THE ROLE OF NONVERBAL COMMUNICATION IN CUSTOMER RELATIONSHIP MANAGEMENT PROCESS: A STUDY ON 5-STAR HOTELS IN TURKEY

MÜŞTERİ İLİŞKİLERİ YÖNETİMİ SÜRECİNDE SÖZSÜZ İLETİŞİMİN ROLÜ: TÜRKİYEDEKİ 5 YILDIZLI OTELLER ÜZERİNE BİR ÇALIŞMA[*]

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Abstract

Business organizations competing with various rivals, think by the illusion of the modern age; the best way to reach their target consumers is to use benefits of technology. They collect data and use them for customer satisfaction. But the importance of face to face communication is generally underestimated or neglected. This study aims to get Customer Relationship Management (CRM) applications to make a return from high-tech to interpersonal communication, which is a timeless sales technique.In order to present the role of nonverbal communication (NVC) in CRM process, 643 participants, who stayed in 5-star hotels in Turkey in the previous year were asked about their hotel choice, evaluations about hotel employees considering the last accommodation. The most important of the research results are the most important expectation from a 5-star hotel is the quality of service; the customers' perception about quality is shaped by the quality of communication; the employees' NV communication skills are very highly minded by the customers.

Keywords: Customer Relationship Management, Nonverbal Communication, 5-star Hotels, Employee,

Öz

Çeşitli rakipleriyle yarış içinde olan işletmeler, modern çağın illüzyonu ile hedef tüketicilerine ulaşmanın en iyi yolunun teknolojinin nimetlerini kullanmak olduğunu düşünmektedir. Veri toplamakta ve bu verileri müşteri memnuniyeti için kullanmaktadırlar. Ancak yüz yüze iletişimin önemi genellikle hafife alınmakta veya ihmal edilmektedir. Bu çalışma, Müşteri İlişkileri Yönetimi (CRM) uygulamalarının, yüksek teknolojiden zamansız satış tekniği olan kişilerarası iletişime doğru bir dönüş yapmasını sağlamayı amaçlamaktadır. CRM sürecinde sözsüz (NV) iletişimin rolünü ortaya koymak için, Türkiye'de 5 yıldızlı otellerde konaklama yapmış 643 katılımcıya son otel konaklamaları ile ilgili olarak otel tercihleri ve otel çalışanları ile ilgili değerlendirmeleri sorulmuştur. Araştırma sonuçları içerisinde en önemlileri; 5 yıldızlı bir otelden en önemli beklentinin hizmet kalitesi olduğu; müşterilerin kalite konusundaki algılarının iletişimin kalitesi ile şekillendiği ve çalışanların sözsüz iletişim becerilerinin müşteriler tarafından yüksek derecede önemsendiğidir.

Anahtar Kelimeler: Müşteri İlişkileri Yönetimi, Sözsüz İletişim, 5 yıldızlı Oteller, Çalışan,

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GENİŞLETİLMİŞ ÖZET

Çalışmanın Amacı

Müşteri İlişkileri Yönetimi (CRM) uygulamaları ve kişilerarası iletişim türlerinden sözsüz iletişim arasında güçlü bir ilişki vardır. Bu çalışmanın amacı bu ilişkinin otel müşterilerinin görüşleri aracılığı ile ölçülmesidir.

Araştırma Soruları

1. 5 yıldızlı otel müşterileri otel seçme sürecinde nelere dikkat ediyor? 2. İşletmenin müşterilerle olan ilişkilerinde kullandığı sözsüz iletişim kodları müşteriler tarafından nasıl değerlendirilmektedir? 3. Müşterilerin, çalışanların müşterileriyle ilişkilerinde kullandığı sözsüz iletişim kodları hakkındaki değerlendirmeleri nelerdir? 4. Müşterilerin, işletmelerin sözsüz iletişim kodları kullanımına ilişkin duygusal çıkarımları nelerdir? 5. Müşterilerin otel hizmetlerinin kalitesi ile ilgili değerlendirmeleri sonucu ortaya çıkan algılarında, belirleyici unsurlar nelerdir?

Literatür Araştırması

İşletmeler, yüzyüze gerçekleşen iletişim sayesinde hedef kitlesi ve müşterileri ile iletişim içine girebilmekte, onlarla kurduğu dostluğa dayalı iletişim sayesinde ilişkisini ömürlük kılabilmekte ve rekabet yarışında lider olabilmektedir (Bozkurt, 2004: 161–162). İşletmeler bu tarz iletişim faaliyetlerini masraflı olduğunu ya da maliyet artırıcı olduğunu düşünebilmektedir ancak bu iletişimden mahrum olmak da kaçırılan fırsatlar anlamına gelmesi bakımından, iletişim kuramamak da maliyet anlamına gelmektedir (Bergeron, 2002: 38). Müşteri ilişkileri yönetiminin hedeflerine ulaşabilmesi çalışanların da müşteri ilişileri sürecine dâhil olması ile mümkün olabilir (Mohammed ve Rashid, 2012: 220–230). Müşteri ilişkileri yönetimi sürecinde, tüm çalışanların desteği ile müşteri etkilenebilir ve sadakati elde edilebilir (Roodpishi ve Rodpysh, 2013: 614–621). Hizmet sektörü gibi özellikle yüz yüze iletişimin yoğunluk kazandığı işletmelerde işletme ve çalışanlar tarafından sözsüz iletişim kodları oluşturma ve söz konusu kodları çözümleme becerisi çalışanlara dolayısıyla işletmeye büyük faydalar sağlamaktadır.

Yöntem

Araştırmada Türkiye genelinde 5 yıldızlı otellerde konaklamış 643 kişiye yüz yüze ulaşarak gönüllülükleri sağlanmış ve elektronik posta adresleri toplanarak kendilerine çevrimiçi anket bağlantısı gönderilmiştir. Türk katılımcılara Türkçe, yabancı katılımcılara İngilizce olarak hazırlanmış olan anket formu SERVQUAL, CRM ve NV ölçeklerinden ve demografik sorulardan oluşmaktadır. Uygulanan ölçekler aracılığı ile katılımcılara otel seçimlerinde dikkat

ettikleri hususlar, otel çalışanları ile ilgili görüşleri ve son konaklamaları ile ilgili değerlendirmeleri sorulmuştur.

