG.G), seem to vary significantly.

However, the Paired Samples Correlations table reveals that the correlation between the pairs DIGPSI.D and NRIPSI.E, FPSLF and NRIPSI.E, ASN.H and ASSF.II, TCSDIG.J and TCSNRI.K, TCSFG.L and TCSNRI.K, DULH.M and NULH.N, as well as DIGMDS.P and NRIMDS.Q seems to be significant. Hence we cannot say with confidence that the means of these pairs vary significantly. The correlations between the rest of the pairs do not seem to be significant (Table 28A). Therefore we can say with confidence that the means of these pairs vary

significantly. The means for the above pairs which vary significantly are given below:

FEP.C and NRIEP.B - 4.4310 and 3.3276

[FEP.C = Foreigners exhibit patience with the hotel; NRIEP.B = NRI guests exhibit patience with the hotel]

DITEP.A and FEP.C - 3.1129 and 4.4355

[DITEP.A = Domestic Indian guests exhibit patience with the hotel; FEP.C = Foreigners exhibit patience with the hotel]

DIGPSI.D and FPSI.F - 4.3333 and 2.8095

[DIGPSI.D = Domestic Indian guests want their problems solved immediately; FPSI.F = Foreigners want their problems solved immediately]

ASSDIG.G and ASSF.II - 3.1429 and 4.1429

[ASSDIG.G = An apology would be sufficient to satisfy domestic Indian guests who complain; ASSF.II = An apology would be sufficient to satisfy foreign guests who complain]

TCSDIG.J and TCSFG.L - 3.7619 and 2.9683

[TCSDIG.J = Tangible compensation would be more appropriate to satisfy domestic Indian guests who complain; TCSFG.L = Tangible compensation would be more appropriate to satisfy foreign guests who complain]

FULH.O and NULH.N - 4.1864 and 3.3898

[FULH.O = Foreigners are more understanding of hotel limitations; NULH.N = NRI guests are more understanding of hotel limitations]

DULH.M and FULH.O - 3.0952 and 4.2063

[DULH.M = Domestic Indian guests are more understanding of hotel limitations;

FULH.O = Foreigners are more understanding of hotel limitations]

FGMDS.R and NRI.MDS.Q - 2.3390 and 3.2542

[FGMDS.R = Foreigners are meticulous about minute details of the service;

NRI.MDS.Q = NRI guests are meticulous about minute details of the service]

DIGMDS.P and FGMDS.R - 3.9206 and 2.3810

[DIGMDS.P = Domestic Indian guests are meticulous about minute details of the service; FGMDS.R = Foreigners are meticulous about minute details of the service]

The results of the Paired Samples T-test for this category of hotels reveals that the hotel providers feel it is easier to handle foreign guests who complain than guests of Indian origin, which supports H2. The service providers of the hotels of this category seem to clearly distinguish between domestic customers, NRI guests and foreign tourists.

Category 2

The Paired Samples T-test for category 2 of hotels, i.e. those having bed-capacity more than 100 beds given in table 28 B, reveals that except for the pairs FPSI.F and NRIPSI.E, ASN.H and ASSDIG.G, TCSDIG.J and TCSNRI.K, TCSFG.L and TCSNRI.K, DULH.M and NULH.N, as well as DIGMDS.P and NRI.MDS.Q, the means for the rest of the pairs seem to vary significantly.

However, the correlation between the pairs DITEP.A and NRIEP.B, DITEP.A and FEP.C, ASN.H and ASSF.II, as well as DIGMDS.P and FGMD.S.R is significant, so it cannot be said that the means of these pairs vary significantly. However, for the rest of the pairs, the correlation between them is not significant, hence it can be said with confidence that their means vary significantly. These pairs are FEP.C and NRIEP.B, DIGPSI.D and NRIPSI.E, DIGPSI.D and FPSI.F, ASSDIG.G and ASSF.II, TCSDIG.J and TCSFG.L, FULH.O and NULH.N, DULH.M and FULH.O as well as FGMD.S.R and NRI.MDS.Q. The means for these pairs are given below:

FEP.C and NRIEP.B - 4.3750 and 3.2083

[FEP.C = Foreigners exhibit patience with the hotel; NRIEP.B = NRI guests exhibit patience with the hotel]

DIGPSI.D and NRIPSI.E - 4.4167 and 3.7083

[DIGPSI.D = Domestic Indian guests want their problems solved immediately; NRIPSI.E = NRI guests want their problems solved immediately]

DIGPSI.D and FPSI.F - 4.4167 and 3.1667

[DIGPSI.D = Domestic Indian guests want their problems solved immediately; FPSI.F = Foreigners want their problems solved immediately]

ASSDIG.G and ASSF.II - 2.5417 and 3.9583

[ASSDIG.G = An apology would be sufficient to satisfy domestic Indian guests who complain; ASSF.II = An apology would be sufficient to satisfy foreign guests who complain]

TCSDIG.J and TCSFG.L - 3.9167 and 3.1250

[TCSDIG.J = Tangible compensation would be more appropriate to satisfy domestic Indian guests who complain; TCSFG.L = Tangible compensation would be more appropriate to satisfy foreign guests who complain]

FULH.O and NULH.N - 3.9583 and 3.1250

[FULH.O = Foreign guests are understanding of hotel limitations; NULH.N = NRI guests are understanding of hotel limitations]

DULH.M and FULH.O - 2.5833 and 3.9583

[DULH.M = Domestic Indian guests are understanding of hotel limitations; FULH.O = Foreign guests are understanding of hotel limitations]

FGMDS.R and NRI MDS.Q - 2.9167 and 3.5833

[FGMDS.R = Foreigners are meticulous about minute details of service; NRI MDS.Q = NRI guests are meticulous about minute details of service]

From the above results, it appears that the foreign guests are easier to handle than domestic Indian tourists or NRI customers. This supports H2 that hotel service providers find it easier to satisfy foreign guests who complain than guests of Indian origin who do so. Among domestic and NRI guests, the domestic tourists seem to be more difficult to satisfy. Hence the hypothesis that hotel service providers find it more difficult to satisfy NRI guests than any other guests who complain, is not supported.

Factor Analysis

Q5 was subjected to factor analysis, and the results are presented in Tables 29A and 29B, revealing the underlying structure of variables relating to the overall satisfaction of customers coming through international travel agents and those coming through domestic travel agents. Only the factors with eigenvalues over 1 thrown up by the analysis are shown, and the cut off point is taken at .500.

Category 1

In the factor analysis for hotels having bed-capacity less than or equal to 100 beds given in table 29A, eight factors were thrown up, explaining nearly 84% of the variance. Factor 1 explains about 24% of the variance, and seems to be the 'satisfaction of customers coming through ITA' factor. Seven statements relating to the satisfaction of customers coming through international travel agents load on to this factor, and one statement relating to dissatisfaction of the same customers, loads negatively here. It is interesting to note that the statement, 'More complaints come from customers of ITA' loads negatively suggesting that the opposite of this statement would go with the other positive statements. This would seem to support hypothesis 1. Factor 2 seems to relate to the dissatisfaction of customers coming through domestic travel agents. Here, the

statement 'Customers of DTA satisfied with rates of hotel' loads negatively, implying that the negative side of this statement would be more apt with the other statements loading on to this factor. The statement 'More complaints come from customers of DTA' finds a prominent place here. We also find the statement 'DTA exaggerate the conditions in the hotel' which could suggest a reason for the dissatisfaction of customers coming through domestic travel agents. Factors 3 and 4 seem to deal with the satisfaction of customers coming through domestic travel agents, while factor 5 is concerned with the dissatisfaction of customers regarding hygienic conditions in the hotel. Factor 7 seems to be the 'play down' factor, while factors 6 and 8 do seem to offer much explanation.

The analysis reveals that for the service providers in this category of hotels, there is a clear-cut segmentation between customers of international travel agents and those of domestic travel agents. It appears that the service providers seem to think that more complaints do come from customers of domestic travel agents, thus lending support to hypothesis 1.

Category 2

Table 29B presents the factor analysis of Q5 for hotels of category 2, i.e. those having a bed-capacity of more than 100 beds. Seven factors were thrown up by the analysis, explaining nearly 84% of the variance. The first factor seems to be

the most important, explaining nearly 22% of the variance. The second factor explains nearly 17% and the third explains about 16% of the variance. Factor 1 seems to describe the satisfaction of customers coming through international travel agents, for eight statements relating to this load on to this factor, and the statement 'Customers of ITA dissatisfied with hotel facilities' loads negatively, implying that the positive aspect of the statement would go with the other statements under this factor. Factor 2 seems to also be related largely to the satisfaction of customers coming through international travel agents. The statement 'More complaints come from customers of ITA' loads negatively on to this factor, implying the opposite to be more appropriate in its place. Factor 3 concerns the satisfaction of customers coming through domestic travel agents. Factor 4 seems to be the 'exaggeration' factor, while Factor 6 seems to be the 'play down' factor. Factors 5 and 7 do not seem to offer much explanation.

In this category of hotels too, there seems to be a clear distinction in the minds of the hotel service providers who responded to the questionnaire, as regards customers coming through domestic travel agents and those coming through international travel agents.

Q7 too was subjected to factor analysis to disclose the underlying structure of variables as regards the behaviour of domestic, NRI and foreign guests, and the results are shown in tables 30A and 30B.

Category 1

Table 30A presents the factor analysis of Q7 with regard to category 1 of hotels, i.e. those having bed capacity less than or equal to 100 beds. Seven factors with eigenvalues over 1 were thrown up by the analysis, explaining nearly 75% of the variance. Factor 1 explained 15% of the variance, while factors 2, 3, and 4, explained about 11% each of the variance. Factor 1 seems to explain the positive aspects of the behaviour of foreigners in the hotel, where the two negative statements regarding their behaviour i.e. 'Foreigners want their problems solved immediately' and 'Foreigners are meticulous about minute details in service' load negatively on to this factor. Factor 2 seems to be relating to being 'meticulous about minute details in service'. Factor 3 relates to patience and understanding shown by NRI and domestic guests. Factors 4 and 7 relate to tangible compensation, Factor 6 pertains to 'wanting problems solved immediately' and Factor 5 does not offer much explanation.

From this analysis there does not appear to be much distinction in the minds of the respondents to the questionnaire as regards the behaviour of domestic and NRI guests. However, it appears that the foreigners seem to fit into a separate category.

Category 2

The results of factor analysis of Q7 regarding category 2 of hotels, i.e. those with bed capacity of more than 100 beds are given in table 30B. Six factors were thrown up by the analysis, explaining 78% of the variance. Factors 1,2,3, 4 and 5 explained 18%, 14%, 14%, 13% and 11% each of the variance. Factor 1 seems to be concerning the positive aspects of the behaviour of NRI guests in the hotel, while factor 2 seems to pertain to the positive aspects of the behaviour of domestic Indian guests in the hotel. Factor 4 seems to relate to the positive aspects of the behaviour of foreigner in the hotel, while Factor 5 relates to 'tangible compensation'. Factors 3 and 6 do not seem to offer any special explanation.

In the analysis of this category of hotels, it appears that the hotel service providers view domestic, NRI and foreign guests as separate categories of customers.

In the following chapter, the main results will be presented, along with a discussion of the findings and their implications.

CHAPTER V

MAIN RESULTS AND DISCUSSION

In the general analysis, the first hypothesis tested was 'More complaints come from customers of domestic travel agents than from customers of international travel agents'. The Paired Samples T-test in table 1 reveals that the difference in means is significant at 95% confidence interval. Table 2 shows that the correlation between the two statements is .116, indicating that the two statements are not in fact correlated. Hence it can be safely said that the means of these two statements vary significantly. As the mean for MCDTA [more complaints come from customers of Domestic Travel agents] is 2.7636 and that for MCITA [more complaints come from customers of International travel agents] is 1.8545, and the difference is significant, it seems to support the hypothesis that more complaints do come from customers of domestic travel agents.

The mean for DTASRH.M [customers of Domestic Travel Agents are satisfied with the rates of the hotel] is 3.8909 and that for ITASRH.N [customers of International Travel Agents are satisfied with the rates of the hotel] is 4.2727 as given in Table 4. This could mean that hotel service providers feel that

customers of International travel agents are more satisfied with the rates of the hotel than customers of domestic travel agents are. This opinion lends support to hypothesis 1 that hotel service providers believe that more complaints come from customers of domestic travel agents than from customers of International travel agents.

The second hypothesis chosen was that hotel service providers find it easier to satisfy foreign guests who complain than guests of Indian origin who do so. The Paired Samples T-test in Table 9 shows that the difference in means of FETSC [foreigners who complain are easy to satisfy] and NRESC [NRI customers who complain are easy to satisfy] as well as that of DTESC [Domestic tourists who complain are easy to satisfy] and FETSC is significant at 95% confidence interval.

However, the results must be cautiously accepted because in Table 8, we find that the correlation between FETSC.A and NRESC.B as well as that between DTESC.C and NRESC.B is significant. Hence we cannot safely say that the means of these statements vary significantly, and consequently it cannot be said with confidence that H2 is supported fully.

The same test shows that the difference in means of DTESC and NRESC is not significant at the 95% confidence interval. Hence H3 which says that hotel service providers find it more difficult to satisfy NRI guests who complain than any other guests who do so, is not supported.

These main hypotheses were operationalised into statements and these were individually tested.

Table 31A gives the summarised results of the general and category-wise analysis of the sub-hypotheses of Q5 and table 31B gives the summarised results of the sub-hypotheses of Q7.

Table 31A – Summarised results of Q5

Factors/Sub-hypotheses	General	Section A (Categrzn. of DOT)			Section B (%of custmrs of ITA)		Section C (total bed- capacity)	
		A	B	C	> 25 %	< 25 %	< 100	> 100
Domestic travel agents exaggerate conditions in the hotel		yes	yes	-	-	-	-	-
More complaints come from customers of domestic travel agents	*yes	-	yes	-	yes	-	yes	yes
Customers of Int. travel agents are satisfied with rates of hotel	yes	-	-	yes	yes	-	-	-

{* “yes” signifies that the sub-hypothesis is supported by the Paired Samples T-Test results.}

The above table shows that hotel service providers of Category A and B hotels in Section A perceive that domestic travel agents exaggerate the conditions in the hotel and raise the expectations of the guests. Most of the hotel service providers in the different categories feel that more complaints come from customers of

domestic travel agents, which supports H1. Hotel service providers of the general category of hotels as well as of two other categories of hotels also believe that customers of international travel agents are more satisfied with the rates charged by the hotel than are customers of domestic travel agents.

Table 31B – Summarised results of Q7

Factors/Sub-hypotheses	General	Section A (Categrn. of DOT)			Section B (%of ITA custmrs)		Section C (total bed-capacity)	
		A	B	C	> 25 %	< 25%	< 100	> 100
NRI guests exhibit patience with the hotel		yes	-	-	-	-	-	-
Foreigners exhibit patience with the hotel	yes	-	yes	yes	yes	yes	yes	yes
Domestic guests want their problems solved immediately	yes	yes	yes	yes	yes	yes	yes	yes
NRI guests want their problems solved immediately	-	-	-	-	yes	-	-	-
An apology is sufficient to satisfy foreign guests	yes	-	yes	yes	yes	yes	yes	yes
Tangible compensation is more appropriate to satisfy domestic guests	yes	-	yes	yes	yes	yes	yes	yes
NRI guests are understanding of hotel limitations	-	-	-	yes	yes	-	-	-
Foreigners are understanding of hotel limitations	yes	yes	Yes	yes	yes	yes	yes	yes
Domestic Indian guests are meticulous about minute details in service	yes	yes	Yes	yes	yes	yes	yes	-
NRI guests are meticulous about minute details in service	-	-	Yes	-	yes	yes	yes	yes

Most of the hotel service providers in different categories of hotels feel that foreigners exhibit patience with the hotel, that an apology is sufficient to satisfy foreign guests who complain and that foreigners are understanding about limitations faced by the hotel. Hotel service providers of some categories of hotels feel that NRI guests are meticulous about minute details in the service, but that domestic customers want their problems solved immediately is the feeling of hotel service providers of all categories of hotels. Most of them also perceive that domestic Indian guests are meticulous about minute details promised in the service, and that tangible compensation is more appropriate to satisfy a domestic Indian guest who complains. From this it is evident that according to the hotel service providers, foreign guests who complain are easy to satisfy, NRI guests more difficult to do so and the domestic Indian guests are the most difficult to satisfy of all complaining customers.

DISCUSSION

An interesting phenomenon was thrown up by the field study. From the interviews with hotel personnel it was noticed that there seems to be a difference in the dealings of hotels with local travel agents and foreign travel agents. The local tour operators described by the hotel service providers seem to be the local travel agents or touts who are very many in number and seem to pursue short-term gains. The foreign travel agents are comparatively few in number who operate internationally in conditions of oligopoly. As their stakes are higher than

that of the hotel, *they cannot afford to displease the customer* with whom they want to continue the relationship for future transactions of tours around the world. The hotels do not seem to care so much for the customer, because to them he/she is a bird of passage. However, the hotel is certainly interested in the foreign travel agents coming back to the hotel, because they signify more business to the hotel. Hence the hotel seems to look to the minimum threshold of satisfaction of the foreign travel agents. The situation turns out to be such that: while the foreign travel agent would not like to displease the customer because he is dependent on the customer, the hotel does not mind displeasing the customer, provided the tour operator is not displeased.

A second point worth noting is that during the trip from the airport to the hotel, the representatives of the foreign travel agents usually try to *bring down the expectations* of the customers. The field study confirmed that the foreign tourists are reminded that India is a third world country, so they should not expect conditions to be as they are abroad. They are informed that the standards of cleanliness and hygiene may not be very high, and that they should beware of the mosquito menace. This is done, so that, when actual conditions are better than expected, the guest is pleasantly surprised, and is inclined to give a favourable report of his stay at the hotel to the Tour Company. From this it follows that complaints from customers of foreign travel agents would be relatively few.

In contrast to this, the domestic travel agents, largely interested in making quick profits, seem to mislead the customers, by giving false information and raising the hopes and expectations of the tourists. When these are not met, it only leads to disappointment and disillusion, resulting in complaints. From the results of the statistical analysis in the previous chapter, this seems to be the case, as hotel service providers of most hotels feel that more complaints come from customers of domestic travel agents. (Ref. table 31A). Thus there is a strong support for hypothesis 1.

A third point to consider would be the cultural differences in Indian and foreign customers. The foreign guests have been found to be thoughtful and sensitive towards staff as well as other guests in the hotels, which attitude seems to be lacking in the Indian guests. Mention has been made of the feudal mentality of the Indian tourists, who, because they have paid for the service, seem to feel the hotel personnel are their servants to be at their beck and call, and often treat them as such, incurring their wrath and resentment. Hotel service providers, then, would naturally prefer to deal with foreign rather than Indian guests. The results of the statistical analysis reveal a strong support for H2 that hotel service providers find it easier to satisfy foreign guests who complain than guests of Indian origin who do so.

It was hypothesised (H3) that hotel service providers find it more difficult to satisfy NRI guests than any other guests who complain. This hypothesis had

emerged from the informal interviews with the Guest Relations Executives of the twelve hotels visited initially. The results of the statistical analysis do not support this hypothesis. In fact, the results disclose that domestic Indian customers seem to be the most difficult to satisfy among all other customers. It could be that NRI customers come to their own country for shorter periods

of time and would not want to get involved in hassles during their stay and therefore could be exiting from the hotel without being fully satisfied, but also without creating many problems for the hotel service providers. The domestic customers may have time at their disposal and would want full satisfaction for their hard-earned money and hence would complain until they get it.

MANAGERIAL IMPLICATIONS

It is said that complaints reach top management like a worm crawling up a steep mountain slope (Lytle 1993). The present study dealt with complaints and complaining behaviour from a managerial perspective. The respondents of the survey undertaken through a questionnaire were the Guest Relations Executives or Front-line personnel who directly come in contact with complaining customers. The knowledge gained from their experience would be invaluable to the decision-makers of the Institution who could be so much involved in administrative work that they may not be aware of the complaints of customers. In fact the middle level managerial personnel do not feel it worthwhile to brief

the top management about the dissatisfaction of customers and usually handle it themselves. It is commonly accepted that top management is more conducive to receiving complaints knowing their priceless worth and being able to do something about the cause of complaints. But often they seem to be blissfully unaware of the rumblings of dissatisfaction of customers who are the fundamental reason for the existence of their business. The knowledge gained through this study could make them aware of the existing situation and arm them for action to bring about changes needed for enhancing the business.

From the analysis of the information collected through the questionnaire, it appears that managerial personnel of hotels in Goa perceive customers as part of a distinct group, e.g. domestic customers, NRI guests and foreigners and deal with them as such. These perceptions seem to colour their complaint-handling practices and steps taken to assuage the complaining customers. While these perceptions could help them to distinguish between genuine and fake complaints, it could also lead them to stereotype the customers into categories and not give a proper hearing to their complaints. It could lead to brushing aside of complaints and failing to draw benefit from them for the business.

There appears to be a conflict of interest between hotel personnel and the top management. It has been established that high-spending customers are the domestic Indian tourists but they are also the ones who complain the most. Hence while the front-line staff could be reluctant to give them good treatment as

they do not like serving them, the top level management would be desirous of treating them well so as to make them repeat customers or even life-time customers. As the foreigners are easier to handle, the waiters, bellboys and attendants could be happily serving them, leaving aside the domestic customers and the NRI guests, thus increasing their dissatisfaction with the hotel and its services.

It would greatly help managers to be aware that they could be noting only the tip of the iceberg in the complaints that do come to them. Understanding the usefulness of complaints would help them to go all out to encourage guests to complain and air their dissatisfaction, with the idea of doing something about them and seeing that the guests are truly satisfied. It would help them to understand that a silent customer is not necessarily a satisfied customer. The consequences of negative word of mouth are also worth considering, for, in today's world of instant communication the potential damage to the business could be magnified many times over, preventing prospective customers from choosing the hotel for a holiday.

It is worth noting that the concept of good complaint handling has changed from doling out compensation to the complaining customer to building up a relationship with him through genuine care and concern. The insights gained from this research could provide valuable inputs for training programmes being conducted for staff as well as managerial personnel, helping them to be more

receptive to complaints, and changing their attitudes towards complaining customers. It could also help top management to draw up reward and promotion policies based on winning customers for the business through excellent handling of customer complaints.

Marketing and advertising managers need to exercise caution with respect to creating expectations in the minds of customers who could be disappointed with the reality of the situation and go away dissatisfied and unhappy. Lowering expectations and then wowing the customer with good service would result in loyal customers who could be living advertisements through positive word-of-mouth.

CHAPTER VI

CONCLUSION

This chapter is divided into three major sections. First, the contributions of this study are given, after which the limitations of the research are discussed. This is followed by suggestions for future research in complaining behaviour.

CONTRIBUTION OF THE STUDY

Though the area of complaining behaviour has been extensively researched, studies undertaken from the managers' perspective have been almost negligible. The present study gives an idea of the managers' viewpoint regarding complaints and complaining customers. If this study is understood against the background of research already done in the area of Complaining Behaviour from the customers' standpoint, it would provide a more balanced perspective of the whole issue.

A) Theoretical contribution:

The study confirms the **Expectations theory** where it is seen that when expectations of foreign customers are lowered, the consumers are pleasantly surprised, and give a good report of the hotel. When expectations are raised by the Domestic travel agents and these are not matched by the reality of the situation, it gives rise to complaints from customers who feel that they have been cheated.

This study also seems to validate **Hirschman's theory of Exit, Voice and Loyalty**. It corroborates his argument that it is the loyal employee who speaks up and complains about the deteriorating work conditions in the hope of getting something done about the situation. In this study it was found that the foreigners are much easier to satisfy than customers of Indian origin, and among NRI and domestic customers, the domestic Indian tourists seem to be the ones who complain more and are more difficult to satisfy. Applying Hirschman's theory, it seems that the domestic tourists complain more than others in the hope of turning around the situation. Studies have shown that the cost of voicing a complaint is usually greater than the benefit of the remedy desired. Hence while it would have been easier to just exit without any explanation, the loyal customer chooses to stay and complain, thus giving the organisation a chance to improve and give better service.

Andreasen and Manning's (1990) theory of **vulnerable consumers** also seems to be reiterated by this study, as the foreigners who are in a strange land and do not know the local language and customs, may be unable to voice their complaints when they are cheated and overcharged for the goods and services they buy. Hence it would seem that they are easier to satisfy than the customers of Indian origin who would not refrain from complaining when the occasion arises.

B) Managerial Relevance

This study brought to light the fact that the hotel service providers do not welcome complaints, even though theoretically they believe that complaints will benefit their organisation. It is found that managers perceive customers as belonging to particular groups – e.g. consumers coming through domestic travel agents, those coming through International travel agents, domestic Indian tourists, NRI customers and foreigners. The perceptions of managers may be colouring their attitude towards domestic customers and this may be influencing their behaviour towards such customers. This may go against the long-term interest of the hotel or the organisation, as it is a well-known fact that domestic customers are the high-spending tourists and it is good for the hotel to patronise them. A change of attitude is therefore the need of the hour.

The knowledge of the existence of different segments can be important to managers, because it can help marketers determine who might represent the most viable targets for the hotel offerings. Managers can become aware of these undiscovered segments with clearly identifiable needs that are not being met, due to which the hotel could be losing valuable business through exiting customers and negative word of mouth.

Routledge (2000) speaks of the Government of Goa's emphasis on "high quality, low volume" tourism, differentiating between the foreign and domestic tourist markets. He reports of the contribution to the state revenues made by the small proportion of elite foreign and domestic tourists in luxury developments. In fact the debate on the distinct nature of the foreign and domestic tourist market has been going on for some years now. The differentiation lies in the requirements of foreign and domestic tourists, in their quality expectations as well as in the price they are willing to pay. The present research could have applicability to tourists in general, as there seems to be little literature on the discriminating behaviour of tourists. It may also have long-term implications for Goa.

The present study brought to light a number of findings, which could prove useful in understanding the behaviour of hotel guests and help in converting complaining customers into loyal guests of the organisation. An analysis of the case studies in this research indicates that effective solutions to complaints go

considerably beyond superficiality and apathetic gestures. Guests want a full explanation of why a problem arose and they want to know what is being done to prevent a recurrence. Guest Relations Executives furnished numerous examples of how a complaint situation in a hotel can be transformed into a recovery by proper complaint handling.

LIMITATIONS OF THE RESEARCH

This study was primarily focussed on complaints and complainants as perceived by the service providers. The hotels had done no documentation of actual complaints received, because generally, there does not seem to be a practice of maintaining such records. Hence there is no physical evidence of complaints. The researcher was told that complaints were handled immediately without allowing small issues to be blown up into greater ones.

After the questionnaire was administered and the entire data collected, discussions with Department colleagues revealed that there might have been a flaw in the design of the questionnaire. Successive statements were opposites of each other, which might have generated bias in the responses, e.g. j) "Customers of International travel agents give a good report of the hotel to others" and k) "Customers of domestic travel agents give a good report of the hotel to others". This might have created some contamination in the statistical analysis. A randomisation of the statements might overcome this possible limitation.

The limitation of the five-point Likert scale, viz. that there might be a tendency on the part of the respondents to choose the middle path and be on the safe side by selecting the “undecided” option also apply to this research.

The operationalisation of the three main hypotheses into statements that comprise each hypothesis was done on the basis of the interviews with the Guest Relations Executives, who usually handle complaints in the hotel. Whether the statements into which each hypothesis was operationalised truly embody the hypothesis has not been tested out anywhere, so the findings could be taken as true, subject to the statements really representing the hypotheses.

The respondents may not have understood the meaning of some words as the researcher intended – e.g. in Q5, statements g) and h)... “‘play down’ the hotel to the guests” may not have been fully understood by those who did not know English, and had to be given the explanation in the vernacular.

SUGGESTIONS FOR FUTURE RESEARCH

As may be evident from the discussion, the conclusions drawn from this study may not easily be generalised. Whether the same results would have been obtained for other services and in other contexts remains to be seen.

More studies could be conducted from the management perspective to gain a better understanding of complaining behaviour of customers. Other product as well as service industries could be chosen for research in this area with a restructured instrument. Further research could be conducted on the hypotheses that were not taken up for analysis for various reasons in the present study. Insights generated out of the present research may be compared with similar studies in other sectors like banking, health care, entertainment, etc.

Studying employees' perceptions offers insight into their knowledge of customer satisfaction. If employees incorrectly believe customers are satisfied, it is unlikely that changes will be made in product or service levels to attempt to satisfy customers. Likewise, if employees incorrectly believe customers are dissatisfied, changes in products or services that could adversely affect customer satisfaction could be implemented. This can be achieved by contrasting studies from the customers' point of view with that of the employees' point of view. Employee perception studies are, therefore, a crucial component of satisfaction programs that are geared to maximise long-term corporate profitability.

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APPENDIX A

THE INTERVIEWS

SANGAM BEACH RESORT **

An Interview with Mr. Sasi Kumar (General Manager)

He has been with the hotel since its commencement in 1993. In the beginning there were 48 rooms for the hotel, but after two and a half years, this has increased to 72 rooms. Close to this property, the Sangam Beach Retreat has come up, which consists of accommodation on ownership basis, and there, twenty rooms are kept for the spillover from Sangam Beach Resort during peak periods. Mr. Kumar explained that most of the staff members were in service for five years or more. Promotion for the hotel is done through tour operators, so there is no direct contact with prospective customers. The customers they get are budget people – about 65% are foreigners and the rest are domestic. As this is a three-star hotel, the guests they get are usually carpenters, painters, gardeners and taxi-drivers in the UK, and they are not ashamed to acknowledge that. The duration of stay of the foreign guests is longer around 14 nights, but the domestic guests have a shorter stay about three nights on an average. The tourist inflow in the month of February is the highest as compared to others, because of the fact that they have completed Christmas and New Year and the flight rates are less. But on the whole, December is quite the busiest month.

** Names of hotels have been changed to ensure anonymity.

The busiest times of the day are during checking in and checking out. On an average, the occupancy is 68% and the revenue per room works out to approximately Rs.725- to Rs.825/-

He believes that no hotel can give 100% satisfaction to the guests. "The Customer is always right" is the adage he always keeps in mind and sees that his staff does so too. He said they had no laid-down policies for handling difficult customers, but how they handle each guest would depend on the individual situation. They would look at the nature of the complaint, have presence of mind and be practical to solve the problem. Usually, the staff handles complaints e.g. a request for a change of room is handled by the Front Office Staff. If there is a complaint about food – if the fish is not cooked properly, the Chef goes and speaks to the guest and apologizes, and the next day pays more attention to the guest, so that the guest goes away happy. If such things are brought to their notice, timely action can be taken. One statement that Mr. Kumar reiterated was, "We work together". He meant that every staff member worked for the organization as a whole. Though on paper, the different designations were given, and different departments specified, the fact that they were all working to keep the guest happy, kept the differences to the minimum, and they worked as a team. He explained that the hotel industry is vastly different from other industries like manufacturing, because while they have specific persons there to do specific jobs, in the hotel industry workers were interchangeable – everyone has to learn everything, from the from the work at the front office, to accounting, law, medicine, housekeeping, etc. He told us that if the bell-boy had been sent for some work, and there was no one to pick up the luggage of the guest who was leaving the hotel, as General Manager, he would not hesitate to assist with the luggage. If used teacups were lying in the parlour, the front office staff would gather them and keep them aside for the person in charge to take them away later.

The complaints they get are of the routine type – e.g. the AC is not working, or the geyser has gone out of order, or the TV is giving trouble. In such cases, the maintenance department takes charge and the mechanic rectifies the problem. In the meantime, the staff sits with the guest, keeps him company, gives him lunch or dinner on the house, and tries to keep him happy. The guest can understand complaints of this sort, but he cannot tolerate such things for long. Hence immediate action must be taken.

When asked to describe his secret of handling complaints successfully, he replied, “the gift of the gab”. He feels that even if there is a very furious guest, when he encounters a staff member who listens, and sympathizes with him, he forgets about what has happened. If a person is talking, it is better to keep looking at him and listening to what he says. If one interrupts, it shows that one is trying to justify, and this intensifies the anger of the complainer. If a negative reply is given, the guest would feel that he is being considered a liar.

On the whole, he feels that Indian customers are more demanding. They feel that if they have paid for it, they should get whatever is due to them. Many times their expectations are very high. When they order coffee, for example, they want that it should come immediately, otherwise they get irritated. Mr. Kumar also feels that the expectations of the guests are too high because they have been misled by the tour operators. When the guests are given a very good picture of the hotel and they find it is not so in reality, they feel let down. They sometimes get complaints about things getting lost – money, jewelry, or personal articles. If the article is not found after a thorough search, the hotel helps the guest to lodge a police complaint. It often happens to be the guest’s fault as mostly he cannot remember where he has placed the item. Mr. Kumar spoke of a guest losing a pouch of jewelry. A thorough investigation conducted by the hotel revealed that the staff was telling the truth and had not taken the things. The police were brought in, and their investigation too revealed that the staff was innocent. A phone call was made by the guest to his house in Pune, and he found that the

pouch had been left at home. He had harassed the hotel authorities, the staff, the police and created such a row all for nothing.

An Indian NRI Gujarati couple who had come with their daughter who was born and brought up in the UK, complained that the TV in their room was not working. The electrician was sent for, and he repaired the TV. Soon after that, the couple reported that they were missing 450 pounds. The technician was sent for and questioned, and later, the money was found in the guests' belongings. The staff had to apologize to the technician who declared that he would never enter a room alone after that incident.

A German lady happened to be swimming in the hotel pool once, lying flat on her face in the water. Seeing her motionless for more than 45 seconds, the pool attendant quickly jumped in and pulled her out. She was angry with him for disturbing her exercise. The same thing happened a second time, and when the attendant found that a whole minute had elapsed, he did the same as before. But she was furious with him a second time. The next time, a steward from the bar happened to notice that the lady had been motionless for nearly two minutes, and he jumped in and pulled her out. The lady was unconscious, as her blood sugar had suddenly dipped to a very low level. The General Manager was very angry with the pool attendant who then told him how the lady had ranted and raved at him the previous two times, so he had thought she would be all right the third time.

An interesting incident narrated by Mr. Kumar concerned a lady who reported at 2.0 a.m. that her husband was missing. She was totally distraught and when he spoke over the phone trying to calm her down, she wouldn't listen, so he promised immediately. On his arrival at the scene he learnt that their group was a foursome – two ladies and their husbands. The ladies had come back to the hotel earlier than the men who had been drinking heavily. In the middle of the night, the lady who complained, found her husband missing, but in the next room

the friend and her husband were sleeping soundly. She couldn't understand what had happened to her husband. The General Manager and some staff members came with her and combed the beach, but there was no sign of the man. As they were returning to the hotel, a taxi stopped there and the husband got out of the taxi. It was revealed later, that both the men had planned a race to see who would reach the hotel first. The man who ran faster missed the turning for Sangam Beach Resort and ran right up to Majorda Beach Resort. On asking for his room-key, he was told that he was not booked in that hotel and only then did he realize his mistake. He then took a taxi and came to Sangam.

Once there was video coverage of a father and son being taken by the son's uncle. Suddenly the uncle could see the father dragging the boy downwards and the son kicking him off and coming to the surface. The pool attendant, who was watching this, jumped in and brought up the father, who had suffered a heart attack in the water. Both – the son as well as the father would have died if the attendant had not had the presence of mind to jump in immediately. The uncle, when asked, said he had thought that the father and son were having a game in the pool.

