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**Title: Investigating Customer satisfaction & Customer Retention
Factors in Luxury Resorts in Nigeria: A Case Study of Nordic
Hospitality Suites**



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Abstract

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With the ever-evolving and challenging market in Nigeria's hospitality industry, this study aims to provide a useful solution to the increasing problem of low customer patronage at Nordic Hospitality Suites. Studying this problem is very necessary because market expansion and growth demand a significant rise in competitiveness. This implies that businesses that cannot effectively compete stand a high risk of liquidation.

The study adopted the case study approach in its implementation. This strategy proved suitable because it provides valuable and rich insight into a case. The qualitative research method explained why the study employed a qualitative survey questionnaire as the data collection tool to gather data from study participants. The survey questions were pilot-tested on five respondents to ensure clarity and unambiguity. Participants for the study consisted of 20 customers of Nordic Hospitality Suites, who were selected based on purposive sampling.

A thematic analysis was performed on the data collected using the semi-structured survey questions. Findings reveal that for Nordic Hospitality Suites to increase its performance in satisfying customers and retaining them, certain factors need to be in place and or improved upon. According to the findings of the study, factors such as accommodation quality, availability of facilities and amenities, enjoyable environment or atmosphere, effective and efficient communication mechanism, as well as quality customer and staff management are key factors in increasing customer satisfaction and retention at Nordic Hospitality Suites. The recommendations of the study provide useful guidelines not only for Nordic Hospitality Suites but also for all stakeholders in the luxury resort business in Nigeria.

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1 Introduction

Customer satisfaction has become the key strategic factor guaranteeing customer base expansion and customer loyalty in the competitive business environment (Eshetic et al., 2016; Alemnh & Gebremichael, 2018). Yet, customer satisfaction and customer retention make up only a tiny percent of the many factors that contribute to business growth and expansion (Veasna, 2013; Seo, 2012). Researches have demonstrated that customer satisfaction, customer retention, customer loyalty among others business factors are crucial influencers of business success generically (Bernazzani, 2022; Czepiel & Kerin, 2019; Odunlami, 2015).

In the dynamic landscape of the hospitality industry, customer satisfaction and retention stand as pivotal factors for the success of luxury resorts. This research delves into the unique context of Nigeria, specifically examining Nordic Hospitality Suites, to unravel the intricacies of customer satisfaction and retention within this distinct market. As the luxury hospitality sector in Nigeria undergoes evolution, understanding the factors influencing guest satisfaction and loyalty becomes imperative for the sustainable growth of establishments like Nordic Hospitality Suites. Through a comprehensive case study, this research aims to identify key drivers, challenges, and strategies associated with customer satisfaction and retention in the context of luxury resorts, contributing valuable insights to both academic literature and industry practitioners.

The need for this study is informed by gap in the hospitality literature relating to the Nigerian context particularly with regards to luxury resorts in Nigeria. This means that, in terms of literature relating to the luxury resorts in Nigeria, not much has been done in terms of academic literature to cover that bulk of issues surrounding luxury resorts business in Nigeria (Ezenta & Osagie, 2021; Bello & Majebi, 2018; Bello et al., 2016). Also, the need for Nordic Hospitality Suites (the commissioning party) of this study to maximize key growth drivers in the hospitality business such as customer satisfaction and customer retention, given the increasing competition in the hospitality industry in Nigeria necessitates the need for this study. The implication here is that, this study adds to the body of knowledge in the area of literature pertaining to luxury hotel resorts in Nigeria.

Increasing literature on the issue of hotel hospitality business in the Nigerian context is a necessity because of the increasing growth rate of hotel businesses and more specifically luxury hotels in the country. It is reported that the hotel market in Nigeria is increasing up to 4.46% by 2028 (Statista, 2024). This means the hotel industry in Nigeria is increasingly growing and this

implication of this growth is that the hotel industry is hit with more intense competition. The high competition in the hotel industry has compelled the commissioning party of this study to seek ways to improve its performance so as to ensure business survival and growth.

1.1 Justification of the research

This study seeks to identify and analyze the factors influencing customer satisfaction and customer retention at Nordic Hospitality Suites and make recommendations where necessary from the findings to improve its performance for it to gain and retain more customers in highly competitive hotel market in Nigeria. The problem statement is triggered by the commissioning party (Nordic Hospitality Suites) that seeks to improve its performance in order to increase customer patronage as well as ensure the customers are retained. This is because the commissioning party has observed decline in customer patronage and so seek ways to improve its performance.

While the problem statement stems from the interest of the hotel business under study, it is also intended to fill the gap in literature. This is because while many literatures exist in the context of hotel hospitality business in Nigeria, not much work has in relation to luxury resort hotels in the country (Ezenta & Osagie, 2021; Bello & Majebi, 2018; Bello et al., 2016). Studies on customer satisfaction, customer loyalty and customer retention factors in the luxury hotel industry in Nigeria demonstrates that many factors are responsible for driving customer satisfaction, loyalty and retention with the luxury hotel market. Such factors include technology, quality communication mechanism (Amalu et al., 2018), structure (Onigbogi et al., 2021), organizational policies and management (Amalu et al., 2018), location among others (Ifegbo, 2018).

However, despite the growing importance of customer satisfaction and retention in luxury resort literature in Nigeria, there is a gap in understanding the specific factors influencing these outcomes, particularly in the context of Nordic Hospitality Suites. This research aims to investigate the unique customer satisfaction and retention factors within Nordic Hospitality Suites, shedding light on the strategies that can enhance guest experiences and foster long-term relationships. By conducting a comprehensive case study focused on this specific luxury resort, this research seeks to provide actionable insights that can inform strategic decision-making and improve competitiveness in the Nigerian luxury hotel industry.

1.2 Aim of the study

This study seeks to address the challenge of low customer patronage, Nordic Hospitality Suites is faced with, to enable it to win competitive advantage in the luxury hotel business context in Nigeria. By examining and understanding the factors influencing customer satisfaction and retention in luxury resorts in Nigeria, using Nordic Hospitality Suites as a case study, the research will contribute great insight into the dynamics of customer satisfaction and retention within the context of the Nigerian luxury resort market, offering valuable implications and recommendations for the industry.

1.3 Research questions

In order to address the development need of the commissioning party (Nordic Hospitality Suites) the study adopts the following research questions:

1. What are the key factors associated with customer satisfaction in Nordic Hospitality Suites in Nigeria?
2. What factors need to be improved upon to enhance customer satisfaction and retention in Nordic Hospitality Suites in Nigeria?
3. What strategies can Nordic Hospitality Suites adopt and implement to enhance customer satisfaction and improve customer retention in the competitive luxury resort market in Nigeria?

1.4 Study objectives

To realize the aim of this study, the study objectives are:

1. To identify and analyze the factors that contribute to customer satisfaction at Nordic Hospitality Suites in Nigeria.
2. To examine the factors that needs improvements in order to enhance customer satisfaction and customer retention in Nordic Hospitality Suites in Nigeria.

3. To provide recommendations and actionable strategies to enhance customer satisfaction and increase customer retention rates in Nordic Hospitality Suites in Nigeria.

1.5 Delimitations

This study is confined to luxury resorts in Nigeria, specifically focusing on Nordic Hospitality Suites. This limits the findings to this region and this particular resort, potentially excluding factors unique to other geographical locations or other types of luxury resorts. By focusing exclusively on luxury resorts, the study does not consider customer satisfaction and retention factors in other types of hospitality establishments such as budget hotels, mid-range hotels, or boutique hotels.

In addition, the research is centred on a single case, it means the results is not be generalizable to all luxury resorts in Nigeria or other parts of the world. Moreover, drawing from the study context, the study delimits itself to specific factors influencing customer satisfaction and retention, such as service quality, amenities, and customer service, thus potentially excluding other relevant factors like marketing strategies, pricing, and competitive landscape.

2 Theoretical background

This chapter of the study covers components like clarification of the core concepts under of this study, review of literature and theories adopted for this study. The key concepts under study are customer satisfaction, customer retention. The duo concepts have been researched on by several academicians, students and commentators alike over the years. This section of the thesis consists of a review of literature on the key concepts under study. While customer satisfaction and retention may be common and familiar terms in the business world, they have been conceptualized by different scholars and in different business contexts with time. This means the terms have expanded meanings as many scholars have contributed one way or the other to enable the concepts cover more scope in meaning and usage.