Sonuç ve Değerlendirme

Bu çalışma neticesinde katılımcıların 5 yıldızlı bir otelden en önemli beklentilerinin kaliteli hizmet olduğu; müşterilerin kaliteli hizmet anlayışının kaliteli iletişim ile şekillendiği; otel çalışanlarının sözsüz iletişim becerisinin müşteriler tarafından yüksek düzeyde önemsendiği ve müşterilerin otel işletmelerinden öncelikle güler yüz, nezaket ve saygı beklediği görülmüştür. Ayrıca bu çalışmanın bulguları, 5 yıldızlı otel müşterilerinin beklentilerinin sırası ile; güvenilirlik/zaman kullanımı, yetkinlik/saygı, empati ve fiziksel unsurlar olduğunu; müşteri ilişkileri yönetiminden beklentilerinin de enformasyondan (tek taraflı bilgi aktarımı) ziyade ilişki olduğunu göstermektedir. Müşteriler otellerin çalışanlarının öncelikle kendilerine yakın ve saygılı davranmalarını tercih etmektedir. Çalışanların müşterilerle etkileşimlerinde güleryüz sergilemesi ve çalıştıkları birime dair herhangi bir söze gerek kalmadan, giydikleri kıyafetler aracılığı ile bilgi vermeleri iletişime rahatlık ve akıcılık sağlaması açısından olumlu olarak değerlendirilmektedir. Katılımcılara önem sıralaması yaptıkları sözsüz iletişim öğeleri sırası ile güleryüz, nezaket ve saygıya verilmesi sonuçlar arasında sık karşılaşılan bir değerlendirme olarak göze çarpmaktadır. Bu beklentiler uygun bir biçimde karşılandığında ortaya çıkan duygusal geri bildirimlerin; memnuniyet, zevk alma, mutluluk ve eğlenme şeklinde olduğu görülmektedir. Müşteri ilişkileri yönetiminde müşteri memnuniyeti sağlamak, müşteri sadakati elde etme açısından oldukça önemli bir hedeftir. Müşterilerin hizmet kalitesi ile ilgili algısının olumlu olması müşterilerin işletmenin kalitesine ve hizmetine güven duymasını ve çevresine tavsiye etmesini kolaylaştırmaktadır. Bunun dışında müşterilere kendilerine verilecek hizmetler hakkında bilgi vermek; müşteri bilgilerinin titizlikle delege edilmesi, dijital iletişim ağları, işletmelere ait sosyal mecralar ve şikâyet kanalları; CRM'in önceliği olan kişiye özel hizmet ve ürün geliştirme ve bu amaçla işletmenin tuttuğu kayıtlar müşterinin önceliği değildir. Müşteriler bu faaliyetler hakkında bilgi sahibi olmadığı ve bu gibi faaliyetlerde rolü olmadığı için kendileri ile işletmeyi özdeşleştirememektedir. Öte yandan işletme ile kurduğu ilişki ve bu ilişkinin çerçevesini yüksek derecede değerlendirme eğilimindedir. Ancak bir diğer önemli sonuca göre ise, müşterinin sadakat duygusunu geliştirmek açısından, müşterinin konaklaması sonrasında sürekli olarak bilgi alış-verişi halinde olmak da oldukça önemli olarak görülmektedir. Müşterilerin konaklama sonrasında işletme tarafından hatırlanması, özel günlerinin işletme tarafından kutlanması, hediyeler yollanması, dönemsel promosyon teklifleri sunulması, işletmenin sunduğu sadakat programlarından faydalanmaları için beirli periyodlarda

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müşterilere sunulan indirim önerileri, belirli aralıklarla müşteri değerlendirme anketleri yollayarak talep ve şikayetlerinin elde edilerek değerlendirilmesi vb. gibi satış ya da hizmet sonrası faaliyetler, müşterilerin sadakatini önemli bir oranda artırabilmektedir. Ayrıca bu şekilde işletmeler bu faaliyetler aracılığı ile müşteri tabanının değerini koruyup, artırabilmektedir. Müşteri ilişkileri yönetimi uygulamaları ve bu süreç içerisinde kurulan iletişimin sözsüz kısmının birlikte değerlendirildiği araştırmalara bakıldığında literatürde az sayıda çalışma olduğu görülmüştür. Çalışma neticesinde elde edilen bu çerçevedeki sonuçların müşterilerle ilgili olarak mikro segmentasyon sağlaması açısından, müşteri ilişkileri yönetimi ve pazarlama stratejilerini yenilemeleri ve geliştirmeleri için işletmelere yarar sağlayacağı düşünülmektedir.

1. INTRODUCTION

The pressure the competition creates, globalization of the market, the proliferation of brands and beyond, changing lifestyle and consumer behaviors have forced companies to develop strategies to keep customers in the business and thus to run consumer loyalty programs and relationship marketing (Flambard-Ruaud, 2005: 53–63). The relationship marketing needs to consider each individual and to build everything according to her/his needs and wishes. Either it is necessary to think customer as an individual or as a member of a community according to their wishes and behaviors. This approach brings about the change of the greatest value sequence, which sounds impossible to implement; this is where customer relationship management comes into play and makes it possible (Gummesson, 2002: 37–57). The part of a business that establishes and maintains relationships with customers is employees. This study focuses on the idea that interpersonal communication is largely non-verbal, and that non-verbal communication requires expertise. The aim of this study is to understand and explain the role of non-verbal communication in the management of customer relationship at 5-star hotels.

2. LITERATURE REWIEV

2.1. CRM Concept

CRM's starting point is to collect information about the customer and try to identify the customer through this information (Kırım, 2012: 60). CRM is a form of management that extends marketing to the organization as a whole, along with being an extension of the customer-focused approach, and is that based on customer definition, understanding of customers' needs, and customer-appropriate product/service development (Akoğlan Kozak, 2013: 5). The purpose of CRM is to increase the equity of each customer. Hence, the business will take private actions for every customer, thanks to the new technologies (Peppers & Rogers, 2013: 27).

2.2. Identify the Customers

In order to treat each customer differently, it is important to understand who is the customer. Something new about the customer can be learned by each purchase. The good and the bad customers can be distinguished from each other and desired marketing activities that can be realized by a dynamic system. (Kırım, 2012: 157). The customer data must be directly supplied and in the categorization process, some data must be collected for once and some must be continuously.