Regarding people who boozed heavily, the manager said they usually do not get customers like that in their hotel. If they drank heavily and got drunk, they would force the guest to drink lime juice or get his companion to pour chilled water over his head to cool him down. He told us that in a hotel anybody with money could walk in, which meant that even a beggar with money to pay for a meal could do so, but in that case it would be disturbing to the other guests who would never think of coming there again. Hence they usually displayed a board saying, "Rights of admission reserved".

For handling of customers, the Manager usually gave his staff 'on the job' training. He feels they learn through example, and when they actually see Mr.

Kumar handling the difficult customers, it makes an impression on his staff members and they remember what they learn. Sometimes, to keep the guest happy, they do have to criticize the staff, but on the whole they do not seem to mind as they know that it is important to pacify the guest. One of the principles that Mr. Kumar adheres to, is that he does not punish a person who has made a mistake, but gives him an opportunity to understand the right thing and correct himself. Only then can there be improvement in the performance of the staff and loyalty towards the hotel.

No guest is considered a VIP on the basis of the position he occupies in his own concern, but a guest who generates more business is the real VIP for the hotel and they go all out to please him. The most important point in handling a customer, says Mr. Kumar, is that one keeps his cool and does not lose patience with the guest. Once a guest had lost the key to his safe deposit locker, and wanted to break open the locker, as he needed the money he had kept there. The manager dissuaded him from doing that as it would cost him about Rs.3,000/- to Rs.4,000/-, and lent the guest the money he needed, from the hotel. When the man went to his room, he found the key in his shoe. Mr. Kumar feels it is a good policy not to take immediate decisions in such cases. If we give the customer some time and show him understanding, he will be grateful and consequently more loyal to the hotel.

A new learning from the discussion with Mr. Kumar concerned repeat customers. Usually hoteliers are quite happy to get repeat customers and feel that their guests have chosen to come back because they like the hotel. Mr. Kumar explained that they can accept repeat customers twice, and at the most thrice. It is because when they stay the first time, they usually eat at the hotel, but soon learn of other places where they can have cheaper food (e.g. shacks). The second time, they mostly eat out and this reduces the revenue of the hotel. The third time they come, they usually make friends with other guests and also induce

them to eat elsewhere, thus causing the hotel to lose a sizeable amount of revenue. Therefore he is not very happy to receive repeat clientele at the hotel.

To conclude, the GM spoke of something he had read somewhere: A person was once asked, "what is the reason behind your success?", He replied, "two words – right decisions" - How do you make these right decisions? His reply was, "one word – experience" - How do you get this experience? The reply was, "two words again – wrong decisions!"

One of the seniormost members of the staff was also interviewed about how she feels about the customers. She said she tries to keep the customers happy by listening to them and trying to see if she can meet their needs. According to her, the Indian customers are easier to pacify than the foreigners. She told of a foreign guest who lost her Hawaiian slippers which were on her verandah, and a cap which she had kept in her room. She felt that someone had opened her room and taken the things and kept telling everyone about it. This staff member knew that no one would just rob a cap, leaving other valuables untouched. Finally, it was found that the cap, being white, had gone with the linen to the laundry room. The staff member retrieved it and gave it back to the customer the very same day, as she felt if she didn't do it, the guest would go back to her country and speak of it to other people thus spoiling the name of the hotel.

She also told of another German guest who saw a shadow on the window and screamed that someone had come to attack her from outside. An investigation revealed that there were no marks or footprints on the wall outside – so it surely could not be a robber. It was probably her own shadow that she had seen. But she would have raised a hue and cry if this was suggested to her. So, at her insistence, she was given a change of room, and only then was she happy.

There was also the taxi problem that was discussed. The staff felt that it was the fault of the Government that had allotted certain areas only to taxi-drivers. For

this reason when taxis from outside the area came to take the hotel customers, the drivers were threatened and unpleasantness was created. The fare charged by the taxi-drivers was also exorbitant and this was another reason for the dissatisfaction of hotel guests.

This staff member felt that her happiness lay in making the guests happy and this is what she aimed at – being honest, giving service with a smile and seeing the guests happy.

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HOTEL DOLORES

An interview with the Administrative Officer, Mr. Stanley Vaz:

Mr. Vaz explained that Hotel Dolores was part of the Daram group, which handles established concerns like Le Fleur, Professional Couriers, and others. The owners were a family of six brothers, who lost their parents when they were small, and who had come up the hard way. Hotel Dolores, named after their mother, was the idea of Mr. Patrick Pereira, who is the Managing Director of the hotel. The hotel is of three star standards, and its occupancy rate is normally 80 to 85%. During peak periods, the occupancy is 100%. There are 65 rooms, both AC and non-AC. The hotel commenced its business three years ago. Their clientele is all tourist-class. The guests are British, Finnish, German, Swiss and these constitute 70 to 80%. The Indian clientele is about 20 to 30%, mostly in the off-season months of April, May and June. In the monsoons, they get

customers from the South and also from Poona and Bombay especially for conferences.

The hotel gets its customers in three ways: Firstly, through Tourism Fairs at places like Chennai, Bangalore, Ahmedabad, where the hotel takes up a stall, and this is done basically to create awareness among customers. Interested people are asked to drop their cards into a box and a lucky draw is announced daily for three days, at which a complimentary stay of 3 nights and 4 days is given to the lucky winner. This brings publicity to the hotel. Secondly, they get customers through the travel agents. There is the mutual benefit aspect in this method, where the agents send customers and the hotel gives them a certain amount of commission. Thirdly, the internet is another way through which customers learn of the hotel and can book rooms directly with the hotel. For that they send either a DD or a bank transfer as advance. Mr. Vaz feels that positive word of mouth is the best way to promote one's hotel. They feel happy when a guest comes back and they experience a sense of accomplishment. One of his observations was that foreign guests like to try out new places hence will mostly eat out. The Indian guests tend to be in the hotel for more time. (The Indian guests usually come on a package of 3 nights + 4 days including meals). While the foreign guests tend to stay longer, (usually at least for a week), the Indian guests tend to spend more than the foreigners. One reason could be that the Indian nature is such that if a person cannot afford it, he will not travel at all; but if he is on a holiday, he wants to spend and be comfortable.

When asked about dissatisfied customers, Mr. Vaz said that the guest may not be satisfied with the service given by the travel agents, or he may not be happy with Goa as a tourist destination, or he may not be happy with the taxi drivers or with the food or some other reason. It is up to the hotel service provider to see where the problem lies and to tackle it judiciously. He feels that the hotel gets business because of the guests, so guests bring in the bread and butter – hence the customer is to be treated as always being right. What the client really wants is

personalized service, says Mr. Vaz. Most of the clients are not particular about the type of room. A person would give up staying in a five-star hotel and stay in a three-star hotel if he finds that the staff in the latter hotel are friendly. He feels that when the service is casual, the staff tends to serve the guests better. The foreign guests prefer the shacks, because they can be relaxed there. The moment they come to the hotel, they feel they have to be formal. Hence in this hotel, though the basic training given to the staff is formal, they would prefer the service to be casual, in order to put the guests at ease.

Regarding complaints, Mr. Vaz explained that when the guests go to the beach or the shacks, they may lose their wallets, or mobiles and such things and when they come back, they complain that their things are missing. They may not remember where they have kept them and hence the staff working in the hotel is questioned. Sometimes, even if he feels sure that the staff is not responsible, but if the guest really insists, he is helped to make a police complaint or he is compensated in some way. The guest usually requires to get his insurance on the lost article and for that, a letter from the police is needed to say that it is lost. Mr. Vaz is also aware that some guests try to cover up expenses by making cases against the hotels. In spite of this, each individual complaint case is dealt with the basic concept that the customer is right – he is the source of their income.

Mr. Vaz has been with the hotel from the time it began functioning three years ago. Before that, he was in the Gulf – Muscat, Dubai, Saudi and Kuwait. Regarding handling of customers, he told us the example of two foreigners who had had drinks in the hotel and were intoxicated. They hired scooters and went out and met with an accident. One of them cut his head and his eye was badly bruised. Someone who found them in that condition, noticed that they had a key with them, which gave the name of the hotel in which they were booked and also the telephone number. The hotel was called and the guests were taken to GMC

hospital, where the guest was attended to up to 4.00 a.m. The police too was there in the hospital and the statement of the guest was taken down.

The most difficult customers according to Mr. Vaz are the Indians who have settled abroad and haven't been to India for ages. They tend to throw their weight around and feel they are one category higher than ordinary Indians. It is very difficult to satisfy these customers, as they feel it is their right to get everything as they are paying. He told of a recent example of two Punjabi families who had settled in England, and had come to know of their hotel through the Internet. They had sent an advance payment through bank transfer and booked accommodation during the peak time. On arrival, one group was not satisfied with the hotel. It is possible they were used to a higher standard. They had been travelling a lot and all the resorts they had been staying at could have been of a higher category. Due to non-availability of accommodation, they had to choose this hotel, but being dissatisfied here, they wanted to check out that very evening. Mr. Vaz explained to them that as they had booked this hotel earlier, they would not be able to sell the rooms to other customers. Normally the hotel charged three days' retention in such cases, but they would be obliged to charge them at least one day's retention. The man began arguing and creating a row and even threatened that as his wife was a lawyer, they could sue the hotel. But Mr. Vaz was very firm about his point and the man asked for an appointment with the Director. The Director too told them that one day's retention was the least they could charge and they would have to pay it. He did give them a small discount, but the group went away dissatisfied.

One of the highlights of this hotel is that incentives are given to guests who come more often and eat regularly with the hotel. E.g. a fruit basket or a bottle of wine is sent to their room as a token of appreciation. A complimentary drink is given with every main course – this would induce many more to come and eat in the hotel. The time between 5.00p.m. and 7.00p.m. is announced as "Happy Hours", where, if the guest buys a drink at that time, a discount is given to him. Mr. Vaz

told of an incident where a girl who had checked in at their hotel, ordered three courses from the Special Menu that had been announced that day. She consumed all the three courses and had to pay for them. When her rep came, she complained that she had been charged for three dishes. The hotel authorities said it was a fact because she had consumed all the three. Even though the chef explained to her, she didn't seem to understand. It was possible that she was trying to get something complimentary. As she was coming through a charter that they had just started that year, they did give her something complimentary.

During the day, the busiest time is at breakfast and dinner. At lunch time the food mainly is snacks of different varieties. The foreigners seemed to prefer eating a heavy breakfast, and eat early in the evening. Then they drink till 11.00 p.m.

Regarding training or orientation given to customers, Mr. Vaz said their staff is mainly seasonal. 20% of the staff is permanent excluding the executives, and 80% is temporary. Major staffing is given a break by May and only a skeleton staff is retained during the off season. Recruitment of staff is done in October and at that time they need to train them in all aspects – menu, service, practical knowledge, etc. The supervisors handle the staff. If there is any problem, it is reported to the supervisors, and if they are not able to handle it, it goes to the Manager. They also get management trainees from the catering colleges.

As regards the qualities required to handle guests, Mr. Vaz feels that patience is very important. A pleasing attitude and enthusiasm are among others that are needed. He says that one cannot afford to be lethargic and get into a routine. Alertness to the situation will help in handling guests successfully. Some guests have no complaints here but when they go back to their country, they complain to the travel agents that things went wrong. Another point he spoke of was that travel agents often give a false picture to the customers and raise their expectations. E.g. "sea-view from the

window". When the guest actually comes there he finds that the claim is totally false and shows his dissatisfaction. Usually the hotel calls up the travel agent and gets him to explain to the guest. The hotel authorities also try to talk to the guest, but if it is just not possible, the travel agent would shift them to another hotel. Mr. Vaz explained that the tour operators in the foreign countries have connection with the handling agents in India, and they count on the local handling agents to look after the needs of the charter guests in India.

The employees of the hotel also understand that the guest has to be kept happy, hence if they are reprimanded in front of the guest, they do not mind so much. Later, the employee is called and briefed about the mistake and what could be done next time to handle the situation in a better manner is explained to him. Once, said Mr. Vaz, a guest complained that his shoes were missing. The employee was called and questioned and it was obvious that he had not taken them. The guest was making a row about his missing shoes and there just seemed to be no sign of them. After a long search the shoes were located, hidden behind the long curtain of the same room. Mr. Vaz told the guest that because of his carelessness, he had to shout at his staff member and that he almost lost his job.

Guest comment cards are placed in the rooms and at the time of checkout, the guests fill in the forms. There is also a book of suggestions at the reception, where the guests can record their satisfaction with the hotel facilities or where they have been unsatisfied. With the feedback, Mr. Vaz feels that they can improve where their service is lacking. This feedback is used for the briefings of the Department heads. Regular meetings are held daily and if there is a major dissatisfaction with a service, they try to find out what exactly happened, and whose fault it is – whether of the hotel or of the guest.

HOTEL NEELAM RESORT

Interview with Mr. Reiju Alex (Acting General Manager)

(For the past three years Mr. Alex has been teaching at the Falcon Institute of Hotel Management, Arpora.

Now that the students have gone for their practical experience to neighboring hotels, Mr. Alex is appointed as the acting General Manager. Before joining this hotel, Mr. Alex has worked in the capacity of General Manager at Holiday Inn, and also at Sita Beach Resort)

This is a three-star hotel with 36 rooms, both AC and non-AC. The kinds of customers they get are usually walk-ins. Earlier, they used to cater to the charter guests, but now they have cancelled all charters, because they found it uneconomical to keep charter guests. The guests who come by chartered flights, hardly pay Rs.750-800, while the walk-in customers pay between Rs.1500-Rs1800 per day. It is a fact that charters ensure guaranteed business throughout the season, but there are costly charters who usually take their guests to Taj or Marriott's or to five-star hotels, and cheap charters who bring in guests that are not so well-off, who will eat out the whole day, and come to the hotel only to sleep. Most of the customers of this hotel are Indian customers (about 60%) and the rest are foreign tourists. They get few business customers.

When asked which customers are more difficult to handle, Mr. Alex felt that it varies according to individual customers. He does feel that foreigners have more patience to wait. At the restaurant, he feels that Indians want their food fast, whereas the foreigners will wait with their drinks till the food comes. As regards

mosquitoes, the Indians will adjust more than the foreigners, who create a lot of fuss and have to be given mats to ward off the mosquitoes, in spite of their rooms having been sprayed like that of the others.

One of the reasons why guests complain, according to Mr. Alex, is that they are under a misconception or have some sort of misunderstanding about the hotel and its facilities. He told of a recent case, where a party from England had booked 16 rooms at their hotel, after having seen the photo of one of the rooms in their ad placed on the Internet. The room had antique furniture and the guests expected that all the rooms in the hotel should have the same type of furniture. It was a tough task to explain to the guests that every room had different furniture of a unique kind. Mr. Alex told of guests who come and demand for discount because they had received it the previous year when they had come. Once in a way they have to refuse a guest's request and turn him away if he doesn't seem to understand their point of view. Sometimes complaints come in because the phone is not working or the TV is out of order. Usually their maintenance department handles these situations. Mr. Alex feels that 95% of the problems are rectified there and then. Sometimes, if the guest has to suffer the problem for a long time, e.g. if the AC has blown up and cannot be repaired until the next morning, the guest is compensated by giving him a discount.

The previous day, when guests were recreating in the swimming pool, a crash was heard. A guest had jumped into the pool in spite of it being forbidden, and landed on a loose tile. This resulted in a small bruise on his leg, for which he was taken to the hospital and the hotel had to meet the hospital expenses. Often it happens that even if it is not the fault of the hotel, they have to accept blame for mishaps, as "the customer is always right".

Mr. Alex narrated an incident of the time when he was in Holiday Inn hotel. He had been in charge of the restaurant there. A group of vegetarian people, about 10 or so, had ordered for soup. The chef made a mistake in the kitchen and added egg in it. The guests tasted it and only then did they realize that it was not a pure vegetarian dish. It became quite a big issue, and Mr. Alex was called. He listened to the problem first and realized that there was no meaning in putting the blame on anybody. In any other industry, the person at fault would have been summoned, and an investigation made. Here he realized that for the guest he represented the hotel, and so they felt he was at fault. He meekly took the blame, and tried to see how he could compensate the guests for this mistake. The guests were given dessert as complimentary and a discount of 20% on the room was given too. Sometimes, they can openly tell the guest if he is totally wrong, but they cannot do this in a five-star hotel. Mr. Alex told of an incident in Highland hotel, where an Australian guest came fully drunk at 2.00 a.m. to the poolside restaurant and demanded drinks. As the bar was closed and only the coffee shop was open, the waiter told him, that it was not possible to serve him drinks as the bar was closed. But the guest was not prepared to listen to anything. He caught hold of the waiter and pushed him into the swimming pool. Mr. Alex explained that they have to be ready to take anything from the guest especially when he was drunk, because he is out of his senses then, and one cannot tell him anything.

Every day, before the shift starts, the department heads of F&B, Housekeeping and Restaurant, meet their staff members and brief them about their duties, and the current status of the hotel, if there is any VIP guest staying, whether he is complimentary, any check-ins and check-outs, etc. The waiters and service staff have to call each guest by name, as it makes them happy to be recognized.

Sometimes when the guests complain, it results in improvement of food, e.g. some continental dish like Mexican or Chinese may not be prepared exactly in the right way by their chef. When a person who knows the actual taste, complains or tells the cook what is lacking, it is a learning experience for those who are cooking. If there is a breakdown in equipment, a maintenance job order is filled by the Housekeeping department and given to the maintenance department and the housekeeping manager is informed. There is also a guest comment book in which the customers can record if they were satisfied or not satisfied. The hotel is happy about receiving repeat customers. It signifies that they are happy about the hotel and will spread its fame through positive word-of-mouth.

Another incident, which Mr. Alex shared, concerned a guest who had returned after having attended the New Year's party and had gone off to sleep. As his flight was at 11.00a.m. next morning, he had asked that a wake-up call be given him at 8.30 a.m. The wake-up call was given as requested, but the guest turned over and slept. When he woke up at 11.00a.m., he began blasting the front-office staff that they had not complied with his request. They told him that they had called, but that he had slept off after that. Mr. Alex at once telephoned the Airline company and told them that their customer was sick and would not be able to travel that day, so could they give him a ticket for the next day. That was how he saved the situation that day.

Mr. Alex said that if a guest who is heavily drunk comes for accommodation, they try to avoid taking in the guest by saying that the rooms are full. He justified this by giving the definition of a hotel as: "A hotel is a place where a bonafide traveler can get food and shelter if he is in a position to pay for it and he is in a fit condition to be received". Hence they usually do not entertain people who are drunk or high on drugs, or have chickenpox or some contagious or infectious disease. "Otherwise," he said, "the guest is GOD for us". As for

the qualities required to handle the customers, Mr. Alex feels that patience, listening skills, communication skills, and a sense of humor are very important. Besides these, there must also be the capacity to resolve the problem. If the staff is courteous, empathetic and patient, but are not given actual power to handle situations, they will be ineffective and leave the customer dissatisfied.

When asked whether the hotel business is a paying one, Mr. Alex told us that there is tough competition and that every year the rates are going down. The big hotels and some hotels in Panjim may be able to make money, but this is not the case with the smaller hotels who have to struggle get customers. He also informed us that many tourists are today going to Kerala, having found that Goa is too expensive for a holiday.

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HOTEL REGENCY

(Interview with proprietor, Mr. Bhonsle)

Mr. Bhonsle was the Joint Secretary in Mantralaya (now retired), and has ten years' experience in tourism working in MTDC (Maharashtra Tourism Development Corporation) where five districts were under his jurisdiction. Under his direction, the Goa MTDC office was opened in 1970. He feels that people coming from outside should be handled well. What they want is social security. By this, he means that when they come with their family, they should feel safe. For this reason, he is against serving drinks in his hotel. He gets mostly middle-class families as his customers, and they are told in no uncertain

terms, "This is a vegetarian and non-vegetarian hotel. Drinks are not allowed". If he sees a customer coming with a lady who seems a doubtful character, accommodation is not given in this hotel. Mr. Bhonsle feels this builds up reputation for his hotel and gets him more contacts.

This is a small hotel, started seven years ago, on the private property of Mr. Bhonsle. There are just eight rooms but the occupancy is around 80-90% on an average. The idea in putting up this hotel was to serve the society at large by providing clean and safe accommodation to middle-class Indian families at reasonable rates in the heart of Panjim city. The charges for a double-room are Rs.250/- while some of the hotels would charge around Rs.600-700 for a similar accommodation. The proprietor feels that the benefits should go to the customer so that the customer will stay longer. This gives good publicity not only to the hotel but to Goa as a whole. Mr. Bhonsle spoke of the exploitation by the touts of the unsuspecting tourists by directing them to hotels where the poor customer is fleeced of his money and goes back regretting his decision to come to Goa. Once when a customer showed him a cash memo for lunch, where fish curry was charged at Rs.98/- and along with other items, the total came to Rs.120/-, he phoned the Director of Tourism. He was told that it was the hotel of a minister and nothing could be done about it. As 80% of the tourists, according to Mr. Bhonsle are from the middle-class section, he feels that the prices should suit their pockets.

As regards his opinion of the needs of the tourists, he feels that they want a clean place to stay and good service from the staff. Mr. Bhonsle puts a premium on the personal service of his staff. He pays his staff members a handsome salary with lunch as well as dinner in his hotel. That is why he feels that he can get maximum work from his staff because they work happily. When asked about difficult customers, he said that the attitudes of people are different. People of North India, according to him are more difficult to deal with than people of the South. While the former seem to be more aggressive, the latter are more docile.

Mr. Bhonsle gave three instances of handling difficult customers. One of the bank managers known to him once telephoned asking him for a room for his friend from Delhi. Mr. Bhonsle asked him to send one day's advance payment, which he did not send at once. He asked a second time, but it still didn't come, hence, thinking he had cancelled his booking, Mr. Bhonsle let out the room to some one else. On the scheduled date, the family came, and they were told that as the advance was not given, the room had been given out to someone else. The man began creating trouble and drumming the table aggressively. He even caught hold of Mr. Bhonsle's shirt collar and demanded that they be given accommodation. Mr. Bhonsle called the local Dy.S.P. and briefed him about the situation. He then told the man not to create a row

as the police would be coming. When the police came, they saluted Mr. Bhonsle and the man had to go with them to the police station. There, the police asked Mr. Bhonsle to give in writing that the man had misbehaved in a public place, but Mr. Bhonsle declined, as he felt the man had learnt his lesson.

Another time, a customer came there looking quite decent, and stayed for about 2 or 3 days. Before leaving, he asked for a taxi to take him to Hubli, so Mr. Bhonsle introduced him to a taxi-driver. The man took the taxi to Hubli, but on the way he threw the driver out and drove the taxi himself. The taxi driver returned to Goa by bus and came to enquire about the man. The man had made the full payment and left, so Mr. Bhonsle could do nothing. This issue became a police case later on.

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An ex-army officer who said he was a retired major came at midnight one day and was given a room in the hotel. Soon he started drinking outside and coming into the hotel. In six days he found him drinking heavily in the hotel. When the

man came to make his payment, Mr. Bhonsle told him that he would not be able to keep him as the hotel was booked, and gave him 5 days notice to vacate his room. But the man began to insist that he be allowed to stay and said he would pay the charges of the room. Mr. Bhonsle phoned the Ex-Army personnel officer whom he knew well, and told him about this case. As there was a military hospital in the neighborhood, the officer told Mr. Bhonsle that they would take his guest in and give him the required treatment. After six months this person returned to Mr. Bhonsle's hotel and stayed nicely at first. He confided his problems in Mr. Bhonsle, and told him that he was a divorcee from Bengal and was finding it very difficult to manage alone. He stayed for 15 days and paid nothing. After that, he began drinking again and talking loudly at night and disturbing others. Mr. Bhonsle called the army organization again, but they told him to make a police complaint against the man. As there was no other option, Mr. Bhonsle called the police. When the man saw the policemen, he went away and never came back. Mr. Bhonsle lost the money due from him but accepted that such losses are part of the business.

Package tours, according to Mr. Bhonsle bring very good business, but for this one must have tour operators outside the State. The charges are Rs.360/- per room for three nights and four days, with a boat cruise, sightseeing and an evening on the Santa Monica.

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CARAVAN HOLIDAY HOME

(An interview with Mr. William Dias, Manager)

This is a hotel with a difference, which tries to match the social objective with the business objective. Its founder, Monsignor Albert Louis had a dream to set up a centre for the handicapped children, where they could receive formal education as well as skills which would help them to be self-employed. The place where the hotel now stands was originally the physiotherapy and artificial limb centre. The home-science college too was run by the same management. Msgr. Louis realized that they could not always depend on foreign charity, so he thought of starting some business to bring in revenue. As Tourism was an up-coming industry in Goa, Hotel Caritas Goa Holiday Home was put up with loan financing. In a short time, the revenue from the sale of shops on the ground floor was used to repay the loan, and in 1993, the hotel was set in motion. The next dream of the Founder-Director was to provide affordable accommodation to the middle-class income group. Even today, the rates of the hotel are kept low to suit the needs of middle and lower income people. The profits of the hotel are kept in fixed deposits in the name of various charities that they are looking after. The idea is to build up these fixed deposits so that the interest from the same can fully support the charitable institutions in the future. The State Government gives Rs.60,000/- per year for these charitable institutions and the Central Government pays a sum of Rs.5 lakhs per year, but the money is hardly sufficient as the expenses of running the school for the handicapped work out to a sum of Rs.95,000/- per month. The children are provided education till the 12th standard.

The hotel is of two-star standards though it has not been placed in any star category. It has been having a good overall occupancy rate of 60% through the year on an average. The manager admitted that on certain days in the off-season, they have also had zero occupancy in the hotel. The whole hotel is run with 9 staff members. In all, there are 33 rooms with no TVs in any room. Every bathing room has a Miranda shower, and instant hot water throughout the day. The management stresses on cleanliness and Mr. Dias feels that his boys really work hard to keep the whole place clean, even working up to 12.30 a.m. to clean the general areas. The restaurant is on lease and is open to outsiders too. It caters basically to the office-going people who appreciate the good meals available at reasonable rates. The hotel has never been advertised. Mr. Dias states firmly that they do not entertain touts who tell lies to the tourists and unnecessarily raise their expectations. They do have links with big agents in Mangalore and other places who bring their own people to the hotel, but 90% of their bookings are done directly without the aid of any middlemen and they largely rely on word of mouth for their customers. Mr. Dias opines that someone praising you is the best advertisement you could get. If one gives good service, it is sure to result in positive word of mouth. Most of the customers they get belong to the tourist class. The hotel is linked up with Nirmala Travels from Mangalore who conduct pilgrimage tours to Goa, Shirdi and Nasik. These guests are pilgrims who come in the night and move out in the morning by 6.00 a.m. and are out the whole day. The check-out time of the hotel is 9.00 a.m. in the morning, set by the luxury tax authorities. After 9.00a.m., it is considered as the next day. If the guests are to leave in the evening, and will be out the whole day, Mr. Dias tells them to check out in the morning, but to leave their luggage at the reception during the day when they would be out. In the evening, they are given a place to freshen up before they leave the hotel. The guests are very grateful and usually spread positive word of mouth about the hotel among their friends. The hotel gets a large number of repeat clients and this is an indication of their satisfaction with the facilities provided by the hotel. The hotel also gets people recommended by their clients. They have even got calls from people in Amritsar

whose friends from Poona and Bombay have stayed at this hotel and recommended it to them.

It is a policy of the hotel that they don't accept foreigners unless they are recommended by someone known to the hotel. Once a foreigner turned round and told Mr. Dias that he had no right to tell him to go away. Mr. Dias showed him the board that said, "Rights of admission reserved". The rates of the hotel are such that foreigners would not appreciate them, feels Mr. Dias. According to him, the foreigners usually bring trouble. If they are robbed at the beach, the hotel is targeted. Usually the foreigners are used to Indians bowing down to them, but here that is not done. They are simply told, "We are not catering to you". The charters bring in the lower category of tourists who hardly pay around Rs.200/- for their stay with breakfast and dinner. According to Mr. Dias, the backpackers are the worst customers who pay the least but demand the maximum because they have come to a third-world country. Therefore they have a policy not to cater to them.

Some guests come and ask for a discount even on the low rates of the hotel. They are told that this is not possible, as they will not find such reasonable rates anywhere else in Goa. Some guests tell them not to make a bill and to waive off the luxury tax, but Mr. Dias feels this is not acceptable, as it would be against the principles that the hotel stands for. Students find this accommodation very helpful as, if they are a big batch, they are charged Rs.275+100 for a room where four students can be accommodated. Mr. Dias says that they are basically trying to encourage the younger generation to come, as they will be the future tourists to Goa. He does not mind bringing in students from the North – Dheradun, Mt. Abu, Srinagar and Simla, and they are trying to get in contact with schools and educational institutions there.

One of the problems faced by the hotel is that the Government has increased the luxury tax from 5% to 8% because more of the budget tourists are

coming to Goa. At the same time for the bigger hotels, the rates have been brought down from 15% to 12%. The smaller hotels have been badly hit by the rise in electricity tariff, water tariff and the luxury tax for which they had not budgeted earlier. As it is the middle of the year, the hotels do not even have the permission to increase the rates. Mr. Dias spoke of a very serious agitation of the hotel service providers due to the fact that the water tariff has been increased from Rs.26/- a unit to Rs.30/ per unit.

Mr. Dias said that they filter the guests at the reception itself. Any doubtful cases are refused admission. They do not say, "no room"; rather, the guests are told simply, "we are not accepting you". Mr. Dias told of a customer who went up and returned downstairs where he began to demand things and started a verbal fight. Mr. Dias too raised his voice to put a stop to his arguing, and that night itself the customer was told to go. A guest can ask for an extra mattress if there is an extra person with him, for a payment of rs.100/-. Once, a bank manager who had a guest with him said he wanted an extra bed in the room. When he was told that they give only an extra mattress, he began to create a fuss. In the end the manager had to take out a bed from another room and put it in his room. He was able to do this as it was not the season-time. "Finally, the customer is right!" remarked Mr. Dias. The person did not come again himself, but he recommended the hotel to one of his friends. That showed that he appreciated the services of the hotel.

Normally, the maximum time-period for which a guest stays is one month. Once they had a long-staying guest, who kept paying his dues regularly. At one stage the hotel authorities realized that he had not paid for quite some time and he was told to make his payment. The guest came down at the reception and asked to see a doctor as he was not feeling well. He went out and never came back to the hotel. His clothes were left in the room but he did not return to take them back. The name and address he had given were totally false.

The hotel lost the money due from him but the man was caught three years later by the police. He was a con-man and he had stayed in other hotels like this too.

Recently they had two guests who checked in as two occupants of a room. One guest gave the key of the room at the reception desk as he went out of the hotel. He returned later with a decently clad lady, and asked for the key to their room. There had been a change of the reception clerk at that time, and, noting that two people were booked in that room, the clerk gave him the key. At night it was found that there were more than two people in the room. The lady was asked why she had not registered. She revealed that she was from the MES in Bambolim, and could not go back. She was asked to show her identity card. As she did not have it, the Manager said he would contact Major Thomas. She was told to pay her bill and check out that night itself. Later the person who recommended them apologized for their behavior. Mr. Dias feels that it is good that they are strict with the customers. They have acquired a reputation for not tolerating nonsense and this has helped in creating a safe atmosphere for the guests in their hotel.

It is possible that girl students might create some problems. Mr. Dias told of how they found at Palasia de Goa, recently, that two girls were soliciting customers at the beginning of the road. They were caught by the police and questioned. Hence, Mr. Dias feels it is good to be a little vigilant, and inform the person in charge if there is anything questionable going on. The gates of the hotel are closed at 12.00 midnight. If someone comes knocking at even at 2.00 a.m., they open the gates and tell them that they have no room if they are full-up.

The staff of the hotel is friendly with the guests and there is a homely atmosphere. There is no formal training of the staff members. It is Mr. Dias' opinion that training makes the staff too formal, though, in the future, they may have to be given formal training.

Regarding complaints, Mr. Dias gave some examples of incidents that had taken place in the past. Once a guest came down and complained that his room was not done. He was asked if he had left anything on the bed. The fact was that he had left his clothes on the bed and when the staff came in, they did not touch his things. His room was done later in the evening. Another time, a guest took the key to his room and went off during the day, in spite of instructions to leave the key at the reception counter. When he complained that his room was not cleaned, he was reminded that he had not left his key at the hotel. He made a big noise and walked out of the hotel the next day. But the hotel authorities let him go as it was his own fault. It meant they lost a customer, but in this case they could do nothing about it.

On another occasion, some young boys who were occupying a room had left a lot of money in their suitcase which was left open and had gone out leaving their room-key at the counter. When the housekeeper saw this, he closed the room, locked the door and gave the key to Mr. Dias. When the boys returned in the evening, Mr. Dias asked them to first check their money. The boys were very happy to find that their money was intact.

Mr. Dias told of guests who have thanked them for not having TVs in the rooms. They have had a number of business tourists checking out of Mandovi and other five-star hotels and coming to this hotel. "What we want most is cleanliness and good service, not Acs!" is what they have said. Mr. Dias told of greedy agents who are interested only in getting running commission at the expense of the tourists. They do the bookings for sight-seeing, tours in the night and other entertainment with an eye to maximize their profits. Hence they send the tourist on the first night on the 'Goa by night' cruise, by bus to Dona Paula, Miramar and back. On the second day the tourist is sent on a South Goa tour, where they are shown temples and churches of South Goa. On the third day, they make the tourists check out by telling them that there is nothing more to see. This is

usually done to Indian tourists who would like to see Goa for at least five days, relax on the beach and enjoy the beauty of nature. The tourist goes away disappointed and unsatisfied, thinking that Goa is too expensive a place for a holiday. Mr. Dias too feels that for this reason, many tourists prefer to go to Kerala where they have beautifully developed the backwaters from Allepey to Quilon. He was saying that the situation was quite bad this year, when the charters came with only 50 to 60% of their capacity and the hotels in Candolim had to slash their rates to Rs.250/- when they found they had hardly any customers. The total tourist inflow this year has been less than that of last year. Only for a week or so, from the 27th of December to the 2nd of January there were a large number of tourists in Goa. After that the hotels were empty. If the touts and hoteliers are interested only in short term gains, it will be detrimental to the economy of Goa in the long run. During the Millennium time, hotels which were ordinarily charging Rs.300/- per day were quoting Rs.1,000/- per day. As they were not taking advance bookings, the guest who came tired after a long journey had nowhere to go and was forced to pay the exorbitant rates. "Goa is too costly" – has been spread by word of mouth to many people, and hence the massive shift of tourists from Goa to Kerala.

Mr. Dias was asked by some hoteliers why he was undercutting them. In reply, he asked them one question – 'is it better to get tourists only during the season, or to get them throughout the year?' The persons had no answer to this question. Mr Dias feels that there should be a general reduction in tariffs. All hotels should bring the rates down to affordable levels. Only then will the boom start again. Because of a few greedy hoteliers and touts who have spoilt the name of Goa, all the hotels are suffering losses. He explained how some hotels were charging Rs.650/- per room, when the regular rate was Rs.400/-. They were issuing a false receipt for Rs.650/- when the actual bill was Rs.400/-. Rs.150/- was given to the touts and a hidden profit of Rs.100/- was made by not showing tariff cards to the guests. The guests who do not come as regular tourists do not

realize that they should be given a proper bill. They accept the receipt given to them.