2.1 Customer satisfaction

Customer satisfaction is very common in terms of usage in the business world, this implies its significance in the realm of marketing. The term has been buttressed by scholars in terms of definition to cover the dynamics of the subject "satisfaction". For Kotler, cited in Prianggoro and Sitio (2020), customer satisfaction concerns the feeling of pleasure or disappointment, which results from comparing a product or service customer's expectations against the product's perceived performance or outcome. For this definition, satisfaction is strongly linked to psychological and or emotional reaction towards a product or service, such that buyers of a product or service experiences happiness when the actual performance of the product or service exceed their expectations when compared. If expectations are met or exceeded, it leads to happiness and satisfaction; expectations that are not realized lead to disappointment.

Customer Satisfaction in the context of business is also understood as a customer's emotional reaction to a perceived difference in the quality of the product or service between their expectations and what they received is known as customer satisfaction (Anderson et al., 1994). For Oliver (1997), the concept means a buyer's fulfillment response. It is an assessment that a feature of a good or service, or the good or service itself, has offered (or is offering) a satisfying degree of fulfillment connected to consumption, including levels of under- or over fulfillment. While these classical definitions emphasized the emotional and cognitive processes as the key elements of satisfaction, modern conception of the concept reaffirms that satisfaction is strongly associated with three core elements which include customer expectation, perceived value and customer repurchasing tendency (Bungatang & Reynel, 2021; Risa & Endang, 2020; Soa & Dam,

2021). Drawing from both classical and contemporary understanding of the concept, customer satisfaction entails the measurement of how happy or fulfilled a buyer experiences a product or service is after experiencing a product.

2.2 Customer retention

Customers who find a product or service to surpass their expectations in fulfillment tend to be loyal to such a product or service. This loyalty means that customers who judge a product to be satisfactory after the experiencing of the product or service usually develop a repurchasing tendency towards that product or service. Researchers refer to the ability of a product or service to compel customer loyalty as customer retention (Dwyer et al., 1987; Nasir, 2015; Rosenberg & Czepiel, 1984; Tax et al., 1998). Customer retention further means the ability of a business or product to hold onto its customers for a predetermined amount of time is known as customer retention.

This meaning distinguishes customer retention from customer loyalty which means of engagement between customers and products or services (Almohaimmed, 2019; Magatef & Tomalieh, 2015). A high customer retention rate indicates that consumers of the product or service are likely to stick with it, keep buying it, or refrain from switching to another brand or service (Osakwe & Yusuf, 2021; Othman, et al., 2021). In Dick and Basu (1994), customer retention strategies or elements involves effective market feedback mechanism, pricing strategy, service quality and promotional offerings among others. However, satisfaction is insufficient for cover the depth of customer retention as it must blend with the exceeding of customer expectation (Nasir, 2015).

According to the American Society for Quality (ASQ) (2024), satisfaction has strong association with loyalty, the two compels customer retention. It is a chain mechanism that is interconnected starting with customer expectation which is what a customer desires to achieve from his or her experience with a product or service. This expectation makes the customer perceive that a quality good or service will offer value to him or her and when customer perceived product quality matches or exceeds customer perceived value, it results in customer satisfaction. Since retention goes beyond customer satisfaction (Larsson & Broström, 2020; Nasir, 2015), the circle or chain therefore involves a feedback process involving customer complaints which is the expression of disapproval or dissatisfaction by a customer over a product. Effective management of customer complaints which is one of the core strategies to customer retention results in customer loyalty

which ultimately leads to customer retention. See figure 1, for the relationship between satisfaction and loyalty below:

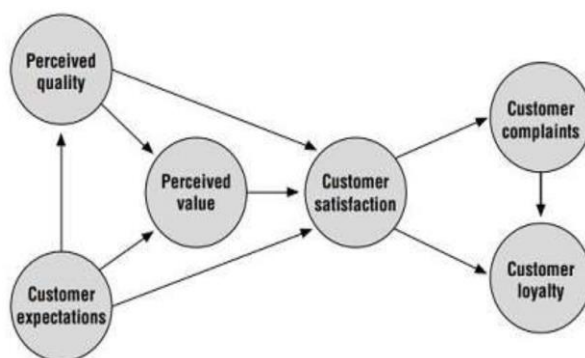


Figure 1. Relationship Between Customer Satisfaction and Customer Loyalty

Source: American Society for Quality (2024).

2.3 Luxury hotel resort

Since that organization under study is a luxury hotel resort, it will be of great importance of the term "luxury hotel resort" is also defined or clarified to enable readers understand what the term means in this study. Luxury hotels are usually upscale topnotch hotels with well suited attractive structures and facilities designed to serve the clientele with the best of hotel hospitality taste. Luxury hotel resort is defined as a lavish accommodation facility set in a scenic location, offering a wide range of upscale amenities and recreational activities such as spa services, gourmet dining, and outdoor adventures, aiming to provide guests with a holistic and indulgent vacation (Hung et al., 2012).

A luxury hotel resort creates an immersive environment where guests can unwind, rejuvenate, and indulge in opulent experiences amidst breathtaking landscapes by fusing the grandeur and impeccable service of a luxury hotel with the expansive grounds, natural surroundings, and extensive leisure facilities of a resort (Lo & Yeung, 2020; Popp et al., 2021). To achieve the desired comfort and relaxation, luxurious hotel resorts are frequently located in stunning natural environments, such as tropical islands, beachfronts, mountains, and forests. The picturesque setting enhances the overall appeal and offers visitors a peaceful haven from the bustle of the city (Kandampully et al., 2018).

2.4 Review of literature on customer satisfaction and customer retention in the luxury hotel resorts

Success in the luxury resort industry depends, like in other industries, on maintaining and satisfying a clientele. A thorough grasp of the development needs of this study can be gained from this examination of the literature on customer satisfaction and retention in the hotel sector. To begin with, it is fundamental to comprehend the elements that influence consumer satisfaction and retention.

Numerous scholarly investigations have demonstrated that personalized experience, superior service, and cognizance of client requirements are important determinants of patron or clients' contentment in luxury hospitality environments. For instance, Sangpikul (2021), discovered that at luxury hotels, personalized services have a major impact on patron satisfaction. In a similar vein, Kyle et al., (2010) clarified that a key factor influencing customer retention and satisfaction is service quality.

Additionally, customers' emotional experiences in a luxury resort setting have been demonstrated to have a significant impact on satisfaction and retention, in addition to personalized services and quality. In 1998, Pine and Gilmore presented the notion of the "experiential economy," highlighting the significance of crafting unforgettable and deeply affecting encounters that enhance patron contentment and boost loyalty in the hotel hospitality environments (Pine & Gilmore, 1998).

Moreover, another critical component of customer retention and satisfaction is developing strong relationships with customers. Relationship marketing techniques and client loyalty programs are important in the luxury hotel industry. In the hospitality business, Hennig-Thurau and Hansen (2000) emphasized the significance of customer satisfaction in cultivating long-term partnerships and client loyalty.

Furthermore, technological advancements have also impacted customer satisfaction and retention strategies in luxury resorts. With the rise of online reviews and social media, managing online reputation and engaging with customers through digital channels has become imperative. Bharwani and Mathews (2021) discussed the influence of online reviews on customer decision-making and emphasized the need for effective online reputation management to enhance customer satisfaction and retention. While the reviewed studies above cover the contemporary issues relating to luxury hotel resorts in general. Researchers in Nigeria agree that such factors like technology, communication, infrastructure, good management and quality relationship

mentioned above, are instrumental when discussing business growth in hotel resorts in Nigeria (Bello & Majebi, 2018; Faajir & Nyagba, 2021; Gawuna, 2019; Okocha et al., 2021).

Faajir and Nyagba (2021) added that location is also a critical influencer of customer continued patronage of hotel businesses in Nigeria. This argument follows from the political and social security environment or context of country. Such factors as parking space, road networks, political stability, cleanliness, security and safety significantly affects the hotel hospitality in Nigeria (Patrick et al., 2019; Faajir & Nyagba, 2021; Nwokorie & Igbojekwe, 2019; Ogbunankwor et al., 2022).

More so, studies show that customer satisfaction and customer loyalty in the Nigerian context is mediated by social and cultural factors or influences (Ogunnaike et al., 2022; Akpan, 2013). Cultural factors may include both internal organizational culture and or culture of country citizens or individuals that are employees or hotel guests (Ukwayi et al., 2012; Omoregbe et al., 2022). Friendly cultures attract more tourists and guests to hotels and in the hospitality industry I'm general.