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2.3. Service Differentiation

Different customers buy service and different products at the different levels of the business organization, and also the business organization tries to meet each customers' unique needs according to their value. In order to achieve this goal, the business organizations should identify their most important customers first and then service/products should be adapted accordingly (Taiwo & Kola, 2013: 46–54).

2.4. Interacting with Customers

Direct involvement of the client is required in the interaction process. It is necessary to think of this activity as the management of *customer experience* (Peppers & Rogers, 2013: 289). During this interaction, the most important thing is to pay attention to strategically important customers, not all the customers (Taiwo & Kola, 2013: 46–54). Interaction with the customer is the primary generator of profitability (Kırım, 2012: 168-169). Through the learning-based dialogue, unique information about the customer can become a wall that is slowly being put up between rivals and the customer.

2.5. Customize the Service

Providing a customizable service/product; means that the customer's unique characteristics are known by the business and generate a strategy about how should be treated each customer (Kırım, 2012: 47–48). Providing extra customized service/product to the customer generates additional profitability without extra cost.

2.6. Organization, Leaders and Employees in CRM

The success of the CRM can be achieved by actively involving the employees of the business (Mohammed & Rashid, 2012: 220–230). The common belief, perspectives, and values within the business organization constitute the organizational culture. It is possible to exhibit superior performance thanks to unity and solidarity (Mojibi & Bousari, 2014: 51–60). The relationship with the customer, unlike employee relations, cannot be managed; such a relationship can only be led (DeFazio, 2003: 36–37). Being competent requires the ability to transmit the strength from the lowest to the highest level (Lo, Stalcup & Lee, 2010: 139-159). The behavior of a happy employee can be perceived by the customers easily. Thanks to this relationship; customers might think that the organization sees them as business partners, not as profit makers.

2.7. CRM and Nonverbal Communication

Michael Argyle and colleagues' study (1971) about 'power and dominance' in interpersonal relationship, supported the results of Mehrabian and his colleagues' study about

NV communication in interpersonal relationship. Mehrabian generalized that the NV behaviors are more effective than words on transmitting the emotions. According to this: Total feeling = %7 verbal feeling + %38 vocal feeling + %58 facial feeling. Using this numerical equation will save emotions from analyzing only one dimension at a time (liking, domination, joy, tension, curiosity, depression, etc.) in future studies (Mehrebian, 1971: 43–44). In addition, Birdwhistell says that the words are conveyed the message with an estimated range in 30% - 35%, while the remainder are conveyed by behaviors (Birdwhistell, 1970: 158). For example; the impulse of gesture is a fixed element in the human communication experience. It is a constant in speech, narration, discussion, sharing and negotiation (Harrison, 2018: 215).

The link between non-verbal communication of service workers and emotional responses of customers has been widely explored in the service. However, most of these studies have been real-life experiences measured by an experimental approach. Although this approach permits control, it has also been observed that different variables or any different encounters in the service may not be related to the daily environment. Therefore, this understanding should be further refined (Kueh & Bagul, 2013: 126). In previous studies, it is reported that the interaction between the employees working in the service and the guests should be able to solve the bilateral conflicts that may occur between them and may contain information flow that may affect the satisfaction of the communication. To improve the service experience of hotel guests, researchers suggest that a number of inputs can be embedded in a successful service encounter: 1) the benefits that guests will receive as a result of this encounter;

2) the practices and methods that are directed through the match; and

3) effective interpersonal communication and behavior (Islam & Kirillova, 2019: 2).

The good non-verbal communication of the hotel staff can reveal the quality of the hotel service to the guests at the first entrance by showing that the guests are welcomed. Especially when they arrive at the hotel for the first time and when they leave the hotel, a good body language that the employees will exhibit shows that they thank the guests of the hotel. When guests can recognize and read these codes, they will make their final decisions about the service offered by the hotel (Nenty Sudantari, Padmadewi &Sintya Dewi, 2019: 48).

NV communication skills seem to be learned as well as innate. The way to express general feelings such as anger, happiness, sadness is similar in almost all cultures. Other forms of NV communication, such as hand gestures and mimics, are manifest themselves as cultural specific markers in the distinctive system of cultures. People also learn how to communicate through their bodies, distance, touch, sound, smell and dressing patterns, and they can present themselves collectively (Neuliep, 2009: 288). An employee with the ability to read body

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language is much more equipped and advanced than other employees in understanding and identifying customer feelings and expectations (Goman, 2015: 17).

3. METHODOLOGY

3.1. Research Questions

The objective of the study is to try to answer research questions about the role of NV communication in CRM. The research was that planned according to these questions:

RQ1. What are the 5-star hotel customers consider in the process of selecting hotels?

RQ2. What is the customer evaluations of NV communication codes that the facility use in the relationship with the customers?

RQ3. What are the customer's assessments of NV communication codes that employees use in the relationship with the customers?

RQ4. What are the emotional implications that customers conclude from the organizations' NV communication codes use?

RQ5. What are the elements that customers evaluate in the perception about the quality of the hotels' service?

3.2. Sample

Data were collected from 5-star hotel customers in Turkey. In the study, convenience sampling was preferred among the non-probabilistic sampling types, considering that the individuals were voluntary or accessible (Edmons & Kennedy, 2017: 20). Accordingly the questionnaire was applied both face to face and via social media. The participants have been accessed in hotel receptions and asked their permission for sending questionnare link to their e-mail addresses. 670 questionnaires were obtained at the end of the process, and 27 of them were excluded from the research. The results evaluated via 643 questionnaires.

3.3. Measurement and Procedure

A literature review has been done and the survey questions have been prepared both in Turkish and in English. For the translation of the questions from English, questionnaire was designed by feedback from two experts. The questionnaire was finalized at the end of necessary corrections and by feedback of three experts to obtain face validity. After the questionnaire applied to 65 hotel customers, the final version was put into practice. The questionnaire consists of 5 main parts.

A total of 6 questions for the evaluation of interpersonal communication, including body language use, external appearance, communication skills, approach and features that hotel employees need to have, were asked categorically closed-ended. The two questions in the

original study were not suitable for the study (Ünüvar, 2009). In addition, in order to evaluate the employees' communication style and NV communication, an independent table with 10 NV communication codes is added. Participants were asked to make a ranking in order of importance from 1 (least significant) to 10 (most important).