When asked about handling complaining customers, Mr. Dias said that the best way would be never to shout back at the customers, but to let the customers speak out whatever they have to say. He opines that this makes the customer come closer to the hotel employee. Sometimes the complaints of customers have been used for improvement of the hotel facilities. He related that earlier they used to keep only one mug in the bathroom, thinking that because of the shower, the guests would not need another mug for bathing. One of his guests wrote out a complaint that not all guests use the shower and it would be better to provide another mug for bathing purposes. Within a week, Mr. Dias saw to it that every bathroom had two mugs in it. Another guest verbally requested that the power of the bulbs in the rooms be increased. Mr. Dias explained to him that they have one emergency bulb in every room connected to the inverter, so if lights go off, a person can find his way in the room without the help of a candle. If the power of the bulbs was increased, the bill would be extremely large, and at the low rates that the hotel offers its guests, it would not be possible for them to do it. The guest was satisfied with this explanation and realized the folly of his request.

Regarding promotion of the hotel, Mr. Dias told of how, when he took over as Manager in 1995, he used to come by taxi or motorcycle to the hotel and build awareness among taxi-drivers and motorcyclists regarding the location of the hotel. When the people of Panjim were to be given the Hepatitis B vaccine, they were given the physiotherapy hall of the handicapped centre attached to the hotel, for use. With this, the hotel came to be known by a large number of people in Panjim. They have had absolutely no other means of promoting the hotel. Mr. Dias tells his staff not to slacken their service, because he feels that people mainly come here and recommend the hotel to others because of the good service they have received. The hotel also maintains good relationship with the tour managers who bring in travelers and pilgrims to the hotel, because they are likely

to give a good feedback about their stay in Goa to their bosses back home. One tour manager remarked that they feel at ease when they come to this hotel, because there are no water problems and the atmosphere is friendly and homely.

Mr. Dias explained that because of the difficult situation in the hotel industry as of today, some like-minded hotel managers have proposed a plan which is as yet in the initial stages. They are trying to form a smaller association of hoteliers who really want to help the growth of tourism in India. For this, they want to have a link up with hotels in Panjim, Margao, and Vasco who would be offering accommodation at reasonable rates. They would encourage tourists to come and experience Goa in the monsoons too, and they could stay a little longer, especially when things are cheaper in this season. They would keep the organization impartial, and bookings would be done simultaneously. The office would be in a centralized place with counters at bus-stands and railway-stations. The hotels, instead of paying the touts, could be asked to pay a commission at the office, which would be utilized in paying the salary of the office clerk, as also the telephone bills and electricity bills. They plan to computerize the whole system and open counters in the major cities first and then also in the other cities. Of course, this would entail a huge amount of initial expenditure, but would be largely beneficial to society as a whole in the future. The accounts would be audited and open for all to see. In Mr. Dias' opinion, the Goa Tourism Development Corporation has become inept in stemming corruption, and this will surely lead to the tourism industry in Goa being totally wiped off. But with the hard work and commitment of a few individuals and their influence on others, a turnaround can be brought about, leading to revival and growth.

Regarding the categorization of this hotel, Mr. Dias explained that because of their low rates, the hotel has been put in the 'D' category, though its standards are equal to a two-star categorization. It is also an injustice that the hotel has been omitted to be mentioned in the yellow pages directory, but Mr. Dias does not feel it to be a matter of grave concern.

As regards the financial situation of the hotel, Mr. Dias said that to some extent they are able to support the charities under their care through the profits made by the hotel. In the year 1999-2000, the hotel earned a total revenue of around Rs.17 lakhs, and the cost alone came to about Rs.10 lakhs. In the previous year, though the revenue was about Rs.14 lakhs, the expenses were lower at around Rs.7 lakhs.

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APSARA RESORT

Interview with Mr. Dattaram Redkar – Front office Manager on 22nd Jan.2001:

Mr. Redkar has been with the hotel for over a year now and gave us an overview of the hotel. This is a three-star category hotel, which is located far away from the beach and caters mostly to Indian customers. The proprietor of the hotel is Mr. Gill Oswald Ribeiro. 95% of their guests are domestic customers, of which 50% are business guests and 50% are tourists. Gujarat, Karnataka, Maharashtra, Delhi are some of the places from where their guests come. Most of the hotel guests come through tie-ups with travel agents in Bombay, Karnataka, Bangalore and Gujarat. Their agents advertise on their behalf. The hotel has its own web-site on the Internet, and some guests come through that channel. There are totally 85 rooms in the hotel, 22 are standard AC rooms, 8 deluxe rooms and 55 non-AC rooms. Angels Resort began functioning three and

a half years ago. The hotel also has two other properties at Baga, Goa, the Colonia Santa Maria which is on the beach and the Alpha Villa which is just away from the beach.

When questioned regarding handling of complaining customers, Mr. Redkar explained, that when the guests come, they want peace, and that things should be in order. If there is no hot water, if service is delayed for some reason, they get annoyed and create trouble. Some are O.K. during checking in, but difficult during check-out. The dissatisfaction comes during payment of bills – they expect a discount and create a fuss. This usually happens, he said, to Sardarjis from the north.

Sometimes, by nature, people are dissatisfied, and so prove to be difficult customers. What they need is a person to understand them. Mr. Redkar gave us a few examples of complaining customers. A guest called Mr. Gurmeet Singh stayed for around 20 days in the hotel and was given a discount of Rs.100/- on the actual room rent of Rs.500/-. He stayed on for about 45 days and the manager decided to give him an AC room. This guest was from “Japan Life”, a network business centre located not far away from the hotel. On his recommendation, the hotel had received a number of customers from “Japan Life”. One day, about five of his friends came to the hotel, and wanted to swim in the pool which is open to outsiders too, on payment of the pool charges. While his guests began to swim in the pool, the F&B Manager told him that the guests could not enter the pool without payment. Mr. Singh was angry because he was told in front of his guests, so he phoned the Front office Manager, and said he wanted to check out immediately. The Manager realized that if they allowed Mr. Singh to go away unhappy and dissatisfied, it would surely affect the hotel adversely, due to negative word of mouth. Hence the Front office Manager and his assistant went to Mr. Singh’s room and apologized to him. The F&B Manager too tendered his apology, and a pacified Mr. Singh stayed for a month more.

Some customers complain if they are not given discount. When they are given a discount, they want it when they come the next time too. They tell their guests and friends, and they too demand the same. At that rate, the hotel will surely run into a loss. The hotel has a suggestion box in which the guests can drop in their suggestions. At a weekly meeting on Wednesdays, the departmental heads come together for a discussion with the General Manager and his assistant as to what action could be taken to implement the feasible suggestions.

Mr. Redkar is of the opinion that Indian guests get annoyed very fast. If the foreigners are told that the phone is not working and that it would be repaired by evening, they are willing to accept the situation, but not so the Indian customers. The Indian guests feel that they are paying for the service, which means they must be given it fully. The guests mostly complain about the power cut which is a frequent occurrence at Porvorim. When the current fails, the hotel normally waits for 10-15 minutes to start the generator. This makes the guests grumble and complain.

During the Millennium, craze, a lot of foreigners had come to their hotel. On 31st of December, about 5 or 6 friends had come from Taj Hotel in Bombay. Dinner was in buffet style, and the guests were dancing and drinking. At 2.30 a.m., when the party was about to get over, the leftover food was being cleared up. At that time it was found that these guests had not eaten any dinner. The food was cold and not to their liking. The waiters, thinking that no one would want to eat dinner so late, had begun the process of clearing up. The guests complained that on the previous day, though they had ordered, the food was late in coming, and now it was cold and unpalatable. They were quite angry and upset. The ticket for the buffet was Rs. 750/-. The management apologized and decided to deduct the items that were delayed, and so tried to satisfy the complainants. Mr. Redkar said that even if the guest was at fault, the management usually had to say that they are right and the hotel is in the wrong.

They believe that the Positive Word of Mouth that would result in these cases, would be worth the loss suffered in giving discounts.

Sometimes the travel agents give false information and raise the hopes and expectations of the tourists, which leads to disappointments and disillusionment of the guests. He told of how a travel agent had fooled a guest by giving false information that the hotel would take him sightseeing, as well as on the boat cruise, but actually the hotel was not doing any such thing. On another occasion, the travel agent had told the guest that he would get two suite rooms and two deluxe rooms, but had told the hotel to give the guest two standard AC rooms. The hotel had to make these guests understand and help them to confront the travel agent if need be.

As regards the qualities required for effective guest-handling, Mr. Redkar feels that sincerity of the service provider is very important. The ability to listen is another important quality. The person should be fluent in English and have a cheerful disposition. While dealing with the guests, he must forget himself and his own problems.

Interview with Mr. Sanjeev Sardesai, General Manager of Apsara Resort:

Mr. Sanjeev Sardesai is the present General Manager of Apsara from the 15th of August last year. He was earlier working at Mandovi Hotel and Fidalgo's in Panjim.

According to Mr. Sardesai, every person is a difficult customer. A person may be most irritated, but what is important is that he should carry away good memories. Basically, he feels that there are three types of difficult customers – the first type who are difficult due to some physical difficulty or mental tensions.

This type may not create problems for the hotel. The second type are those who come happy but leave dissatisfied. These people can be handled to some extent, but the third type are those who want to be difficult at all times due to ulterior motives. (E.g. after almost finishing the dish that was served, they will put hair in the food and then demand compensation for it)

Mr. Sardesai told of an occasion when a lady came at around 8.30p.m. and went straight to her locker and began to search frantically for something. After sometime she made a big noise that her Rolex watch was missing, and demanded that the police be called. There were 50 people in the restaurant watching her and the manager was in a fix as to how to quieten the lady due to whom the hotel was getting so much negative publicity. Suddenly as the locker was opened once more by her, the Rolex watch fell down. While she had been raising a hue and cry that she had been robbed, the watch had been in her locker all the time. The Manager felt it was a deliberate attempt to put his hotel in a bad light or to swindle him out of some money as compensation.

He told of how once, in another place where he had been working, a lady came at 3.00 a.m. The usual time to close down the restaurant was 3.30 a.m., so he reluctantly let her in, and she walked straight to the basin of the toilet and looked up and down agitatedly, saying that she had left her earrings on the toilet basin. She said they were of sentimental value to her and said she wanted to call the police, as they had cost her 50,000 pounds. The police arrived, and noted down everything she said. The lady was creating a big ruckus and demanding that her earrings be found. The policeman listened to her calmly, and then said that he would have to detain her, because he felt that she was filing a false complaint. He asked her whether she had declared that she had had 50,000 pounds worth of jewelry on her when she arrived to India. He also asked her whether she had been eating with her ears... what need did she have of removing her earrings before or after her meals? This case was closed when the lady declined to file the complaint, knowing that she herself would fall into trouble.

The manager told us that the foreigners sometimes sell their articles to the locals and then say that they have been robbed. With a written police complaint, they can recover the amount of the value of the item from the insurance companies.

Another time, he told of how a top CEO used to maximize his profitability at the hotel by wrong means. The hotel had the custom of providing a large cake and a gift to anyone who had a birthday while staying in the hotel. For this, every guest who filled in the registration card had to mention his birth date therein. While filling in the registration card, the CEO used to state that his birthday was the day before he checked out of the hotel. One day, when Mr. Sardesai, as the Guest Relations Officer, got a doubt and checked the cards, he found that the CEO had stayed four times in their hotel, and had stated four different birth dates. After consulting the Deputy Manager, Mr. Sardesai telephoned the CEO's company and told them that it was their CEO's birthday. When the person reached his office, he found his whole staff waiting with bouquets and cards to wish him. When asked who had told them, they informed him that they had received information from the hotel from which he had checked out. When the CEO returned to the hotel, he told the Guest Relations officer that he had been really smart to find him out when he had done this so many times before and had never been caught.

One thing Mr. Sardesai is totally against, is overselling the hotel to any guest. He wants that the guest should be told the truth and should have the option to choose what he or she wants according to his or her tastes and according to their budget. Certain marketing agencies want to make fast money and try to cheat the tourist. What is normally charged at Rs.800/- will be quoted at Rs.1,500/- and when the guest makes inquiries and discovers that he has been taken for a ride, he comes to complain to the Manager. Mr. Sardesai tells them that they should have verified first before paying the travel agent. He shows them his printed tariff cards and tells them that he would have hidden them if he

intended to cheat his guests. Mr. Sardesai feels that when a person is in a holiday mood, and trusts the hotel authorities and the travel agents, he feels terribly disillusioned when such things happen. He is emotionally hurt, monetarily fleeced and therefore creates trouble for the hotel.

Mr. Sardesai spoke of customers who may be peaceful people, but due to some deficiency in the hotel system, e.g. the AC is not working, or the TV conks off, they get angry and upset. They feel that they are paying for the services, but are not getting value for their money. Hence they demand a discount, and if this is not given, they create problems. Sometimes the hotel gets dubious customers, but the staff has no right to ask what relationship they bear to one another. If they get a doubt as to the authenticity of the persons, they tell them they have no room in the hotel. Mr. Sardesai believes in gauging the customer as he/she comes into the hotel, and tries to train his staff in doing it. If one can judge that the person is angry, he could be asked about his tiredness, or whether he would like a cup of tea and the person would feel that someone cares. It boils down to identifying the emotional value of the person, the mood of the person, or his psychological condition, and for this, the attitude of the hotel personnel is most important. The problem may be small, but if it is not diffused at the right time, it will blow up out of proportion, and may prove detrimental to the hotel at large.

An important point made by Mr. Sardesai was that the hotel is not like a Government department where bureaucracy reigns supreme. Here even a gardener can be approached by a hotel guest regarding a problem he/she has, and he would be able to do the needful in solving the problem as quickly as possibly. There is no rule of thumb to say that this is the only right way to solve a problem. One can only decide at what level it can be solved. Mr. Sardesai empowers his staff to enable them to deal with problems and diffuse them when they are small. Besides empowerment, he feels that they also have to have the ability to understand the limit of their authority and have a good understanding of what the

problem really is and what the solution for the same could be. Most of the complaints are in the area of food and room amenities.

Another important observation made by Mr. Sardesai was that 90% of the problems usually come from the Professionals – doctors, engineers, computer experts, etc. and he feels that this is due to the fact that they are faced with too much tension at work. When this cannot be worked off on their subordinates or on their family members, the hotel personnel become a punching bag for these persons. Mr. Sardesai said that when one understands this properly, he will feel it a joy when someone comes regularly and creates a problem, because it is only when a person is familiar with someone that he can get angry with him or her. Complaints from customers are a sign that the guest is familiar with the hotel and feels that the hotel cares enough to do something about his/her problem. For this reason, the hotel staff members learn to expect problems and take them as part of life, and do their best to be prepared for them. Mr. Sardesai feels that it would be the ideal situation when the top authority of the hotel does not come to know about the daily problems handled by the lower staff category. It is proof of the efficiency of the hotel staff. Basically, he feels that there are two types of guests – the vociferous kind and the meek and gentle type. Mr. Sardesai declares that he would prefer to have the first type, because he creates a big row and forgets about the problem once it is solved. But the second type is the dangerous kind – for they will go out tell many people and spoil the name of the hotel. Each problem is unique – one has to look at it carefully and solve it. Many times, the guest himself may be having a solution for it. Success lies in identifying the right solution and solving the problem. From his past experience, he has learnt two things, first, that one should be sincere, and second, that one must know his job well.

Mr. Sardesai feels that handling of domestic customers and foreign customers are two separate things which require proper understanding. In his opinion, while Indian guests may make a lot of noise, but the foreigners are very

calculating. For getting an idea of handling foreign guests, he told us that we could go to their sister hotel, the Santa Clara at Baga, and meet Mr. Eknath Oraskar.

Mr. Sardesai gave us his idea of tourism. He feels that people want to travel to different places to know what is on the other side, to see how people live, what they do, what they eat, and what they have achieved. He feels that we as Goans do not have a concept of Goa. Tourism in Kerala is growing in leaps and bounds because of the marketing efforts of the Government, which has popularized the ayurveda concept of Kerala. The backwaters of Allepey have been developed beautifully and the beauty of the place along with the rich culture of the people is what is offered to the tourists. In Goa, we depend totally on the beaches. Even these are not maintained properly. There are hardly any lifeguards, no facilities for fresh water baths, or even drinking water. Even those in the tourism industry would not be able to name ten exclusively Goan vegetarian dishes, which is a sad state of affairs. He feels that if something is not done quickly to remedy the situation, the tourism industry of Goa would get totally wiped and may never be able to recover in future. He feels that the State Museum and handicrafts centre of Goa must be a place that every tourist should visit. They must be made aware that the Santa Monica Institute is the oldest in the whole of Asia; the Goa medical college is the first one set up in Asia. There are so many other things in Goa that even Goans themselves are not aware of and this is the root of the problem. Once we begin to have a concept of Goa, tourism will begin to pick up. He suggested the concept of herbal food, as tourists are often very health-conscious. With this, the interview came to an end.

MAHARAJAH HOLIDAY HOME

Interview with Ms. Yvonne Colaco, Front Office Manager, on 1stFeb. 2001.

This is a five-star hotel, and most of their customers are leisure guests, explained Ms.Colaco. On an average, they get 90% foreign guests. In January and February, 80% of the customers are foreigners. The situation is reversed during Christmas time, when 80% of their guests are Indians as the foreigners go back to celebrate Christmas in their homeland. During April-May, most of the foreigners return home to a warmer climate, so 95% of their guests are Indians. The hotel gets 50% repeat clientele, and they have regulars coming from the past 20 years, who stay over a period of 4 weeks to even six months. Their Indian guests are mostly clients of big business houses of Goa – Unichem, Cesa Goa, Binani Glass, and others.

The Maharajah group of hotels is an international chain of hotels, started in Bombay by Mr.Raj Bahadur. The Raj Mahal in Bombay was the first hotel, after which hotels were established in Yemen, Muscat, Dubai, Africa, America and England. It basically comprises of four establishments in Goa. The Salazar hotel in Sinquerim is the oldest (28 years), whose ambience is liked by elderly foreigners. The Rajhans Hermitage consists of cottages which are mostly used by honeymoon couples, for the privacy they can get there. The Maharajah is mostly populated by the family crowd, Indian as well as foreign, who love the rustic Goan atmosphere, the spacious lawns, children's activity centre, which is ideal for families. The Raj Supriaya in Benaulim is just about a year old, but whose tariff is the highest of all the four sister-concerns, and caters to the elite class. It does not have the Goan touch.

When asked about how they get their customers, Ms. Colaco told us that they have sales offices all over India. Their marketing team in Bombay is in

touch with all their international departments and their hotels are marketed through travel agents who are given special rates. A unique aspect of this hotel, introduced just the previous year, is the FIDELIO system which is installed on all their computers and which can track the profile of any of their guests and is used to give guest satisfaction and guest delight. E.g., if some guest eats only papayas, this information is fed into the system. If some guest is allergic to fresh milk, even before he asks for it, a powder milk sachet is placed in his tray, which results in a dazzle and delight situation.

When the customer checks in, he is introduced to the bellboy, who takes him to his room. If it is a VIP guest, the Guest Relations Officer will accompany him, and if it is a VVIP, the General Manager will accompany him to his room. The walk from the reception to the villa is filled with information and the guest is shown round the place. About two hours after checking in, the Guest Relations officer calls up all the guests to inquire whether they have settled in, and whether they require anything. At time, if the phone is not working, if any bulb is fused, or anything is lacking, it is rectified, and the Guest Relations re-checks the situation within two hours. When there are groups checking in, or when conference guests come, coordinators are appointed for each group and the coordinators are asked if things are all right. If a bulb needs fixing, the Guest Relations officer calls up maintenance, if things are needed in the room, e.g. a bucket, housekeeping is requested to do the needful. Such calls are given after a break of one day, so that during the average stay of a guest (around 3-4 nights), he gets called at least twice by the Guest Relations officer. Besides this, when he goes to the restaurant, someone will be asking if he is enjoying his stay, or someone from the Housekeeping will call to see if everything is all right. The hotel provides flight arrangements to their guests, so one day before the departure of the guest, he is given a call by the Guest Relations Officer to inform about his ticket and to ask if he had any problem with the hotel. In case there has been a problem, the hotel staff still has time to turn the situation into a recovery.

The hotel has a Guest Satisfaction Tracking System (GSTS). Before departure, the guests are given a folder, which is serially numbered and contains a set of objective type questions. There are just four questions on each folder. Different questions are given to different guests, with one common question: "overall stay – any suggestions?" In the Restaurant too, such questionnaires are given to new people who have come in. On the 15th of each month and the 30th or the last day of the month, the Front Office Manager compiles the forms and sends them to IMRB (Indian Marketing Research Bureau). This firm analyses the responses for the hotel department-wise as well as for the hotel as a whole, and gives feedback to the hotel over a period of three months. This is done keeping in mind the hardware as well as the software i.e. the equipment used in the hotel, the rooms, the furniture, as well as the services provided, the ambience, etc. The questions are devised in such a way as to get an overall picture of the hotel. This helps them to know their weak points and they can feel the pulse of the guest. As they have recently started this system, they haven't yet received their first feedback from IMRB.

Ms. Colaco believes that calling up the guest is very important. She prefers the guests who scream and shout out their complaints, because something can be done about their problem, and once it is solved, they forget about it. It is those who don't complain who go and create problems outside by telling others what they disliked about the hotel. When asked how they handle guests who complain, Ms. Colaco says they allow the guest to tell them what his problem is, and during that time, they read the customer – to know whether it is a genuine problem or whether the guest is just acting fussy. They see whether he needs attention, or whether he comes with his friends and wants to show off. Every person is in need of attention feels Ms. Colaco. When a guest complains, the best thing would be for the Guest Relations Officer to rush to the spot of trouble. There are some guests who are labeled "HWC" by the hotel staff – it means, "handle with care", She told of a person who had gone to their hotel "Kalpika" in Kerala. As it was overbooked, the Head Office told him that he would be

given a stay in Goa. Meanwhile, the head office had informed the Maharajah Hotel that such a guest would be coming. At once the message was passed round the staff that an HWC guest was coming and everyone was extra kind and considerate towards him. If the guest is called by his name, he gets thrilled about it. Ms. Colaco revealed that in their Raj Mahal Hotel of Bombay, every car of the hotel has a phone. It is also fitted with an arrangement whereby, when the vehicle is within 3 kms. from the hotel, the driver of the car can just press a button and the hotel gets the signal that the guest will arrive shortly. At the reception, the girl who is appointed to welcome the guest, stands ready with garland in hand. In Goa, the person at the airport has a mobile, so he informs the hotel that their guest has left and the hotel knows that within a period of 45 minutes the guest will arrive at the hotel. Small things but it shows how much the hotel cares for guest satisfaction. Ms. Colaco feels that the same treatment should be given to every guest whether he is a VIP or not. An important point made by her was that consistent quality of service is very important for a hotel.

Sometimes some guests while leaving the hotel ask for a discount because they say that their AC was not working. Normally such complaints are not entertained, because the hotel feels it takes enough trouble to find out if the guest has any problem, and if something was not all right, the guest should have informed the hotel about it.

The normal types of complaints that they get are that the AC is not working, or some equipment is out of order. After Maintenance fixes the problem, the Housekeeper is informed, and the guest is called within five minutes to ask if everything is O.K. If it is a major problem and it cannot be settled within a short time, a change of room is given to the guest, and he is shifted to a superior room. (they have standard rooms, single cottages and suites). The Housekeeping and Maintenance departments review the complaints every two months, and find out what the critical problem is. They analyze the problem and take remedial action, e.g. if it is a service delay complaint, they see how to shorten the time within which the service is performed. At the end of every month, the Maintenance as

well as the Housekeeping departments write down how many times the same problem occurred, and this information is sent to the Head office in Bombay. There they have a Quality Control Cell, which analyzes all the complaints and puts them in a chart form. This cell prepares Standard Operating Procedures (SOPs) which are sent out to all the departments of all their hotels. A slight variation may be made for city hotels and leisure hotels. Sometimes they have what is called an Audit – where the head office sends someone incognito who enters the hotel as an ordinary guest and checks out all the SOPs, whether they were performed properly by the hotel staff or not.

Regarding the category of complaints, Ms. Colaco said that the routine complaints like something is broken, or not working get recorded in the register, and are handled by the Maintenance department. Sometimes they get complaints about loud music, which disturbs some people. Then they have to request the persons to turn the volume down. Some guests complain when insects get into the room. It usually happens due to the greenery they have around. In that case, any of the hotel employees around are asked to do the needful. Ms. Colaco shared an incident which recently took place in the hotel. There was a lady staying in the hotel with her husband. Due to some reason, the husband left two days earlier than his scheduled date of departure, but left his wife free to continue staying at the hotel. The wife met some friend of hers in Goa, and decided to check out of the hotel and stay at the friend's place. Based on her intimation, the hotel gave out her room to a new guest as it was peak season time. That evening the lady returned and said that she wanted to continue her stay at the hotel. But as her room was already given out to someone else, she had no place at the hotel and had to clear out her room. When she was told this, the lady panicked. She didn't know English properly and didn't want to leave the security of the hotel. Ms. Colaco told her that she could spend the night at Dona Alcina nearby, and the next morning she could return to that hotel, but the lady would have none of it. She began to rant and rave that she would not go from the hotel. Ms. Colaco reassured her and told her that she could leave all her luggage at the Maharajah,

and take only a night-bag with her; she also introduced the lady to the Manager of Dona Alinda, and tried to set her fears at rest. At last the lady said, "Only for you I will do it" (as if she was doing Ms. Colaco a big favor!) Early next morning she was back and she was given a room to stay. Now she often comes to their hotel and considers Ms. Colaco her friend. This was an incident where they were able to make a recovery after a difficult situation. It all depended on the way Ms. Colaco handled her. She understood that the primary thing in the mind of the guest was safety. She reassured her and made her feel that she would be perfectly safe and could come back to their hotel the next day. That was the turning point. Ms. Colaco feels it is very important to understand the guest and show him or her the confidence that their problem can be handled by the staff.

Ms. Colaco told us that new staff members do not usually handle complaints. They usually call the Duty Manager. Once they gain confidence, they are allowed to ask the guest, "May I help you?" Basically it is experience that helps one to keep one's cool and do the best in a tense situation. When asked why people complain, Ms. Colaco told us that it could be to overcome frustrations, or because they are tired out. Sometimes they want all sea-facing rooms. Then they have to be explained that all cannot get rooms with a sea-view. They are shown their rooms on a map, and they begin comparing with other guests. Each guest wants the best, and if they feel they haven't got it, they begin to complain. Sometimes they haven't even seen their room and they want a change. Then the guest is told to at least see the room and if he still has a problem they could change it for him.

With regard to how complaints have helped them improve their services, Ms. Colaco gave an example that the bus drive from the airport to the hotel is very long and tedious. After having received complaints about this, they realized that the guests need some kind of entertainment along the journey, and they are

trying to make this journey interesting with a speech, a quiz and a lucky draw for the guests.

Regarding qualities needed to handle guests, Ms. Colaco said that basically patience is needed. One has to keep cool, listen to the guest – for the guest is always right. Sometimes when they have to be refused, it must be done politely. It is important to learn to read the body language of the guest. They have to talk nicely and be always polite, but also keep in mind the policies of the Company. Maintaining eye contact is another important thing that the staff should do. It reassures the guest and makes him feel important. Basically, they must learn to break the ice by talking to them and asking them if they are comfortable and if they need anything. Everyone is looking for recognition. The more you talk and give a warm welcome to the guest, he feels important and is happy. The Guest Relations girl usually goes on rounds and talks to the guests, especially when they are relaxed and with personal contact, she tries to get feedback about the hotel services. The guests usually feel comfortable to tell her their problems and she tries to solve them in the best way possible.

HOTEL NATIONAL

Interview with Proprietor, Mr. Joe Menezes (13/02/2001)

In 1974, Mr. Menezes bought a piece of land at Rs.32.52p. per sq.mt. In a closed tender bidding, he offered Rs.32.50p to build a hotel on the land. The architect whom he had consulted became his partner in this venture. Thus the land was acquired at a dirt cheap rate. In 1988-89, the Economic Development

Corporation conducted a seminar for the unemployed graduates, and discussed various schemes they had for entrepreneurs. On consulting a Chartered Accountant, he put up a proposal for a project under an EDC scheme and put up an initial structure on his land. Based on this he asked for a loan of Rs.10 lakhs and also applied for a subsidy from the Government. With the Gulf boom, land prices had appreciated and at that time his piece of land was valued at Rs.15,000/- per sq. mt. The subsidy from the Government came to Rs.5 lakhs, but all of it initially went to pay the interest. Initially he had to pay Rs.32,000/- as interest quarterly in addition to part of the capital that had to be repaid every six months after one year's gestation period. This worked out to Rs.70,000/- Soon, business picked up and he was able to repay the capital as well as the interest within a period of about nine years. In May 1990, Mr. Menezes inaugurated the hotel and invited the Director of Tourism, Mr. Mahajan for the opening ceremony.

"This business is a dirty business" declares Mr. Menezes vehemently. "It is run by touts who bring you customers and want a cut - Rs.100/- per room per day. The hoteliers will charge this to the customers and once the customer knows he is being swindled, he will not come to Goa and Goa will become unpopular as a tourist destination." Mr. Menezes refused to pay the touts what they demanded. His old commission was Rs.50/- per day and he continued that rate. According to him, most of these touts are educated unemployed young boys from Santa Cruz area. They charge these exorbitant rates because they have no jobs and want to make quick money somehow. Most of the hotels are prepared to pay their rates because of the stiff competition among hoteliers. As Mr. Menezes is retired and does not really need much income from the hotel, he is not too keen on getting more customers through touts. Most of his customers are regulars who come again and again. The charges in this hotel range from a minimum of Rs.300/- to a maximum of Rs.450/-. For AC in the room, an

additional Rs.150/- is charged. The hotel has eleven rooms, of which two are AC rooms.

Mr. Menezes has drawn up certain rules, which are to be strictly adhered to in the hotel:

1. He does not take locals who come there for enjoyment. He is quite emphatic about not giving the hotel for prostitution or call girls, even though some customers demand girls after coming in.
2. No food is served upstairs in the rooms. All meals are to be taken in the dining room. This, he says, is to prevent cockroaches, ants and other insects. If a guest is feeling sick, milk is provided for him in the room.
3. No TVs are provided in the rooms. There were some bad experiences earlier when two rooms were equipped with TVs.
4. If a customer is drunk, it is better not to talk to him or argue with him. The matter can be taken up the next morning when he is sober.
5. If visitors come for his guests, they are not to be taken to the rooms, but the guest has to be called down.

Mr. Menezes told us that usually every businessman glibly says, “the customer is always right!” even if the customer is wrong, otherwise his business will suffer. “But, as a businessman, I am also more right!” says Mr. Menezes. “If what the customer does goes against the principles we stand for, it just does not fit into my programme!” He told of how some well-to-do customers want to avoid paying tax and tell him that they wouldn’t mind not having a bill if they could be condoned the amount of tax. But Mr. Menezes does not entertain them at all. According to him, there are three types of customers – there are the tourists, who stay for about three days and move over to the hotels near the beach. There are the business people who come on duty and are busy with their conferences or seminars during the day and want to rest; and the third type are

the rowdy elements who are interested in creating trouble. Some foreigners do come to the hotel, but as they do not like city life, they do not usually stay for more than a day.

Mr. Menezes feels that complaints are good for improvement of the hotel. He welcomes complaints, but is aware that he may not be able to satisfy all complainants. He gave us examples of complaints that he usually gets – the AC is not working (it trips due to the erratic power supply in the city), could not sleep due to mosquitoes (they give mats or mosquito coils and spray the rooms), etc. He told us that the city water supply is not enough and they have to buy water from outside. As the quality of this cannot be guaranteed, he has installed an Acquaguard water-purifier for drinking purposes.

Regarding handling of difficult customers, Mr. Menezes gave us a few instances:

There was a customer who had asked for an AC room. Mr. Menezes had told him not to take an AC room, because he could not guarantee that the AC would work. But, as the man insisted on taking it, he allowed him to have that room. Mr. Menezes had to attend a party that night, and when he returned, he found quite a commotion in the hotel and the police present there. In his absence, the guest had threatened one of the hotel boys as the AC was not working, and the boy had called the police. Mr. Menezes told the guest that if he was not satisfied with the room he could leave the hotel at once and reminded him that he had told him earlier about the difficulty with the AC. The man was still annoyed, but the next morning he had cooled down and wanted to continue his stay. Mr. Menezes told us that he completed his scheduled stay.

There are certain problems he cannot solve, says Mr. Menezes, and alcoholism is one of them. He told of a customer he once had, who was working on board the ship. The man was a heavy drinker and his wife had driven him

away from his home in Chennai. He had to go someplace when the ship docked, so one night at 11.00 p.m. he checked into the hotel. He would drink excessively and then create problems for other customers by his loud rambling talk. Mr. Menezes warned him that he would have to stop drinking if he wanted to continue staying at the hotel, but he couldn't stop. Mr. Menezes had to send him away with pain in his heart. He came again to the hotel on another trip of the ship but his problem of drinking started again, and they couldn't keep him.

One evening, two boys and a lady came to the hotel and booked a single room. At night, when Mr. Menezes came down to do his accounts as usual, he found that one of the boys had returned at 12.30 in the night with a girl. He wanted to keep the girl in the room and offered to pay, but Mr. Menezes refused flatly. The boy went out and returned alone after about three hours, and went to his room. The next day, as there was a death in the family, Mr. Menezes had to leave for Bombay, and when he returned he found that there had been some problem with the occupants of that room. A girl had been found there and a glass pane was broken. No one knew how she had entered the room. Mr. Menezes felt it was fortunate that only the glass broke. It would have been a very big problem if someone had been murdered in the room, as the lady had not been registered. When asked how the glass got broken, the boy replied that they had been fighting.

Mr. Menezes feels that he has not had much scope for complaints, because of the rules he has laid down in his hotel. Sometimes guests bring their own food and that leads to ants and cockroaches. When they complain about this, he reminds them of the rule of not having food items in the room. Some guests complain when they find that there is no water for bath. As Miranda showers are installed in the bathing rooms, it does create a problem if many guests go for bath at the same time. Then he asks the guests to bear with them and go after some time. There are complaints when lights go off suddenly. As he has not yet installed inverters, it does create problems, hence candles are given to the guests.

Some guests want the linen in the rooms changed daily. Mr. Menezes does not entertain this complaint, as even the five-star hotels do not do it. In this hotel the linen is changed after two days.

Whenever people give him suggestions, he appreciates it and notes them down. As regards improvements made in the hotel through complaints or suggestions, Mr. Menezes told us that a guest had pointed out that the mattresses lying around in the corridors did not look good, and they could be kept in one of the vacant rooms and brought out only when needed. This was heeded immediately. Someone suggested that the toilet flushes could be changed and the room locks could be serviced from time to time. This too he implemented quickly.

When asked why he feels customers complain, he replied that usually the complainant has a problem. People's tastes are different, their likes and dislikes differ and mostly this is the cause of complaints. There are some who try to rob the hotel of towels, pillow covers, hangers, and even bed-sheets. Before a customer checks in the room is shown to him and also when he leaves, the room is checked again. As for qualities required to handle difficult customers, he feels patience is very important. It is good that the hotelier goes out of his way to make the stay of the customer a pleasant one. At the same time, firmness is required too. The hotelier should be very straight. He should have qualities of leadership and be a good manager. Courage is needed in all situations and the ability to keep one's cool. When asked if he finds that complaints are a joy to handle, he said that is true, but the complaints should be genuine. If one tries to entertain every complaint, it will not do at all. One must weigh the matter and accordingly take the decisions. Because of the service they provide in their hotel, they get 80% repeat customers, feels Mr. Menezes. He is proud of the fact that the hotel has not been advertised for a long time and many customers come through word-of-mouth publicity.