Additionally, to the customer satisfaction and retention factors like technology, service quality among others highlighted above, communication factor is also a critical player that trigger customer satisfaction and loyalty in the hotel hospitality business (Adebayo, 2019). Good communication, it is essential for ensuring customer happiness and loyalty since is an interactive business process that occurs between the hotel and its clients during the pre-selling, selling, consuming, and post-consuming phases.

Bello and Bello (2017) added that effective organizational management together with employee empowerment are also crucial for maintaining customer satisfaction and loyalty in the hotel resort context. While structures are imperative to the hotel business generally, employees and effective management form that life nerves of any meaningful business including the hotel industry (Bello & Bello, 2010; Gazzoli et al., 2009). Effective organizational management which includes proper administering of all components or dimensions of a business allows organizational efficiency, stability, service quality and business growth (Atan & Mahmood, 2019; Djoko et al., 2017).

Furthermore, Oladele et al. (2019) stressed that the presence of quality facilities is essential for achieving customer satisfaction and retention in hotel resorts. For luxury hotels, quality and enjoyable facilities are essential for steering customer satisfaction. Private beaches, lavish pools with cabanas, sun loungers, spa and wellness centers, Michelin-Star Restaurants, personalized

concierge Services among others, are good drivers of customer satisfaction in the luxury resorts (Temidayo et al., 2020; Sukmawati, 2018). The presence of quality enjoyable facilities ensures continued customer patronage in the hotel resorts in Nigeria (Oladele et al., 2019).

To conclude here, the literature review has demonstrated that customer satisfaction and retention are the key forces for business stability and growth in the hotel resort business and in the hospitality industry generally. However, the dual concepts largely depend on a number of factors which includes service, quality, technology, location of business among others. By implication, hotel resorts falling short of enhancing these factors stand a high risk of losing customers in a highly competitive market. Therefore, drawing from the existing literature, the objectives of this study seek to discover factors the commissioning party will need to improve upon to gain competitive advantage in the hotel resort context in Nigeria.

2.5 Theoretical review

Theories are necessary for explaining, understanding and predicting phenomena, theory provides explanation for observed relationship and patterns in research endeavor. Researchers often express the fundamental mechanisms, causal linkages, and prediction patterns that define their research topic by building new theories or utilizing preexisting ones. For this study, the Expectancy-Disconfirmation Theory (EDT), Relationship Quality Theory (RQ) and the Service Quality (SERVQUAL) theory will be used to understand the mechanism of customer satisfaction and customer retention in the business world.

2.6 Expectancy-Disconfirmation (EDT) Model

Developed in 1980 by Richard L. Oliver, the Expectancy-Disconfirmation (EDT) model posits that post-purchase satisfaction is the result of expectations combined with perceived performance. Positive or negative disconfirmation between performance and expectations acts as a mediating factor for this impact. Positive disconfirmation, or post-purchase contentment or satisfaction, is the outcome if a product or service performs better than expected. A customer is likely to be unhappy and or dissatisfied if a good or service doesn't live up to expectations (negative disconfirmation) (Oliver, 1980).

According to EDT, the difference between perceived performance and expectations serves as the primary determinant of satisfaction. In this paradigm, the primary independent elements are

perceived performance and expectation, while the primary dependent factors are satisfaction (Oliver, 1977). According to Khalifa and Liu (2003), customer satisfaction is the whole of the consumer's assessment, perception, and emotional response to their experience using a good or service. It boosts long-term profitability for the company and the consumer and encourages repeat patronage of business, loyalty, retention, and positive word-of-mouth from customers (Wirtz, 2003; Arawa, & Anyadighibe, 2014). In terms of judging satisfaction, and this theory is more psychological than emotional and the assessment occurs in three different formats stated below:

- i) Positive disconfirmation: Takes place when performance is thought to be better than anticipated.
- ii) Confirmation: Take place after expected performance is thought to have been met.
- iii) Negative disconfirmation: This happens when someone feels that their performance falls short of what is expected of them (Amaechi, 2014; Oliver, 1977; Oliver, 1980).

It is worthy of note that if customers' expectations are met or exceeded (positive confirmation), there is higher likelihood that they will be satisfied with the service provided. Conversely, if consumers receive less service than they anticipated, they are more likely to be unhappy (negative disconfirmation). According to Khalifa and Liu (2003), there is no reason to believe that confirmation of high expectations will always result in more fulfillment than confirmation of low expectations

This theory does not address this weakness. Perceived performance is added as an extra satisfaction determinant in order to address this issue. Put differently, the only way to genuinely guarantee satisfaction is to manipulate expectations and performance in an empirical manner to produce disconfirmation. See Figure 2 for the Expectancy-Disconfirmation model in Arawa and Amaechi 2014 below:

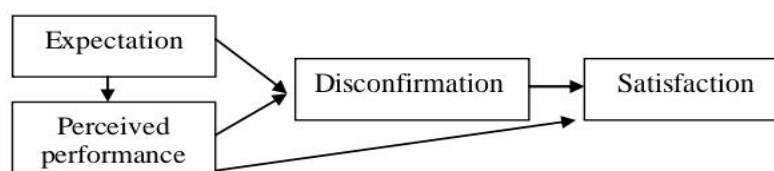


Figure 2. Expectancy-Disconfirmation Model

Source: Arawa and Amaechi (2014)

2.7 Relationship Quality Theory (RQ)

This is another theoretical framework that explains customer satisfaction and customer continued patronage in the business world. It was introduced by Hennig-Thurau and Klee (1997), and it postulates that prioritization of quality relationship between business and customers is the core that leads to customer satisfaction and retention (Bergamo et al., 2012). This model focuses on improving business factors that contribute to overall quality relationship between a business and its targeted customer segment. The RQ model by Hennig-Thurau & Klee prioritizes five (5) core elements which includes customer satisfaction, perceived value, commitment or loyalty, trust and client's retention. These five core dimensions are discussed below:

1. Customer satisfaction: Satisfaction here is the feeling of happiness or fulfilment which a customer derives from interacting or experiencing a business, product or service. Customers are more likely to perceive the relationship positively (Ilias & Androniki, 2017). This satisfaction can stem from meeting or exceeding customer expectations, providing high-quality products or services, and offering exceptional customer service. (Abdullah et al., 2014).
2. Perceived value: This refers to the subjective judgment that consumers make about the advantages of a good or service in comparison to the expenses involved in obtaining it (Seigyoung & Chuan-Fong, 2005; Bergamo et al., 2012).
3. Commitment: The degree of devotion and attachment a customer has to a brand or business is referred to as commitment. It includes the customer's readiness to commit to a long-term patronage, make investment (such time and money), and resist switching to other competitors. This dedication is essential for creating solid bond between brand and customer thereby leading to customer loyalty (Awara & Amaechi, 2014).
4. Trust: The term "trust" describes a customer's faith and confidence in a company or brand. Clients are more inclined to trust a company and stick with it in the long run when they continuously feel that their interactions with it are worthwhile (Garbarino & Johnson, 1999).
5. Client retention: Repeated purchasing and client retention are directly correlated with perceived value. Customers are more likely to make repeat purchases and stay loyal to a brand when they regularly find great value in what the company has to offer (Awara, 2014).

The Relationship Quality model adequately provides valuable insight into the dynamics of customer-brand relationship however, it tends to focus too much on company's perspective and may be blurred to customers' subjective experience. This defect can be addressed by adopting a more customer-centric approach to allow business understand more about customer psychology and behavior (Wong & Zhou, 2006). See figure 3 for Hennig-Thurau & Kylee's Relationship Quality model in Arawa and Amaechi 2014.

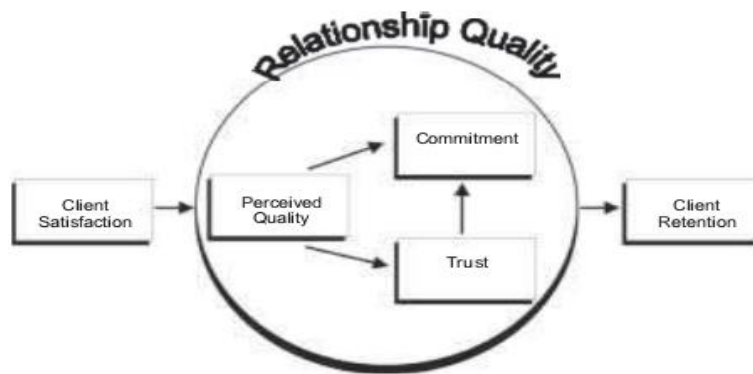


Figure 3. Relationship Quality Model

Source: Arawa and Amaechi (2014)

2.8 Service Quality (SERVQUAL) Model

The Service Quality (SERVQUAL) model is another successful theoretical framework designed to evaluate and examine customer satisfaction and loyalty. Reliability, certainty, tangibles, empathy, and responsiveness are its five main themes. SERVQUAL assists in identifying gaps between customer expectations and perceptions on these dimensions, enabling firms to raise overall customer satisfaction and improve service delivery (Asubonteng et al., 1996). This theory was propounded in 1988 by A. Parasuraman and later advanced further by scholars like Valarie A. Zeithaml and Leonard L. Berry (Ryan, 1991).