The Customer Expectations section have been compiled from the study by Çatı et al. (2010). The questionnaire consists of 22 judgments to measure the expectations of the customers regarding the services. The 5-point Likert scale was used for these judgments (Likert, 1932). The range of this scale which is suitable for equally spaced scale structure is Very effective (5), Effective (4), Neither effective nor ineffectual (3), Ineffectual (2), Never ineffectual (1).

The customers' emotional response was surveyed by eight questions that in the first part of NV communication and emotional response scale. And the customers' NV communication evaluation was surveyed by sixteen items (Kueh & Bagul, 2013). The 5-point Likert scale was preferred instead of the 7-point Likert scale had been used in the original research and used for its suitability to the structure of this study (Likert, 1932). The intervals in the first part of the scales which is proper for the structure of equal-interval scale that measures emotional response, and in the second part that measures NV communication, are Strongly agree (5), Agree (4), Neither agree nor disagree (3), Disagree (2), Strongly disagree (1).

The CRM section of the scale was designed as 20 questions to measure the perceived service quality (Demo & Rozet, 2013). For all judgments in the scale, the 5-point Likert-type scale was used, and the categories were, Totally agree (5), Agree (4), Neither agree nor disagree (3), Disagree (2) and Strongly disagree (1).

The NV communication elements were asked to be rated according to their importance from 1 (the lowest) to 10 (the highest). In the last section, questions about age, gender, monthly average income and the purpose of accommodation at the hotel were asked to determine the general demographic characteristics of customers.

In this research, descriptive statistics used. Among the observed events, the factor analysis technique was used to summarize effectively empirical relations through theoretical formulations (Kim & Mueller, 1978).

4. RESULTS

4.1. Socio-Demographic Characteristics of Interviewed Hotel Customers

The gender distribution of the participants is seen as that 52.3% female and 47.7% male. When the age distribution is considered, it is seen that the most populated population is in the

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age range of 26-35 (31.9%). The mean of the participants' age was 37.61, and the standard deviation was 11.15, and 96.3% of the participants stated their monthly income and 3.7% did not. The arithmetic average of the participants' income was 5060 Turkish Liras (72.8%). The percentage the most recent stay in 5-star hotels are for holiday 67.7%, for work 27.5%, for honeymoon 2.6%, for health 1.7%, for education 0.5%.

4.2. Findings Related to Interpersonal Communication

The participants answered the survey questions considering their most recent stays at 5-star hotels. According to research question 1, the features the customers pay more attention to when choosing a hotel are seen as "quality service" 72.6%, "price" 16.3% and "quality goods" 11.0%. In the cross-table, a significant relationship was observed between two genders according to chi-square $(X^2 = 10.25, df = 2, p = 0.006)$. While 78% of the women give importance to quality service, 12.8% price and 9.2% quality of goods; 66.8% of men to quality service, 20.2% price and 13% quality of goods. The answers showed a significant relationship with age $(X^2 = 19.98, df = 8, p = 0.010)$. According to Chi-square; as the age rises, quality of goods are becoming more important. It is seen that the young give answers to this question as of quality service. In addition, it is observed that the importance of price increases as income decreases. According to Chi-square a significant relationship was observed with income level $(X^2 = 18.61, df = 10, p = 0.045)$. As income increases, quality goods gain importance. Low-income customers evaluate price and quality service but high-income customers evaluate quality goods and quality services. There is also a tendency towards quality goods from quality service as income increases.

According to the research question 3, it is seen that friendly and respectful employee is the most important (51.3%). What customers care about next is that the employee's reliability (28.1%), and the importance of the employee's competence is 20.5%.

The chi-square analyzes and cross-tables of the responses to the question "Which employee is more important for you in a hotel?" is examined. There is a significant relationship between the age and the qualifications of employee $(X^2 = 20.43, sd = 8, p = 0.009)$. According to this, it is observed that young people tend to say friendly and respectful employee. In addition, as the age increases, competent employee, and reliable employee become more important.

The participants were asked: "Which one is more important for the first entry to the hotel?" It was revealed that the customers paid more attention to reception (welcome) when compared to other elements (53.5%). In the second place, it is seen that the decoration and design are important (26.3%), and the third is the physical structure (20.2%). According to the

chi-square test, there is a significant relationship among age (X^2= 22.5, sd = 8, p = 0.004), income level (X^2= 26.10, df = 10, p = 0.003) and the important features for the first entry to the hotel. According to this, as the age increases, it is seen that the decoration and design lose its importance, in which the physical structure and reception become important. Moreover, as the income level increases, the physical structure becomes more important than decoration and design.

It is seen that the employees are required to have communication skills (66.1%). This is followed by business knowledge at a rate of 18.8%, and experience at a rate of 15.1%. There is a significant relationship between genders and the must-have specialities of hotel employee (X^2= 7.64, df = 2, p = 0.022). Accordingly, it is seen that women give more importance to communication skills than men. There is also a significant relationship with age (X^2= 26.51, df = 8, p = 0.001). In this context, as age increases, the importance of communication skills decreases and experience becomes more important.

The question about the first encounter with hotel employee, the most important features are smiling face (68.3%), and the way of addressing (29.1%). Customers do not pay much attention to their physical fitness (2.6%) who speaks with a gentle and appropriate voice and smiles. The participants asked how hotel employee should be approached towards themselves. The percentage of those who say that the employee should be discreet is 75.3%, sincere is 19.9% and formal is 4.8%.

The hotel customers were asked whether the gesture use of the employees is disturbing or not, 52.92% of the participants say no, 43.5% stated that they feel uncomfortable from time to time, and who feel uncomfortable is 3.6%. The rate of participants stated that it is appropriate to wear uniforms in the departments is 76.7%, those who say not suitable is seen as 5.4%. The percentage of those who stated that such a distinction is not significant for them is 17.9%.

The participants were given a group of NV elements that they want to see in all the communication with hotel employees. It is seen that the smiling face is the most important feature with an average of 8.08. The others in order with averages are; kindness (7.98), respect for the personal space (7.80), listening skills (7.65), friendliness (7.22), using vocal variety while speaking (7.14), posture (7.08), eye contact (7.01), tone of voice (6.97), and the gesture use (6.53).