HOTEL AMIGO

Interview with Mr. Richard Pinto – General Manager.

The hotel has been getting repeat customers – guests who have been coming over the last 15 years. They have some loyal companies who will not hold conferences anywhere else. Earlier, Mr. Pinto was the General Manager HRD. He used to ask the employees, ‘who pays your salaries?’ After getting many answers that were not right, he used to tell them that it is the customer who pays their salaries – if there were no customers, they would have no business. Mr. Pinto feels that it is a big fallacy that the customer is always right – he says it is we who pamper them and make them feel it is so. He has been looking after guest satisfaction, and exhorts his workers to ask the guests if they are happy, to probe into their minds how they could serve the guests better. He feels that the staff are better employees than the managers. It is the managers who should be held responsible when problems crop up. If the managers are not able to direct the staff, they are not fit to be managers. He usually asks the guests to complain, and that the hotel will be grateful to them if they do so. Of course, Mr. Richard feels that it is humanly impossible to be a perfect organization, still, they should not go by only positive comments, but seek how they could improve. They have a meeting every month of guest service staff. During that meeting the feedback from the guests is looked into. The guests usually fill up the guest comment form before they leave. Sometimes, if the staff find negative comments, they tear up the forms and keep only those with positive comments. But that will not help them to grow, feels Mr. Pinto. The hotel has been losing their managers to other five-star hotels who are pinching their personnel. But Mr. Pinto feels that if a person wants to go, he should not be forced to stay back. He feels any person

is paid to do an excellent job. If another company is willing to pay more, it is because they are in a desperate condition and need the manager. But just to retain a manager, Mr. Pinto feels it is not right to raise his salary.

They have standard operating procedures and they gauge for themselves whether they have done a good job of whatever had to be done. He feels that complaints could be related to infrastructure or to the human element. If they are related to infrastructure, he cannot solve them immediately – it will take some time. But complaints due to human error could be rectified easily. He is proud that Hotel Amigo has an advantage over all other hotels because of its human approach. Repeat customers are the best way to prove guest satisfaction. We could get a record of this from the front office manager. At any time they have 30-40 guests who have been coming to the hotel for the last 3-4 years. Amigo has the advantage of being a city hotel.

Answers to questions:

1. Complaints signify that the hotel is not all it has promised to be. There is some discrepancy somewhere.
2. Complaints are very very important
3. Routine complaints, human-being related complaints; infrastructure-related complaints, billing complaints- overcharging or undercharging; service complaints; facilities – sightseeing, boat cruise, guide, etc.
4. Most important:
 Foreigners complain because they want to claim money from insurance.
5. Complainers are loyalists of the hotel, because he complains so that the hotel does not go down in its standards.
6. Ego problems – boys giving white-skinned guests good service. Indians are dirty – foreigners are clean on the whole. Indians dirty the linen with dirty feet, whereas the foreigners are more considerate about cleanliness. The Indian guests

spend more than the foreign guests, it is because the foreigners are highly disciplined, and will allocate their money properly and will not borrow. Indian guests have a lot of money to throw around.

Improvements through complaints – changing of deck chairs – 50 new deck chairs have been purchased. Better locking arrangement has been made. Sand is being changed where the guests sunbathe. Suggestions usually come from people who actually care about the hotel. Complaints usually arise due to unhappiness.

Many guests do not expect perfection. He gave the example of the eve of the millennium, when a buffet had been arranged outside, and it rained. They had to move everything inside, and it was real team work – from the managers to the last boy were carrying things inside. Many guests appreciated this. When they apologized to the guests, they replied that they did not need to apologize, because they could not be held responsible for the rain. They only suggested that in the light of the bad weather they had been having the previous days, some alternate arrangements could have been made inside the hotel. This was from the foreign guests. But the Indian guests ate, drank and some wanted compensation from the hotel.

About training – they have on-going training programs for the staff. There briefing every day, but an attitudinal change is needed. They definitely welcome complaints. Those who complain with a solution, will be loyal to the hotel. Qualities – positive attitude, patience, being a good listener, lip service is not enough, there must be a concrete solution.

We will need a separate session with the Marketing division for knowing how they get customers. Yes, they do get back to guests who complain- often write to them letting them know how their suggestion was implemented. For audit, the charter companies send their people on inspection and if anything is wrong, inform the hotel. They judge whether the hotel is fit to be called a five-star hotel.

HOTEL AMIGO (2ND MEETING)

Interview with Ms. Yvette Pereira:

It is important to understand how we look at a guest. The hotel has so many departments to look after the needs of one single guest, so we can realize the importance of the guest. Right from the time the guest books in, either by word of mouth, or advertisement or hearsay, or franchise, or reservation through Internet, it is important how we handle him from then onward, because he has a choice. There is so much competition today with so many hotels vying for the customer that we really have to be up front and updated. Even in our way of handling the phone we have to be careful, for our tone of voice conveys whether the guest is welcome or not. If the tone of voice says that the reception is very strict, he would feel the hotel staff is not interested in him and he would try elsewhere. Therefore the first contact is so important. The staff at the reservations desk has to know the product very well and cannot afford to make mistakes. The next point of contact is at the airport. The guest is in a new place, so he may be feeling lost. Of course, the airport representatives are there, but they can't give individual attention to the travelers. It is the care given by the hotel personnel that will determine whether the guest feels good or not. The next part is the journey to the hotel. The coach brings the guests to the hotel and on the way the guide tells them a little bit about Goa and about the hotel. We can't tell them too much and jam their ears, because they are usually tired out after a long journey. We must always be sensitive to their needs, remembering that the guest needs a little break, a holiday from other work pressures. A little psychology in this respect will go a long way in attending to the guests' needs. The next contact with the hotel is when the guest is greeted at the entrance of the hotel. Earlier they used to greet the guest with an aarti – Indian style, but now

they don't do it. The guests are then escorted to their rooms with the bell-boys carrying the luggage. Mrs. Yvette Pereira usually arranges a small cocktail for the guests with a welcome address, after they have settled in, which makes all the difference. She says that the British are very reserved, and this breaks the ice – it makes them feel at home instantly. When they go to their rooms, the hospitality personnel ring up and ask whether they are comfortable. If they say they want a change in the room, it is granted if possible.

Mrs. Pereira told us how Dr. Eric Somer who was a guest at this hotel, had appreciated its services. "I have traveled the world around ten times and I have never met with such hospitality as I have received in this hotel. I am truly overwhelmed with all this! What is the ingredient that makes the guests feel at home in this hotel, when it is not as great as foreign hotels? Mrs. Pereira feels it is the healing touch of attention that every heart yearns for, which they are deprived of due to their lifestyle. The British are usually cut and dried in their approach. The personnel of Hotel Amigo give this healing touch in abundance because Goans are noted for their hospitality. It is in the way you approach the guest that makes them feel that you care. One must look relaxed and soft. Some have this naturally, but even if one doesn't have these qualities, they can be acquired. It is a healing balm, a sensitive nature that goes out to meet the person on the same wavelength.

When a person comes with a complaint, we cannot say "Yes" immediately. But the guest is always right, so, very tactfully he must be told that you are going to look into the problem and will try to solve it as best as you can. What the guest needs is assurance. When you have been a good listener and a patient, understanding person, he will come back to you. Mrs. Pereira feels that Indians are more difficult to handle, because they are used to servants. It is not so with the British, who normally do their own work. In India, we are pampered and so we have an ego problem. The nouveau-rich think they can just command. She spoke of how their foreign guests have noticed that the Indian guests do not

know how to handle the staff at the hotel. Commanding people, or raising the voice shows no respect for the person being spoken to. But according to the Indian culture, we are pampered by our husbands, wives, servants and other people, so we take everyone and everything for granted. The foreigners cannot afford to keep servants, and they have the idea of dignity of labour, because in foreign countries, a sweeper is paid as much as the manager. One cannot demand respect, but one can command respect by one's behavior. Mrs. Pereira told us that their guests feel so much at home in the hotel, that they come back again and again. The hotel has a very high percentage of repeat customers – around 30%. Most of the guests of CDG hotel are elderly people, and many have been coming year after year. Some guests have come back 22 times, 18 times, 16 times, because they feel the hotel cares about them. It is a combination of your approach, your tone of voice, and your gestures that make the guest feel important. One must be able to go a little beyond one's duty to meet the needs of the guest. The hotel has a short morning briefing every day, where the HODs of all departments meet and they are made aware of any situations that have cropped up and that certain guest are to be handled carefully, and given more attention. These in turn will inform their staff to be kind to them.

When asked about some difficult situations that were handled by her, Mrs. Pereira gave us the following account. Once there was a power shortage, and some Indian guests were creating a terrible row. A Sardarjee, raising his voice, said, "What is this? Is this a five-star hotel?" Then the whole lot came downstairs screaming and shouting. Mrs. Pereira was terrified to meet them, for they were five huge stalwarts, obviously very angry. She listened to what they had to say, and lowering her voice a decibel or two told them that she would try to send some fans up to their rooms. That evening, the same men came up to the lobby when she was with the hospitality personnel and apologized. They told her that they felt ashamed of their behavior, when it was no one's fault in particular. They found her a real lady because she kept her cool and even managed to say something nice to them. They felt so foolish, but they found that she taught them

a good lesson by keeping her calm in that tense situation. That really made her feel happy.

The British usually follow the brochure point by point and bring to the attention of the hotel if anything is missed out on their holiday. In that sense they are quite calculating and would ask for compensation without hesitation. For lost articles, they usually get compensation from the tour-company. They have to be able to prove that the article was not lost in their hotel. The guest usually wants an FIR to be filed so that he can claim compensation. Mrs. Pereira feels that the lobby work is not a glamorous job, but it is the experience that counts. She recalls how Mr. Timblo used to say that the problem usually doesn't filter down to the top level management, because Yvette beats it there itself.

At the Management cocktail, Mrs. Pereira tells the guests that she would like them to fill in the guest comment forms, because the hotel appreciates their valuable comments. She tells them that their cooperation will help them to maintain standards. She feels that some guests are very diplomatic, because they will not say anything here, but later go back and file complaints with the tour-company. So she tells them very clearly that rather than wait for the last day, it would be nice of the guests to let the hotel know if there's anything they can do to solve their problem.

Ms. Yvette told of an incident where a person from an international crew that was staying with them made a big noise about a pair of jeans that were a bit damaged from the laundry. The person wanted compensation, and wanted to see if the hotel could replace the jeans. It wasn't clear whether the stain had come from the laundry or the item was stained before it was sent to the laundry. In spite of the person creating a row, and being quite rude, Ms. Yvette kept her cool and quietly enquired if the person had attempted to knock off the stain. Her reply affirmed the fact that she had attempted to wash the stain off, so it was not the hotel's fault. Ms. Yvette spoke to the captain of the crew and told him that the

compensation demanded was not just, and also that she would not accept the way the guest had spoken to her. The captain said, "Don't pay her a thing." Ms. Yvette states that she was able to handle the situation because she kept her cool.

Some improvements made have been:

1. Through guest feedback, the hotel realized that senior citizens could slip in the bathing room if the place is slippery, and handrails have been put near the shower in each bathing room, preventing accidents.
2. Due to the special architecture of the hotel, there are many ups and downs in the hotel. Guest feedback about the same resulted in highlighting the steps with a bright yellow color, which helps to prevent mishaps.
3. To improve guest comfort, the hotel has changed the model of the deck chairs to have less wear and tear.

Ms. Yvette feels that people wonder how through the day she still manages to smile and keep calm. She feels that even if by nature one is not a person who exhudes calm, one can still acquire it through relaxation techniques and positive thinking books, which will help one to handle things in a calm and unstressed way. It is important to be well informed in order to handle delegates and make conversation with them. One could read up and be well versed in many things, which will increase one's confidence. Foreigners know history very well and keep abreast of times; that's how they seem so confident of themselves. Dealing with people basically means putting oneself in their shoes, and knowing how they feel. While talking to them, eye contact, tone of voice, gestures, expression, etc., matter a lot. When guests are made to feel important, they feel very happy and will want to come back.

A complaint signifies that the guest is uncomfortable or the service is not adequate or not to his expectation. It can mean he is interested in giving feedback and wants to improve the hotel. Therefore a complaint is very important. A complaint means the guest is unhappy whereas feedback refers to

the areas they need to improve. Hence they always ask for feedback. Ms. Yvette says that she has never categorized complaints. But there are different departments in the hotel to which a complaint can be referred. E.g. a complaint regarding food, will be handled better by the F&B department, than by a person not specialized in that area. As regards improvements in services, she feels that it is only with guest feedback that they have been able to reach a certain standard. They would have never known the intricacies and details that a guest notices about the hotel because for the staff and hotel personnel, routine tends to dull the observational powers.

As regards training to handle different customers, all are given a public relations course, but no specific training to handle customers is given. Ms. Pereira feels that handling of customers comes with practice.

Interview with Mr. Richard Pinto:

Regarding ways to induce customers to complain, Mr. Pinto says they have guest comment cards. They also have a cocktail for guests at the beginning of their stay at which they are encouraged to tell the hotel about any comments they have to make about the hotel or the service provided. Sometimes, this has created too high expectations which is not really good for the hotel. Mr. Pinto feels that it is a wrong policy to pamper the guests monetarily. Actually what guests look for is the benefit of being treated well. They like to be made to feel important. He believes in talking to people. First one must find out why the person is complaining. It is better to bring the person to the office, make him sit down and then listen to him talking. Sometimes the guests want the manager to come to the lobby. In that case he goes, and persuades the person to come to his office for a chat. It is good to find out what the problem is, and to accept what

the guest is saying. It may not be possible to satisfy every customer, but it is good to be aware of the degree of the complaint.

What a guest wants most is value for his money. He normally complains when he realizes that he is not getting it due to some reason or the other. "It is humanly impossible to be a perfect organization", says Mr. Pinto, "but the heart of the matter lies in keeping up and improving our standards. It is only through guest feedback that we come to know our deficiencies and can take concrete steps in doing something about them." He gave the example of a guest who wanted to check out of the hotel the very next day, because he felt that he had been paying much higher than other guests who had got better rooms for a lower price. The General Manager found this guest very upset and angry at the front office desk. First of all, he asked the guest to come to his room and tell him what the matter was. When he had seated him in his room, he coaxed the guest to tell him what the matter was. The guest asked him to come to the room he had been given. There was a curtain at the side against the wall, and when he drew the curtain, it came off the hooks and revealed a bare portion of the wall which, due to a previous leakage problem had got disfigured. Then he took him to the bathroom and showed him the dirt lodged in between the grooves of the bathroom tiles. The manager was quick to admit that his complaint was genuine and apologized to the guest, offering him a complimentary stay in one of their suites. But the guest had had enough and had already booked in another hotel. He also said that if he had met the manager earlier, maybe he would have reconsidered his decision of leaving the hotel.

Another time, a honeymoon couple had not been treated well by the service staff, and they took a room in another hotel (Marriott's), after which they came to check out of this hotel and asked for a refund. They were very agitated in the beginning, but when Mr. Pinto spoke to them, they felt better. Mr. Pinto told them that if they had really forgiven the hotel, they would confirm it by staying in Hotel Amigo on the last day of their visit to Goa as a complimentary

from him. They did come back and the man wrote a nice article for them. He was the Marketing manager of India Today who used to write for their travel division.

A meeting with the F&B Manager, Mr. Lester Pereira revealed that according to him, complaints are good, but sometimes may not be genuine. He gave the example of a guest who had come to the hotel for the past 15 or 16 years and felt that he was not being given attention by the staff. His main bone of contention was that he wanted a lot of complimentary things. But Mr. Pereira felt there had to be a stop somewhere and he had to raise bills for the things the guest wanted. The guest made a big issue out of it and asked whether Mr. Pereira didn't want him to come next year. To this, Mr. Pereira replied, "you are free! The choice is yours." The guest did not like this at all. Every complaint situation is handled in a unique way. He feels it is right to tell the guest that his order will take some time – this will avoid a situation where a complaint could arise. If one makes a mistake, it is better to apologize for it – it saves further complications.

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ASHOKA HOTEL

Interview with James Daniel Fernandes:

(Staff member of housekeeping department – Resort Attendant)

He had first worked for Falcon Resorts for three and a half years, then went to Dubai and worked for a year at Capital Hotel as bell-boy. He has completed a year at Marriott. This is a chain hotel, the first of its kind in India. A similar one is coming up in Bombay, called Mumbai Renaissance, and another in Chennai. In Goa, the hotel premises belong to the Solomon Group of Hotels, and the owner is Mr. V. S. Naik. It is given on a contract to Ashoka Hotel. It is located very close to the beach, not even 100 metres away. At high tide, the water comes to the pool side. Swimming is not allowed in the sea because it is very deep and a person could be suddenly pulled inside.

James gave us his view of customers, his experiences and the policies he has formulated for himself after his years of service in the hotel line.

He feels that if they talk to customers, handle them properly, and give good service, then only will they get good business. If they don't understand their problems, the customers could create problems for them. If customers are not handled properly, it is of no benefit to the hotel. He holds the view that the customer is always the BOSS – he is always right. He feels that Indian guests don't understand the situation, and blow up small things into big problems. He gave the example of a guest whose room was not cleaned on time. He created such a big problem that the complaint went to the General Manager. James had requested ten to fifteen minutes to get the work done, but the man complained that James said he would be able to come only after 5.00 p.m. The General Manager contacted James immediately on the phone, and he was compelled to do that particular room, leaving aside the other room he had been doing. James had

been doing a check-out room as there was an arrival back-to-back, and the new guest was supposed to occupy it immediately. He explained that each boy normally does 14 to 15 rooms, but if there are six to seven checkouts, it is not possible to manage everything in the short time available. They can ask for help of course, but usually get it around 3.00 p.m. In the meantime, they also have to do occupied rooms where guests are in house.

According to James, the foreign guests roam all over the world – they know what the hotel industry is like, and they don't demand service immediately. Even if it is a bit delayed, they do not get angry or make a noise. He finds them more accommodating, as they understand the problems of the staff. He declares: "Till now, not even one foreigner has given trouble like the Indian guests!" He feels that even if things are explained to the Indian guests, they don't understand and moreover, they don't even want to listen. He revealed that if the guests start fighting with any staff or manager, the Front Office gives them some complimentary benefits – like increasing their stay, or fruits, or chocolates, or T-shirts, to satisfy them, because they want the customers to come back and they do not want them to spoil the name of the hotel.

Every morning they have briefing department-wise, e.g. the housekeeping staff, the supervisors (about four to five) and the Manager (housekeeping), where they are given an idea of what is happening in the hotel – any important guests coming, any check-outs, any special points they have to pay attention to, etc. For example, he told us that a few days back, they were informed that a group of Indian guests had come for a conference last year, but one of them felt that they had not been given good service and had complained about food quality. Though they were supposed to come this year too, they had cancelled their stay completely and had now booked with Falcon Resorts.

He explained that sometimes they get a scolding (firing) if the guests have complained. They do get a chance to tell their part of the story, but many

times, the authorities do not understand from their point of view. He feels they stick to what the guests have said. It appears that the managers seem to want the guests more than the staff. According to him, this is not the case at Falcon, where apparently, they care for the staff more. They normally ask the staff first and see from their point of view. He told of how the guests there would blame the staff with regard to any item missing from the room. If it was jewelry or a big amount, the security officers of Falcon Resorts would question the guests thoroughly to find out whether they are speaking the truth. They would also check the lockers of the staff. If it was a genuine case, half of the value of the goods lost would be paid to the guest. If a case was filed with the police, the staff member concerned had to remain in the hotel till the case was settled. That is why James feels that the Housekeeping job is very risky. Problems of missing items have not occurred at Marriott's, but he told of an incident of a person from Israel who wanted a room during a peak-season period. He had tried everywhere, even at Falcon's, but in vain, and had at last come to Ashoka. It was 3.00a.m. and the Night Auditor informed him that there was no room except parlor rooms which are used only for sitting. They could not be given as they contained no beds. On getting a refusal, he began to fire bad language and forcefully entered the Front Office, reached the back office, and slapped two staff members. As he was tall and well built, his shove pushed a staff member against the wall, and his hand got fractured. He was not drunk, but seemed to be on drugs, and ten people could not control him. Finally, as he could not be accommodated, he left the hotel raging and fuming. The taxi driver who had brought him there said that he had not paid the taxi fare, but he was thankful to get rid of this passenger even without charge.

James seems to appreciate the fact that their General Manager is from Germany. The staff working with him is usually friendly to the guests. They had been told that a guest had commented on the friendly attitude of the staff at Marriott's which he had not found anywhere else although he had gone all over India and stayed in hotels at various places.

Describing some of the guests, James told of the British Airways crew which comes to Marriott's every month. They usually do not create problems. When guests are heavily boozed, there have been embarrassing situations. Sometimes they have slapped the staff members, or fired bad words at them. In such situations, the staff does not go directly to the guest. They go accompanied by the supervisor, and reach the guest to his room. James told of how he had been scolded by the Kodak India guests who are regular VIP customers at Marriott's. It happens that they go out very early in the morning and return by 10.30 a.m. If their room is not ready by that time, or if the extra toiletries are not kept in place, they get angry because as they regularly come to this hotel, they feel that their needs should be cared for. (extra toiletries consist of shampoo, soap, a pair of slippers, a bath robe, Colgate toothpaste, brush, comb, 'for your care' – two ear buds and one Band-Aid, cotton roll, and a shower cap. As VIP guests are charged around 4000-5000/- for a 24-hour stay with food and breakfast, they are permitted to take these things with them when they leave)

About guests showing off, James feels that if they have money-power, the guests will do what they want in the room. They do not listen to what is told to them. In such cases, the staff get very angry with the guests, but have to control their emotions and reactions. He told of a guest who had put the volume of the TV so high that it was disturbing his neighbors on both sides of his room. When requested to lower the volume, the guest replied, "Aap ka kya jaata?" (What concern is it of yours?) When the Managers tell the staff to speak nicely to the guests in such cases, James finds it impossible to do so and has sometimes told the Supervisor or the Manager to go and personally talk to the guest, because if the guest cannot understand, James feels at a loss to deal politely with him. Another time, three guests were heavily boozed in a hotel room, and because they felt the service given to them was not good, one of the guests took up a chair and hit against the balcony glass, which shattered to pieces. When they heard the shattering sound, the staff went outside to find out which glass had broken.

When they entered the room and inquired why the guest had broken the glass, he said unconcerned, "Hamaari marzi!" (It was my wish!). Before checking out, the guest was asked to pay around 6000/- for the broken glass. On his refusal to pay, the Manager told him that they would inform the police. The guest then said that he would not pay cash, but would replace the glass, and asked for the measurements of the balcony window. He then went to Panjim and replaced the glass with one of a lower quality and got it fitted onto the balcony. When this guest came to the hotel the next time, he was not given accommodation on the pretext that there was no room in the hotel.

An interesting incident was narrated by him about a guest who seemed to be very angry when James met him. Thinking an apology might help, James said he was sorry to have kept the guest waiting, but the guest would not be pacified and continued ranting and raving. In anger, he came to attack James, who told him to keep off and that he should not touch any staff member. The guest thundered, "I will hang you!" He was an Indian guest, and the whole family was there with him. James told him that he could lodge a complaint, and gave him the phone after contacting the Housekeeping Manager. The guest did not want to talk to any manager but the General Manager, and told him some cock-and-bull story, about James having back-answered the guest. The General Manager asked to speak to James (The guest thrust the instrument at James, saying, "Yeh le, tere Baap se baat kar!"). The General Manager asked James what exactly had happened. James told him that the guest had picked on him for no reason, and had threatened to hang him. The next day, James declared to the General Manager that he refused to handle such people if this happens again. The General Manager told him that this type of people normally create problems. When asked about the actual issue behind this drama, James revealed that probably the man faced a problem of money. Such customers create a row so that they get some concession in the bill settlement. As it happened, this customer was settled at a concessional rate.

Another general complaint is that the staff does not wish the guests. Replying to this, James said that when they wish Indian guests, they hardly ever wish back, so he does not see the point in wishing them and feeling insulted when they get no reply. For this reason, many boys do not wish the Indian guests, but purposely wish the foreigners, because usually they are very gracious to the hotel staff. James feels that Indian guests do not give proper respect, but complain that the staff wishes only the fair-skinned guests.

The hotel has guest comment forms regarding the service, food quality, and other items, and the guest are required to rate the items department-wise. Till now, says James, all the departments have got good comments and ratings. It is his opinion that for Housekeeping staff, it is very difficult to handle different types of guests, hence usually, new boys are not sent to this department. They have to be trained how to handle customers, so they are taken in as bell-boys or waiters or join the Front Office as attendants. After they have been around for six to seven months, they are placed in the Housekeeping Department.

Describing his job, James says the good points are that he has many good friends in this line, and they are a good support to one another. The negative points are many – they cannot enjoy festivals like Christmas or New Year, because they do not get leave as the hotel is full at such times. The salary is not much, around Rs.2,300/- with food when on duty. Hotel accommodation is given at Altinho, for staff members who want it, but the disadvantage is that they can be called at any time when the hotel needs extra workers and hence this is not availed of by many. The working hours too are not uniform and on busy days, they have to work round the clock. For these reasons he sometimes feels like quitting the job but will not do it, as he needs the money. He does not feel that there is much of empowerment of staff. Of course small problems are handled by them, but for bigger problems they go to their Housekeeping Manager, and if he is not able to handle it, the problem is referred to the Front Office Manager.

SHALIMAR BEACH RESORT

Interview with Mr. Tony Cardozo on 24/01/2001:

Mr. Tony Cardozo owns this hotel which is run as a family business. It has an official two-star category recognition from the Delhi Government. The hotel was built by Mr. Cardozo himself, in 1993 and began functioning in 1995. There are 28 rooms, 19 of them AC rooms and 9 non-AC rooms. Fifty percent of the rooms have a view of the sea. This hotel caters exclusively to one charter – the JMC (John Mason Cook) charter. Most of their customers are foreigners, but they also get Indian NRIs. 60% of their guests are repeat customers, which speaks of their satisfaction with the hotel and the facilities it provides. Mr. Cardozo declares that the travel agents do not have to sell his hotel, because the hotel sells itself.

When questioned with regard to complaints from customers, Mr. Cardozo said that he has not had instances of big complaints, but of the routine kind. On the whole he feels that his customers are very good and don't create difficulties. What they want most is a clean environment, and that the rooms, toilets and surroundings should be clean. They want a soft bed, good linen, clean towels, a good rapport with the hotel staff and a pleasant manner of interaction. Usually, on arrival, the guest is tired after a hectic journey, so the hotel personnel have to take extra precaution. The immigration hassles, the long lines, the distance in travelling to the hotel, all seem to take their toll on the guest, and when he arrives at a hotel, he is frustrated because of the poor room, the environment, the garbage around and the general inconveniences. Mr. Cardozo told us that the food charges are not included in the charter prices. The guests are not obliged to eat at

the hotel, hence they are not under stress. He has opened another restaurant on the road side close to the beach, called "Lucia", and the guests prefer to eat there when they are on the beach.

If the standard of the hotel has to be maintained, it must be cost-effective. The charter company should give them enough to maintain the high standards demanded by the foreign tourists. Hence the hotel insists that the charter company provide them with a good rate so that they can serve their customers better. The representatives of the Charter company with whom they do business come to check the conditions at the hotel. Mr. Cardozo told of how the hotel had to spend two to three lakhs to upgrade the whole kitchen. The representatives of the Health & Hygiene Federation from U.K. who came from JMC showed the kitchen staff how to maintain the temperature in the water-cooler, and also the cooking temperature for different foodstuffs. Strict regulations about kitchen cleanliness have to be adhered to, regarding separate areas for hand washing, food washing, defrosting, etc.

Mr. Cardozo told us that complaints from customers are regarded as opportunities for improvement. Each guest is given a guest comment card by the JMC charter company, where the guest has to fill in information about the foreign travel agency, the tour operators, the conditions in the hotel, the hospitality, the cleanliness, etc and all this data is fed into the computer. The JMC company then gives a feedback to the hotel and if needed, improvements are made. Mr. Cardozo states with pride that for the last three consecutive years, this hotel has been marked as an award-winner in the magazine of the charter company. Indeed, it was a pleasure to be shown round the hotel by the owner and this writer was impressed with the cleanliness of the whole place. The blue swimming pool sparkling in the sun and the surrounding lawns make a peaceful setting for a pleasant holiday. It is easy to understand why this hotel has been declared the award-winner.

Mr. Cardozo gave us instances of complaints he has had and how they have been handled.

- Once, there was no water coming from a heater which had been installed recently. The moment the problem was noticed, it was recorded in the log-book, along with the time, date, and action taken about the problem. The supplier was contacted, and it was found that the element was burnt inside. As it would take a long time to get a new one and fix it and rectify the problem, Mr. Cardozo decided to get a new heater and keep the other one after being repaired, as a standby.

- Another time, a guest complained that his AC was not working. The problem was of a grounded compressor. As this was a big job, and there was no standby AC, a new AC was purchased and installed in the room and the old one was kept as a standby.

- Sometimes they get complaints that the linen is dirty. Mr. Cardozo explained that fresh sheets are put each time a new guest arrives, but sometimes the color of other clothes may have run onto the hotel bed-sheets during the common wash. In that case, the bed-sheets are changed immediately, and the complaint is passed on to the laundry person, with strict instructions that if such things happen again, the contract with them would have to be terminated.

Complaints of thefts have also been there, but Mr. Cardozo feels that many of these may be false. The loser requires a letter from the police to recover his money from the insurance company. For this reason, they create a row and file a police complaint in India.

Sometimes, Mr. Cardozo explained, the sheets they have are meant for a single bed, while some of the beds are double-beds, requiring bigger bed-sheets. To solve this problem, he had asked that two bed-sheets be stitched together and used as one for the bigger beds. According to Mr. Cardozo, the toilet is the heart of the room. For this reason, they have one person each, specifically for this job for a limited number of rooms. Every eight hours this job has to be done and the

person has to report to him after the job is completed. Mr. Cardozo is happy with his staff members who have served him faithfully for a long time.

Mr. Cardozo now realizes his mistake in doing business with one charter company exclusively. He has realized that they protect their own interest, and he becomes the loser. He told of how they have requested for a reduction in prices, special offer for early bookings, and other benefits, but they have not passed on these benefits to the consumers. That is why Mr. Cardozo plans to get customers through other charters too. Another problem he faces is regarding the erratic electricity supply. He is trying to put the inverter system in the hotel, which will ease the problem of getting steady flow of current.

It usually happens that when customers are not satisfied with the hotel arrangements, they file for compensation with the charter company. As all the money due to the hotel is in the hands of the tour operators, i.e. the charter companies, they will deduct the compensation and only then pass on the balance money to the hotel authorities. That is why, complaints in this industry are attended to very quickly. Mr. Cardozo declares that no complaint is left unattended, not because of fear of cutbacks, but because he wouldn't like the name of his hotel to be tarnished. His claim, "we have nothing to fear" may well be true, looking at the condition of the well-maintained hotel.

ALANKAR BEACH RESORT

Interview with Ms. Alita D'souza (Guest Relations Officer) on 30/01/2001

“A customer is very important for us”, says Ms. Alita, “and to make him happy is our main goal”. She told of how they try to make the hotel a nice place for him to stay, so that he comes back to the hotel in future. This hotel is the category of 3* facilities and gets foreign as well as domestic customers. When asked how they help the customer to be happy, Ms. Alita told us that when the customer checks in, they talk to him and try to make him or her comfortable. If they need anything, they ask the customer to get back to them. They try to be very patient with the customer. If they have any problems, they try to solve them. In case they need any advice, they give it to them. Sometimes all they want is a little attention. She feels that they cannot wait for customers to come to them; the hotel staff should approach them and ask if they need something. Customers feel important if they are approached and asked for what they need. “A guest is never wrong” declares Mrs. Alita.

A complaint signifies that a guest is not happy with something, and that he wants something. When they have been told something by the travel agent and some other conditions are present, they get upset about it. To pacify them, they have to be given a discount or complimentary gifts. When asked why they have to please the guests as they come infrequently and some may not even return, Ms. Alita said that the first impression is usually the last impression, and even if the guest does not come back, he or she may tell someone, and if it is a positive experience that they have had, it may induce other customers to come to the hotel. They get repeat customers, mainly through their travel agents. Sometimes these customers want to come directly to the hotel, and they want to know if they could get a discount by doing so. There have been honeymoon

guests who have liked the place so much that years later, they have returned with their children to show them the beauty of the place.

When there are complaints, it is very important to take quick action believes Ms. Alita. The guest expects that it should be done fast. If one gives quick service, the guest feels he or she has no problem. Regarding the type of complaints they get, she said the routine types are e.g. the TV is not working, the telephone, or AC is out of order, or there's some problem with the bathroom. The worst complaint would be that the morning's breakfast was not good. If the guest says that he didn't like the food, or the service was bad, or that there was undue delay, or that bed tea was not given, something has to be done about it. They try to pacify the customer by explanation, but at that time it is simply impossible. After that, as Guest Relations officer, Ms. Alita herself sees that they are served better next time and gives them extra attention. She spoke of some regular charter customers who are old and want only fruits. It is her duty to go and check whether they have got all that they need.

When asked if she felt that complaints are useful, she immediately replied in the positive, because with the help of complaints, they can improve their system. If the improvement is within their means, they try to implement it immediately. The hotel has a comment register, where the guest is free to write anything they want. Usually they thank the guest for their complaint. When asked if they had in mind the distinction between a complaint and a suggestion, Ms. Alita replied that a suggestion would be a piece of advice for improvement of the hotel facilities. The hotel is free to take their time in responding to it. But a complaint signifies that a guest is dissatisfied with something, and it has to be attended to immediately, because the guest is still around when the dissatisfaction has taken place. If the situation is not handled well, the guest will carry away unhappy memories of the hotel, which will in the long run be detrimental to the hotel. Nearly all the complaints are handled by Ms Alita as the Guest Relations Officer. For big complaints, she requires the permission of the

Managing Director to give a discount or a complimentary. Sometimes she has to refuse politely. Whenever they get any complaint, the staff to whom the complaint has come jots it down in the complaint register and writes a description of the complaint along with the room number of the complainant. Then it is seen which department has to tackle the problem – e.g. Food and Beverage or Maintenance, and the specific department is informed. After some time the Guest Relations officer has to check whether the problem is rectified or not. Ms. Alita believes in being straightforward, and not promising something if she cannot deliver it. The guests have come to relax, and do not like tension of any sort. They want perfection from the staff, but prefer straight talk. Ms. Alita revealed to us that the guests usually like the staff because of their friendliness and approachability.

When asked to give a concrete example of how complaints have helped in improvement of the hotel, Ms. Alita told of an occasion when some guests had small children running about the hotel. At that time, there was an open staircase in the hotel with sharp edges, which could have hurt the little ones. This was brought to the notice of the hotel staff. The maintenance department was given the job, and they built up the whole area and got it covered, rendering it out of danger. When the guests came back to the hotel the next year, this improvement which was made at their request made them quite happy.