According to Parasuraman et al. (1988), service quality connotes the overall excellence of services evaluated globally or the attitude towards it. This definition implies that the quality of a service is determined by the disparity between the customer's perception and the services provided by service providers, as well as the customer's level of contentment or discontent resulting from the purchase and utilization of the service (Gronroos, 1984 and Parasuraman et al., 1988). This theory according to Parasuraman et al. (1988) explores the concepts of customer satisfaction and retention in five (5) dimensions. The dimensions are highlighted below:

1. Reliability: This refers to the capacity to deliver the promised services precisely and consistently. Accuracy, dependability, speed, and readiness to react are the components of reliability.
2. Responsiveness: It is the willingness to support consumers, and deliver prompt service. One of its components is dependability.
3. Assurance: This refers to staff members' expertise, civility, and capacity to inspire confidence and trust. Element of knowledge skilled professional, communication, and customer care can be used to measure the assurance dimension.
4. Empathy: Empathy is the ability to provide each consumer individualized, compassionate attention. It has the same components as assurance.
5. Tangibles: The look of actual buildings, staff gear, and customer-facing communication products are all included in this dimension. The location, appearance of the business, environment, cleanliness, and space are all components of the tactile dimension.

The Service Quality model is one of most used theoretical frameworks for exploring the customer satisfaction in business in sum, it suggests that customers' perceptions of service quality greatly influence their satisfaction and loyalty towards any business. Its postulation is that when a brand or business meets or exceeds customers' expectations across the five dimensions above, the end result is higher customer satisfaction and customer retention through customer loyalty. While if the reverse becomes the case, it leads to customer dissatisfaction and the eventual loss of customers to competitors. Figure 4 shows the representation of Parasuraman et al's service quality framework cited in Arawa and Amaechi 2014.

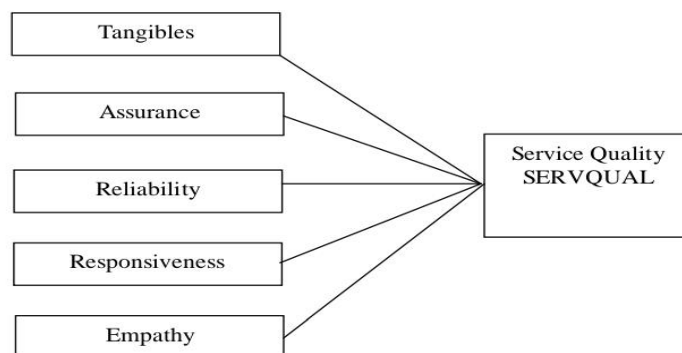


Figure 4. Service Quality Model

Source: Arawa and Amaechi (2014).

3 Research methodology

This chapter covers the methodology of the study. Methodology in research refers to the approach, strategies, and processes that researchers employ to carry out a study or investigation. It describes the parameters in which the study is carried out and directs the investigator through the steps of information gathering, data analysis, and conclusion making (Flick, 2022; Karin & Levinsen, 2017). Research methodology involves key research components including research design, data collection techniques, data analysis procedure, ethical considerations among others (Davidavičienė, 2018).

This study adopted the case study approach which requires in-depth and comprehensive investigation of a particular individual, group, event, organization, or phenomenon within its real-life context. It involves the detailed examination and analysis of multiple aspects of the chosen case to gain a deep understanding of its complexities, dynamics, and implications. For this study, the case study is explanatory. Explanatory Case study is often adopted in the event of single case studies (Yin, 2009).

It is also because the study involves the real-life situation or context of Nordic Hospitality Suites, hence, explanatory case study enables the study to understand and thoroughly examine the intricacies and/or complexities of the case. Since, the case is being studied in isolation to its external environment and also since the study seeks to understand the complexities and nuances of the case, regarding the various factors that contribute to its current reality, the case study is holistic.

3.1 Case description

Nordic Hospitality Suites stands as an epitome of luxury and comfort within the vibrant hospitality landscape of Nigeria. Situated in the heart of Abuja, the 3-Star prestigious resort embodies opulence, sophistication, and impeccable service, catering to the discerning needs of both local and international clientele. With its serene ambiance and world-class amenities, Nordic Hospitality Suites offers a sanctuary of relaxation and indulgence amidst the bustling city life.

Established with a vision to redefine luxury hospitality in Nigeria, Nordic Hospitality Suites boasts a range of premium facilities including elegantly appointed guest rooms and suites, state-of-the-art conference and event venues, exquisite dining options showcasing local and international cuisine, and a plethora of recreational activities to delight every guest. The hotel resort annually

recoded up 800 guests both locally and internationally as at when it was newly established in 2005. Due to Nigeria's evolving hospitality landscape and the growing threat from new luxury hotels, Nordic Hospitality Suites now struggles to attract customers not to talk of retaining them (Thesis commissioner, 2024). The commissioner of the thesis expressed that as of today the Nordic Hospitality Suites finds it difficult to record up to 100 guests a month indicating serious decline in the terms of customer patronage.

3.2 Research method

The general plan or approach that specifies how a research study will be carried out is referred to as research design. In order to address research questions or study aim, it acts as a guide for researchers on how to methodically gather, examine, and interpret data (Kazdin, 2021; Meyers et al., 2016). Qualitative research design is used for this study. This is because the study involves nonnumeric data and allows subjective experiences, attitudes, and perceptions of respondents (Flick, 2022), providing a deeper understanding of how customers interpret and respond to their interactions with Nordic Hospitality Suites. Additionally, qualitative design is chosen because of the aim, research questions and objectives of the study which allow the study to use open ended questions. The open-ended and exploratory nature of qualitative research facilitates the identification of areas requiring improvement to enhance customer satisfaction and retention, allowing for a holistic assessment of potential challenges.

Qualitative method is well-suited for capturing context-specific nature of a case. This helps researchers to understand the intricacies and unique features of the situation being studied (Starman, 2013). Considering this study's aim and objectives, qualitative method will enable the research to delve into the specific context of Nordic Hospitality Suites, by considering the unique cultural, economic, and operational factors that may influence customer satisfaction and retention in the Nigerian luxury resort market.

Qualitative design aligns with the research conditions of the case study approach which is if the study seeks to understand complex social phenomenon. The case study approach delves into addressing or understanding complex issues regarding a case(s) in research (Yin, 2009). Adopting the strategy of a case study in this research allows the study to launch an in-depth examination of the real-life situation with Nordic Hospitality Suites through the qualitative method.

3.3 Literature search

Research materials and library data sources used for this study include Statistia, JSTOR, ScienceDirect, Emerald, PubMed, Publishing, Google Scholar, EBSCOhost and Theseus. fi. Keywords searched include "Customer Satisfaction", "Customer Retention", "Customer Relationship Quality Theory", "Experience", "Expectancy-Disconfirmation Theory", "Service Quality Theory", and "Customer Loyalty".

3.4 Data collection

Qualitative survey involving open-ended questions was used to collect data from respondents. The survey questionnaire entailed comment boxes for respondents to type in their responses freely. The author gathered the data by himself through the help of the thesis commissioner. Data was collected with online Google Forms. The commissioner helped with the sending of the survey link to the hotel customers; this is to enable the commissioner protect the data of the customers.

3.5 Study area and target population

By study area, it means the precise geographic area or scope in which the research is carried out. It establishes the parameters of the study and offers background information to help interpret the results. It could be a specific area, city, neighborhood and more, depending on a study's objectives (Roy, 2018). The study was conducted in Nordic Hospitality Suites located in the urban city of Jabi, the Abuja Municipal Area Council. Located in the Federal Capital Territory of Nigeria, Nordic Hospitality Suites is situated in the economic base of the country. Target population for the study were individuals who have experienced the services of Nordic Hospitality Suites in Nigeria as customers. It involved domestic and international guests of the hotel.

