

## Analysis of complaints regarding recreation and animation services in hotel businesses

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### Abstract

*With the rapid development of digital media, consumer awareness has also soared. People who do not refrain from asking questions and doing research share their complaints not only with institutions but also through online tools. Today, with the increase in complaint channels, the complaint rate is also increasing. In this study, the document analysis was conducted to examine 317 complaints written by hotel business customers on the [sikayetvar.com](http://sikayetvar.com) portal, one of the channels through which complaints can be reported online. In the study, consumer complaints were evaluated by expressing a complaint, waiting for a solution, and warning. It also analyzed complaint issues in staff, location, physical facilities, fees, and activity management. The study found that the most common purpose of the complaints was to express grievances. In the analysis of the subject of complaints, the variety of activities, the inadequacies of the animation areas, and the behavior of the staff was identified as the most problematic issues.*

**Keywords:** *Recreation, Animation, Hotel businesses, Complaint management.*

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### 1. Introduction

Improving and developing the services and products that lodging establishments offer their customers can significantly contribute to customer satisfaction and loyalty. In this context, managing customer complaints plays an important role in developing and improving products and services. In order to increase the likelihood of being preferred by customers, it has become a necessity for hotel companies that want to continue their activities in an increasingly competitive environment to work toward customer-oriented projects. Studies on the correct analysis and monitoring of complaints are topics companies have focused on in recent years. In competitive conditions, customer service is the most rational measure to prevent customers from swinging to competitors by differentiating themselves. The most important part of the after-sales services companies offer is managing customer complaints. The way companies handle and resolve customer suggestions or complaints will make it easier to hold onto customers and even retain them (Bengül, 2019: 255).

Complaints are a very important starting point to make dissatisfied customers happy again. Customers who complain give companies the opportunity to solve a problem. Furthermore, since customer feedback can improve quality, it can contribute to possible improvements in products and

services (Maurer & Schaich, 2011: 500). Some guests may prefer to transfer their loyalty to other companies instead of expressing their dissatisfaction with the companies. In addition, they may pass on their dissatisfaction through negative word of mouth by expressing it to friends and family (Dinnen & Hassanien, 2011). When evaluated in this context, it becomes clear how important existing guest complaints are for improving the service quality.

The complaints received are an important source of data for improving the process. In obtaining the data source, developments in web technology have enabled online customers to express their concerns and negative experiences with hotel services via the Internet (Lee & Hu, 2004). Animation and recreation services in hotels are important to properly evaluate and standardize the quality for customer satisfaction (Costa et al., 2004: 117). Analyses using this data source and systems for capturing complaints created within the company can differentiate companies from their competitors.

The lack of studies evaluating recreation and animation services in hotel businesses has been decisive in the conduct of this study. In this context, it is aimed to evaluate the recreation and animation services offered by the hotel businesses on the basis of complaints. In the study, first of all, the importance of complaint management and customer

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complaints for hotel businesses are explained. Then, customer complaints are evaluated under the title of the method, findings, and conclusion.

## **2. Literature**

The perception of word complaint is generally perceived as a negative term. However, for companies, complaints are an important factor that enables them to identify the company's faults and shortcomings and ensure customer satisfaction (Albayrak, 2013: 39). According to another definition, a complaint is a reaction expressed by customers to resolve their dissatisfaction with a product or service, to show their anger in the face of injustice, and to harm the business of the company that causes their dissatisfaction (Yakut Aymankuy, 2011: 220).

Customers who feel they are not getting any benefit from the goods and services they purchase can express their dissatisfaction differently. These are (Akan & Kaynak, 2008):

- Verbal expression of discomfort,
- Never choosing the establishment again,
- Filling a complaint with the establishment,
- Contacting authorities that protect the customers,
- Sticking with the same establishment as if nothing happened.

Customers share their positive and negative experiences with products and services with other customers. Positive communication helps to increase the market share and revenue of companies. However, it is known that complainers who say negative things are twice as likely to make negative statements as guests who say positive things (Goodman & Newman, 2003: 55).