Season-time in the hotel starts from end of September till the following May. Their off-season is from June to September. They have about 200 staff members, some of whom are given breaks during the off-season. Regarding the type of customers, in the season-time, they get more foreigners, while in the off-season, conference guests come in. This is the most hectic time for the hotel staff, explains Ms. Alita. They have to be on their toes attending to the complaints of the guests. She told of a tough time they had the previous year, when two groups of conference guests came in, the second group in two different parts, and the water in the hotel was not enough for everybody. The hotel was

overbooked and they were having trouble about the water supply. Many customers were complaining because they did not have water for bath, and the hotel staff was in a fix as to how to pacify the customers. Though they were given the best of rooms, by the time the water tankers came and water was pumped into the storage tanks, the patience of the guests was wearing thin, hence they gave each guest a Bisleri bottle even though the hotel suffered a loss. The guests were all sent down to their restaurant in the open-air under the banyan tree, and told to have lunch in the meantime, while the rooms were done and water was kept ready for bath by the hotel staff.

When she was asked why guests complain, Ms. Alita had a number of answers to give:

- the foreigners are used to a fixed schedule, and they basically want a quiet place with no noise. They do not like the TV volume to be loud. The conference guests on the other hand, like to stay up late and work until the wee hours of the morning. Their noise would invariably disturb those who like to sleep in quiet; hence, it was often her duty to remind the noisy guests of those who preferred a quiet time, and to tell them to lower the volume of the music or the TV. Even at buffets, the FIT guests are given meals separately as they don't like noise.
- Some guests magnify small things. It could be because people from abroad are used to things being in order or the place being spick and span.
- Some are very authoritative and want to give orders to the hotel staff and expect things fast.
- Some like to be treated like kings and will complain until they get the attention they need.
- Some are tired out after a long journey and just want to rest, so they complain about little things

- Some, said Ms. Alita, seem to be mental cases – they act crazy, because they want girls to have fun with. Even though it is the rule that the hotel does not allow girls to come into the men's rooms, they are ready to pay any amount to get girls to go out with. Basically, they come with the intention to have fun in Goa.

- Some guests are ill, and due to the new place and unfamiliar surroundings, are insecure. They demand to be taken to a doctor immediately, even though it may be in the dead of the night.

- Some guests are nervous wrecks – they get so excited if what they want is not done immediately, that the hotel staff has to give them a lot of assurance to cool them down. Ms. Alita told of an old lady who wanted her railway ticket to be confirmed. Though the staff was trying hard to contact the railway authorities over the phone, it was almost impossible, as the phone was constantly engaged. In the meantime, the guest got so anxious that she said to book her ticket by plane. The staff member asked her to wait for some time and if it wasn't really possible to get her confirmation, she promised her that she would get her a plane ticket. The lady was on pins and thorns and wouldn't sit still. After some time, on a last try, the staff member managed to get her the confirmation of her ticket and the guest was relieved and happy.

- Sometimes, Indian guests gloat and stare at the foreigners while they are sunbathing or swimming, which the foreigners detest very much. They have made it a rule that no guest who has no intention of swimming should be near the pool. No one is allowed to get into the pool without a swimming costume. Once, it so happened, that for the feast of San Joao, where they have a custom in Goa of jumping into pools or wells, they did permit locals to get into the pool without a swimming costume. But for that they had to face bitter complaints from customers who wanted them to keep the same rule for all at all times. No amount

of pacifying would work, and the Managing Director had to personally come and apologize before the tense situation could be diffused.

Every guest, says Ms. Alita, is one type of character. Some are hot-tempered, some very systematic, others simply cranky. The ladies, specially, like a lot of attention. It requires a lot of patience to handle customers. The person handling them has to learn the psychology of human beings, and experience always helps.

When asked whether a customer who complains will be loyal to the hotel, she replied that a person's mind is usually changing. Some have good intentions and would like to see improvement in the hotel. These guests will usually come back. But there are others who will try to spoil the reputation of the hotel, so they will air out their dissatisfaction to others and deter them from coming to the hotel. They get about 50% of repeat customers, and mostly it is the charter guests who come back. Ms. Alita feels that complaining customers need not be loyal guests.

When asked what qualities are required for handling difficult customers, Ms. Alita replied that patience is most needed. Besides that, the ability to make quick decisions, and the ability to convince the customer about certain things should be there. The person should also have good interacting skills, enthusiasm and be able to understand the psychology of human beings. Cheerfulness is very important, feels Ms. Alita, and stresses the necessity to keep a cool front and a smiling face even in difficult situations.

APPENDIX B

QUESTIONNAIRE TO THE GUEST RELATIONS EXECUTIVES OF HOTELS

Main objective of the research

To gain a better understanding of complaining behaviour and handling of complaints in the hotels of Goa from the hotel-service providers' point of view.

1. The hotel fits into the following category: (Select the appropriate one)

- a) Category A
- b) Category B
- c) Category C

2. Designation of respondent in the hotel: _____

3. Some characteristics of the hotel:

<u>% of Foreign Guests</u>	<u>% of Indian Guests</u>
in season _____%	_____%
off season _____%	_____%

4. Guests in your hotel come through:

- i) Domestic travel agents _____%
- ii) International travel agents _____%
- iii) Other Sources (specify) _____%

5. Indicate whether you agree or disagree with the following statements:

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
a) Customers who have come through Domestic travel agents seem to be dissatisfied with hotel facilities.	5	4	3	2	1

	S.A	A.	U.	D.	S.D.
b) Customers who have come through International travel agents seem to be dissatisfied with hotel facilities.	5	4	3	2	1
c) Domestic travel agents exaggerate the conditions in the hotel and raise the expectations of the guests.	5	4	3	2	1
d) International travel agents exaggerate the conditions in the hotel and raise the expectations of the guests	5	4	3	2	1
e) More complaints come from guests who have come through domestic travel agents.	5	4	3	2	1
f) More complaints come from guests who have come through International travel agents.	5	4	3	2	1
g) International travel agents play down the hotel to the guests	5	4	3	2	1
h) Domestic travel agents play down the hotel to the guests	5	4	3	2	1
i) Customers of International travel agents give a good report of the hotel to others.	5	4	3	2	1
j) Customers of domestic travel agents give a good report of the hotel to others.	5	4	3	2	1
k) Customers who come through domestic travel agents seem to be satisfied with the location of the hotel.	5	4	3	2	1
l) Customers who come through international travel agents seem to be satisfied with the location of the hotel.	5	4	3	2	1
m) Customers coming through domestic travel agents seem to be satisfied with the rates charged by the hotel.	5	4	3	2	1
n) Customers coming through international travel agents seem to be satisfied with the rates charged by the hotel.	5	4	3	2	1
o) Customers who come through domestic travel agents seem to be dissatisfied with the hygienic conditions in the hotel.	5	4	3	2	1
p) Customers who come through international travel agents seem to be dissatisfied with the hygienic conditions in the hotel.	5	4	3	2	1
q) Customers coming through domestic travel agents seem to be satisfied with their interactions with the hotel personnel.	5	4	3	2	1
r) Customers who come through international travel agents seem to be satisfied with their interactions with hotel personnel.	5	4	3	2	1
s) Customers who come through domestic travel agents seem to be happy with the food and beverage provided by the hotel.	5	4	3	2	1
t) Customers who come through international travel agents seem to be happy with the food and beverage provided by the hotel.	5	4	3	2	1
u) Customers coming through domestic travel agents					

	S.A.	A.	U.	D	S.D.
seem to be satisfied with the surroundings of the hotel	5	4	3	2	1
v) Customers coming through international travel agents seem to be satisfied with the surroundings of the hotel	5	4	3	2	1
w) Customers coming through domestic travel agents will usually come again to the hotel (become repeat customers)	5	4	3	2	1
x) Customers coming through international travel agents will usually come again to the hotel (become repeat customers)	5	4	3	2	1
y) Customers who come through domestic travel agents will recommend the hotel to others.	5	4	3	2	1
z) Customers who come through international travel agents will recommend the hotel to others.	5	4	3	2	1
6. Indicate to what extent you agree or disagree with the following:					
a) It is easy to satisfy a complainant if he/she is a foreigner	5	4	3	2	1
b) It is easy to satisfy a complainant if he/she is an NRI guest	5	4	3	2	1
c) It is easy to satisfy a complainant if he/she is a domestic Indian tourist	5	4	3	2	1
7. Indicate your choice for the following statements:					
a) Domestic Indian tourists exhibit patience with the hotel while their problem is being solved.	5	4	3	2	1
b) NRI guests exhibit patience with the hotel while their problem is being solved.	5	4	3	2	1
c) Foreigners exhibit patience with the hotel while their problem is being solved	5	4	3	2	1
d) Domestic Indian guests want their problems solved Immediately	5	4	3	2	1
e) N.R.I. guests want their problems solved immediately	5	4	3	2	1
f) Foreigners want their problems solved immediately	5	4	3	2	1
g) An apology would be usually sufficient to satisfy domestic Indian guests who complain.	5	4	3	2	1
h) An apology would be usually sufficient to satisfy N.R.I. guests who complain.	5	4	3	2	1
i) An apology would be usually sufficient to satisfy foreign guests who complain.	5	4	3	2	1
j) Tangible compensation would be more appropriate to satisfy domestic Indian guests who complain	5	4	3	2	1
k) Tangible compensation would be more appropriate to satisfy N.R.I. guests who complain	5	4	3	2	1
l) Tangible compensation would be more appropriate To satisfy foreign guests who complain	5	4	3	2	1
m) Domestic Indian guests who complain seem to be more understanding of limitations faced by hotel staff	5	4	3	2	1
n) N.R.I. guests who complain seem to be more					

	S.A.	A.	U.	D.	S.D.
understanding of limitations faced by hotel staff.	5	4	3	2	1
o) Foreign guests who complain seem to be more understanding of limitations faced by hotel staff .	5	4	3	2	1
p) Domestic Indian guests who complain seem to be meticulous about minute details in the service promised to them.	5	4	3	2	1
q) N.R.I. guests who complain seem to be meticulous about minute details in the service promised to them.	5	4	3	2	1
r) Foreign guests who complain seem to be meticulous about minute details in the service promised to them.	5	4	3	2	1

8. Other information about the hotel:

- a) Type of Hotel: Business/Resort (tick the appropriate one)
- b) Star category _____
- c) No. of employees (total) _____
- d) Total No. of beds _____
- e) Occupancy rate _____

Thank You

APPENDIX C

TABLES

Table 1

Paired Samples Statistics

	Mean	N	Std. Deviation	Std. Error Mean
Pair 1 MCDTA	2.7636	55	1.2467	.1681
MCITA.F	1.8545	55	.7798	.1051

Table 2

Paired Samples Correlations

	N	Correlation	Sig.
Pair 1 MCDTA.E & MCITA.F	55	.116	.398

Table 3
Paired Samples Test

	Paired Differences					t	df	Sig. 2-tailed
	Mean	Std. Deviation	Std. Error	95% Confidence Interval of the Difference				
				Lower	Upper			
Pair 1 MCDT MCITA	.9091	1.3914	.1876	.5329	1.2852	4.845	54	.000

Table 4
Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	DTADHF.A	1.9455	55	1.1125	.1500
	ITADHF.B	1.6545	55	.9071	.1223
Pair 2	DTAECH.C	2.7818	55	1.2124	.1635
	ITAECH.D	1.8545	55	.9313	.1256
Pair 3	DTAPDH.H	2.5091	55	.9789	.1320
	ITAPDH.G	2.6545	55	1.3084	.1764
Pair 4	DTAGR.H.J	4.0727	55	.8575	.1156
	ITGR.H.II	4.3636	55	.8469	.1142
Pair 5	DTASL.H.K	4.3636	55	.8469	.1142
	ITASL.H.L	4.5091	55	.6346	8.557E-02
Pair 6	DTASR.H.M	3.8909	55	1.0124	.1365
	ITASR.H.N	4.2727	55	.8040	.1084
Pair 7	DTADH.C.O	1.8182	55	1.0200	.1375
	ITADH.C.P	2.1455	55	1.3391	.1806
Pair 8	DTAIH.P.Q	4.1455	55	.8259	.1114
	ITAIH.P.R	4.3273	55	.7467	.1007
Pair 9	DTAHF.B.S	4.3273	55	.6682	9.010E-02
	ITAHF.B.T	4.4364	55	.7395	9.971E-02
Pair 10	DTASSH.U	4.4364	55	.6013	8.109E-02
	ITASSH.V	4.3818	55	.7575	.1021
Pair 11	DTACA.W	4.2364	55	.8381	.1130
	ITACA.H.X	4.4182	55	.8754	.1180
Pair 12	DTARH.O.Y	4.3455	55	.8653	.1167
	ITARH.O.Z	4.2909	55	.8750	.1180

Table 5
Paired Samples Correlations

		N	Correlation	Sig.
Pair 1	DTADHF.A & ITADHF.B	55	.366	.006
Pair 2	DTAECH.C & ITAECH.D	55	.496	.000
Pair 3	DTAPDH.H & ITAPDH.G	55	.545	.000
Pair 4	DTAGR.H.J & ITGR.H.II	55	.422	.001
Pair 5	DTASL.H.K & ITASL.H.L	55	.269	.047
Pair 6	DTASR.H.M & ITASR.H.N	55	.242	.075
Pair 7	DTADH.C.O & ITADH.C.P	55	.670	.000
Pair 8	DTAIHP.Q & ITAIHP.R	55	.552	.000
Pair 9	DTAHFB.S & ITAHFB.T	55	.418	.002
Pair 10	DTASSH.U & ITASSH.V	55	.766	.000
Pair 11	DTACA.W & ITACAH.X	55	.267	.049
Pair 12	DTARHO.Y & ITARHO.Z	55	.256	.059

Table 6
Paired Samples Test

	Paired Differences					t	df	Sig. 2-tailed
	Mean	Std. Deviation	Std. Error Mean	5% Confidence Interval of the Difference				
				Lower	Upper			
Pair 1 DTADH ITADH	.2909	.1494	.1550	8E-02	.6016	1.877	54	.066
Pair 2 DTAEC - ITAEC	.9273	.1031	.1487	.6291	.2255	6.234	54	.000
Pair 3 DTAPD - ITAPI	.1455	.1290	.1522	.4507	.1598	-.955	54	.344
Pair 4 DTAGF ITGRH	.2909	.9164	.1236	.5386	2E-02	2.354	54	.022
Pair 5 DTASL ITASLH	.1455	.9112	.1229	.3918	.1009	1.184	54	.242
Pair 6 DTASF - ITASF	.3818	.1302	.1524	.6874	3E-02	2.505	54	.015
Pair 7 DTADH - ITADI	.3273	.0010	.1350	.5979	7E-02	2.425	54	.019
Pair 8 DTAIH - ITAIH	.1818	.7476	.1008	.3839	9E-02	1.804	54	.077
Pair 9 DTAHF ITAHFI	.1091	.7619	.1027	.3151	8E-02	1.062	54	.293
Pair 10 DTASS ITASSI	5E-02	.4876	4E-02	3E-02	.1864	.830	54	.410
Pair 11 DTACA ITACA	.1818	.0380	.1400	.4624	9E-02	1.299	54	.199
Pair 12 DTARH ITARH	5E-02	.0614	.1431	.2324	.3415	.381	54	.705

Table 7

Paired Samples Statistics

	Mean	N	Std. Deviation	Std. Error Mean
Pair 1 FETSC.A	3.9535	86	1.1571	.1248
NRESC.B	3.5465	86	1.0251	.1105
Pair 2 DTESC.C	3.3000	90	1.2312	.1298
NRESC.B	3.5556	90	1.0289	.1085
Pair 3 DTESC.C	3.2809	89	1.2339	.1308
FETSC.A	3.9663	89	1.1427	.1211

Table 8

Paired Samples Correlations

	N	Correlation	Sig.
Pair 1 FETSC.A & NRESC.B	86	.329	.002
Pair 2 DTESC.C & NRESC.B	90	.275	.009
Pair 3 DTESC.C & FETSC.A	89	-.130	.224

Table 9

Paired Samples Test

	Paired Differences					t	df	Sig. 2-tailed
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Pair 1 FETSC NRES	.4070	1.2684	.1368	.1350	.6789	2.975	85	.004
Pair 2 DTESC - NRES	-.2556	1.3703	.1444	-.5426	.15E-02	-1.769	89	.080
Pair 3 DTESC - FETS	-.6854	1.7876	.1895	1.0619	-.3088	-3.617	88	.000

Table 10

Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	DITEP.A	2.9432	88	1.2069	.1287
	NRIEP.B	3.3182	88	1.0672	.1138
Pair 2	DITEP.A	2.9186	86	1.1903	.1284
	FEP.C	4.4186	86	.7587	8.181E-02
Pair 3	FEP.C	4.4146	82	.7690	8.492E-02
	NRIEP.B	3.2927	82	1.0714	.1183
Pair 4	DIGPSI.D	4.3295	88	.8266	8.812E-02
	NRIPSI.E	3.8523	88	.9290	9.903E-02
Pair 5	FPSI.F	2.9036	83	1.2358	.1356
	NRIPSI.E	3.8554	83	.8853	9.717E-02
Pair 6	DIGPSI.D	4.3563	87	.7621	8.171E-02
	FPSI.F	2.9080	87	1.2260	.1314
Pair 7	ASN.H	3.2955	88	1.0075	.1074
	ASSDIG.G	3.0114	88	1.2082	.1288
Pair 8	ASN.H	3.2651	83	1.0010	.1099
	ASSF.II	4.0723	83	.9850	.1081
Pair 9	ASSDIG.G	2.9770	87	1.2006	.1287
	ASSF.II	4.0920	87	.9721	.1042
Pair 10	TCSDIG.J	3.8068	88	1.1433	.1219
	TCSNRI.K	3.3295	88	1.1318	.1206
Pair 11	TCSFG.L	2.9880	83	1.2046	.1322
	TCSNRI.K	3.3373	83	1.1074	.1215
Pair 12	TCSDIG.J	3.8046	87	1.1598	.1243
	TCSFG.L	3.0115	87	1.2056	.1292
Pair 13	DULH.M	2.9318	88	1.2576	.1341
	NULH.N	3.3182	88	.9654	.1029
Pair 14	FULH.O	4.1205	83	.9422	.1034
	NULH.N	3.3133	83	.9490	.1042
Pair 15	DULH.M	2.9540	87	1.2567	.1347
	FULH.O	4.1379	87	.9298	9.968E-02
Pair 16	DIGMDS.P	3.9659	88	1.0554	.1125
	NRIMDS.Q	3.3864	88	1.0107	.1077
Pair 17	FGMDS.R	2.5060	83	1.2135	.1332
	NRIMDS.Q	3.3494	83	1.0173	.1117
Pair 18	DIGMDS.P	3.9770	87	1.0672	.1144
	FGMDS.R	2.5287	87	1.2089	.1296

Table 11
Paired Samples Correlations

		N	Correlation	Sig.
Pair 1	DITEP.A & NRIEP.B	88	.282	.008
Pair 2	DITEP.A & FEP.C	86	-.053	.628
Pair 3	FEP.C & NRIEP.B	82	.270	.014
Pair 4	DIGPSI.D & NRIPSI.E	88	.408	.000
Pair 5	FPSI.F & NRIPSI.E	83	.366	.001
Pair 6	DIGPSI.D & FPSI.F	87	.147	.173
Pair 7	ASN.H & ASSDIG.G	88	.422	.000
Pair 8	ASN.H & ASSF.II	83	.413	.000
Pair 9	ASSDIG.G & ASSF.II	87	-.028	.796
Pair 10	TCSDIG.J & TCSNRI.K	88	.414	.000
Pair 11	TCSFG.L & TCSNRI.K	83	.405	.000
Pair 12	TCSDIG.J & TCSFG.L	87	.002	.988
Pair 13	DULH.M & NULH.N	88	.330	.002
Pair 14	FULH.O & NULH.N	83	.271	.013
Pair 15	DULH.M & FULH.O	87	-.124	.253
Pair 16	DIGMDS.P & NRIMDS.Q	88	.465	.000
Pair 17	FGMDS.R & NRIMDS.Q	83	.280	.010
Pair 18	DIGMDS.P & FGMDS.R	87	-.027	.807

Table 12

Paired Samples Test

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	DITEP.A - NRIEP.B	-.3750	1.3672	.1457	-.6647	3.53E-02	-2.573	87	.012
Pair 2	DITEP.A - FEP.C	-1.5000	1.4451	.1558	-1.8098	-1.1902	-9.626	85	.000
Pair 3	FEP.C - NRIEP.B	1.1220	1.1374	.1256	.8720	1.3719	8.933	81	.000
Pair 4	DIGPSI.D - NRIPSI.F	.4773	.9587	.1022	.2742	.6804	4.670	87	.000
Pair 5	FPSI.F - NRIPSI.E	-.9518	1.2288	.1349	-1.2201	-.6835	-7.057	82	.000
Pair 6	DIGPSI.D - FPSI.F	1.4483	1.3447	.1442	1.1617	1.7349	10.045	86	.000
Pair 7	ASN.H - ASSDIG.C	.2841	1.2030	.1282	921E-02	.5390	2.215	87	.029
Pair 8	ASN.H - ASSF.II	-.8072	1.0759	.1181	-1.0422	-.5723	-6.836	82	.000
Pair 9	ASSDIG.C ASSF.II	-1.1149	1.5658	.1679	-1.4487	-.7812	-6.642	86	.000
Pair 10	TCSDIG.J TCSNRI.K	.4773	1.2316	.1313	.2163	.7382	3.635	87	.000
Pair 11	TCSFG.L - TCSNRI	-.3494	1.2633	.1387	-.6252	7.35E-02	-2.520	82	.014
Pair 12	TCSDIG.J TCSFG.L	.7931	1.6715	.1792	.4369	1.1493	4.426	86	.000
Pair 13	DULH.M - NULH.N	-.3864	1.3081	.1394	-.6635	-.1092	-2.771	87	.007
Pair 14	FULH.O - NULH.N	.8072	1.1419	.1253	.5579	1.0566	6.441	82	.000
Pair 15	DULH.M - FULH.O	-1.1839	1.6532	.1772	-1.5363	-.8316	-6.679	86	.000
Pair 16	DIGMDS. - NRIMDS.	.5795	1.0691	.1140	.3530	.8061	5.085	87	.000
Pair 17	FGMDS.F NRIMDS.	-.8434	1.3478	.1479	-1.1377	-.5491	-5.701	82	.000
Pair 18	DIGMDS. - FGMDS	1.4483	1.6336	.1751	1.1001	1.7965	8.269	86	.000

Table 13
Total Variance Explained

Component	Initial Eigenvalues			Total Sums of Squared Loadings			Total Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.050	30.960	30.960	8.050	30.960	30.960	6.540	25.152	25.152
2	3.327	12.796	43.757	3.327	12.796	43.757	2.842	10.931	36.084
3	2.211	8.505	52.261	2.211	8.505	52.261	2.414	9.284	45.368
4	1.866	7.177	59.439	1.866	7.177	59.439	2.079	7.996	53.364
5	1.524	5.860	65.299	1.524	5.860	65.299	1.916	7.370	60.734
6	1.400	5.385	70.684	1.400	5.385	70.684	1.897	7.297	68.031
7	1.151	4.428	75.112	1.151	4.428	75.112	1.841	7.081	75.112
8	.889	3.419	78.531						
9	.824	3.167	81.698						
10	.680	2.614	84.312						
11	.604	2.324	86.637						
12	.535	2.058	88.694						
13	.477	1.834	90.528						
14	.443	1.704	92.232						
15	.352	1.354	93.586						
16	.292	1.125	94.711						
17	.273	1.048	95.759						
18	.254	.977	96.737						
19	.169	.651	97.388						
20	.154	.593	97.981						
21	.136	.524	98.505						
22	.109	.419	98.924						
23	6E-02	.331	99.255						
24	1E-02	.302	99.557						
25	1E-02	.280	99.837						
26	1E-02	.163	100.000						

Extraction Method: Principal Component Analysis.

Table 14

Rotated Component Matrix

	Component						
	1	2	3	4	5	6	7
DTADHF.A	.53E-02	.484	-.477	.299	.155	1.47E-02	-.425
ITADHF.B	-.553	.447	5.60E-02	539E-02	729E-02	.380	3.40E-02
DTAECH.C	-.104	.778	601E-02	.177	3.77E-02	3.40E-02	-.100
ITAECH.D	-.218	.681	.226	.233	-.145	965E-02	732E-02
MCDTA.E	165E-02	.804	-.305	3.18E-02	648E-02	-.218	-.124
MCITA.F	-.766	.172	510E-02	.388	.107	701E-02	-.104
ITAPDH.G	9.95E-02	488E-02	038E-02	.237	.837	2.20E-02	-.152
DTAPDH.H	1.98E-02	-.105	-.137	2.00E-03	.795	-.196	544E-02
ITGRH.II	.866	363E-02	5.33E-02	5.56E-02	6.48E-02	-.160	.259
DTAGRH.	.220	1.18E-02	.235	828E-02	-.193	559E-03	.788
DTASLH.K	810E-02	4.03E-02	1.84E-02	1.75E-03	-.123	.774	.174
ITASLH.L	.760	293E-02	-.143	-.118	963E-02	.267	.115
DTASRH.M	5.55E-02	-.525	.146	.287	-.541	.280	.142
ITASRH.N	.698	-.104	023E-02	961E-02	6.87E-02	.402	098E-02
DTADHC.O	-.166	.113	-.264	.819	425E-02	4.52E-02	415E-03
ITADHC.P	-.227	.217	092E-02	.813	.134	3.21E-02	-.212
DTAIHP.Q	911E-02	-.258	326E-02	-.214	008E-02	.311	.742
ITAIHP.R	.573	-.178	-.216	-.211	.247	.209	.437
DTAHFB.S	.226	-.211	.207	-.117	-.240	.614	391E-02
ITAHFB.T	.878	328E-02	141E-02	6.49E-02	261E-03	.156	761E-02
DTASSH.U	.714	814E-02	.230	-.287	9.72E-02	.279	7.83E-02
ITASSH.V	.871	9.16E-02	122E-02	-.189	3.86E-02	.160	7.22E-02
DTACA.W	.123	037E-03	.906	3.91E-02	3.72E-02	979E-03	497E-02
ITACAH.X	.809	-.125	.158	217E-02	230E-02	-.210	611E-02
DTARHO.Y	774E-02	2.94E-02	.872	-.127	130E-03	.101	.119
ITARHO.Z	.729	-.356	.266	404E-02	7.32E-03	-.155	.124

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

Table No.15

FACTORS – Q5 (GEN) (Cut off point .500)

Factor 1

ITADHF.B	-.553	(Customers of ITA dissatisfied with hotel facilities)
MCITA.F	-.766	(More complaints come from customers of ITA)
ITGRHI	.866	(Customers of ITA give a good report of hotel to others)
ITASLHL	.760	(Customers of ITA are satisfied with location of hotel)
ITASRH.N	.698	(Customers of ITA are satisfied with the rates of hotel)
ITAIHP.R	.573	(Customers of ITA are satisfied with interactions with hotel personnel)
ITAHFB.T	.878	(Customers of ITA are happy with the food & beverage provided by the hotel)
DTASSH.U	.714	(Customers of DTA are satisfied with the surroundings of hotel)
ITASSU.V	.871	(Customers of ITA are satisfied with the surroundings of the hotel)
ITACAH.X	.809	(Customers of ITA will usually come again to the hotel)
ITARHO.Z	.729	(Customers of ITA will recommend the hotel to others)

Factor 2

DTAECH.C	.778	(DTA exaggerate conditions in the hotel and raise expectations of guests)
ITAECH.D	.681	(ITA exaggerate conditions and raise expectations)
MCDTA.E	.804	(More complaints come from customers of DTA)
DTASRH.M	-.525	(Customers of DTA satisfied with the rates of hotel)

Factor 3

DTACA.W	.906	(Customers of DTA will come again to the hotel)
DTARHO.Y	.872	(Customers of DTA will recommend the hotel to others)

Factor 4

DTADHC.O	.819	(Customers of DTA dissatisfied with hygienic conditions of hotel)
ITADHC.P	.813	(Customers of ITA dissatisfied with hygienic conditions in the hotel)

Factor 5

ITAPDH.G	.837	(ITA play down the hotel to the guests)
DTAPDH.H	.795	(DTA play down the hotel to the guests)
DTASRH.M	-.541	(Customers of DTA are satisfied with the rates of hotel)

Factor 6

DTASLH.K	.774	(Customers of DTA are satisfied with the location of the Hotel)
DTAHFB.S	.614	(Customers of DTA happy with the food and beverage of hotel)

Factor 7

DTAGR.H.J	.788	(Customers of DTA give a good report of the hotel to others)
DTAIHP.Q	.742	(Customers of DTA are satisfied with their interactions with the hotel personnel)

Table 16
Total Variance Explained

Component	Initial Eigenvalues			Total Sums of Squared Multiple Correlations			Explained Sums of Squared Multiple Correlations		
	Total Variance	% of Variance	Cumulative %	Total Variance	% of Variance	Cumulative %	Total Variance	% of Variance	Cumulative %
1	3.117	7.318	17.318	3.117	7.318	17.318	2.348	3.044	13.044
2	2.799	5.548	32.867	2.799	5.548	32.867	2.206	2.256	25.300
3	1.771	9.841	42.708	1.771	9.841	42.708	2.190	2.165	37.466
4	1.577	8.760	51.468	1.577	8.760	51.468	1.673	9.292	46.758
5	1.258	6.986	58.455	1.258	6.986	58.455	1.588	8.824	55.582
6	1.228	6.820	65.274	1.228	6.820	65.274	1.478	8.210	63.792
7	1.135	6.307	71.581	1.135	6.307	71.581	1.402	7.789	71.581
8	.959	5.330	76.911						
9	.943	5.237	82.149						
10	.666	3.702	85.851						
11	.545	3.029	88.879						
12	.506	2.810	91.689						
13	.368	2.043	93.732						
14	.287	1.595	95.328						
15	.269	1.493	96.820						
16	.247	1.372	98.192						
17	.199	1.103	99.295						
18	.127	.705	100.000						

Extraction Method: Principal Component Analysis.

Table 17

Rotated Component Matrix

	Component						
	1	2	3	4	5	6	7
DITEP.A	.17E-02	.749	.55E-02	-.255	-.240	.159	.28E-02
NRIEP.B	.43E-02	.155	.722	-.181	.10E-02	.514E-02	.91E-02
FEP.C	.791	.35E-02	.73E-02	.92E-02	.39E-02	.51E-02	.04E-02
DIGPSI.	.292	-.234	.69E-02	.751	.229E-02	-.133	.156
NRIPSI.	.112	.376	-.526	.595	.570E-02	.48E-02	.80E-02
FPSI.F	-.391	.83E-02	.52E-03	.626	-.221	.135	-.173
ASSDIG.	.15E-02	.771	.317	.176	.532E-02	.12E-02	.33E-02
ASN.H	.279	.201	.691	.165	.08E-02	-.306	.50E-02
ASSF.II	.760	.60E-03	.104	.171	.170	-.198	.67E-02
TCSDIG.	.90E-02	.90E-02	.03E-02	.56E-02	.728E-02	.20E-02	.913
TCSNRI.	.80E-02	.19E-02	.078E-02	.050E-02	-.131	.568	.666
TCSFG.	.520E-02	.182	.524E-02	.215E-03	.12E-02	.806	.030E-02
DULH.M	-.180	.796	.154	.88E-02	-.103	.146	.963E-02
NULH.N	.07E-02	.763E-02	.752	.12E-02	-.113	.278	.572E-02
FULH.O	.734	-.213	.52E-02	.74E-02	.31E-02	.224	.20E-02
DIGMDS	.180	-.202	.72E-02	.71E-02	.799	-.174	.93E-03
NRIMDS	.74E-02	.53E-02	-.417	.83E-02	.783	.131	.62E-03
FGMDS.	-.436	.114	.08E-02	.410	.362	.318	-.206

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 10 iterations.

Table No.18

FACTORS – Q7 (GEN) (Cut off point .500)**Factor 1**

FEP.C	.791	(Foreigners exhibit patience with the hotel)
ASSF.I	.760	(An apology would be sufficient to satisfy foreign guests)
FULH.O	.734	(Foreign guests who complain are understanding ..)

Factor 2

DITEP.A	.751	(Domestic Indian tourists exhibit patience with the hotel)
ASSDIG.G	.771	(An apology would be sufficient to satisfy domestic Indian guests who complain)
DULH.M	.796	(Domestic Indian guests seem to be understanding..)