A total of 20 respondents were used as sample size. While 20 respondents may seem relatively small for this study, a justification is that, qualitative research focuses on depth rather than breadth of data (Boddy, 2016; Sandelowski, 1995). With 20 respondents, the researcher can engage in in-depth data gathering allowing for detailed exploration of participants' experiences, perceptions, and opinions regarding customer satisfaction and retention in the hotel resort. Moreover, the study is using 20 respondents because of the current situation with Nordic Hospitality Suites. Currently, the hotel lacks customers, thus, getting the hotel clients to serve as participants for the study is extremely a difficult task.

Furthermore, thematic saturation is often used as a criterion for determining sample size. Thematic saturation occurs when no new themes or insights emerge from additional data collection, indicating that theoretical saturation has been reached (Hennink & Kaiser, 2022; Rijnsoever, 2017). With 20 respondents, the researcher has the opportunity to achieve thematic saturation (Braun & Clarke, 2019, 4-9). The study reached thematic saturation through the purposive sampling that was used for data collection. Through purposive sampling the study ensured that only respondents that could provide rich and diverse perspectives relevant to the research questions were carefully selected. Hence, the data generated covered a wide range of customer experiences and viewpoints that serve as possible answers to the research questions.

3.6 Sampling technique

Purposive sampling will be adopted for the study. This is because the study will be selective allowing only participants who have experienced the hotel resort more than twice and so has detailed insight or verse experience regarding the firm under study. In Muzari et al. (2022), the chosen sampling method is a technique used in qualitative research to select a specific group of individuals or units for analysis. Here, participants are chosen “on purpose,” not randomly. Since, the sampling method is not random but purposive, not any random customer of the hotel can serve as respondent but customers that have visited the hotel resort more than once and so have rich and in-depth knowledge about the hotel resort will be used as respondents. The commissioner will help in this regard through the hotel register. This technique is preferred also because it will allow for a detailed exploration of the case under study (Nordic Hospitality Suites).

3.7 Survey Question Design

The study employed a semi-structured survey questionnaire which contained open-ended questions that sought to explore respondents' perspective on customer experience at Nordic Hospitality Suites. The six open-ended questions in the questionnaire are directed toward answering the research questions as well as achieving the objectives of the study. The justification for each question adopted in the questionnaire as well their linkages with the theoretical framework are outlined below:

Question 1. From your experience, describe the quality of services rendered at Nordic Hospitality Suites.

This first question would help answer the three research questions above by gathering direct feedback from customers about their experiences at Nordic Hospitality Suites. By asking about the quality of services rendered, it helps in identifying key factors associated with customer satisfaction. This question aligns with the EDT model because, by asking about respondents' experience, it involves comparing their expectations of the quality of service at Nordic Hospitality Suites with their actual perceptions of the service received. Additionally, the question indirectly relates to the RQ model because by seeking to understand the respondent's perception of the quality of service provided by Nordic Hospitality Suites, it can influence their overall relationship quality with the establishment.

Moreover, the question is linked to the SERVQUAL model as it prompts respondents to evaluate the quality of services rendered at Nordic Hospitality Suites, which encompasses aspects such as the tangible elements (e.g., facilities), reliability (e.g., consistency of service), responsiveness (e.g., promptness in addressing needs), assurance (e.g., competence and courtesy of staff), and empathy (e.g., understanding and caring attitude of staff) provided by the establishment.

Question 2. In your opinion, what specific aspects of the service provided at Nordic Hospitality Suites contribute most to your overall satisfaction during your stay?

This question would help capture the actual experience of respondents during the visits to Nordic Hospitality Suites. By asking about specific aspects of the service that contribute to overall satisfaction, the researcher will be able to identify the key factors that customers value most during their stay at Nordic Hospitality Suites. This data can reveal which aspects of the service, such as room quality, staff friendliness, amenities, or dining options, have the most significant impact on customer satisfaction. Responses to this question will highlight areas where Nordic Hospitality Suites may be excelling and areas where improvements are needed. The responses will also provide valuable insights into the specific strategies Nordic Hospitality Suites can adopt to enhance satisfaction and improve retention.

Linking this question with the EDT, respondents would compare their expectations of Nordic Hospitality Suites' service with their actual experience during their stay. Specific aspects contributing to satisfaction would likely be those where the perceived service exceeded expectations. By identifying aspects, Nordic Hospitality Suites can tailor its services to meet guests' needs and strengthen the relationship in the quality customer relationship context. With regards to the SERVQUAL model, this question implicitly seeks feedback on service dimensions by asking about specific aspects of the service that contribute to satisfaction.

Question 3. In your opinion, what areas or aspects of the services provided at Nordic Hospitality Suites do you believe require improvement in order to enhance overall customer satisfaction?

This question is posed to discover areas for development, and it will help answer the research questions by providing information about the amount of trust, rapport, and general happiness that clients have with the staff at Nordic Hospitality Suites. By analyzing replies to this question, researchers can find major factors influencing customer satisfaction, areas that need improvement, and feasible tactics for increasing satisfaction and retention.

From the point of the EDT, the inquiry asked about their opinions on areas that needed improvement, which is consistent with the concept of disconfirmation, which occurs when perceived performance does not meet initial expectations. According to the QR model, the question represents an effort to obtain input from clients in order to better understand their requirements and preferences. While the query will help cater to specific characteristics of the SERVQUAL model.

4. Question 4. What factors would influence your decision to return to Nordic Hospitality Suites in the future?

This question helps to understand why customers will want to revisit or maintain continued patronage with Nordic Hospitality Suites. It will help to gather data on factors influencing customers' decisions regarding repeated patronage of the hotel. Using the EDT, factors influencing the decision to return to Nordic Hospitality Suites would be assessed in terms of whether the service met or surpassed the respondent's expectations. For the QR model, factors

influencing the decision to return could be related to the strength of the relationship established during the prior visit. While SERVQUAL will evaluate factors impacting the choice to return using these dimensions.

5. Based on your experiences and observations, what recommendations would you offer to Nordic Hospitality Suites to improve customer satisfaction and retention in the competitive luxury resort market in Nigeria?

This question is intended to help galvanize strategies or recommendations on areas needing improvement directly from perspective of respondents. Their recommendations will provide valuable information on key factors associated with customer satisfaction, areas needing improvement, and potential strategies for enhancing satisfaction and retention. Since the three theoretical frameworks focus on how to improve service delivery as well enhance customer satisfaction, this question can be analyzed through these theories to understand how respondents' experiences, expectations, and perceptions of service quality inform their recommendations for improving customer satisfaction and retention at Nordic Hospitality Suites.

Question

6. How well would you say your experience with every aspect of the services rendered at Nordic Hospitality Suites matches your expectations with the establishment prior to your patronage?

This question would help to explore the opinion of respondents on how satisfied or dissatisfied they were after experiencing the service of Nordic Hospitality Suites. By analyzing the responses, you can identify key factors influencing customer satisfaction, areas that need improvement, and potential strategies to enhance satisfaction and retention.

Implying this question from EDT, respondents would have to compare their expectations with the actual performance of the services at Nordic Hospitality Suites. Also, the question touches upon RQ model by assessing the alignment of expectations and actual experiences. A positive alignment leads to higher relationship quality and vice versa. Furthermore, by prompting respondents to evaluate their experience with every aspect of services, the five dimensions in the SERVQUAL model.

3.8 Data analysis

Thematic analysis was applied to the semi-structured survey questions. The choice of the use of thematic analysis is based on the fact that it helps identify and analyze recurring themes or patterns within the qualitative responses, providing insights into participants' perspectives (Jenna, 2021). Literature suggests that thematic analysis is suitable where data involves subjective experiences, attitude and perceptions of research participants. It is also good for specific context cases (Cooper & American Psychological Association, 2012; Maguire & Delahunt, 2017; O'Cathain & Thomas, 2004; Vaismoradi et al., 2013).

Deductive thematic analysis was conducted on the data, this is because of the research questions, objectives and theories used in the study. Deductive thematic analysis is most preferred because for the data because it involves the application of pre-existing theoretical frameworks or concepts to guide the identification and interpretation of themes within the data. This is unlike inductive thematic analysis where themes emerge directly from the data without preconceived categories (Blum et al., 2020; Fereday & Muir-Cochrane, 2006).

Deductive thematic analysis is useful for analyzing qualitative data as it leverages on existing theoretical frameworks to guide the analysis process and generate insights that are theoretically grounded. It is particularly useful when researchers seek to test or apply established theories to new contexts or datasets (Proudfoot, 2023).