4.3. Findings Related to Customer Expectations

Customers were asked to evaluate the factors that influence the accommodation decision in order to measure the quality of the service they expect from the hotel. According to the answers, the highest expectations are listed as: "Keeping hotel employee's end of the bargain

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in time." (Mean 4.75, sd =. 476), "The hotel employee's being continually respectful to the customers." (Mean 4.72, sd = 500), "The employee's effectiveness on solving the problems." (Mean= 4.70, sd =.524) and "The customers' feeling themselves in safe throughout the relationship with the hotel." (Mean= 4.69, sd =.524). The services with the lowest expectation are "Having employee to take care of each customer personally." (Mean = 4.25, sd =. 737), "The employee's taking care of the customers individually." (Mean = 4.24, sd = .688), "Conscientiousness of the hotel about keeping customers' recordings and information." (Mean 4.20, sd =. 829) and "The employee's understanding special requests of the customer" (Mean = 4.20, sd =. 696).

In the research, the reliable, respectful and solution-oriented employee is in the focus of the expectations of the hotel customers, and the expectation about trust is high. The customers' expectations of service designed according to their own personal traits are low, and there is almost no expectation about information recording of the hotel. In this case, it is possible to say that the understanding of designing personalized service by recording the data of the customers is not evaluated by the customer. The healthy and efficient communication with the customer during the accommodation should be prioritized by the hotel.

4.4. Customer Expectations Factor Findings

The factor structure and reliability level of the customer expectations scale's data was put factor analyze. Rotation varimax was chosen to ensure that the variation was maximized in all factors (Kim, & Mueller, 1978). 4-factor solution (sub-dimensions) explaining 50.702% of the total variance in customer expectations made over 22 items emerged (Table 1). The Cronbach Alpha coefficients were calculated and the reliability coefficients were found as to be above the 0.60 level (Nakip, 2006: 429)

It was observed that the customer expectations scale consisted of 4 main components. The question that was asked according to the research question 1, the factors that customers evaluated in hotel selection, was also measured. The first factor that emerged was called "reliability/time use". When looking at the arithmetic average, there is a tendency towards participation. Judgments that express reliability within the first factor can be ordered as "The customers' feeling themselves safe throughout the relationship with the hotel." (Mean = 4.69, sd =. 524) "The employee's exciting confidence to the customer by own behaviors." (Mean = 4.61, sd =. 562) "Neat and tidy looking employee." (Mean 4.61, sd =. 559). "The employee's delivering the services in time according to prior promise." (Mean = 4.49, sd = 584), "The hotel's working hour suitability for all the customers." (Mean = 4.27, sd =. 722), "The employee's fulfilling the services as soon as possible." (Mean = 4.54, sd =. 566), "The

employee's notifying the customers clearly about the time of the services." (Mean = 4.38, sd =. 628) are the statements related to the use of time.

According to the results, it is seen that hotel customers do not evaluate the reliability and time usage separately, and the reliability of the statements gathered under the 1st factor is high (.801). The use of time is a NV communication element that differs from culture to culture (Hall, 1990: 173). The fact that the customers have evaluated the reliability within the framework of time use shows that the concept of time should be given more importance in the communication.

The second factor in customer expectations is "respect/competence". The participants give close answers and their arithmetical averages tend to participate. The reliability rate of the factor is .791. Among the statements gathered under this factor, "Being continually respectful to the customers." (Mean 4.72, sd =. 500), "Taking into consideration all the time the customers' complaints." (Mean 4.66, sd = 540), "To fulfill the promise of the employee of the hotel on time." (Mean = 4.75, sd =. 476), "Willing to help the customers all the time." (Mean = 4.57, sd =. 571) are the judgments that express respect. On the other hand, "Effectiveness in solving the problems of the customers." (Mean = 4.70, sd =. 524), "Having the knowledge to answer the customers' questions." (Mean = 4.58, sd =. 573) are the statements that also express competence.

The third factor is called "empathy" because it refers to a business that protects the personal interests of its customers and thinks about the special interest they might want. The expressions under this factor that "Taking care of the customers individually." (Mean = 4.24, sd =. 628), "Having employee to take care of the each customer personally." (Mean = 4.25, sd =. 737), "The hotel values looking out for the customers' interests above." (Mean = 4.27, sd =. 751), "Understanding special requests of the customer." (Mean = 4.20, sd =. 696), "Giving the services properly in the first time." (Mean = 4.43, sd =. 619), "Conscientiousness of the hotel about keeping customers' recordings and information." (Mean = 4.20, sd =. 829). The reliability rate of the factor is .742. According to the answers of the customers; it is seen that the applications of CRM units lag behind communication in gaining customer satisfaction and loyalty.

The fourth factor is the factor that gathers statements about the physical elements of the hotel and is called "physical conditions". The expressions of this factor are that "Having modern looking equipment of the hotel." (Mean = 4.29, sd = .666), "Bonnie of the hotel's rooms and buildings." (Mean = 4.51, sd =. 589), "Bonnie of the materials in the hotel." (Mean = 4.58, sd

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=. 655) and these three expressions refer to the physical appearance. The reliability rate of this factor is .707.

According to the group statistics, there was no statistically significant relationship between different genders in terms of "reliability/time use" and "empathy". But having look at the second factor, "respect/competence" (t = 2.548, df = 610.197, p = .005) and the fourth factor, "physical factor" (t = 2.586, df = 599.482, p = .001); women give them more importance than men. When the multiple comparison tables obtained from the ANOVA analysis between age and customer expectations; a meaningful relationship between the second and fourth factors and age has emerged. There is a significant difference in Factor 2 between the ages of 18-25 and 36-45, and the 36-45 age group gives more importance to this factor. The same difference is that observed in the 36-45 and 46-55 age range. In Factor 4, there was a significant difference between the ages of 26-35 and 56+ with the age range of 18-25. The age range of 18-25 gives more importance to this factor than the other two age groups. The 56+ age range is the lowest in both factors.