Factor 3

NRIEP.B	.722	(NRI guests exhibit patience with the hotel)
NRIPSI.E	-.526	(NRI guests want their problems solved immediately)
ASN.H	.691	(An apology would be sufficient to satisfy NRI guests)
NULH.N	.752	(NRI guests seem to be understanding of limitations)

Factor 4

DIGPSI.D	.751	(Domestic Indian guests want their problems solved immediately)
NRIPSI.E	.595	(NRI guests want their problems solved immediately)

Factor 5

DIGMDS.P	.799	(Domestic Indian guests meticulous about minute details)
NRIMDS.Q	.783	(NRI guests meticulous about minute details in the service)

Factor 6

TCSNRI.K	.568	(Tangible compensation more appropriate to satisfy NRI guests who complain)
TCSFG.L	.806	(Tangible compensation more appropriate to satisfy foreign guests who complain)

Factor 7

TCSDIG.J	.913	(Tangible compensation more appropriate to satisfy domestic Indian guests who complain)
TCSNRI.K	.666	(Tangible compensation more appropriate to satisfy NRI guests who complain)

CATEGORY-WISE ANALYSIS

Table 19 A

PAIRED SAMPLES T-TEST Q5 (CATEGORY-WISE)

Paired Samples Statistics^b

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	DTADHF.A	1.7000	10	.9487	.3000
	ITADHF.B	1.6000	10	.5164	.1633
Pair 2	DTAECH.C	3.0000	10	1.1547	.3651
	ITAECH.D	1.9000	10	.8756	.2769
Pair 3	MCDTA.E	2.9000	10	1.2867	.4069
	MCITA.F	1.7000	10	.4830	.1528
Pair 4	DTAPDH.H	2.6000	10	.9661	.3055
	ITAPDH.G	2.3000	10	1.1595	.3667
Pair 5	DTAGR.H	4.1000	10	.7379	.2333
	ITGR.H	4.3000	10	.6749	.2134
Pair 6	DTASL.H	4.5000	10	.7071	.2236
	ITASL.H	4.7000	10	.4830	.1528
Pair 7	DTASR.H	4.2000	10	.9189	.2906
	ITASR.H	4.4000	10	.5164	.1633
Pair 8	DTADH.C	1.4000	10	.5164	.1633
	ITADH.C	2.1000	10	1.3703	.4333
Pair 9	DTAIH.P	4.2000	10	.7888	.2494
	ITAIH.P	4.5000	10	.5270	.1667
Pair 10	DTAHF.B	4.4000 ^a	10	.5164	.1633
	ITAHF.B	4.4000 ^a	10	.5164	.1633
Pair 11	DTASSH.U	4.5000	10	.5270	.1667
	ITASSH.V	4.5000	10	.7071	.2236
Pair 12	DTACA.W	4.1000	10	.8756	.2769
	ITACA.H	4.6000	10	.5164	.1633
Pair 13	DTARH.O	4.5000	10	.7071	.2236
	ITARH.O	4.6000	10	.6992	.2211

a. The correlation and t cannot be computed because the standard error of the difference is 0.

b. category = 1

Table 19 A (contd)

HOTELS OF A CATEGORY (Category 1)**Paired Samples Correlations^a**

		N	Correlation	Sig.
Pair 1	DTADHF.A & ITADHF.B	10	.635	.049
Pair 2	DTAECH.C & ITAECH.D	10	.440	.204
Pair 3	MCDTA.E & MCITA.F	10	.661	.037
Pair 4	DTAPDH.H & ITAPDH.G	10	.813	.004
Pair 5	DTAGR.H.J & ITGR.H.II	10	.825	.003
Pair 6	DTASLH.K & ITASLH.L	10	.813	.004
Pair 7	DTASRH.M & ITASRH.N	10	.749	.013
Pair 8	DTADHC.O & ITADHC.P	10	-.063	.863
Pair 9	DTAIHP.Q & ITAIHP.R	10	.802	.005
Pair 11	DTASSH.U & ITASSH.V	10	.745	.013
Pair 12	DTACA.W & ITACAH.X	10	.836	.003
Pair 13	DTARHO.Y & ITARHO.Z	10	.899	.000

a. category = 1

HOTELS OF A CATEGORY (Table 19A contd)

Paired Samples^aTest

	Paired Differences					t	df	Sig. 2-tailed
	Mean	Std. Deviation	Std. Error Mean	5% Confidence Interval of the Difference				
				Lower	Upper			
Pair 1 DTADH ITADH	.0E-01	.7379	.2333	-.4278	.6278	.429	9	.678
Pair 2 DTAEC - ITAEC	.1000	.1005	.3480	-.3127	.8873	3.161	9	.012
Pair 3 MCDTA MCITA	.2000	.0328	.3266	-.4612	.9388	3.674	9	.005
Pair 4 DTAPD - ITAPD	.3000	.6749	.2134	-.1828	.7828	1.406	9	.193
Pair 5 DTAGF ITGRH	.2000	.4216	.1333	-.5016	.1016	-1.500	9	.168
Pair 6 DTASL ITASLH	.2000	.4216	.1333	-.5016	.1016	-1.500	9	.168
Pair 7 DTASR - ITASR	.2000	.6325	.2000	-.6524	.2524	-1.000	9	.343
Pair 8 DTADH - ITADH	.7000	.4944	.4726	-.7691	.3691	-1.481	9	.173
Pair 9 DTAIH - ITAIH	.3000	.4830	.1528	-.6456	.5E-02	-1.964	9	.081
Pair 11 DTASS ITASSH	.0000	.4714	.1491	-.3372	.3372	.000	9	1.000
Pair 12 DTACA ITACA	.5000	.5270	.1667	-.8770	.1230	-3.000	9	.015
Pair 13 DTARH ITARH	.0E-01	.3162	.0E-01	-.3262	.1262	-1.000	9	.343

^acategory = 1

Table 19 B

HOTELS OF B CATEGORY (Category 2)

Paired Samples Statistics

	Mean	N	Std. Deviation	Std. Error Mean
Pair 1 DTADHF.A	2.3636	22	1.2927	.2756
ITADHF.B	1.7727	22	.8691	.1853
Pair 2 DTAECH.C	3.2727	22	1.2792	.2727
ITAECH.D	2.1818	22	1.0527	.2244
Pair 3 MCDTA.E	3.1818	22	1.1807	.2517
MCITA.F	2.0909	22	.8679	.1850
Pair 4 DTAPDH.H	2.2727	22	.9351	.1994
ITAPDH.G	2.7273	22	1.4535	.3099
Pair 5 DTAGRH.I	3.9091	22	.8112	.1729
ITGRH.II	4.2727	22	.8827	.1882
Pair 6 DTASLH.K	4.3182	22	1.0861	.2316
ITASLH.L	4.3636	22	.7895	.1683
Pair 7 DTASRH.M	3.7273	22	1.0771	.2296
ITASRH.N	4.0000	22	1.0690	.2279
Pair 8 DTADHC.O	2.1364	22	1.1253	.2399
ITADHC.P	2.4545	22	1.4385	.3067
Pair 9 DTAIHP.Q	4.0455	22	.8439	.1799
ITAIHP.R	4.1364	22	.8888	.1895
Pair 10 DTAHFB.S	4.1364	22	.8335	.1777
ITAHFB.T	4.2727	22	.8270	.1763
Pair 11 DTASSH.U	4.3636	22	.6580	.1403
ITASSH.V	4.1818	22	.9069	.1934
Pair 12 DTACA.W	4.1818	22	.9580	.2042
ITACAH.X	4.2727	22	.8270	.1763
Pair 13 DTARHO.Y	4.2273	22	.9726	.2074
ITARHO.Z	4.0455	22	.8439	.1799

a. category = 2

Table 19 B (contd)

Paired Samples Correlations^a

		N	Correlation	Sig.
Pair 1	DTADHF.A & ITADHF.B	22	.162	.472
Pair 2	DTAECH.C & ITAECH.D	22	.386	.076
Pair 3	MCDTA.E & MCITA.F	22	.215	.336
Pair 4	DTAPDH.H & ITAPDH.G	22	.338	.124
Pair 5	DTAGR.H.J & ITGR.H.II	22	.236	.291
Pair 6	DTASL.H.K & ITASL.H.L	22	.025	.911
Pair 7	DTASR.H.M & ITASR.H.N	22	.289	.191
Pair 8	DTADH.C.O & ITADH.C.P	22	.637	.001
Pair 9	DTAIH.P.Q & ITAIH.P.R	22	.436	.043
Pair 10	DTAHF.B.S & ITAHF.B.T	22	.289	.192
Pair 11	DTASSH.U & ITASSH.V	22	.682	.000
Pair 12	DTACA.W & ITACA.H.X	22	.055	.809
Pair 13	DTARHO.Y & ITARHO.Z	22	-.071	.753

a. category = 2

HOTELS OF B CATEGORY (Table 19B contd)

Paired Samples Test

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	DTADHF - ITADHF	.5909	1.4362	.3062	.59E-02	1.2277	1.930	21	.067
Pair 2	DTAECH - ITAECH	1.0909	1.3060	.2784	.5119	1.6700	3.918	21	.001
Pair 3	MCDTA - MCITA.F	1.0909	1.3060	.2784	.5119	1.6700	3.918	21	.001
Pair 4	DTAPDH - ITAPDH	-.4545	1.4385	.3067	-1.0923	.1832	-1.482	21	.153
Pair 5	DTAGRH - ITGRH.I	-.3636	1.0486	.2236	-.8286	.1013	-1.627	21	.119
Pair 6	DTASLH - ITASLH.	.55E-02	1.3266	.2828	-.6336	.5427	-.161	21	.874
Pair 7	DTASRH - ITASRH	-.2727	1.2792	.2727	-.8399	.2944	-1.000	21	.329
Pair 8	DTADHC - ITADHC	-.3182	1.1291	.2407	-.8188	.1824	-1.322	21	.200
Pair 9	DTAIHP - ITAIHP	.09E-02	.9211	.1964	-.4993	.3175	-.463	21	.648
Pair 10	DTAHFB - ITAHFB	-.1364	.9902	.2111	-.5754	.3027	-.646	21	.525
Pair 11	DTASSH - ITASSH	.1818	.6645	.1417	-.1128	.4764	1.283	21	.213
Pair 12	DTACA - ITACA.H	.09E-02	1.2309	.2624	-.6367	.4548	-.346	21	.732
Pair 13	DTARHC - ITARHC	.1818	1.3323	.2840	-.4089	.7725	.640	21	.529

a.category = 2

Table 19C

HOTELS OF C CATEGORY (Category 3)**Paired Samples Statistics**

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	DTADHF.A	1.6522	23	.8847	.1845
	ITADHF.B	1.5652	23	1.0798	.2252
Pair 2	DTAECH.C	2.2174	23	.9514	.1984
	ITAECH.D	1.5217	23	.7305	.1523
Pair 3	MCDTA.E	2.3043	23	1.1846	.2470
	MCITA.F	1.6957	23	.7648	.1595
Pair 4	DTAPDH.H	2.6957	23	1.0196	.2126
	ITAPDH.G	2.7391	23	1.2511	.2609
Pair 5	DTAGR.H	4.2174	23	.9514	.1984
	ITGR.H	4.4783	23	.8980	.1872
Pair 6	DTASL.H	4.3478	23	.6473	.1350
	ITASL.H	4.5652	23	.5069	.1057
Pair 7	DTASR.H	3.9130	23	.9960	.2077
	ITASR.H	4.4783	23	.5108	.1065
Pair 8	DTADH.C	1.6957	23	1.0196	.2126
	ITADH.C	1.8696	23	1.2175	.2539
Pair 9	DTAIH.Q	4.2174	23	.8505	.1773
	ITAIH.R	4.4348	23	.6624	.1381
Pair 10	DTAHF.B	4.4783	23	.5108	.1065
	ITAHF.T	4.6087	23	.7223	.1506
Pair 11	DTASSH.U	4.4783	23	.5931	.1237
	ITASSH.V	4.5217	23	.5931	.1237
Pair 12	DTACA.W	4.3478	23	.7141	.1489
	ITACA.H	4.4783	23	1.0388	.2166
Pair 13	DTARH.O	4.3913	23	.8388	.1749
	ITARH.Z	4.3913	23	.9409	.1962

a. category = 3

Table 19C (contd)

HOTELS OF C CATEGORY (Category 3)**Paired Samples Correlations^a**

		N	Correlation	Sig.
Pair 1	DTADHF.A & ITADHF.B	23	.548	.007
Pair 2	DTAECH.C & ITAECH.D	23	.483	.019
Pair 3	MCDTA.E & MCITA.F	23	-.294	.173
Pair 4	DTAPDH.H & ITAPDH.G	23	.719	.000
Pair 5	DTAGR.H.J & ITGR.H.II	23	.458	.028
Pair 6	DTASL.H.K & ITASL.H.L	23	.620	.002
Pair 7	DTASR.H.M & ITASR.H.N	23	-.093	.672
Pair 8	DTADHC.O & ITADHC.P	23	.919	.000
Pair 9	DTAIHP.Q & ITAIHP.R	23	.631	.001
Pair 10	DTAHFB.S & ITAHFB.T	23	.407	.054
Pair 11	DTASSH.U & ITASSH.V	23	.938	.000
Pair 12	DTACA.W & ITACAH.X	23	.378	.075
Pair 13	DTARHO.Y & ITARHO.Z	23	.373	.080

a. category = 3

HOTELS OF C CATEGORY (Table 19C contd.)

Paired Samples Test

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	DTADHF - ITADHF.	.96E-02	.9493	.1979	-.3236	.4975	.439	22	.665
Pair 2	DTAECH - ITAECH	.6957	.8757	.1826	.3170	1.0743	3.810	22	.001
Pair 3	MCDTA. - MCITA.F	.6087	1.5880	.3311	80E-02	1.2954	1.838	22	.080
Pair 4	DTAPDH - ITAPDH	35E-02	.8779	.1831	-.4231	.3362	-.238	22	.814
Pair 5	DTAGRH - ITGRH.II	-.2609	.9638	.2010	-.6776	.1559	-1.298	22	.208
Pair 6	DTASLH - ITASLH.	-.2174	.5184	.1081	-.4416	97E-03	-2.011	22	.057
Pair 7	DTASRH - ITASRH	-.5652	1.1610	.2421	-1.0673	32E-02	-2.335	22	.029
Pair 8	DTADHC - ITADHC	-.1739	.4910	.1024	-.3862	42E-02	-1.699	22	.103
Pair 9	DTAIHP - ITAIHP	-.2174	.6713	.1400	-.5077	88E-02	-1.553	22	.135
Pair 10	DTAHFB - ITAHFB.	-.1304	.6944	.1448	-.4307	.1699	-.901	22	.377
Pair 11	DTASSH - ITASSH.	35E-02	.2085	48E-02	-.1336	69E-02	-1.000	22	.328
Pair 12	DTACAH - ITACAH.	-.1304	1.0137	.2114	-.5688	.3079	-.617	22	.544
Pair 13	DTARHC - ITARHO	.0000	1.0000	.2085	-.4324	.4324	.000	22	1.000

a.category = 3

Table 20A

PAIRED SAMPLES T-TEST Q7 (CATEGORY-WISE)
HOTELS OF A CATEGORY (Category 1)

Paired Samples Statistics ^a

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	DITEP.A	2.6000	10	.8433	.2667
	NRIEP.B	3.5000	10	1.3540	.4282
Pair 2	FEP.C	4.2000	10	.9189	.2906
	NRIEP.B	3.5000	10	1.3540	.4282
Pair 3	DITEP.A	2.6000	10	.8433	.2667
	FEP.C	4.2000	10	.9189	.2906
Pair 4	DIGPSI.D	4.3000	10	.4830	.1528
	NRIPSI.E	3.8000	10	.7888	.2494
Pair 5	FPSI.F	3.3000	10	1.2517	.3958
	NRIPSI.E	3.8000	10	.7888	.2494
Pair 6	DIGPSI.D	4.3000	10	.4830	.1528
	FPSI.F	3.3000	10	1.2517	.3958
Pair 7	ASN.H	3.2000	10	1.0328	.3266
	ASSDIG.G	2.9000	10	.9944	.3145
Pair 8	ASN.H	3.2000	10	1.0328	.3266
	ASSF.II	3.7000	10	1.0593	.3350
Pair 9	ASSDIG.G	2.9000	10	.9944	.3145
	ASSF.II	3.7000	10	1.0593	.3350
Pair 10	TCSDIG.J	3.6000	10	1.5055	.4761
	TCSNRI.K	3.5000	10	1.1785	.3727
Pair 11	TCSFG.L	3.4000	10	1.1738	.3712
	TCSNRI.K	3.5000	10	1.1785	.3727
Pair 12	TCSDIG.J	3.6000	10	1.5055	.4761
	TCSFG.L	3.4000	10	1.1738	.3712
Pair 13	DULH.M	2.5000	10	1.0801	.3416
	NULH.N	3.2000	10	1.0328	.3266
Pair 14	FULH.O	3.6000	10	.8433	.2667
	NULH.N	3.2000	10	1.0328	.3266
Pair 15	DULH.M	2.5000	10	1.0801	.3416
	FULH.O	3.6000	10	.8433	.2667
Pair 16	DIGMDS.P	4.4000	10	.5164	.1633
	NRIMDS.Q	3.6000	10	.6992	.2211
Pair 17	FGMDS.R	3.5000	10	.8498	.2687
	NRIMDS.Q	3.6000	10	.6992	.2211
Pair 18	DIGMDS.P	4.4000	10	.5164	.1633
	FGMDS.R	3.5000	10	.8498	.2687

a. category = 1

Table 20A (contd)

PAIRED SAMPLES T-TEST Q7 (CATEGORY-WISE)**HOTELS OF A CATEGORY (CATEGORY 1)**Paired Samples Correlations ^a

		N	Correlation	Sig.
Pair 1	DITEP.A & NRIEP.B	10	.584	.076
Pair 2	FEP.C & NRIEP.B	10	.625	.053
Pair 3	DITEP.A & FEP.C	10	.688	.028
Pair 4	DIGPSI.D & NRIPSI.E	10	.175	.629
Pair 5	FPSI.F & NRIPSI.E	10	.180	.619
Pair 6	DIGPSI.D & FPSI.F	10	.018	.960
Pair 7	ASN.H & ASSDIG.G	10	.346	.327
Pair 8	ASN.H & ASSF.II	10	.772	.009
Pair 9	ASSDIG.G & ASSF.II	10	.074	.839
Pair 10	TCSDIG.J & TCSNRI.K	10	.814	.004
Pair 11	TCSFG.L & TCSNRI.K	10	.884	.001
Pair 12	TCSDIG.J & TCSFG.L	10	.792	.006
Pair 13	DULH.M & NULH.N	10	.398	.254
Pair 14	FULH.O & NULH.N	10	.612	.060
Pair 15	DULH.M & FULH.O	10	.244	.497
Pair 16	DIGMDS.P & NRIMDS.Q	10	-.123	.735
Pair 17	FGMDS.R & NRIMDS.Q	10	.374	.287
Pair 18	DIGMDS.P & FGMDS.R	10	.000	1.000

a. category = 1

HOTELS OF A CATEGORY (Table 20A contd.)

Paired Samples Test

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	DITEP.A - NRIEP.B	-.9000	1.1005	.3480	-1.6873	-.1127	-2.586	9	.029
Pair 2	FEP.C - - NRIEP.B	.7000	1.0593	.3350	.78E-02	1.4578	2.090	9	.066
Pair 3	DITEP.A - FEP.C	-1.6000	.6992	.2211	-2.1002	-1.0998	-7.236	9	.000
Pair 4	DIGPSI.I - NRIPSI	.5000	.8498	.2687	-.1079	1.1079	1.861	9	.096
Pair 5	FPSI.F - - NRIPSI.B	-.5000	1.3540	.4282	-1.4686	.4686	-1.168	9	.273
Pair 6	DIGPSI.I - FPSI.F	1.0000	1.3333	.4216	\$.19E-02	1.9538	2.372	9	.042
Pair 7	ASN.H - - ASSDIG	.3000	1.1595	.3667	-.5295	1.1295	.818	9	.434
Pair 8	ASN.H - - ASSF.II	-.5000	.7071	.2236	-1.0058	\$.34E-03	-2.236	9	.052
Pair 9	ASSDIG - ASSF.II	-.8000	1.3984	.4422	-1.8004	.2004	-1.809	9	.104
Pair 10	TCSDIG - TCSNRI	.1000	.8756	.2769	-.5264	.7264	.361	9	.726
Pair 11	TCSFG.I - TCSNR	-.1000	.5676	.1795	-.5061	.3061	-.557	9	.591
Pair 12	TCSDIG - TCSFG.I	.2000	.9189	.2906	-.4574	.8574	.688	9	.509
Pair 13	DULH.M - NULH.N	-.7000	1.1595	.3667	-1.5295	.1295	-1.909	9	.089
Pair 14	FULH.O - NULH.N	.4000	.8433	.2667	-.2032	1.0032	1.500	9	.168
Pair 15	DULH.M - FULH.O	-1.1000	1.1972	.3786	-1.9564	-.2436	-2.905	9	.017
Pair 16	DIGMDS - NRIMDS	.8000	.9189	.2906	.1426	1.4574	2.753	9	.022
Pair 17	FGMDS. - NRIMDS	-.1000	.8756	.2769	-.7264	.5264	-.361	9	.726
Pair 18	DIGMDS - FGMDS	.9000	.9944	.3145	.1886	1.6114	2.862	9	.019

a.category = 1

Table 20B
HOTELS OF B CATEGORY (Category 2)

Paired Samples Statistics ^a

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	DITEP.A	2.9063	32	1.3041	.2305
	NRIEP.B	3.2813	32	1.1705	.2069
Pair 2	FEP.C	4.5484	31	.8500	.1527
	NRIEP.B	3.2258	31	1.1463	.2059
Pair 3	DITEP.A	2.8438	32	1.2472	.2205
	FEP.C	4.5625	32	.8400	.1485
Pair 4	DIGPSI.D	4.2188	32	1.0994	.1943
	NRIPSI.E	3.6563	32	1.1531	.2038
Pair 5	FPSI.F	2.9355	31	1.1814	.2122
	NRIPSI.E	3.7419	31	1.0636	.1910
Pair 6	DIGPSI.D	4.3438	32	.9370	.1656
	FPSI.F	2.9063	32	1.1739	.2075
Pair 7	ASN.H	3.2188	32	1.0994	.1943
	ASSDIG.G	2.7188	32	1.3010	.2300
Pair 8	ASN.H	3.1935	31	1.1081	.1990
	ASSF.II	4.1290	31	1.0244	.1840
Pair 9	ASSDIG.G	2.7188	32	1.3010	.2300
	ASSF.II	4.1563	32	1.0195	.1802
Pair 10	TCSDIG.J	3.7813	32	1.2632	.2233
	TCSNRI.K	3.4063	32	1.1319	.2001
Pair 11	TCSFG.L	2.9032	31	1.1932	.2143
	TCSNRI.K	3.3871	31	1.1454	.2057
Pair 12	TCSDIG.J	3.8125	32	1.2811	.2265
	TCSFG.L	2.8750	32	1.1846	.2094
Pair 13	DULH.M	2.8750	32	1.2889	.2278
	NULH.N	3.0938	32	.9284	.1641
Pair 14	FULH.O	4.2581	31	.7288	.1309
	NULH.N	3.0645	31	.9286	.1668
Pair 15	DULH.M	2.8438	32	1.2728	.2250
	FULH.O	4.2813	32	.7289	.1288
Pair 16	DIGMDS.P	3.9063	32	1.0883	.1924
	NRIMDS.Q	3.5000	32	.8799	.1555
Pair 17	FGMDS.R	2.3548	31	1.2793	.2298
	NRIMDS.Q	3.4839	31	.8896	.1598
Pair 18	DIGMDS.P	3.9375	32	1.1053	.1954
	FGMDS.R	2.3438	32	1.2600	.2227

a. category = 2

Table 20B (Contd)

HOTELS OF B CATEGORY (Category 2)

Paired Samples Correlations^a

		N	Correlation	Sig.
Pair 1	DITEP.A & NRIEP.B	32	.335	.061
Pair 2	FEP.C & NRIEP.B	31	.279	.128
Pair 3	DITEP.A & FEP.C	32	-.067	.714
Pair 4	DIGPSI.D & NRIPSI.E	32	.443	.011
Pair 5	FPSI.F & NRIPSI.E	31	.411	.022
Pair 6	DIGPSI.D & FPSI.F	32	.265	.143
Pair 7	ASN.H & ASSDIG.G	32	.473	.006
Pair 8	ASN.H & ASSF.II	31	.388	.031
Pair 9	ASSDIG.G & ASSF.II	32	-.087	.634
Pair 10	TCSDIG.J & TCSNRI.K	32	.448	.010
Pair 11	TCSFG.L & TCSNRI.K	31	.248	.179
Pair 12	TCSDIG.J & TCSFG.L	32	-.335	.061
Pair 13	DULH.M & NULH.N	32	.388	.028
Pair 14	FULH.O & NULH.N	31	.270	.142
Pair 15	DULH.M & FULH.O	32	.084	.649
Pair 16	DIGMDS.P & NRIMDS.Q	32	.387	.028
Pair 17	FGMDS.R & NRIMDS.Q	31	.108	.564
Pair 18	DIGMDS.P & FGMDS.R	32	-.239	.188

a. category = 2

HOTELS OF B CATEGORY (Table 20B contd.)

Paired Samples Test

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	DITEP.A - NRIEP.B	-.3750	1.4312	.2530	-.8910	.1410	-1.482	31	.148
Pair 2	FEP.C - NRIEP.B	1.3226	1.2217	.2194	.8745	1.7707	6.028	30	.000
Pair 3	DITEP.A - FEP.C	-1.7188	1.5499	.2740	-2.2776	-1.1599	-6.273	31	.000
Pair 4	DIGPSI.D - NRIPSI.	.5625	1.1897	.2103	.1336	.9914	2.675	31	.012
Pair 5	FPSI.F - NRIPSI.E	-.8065	1.2225	.2196	-1.2549	-.3580	-3.673	30	.001
Pair 6	DIGPSI.D - FPSI.F	1.4375	1.2936	.2287	.9711	1.9039	6.286	31	.000
Pair 7	ASN.H - ASSDIG.	.5000	1.2443	.2200	1.37E-02	.9486	2.273	31	.030
Pair 8	ASN.H - ASSF.II	-.9355	1.1814	.2122	-1.3688	-.5021	-4.409	30	.000
Pair 9	ASSDIG. ASSF.II	-1.4375	1.7215	.3043	-2.0582	-.8168	-4.724	31	.000
Pair 10	TCSDIG. TCSNRI.	.3750	1.2636	.2234	8.06E-02	.8306	1.679	31	.103
Pair 11	TCSFG.L - TCSNR	-.4839	1.4346	.2577	-1.0101	2.34E-02	-1.878	30	.070
Pair 12	TCSDIG. TCSFG.L	.9375	2.0151	.3562	.2110	1.6640	2.632	31	.013
Pair 13	DULH.M NULH.N	-.2188	1.2632	.2233	-.6742	.2367	-.980	31	.335
Pair 14	FULH.O - NULH.N	1.1935	1.0139	.1821	.8217	1.5654	6.554	30	.000
Pair 15	DULH.M FULH.O	-1.4375	1.4128	.2497	-1.9469	-.9281	-5.756	31	.000
Pair 16	DIGMDS. - NRIMDS.	.4063	1.1031	.1950	5.56E-03	.8039	2.083	31	.046
Pair 17	FGMDS.F NRIMDS.	-1.1290	1.4774	.2654	-1.6710	-.5871	-4.255	30	.000
Pair 18	DIGMDS. - FGMDS	1.5938	1.8641	.3295	.9217	2.2658	4.836	31	.000

a. category = 2

Table 20C
HOTELS OF C CATEGORY (Category 3)

Paired Samples Statistics^a

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	DITEP.A	3.0435	46	1.2103	.1784
	NRIEP.B	3.3043	46	.9397	.1386
Pair 2	FEP.C	4.3659	41	.6617	.1033
	NRIEP.B	3.2927	41	.9551	.1492
Pair 3	DITEP.A	3.0455	44	1.2191	.1838
	FEP.C	4.3636	44	.6503	9.803E-02
Pair 4	DIGPSI.D	4.4130	46	.6524	9.619E-02
	NRIPSI.E	4.0000	46	.7601	.1121
Pair 5	FPSI.F	2.7857	42	1.2790	.1974
	NRIPSI.E	3.9524	42	.7636	.1178
Pair 6	DIGPSI.D	4.3778	45	.6839	.1019
	FPSI.F	2.8222	45	1.2665	.1888
Pair 7	ASN.H	3.3696	46	.9512	.1403
	ASSDIG.G	3.2391	46	1.1583	.1708
Pair 8	ASN.H	3.3333	42	.9283	.1432
	ASSF.II	4.1190	42	.9423	.1454
Pair 9	ASSDIG.G	3.1778	45	1.1538	.1720
	ASSF.II	4.1333	45	.9195	.1371
Pair 10	TCSDIG.J	3.8696	46	.9800	.1445
	TCSNRI.K	3.2391	46	1.1389	.1679
Pair 11	TCSFG.L	2.9524	42	1.2288	.1896
	TCSNRI.K	3.2619	42	1.0833	.1672
Pair 12	TCSDIG.J	3.8444	45	.9990	.1489
	TCSFG.L	3.0222	45	1.2338	.1839
Pair 13	DULH.M	3.0652	46	1.2720	.1875
	NULH.N	3.5000	46	.9603	.1416
Pair 14	FULH.O	4.1429	42	1.0723	.1655
	NULH.N	3.5238	42	.9170	.1415
Pair 15	DULH.M	3.1333	45	1.2721	.1896
	FULH.O	4.1556	45	1.0435	.1556
Pair 16	DIGMDS.P	3.9130	46	1.1121	.1640
	NRIMDS.Q	3.2609	46	1.1438	.1686
Pair 17	FGMDS.R	2.3810	42	1.1466	.1769
	NRIMDS.Q	3.1905	42	1.1527	.1779
Pair 18	DIGMDS.P	3.9111	45	1.1246	.1676
	FGMDS.R	2.4444	45	1.1591	.1728

a. category = 3

Table 20C (contd)
HOTELS OF C CATEGORY (Category 3)

Paired Samples Correlations^a

		N	Correlation	Sig.
Pair 1	DITEP.A & NRIEP.B	46	.203	.176
Pair 2	FEP.C & NRIEP.B	41	.143	.373
Pair 3	DITEP.A & FEP.C	44	-.197	.199
Pair 4	DIGPSI.D & NRIPSI.E	46	.359	.014
Pair 5	FPSI.F & NRIPSI.E	42	.414	.006
Pair 6	DIGPSI.D & FPSI.F	45	.079	.605
Pair 7	ASN.H & ASSDIG.G	46	.382	.009
Pair 8	ASN.H & ASSF.II	42	.344	.026
Pair 9	ASSDIG.G & ASSF.II	45	-.001	.993
Pair 10	TCSDIG.J & TCSNRI.K	46	.287	.053
Pair 11	TCSFG.L & TCSNRI.K	42	.413	.007
Pair 12	TCSDIG.J & TCSFG.L	45	.077	.617
Pair 13	DULH.M & NULH.N	46	.264	.076
Pair 14	FULH.O & NULH.N	42	.245	.119
Pair 15	DULH.M & FULH.O	45	-.324	.030
Pair 16	DIGMDS.P & NRIMDS.Q	46	.542	.000
Pair 17	FGMDS.R & NRIMDS.Q	42	.368	.016
Pair 18	DIGMDS.P & FGMDS.R	45	.048	.752

a. category = 3

HOTELS OF C CATEGORY (Table 20C contd.)

Paired Samples Test

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Differer				
					Lower	Upper			
Pair 1	DITEP.A NRIEP.B	-.2609	1.3733	.2025	-.6687	.1470	-1.288	45	.204
Pair 2	FEP.C - NRIEP.B	1.0732	1.0814	.1689	.7318	1.4145	6.354	40	.000
Pair 3	DITEP.A FEP.C	-1.3182	1.4906	.2247	-1.7714	-.8650	-5.866	43	.000
Pair 4	DIGPSI.D - NRIPSI	.4130	.8049	.1187	.1740	.6521	3.481	45	.001
Pair 5	FPSI.F - NRIPSI.B	-1.1667	1.1877	.1833	-1.5368	-.7966	-6.366	41	.000
Pair 6	DIGPSI.D - FPSI.F	1.5556	1.3908	.2073	1.1377	1.9734	7.503	44	.000
Pair 7	ASN.H - ASSDIG.	.1304	1.1853	.1748	-.2215	.4824	.746	45	.459
Pair 8	ASN.H - ASSF.II	-.7857	1.0715	.1653	-1.1196	-.4518	-4.752	41	.000
Pair 9	ASSDIG. ASSF.II	-.9556	1.4764	.2201	-1.3991	-.5120	-4.342	44	.000
Pair 10	TCSDIG. TCSNRI.	.6304	1.2712	.1874	.2529	1.0079	3.364	45	.002
Pair 11	TCSFG.L - TCSNR	-.3095	1.2589	.1942	-.7018	277E-02	-1.593	41	.119
Pair 12	TCSDIG. TCSFG.L	.8222	1.5269	.2276	.3635	1.2809	3.612	44	.001
Pair 13	DULH.M NULH.N	-.4348	1.3768	.2030	-.8436	2.59E-02	-2.142	45	.038
Pair 14	FULH.O NULH.N	.6190	1.2288	.1896	.2361	1.0020	3.265	41	.002
Pair 15	DULH.M FULH.O	-1.0222	1.8888	.2816	-1.5897	-.4548	-3.630	44	.001
Pair 16	DIGMDS - NRIMDS.	.6522	1.0795	.1592	.3316	.9727	4.098	45	.000
Pair 17	FGMDS.I NRIMDS.	-.8095	1.2923	.1994	-1.2122	-.4068	-4.060	41	.000
Pair 18	DIGMDS - FGMDS	1.4667	1.5754	.2348	.9934	1.9400	6.245	44	.000

a. category = 3

Table 21A
FACTORS – Q5 (CAT) (Cut off point .500)

HOTELS OF A CATEGORY

Factor 1		
DTADHF.A	-.519	(Customers of DTA dissatisfied with hotel facilities)
MCITA.F	-.514	(More complaints come from guests of ITA)
ITGRHI	.757	(Customers of ITA give a good report of hotel)
DTAGR.H.J	.729	(Customers of DTA give a good report of hotel to others)
ITASRH.N	.676	(Customers of ITA are satisfied with rates of the hotel)
DTADHC.O	-.640	(Customers of DTA dissatisfied with hygienic conditions)
DTAHFB.S	.752	(Customers of DTA are happy with food & beverage)
ITAHFB.T	.752	(Customers of ITA are happy with food & beverage)
DTASSH.U	.840	(Customers of DTA satisfied with the surroundings)
DTACA.W	.857	(Customers of DTA will come again to the hotel)
ITACA.X	.983	(Customers of ITA will come again to the hotel)
DTARHO.Y	.946	(Customers of DTA will recommend the hotel to others)
ITARHO.Z	.797	(Customers of ITA will recommend the hotel to others)
Factor 2		
ITADHF.B	.729	(Customers of ITA dissatisfied with hotel facilities)
ITAECH.D	.963	(ITA exaggerate the conditions in the hotel)
MCITA.F	.705	(More complaints come from customers of ITA)
DTAGR.H.J	-.536	(Customers of DTA give a good report of hotel)
ITADHC.P	.912	(Customers of ITA dissatisfied with hygienic conditions)
Factor 3		
ITAPDH.G	-.845	(ITA play down the hotel to the guests)
DTAPDH.H	-.854	(DTA play down the hotel to the guests)
DTASRH.M	.802	(Customers of DTA satisfied with rates of hotel)
ITASRH.N	.612	(Customers of ITA satisfied with rates of hotel)
Factor 4		
MCDTA.E	.521	(More complaints come from customers of DTA)
DTASLH.K	.941	(Customers of DTA satisfied with location of hotel)
ITASLH.L	.829	(Customers of ITA satisfied with location of hotel)
Factor 5		
DTAIHP.Q	.811	(Customers of DTA satisfied with interactions with hotel personnel)
ITAIHP.R	.922	(Customers of ITA satisfied with their interactions with hotel personnel)
Factor 6		
DTAECH.C	.690	(DTA exaggerate conditions and raise expectations of guests)
DTASRH.M	.510	(Customers of DTA satisfied with rates of hotel)
DTADHC.O	-.691	(Customers of DTA dissatisfied with hygienic conditions)
ITASSH.V	.775	(Customers of ITA satisfied with surroundings of hotel)

Table 21B

HOTELS OF B CATEGORY

Factor 1		
MCITA.F	- .725	(More complaints come from guests of ITA)
ITGRH.I	.852	(Customers of ITA give good report of hotel)
ITASLH.L	.899	(Customers of ITA satisfied with location of hotel)
ITASRH.N	.703	(Customers of ITA satisfied with rates of hotel)
ITAIHP.R	.620	(Customers of ITA satisfied with their interactions with hotel personnel)
ITAHFB.T	.942	(Customers of ITA happy with food & beverage)
DTASSH.U	.752	(Customers of DTA satisfied with surroundings of hotel)
ITASSH.V	.911	(Customers of ITA satisfied with surroundings of hotel)
ITACAH.X	.669	(Customers of ITA will come again to the hotel)
ITARHO.Z	.543	(Customers of ITA will recommend the hotel to others)
Factor 2		
DTADHF.A	-.629	(Customers of DTA dissatisfied with hotel facilities)
MCDTA.E	-.718	(More complaints come from customers of DTA)
DTAGR.H.J	.636	(Customers of DTA give good report of hotel)
DTAIHP.Q	.832	(Customers of DTA satisfied with their interactions with hotel personnel)
Factor 3		
ITAPDH.G	.891	(ITA play down the hotel to guests)
DTADHC.O	.730	(Customers of DTA dissatisfied with hygienic conditions)
ITADHC.P	.779	(Customers of ITA dissatisfied with hygienic conditions)
Factor 4		
DTAPDH.H	-.567	(DTA play down the hotel to guests)
DTASLH.K	.830	(Customers of DTA satisfied with locations of hotel)
DTASRH.M	.836	(Customers of DTA satisfied with rates of hotel)
DTAHFB.S	.662	(Customers of DTA happy with food & beverage)
Factor 5		
DTACA.W	.931	(Customers of DTA will come again to the hotel)
DTARHO.Y	.921	(Customers of DTA will recommend the hotel to others)
Factor 6		
ITADHF.B	.644	(Customers of ITA dissatisfied with hotel facilities)
ITAECH.D	.605	(ITA exaggerate conditions in the hotel and raise expectations of the guests)
ITACAH.X	-.658	(Customers of ITA will come again to the hotel)
ITARHO.Z	-.686	(Customers of ITA will recommend the hotel to others)