The analysis represents a manifest analysis in that it focus only on the explicit or surface-level content of the data. This implies that, the analysis involves identifying and analyzing only the visible or obvious aspects of the data, such as direct responses to survey questions (Gray & Densten, 1998). Steps involved in analyzing the data include familiarization with data, initial code generation, searching for data themes, reviewing of themes, definition and naming of themes and then reporting findings (Braun & Clarke, 2006). Reporting of findings will be done through the lens of theories adopted in the study (Braun & Clarke, 2012; Bree & Gallagher, 2016). This fulfills the condition that reporting of findings in the deductive thematic analysis must provide a clear and coherent explanation of how theoretical framework(s) informs analysis process and contributes to the interpretation of data.

3.9 Study trustworthiness

Trustworthiness in qualitative research refers to the credibility, dependability, conformability, and transferability of the research findings. It encompasses the extent to which a research process is transparent, rigorous, and reliable, thereby instilling confidence in the accuracy and validity of the results (Curtin & Fossey, 2007). Trustworthiness is essential for ensuring the credibility and integrity of qualitative research and for establishing the trust of readers, reviewers, and stakeholders in the research outcomes. Due to the nature of data, reflexivity principle will be utilized in order to achieve trustworthiness of data findings for this study (Gunawan, 2015; Nowell et al., 2017).

Reflexivity involves reflecting on researcher's own biases, assumptions, and subjectivity throughout the research process (Macbeth, 2001). Following the principle of reflexivity, the researcher has a background in hospitality management, hence, certain level of familiarity, assumptions and preconceptions by the researcher are brought to this study. The background of the researcher in hospitality management will help the study achieve more robustness since the researcher is familiar with concepts under study.

To further enhance the credibility of the study the data analysis was done using Braun and Clarke's model. The incorporation of Braune and Clarke's six steps thematic analysis in this study was done through the following steps:

Familiarization with the data

This is the first step and it entailed entering the data into the Excel Spreadsheet and then conducting repeated reading of the responses during the copying and transferring of the responses to the excel sheet. This allowed for the familiarization with the terms of the data.

Generating codes

Labels were assigned to the data or responses. Separate columns were created here to ensure clarity. This was to ensure easy picking of important points or concepts from the data. The coding made it easy to search for and identify themes across the data set.

Searching for themes

With the objectives and research questions in mind, the codes were then grouped together in associating themes. Codes with similar ideas or concepts were collected to form themes that had relation to the study objectives thus, the themes of the study were generated.

Reviewing themes

The obtained themes were observed first to ensure that no two themes captured the same idea and secondly to ensure that the themes obtained perfectly captured the codes from the data and related well with the overall objective of the research. It entailed thorough cross-checking of the codes and generated to the themes just to make sure there is no contradiction or mistakes.

Naming themes

the next step involved defining or naming the themes generated. This helped to make the identified themes in the clearer and easy to report or discuss.

Producing the Report

Discussing the themes at this point is the final process in the six steps analysis of Braun and Clarke. Here the result or themes generated are discussed in relation to the study's research questions, objectives and literature segment.

3.10 Ethical consideration

The study adheres strictly to ethical principles of professional research, such ethical considerations as anonymity, informed consent, confidentiality and protection of respondents' data were carefully taken into account during the study. These principles are provided by the Committee on Publication Ethics (COPE) (Pearson, 2017; Lane, 2018). This is to ensure conformity of the study's data management requirement.

4 Results

Various questions were employed into investigating the factors influencing customer satisfaction and customer retention at Nordic Hospitality Suites. In the analysis of the data obtained, the factors influencing satisfaction and retention were deciphered from the responses of the respondents to the question of the study that inquired into them. Braun and Clarke's thematic analysis model was employed to generate the themes from the responses.

In their 2006 paper, Braun and Clarke describe a code as the simplest unit of the raw data that can be meaningfully analyzed in relation to the subject of study while a theme is defined as a recurring pattern in the data that highlights something significant in relation to the research question or questions posed by the study.

In this research, the questions and objective include; understanding the key factors associated with customer satisfaction in Nordic Hospitality Suites; highlighting factors that need to be improved upon to enhance customer satisfaction and retention; strategies that can be adopted to enhance customer satisfaction and improve retention.

To analyze the data obtained from the semi-structured questionnaire in the direction of the research questions, responses from the questions in the second section of the questionnaire (Section B) were examined on their own to the generation of codes for each response. To generate the themes of the data, the codes generated from the responses to the different questions were then compacted under single umbrella themes thereby grouping similar codes under terms that aim towards the aims and objectives of the study. The coding scheme used in the research is present in the appendix.

THEMES

The themes generated from the study include;

Quality of Accommodation and Services

“The quality of services is a major aspect that guides my overall sense of satisfaction”

“The quality of accommodation plays a huge role in my evaluation of satisfaction”

“A drop in the level of quality of Nordic Hospitality Suites could make me not return in the future”

Respondents consistently highlighted the impact of quality on their satisfaction and propensity for retention. Quality in all areas of services rendered by the resort was primed as a major deciding factor in the evaluation of just how much respondents were satisfied and how much it affected their continuous patronage of the establishment. Many respondents considered factors such as the standards of cleanliness, the smooth running of the resort and the regular upgrades and maintenance of facilities to be proof of a high standard of the quality of the resort and to be a reason for their continued patronage.

“I believe Nordic Hospitality Suites could improve overall customer satisfaction by addressing issues related to service quality in accommodation or amenities”

“The general level of service quality has always been an aspect that I consider improvement can be made on whenever I stay at Nordic Hospitality Suites.”

“Establishing partnerships with local attractions and businesses to offer exclusive discounts and access to nearby amenities would enhance the overall guest experience.”

While many praises on the quality of services rendered by Nordic Hospitality Suites were present in the responses, respondents also noted an increase in the quality of accommodation and other services could also be a point with which the establishment could improve upon by innovations thereby increasing the satisfaction levels and guaranteeing the retention of consumers.

Amenities, and Activities

“The variety of amenities available at Nordic Hospitality Suites that catered to my needs contributed the most to my satisfaction level”

“The variety of activities and amenities contributed to my satisfaction at Nordic Hospitality Suites.”

Numerous respondents highlighted the impact of the amenities and services present and how a wide variety of services presented by Nordic Hospitality Suites was one of the factors that had an effect on their level of satisfaction and likelihood of retention. Respondents noted how the varying activities available for different guests at Nordic Hospitality Suites engaged them and ensured that often, the varying needs of companions could be met at the establishment.

“I would recommend that Nordic Hospitality Suites provide a wider range of types of accommodation to accommodate the varying range of customers”

“There can be an improvement in the variety of services to cater to a wider range of consumers”

Many respondents also cited this particular aspect as an area in which improvement can be made to increase their levels of satisfaction. A wide variety of service, infrastructure, and amenities occurred as a large focus point for many of the respondents with some stating that while the resort did have somewhat of a wide range, an even wider range would ensure that many customers would keep returning to the establishment.

“Enhancement to the variety and quality of children's activities and amenities, and providing better communication about resort amenities and services”

“There needs to be better inclusivity and the considerations for a diverse group of individuals.”

“The dining services could be improved to allow for a more diverse menu that caters to the need of a wider range of individuals with different needs.”

Recommendations as to the inclusion of services for children, the disabled, and other minority groups as well as individuals with special needs and care were also made as to ways by which the resort could vary its services, as the diversification of the resort dining menu to cater for a wider range of individuals from different backgrounds was also advised.

Consistency in Quality

“The consistency of service excellence, the responsiveness to guest feedback, the variety and quality of on-site amenities, and the overall sense of warmth and hospitality are factors that can influence my decision to return.”

“Factors that would influence my decision to return to Nordic Hospitality Suites in the future include consistently excellent customer service, a wide range of amenities catering to my needs, comfortable and well-maintained accommodations, and a welcoming atmosphere throughout the resort”

Consistent service delivery is also noted as a major factor affecting the satisfaction and retention of respondents/ customers of Nordic Hospitality Suites. Respondents noted how consistent service quality on every visit helped to elevate their evaluation of the establishment and to increase their level of satisfaction and retention.

Some respondents highlighted the presence of waning consistency in areas such as the responsiveness of staff in some seasons or times of the year as being a factor that had an impact on their overall level of satisfaction. A total lack of consistency was also highlighted as one of the factors that could ensure that customers never returned to the establishment, establishing consistency as a major influencing factor in satisfaction and retention.