Table 1. Exploratory factor analysis of items about customer expectations

ITEMS	Mean	Sd.	Fac.1	Fac.2	Fac.3	Fac.4
Reliability / Time use						
The customers' feeling themselves in safe throughout the relationship with the hotel	4.69	.524	**.728**			
The personnels' delivering the services in time according to prior promise	4.49	.584	**.630**			
The personnels' exciting confidence to the customer by own behaviours	4.61	.562	**.625**			
The hotel's working hour suitability for all the customers	4.27	.722	**.597**			
The personnels' fulfilling the services as soon as possible	4.54	.566	**.459**			
Neat and tidy looking personnel	4.61	.559	**.443**			
The personnels' notifying the customers clearly about the time of the services	4.38	.628	**.429**			
Competence / Respect						
The hotel personnels' being continually respectful to the customers	4.72	.500		**.687**		

Keeping hotel personnels' end of the bargain in time	4.75	.476	**.656**		
Hotel personnels' willing to help the customers all the time	4.57	.571	**.600**		
The personnels' effectiveness on solving the problems of the customers	4.70	.524	**.594**		
The hotel personnels' taking into consideration all the time the customers' complaints	4.66	.540	**.592**		
The hotel's personnels' having knowledge to answer the customers' questions	4.58	.573	**.582**		
Empathy					
The personnels' taking care of the customers individually	4.24	.688		**.692**	
Having personnels to take care of the each customer personally	4.25	.737		**.676**	
The hotel values looking out for the customers' interests above	4.27	.751		**.588**	
The personnels' understanding special requests of the customer	4.20	.696		**.587**	
The personnels' giving the services properly in the first time	4.43	.619		**.490**	
Conscientiousness of the hotel about keeping customers' recordings and information	4.20	.829		**.374**	
Physical elements					
Having modern looking equipment of the hotel	4.29	.666			**.767**
Bonnie of the hotel's rooms and buildings	4.51	.589			**.759**
Bonnie of the materials in the hotel	4.38	.655			**.601**
EIGENVALUE			**3.222**	**3.188**	**2.765**	**1.979**
VARIANCE EXPLAINED (%)			**14.645**	**14.492**	**12.570**	**8.995**
Cronbach's Alpha	.900		**.801**	**.791**	**.742**	**.707**

As a result of these analyzes, the 1st research question was evaluated. Factors that appear to be positive emotional evaluations attributed to the business are the factors that are considered to be the most important factors in the decision-making process of the customers. In previous analyzes, it was seen by the customer that the first feature sought in a hotel was quality service. Expressions on this scale can be said that the customer's perception of quality service starts with

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the evaluation of reliability and time use; then she/he expects work competence and respect; and thirdly, she/he wants to the hotel to empathize with her/him; and finally, she/he cares about the physical elements. In this context, it should be kept in mind that NV elements have important roles in ensuring trust and respect; and time use is also a very important NV element.

4.5. Findings Related to Nonverbal Communication and Emotional Response

The most important point that the service sector needs to focus on is the fact that the service sector sells memories, emotions as well as service to the customer. In this part of the research, a scale consisting of two parts was that used in which 5-star hotel customers measured their NV communication impressions during their accommodation and the emotional responses associated with these impressions.

According to the research question 3, the participants were asked to evaluate the NV communication skills of the hotel employee in the most recent 5-star hotel accommodation. Regarding the hotel's employee they answered the statements as: "The employee has a nice, friendly attitude in serving customers." (Mean = 4.18, sd =.779) %52.9 agree, %35.0 strongly agree; "The employee converses in a proper speed." (Mean = 4.10, sd =.710) %60.0 agree, %26.4 strongly agree; "The employee serves me from a proper distance." (Mean = 4.16, sd =.725) %58.6 agree, %30.5 strongly agree; "The employee has an attractive look." (Mean= 4.05, sd =.804) %51.5 agree, %29.1 strongly agree; "The employee has appropriate physical touch with me when providing services." (Mean= 3.88, sd =.976) %45.1 agree, %27.4 strongly agree; "The employee's voice is not annoyingly loud." (Mean= 4.03, sd =.852) %56.0 agree, %27.5 strongly agree; "The employee nods his/ her head properly." (Mean= 3.80, sd =.910) %49.8 agree, %20.2 strongly agree; "The employee uses proper eye contact." (Mean= 4.01, sd =.760) %58.0 agree, %23.8 strongly agree; "The employee is properly dressed." (Mean= 4.14, sd =.708) %58.9 agree, %29.2 strongly agree; "The employee serves with polite smiles." (Mean= 4.14, sd =.761) %54.3 agree, %32.0 strongly agree; "The employee converses clearly." (Mean= 4.18, sd =.714) %56.6 agree, %32.3 strongly agree; "The employee keeps appropriate distance while serving me." (Mean= 4.15, sd =.703) %57.4 agree, %30.2 strongly agree; "The employee shakes his/ her hand properly." (Mean= 3.96, sd =.850) %51.0 agree, %25.7 strongly agree; "The employee converses in a proper tone." (Mean= 4.13, sd =.684) %62.5 agree, %27.1 strongly agree ve "The employee converses in a gentle tone." (Mean= 4.16, sd =.718) %57.7 agree, %30.6 strongly agree. They also answered the statement "The employee has an arranged hairstyle." (Mean= 3.26, sd =1.081) as %36.9 neither agree nor disagree and %28.3 agree.

In survey questions, physical appearance, paralinguistic elements, clothing, head and facial expressions, eye contact, gestures, and facial expressions; body language tips such as

touch and distance use in NV communication were evaluated. According to the answers of the participants, the highest mean scores are as follows: "The employee has a nice, friendly attitude in serving customers." 4.18; "The employee converses clearly." 4.18; "The employee converses in a gentle tone." 4.16 and "The employee keeps appropriate distance while serving me." 4.15. In this context, it seems that the opinions of the customers about the employees' being polite and friendly; having a clear voice and speaking tone, and respecting their personal space are that highly important. The lowest mean of expressions are as follows; "The employee shakes his/ her hand properly." 3.96; "The employee has appropriate physical touch with me when providing services." 3.88; "The employee nods his/ her head properly." 3.80; "The employee has an arranged hairstyle." 3.26 and it is obvious that a statement about the physical appearance has the lowest average.