Monitoring complaints can help companies design products and services to meet customer needs. However, companies are learning how to change their internal processes toward faster and more accurate service and how to create the conditions for better service to customers (Keskin, 2016). In recent years, the Internet has been frequently used as an area where customers can address their complaints directly to companies and the public. The number of platforms where customers can submit their complaints is increasing daily in both public institutions and private companies. These developments force all organizations with customer relations to consider complaints (Burucuoğlu & Erdoğan Yazar, 2020). The complaint management process starts with the receipt of the customer complaint and ends with the follow-up of the complaint. It also ensures internal consistency by providing similar solutions to similar problems (Çakıcı & Güler, 2015). Customers evaluate the goods and services they purchase by performing a cost-benefit analysis based on the price they pay. They make a mental judgment about whether or not the evaluated product is worth complaining about (Huppertz, 2007).

Complaints, negative feedback after sales that expresses that expectations were not met, are a behavior that companies do not want to face. However, complaints are one of the most important means of communication between the customer and the company (Yakut Aymankuy, 2011: 221). Failure to meet the expectations of people who purchase the goods and services offered by companies is the beginning of a complaint (Lapre & Tsirikitis, 2006: 352). Although the complaint statement is initially an adverse judgment, it is a very important competitive tool for hotel companies to identify the company's shortcomings and increase customer satisfaction and loyalty by aligning the quality of service offered with customer expectations. Receiving customer feedback in hotel companies is considered communication between the company and the customer (Kılıç & Ok, 2012).

According to the experience gained, companies improve their performance with satisfied customers. Customer loyalty is the most important result of customer satisfaction (Aydın & Özer, 2005: 486). When companies properly analyze their customers' expectations, needs, and desires and satisfy them at the highest level, it increases their profitability. It also enables customers to think positively about the company and not complain (Albayrak, 2013: 27). Since there is no physical asset for customers to take away in hotel businesses considered in the context of service businesses, as is the case with the purchase of goods, one of the critical issues affecting customers' perceptions of quality in compensating for the resulting failure is trying to find solutions by understanding their problems (Kılıç et al., 2013: 830).

A large number of people work in companies that produce labor-intensive products in the production and consumption stage. Production and service that involves people may also involve errors. The occurrence of errors in production or presentation causes the customer who receives the product or service to be dissatisfied, leading to complaints (Unur et al., 2010: 242). Whether or not positive customer comments, complaints, and grievances about hotel establishments are responded to positively can also affect the demands of potential customers. It is known that the demand for hotel establishments has been influenced by customers' comments in the past (Gürbüz & Ormankıran, 2020: 26).

## **3. Method**

Recreation and animation services are an issue to which hotel establishments have attached great importance in recent years regarding customer satisfaction. Guest complaints are among the most important sources of information for ensuring and understanding customer satisfaction and loyalty. In this context, the study aims to identify the evaluations of people receiving services from hotel establishments in terms of recreation and animation services, in the context of their complaints. It is believed that the knowledge gained from the study can help the actors of the sector to identify the causes of dissatisfaction with animation services in hotel establishments and to eliminate the problems.

In this study, document analysis was used as the data collection method. Providing data by analyzing written documents containing information about the facts and events related to the subject examined within the scope of the research is called a document review. A lot of information about the research field can be obtained by analyzing documents without the need for interviews and observations (Yıldırım & Şimşek, 2008: 188). The data of the study consists of complaint texts containing the keywords "recreation animation" under the main category "hotel companies" on şikayetvar.com. The data used in the study comes from şikayetvar.com, which was established in 2001. Şikayetvar is a system established on the basis of customers' dissatisfaction with the products and services they purchase and their search for solutions to their problems. As of November 20, 2022, the website had over 9 million members and over 160 thousand registered brands (Şikayetvar, 2022).

The three categories for complaint were adopted from the study of Karaağaç, Erbay & Esatoğlu (2018). Studies on complaint management in the hotel business (Ceylan & Gençer, 2022; Çimenci & Yazıcı Ayyıldız, 2021; Tuncer, 2020; Uçar & Kırhasanoğlu, 2021; Ünal, 2019) were used in creating the complaint categories. The study, 551 complaints were evaluated between May 12, 2019, and November 10, 2022. The study, 317 complaints were investigated because positive comments, deleted or unpublished complaints about recreation and animation services could not be reached. The complaints transferred to the computer environment were analyzed by coding, adding the codes to the complaint themes according to their common characteristics, reviewing and determining the suitability of the codes for the particular theme, and interpreting the categories and complaint themes.