Responsiveness and customer services

“Staff responsiveness influences my decision to return to Nordic Hospitality Suites.”

“Factors that would influence my decision to return to Nordic Hospitality Suites in the future include consistently excellent customer service...”

Respondents also noted the responsiveness of Nordic Hospitality Suites to the frequency and occurrence of challenges, as well as the steps taken to mitigate these challenges, as factors that impacted guest satisfaction and retention. Respondents also noted how the customer service of the resort was another factor that influenced their satisfaction and their likelihood of returning, as the way with which the resort handled relating with consumers and ensuring the resolution of problems encouraged customers to return.

The prompt responsiveness of the resort displayed a dedication to ensuring that issues are resolved as soon as they come up and displayed the commitment the resort has to ensuring

guests enjoy their stay and thus ingrained in them the guarantee that they could trust the resort to take care of any issues if any.

Respondents consistently emphasized the significance of exceptional customer service in their overall experience at the resort. They noted that friendly and attentive staff members who went above and beyond to meet their needs significantly contributed to their enjoyment and likelihood of returning. Guests highlighted instances where staff members exceeded their expectations, whether it was by providing personalized recommendations, addressing concerns promptly and effectively, or simply offering a warm and welcoming atmosphere throughout their stay. These positive interactions left a lasting impression on guests and reinforced their desire to choose Nordic Hospitality Suites for future visits.

Moreover, respondents emphasized the importance of consistent and reliable customer service across all touch-points, from initial booking inquiries to post-stay follow-ups. They appreciated when staff members were knowledgeable about the resort's amenities and services, as well as local attractions, dining options, and transportation arrangements.

“Establishing a dedicated guest relations team to proactively address guest needs and ensure a seamless experience from arrival to departure would contribute to higher satisfaction and retention.”

Respondents recommended that the responsiveness and the level of customer service could further be improved by creating a team dedicated to constantly keeping up with the guests and handling any issues as soon as they arise.

Communication and Feedback Mechanisms

“Factors such as the resort's commitment to guest safety and security, the availability of personalized services and experiences, the ease of communication with staff, and the overall sense of satisfaction and enjoyment experienced during my stay would influence my decision to return”

Respondents highlighted effective communication as one of the factors that did indeed play a role in their satisfaction and retention as they felt more satisfied when they know that they could very easily reach out to the management of the resort in the event of any problem or suggestion. Effective communication and feedback mechanisms are essential for addressing guest concerns and improving the guest experience.

“Areas requiring improvement at Nordic Hospitality Suites may include enhancing communication about resort policies and amenities.”

“Something I've noticed over time is the somewhat lacking method of providing feedback either positive or negative.”

The issue of communication appeared in many forms among the respondents with a common theme being that there was an absence of an effective communication channel between the consumers and the resort. On one hand, some respondents noted that the resort could do better to effectively communicate various information to its consumers about policies, activities, rules, and various other aspects or guidelines the resort might have for its customers. On the other hand, some respondents pointed out the fact that the resort lacked ways in which consumers could reach out to the resort to communicate on issues such as grievances or suggestions to improve facilities.

“There could be a space on the website for this or suggestion boxes on the floor and in the rooms to ensure that the voices of the customers get to the ear of the managers.”

“I would recommend regularly collecting feedback from customers through various means to ensure that the resort continues to maintain its quality” “Based on my experiences and observations, I would recommend Nordic Hospitality Suites to focus on enhancing communication channels with guests to gather feedback and address concerns promptly”

Many respondents suggested the periodic uses of mediums such as questionnaires like the one employed in the study as a way of collecting information from them thus increasing their satisfaction and therefore their retention. Many guests expressed how a formal and adequate method of reaching the management in the event of a suggestion or complaint would significantly impact their level of satisfaction with the establishment. It would also provide the establishment of accurate data in the places where impactful challenges could be made.

Incentives and bonuses for returning customers

“There can be added incentives for returning customers to provide a greater sense of satisfaction for the money being paid and to Increase the likelihood of retention”

“Implementing loyalty programs and incentives for repeat guests could further encourage retention”

Respondents also highlighted the absence of incentives to reward loyal customers in the resort. While some guests appreciated the quality of service and amenities, they felt that the lack of rewards or bonuses for returning customers was a missed opportunity for the resort to foster long-term relationships. Many guests mentioned how they would be more inclined to return to the resort if they were offered loyalty programs, discounts, or special perks for their continued patronage. This sentiment was particularly strong among those who frequented the resort regularly, as they felt their loyalty should be acknowledged and rewarded.

Implementing incentives and bonuses for returning customers could not only encourage repeat visits but also enhance guest satisfaction and loyalty. By recognizing and appreciating their loyalty, the resort can create a sense of belonging and exclusivity among its clientele. Moreover, loyalty programs can serve as a competitive advantage, attracting new guests who are enticed by the prospect of future rewards.

Technology and technological advancement

“The not-so-evident influence of more modern technology requires improvement at the resort”

In addition to responsiveness and effective communication, respondents also emphasized the importance of improvements in services, technology, and infrastructure at Nordic Hospitality Suites. Many guests expressed how the incorporation of modern technology would significantly influence their overall experience at the resort.

Several respondents noted the existing technology developments already in existence at the resort and expressed how they aided in satisfaction and how it increased their willingness to return to the resort. Guests felt that these enhancements not only added value to their stay but also demonstrated the resort's commitment to staying current and meeting evolving guest needs. Furthermore, respondents highlighted how the integration of technology into various aspects of the guest through online booking systems, mobile check-in services, or in-room smart devices would serve to retain them and set the resort apart from its competitors.

"To improve customer satisfaction and retention in the competitive luxury resort market in Nigeria, Nordic Hospitality Suites could consider enhancing personalized experiences for guests, leveraging technology to streamline operations and enhance guest interactions, and actively seeking feedback from guests to continuously improve service offerings"

Respondents emphasized the importance of ongoing maintenance and improvement of the resort's infrastructure. Whether it was renovating guest rooms, upgrading landscaping and outdoor amenities, or enhancing safety and security measures, guests felt reassured knowing that the resort was invested in maintaining a high standard of quality and comfort.

The atmosphere and attitude of the staff

"Factors that would influence my decision to return to Nordic Hospitality Suites in the future include consistently excellent customer service, a wide range of amenities catering to my needs, comfortable and well-maintained accommodations, and a welcoming atmosphere throughout the resort"

"The attentive and friendly staff, prompt and efficient service, comfortable and well-maintained accommodations are some of the aspects that contribute to my overall satisfaction"

The atmosphere and attitude of staff emerged as a crucial factor influencing guests' experiences and perceptions of Nordic Hospitality Suites. Respondents consistently emphasized the impact of friendly, welcoming, and attentive staff members on their overall satisfaction and likelihood of returning to the resort.

Guests highlighted the importance of a positive and inviting atmosphere created by staff members who were genuinely hospitable and eager to assist. Whether it was a warm greeting upon arrival, personalized attention throughout their stay, or genuine efforts to accommodate their needs and preferences, guests appreciated when staff members went above and beyond to ensure a pleasant experience.

Moreover, respondents noted that the attitude and demeanor of staff members significantly influenced their perception of the resort as a whole. Friendly and approachable staff members created a welcoming environment that made guests feel valued and appreciated during their stay. Conversely, negative interactions or encounters with unfriendly or unresponsive staff members detracted from the overall guest experience and could impact their likelihood of returning in the future.

Furthermore, guests emphasized the importance of consistency in the attitude and behavior of staff members across all departments and touch-points. They appreciated when staff members maintained a positive and professional demeanor, regardless of the time of day or the nature of the interaction. Consistency in service standards helped reinforce guests' confidence in the resort and contributed to their overall satisfaction and loyalty.

Expectation and experience

“I would say the services of the establishment have managed to meet and exceed my expectations a factor that for me, contributed to my satisfaction and retention.”

“I consider the experience I always have with Nordic hospitality suites to be in line with my expectations of the resort based off of my evaluation. I always expect their services to be satisfactory and I have always been satisfied.”

The alignment between guests' expectations and their actual experiences played a pivotal role in shaping their satisfaction and likelihood of returning to Nordic Hospitality Suites. Respondents consistently emphasized the importance of their preconceived expectations being met or exceeded during their stay at the resort.

Guests noted that their expectations were influenced by various factors, including online reviews, recommendations from friends or family, and the resort's marketing materials. They expected a certain level of quality, service, and amenities based on these preconceptions, and their actual experience at the resort was measured against these expectations.