Table 21C

HOTELS OF C CATEGORY

Factor 1		
ITADHF.B	.588	(Customers of ITA dissatisfied with hotel facilities)
MCITA.F	-.742	(More complaints come from customers of ITA)
ITGRH.I	.851	(Customers of ITA give good report of the hotel)
ITAHFB.T	.864	(Customers of ITA happy with food and beverage)
DTASSH.U	.756	(Customers of DTA satisfied with surroundings of hotel)
ITASSH.V	.796	(Customers of ITA satisfied with surroundings of hotel)
ITACAH.X	.849	(Customers of ITA will come again to the hotel)
ITARHO.Z	.795	(Customers of ITA will recommend the hotel to others)
Factor 2		
DTADHF.A	.792	(Customers of DTA dissatisfied with hotel facilities)
DTAECH.C	.565	(DTA exaggerate conditions in the hotel and raise expectations)
MCDTA.E	.820	(More complaints come from customers of DTA)
DTASRH.M	-.737	(Customers of DTA satisfied with rates of hotel)
DTACA.W	-.720	(Customers of DTA will come again to the hotel)
DTARHO.Y	-.909	(customers of DTA will recommend the hotel to others)
Factor 3		
DTASLH.K	.883	(Customers of DTA satisfied with location of hotel)
ITASLH.L	.676	(Customers of ITA satisfied with location of hotel)
ITASRH.N	.719	(Customers of ITA satisfied with rates of hotel)
Factor 4		
DTADHC.O	.936	(Customers of DTA dissatisfied with hygienic conditions of hotel)
ITADHC.P	.926	(Customers of ITA dissatisfied with hygienic conditions)
Factor 5		
ITAECH.D	.760	(ITA exaggerate the conditions in the hotel and raise expectations)
DTAIHP.Q	-.611	(Customers of DTA satisfied with their interactions with hotel personnel)
ITAIHP.R	-.552	(Customers of ITA satisfied with their interactions with hotel personnel)
Factor 6		
ITAPDH.G	.888	(ITA play down the hotel to the guests)
DTAPDH.H	.897	(DTA play down the hotel to the guests)
Factor 7		
DTAGR.H.J	.935	(Customers of DTA give good report of hotel)
Factor 8		
DTAHFB.S	.867	(Customers of DTA happy with the food & beverage)

Table 22A

FACTORS – Q7 (CAT) (Cut off point .500)
HOTELS OF A CATEGORY

Factor 1

DITEP.A	.776	(Domestic Indian tourists exhibit patience with hotel)
NRIEP.B	.716	(NRI guests exhibit patience with hotel)
FEP.C	.800	(Foreigners exhibit patience with hotel)
DIGPSI.D	.856	(Domestic Indian guests want problems solved immediately)
ASN.H	.861	(An apology would be sufficient for NRI guests)
ASSF.I	.866	(An apology would be sufficient for foreign guests)
FULH.O	.512	(Foreigners are understanding about limitations of hotel)
DIGMDS.P	.801	(Domestic Indian guests are meticulous about details)

Factor 2

TCSDIG.J	.885	(Tangible compensation appropriate for Domestic guests)
TCSNRL.K	.939	(Tangible compensation appropriate for NRI guests)
TCSFG.L	.914	(Tangible compensation appropriate for foreign guests)

Factor 3

NRIPSI.E	.862	(NRI guests want their problems solved immediately)
ASSDIG.G	.839	(Apology would be sufficient to satisfy domestic guests)
NRIMDS.Q	.817	(NRI guests meticulous about minute details of service)

Factor 4

DULH.M	.871	(Domestic Indian guests are understanding of limitations)
NULH.N	.703	(NRI guests are understanding of limitations of hotel)
FULH.O	.634	(Foreign guests are understanding of hotel limitations)

Factor 5

FPSI.F	.896	(Foreigners want their problems solved immediately)
FGMDS.R	.750	(Foreigners meticulous about minute details of service)

Table 22B

HOTELS OF B CATEGORY

Factor 1

FEP.C	.739	(Foreigners exhibit patience with hotel)
ASSF.I	.832	(Apology is sufficient to satisfy foreign guests)
FULH.O	.867	(Foreigners are understanding of limitations of hotel)

Factor 2

ASSDIG.G	.770	(Apology would be sufficient to satisfy domestic guests)
ASN.H	.850	(Apology would be sufficient to satisfy NRI guests)
NRIMDS.Q	-.701	(NRI guests meticulous about minute details in service)

Factor 3

NRIEP.B	-.812	(NRI guests exhibit patience with limitations of hotel)
NRIPSI.E	.907	(NRI guests want their problems solved immediately)

Factor 4

DIETP.A	-.821	(Domestic Indian guests exhibit patience with hotel)
DIGPSI.D	.828	(Domestic Indian guests want their problems solved immediately)

Factor 5

FPSI.F	.670	(Foreigners want their problems solved immediately)
DIGMDS.P	-.785	(Domestic Indian guests meticulous about details)
FGMDS.R	.640	(Foreign guests meticulous about details of service)

Factor 6

DULH.M	.585	(Domestic Indian guests understanding of limitations)
NULH.N	.894	(NRI guests understanding about hotel limitations)

Factor 7

TCSDIG.J	.794	(Tangible compensation appropriate to satisfy domestic Indian guests)
TCSNRI.K	.880	(Tangible compensation appropriate to satisfy NRI guests who complain)

Factor 8

TCSFG.L	.952	(Tangible compensation appropriate to satisfy foreign guests who complain)
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Table 22C

HOTELS OF C CATEGORY

Factor 1		
NRIEP.B	.832	(NRI guests exhibit patience with the hotel)
ASN.H	.808	(Apology would be sufficient to satisfy NRI guests)
NULH.N	.747	(NRI guests are understanding of hotel limitations)
NRIMDS.Q	-.545	(NRI guests meticulous about minute details in service)
Factor 2		
DITEP.A	.846	(Domestic Indian guests exhibit patience with hotel)
ASSDIG.G	.600	(Apology would be sufficient to satisfy domestic guests)
DULH.M	.673	(Domestic Indian guests are understanding of limitations)
Factor 3		
FEP.C	.586	(Foreigners exhibit patience with hotel)
ASSF.I	.838	(Apology would be sufficient to satisfy foreign guests)
DIGMDS.P	.677	(Domestic Indian meticulous about minute details)
NRIMDS.Q	.554	(NRI guests meticulous about minute details in service)
Factor 4		
FGMDS.R	.872	(Foreign guests meticulous about minute details)
Factor 5		
DIGPSL.D	.612	(Domestic Indian want problems solved immediately)
NRIPSL.E	.871	(NRI guests want problems solved immediately)
FPSLF	.599	(Foreign guests want their problems solved immediately)
Factor 6		
TCSNRI.K	.630	(Tangible compensation would be appropriate to satisfy NRI guests)
TCSFG.L	.766	(Tangible compensation would be appropriate to satisfy foreign guests who complain)
FULH.O	.557	(Foreign guests are understanding of hotel limitations)
Factor 7		
TCSDIG.J	.868	(Tangible compensation would be appropriate to satisfy domestic Indian guests who complain)
TCSNRLK	.555	(Tangible compensation would be appropriate to satisfy NRI guests who complain)

Table 23 A

PAIRED SAMPLES T-TEST Q5 (CATEGORY-WISE) (ITA)**Paired Samples Statistics**

	Mean	N	Std. Deviation	Std. Error Mean
Pair 1 DTADHF.A	2.0000	34	1.1547	.1980
ITADHF.B	1.5294	34	.8252	.1415
Pair 2 DTAECH.C	2.6176	34	1.1810	.2025
ITAECH.D	1.8235	34	.8694	.1491
Pair 3 MCDTA.E	2.9118	34	1.2879	.2209
MCITA.F	1.6765	34	.6382	.1095
Pair 4 DTAPDH.H	2.5294	34	.9609	.1648
ITAPDH.G	2.4706	34	1.2610	.2163
Pair 5 DTAGRH.J	4.0000	34	.9847	.1689
ITGRH.II	4.5294	34	.6622	.1136
Pair 6 DTASLH.K	4.2941	34	.7988	.1370
ITASLH.L	4.6176	34	.4933	.460E-02
Pair 7 DTASRH.M	3.8235	34	.9991	.1713
ITASRH.N	4.4706	34	.5633	.660E-02
Pair 8 DTADHC.O	1.5588	34	.6602	.1132
ITADHC.P	1.7647	34	1.1297	.1937
Pair 9 DTAIHP.Q	4.1176	34	.9775	.1676
ITAIHP.R	4.4412	34	.7046	.1208
Pair 10 DTAHFB.S	4.3824	34	.6970	.1195
ITAHFB.T	4.5882	34	.5569	.551E-02
Pair 11 DTASSH.U	4.5000	34	.5641	.674E-02
ITASSH.V	4.5000	34	.7071	.1213
Pair 12 DTACA.W	4.0882	34	.8658	.1485
ITACAH.X	4.5882	34	.6568	.1126
Pair 13 DTARHO.Y	4.2353	34	.9231	.1583
ITARHO.Z	4.4412	34	.6602	.1132

a. ita sorted into categories = 25 and above

Table 23A (contd)

**PAIRED SAMPLES T-TEST Q5 (CATEGORY-WISE) (ITA)
CATEGORY 1 [CUSTOMERS THROUGH ITA 25% AND
ABOVE]**

Paired Samples Correlations^a

		N	Correlation	Sig.
Pair 1	DTADHF.A & ITADHF.B	34	.477	.004
Pair 2	DTAECH.C & ITAECH.D	34	.523	.002
Pair 3	MCDTA.E & MCITA.F	34	.296	.089
Pair 4	DTAPDH.H & ITAPDH.G	34	.613	.000
Pair 5	DTAGR.H.J & ITGR.H.II	34	.511	.002
Pair 6	DTASLH.K & ITASLH.L	34	.448	.008
Pair 7	DTASRH.M & ITASRH.N	34	-.010	.957
Pair 8	DTADHC.O & ITADHC.P	34	.588	.000
Pair 9	DTAIHP.Q & ITAIHP.R	34	.670	.000
Pair 10	DTAHFB.S & ITAHFB.T	34	.418	.014
Pair 11	DTASSH.U & ITASSH.V	34	.874	.000
Pair 12	DTACA.W & ITACAH.X	34	.545	.001
Pair 13	DTARHO.Y & ITARHO.Z	34	.620	.000

a. ita sorted into categories = 25 and above

CATEGORY 1 (Table 23A contd.)

Paired Samples Test

		Paired Differences					t	df	Sig. 2-tailed
		Mean	Std. Deviation	Std. Error	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	DTADHF - ITADHF	.4706	1.0513	.1803	.1038	.8374	2.610	33	.014
Pair 2	DTAECH - ITAECH	.7941	1.0380	.1780	.4319	1.1563	4.461	33	.000
Pair 3	MCDTA - MCITA.F	1.2353	1.2567	.2155	.7968	1.6738	5.732	33	.000
Pair 4	DTAPDH - ITAPDH	82E-02	1.0133	.1738	-.2947	.4124	.339	33	.737
Pair 5	DTAGRH - ITGRH.I	-.5294	.8611	.1477	-.8299	-.2290	-3.585	33	.001
Pair 6	DTASLH - ITASLH.	-.3235	.7270	.1247	-.5772	99E-02	-2.595	33	.014
Pair 7	DTASRH - ITASRH	-.6471	1.1516	.1975	-1.0489	-.2452	-3.276	33	.002
Pair 8	DTADHC - ITADHC	-.2059	.9138	.1567	-.5247	.1130	-1.314	33	.198
Pair 9	DTAIHP - ITAIHP	-.3235	.7270	.1247	-.5772	99E-02	-2.595	33	.014
Pair 10	DTAHFB - ITAHFB.	-.2059	.6866	.1178	-.4455	70E-02	-1.748	33	.090
Pair 11	DTASSH - ITASSH.	.0000	.3482	71E-02	-.1215	.1215	.000	33	1.000
Pair 12	DTACA. - ITACA.H	-.5000	.7487	.1284	-.7612	-.2388	-3.894	33	.000
Pair 13	DTARHC - ITARHO	-.2059	.7294	.1251	-.4604	63E-02	-1.646	33	.109

a.ita sorted into categories = 25 and above

Table 23B

CATEGORY 2 (LESS THAN 25% CUSTOMERS THROUGH ITA)

Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	DTADHF.A	1.8571	21	1.0623	.2318
	ITADHF.B	1.8571	21	1.0142	.2213
Pair 2	DTAECH.C	3.0476	21	1.2440	.2715
	ITAECH.D	1.9048	21	1.0443	.2279
Pair 3	MCDTA.E	2.5238	21	1.1670	.2547
	MCITA.F	2.1429	21	.9103	.1986
Pair 4	DTAPDH.H	2.4762	21	1.0305	.2249
	ITAPDH.G	2.9524	21	1.3593	.2966
Pair 5	DTAGR.H	4.1905	21	.6016	.1313
	ITGR.H	4.0952	21	1.0443	.2279
Pair 6	DTASL.H	4.4762	21	.9284	.2026
	ITASL.H	4.3333	21	.7958	.1737
Pair 7	DTASR.H	4.0000	21	1.0488	.2289
	ITASR.H	3.9524	21	1.0235	.2234
Pair 8	DTADHC.C	2.2381	21	1.3381	.2920
	ITADHC.P	2.7619	21	1.4458	.3155
Pair 9	DTAIHP.Q	4.1905	21	.5118	.1117
	ITAIHP.R	4.1429	21	.7928	.1730
Pair 10	DTAHFB.S	4.2381	21	.6249	.1364
	ITAHFB.T	4.1905	21	.9284	.2026
Pair 11	DTASSH.U	4.3333	21	.6583	.1436
	ITASSH.V	4.1905	21	.8136	.1775
Pair 12	DTACA.W	4.4762	21	.7496	.1636
	ITACAH.X	4.1429	21	1.1084	.2419
Pair 13	DTARHO.Y	4.5238	21	.7496	.1636
	ITARHO.Z	4.0476	21	1.1170	.2437

a. ita sorted into categories = less than 25

Table 23B (contd)

CATEGORY 2 (LESS THAN 25% CUSTOMERS THROUGH ITA)

Paired Samples Correlations ^a

		N	Correlation	Sig.
Pair 1	DTADHF.A & ITADHF.B	21	.259	.258
Pair 2	DTAECH.C & ITAECH.D	21	.466	.033
Pair 3	MCDTA.E & MCITA.F	21	.020	.931
Pair 4	DTAPDH.H & ITAPDH.G	21	.481	.027
Pair 5	DTAGR.H.J & ITGR.H.II	21	.527	.014
Pair 6	DTASLH.K & ITASLH.L	21	.180	.434
Pair 7	DTASRH.M & ITASRH.N	21	.559	.008
Pair 8	DTADHC.O & ITADHC.P	21	.677	.001
Pair 9	DTAIHP.Q & ITAIHP.R	21	.423	.056
Pair 10	DTAHFB.S & ITAHFB.T	21	.435	.049
Pair 11	DTASSH.U & ITASSH.V	21	.622	.003
Pair 12	DTACA.W & ITACAH.X	21	.155	.503
Pair 13	DTARHO.Y & ITARHO.Z	21	-.031	.893

a. ita sorted into categories = less than 25

CATEGORY 2 (Table 23B contd.)

Paired Samples Test

		Paired Differences					t	df	Sig. 2-tailed
		Mean	Std. Deviation	Std. Error	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	DTADH ITADHF	.0000	1.2649	.2760	-.5758	.5758	.000	20	1.000
Pair 2	DTAEC - ITAEC	1.1429	1.1952	.2608	-.5988	1.6869	4.382	20	.000
Pair 3	MCDTA MCITA.	.3810	1.4655	.3198	-.2861	1.0480	1.191	20	.248
Pair 4	DTAPD - ITAPD	-.4762	1.2498	.2727	1.0451	59E-02	-1.746	20	.096
Pair 5	DTAGR ITGRH.	24E-02	.8891	.1940	-.3095	.4999	.491	20	.629
Pair 6	DTASLH ITASLH	.1429	1.1084	.2419	-.3617	.6474	.591	20	.561
Pair 7	DTASR - ITASR	52E-02	.9735	.2124	-.3955	.4907	.224	20	.825
Pair 8	DTADH - ITADH	-.5238	1.1233	.2451	1.0352	25E-02	-2.137	20	.045
Pair 9	DTAIHF - ITAIHF	52E-02	.7400	.1615	-.2892	.3845	.295	20	.771
Pair 10	DTAHFB ITAHFB	52E-02	.8646	.1887	-.3460	.4412	.252	20	.803
Pair 11	DTASSH ITASSH	.1429	.6547	.1429	-.1551	.4409	1.000	20	.329
Pair 12	DTACA ITACA	.3333	1.2383	.2702	-.2303	.8970	1.234	20	.232
Pair 13	DTARH ITARHC	.4762	1.3645	.2978	-.1449	1.0973	1.599	20	.125

a)ita sorted into categories = less than 25

Table 24A
PAIRED SAMPLES T-TEST Q7 (CATEGORY-WISE) (ITA)

Paired Samples Statistics ^a

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	DITEP.A	2.4118	34	1.1042	.1894
	NRIEP.B	3.0294	34	1.1411	.1957
Pair 2	FEP.C	4.5000	34	.6629	.1137
	NRIEP.B	3.0294	34	1.1411	.1957
Pair 3	DITEP.A	2.4118	34	1.1042	.1894
	FEP.C	4.5000	34	.6629	.1137
Pair 4	DIGPSI.D	4.4412	34	.5609	9.619E-02
	NRIPSI.E	3.9118	34	.7121	.1221
Pair 5	FPSI.F	3.1176	34	1.2001	.2058
	NRIPSI.E	3.9118	34	.7121	.1221
Pair 6	DIGPSI.D	4.4412	34	.5609	9.619E-02
	FPSI.F	3.1176	34	1.2001	.2058
Pair 7	ASN.H	3.2059	34	.9779	.1677
	ASSDIG.G	2.6765	34	1.0652	.1827
Pair 8	ASN.H	3.2059	34	.9779	.1677
	ASSF.II	4.0588	34	.9829	.1686
Pair 9	ASSDIG.G	2.6765	34	1.0652	.1827
	ASSF.II	4.0588	34	.9829	.1686
Pair 10	TCSDIG.J	3.9118	34	1.2399	.2126
	TCSNRI.K	3.5000	34	1.0801	.1852
Pair 11	TCSDIG.J	3.9118	34	1.2399	.2126
	TCSFG.L	2.9412	34	1.1532	.1978
Pair 12	TCSFG.L	2.9412	34	1.1532	.1978
	TCSNRI.K	3.5000	34	1.0801	.1852
Pair 13	DULH.M	2.5882	34	1.2338	.2116
	NULH.N	3.1765	34	.8694	.1491
Pair 14	FULH.O	4.2941	34	.6291	.1079
	NULH.N	3.1765	34	.8694	.1491
Pair 15	DULH.M	2.5882	34	1.2338	.2116
	FULH.O	4.2941	34	.6291	.1079
Pair 16	DIGMDS.P	4.0000	34	1.0445	.1791
	NRIMDS.Q	3.4118	34	.7831	.1343
Pair 17	FGMDS.R	2.7059	34	1.2439	.2133
	NRIMDS.Q	3.4118	34	.7831	.1343
Pair 18	DIGMDS.P	4.0000	34	1.0445	.1791
	FGMDS.R	2.7059	34	1.2439	.2133

a. ita sorted into categories = 25 and above

Table 24A (contd)

PAIRED SAMPLES T-TEST Q7 (CATEGORY-WISE) (ITA)**CATEGORY 1 [CUSTOMERS THROUGH ITA 25% AND ABOVE]**Paired Samples Correlations^a

		N	Correlation	Sig.
Pair 1	DITEP.A & NRIEP.B	34	.519	.002
Pair 2	FEP.C & NRIEP.B	34	.381	.026
Pair 3	DITEP.A & FEP.C	34	.248	.157
Pair 4	DIGPSI.D & NRIPSI.E	34	.176	.319
Pair 5	FPSI.F & NRIPSI.E	34	-.023	.898
Pair 6	DIGPSI.D & FPSI.F	34	.236	.180
Pair 7	ASN.H & ASSDIG.G	34	.502	.002
Pair 8	ASN.H & ASSF.II	34	.523	.002
Pair 9	ASSDIG.G & ASSF.II	34	.077	.667
Pair 10	TCSDIG.J & TCSNRI.K	34	.509	.002
Pair 11	TCSDIG.J & TCSFG.L	34	.229	.192
Pair 12	TCSFG.L & TCSNRI.K	34	.633	.000
Pair 13	DULH.M & NULH.N	34	.324	.062
Pair 14	FULH.O & NULH.N	34	.179	.310
Pair 15	DULH.M & FULH.O	34	.200	.257
Pair 16	DIGMDS.P & NRIMDS.Q	34	.185	.294
Pair 17	FGMDS.R & NRIMDS.Q	34	.315	.070
Pair 18	DIGMDS.P & FGMDS.R	34	-.373	.030

a. ita sorted into categories = 25 and above

CATEGORY 1 (TABLE 24A contd.)

Paired Samples Test

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	DITEP.A NRIEP.B	-.6176	1.1014	.1889	-1.0019	-.2334	-3.270	33	.003
Pair 2	FEP.C - NRIEP.B	1.4706	1.0797	.1852	1.0939	1.8473	7.942	33	.000
Pair 3	DITEP.A FEP.C	-2.0882	1.1380	.1952	-2.4853	-1.6912	-10.700	33	.000
Pair 4	DIGPSI.D - NRIPSI.	.5294	.8252	.1415	.2415	.8173	3.741	33	.001
Pair 5	FPSI.F - NRIPSI.E	-.7941	1.4095	.2417	-1.2859	-.3023	-3.285	33	.002
Pair 6	DIGPSI.D - FPSI.F	1.3235	1.1990	.2056	.9052	1.7419	6.437	33	.000
Pair 7	ASN.H - ASSDIG.6	.5294	1.0220	.1753	.1728	.8860	3.020	33	.005
Pair 8	ASN.H - ASSF.II	-.8529	.9577	.1642	-1.1871	-.5188	-5.193	33	.000
Pair 9	ASSDIG.6 ASSF.II	-1.3824	1.3929	.2389	-1.8684	-.8963	-5.787	33	.000
Pair 10	TCSDIG.3 TCSNRI.1	.4118	1.1578	.1986	795E-03	.8157	2.074	33	.046
Pair 11	TCSDIG.3 TCSFG.L	.9706	1.4870	.2550	.4517	1.4894	3.806	33	.001
Pair 12	TCSFG.L - TCSNRI	-.5588	.9595	.1646	-.8936	-.2240	-3.396	33	.002
Pair 13	DULH.M NULH.N	-.5882	1.2581	.2158	-1.0272	-.1493	-2.726	33	.010
Pair 14	FULH.O - NULH.N	1.1176	.9775	.1676	.7766	1.4587	6.667	33	.000
Pair 15	DULH.M FULH.O	-1.7059	1.2680	.2175	-2.1483	-1.2635	-7.845	33	.000
Pair 16	DIGMDS. - NRIMDS.	.5882	1.1837	.2030	.1752	1.0012	2.898	33	.007
Pair 17	FGMDS.F NRIMDS.	-.7059	1.2439	.2133	-1.1399	-.2719	-3.309	33	.002
Pair 18	DIGMDS. - FGMDS	1.2941	1.8994	.3257	.6314	1.9569	3.973	33	.000

a. ita sorted into categories = 25 and above

Table 24B

CATEGORY 2 (LESS THAN 25% CUSTOMERS THROUGH ITA)

Paired Samples Statistics ^a

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	DITEP.A	3.2778	54	1.1561	.1573
	NRIEP.B	3.5000	54	.9857	.1341
Pair 2	FEP.C	4.3542	48	.8377	.1209
	NRIEP.B	3.4792	48	.9891	.1428
Pair 3	DITEP.A	3.2500	52	1.1354	.1575
	FEP.C	4.3654	52	.8172	.1133
Pair 4	DIGPSI.D	4.2593	54	.9553	.1300
	NRIPSI.E	3.8148	54	1.0474	.1425
Pair 5	FPSI.F	2.7551	49	1.2505	.1786
	NRIPSI.E	3.8163	49	.9932	.1419
Pair 6	DIGPSI.D	4.3019	53	.8679	.1192
	FPSI.F	2.7736	53	1.2348	.1696
Pair 7	ASN.H	3.3519	54	1.0308	.1403
	ASSDIG.G	3.2222	54	1.2539	.1706
Pair 8	ASN.H	3.3061	49	1.0248	.1464
	ASSF.II	4.0816	49	.9966	.1424
Pair 9	ASSDIG.G	3.1698	53	1.2517	.1719
	ASSF.II	4.1132	53	.9739	.1338
Pair 10	TCSDIG.J	3.7407	54	1.0848	.1476
	TCSNRI.K	3.2222	54	1.1601	.1579
Pair 11	TCSDIG.J	3.7358	53	1.1120	.1527
	TCSFG.L	3.0566	53	1.2468	.1713
Pair 12	TCSFG.L	3.0204	49	1.2498	.1785
	TCSNRI.K	3.2245	49	1.1230	.1604
Pair 13	DULH.M	3.1481	54	1.2348	.1680
	NULH.N	3.4074	54	1.0190	.1387
Pair 14	FULH.O	4.0000	49	1.0992	.1570
	NULH.N	3.4082	49	.9983	.1426
Pair 15	DULH.M	3.1887	53	1.2256	.1684
	FULH.O	4.0377	53	1.0735	.1475
Pair 16	DIGMDS.P	3.9444	54	1.0714	.1458
	NRIMDS.Q	3.3704	54	1.1376	.1548
Pair 17	FGMDS.R	2.3673	49	1.1849	.1693
	NRIMDS.Q	3.3061	49	1.1584	.1655
Pair 18	DIGMDS.P	3.9623	53	1.0913	.1499
	FGMDS.R	2.4151	53	1.1838	.1626

a. ita sorted into categories = less than 25

Table 24B (contd)

CATEGORY 2 (LESS THAN 25% CUSTOMERS THROUGH ITA)

Paired Samples Correlations^a

		N	Correlation	Sig.
Pair 1	DITEP.A & NRIEP.B	54	.025	.859
Pair 2	FEP.C & NRIEP.B	48	.253	.083
Pair 3	DITEP.A & FEP.C	52	-.164	.246
Pair 4	DIGPSI.D & NRIPSI.E	54	.464	.000
Pair 5	FPSI.F & NRIPSI.E	49	.550	.000
Pair 6	DIGPSI.D & FPSI.F	53	.101	.472
Pair 7	ASN.H & ASSDIG.G	54	.376	.005
Pair 8	ASN.H & ASSF.II	49	.342	.016
Pair 9	ASSDIG.G & ASSF.II	53	-.095	.499
Pair 10	TCSDIG.J & TCSNRI.K	54	.346	.010
Pair 11	TCSDIG.J & TCSFG.L	53	-.142	.312
Pair 12	TCSFG.L & TCSNRI.K	49	.279	.052
Pair 13	DULH.M & NULH.N	54	.311	.022
Pair 14	FULH.O & NULH.N	49	.342	.016
Pair 15	DULH.M & FULH.O	53	-.210	.131
Pair 16	DIGMDS.P & NRIMDS.Q	54	.590	.000
Pair 17	FGMDS.R & NRIMDS.Q	49	.265	.065
Pair 18	DIGMDS.P & FGMDS.R	53	.191	.171

a. ita sorted into categories = less than 25

CATEGORY 2 (TABLE 24B contd.)

Paired Samples T_{test}

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	DITEP.A - NRIEP.B	-.2222	1.5005	.2042	-.6318	.1873	-1.088	53	.281
Pair 2	FEP.C - NRIEP.B	.8750	1.1228	.1621	.5490	1.2010	5.399	47	.000
Pair 3	DITEP.A - FEP.C	-1.1154	1.5036	.2085	-1.5340	-.6968	-5.349	51	.000
Pair 4	DIGPSI.D - NRIPSI.I	.4444	1.0401	.1415	.1606	.7283	3.140	53	.003
Pair 5	FPSI.F - NRIPSI.E	-1.0612	1.0880	.1554	-1.3737	-.7487	-6.828	48	.000
Pair 6	DIGPSI.D - FPSI.F	1.5283	1.4359	.1972	1.1325	1.9241	7.749	52	.000
Pair 7	ASN.H - ASSDIG.C	.1296	1.2892	.1754	-.2223	.4815	.739	53	.463
Pair 8	ASN.H - ASSF.II	-.7755	1.1595	.1656	-1.1086	-.4425	-4.682	48	.000
Pair 9	ASSDIG.C ASSF.II	-.9434	1.6573	.2277	-1.4002	-.4866	-4.144	52	.000
Pair 10	TCSDIG.J TCSNRI.H	.5185	1.2848	.1748	.1678	.8692	2.966	53	.005
Pair 11	TCSDIG.J TCSFG.L	.6792	1.7843	.2451	.1874	1.1710	2.771	52	.008
Pair 12	TCSFG.L - TCSNRI.H	-.2041	1.4286	.2041	-.6144	.2063	-1.000	48	.322
Pair 13	DULH.M - NULH.N	-.2593	1.3344	.1816	-.6235	.1050	-1.428	53	.159
Pair 14	FULH.O - NULH.N	.5918	1.2062	.1723	.2454	.9383	3.435	48	.001
Pair 15	DULH.M - FULH.O	-.8491	1.7910	.2460	-1.3427	-.3554	-3.451	52	.001
Pair 16	DIGMDS. - NRIMDS.	.5741	1.0019	.1363	.3006	.8475	4.210	53	.000
Pair 17	FGMDS.F NRIMDS.	-.9388	1.4202	.2029	-1.3467	-.5308	-4.627	48	.000
Pair 18	DIGMDS. - FGMDS	1.5472	1.4487	.1990	1.1479	1.9465	7.775	52	.000

a. ita sorted into categories = less than 25

Table 25A**FACTORS – Q5 (CAT) (Cut off point .500)****CATEGORY 1 [CUSTOMERS THROUGH ITA 25% AND ABOVE]**

Factor 1		
MCITA.F	-.827	(More complaints come from customers of ITA)
ITGRHI	.658	(Customers of ITA give good report of hotel)
ITASRLN	.813	(Customers of ITA satisfied with rates of hotel)
ITAHFB.T	.830	(Customers of ITA happy with food & beverage)
DTASSHU	.868	(Customers of DTA satisfied with surroundings of hotel)
ITASSLV	.874	(Customers of ITA satisfied with surroundings of hotel)
Factor 2		
DTACA.W	.827	(Customers of DTA will come again to the hotel)
DTARHO.Y	.863	(Customers of DTA will recommend the hotel to others)
ITARHO.Z	.717	(Customers of ITA will recommend the hotel to others)
Factor 3		
DTADHF.A	-.707	(Customers of DTA dissatisfied with hotel facilities)
ITADHC.P	-.516	(Customers of ITA dissatisfied with hygienic conditions)
DTAHFB.S	.774	(Customers of DTA happy with the food & beverage)
DTAGRHLJ	.560	(Customers of DTA give a good report of hotel to others)
Factor 4		
DTAECH.C	.752	(DTA exaggerate the conditions in the hotel)
ITAECH.D	.837	(ITA exaggerate the conditions & raise expectations)
MCDTAE	.607	(More complaints from customers of DTA)
Factor 5		
ITAPDH.G	.819	(ITA play down the hotel to customers)
DTAPDHLH	.860	(DTA play down the hotel to customers)
DTASRLM	-.625	(Customers of DTA satisfied with rates of hotel)
Factor 6		
DTAIHP.Q	.732	(Customers of DTA satisfied with their interactions with hotel personnel)
ITAIHP.R	.883	(Customers of ITA satisfied with their interactions with hotel personnel)
Factor 7		
DTASLHK	.745	(Customers of DTA satisfied with location of hotel)
ITASLHL	.656	(Customers of ITA satisfied with location of hotel)
Factor 8		
ITADHF.B	.759	(Customers of ITA dissatisfied with hotel facilities)
DTADHC.O	.577	(Customers of DTA dissatisfied with hygienic conditions in the hotel)

Table 25B

CATEGORY 2 [LESS THAN 25%CUSTOMERS THROUGH ITA]

Factor 1		
ITADHF.B	-.755	(Customers of ITA dissatisfied with hotel facilities)
MCITA.F	-.842	(More complaints from customers of ITA)
ITGRH.I	.928	(Customers of ITA give a good report of hotel to others)
ITASLH.L	.837	(Customers of ITA satisfied with location of hotel)
ITASRH.N	.500	(Customers of ITA satisfied with rates of hotel)
ITAIHP.R	.903	(Customers of ITA satisfied with their interactions with hotel personnel)
ITAHFB.T	.946	(Customers of ITA happy with food and beverage)
DTASSH.U	.673	(Customers of DTA satisfied with surroundings of hotel)
ITASSH.V	.934	(Customers of ITA satisfied with surroundings of hotel)
ITACAH.X	.859	(Customers of ITA will come again to the hotel)
ITARHO.Z	.813	(Customers of ITA will recommend the hotel to others)
Factor 2		
DTASLH.K	.914	(Customers of DTA satisfied with location of hotel)
DTASRH.M	.798	(Customers of DTA satisfied with rates of hotel)
ITASRH.N	.699	(Customers of ITA satisfied with rates of hotel)
DTAHFB.T	.664	(Customers of DTA happy with food & beverage)
Factor 3		
DTADHC.O	.841	(Customers of DTA dissatisfied with hygienic conditions in the hotel)
ITADHC.P	.753	(Customers of ITA dissatisfied with hygienic conditions in the hotel)
Factor 4		
DTAECH.C	.617	(DTA exaggerate conditions & raise expectations)
ITAECH.D	.832	(ITA exaggerate conditions & raise expectations)
MCDTA.E	.839	(More complaints come from customers of DTA)
Factor 5		
DTADHF.A	-.595	(Customers of DTA dissatisfied with hotel facilities)
DTAGR.H.J	.582	(Customers of DTA give good report of hotel to others)
DTAIHP.Q	.723	(Customers of DTA satisfied with their interactions with hotel personnel)
Factor 6		
ITAPDH.G	.831	(ITA play down the hotel to the guests)
DTAPDH.H	.731	(DTA play down the hotel to the guests)

Table 26A

FACTORS – Q7 (CAT) (Cut off point .500)**CATEGORY 1 [CUSTOMERS THROUGH ITA 25% AND ABOVE]****Factor 1**

NRIEP.B	.777	(NRI guests exhibit patience with the hotel)
NRIPSI.E	-.641	(NRI guests want their problems solved immediately)
NULH.N	.839	(NRI guests are understanding of limitations of hotel)
NRIMDS.Q	-.743	(NRI guests meticulous about minute details in service)

Factor 2

FEP.C	.799	(Foreigners exhibit patience with the hotel)
DIGPSI.D	.526	(Domestic Indian guests want problems solved immediately)
ASN.H	.592	(An apology would be sufficient to satisfy NRI guests)
ASSF.I	.852	(An apology sufficient to satisfy foreign guests)