In addition to the observations of hotel customers regarding NV communication, in order to measure the emotional feedback is that thought to be the result of these observations according to the research question 4; eight emotional response questions were asked to evaluate in what feelings they have left the last 5-star hotel accommodation. According to percentage rates, customers mentioned positively as follows: "This hotel makes me feel pleased." (Mean= 4.37, sd =.784) %40.3 agree, %50.7 strongly agree; "This hotel makes me feel entertained." (Mean= 3.98, sd =.896) %43.5 agree, %30.9 strongly agree; "This hotel makes me feel delighted." (Mean= 4.21, sd =.813) %46.3 agree, % 39.8 strongly agree; "This hotel makes me feel happy." (Mean= 4.24, sd =.795) %45.9 agree, % 41.1 strongly agree.

The answers and percentage of their negative judgments ratios are: "This hotel makes me feel disappointed." (Mean= 2.34, sd =1.247) %39.5 disagree, % 28.0 strongly disagree; "This hotel makes me feel annoyed." (Mean= 2.15, sd =1.234) %36.1 disagree, % 36.9 strongly disagree; "This hotel makes me feel bored." (Mean= 2.32, sd =1.195) %35.6 disagree, % 28.6 strongly disagree; "This hotel makes me feel unhappy." (Mean= 2.11, sd =1.216) %32.2 disagree, % 39.7 strongly disagree.

4.6. Customer Relationship Management Findings

When the percentage of the answers according to the research question 5 is examined, the highest mean expressions are as follows: "This hotel deserves my trust." (Mean= 4.18, sd =.790), "This hotel treats its customers with respect." (Mean= 4.17, sd =.800), "I recommend this hotel to my friends and family." (Mean= 4.14, sd =.874) and "This company has good facilities." (Mean= 4.08, sd =.891). The lowest are as follows: "There are a few competitors to this hotel that have the same importance to me." (Mean= 3.59, sd =1.109), "This hotel provides information about its policies, projects, products/services and new releases." (Mean= 3.58, sd

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=1.059), "I identify myself with this hotel." (Mean= 3.55, sd =1.114) and "The services delivered by this hotel are a good value (the benefits exceed the cost)." (Mean= 3.54, sd =1.076). It is seen that the customers trust the hotel, they think that the hotel business respects themselves, they think to recommend the hotel, and the hotel provides good opportunities. They evaluate the hotel without comparing it with other hotels, they do not care about the hotel's future plans, they do not identify themselves with the hotel, and they think the price they pay is just fair considering the services of the hotel.

4.7. Customer Relationship Management Scale Factor Analysis

The factor structure and reliability of the CRM scale were examined and the responses were subjected to factor analysis. This scale, which consists of 20 statements, revealed 2-factor solution (sub-dimensions) explaining 72.015% of the total variance in CRM. The results of this factor analysis are given in Table 2. The Cronbach Alpha coefficients and reliability coefficients calculated to measure the reliability of the resulting sub-factors and the whole scale were found to be above 0.60 (Table 2).

As a result of the CRM scale factor analysis, it was observed that 2 main components were used. Nomenclature of these factors was made by taking into account the variables that make up the factor and the factor loads. As a result of the factor analysis applied to the scale, the first factor that can be called as "relationship". According to their arithmetic average, there is a tendency towards participation. The second factor is called "information" because the majority of the statements about giving information to the customer and getting feedback are that met by the same factor (Table 2.).

The first factor has a reliability coefficient of .956. The mean and standard deviations of the statements under this factor are as follows: "I recommend this hotel to my friends and family." (Mean = 4.14, sd = .874); "This hotel deserves my trust." (Mean = 4.18, sd = .790); "The services this hotel served are in a high quality." (Mean = 4.04, sd = .865); "This hotel offers convenience to its customers." (Mean = 4.02, sd = .872); "My accomodation experience with this company are better than I expected." (Mean = 3.86, sd = 1.015); "This hotel treats me as an important customer." (Mean = 3.92, sd = .985); "This hotel treats its customers with respect." (Mean = 4.17, sd = .800); "I'm willing to be this hotel's customer again." (Mean = 4.03, sd 1.010); "This company has good facilities." (Mean = 4.08, sd = .891); "There are a few competitors to this hotel that have the same importance to me." (Mean = 3.59, sd = 1.109). It is understood from the expressions that come together under the 1st factor, word of mouth marketing is reached, and the desired customer behaviors such as trust, mutual value creation,

re-purchase decision have been achieved. Again, according to these results, it is thought that these hotels could not provide to themselves the privilege in competition.

The second factor that emerged as a result of factor analysis; reliability coefficient resulting from factor analysis was found to be .950. The average and standard deviation values of the expressions under this factor are as follows: "This hotel provides information about its policies, projects, products/services and new releases." (Mean = 3.58, sd = 1.059); "This hotel tries to get to know my preferences, questions and suggestions." (Mean = 3.77, sd = 1.011); "The services delivered by this hotel are a good value (the benefits exceed the cost)." (Mean = 3.54, sd = 1.076); "This hotel encourages interaction among its customers (e.g., events, Facebook, etc)." (Mean = 3.68, sd = 1.032); "This hotel has communication channels for complaints and suggestions." (Mean = 3.88, sd =.965); "This hotel solves problems efficiently." (Mean = 3.86, sd = .930); "This hotel offers personalized customer service." (Mean = 3.63, sd = 1.044); "This hotel deserves my trust." (Mean = 3.84, sd = 1.020); "I identify myself with this hotel." (Mean = 3.55, sd = 1.114); "This hotel is socially and environmentally friendly." (Mean = 3.84, sd = .959). According to the results, it is possible to say that the customers have less tendency to join the second factor than the first factor and giving the same answer is less common.