In qualitative research, validity and reliability should be ensured. In this study, to ensure the internal consistency of the research, the researcher first independently analyzed the data set to create main codes and sub-codes. Then, the complaints were categorized by an independent researcher. Miles and Huberman (1994: 64) reliability formulation was used to compare the coding. The number of agreeing codes was determined to be fourteen, and the number of disagreeing codes was determined to be four. As a result of the ratings, the reliability of the study was calculated to be 78%. When the final codes were determined, discussions about the codes were held and the analysis continued with detailed codes. To ensure external reliability, the data collection and analysis method was clearly established. In addition, the coding of the complaints evaluated in the study is kept and ready to be submitted for confirmation review when necessary.

The categories and complaint topics are presented in tables in the findings section. While writing the findings section, the sections related to animation and recreation are given with direct quotations. Since there may be changes in the period after the data collection, such as hotel guests withdrawing their complaints for various reasons, the findings

reflect only the period in which the data was collected. The main limitations of this study are that the study was conducted only through a complaint portal and that the complaints written are assumed to reflect sincere and real opinions.

#### 4. Findings

Table 1. Distribution of complaints according to their purpose

		n	%
Purpose of the complaint	Expressing the complaint	246	78
	Having a resolution	51	16
	Warning	20	6
Total		317	100

Examining Table 1, complaints mainly were made for expressing grievances at 78% compared to other complaint purposes. Complaints made to have a resolution account for 16% of the total complaints. Complaints made for warning purposes were found to be the lowest complaint type among the groups. The following are examples of complaints from hotel customers:

##### *Expressing the complaint*

"...It says here animation activities, but I haven't seen 1 activity for 5 days..."

"...The animation team never looks at anyone's face, as if they are forced to be there, let alone smile, as if they want the season to end so they can leave..."

"...The animation is too bad to be worth watching. Very "unattractive" animator with poor language skills..."

##### *Having a resolution*

"...The program is not implemented; the sine qua non of a hotel is animation and it's team, I could not see the animation for 1 day. Therefore, I ended my vacation, but my 1 day was not refunded. I will pursue my rights..."

"...My vacation ended one day early due to incorrect information. I want a refund..."

"...The irresponsibility of the hotel, not addressing my issues and a bad holiday..."

##### *Warning*

"...the animation team does not work on Sundays, there is no activity in the hotel. It was a week holiday at the ice cream shop. Do not make your vacation start on Sunday..."

"...No entertainment, no animation, nothing. It can't get any worse. You should not be fooled by the images and videos on the internet, we were fooled. It is a big regret to come here..."

"...There is no such thing as animation, don't dream of having fun..."

Table 2 shows the complaint categories, topics, number of complaints, and examples of comments about complaints. There were 317 comments analyzed as part of the study.

Some of these comments included more than one complaint topic. In this context, 317 comments included a total of 465 complaint issues.

Table 2. Categories and subjects of complaints

Categories	Complaint subject	n	Sample complaints
Personnel	Lack of personnel	16	"...They said there is animation at night, the waiters dance the <i>halay</i> and <i>Çiftetelli</i> ..."
	Staff attitude and behavior	64	"...They also select certain families for the animations..." "...The animation team at the hotel is absolutely indifferent to Turks...While tourists are asked one by one to participate in activities, we are ignored..."
	Lack of professional knowledge	42	"...In the name of animation, the tables by the pool are emptied and children are made to sing for 20 minutes by a man aged 45-50..."
Location and physical facilities	Inadequacy of recreation-animation areas	84	"...The animation entertainment team and stage shown on the website does not exist..."
	Location of recreation-animation areas	24	"...The animation team is close to average as in other hotels..."
Fee	Paid activities	14	"...The hotel's own animators only tried to sell t-shirts and bingo..." "...There wasn't even animation in the evenings, they charge extra for everything..."
	Different price practices	20	"...From the hotel staff in the animation group s**** is misleading people. They take money from people by taking them to places that are not connected to the hotel..."
Activity management	Failure to adhere to time and schedule	25	"...They said there was free animation at 22.00 in the evening, more than half of the hotel came to the theater square. We waited until 23.00 and no one came..."
	Duration of activities	12	"...We almost never saw the animation team of the hotel in 4 days. I can say that there is no animation especially during the day..."
	Variety of activities	164	"...Animation is already a comedy. If you had them over at the kindergartens, even kids would not like it, only simple tricks, it is like a bad joke ..." "...Daytime activities are almost nonexistent, the only things offered are dancing in the pool and darts..."