Factor 3

DITEP.A	.639	(Domestic Indian tourists exhibit patience with the hotel)
ASSDIG.G	.755	(An apology sufficient to satisfy Domestic Indian guests)
DULH.M	.859	(Domestic Indian guests understanding of limitations)

Factor 4

TCSNRI.K	.888	(Tangible compensation appropriate for NRI guests)
TCSFG.L	.673	(Tangible compensation appropriate for foreigners)

Factor 5

TCSFG.L	.503	(Tangible compensation appropriate for foreigners)
FULH.O	-.842	(Foreigners understanding of hotel limitations)
FGMDS.R	.540	(Foreigners are meticulous about minute details in the service)

Factor 6

FPSI.F	.872	(Foreigners want their problems solved immediately)
FGMDS.R	.506	(Foreigners meticulous about minute details in service)

Factor 7

DIGMDS.P	.898	(Domestic Indian guests meticulous about minute details in service)
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Table 26B

CATEGORY 2 [LESS THAN 25% CUSTOMERS THROUGH ITA]

Factor 1

FEP.C	.798	(Foreigners exhibit patience with hotel)
ASSF.I	.737	(Apology sufficient to satisfy foreign guests)
FULH.O	.795	(Foreigners understanding of hotel limitations)

Factor 2

ASSDIG.G	.625	(An apology sufficient to satisfy domestic tourists)
ASN.H	.825	(An apology sufficient to satisfy NRI guests)
NULH.N	.655	(NRI guests understanding of limitations of hotel)

Factor 3

DITEP.A	.704	(Domestic Indian tourists exhibit patience with hotel)
TCSFG.L	.763	(Tangible compensation appropriate for foreigners)
DULH.M	.604	(Domestic Indian tourists understanding of limitations)

Factor 4

DIGPSI.D	.697	(Domestic guests want their problems solved immediately)
NRIPSI.E	.868	(NRI guests want their problems solved immediately)
FPSI.F	.574	(Foreigners want their problems solved immediately)

Factor 5

DIGMDS.P	.790	(Domestic guests meticulous about minute details)
NRIMDS.Q	.763	(NRI guests meticulous about minute details)
FGMDS.R	.540	(Foreigners meticulous about minute details in service)

Factor 6

NRIEP.B	.573	(NRI guests exhibit patience with the hotel)
TCSDIG.J	.801	(Tangible compensation appropriate for domestic guests)
TCSNRI.K	.703	(Tangible compensation appropriate for NRI guests)

Table 27A

PAIRED SAMPLES T-TEST Q5 (CATEGORY-WISE)

Category 1 (HOTELS WITH LESS THAN OR = 100 BEDS)

Paired Samples Statistics^a

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	DTADHF.A	2.0938	32	1.1461	.2026
	ITADHF.B	1.6563	32	1.0352	.1830
Pair 2	DTAECH.C	2.6563	32	1.2854	.2272
	ITAECH.D	1.6875	32	.8590	.1519
Pair 3	MCDTA.E	2.5938	32	1.3407	.2370
	MCITA.F	1.7813	32	.7925	.1401
Pair 4	DTAPDH.H	2.5938	32	1.0429	.1844
	ITAPDH.G	2.7813	32	1.2885	.2278
Pair 5	DTAGR.H	4.0938	32	.9284	.1641
	ITGR.H	4.4063	32	.8747	.1546
Pair 6	DTASL.H	4.2188	32	.9413	.1664
	ITASL.H	4.4688	32	.6214	.1098
Pair 7	DTASR.H	3.8438	32	1.1390	.2014
	ITASR.H	4.2500	32	.8799	.1555
Pair 8	DTADH.C	1.9688	32	1.1773	.2081
	ITADH.C	2.1875	32	1.3781	.2436
Pair 9	DTAIH.P	4.0000	32	.8799	.1555
	ITAIH.P	4.2500	32	.8032	.1420
Pair 10	DTAHF.B	4.3438	32	.7007	.1239
	ITAHF.B	4.5313	32	.7613	.1346
Pair 11	DTASSH.U	4.4375	32	.5644	9.977E-02
	ITASSH.V	4.4375	32	.6690	.1183
Pair 12	DTACA.W	4.3125	32	.7803	.1379
	ITACA.H	4.4063	32	1.0115	.1788
Pair 13	DTARH.O	4.3125	32	.8590	.1519
	ITARH.O	4.2500	32	.9504	.1680

a. TB.CAT = p

Table 27A (contd)

PAIRED SAMPLES T-TEST Q5 (CATEGORY-WISE)**Category 1 (HOTELS WITH LESS THAN OR = 100 BEDS)****Paired Samples Correlations ^a**

		N	Correlation	Sig.
Pair 1	DTADHF.A & ITADHF.B	32	.436	.013
Pair 2	DTAECH.C & ITAECH.D	32	.513	.003
Pair 3	MCDTA.E & MCITA.F	32	.035	.849
Pair 4	DTAPDH.H & ITAPDH.G	32	.556	.001
Pair 5	DTAGR.H.J & ITGR.H.II	32	.349	.050
Pair 6	DTASLH.K & ITASLH.L	32	.260	.150
Pair 7	DTASRH.M & ITASRH.N	32	.330	.065
Pair 8	DTADHC.O & ITADHC.P	32	.799	.000
Pair 9	DTAIHP.Q & ITAIHP.R	32	.593	.000
Pair 10	DTAHFB.S & ITAHFB.T	32	.251	.165
Pair 11	DTASSH.U & ITASSH.V	32	.758	.000
Pair 12	DTACA.W & ITACAH.X	32	.202	.268
Pair 13	DTARHO.Y & ITARHO.Z	32	.178	.330

a. TB.CAT = p

CATEGORY 1 (Table 27A contd.)

Paired Samples Test

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	DTADHF - ITADHF.	.4375	1.1622	.2055	.47E-02	.8565	2.129	31	.041
Pair 2	DTAECH - ITAECH	.9688	1.1212	.1982	.5645	1.3730	4.888	31	.000
Pair 3	MCDTA. - MCITA.F	.8125	1.5332	.2710	.2597	1.3653	2.998	31	.005
Pair 4	DTAPDH - ITAPDH	-.1875	1.1198	.1980	-.5912	.2162	-.947	31	.351
Pair 5	DTAGRH - ITGRH.II	-.3125	1.0298	.1820	-.6838	.78E-02	-1.717	31	.096
Pair 6	DTASLH - ITASLH.	-.2500	.9837	.1739	-.6047	.1047	-1.438	31	.161
Pair 7	DTASRH - ITASRH	-.4063	1.1876	.2099	-.8344	.91E-02	-1.935	31	.062
Pair 8	DTADHC - ITADHC	-.2188	.8322	.1471	-.5188	.29E-02	-1.487	31	.147
Pair 9	DTAIHP - ITAIHP	-.2500	.7620	.1347	-.5247	.73E-02	-1.856	31	.073
Pair 10	DTAHFB - ITAHFB.	-.1875	.8958	.1584	-.5105	.1355	-1.184	31	.245
Pair 11	DTASSH - ITASSH.	.0000	.4399	.77E-02	-.1586	.1586	.000	31	1.000
Pair 12	DTACA.V - ITACAH.	.38E-02	1.1461	.2026	-.5070	.3195	-.463	31	.647
Pair 13	DTARHC - ITARHO	.50E-02	1.1622	.2055	-.3565	.4815	.304	31	.763

a.TB.CAT = p

Table 27B

CATEGORY 2 (HOTELS WITH MORE THAN 100 BEDS)

Paired Samples Statistics^a

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	DTADHF.A	1.7391	23	1.0539	.2198
	ITADHF.B	1.6522	23	.7141	.1489
Pair 2	DTAECH.C	2.9565	23	1.1069	.2308
	ITAECH.D	2.0870	23	.9960	.2077
Pair 3	MCDTA.E	3.0000	23	1.0871	.2267
	MCITA.F	1.9565	23	.7674	.1600
Pair 4	DTAPDH.H	2.3913	23	.8913	.1859
	ITAPDH.G	2.4783	23	1.3440	.2802
Pair 5	DTAGR.H.J	4.0435	23	.7674	.1600
	ITGR.H.II	4.3043	23	.8221	.1714
Pair 6	DTASL.H.K	4.5652	23	.6624	.1381
	ITASL.H.L	4.5652	23	.6624	.1381
Pair 7	DTASR.H.M	3.9565	23	.8245	.1719
	ITASR.H.N	4.3043	23	.7029	.1466
Pair 8	DTADH.C.O	1.6087	23	.7223	.1506
	ITADH.C.P	2.0870	23	1.3112	.2734
Pair 9	DTAIHP.Q	4.3478	23	.7141	.1489
	ITAIHP.R	4.4348	23	.6624	.1381
Pair 10	DTAHFB.S	4.3043	23	.6350	.1324
	ITAHFB.T	4.3043	23	.7029	.1466
Pair 11	DTASSH.U	4.4348	23	.6624	.1381
	ITASSH.V	4.3043	23	.8757	.1826
Pair 12	DTACA.W	4.1304	23	.9197	.1918
	ITACAH.X	4.4348	23	.6624	.1381
Pair 13	DTARHO.Y	4.3913	23	.8913	.1859
	ITARHO.Z	4.3478	23	.7751	.1616

a. TB.CAT = q

Table 27B (contd)

CATEGORY 2 (HOTELS WITH MORE THAN 100 BEDS)

Paired Samples Correlations^a

		N	Correlation	Sig.
Pair 1	DTADHF.A & ITADHF.B	23	.236	.278
Pair 2	DTAECH.C & ITAECH.D	23	.457	.028
Pair 3	MCDTA.E & MCITA.F	23	.218	.318
Pair 4	DTAPDH.H & ITAPDH.G	23	.520	.011
Pair 5	DTAGR.H.J & ITGR.H.II	23	.554	.006
Pair 6	DTASL.H.K & ITASL.H.L	23	.275	.204
Pair 7	DTASR.H.M & ITASR.H.N	23	.024	.914
Pair 8	DTADH.C.O & ITADH.C.P	23	.421	.045
Pair 9	DTAIHP.Q & ITAIHP.R	23	.435	.038
Pair 10	DTAHFB.S & ITAHFB.T	23	.700	.000
Pair 11	DTASSH.U & ITASSH.V	23	.780	.000
Pair 12	DTACA.W & ITACAH.X	23	.425	.043
Pair 13	DTARHO.Y & ITARHO.Z	23	.386	.069

a. TB.CAT = q

CATEGORY 2 (Table 27B contd.)

Paired Samples Test

		Paired Differences					t	df	Sig. 2-tailed
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	DTADH - ITADHF	6E-02	1.1246	.2345	-.3994	.5733	.371	22	.714
Pair 2	DTAEC - ITAEC	.8696	1.0998	.2293	.3940	1.3451	3.792	22	.001
Pair 3	MCDTA - MCITA	1.0435	1.1862	.2473	.5305	1.5564	4.219	22	.000
Pair 4	DTAPD - ITAPD	70E-02	1.1644	.2428	-.5905	.4165	-.358	22	.724
Pair 5	DTAGR - ITGRH	-.2609	.7518	.1568	-.5860	24E-02	-1.664	22	.110
Pair 6	DTASLH - ITASLH	.0000	.7977	.1663	-.3450	.3450	.000	22	1.000
Pair 7	DTASR - ITASR	-.3478	1.0706	.2232	-.8108	.1151	-1.558	22	.133
Pair 8	DTADH - ITADH	-.4783	1.2011	.2505	-.9977	14E-02	-1.910	22	.069
Pair 9	DTAIHF - ITAIHF	70E-02	.7332	.1529	-.4040	.2301	-.569	22	.575
Pair 10	DTAHFI - ITAHFI	.0000	.5222	.1089	-.2258	.2258	.000	22	1.000
Pair 11	DTASSH - ITASSH	.1304	.5481	.1143	-.1066	.3674	1.141	22	.266
Pair 12	DTACA - ITACA	-.3043	.8757	.1826	-.6830	32E-02	-1.667	22	.110
Pair 13	DTARH - ITARH	18E-02	.9283	.1936	-.3579	.4449	.225	22	.824

a.TB.CAT = q

Table 28A (i)
PAIRED SAMPLES T-TEST Q7 (CATEGORY-WISE)
CATEGORY 1 (HOTELS WITH LESS THAN OR = 100 BEDS)

Paired Samples Statistics ^a

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	DITEP.A	3.1406	64	1.1935	.1492
	NRIEP.B	3.3594	64	.9656	.1207
Pair 2	FEP.C	4.4310	58	.7972	.1047
	NRIEP.B	3.3276	58	.9622	.1263
Pair 3	DITEP.A	3.1129	62	1.1749	.1492
	FEP.C	4.4355	62	.7814	9.923E-02
Pair 4	DIGPSI.D	4.2969	64	.8670	.1084
	NRIPSI.E	3.9063	64	.9210	.1151
Pair 5	FPSI.F	2.7966	59	1.2003	.1563
	NRIPSI.E	3.9153	59	.8568	.1115
Pair 6	DIGPSI.D	4.3333	63	.7829	9.863E-02
	FPSI.F	2.8095	63	1.1894	.1499
Pair 7	ASN.H	3.4063	64	.9713	.1214
	ASSDIG.G	3.1875	64	1.1936	.1492
Pair 8	ASN.H	3.3729	59	.9631	.1254
	ASSF.II	4.1186	59	.9664	.1258
Pair 9	ASSDIG.G	3.1429	63	1.1894	.1499
	ASSF.II	4.1429	63	.9480	.1194
Pair 10	TCSDIG.J	3.7656	64	1.0946	.1368
	TCSNRI.K	3.2656	64	1.1303	.1413
Pair 11	TCSFG.L	2.9322	59	1.2576	.1637
	TCSNRI.K	3.2712	59	1.0959	.1427
Pair 12	TCSDIG.J	3.7619	63	1.1175	.1408
	TCSFG.L	2.9683	63	1.2568	.1583
Pair 13	DULH.M	3.0625	64	1.2583	.1573
	NULH.N	3.3906	64	.9859	.1232
Pair 14	FULH.O	4.1864	59	.9733	.1267
	NULH.N	3.3898	59	.9652	.1257
Pair 15	DULH.M	3.0952	63	1.2536	.1579
	FULH.O	4.2063	63	.9531	.1201
Pair 16	DIGMDS.P	3.9063	64	1.0797	.1350
	NRIMDS.Q	3.3125	64	1.0820	.1352
Pair 17	FGMDS.R	2.3390	59	1.1081	.1443
	NRIMDS.Q	3.2542	59	1.0922	.1422
Pair 18	DIGMDS.P	3.9206	63	1.0969	.1382
	FGMDS.R	2.3810	63	1.1134	.1403

a. TB.CAT = p

Table 28A (contd)

**PAIRED SAMPLES T-TEST Q7 (CATEGORY-WISE)
CATEGORY 1 (HOTELS WITH LESS THAN OR = 100 BEDS)**

Paired Samples Correlations^a

		N	Correlation	Sig.
Pair 1	DITEP.A & NRIEP.B	64	.148	.242
Pair 2	FEP.C & NRIEP.B	58	.224	.090
Pair 3	DITEP.A & FEP.C	62	-.215	.093
Pair 4	DIGPSI.D & NRIPSI.E	64	.453	.000
Pair 5	FPSI.F & NRIPSI.E	59	.486	.000
Pair 6	DIGPSI.D & FPSI.F	63	.121	.344
Pair 7	ASN.H & ASSDIG.G	64	.412	.001
Pair 8	ASN.H & ASSF.II	59	.378	.003
Pair 9	ASSDIG.G & ASSF.II	63	-.018	.886
Pair 10	TCSDIG.J & TCSNRI.K	64	.359	.004
Pair 11	TCSFG.L & TCSNRI.K	59	.401	.002
Pair 12	TCSDIG.J & TCSFG.L	63	-.074	.562
Pair 13	DULH.M & NULH.N	64	.364	.003
Pair 14	FULH.O & NULH.N	59	.233	.075
Pair 15	DULH.M & FULH.O	63	-.192	.131
Pair 16	DIGMDS.P & NRIMDS.Q	64	.623	.000
Pair 17	FGMDS.R & NRIMDS.Q	59	.241	.066
Pair 18	DIGMDS.P & FGMDS.R	63	.170	.182

a. TB.CAT = p

CATEGORY 1 (Table 28A CONTD)

Paired Samples Test

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Differen				
					Lower	Upper			
Pair 1	DITEP.A NRIEP.B	-.2188	1.4195	.1774	-.5733	.1358	-1.233	63	.222
Pair 2	FEP.C - NRIEP.B	1.1034	1.1033	.1449	.8134	1.3935	7.617	57	.000
Pair 3	DITEP.A FEP.C	-1.3226	1.5447	.1962	-1.7149	-.9303	-6.742	61	.000
Pair 4	DIGPSI.D - NRIPSI	.3906	.9363	.1170	.1567	.6245	3.337	63	.001
Pair 5	FPSI.F - NRIPSI.E	-1.1186	1.0841	.1411	-1.4012	-.8361	-7.926	58	.000
Pair 6	DIGPSI.D - FPSI.F	1.5238	1.3423	.1691	1.1857	1.8619	9.010	62	.000
Pair 7	ASN.H - ASSDIG.	.2188	1.1882	.1485	.80E-02	.5155	1.473	63	.146
Pair 8	ASN.H - ASSF.II	-.7458	1.0763	.1401	-1.0262	-.4653	-5.322	58	.000
Pair 9	ASSDIG. ASSF.II	-1.0000	1.5345	.1933	-1.3865	-.6135	-5.172	62	.000
Pair 10	TCSDIG. TCSNRI	.5000	1.2599	.1575	.1853	.8147	3.175	63	.002
Pair 11	TCSFG.L - TCSNR	-.3390	1.2947	.1686	-.6764	.59E-03	-2.011	58	.049
Pair 12	TCSDIG. TCSFG.L	.7937	1.7428	.2196	.3547	1.2326	3.615	62	.001
Pair 13	DULH.M NULH.N	-.3281	1.2855	.1607	-.6492	.01E-03	-2.042	63	.045
Pair 14	FULH.O NULH.N	.7966	1.2003	.1563	.4838	1.1094	5.098	58	.000
Pair 15	DULH.M FULH.O	-1.1111	1.7144	.2160	-1.5429	-.6794	-5.144	62	.000
Pair 16	DIGMDS - NRIMDS	.5938	.9381	.1173	.3594	.8281	5.064	63	.000
Pair 17	FGMDS. NRIMDS	-.9153	1.3556	.1765	-1.2685	-.5620	-5.186	58	.000
Pair 18	DIGMDS - FGMDS	1.5397	1.4236	.1794	1.1812	1.8982	8.584	62	.000

a.TB.CAT = p

Table 28B (contd)

CATEGORY 2 - HOTELS WITH MORE THAN 100 BEDS

Paired Samples Statistics^a

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	DITEP.A	2.4167	24	1.1001	.2246
	NRIEP.B	3.2083	24	1.3181	.2691
Pair 2	FEP.C	4.3750	24	.7109	.1451
	NRIEP.B	3.2083	24	1.3181	.2691
Pair 3	DITEP.A	2.4167	24	1.1001	.2246
	FEP.C	4.3750	24	.7109	.1451
Pair 4	DIGPSI.D	4.4167	24	.7173	.1464
	NRIPSI.E	3.7083	24	.9546	.1949
Pair 5	FPSI.F	3.1667	24	1.3077	.2669
	NRIPSI.E	3.7083	24	.9546	.1949
Pair 6	DIGPSI.D	4.4167	24	.7173	.1464
	FPSI.F	3.1667	24	1.3077	.2669
Pair 7	ASN.H	3.0000	24	1.0632	.2170
	ASSDIG.G	2.5417	24	1.1413	.2330
Pair 8	ASN.H	3.0000	24	1.0632	.2170
	ASSF.II	3.9583	24	1.0417	.2126
Pair 9	ASSDIG.G	2.5417	24	1.1413	.2330
	ASSF.II	3.9583	24	1.0417	.2126
Pair 10	TCSDIG.J	3.9167	24	1.2825	.2618
	TCSNRI.K	3.5000	24	1.1421	.2331
Pair 11	TCSFG.L	3.1250	24	1.0759	.2196
	TCSNRI.K	3.5000	24	1.1421	.2331
Pair 12	TCSDIG.J	3.9167	24	1.2825	.2618
	TCSFG.L	3.1250	24	1.0759	.2196
Pair 13	DULH.M	2.5833	24	1.2129	.2476
	NULH.N	3.1250	24	.8999	.1837
Pair 14	FULH.O	3.9583	24	.8587	.1753
	NULH.N	3.1250	24	.8999	.1837
Pair 15	DULH.M	2.5833	24	1.2129	.2476
	FULH.O	3.9583	24	.8587	.1753
Pair 16	DIGMDS.P	4.1250	24	.9918	.2025
	NRIMDS.Q	3.5833	24	.7755	.1583
Pair 17	FGMDS.R	2.9167	24	1.3805	.2818
	NRIMDS.Q	3.5833	24	.7755	.1583
Pair 18	DIGMDS.P	4.1250	24	.9918	.2025
	FGMDS.R	2.9167	24	1.3805	.2818

a. TB.CAT = q

Table 28B

CATEGORY 2 (HOTELS WITH MORE THAN 100 BEDS)

Paired Samples Correlations^a

		N	Correlation	Sig.
Pair 1	DITEP.A & NRIEP.B	24	.567	.004
Pair 2	FEP.C & NRIEP.B	24	.377	.069
Pair 3	DITEP.A & FEP.C	24	.403	.051
Pair 4	DIGPSI.D & NRIPSI.E	24	.312	.137
Pair 5	FPSI.F & NRIPSI.E	24	.180	.400
Pair 6	DIGPSI.D & FPSI.F	24	.201	.347
Pair 7	ASN.H & ASSDIG.G	24	.358	.086
Pair 8	ASN.H & ASSF.II	24	.471	.020
Pair 9	ASSDIG.G & ASSF.II	24	-.126	.556
Pair 10	TCSDIG.J & TCSNRI.K	24	.534	.007
Pair 11	TCSFG.L & TCSNRI.K	24	.407	.048
Pair 12	TCSDIG.J & TCSFG.L	24	.197	.356
Pair 13	DULH.M & NULH.N	24	.169	.429
Pair 14	FULH.O & NULH.N	24	.345	.099
Pair 15	DULH.M & FULH.O	24	-.017	.936
Pair 16	DIGMDS.P & NRIMDS.Q	24	-.212	.320
Pair 17	FGMDS.R & NRIMDS.Q	24	.332	.113
Pair 18	DIGMDS.P & FGMDS.R	24	-.564	.004

a. TB.CAT = q

CATEGORY 2 (Table 28B CONTD)

Paired Samples Test

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error	95% Confidence Interval of the Difference				
					Mean	Lower			
Pair 1	DITEP.A - NRIEP.B	-.7917	1.1413	.2330	-1.2736	-.3097	-3.398	23	.002
Pair 2	FEP.C - - NRIEP.B	1.1667	1.2394	.2530	.6433	1.6900	4.611	23	.000
Pair 3	DITEP.A - FEP.C	-1.9583	1.0417	.2126	-2.3982	-1.5185	-9.210	23	.000
Pair 4	DIGPSI.D - NRIPSI	.7083	.9991	.2039	.2865	1.1302	3.473	23	.002
Pair 5	FPSI.F - - NRIPSI.E	-.5417	1.4738	.3008	-1.1640	067E-02	-1.801	23	.085
Pair 6	DIGPSI.D - FPSI.F	1.2500	1.3593	.2775	.6760	1.8240	4.505	23	.000
Pair 7	ASN.H - - ASSDIG.	.4583	1.2504	.2552	96E-02	.9863	1.796	23	.086
Pair 8	ASN.H - - ASSF.II	-.9583	1.0826	.2210	-1.4155	-.5012	-4.337	23	.000
Pair 9	ASSDIG. - ASSF.II	-1.4167	1.6396	.3347	-2.1090	-.7243	-4.233	23	.000
Pair 10	TCSDIG. - TCSNRI.	.4167	1.1765	.2401	01E-02	.9134	1.735	23	.096
Pair 11	TCSFG.L - TCSNR	-.3750	1.2091	.2468	-.8856	.1356	-1.519	23	.142
Pair 12	TCSDIG. - TCSFG.L	.7917	1.5030	.3068	.1570	1.4263	2.580	23	.017
Pair 13	DULH.M - NULH.N	-.5417	1.3825	.2822	-1.1254	210E-02	-1.919	23	.067
Pair 14	FULH.O - NULH.N	.8333	1.0072	.2056	.4080	1.2586	4.053	23	.000
Pair 15	DULH.M - FULH.O	-1.3750	1.4982	.3058	-2.0076	-.7424	-4.496	23	.000
Pair 16	DIGMDS - - NRIMDS	.5417	1.3825	.2822	21E-02	1.1254	1.919	23	.067
Pair 17	FGMDS. - NRIMDS	-.6667	1.3406	.2736	-1.2327	-.1006	-2.436	23	.023
Pair 18	DIGMDS - FGMDS	1.2083	2.1055	.4298	.3193	2.0974	2.812	23	.010

a.TB.CAT = q

Table 29A

FACTORS – Q5 (TBCAT) (Cut off point .500)
CATEGORY 1 (HOTELS WITH LESS THAN OR = 100 BEDS)

<u>Factor 1</u>		
ITADHF.B	-.569	(Customers of ITA dissatisfied with hotel facilities)
MCITA.F	-.777	(More complaints come from customers of ITA)
ITGRH.I	.873	(Customers of ITA give good report of hotel to others)
ITASLH.L	.648	(Customers of ITA satisfied with location of hotel)
ITASRH.N	.521	(Customers of ITA satisfied with rates of hotel)
ITAHFB.T	.833	(Customers of ITA happy with food and beverage)
DTASSH.U	.716	(Customers of DTA satisfied with surroundings of hotel)
ITASSH.V	.871	(Customers of ITA satisfied with surroundings of hotel)
ITACAH.X	.875	(Customers of ITA will come again to the hotel)
ITARHO.Z	.806	(Customers of ITA will recommend the hotel to others)
<u>Factor 2</u>		
DTADHF.A	.788	(Customers of DTA dissatisfied with hotel facilities)
ITADHF.B	.574	(Customers of ITA dissatisfied with hotel facilities)
DTAECH.C	.800	(DTA exaggerate the conditions in the hotel)
ITAECH.D	.515	(ITA exaggerate the conditions in the hotel)
MCDTA.E	.807	(More complaints come from customers of DTA)
DTASRH.M	-.686	(Customers of DTA satisfied with rates of hotel)
<u>Factor 3</u>		
DTASLH.K	.872	(Customers of DTA satisfied with location of hotel)
DTAHFB.S	.798	(Customers of DTA happy with food & beverage)
<u>Factor 4</u>		
DTACA.W	.903	(Customers of DTA will come again to the hotel)
DTARHO.Y	.901	(Customers of DTA will recommend the hotel to others)
<u>Factor 5</u>		
DTADHC.O	.835	(Customers of DTA dissatisfied with hygienic conditions in the hotel)
ITADHC.P	.894	(Customers of ITA dissatisfied with hygienic conditions in the hotel)
<u>Factor 6</u>		
DTAGR.H.J	.661	(Customers of DTA give good report of hotel to others)
DTAIHP.Q	.816	(Customers of DTA happy with their interactions with hotel personnel)
ITAIHP.R	.686	(Customers of ITA happy with their interactions with hotel personnel)
<u>Factor 7</u>		
ITAPDH.G	.906	(ITA play down the hotel to guests)
DTAPDH.H	.681	(DTA play down the hotel to guests)
<u>Factor 8</u>		
ITAECH	.646	(ITA exaggerate conditions in the hotel)

Table 29B

CATEGORY 2 (HOTELS WITH MORE THAN 100 BEDS)

<u>Factor 1</u>		
ITADHF.B	-.783	(Customers of ITA dissatisfied with hotel facilities)
ITGRHI	.746	(Customers of ITA give good report of hotel to others)
ITASLH.L	.829	(Customers of ITA satisfied with location of hotel)
ITASRH.N	.728	(Customers of ITA satisfied with rates of hotel)
ITAIHP.R	.732	(Customers of ITA satisfied with their interactions with hotel personnel)
ITAHFB.T	.692	(Customers of ITA happy with food & beverage)
ITASSH.V	.604	(Customers of ITA satisfied with surroundings of hotel)
ITACAH.X	.758	(Customers of ITA will come again to the hotel)
ITARHO.Z	.739	(Customers of ITA will recommend the hotel to others)
<u>Factor 2</u>		
MCITA.F	-.762	(More complaints come from customers of ITA)
ITASRH.N	.581	(Customers of ITA satisfied with rates of hotel)
DTADHC.O	-.750	(Customers of DTA dissatisfied with hygienic conditions in the hotel)
ITADHC.P	-.650	(Customers of ITA dissatisfied with hygienic conditions in the hotel)
ITAHFB.T	.575	(Customers of ITA happy with food and beverage)
DTASSH.U	.830	(Customers of DTA satisfied with surroundings of hotel)
ITASSH.V	.645	(Customers of ITA satisfied with surroundings of hotel)
<u>Factor 3</u>		
DTADHF.A	-.759	(Customers of DTA dissatisfied with hotel facilities)
DTAGR.H.J	.872	(Customers of DTA give a good report of hotel)
DTACA.W	.954	(Customers of DTA will come again to the hotel)
DTARHO.Y	.852	(Customers of DTA will recommend hotel to others)
<u>Factor 4</u>		
DTAECH.C	.845	(DTA exaggerate the conditions in the hotel)
ITAECH.D	.658	(ITA exaggerate the conditions in the hotel)
MCDTA.F	.776	(More complaints come from customers of DTA)
<u>Factor 5</u>		
ITAPDH.G	-.534	(ITA play down the hotel to the guests)
DTASRH.M	.771	(Customers of DTA satisfied with rates of hotel)
DTAHFB.S	.664	(Customers of DTA happy with food and beverage)
<u>Factor 6</u>		
ITAPDH.G	.569	(ITA play down the hotel to the guests)
DTAPDH.H	.924	(DTA play down the hotel to the guests)
<u>Factor 7</u>		
DTASLH.K	.906	(Customers of DTA satisfied with location of hotel)
DTAIHP.Q	.614	(Customers of DTA satisfied with their interactions with hotel personnel)

Table 30A

FACTORS – Q7 (TBCAT) (Cut off point .500)**CATEGORY 1 (HOTELS WITH LESS THAN OR = 100 BEDS)****Factor 1**

FEP.C	.779	(Foreigners exhibit patience with the hotel)
FPSI.F	-.515	(Foreigners want their problems solved immediately)
ASSF.I	.600	(An apology sufficient to satisfy foreign guests)
FULH.O	.796	(Foreigners are more understanding of hotel limitations)
FGMDS.R	-.508	(Foreigners meticulous about minute details in service)

Factor 2

DIGMDS.P	.826	(Domestic Indian guests meticulous about minute details in service)
NRIMDS.Q	.830	(NRI guests meticulous about minute details in service)
FGMDS.R	.526	(Foreigners meticulous about minute details in service)

Factor 3

NRIEP.B	.800	(NRI guests exhibit patience with the hotel)
DULH.M	.563	(Domestic tourists understanding about hotel limitations)
NULH.N	.760	(NRI guest understanding about hotel limitations)

Factor 4

TCSNRI.K	.515	(Tangible compensation appropriate to satisfy NRI guests)
TCSFG.L	.820	(Tangible compensation appropriate to satisfy foreign guests)

Factor 5

ASN.H	.882	(An apology would be sufficient to satisfy NRI guests)
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Factor 6

DIGPSI.D	.681	(Domestic Indian guests want their problems solved immediately)
NRIPSI.E	.876	(NRI guests want their problems solved immediately)
FPSI.F	.602	(Foreigners want their problems solved immediately)

Factor 7

TCSDIG.J	.851	(Tangible compensation appropriate to satisfy domestic Indian guests who complain)
TCSNRI.K	.716	(Tangible compensation appropriate to satisfy NRI guests who complain)

Table 30B

CATEGORY 2 (HOTELS WITH MORE THAN 100 BEDS)**Factor 1**

NRIEP.B	.892	(NRI guests exhibit patience with the hotel)
NRIPSI.E	-.760	(NRI guests want their problems solved immediately)
NULH.N	.782	(NRI guests are understanding of hotel limitations)
NRIMDS.Q	-.670	(NRI guests meticulous about minute details in service)

Factor 2

DITEP.A	.716	(Domestic Indian guests exhibit patience with the hotel)
ASSDIG.G	.833	(An apology would be sufficient to satisfy domestic Indian guests)
DULH.M	.720	(Domestic Indian guests are understanding of limitations)

Factor 3

FEP.C	.809	(Foreigners exhibit patience with the hotel)
DIGPSI.D	.534	(Domestic Indian guests want their problems solved immediately)
ASN.H	.544	(An apology would be sufficient to satisfy NRI guests)
ASSF.I	.903	(An apology would be sufficient to satisfy foreign guests)

Factor 4

FULH.O	.726	(Foreigners are understanding of hotel limitations)
DIGMDS.P	.595	(Domestic Indian guests meticulous about details)
FGMDS.R	-.852	(Foreign guests meticulous about minute details)

Factor 5

TCSDIG.J	.647	(Tangible compensation to satisfy domestic guests)
TCSNRI.K	.865	(Tangible compensation appropriate to satisfy NRIs)
TCSFG.L	.708	(Tangible compensation to satisfy foreign guests)

Factor 6

FPSI.F	.876	(Foreigners want their problems solved immediately)
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Table 31A – Summarised results of Q5

Factors/Sub-hypotheses	General	Section A (Categrzn. of DOT)			Section B (%of ITA custmrs)		Section C (total bed- capacity)	
		A	B	C	> 25 %	< 25 %	< 100	> 100
Domestic travel agents exaggerate conditions in the hotel		yes	yes	-	-	-	-	-
More complaints come from customers of domestic travel agents	*yes	-	yes	-	yes	-	yes	yes
Customers of Int. travel agents are satisfied with rates of hotel	yes	-	-	yes	yes	-	-	-



Table 31B – Summarised results of Q7

Factors/Sub-hypotheses	General	Section A (Categz. of DOT)			Section B (%of ITA custmrs)		Section C (total bed-capacity)	
		A	B	C	> 25 %	< 25 %	< 100	> 100
NRI guests exhibit patience with the hotel	-	yes	-	-	-	-	-	-
Foreigners exhibit patience with the hotel	yes	-	yes	yes	yes	yes	yes	yes
Domestic guests want their problems solved immediately	yes	yes	yes	yes	yes	yes	yes	yes
NRI guests want their problems solved immediately	-	-	-	-	yes	-	-	-
An apology is sufficient to satisfy foreign guests	yes	-	yes	yes	yes	yes	yes	yes
Tangible compensation is more appropriate to satisfy domestic guests	yes	-	yes	yes	yes	yes	yes	yes
NRI guests are understanding of hotel limitations	-	-	-	yes	yes	-	-	-
Foreigners are understanding of hotel limitations	yes	yes	yes	yes	yes	yes	yes	yes
Domestic Indian guests are meticulous about minute details in service	yes	yes	yes	yes	yes	yes	yes	-
NRI guests are meticulous about minute details in service	-	-	yes	-	yes	yes	yes	yes