Table 2. Exploratory factor analysis of items for CRM

ITEMS	Mean	Sd.	Fac.1	Fac.2
Relationship				
I recommend this hotel to my friends and family	4.14	.874	**.867**	
This hotel deserves my trust	4.18	.790	**.832**	
The services this hotel served are in a high quality	4.04	.865	**.807**	
This hotel offers convenience to its customers	4.02	.872	**.790**	
My accomodation experience with this company are better than I expected	3.86	1.015	**.699**	
This hotel treats me as an important customer	3.92	.985	**.691**	
This hotel treats its customers with respect	4.17	.800	**.689**	
I'm willing to be this hotel's customer again	4.03	1.010	**.682**	
This company has good facilities	4.08	.891	**.601**	
There are a few competitors to this hotel that have the same importance to me	3.59	1.109	**.573**	
Information				
This hotel provides information about its policies, projects, products/services and new releases	3.58	1.059		**.817**
This hotel tries to get to know my preferences, questions and suggestions	3.77	1.011		**.753**
The services delivered by this hotel are a good value (the benefits exceed the cost)	3.54	1.076		**.750**

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This hotel encourages interaction among its customers (e.g., events, Facebook, etc)	3.68	1.032		**.731**
This hotel has communication channels for complaints and suggestions	3.88	.965		**.715**
This hotel solves problems efficiently	3.86	.930		**.703**
This hotel offers personalized customer service	3.63	1.044		**.701**
This company rewards my loyalty	3.84	1.020		**.683**
I identify myself with this hotel	3.55	1.114		**.637**
This hotel is socially and environmentally friendly	3.84	.959		**.611**
EIGENVALUE			**7.290**	**7.113**
VARIANCE EXPLAINED			**36.449**	**35.565**
Cronbach's Alpha	.973		**.956**	**.950**

Within the framework of these statements, it is seen that customers who have evaluated the information dimension of CRM give more importance to the relationship with the enterprise than information. Due to the fact that customer loyalty has taken place in the information factor, it can be said that the loyalty of the customer to the business is shaped according to the information exchange with the company. However, as a result of this information exchange, it is possible to say that the hotels do not have the desired level of customers' identification themselves with the business. In the context of research question 5, the hotel customer tends to evaluate the feelings during the accommodations in the perception of service quality rather than the exchange of information.

4.8. Findings of Features that Customers Think Essential in Hotel Businesses

According to research question 2, the participants were asked to rate each of the 10 features in a hotel from 1 (minimum) to 10 (maximum) due to the importance level for them. According to the results, the most important factor is "employee" with an average of 7.80. Participants consider their communication with the hotel employee at a very high rate. The importance averages of these elements are as follows: "Quality material" 7.64; "Building properties (easy access in the facility, location of the rooms, lifts and the restaurant etc.)" 7.39; "Wideness of the rooms" 7.27; "Decoration" 7.19; "Physical beauty" 7.16; "Table setting in the restaurant" 6.53; "Physical appearence of the reception area" 6.48; "Colors in the hotel" 6.36 and as a minimum "Scent of the hotel" 6.31. It is observed that the customers do not make a rating under 6 points when scoring, all of these elements are considered to be highly important. According to research question 2, it has been found out that customers tend to make a high rate of evaluation regarding NV communication. It is also noteworthy that the most important of these features are the ones that make the customer feel special and valuable.

5. DISCUSSIONS

The participants' answers "the quality service" is one of the main reasons for choosing a 5-star hotel. People of different genders are not expected to have different quality expectations, so women's more expectation of quality service is likely to be considered as one of the important results of the study. The fact that middle-aged and high-income participants give more importance to quality goods shows that they expect to get a tangible worth for the money they spend.

It is known that the quality of communication between people is closely related to the first impression that occurs within a few seconds at the first encounter (Demarais & White, 2005; Ambady & Skaowronski, 2008; Hall & Andrzejewski, 2008; Coates, 2009). It can be quite difficult to correct if the first impression occurs negatively. For this reason, it is important for the hotel customer to take the first step to the hotel and know that communication can be shaped and create an ambiance accordingly. The employee who will meet them should be choosen especially among those who have high communication ability.

The fact that women give more importance to employees' communication skills is similar to the results of previous studies that present the women's natural motherhood motives help to increase their ability to analyze NV communication. (Mehrabian, 1971; Rosenthal, Archer, Koivumaki, DiMattee & Rogers, 1974; Hall, 1978; Rosenthal & DePaulo, 1979; Hall, 1984; McClure, 2000; Horgan, Schmid Mast, Hall & Carter, 2004; Hall, Murphy & Schmid Mast, 2006; Kuhnke, 2007; Goman, 2008; Knapp et al. 2014).

The customers tend to empathize with the employees as their age grows, and in this context, the customers, who see themselves as experienced, may prefer the employees are that experienced. The hotel customers buy "time spent" from a hotel. An environment is controlled by competent and respectful employees can be seen as a guarantee that there will be no negativity. The customer evaluates the service quality in the context of the relationship with the employees and the business. Interaction with the client is the main provider of profit.

6. LIMITATIONS

All businesses holding customer data in Turkey and functioning of implementing this process within the framework of the law numbered 6698 the protection of personal data (http://www.resmigazete.gov.tr/eskiler/2016/04/20160407-8.pdf). Therefore, there was a great difficulty in reaching the participants and the convenience sample was preferred in order to facilitate the research.

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7. CONCLUSION

In this research, 5-star hotel customers prefer these hotels for holiday purposes in general, and they prefer to stay in hotels that provide quality service. It is seen that women give more importance to quality service than men when they choose a hotel. It was also found that quality goods gains more importance as the age increases, and as the income increases customers prefer quality goods rather than low price. The customers want the employees to be friendly and respectful. Communication skills are the most important features of hotel employees. Giving priority to courtesy, smiling, and respect is common view in the results, and satisfaction, pleasure, happiness and fun are emerged by these behaviours. It is seen that women give more importance to communication skills than men, and the older customers give more importance to the experience. Customers give priority to be delivered the promised services right on time and just in place. Besides employees who are clean and good-looking, trustworthy, solution-oriented, and competent; make the customers feel safe. Employees who take into account and eliminate the complaints as soon as possible are preferred.

The customer expectations are as follows: reliability/time use; competence/respect; empathy and physical conditions. The prior purchase purpose is holiday, so a customer who can buy a holiday once a year needs empathy. The fact that the lowest factor load belongs to the physical elements, so it shows that the customers' emotional expectations are higher. It is noteworthy that women and young age participants give more importance to respect - competence and physical factors, and more detailed research can be suggested. It is revealed that the customers give importance to the relationship rather than information. But in order to improve loyalty remembering customers by post-service activities can support customers' loyalty at a significant rate. The relationship with the customer has evolved and turned into a common experience with the customer. In this context, the transformation of CRM units into the Customer Experience Management (CEM) units can lead to a more positive recycling for the businesses.

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