Four categories were identified as complaint categories: Personnel, Physical Equipment, Fee, and Activity Management. The personnel category identified personnel deficiencies, attitudes and behaviors, and lack of expertise. The complaints from the fee category arise from paid activities and different pricing practices. In the activity management category, non-compliance with the given time, program, duration and variety of activities make up the complaint issues. The analysis of the complaints showed that the lack and variety of leisure and animation activities were the most complained about (n=164). However, most complaints related to the inadequacy of the recreation areas (n=84) and the attitude and behavior of the staff (n=64). Insufficient expertise for the recreational animation services (n=42), non-compliance with the program in the activities (25), location of the rooms (24), different pricing practices (20), and lack of staff (n=16) were other topics of the complaint. The least complaints came from paid recreational and animation activities (n=14) and the duration of activities (n=12).

## 5. Conclusion

It can be noted that studies on guests' complaints about hotel establishments have increased significantly in recent years. Considering the importance of customer satisfaction and customer loyalty in the tourism sector, managing customer complaints has become necessary for businesses. Especially with the rapid development, change, and diversity of information and communication technologies, customers share their positive and negative opinions through various tools. In this study, the evaluations by guests of recreation and animation services were analyzed in the context of their complaints against hotel companies.

The purpose of the complaints was evaluated in three categories. When analyzing their distribution, it was found that guests wrote their complaints mainly to express a complaint. This was followed by complaints written to have a resolution and make a warning, respectively. When the categories and topics of complaints are analyzed, the failure of animation and recreation services to meet the expectations at a hotel is seen as an important problem. In the study, four categories were identified for complaint topics. In the personnel category, the behavior of the staff carrying out recreation and animation services stands out as the most complained about issue by the guests. However, complaints about the professional competence of the staff for animation services have an important place. In this context, Demir & Demir (2015: 38) stated in their study that careful selection of the personnel to perform animation services is also very important in terms of quality entertainment service. Mikulić & Prebežac (2011) reached similar results in their study on tourist satisfaction with hotel animation programs, which is a rarely researched subject in tourism research. Too few sports activities, inadequate capacity of facilities, inexperienced/unprofessional, same program every day, and ending too early activities constitute the dissatisfaction of the tourists. In the category of physical facilities of recreation and animation

places, insufficient space is the most complained about the issue. In addition, the location of the areas where animation services are provided is another issue complained about by the guests.

In the price category, different price practices and charging guests for activities are the most frequently complain about issues. In the activity management category, dissatisfaction with animation and recreation activities is the highest complaint in this category in total complaints. Dalkılıç & Mil (2017) state that standardization of the qualities of leisure and animation activities of hotel facilities may affect the quality; therefore, it is necessary to move away from mediocrity and review the activities from time to time. Other complaints include non-compliance with the given program and the activities' short duration. It is important that entertainment services, another specialty within the hotel business, are professionally managed to increase customer satisfaction. In particular, managing customer complaints has become a necessity for businesses. Businesses should listen to their customers and take their complaints into account in order to maintain the highest quality of products and services offered to customers. Companies that listen to their customers can gain a competitive advantage (Kitapçı, 2008: 112). The suggestions developed within the research results are as follows:

- The cost of activities should be clearly stated before booking.
- The professional competencies of the staff responsible for managing leisure and animation services should be questioned and improved.
- Information about activities should be provided when guests check-in.
- Recreation and animation areas should be planned, and animation activities conducted in a way that does not disturb other guests.
- Working conditions in hotels should be improved, and staff motivated.
- Recreation and animation staff should be kept from staff serving in other areas, and guest communication and behavior should be clearly defined and followed.
- The ethical principles for the behavior of the recreation-animation team and the entire staff should be clearly established and followed.

#### Author contribution statements

The author contributed all to the research's design and implementation, the analysis of the results, and the writing of the manuscript.

#### Disclosure statement

The author reported no potential conflict of interest.

#### Ethics committee approval

All responsibility belongs to the researcher. All parties were involved in the research of their own free will.

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