Furthermore, respondents highlighted the significance of consistency between the resort's promises and the reality of their experience. They appreciated when the resort delivered on its advertised offerings and maintained a high standard of quality and service throughout their stay. Conversely, discrepancies between expectations and reality could lead to disappointment and impact their likelihood of returning in the future.

Moreover, guests noted that their experiences at Nordic Hospitality Suites often exceeded their initial expectations, particularly in areas such as customer service, amenities, and overall atmosphere. Positive surprises, such as unexpected upgrades or personalized touches, left a lasting impression on guests and increased their satisfaction and likelihood of returning.

Security and safety

“The level of security on the resort premises contributes to my satisfaction”

“The sense of security and safety provided by the hotel staff and facilities every time I visit enhances my overall satisfaction.”

The sense of security and safety provided by Nordic Hospitality Suites also emerged as a significant theme influencing guest satisfaction and retention. Respondents valued the measures taken by the resort to ensure their safety and well-being during their stay. This included aspects such as secure facilities, well-trained security personnel, and clear safety protocols. Guests appreciated knowing that the resort prioritized their safety, which in turn enhanced their overall experience and willingness to return.

Pricing and Value

"A change on the affordability of service would be a huge factor that would determine if I would continue to patronize the establishment”

“Transparent pricing and added benefits would make me more likely to return for future stays.”

The theme of pricing and value emerged as a factor influencing guest satisfaction and retention at Nordic Hospitality Suites. Respondents consistently emphasized the importance of transparent pricing and perceived value in their overall evaluation of their stay. Guests commented on how their satisfaction depended on how much value they thought they should have gotten and how much value they got when comparing both to the price they paid. Guests described how when the price paid matches how much the value they think they have gotten from the services offered by the resort their satisfaction increases. Also, the affordability of the resort's services and accommodation was another factor that contributed to guests' satisfaction.

“Providing transparent pricing and value-added packages to ensure guests feel they are receiving fair value for their money would improve satisfaction and retention rates.” Guests recommended the possible breakdown of the pricing of the accommodation to enable customers to know why they were paying those amounts would increase their sense of value and thus their satisfaction.

4.1 Discussion of Data

Numerous research has been conducted to understand the various factors that influence either positively or negatively the satisfaction of customers and the likelihood of retention of customers. This particular area has been researched by academic researchers and business owners, entrepreneurs, and the like as the knowledge of this would help change how businesses operate and interact with their customers.

The purpose of this study is to use the case study to gain a better, more accurate, real, and direct understanding of the factors that influence customer satisfaction and retention. The study hopes that by using a real-world case study approach, it can provide actionable insights and recommendations specific to Nordic Hospitality Suites in Nigeria, which can be directly applied to enhance customer satisfaction and retention in the luxury resort market and in other businesses as well.

A semi-structured questionnaire was developed and the results obtained from the questionnaire have been presented in the previous section. The study aims to answer the research questions and objectives posed by the research. The various themes present the answers to the questions posed. The quality of accommodation and services emerged as a cornerstone, indicating that guests' perceptions of the resort's offerings significantly impact their satisfaction levels. Guest satisfaction emerged to be heavily dependent on the quality provided and improvements were suggested as to what could be done to improve the quality of services and subsequently the level of satisfaction.

Dam and Dam (2021) in their research determined the connection between service quality, brand image, and customer satisfaction and obtained results that indicated that the quality of services rendered by an organization had a positive impact on all of the other factors. The results from the research showed that improvement in service quality resulted in an improvement in the general level of satisfaction by the guests of the establishment. Additionally, the variety of amenities and services offered by Nordic Hospitality Suites plays a crucial role in meeting diverse guest preferences and enhancing their overall experience.

Cobanoglu et al. (2011) in their research to determine the Impact of Technology Amenities on Hotel Guest Overall Satisfaction obtained results that indicated that consumer satisfaction could be affected by the amenities present and the variety of amenities as certain amenities were shown to increase the satisfaction of consumers and certain amenities didn't incite any positive increase in the level of satisfaction. This was confirmed in the study of Oladele et al. (2019), which

demonstrated that the presence of variety of standard amenities increase customer satisfaction levels as well as secure repeated patronage.

Improvement in the dining services and the availability of a wide menu option, the inclusion of facilities like conference rooms and gyms, a beach, spa the inclusion of amenities for children, and the inclusion of facilities for disabled and other minorities would serve to further increase the level of satisfaction these guests had with the resort and subsequently, increase the range of customers able to patronize Nordic Hospitality Suites and the likelihood of retention.

Consistency in delivering high-quality services was highlighted as essential for maintaining guest satisfaction over time, emphasizing the importance of reliability in the hospitality industry.

Santorini and Yolandari (2023) studied the effect of service quality factors such as; empathy, reliability, responsiveness, assurance, and tangibles, on customer satisfaction. Results from the study indicated that the two factors reliability or consistency of the service and empathy were the only two factors that played an important role. Responsiveness to guest needs and concerns emerged as another key factor, demonstrating the significance of proactive problem-solving and attentive customer service.

Rane et al (2023) explore how customer loyalty through an appropriate quality of service can be used to improve customer satisfaction, experience, relationship, and engagement. The paper highlights how responsiveness can lead to consumer satisfaction and consumer retention in an establishment. The creation of a specialized team for immediate and instant response as well as customer service would serve to further increase the level of responsiveness of Nordic Hospitality Suites ensuring that customers develop a high sense of trust in their services and their capabilities and ability to deliver.

Effective communication and feedback mechanisms were identified as vital for fostering guest engagement and ensuring their voices are heard, contributing to a sense of being valued and respected by the establishment.

Adeyemi (2021) and Bello and Majebi (2018) examined the relationship between hotels and their customers in the hospitality setting. Results from their researches showed that effective communication went a long way to enhance the satisfaction of consumers. Another objective this study is set out to meet is to identify areas that need to be improved upon or introduced to enhance satisfaction and retention at Nordic Hospitality Suites.

This study identified areas that improvement could be made upon and suggestions by which these areas could be improved.

Establishing partnerships with local attractions and businesses to offer exclusive discounts and access to nearby amenities was another suggestion made to further increase the quality of services offered by the resort was suggested to improve the quality of services offered by the resort. By doing so, the resort would set itself apart from other resorts in the business and manage to offer bonuses to the customers at the same time. The use of various methods of feedback was also suggested such as the employing of questionnaires like this one to periodically obtain the opinions and thoughts of the customers to find out areas that needed to be improved on and needed attention.

On the subject of responsiveness and customer service, the creation of a dedicated team that attended to issues as they arose was suggested ensuring that the resort maintains a high rate of responsiveness and can quickly address any issues as they arise. The presence of bonuses, loyalty programs, and personalized experiences would serve to further increase customer retention as the presence of these would encourage repeated patronage and foster long-term relationships.

From the thematic analysis of the data on the factors influencing retention and satisfaction, various factors were highlighted from the responses obtained. Three theoretical approaches will be applied in relating the data obtained on the factors influencing satisfaction and retention and they are; the expectancy disassociation theory, SERVQUAL theory, and the Relationship quality theory.

The SERVQUAL theory and its five themes Reliability, certainty, tangibles, empathy, and responsiveness can also be used in relating the results obtained.

The reliability part of the SERVQAAL theory refers to the ability to deliver promised services dependably and accurately. From the themes obtained, the importance of consistency or reliability in services and amenities and how it affects satisfaction and retention is prominent as guests appreciated the dependability of Nordic Hospitality Suites in maintaining high standards. Similarly, assurance, which encompasses the knowledge and courtesy of employees and their ability to convey trust and confidence, was evident in the themes of customer service and the atmosphere and attitude of staff.

Respondents noted that factors such as consistently excellent customer service and a welcoming atmosphere provided by knowledgeable and courteous staff significantly influenced their

decision to return. Tangibles which involve the physical facilities and appearance of personnel, were directly related to the theme of quality of accommodation and services. Respondents often mentioned the importance of the physical aspects of the resort, such as the state of the accommodation and amenities, in contributing to their satisfaction.

Guests frequently cited the quality of the accommodation as a major striking feature that greatly enhanced their overall experience. In line with this, empathy, which is about providing caring and individualized attention to customers, was reflected in the themes of a variety of amenities, accommodations, and services, as well as incentives and bonuses for returning customers. Personalized services that catered to individual needs and desires were highly appreciated by respondents, who also suggested that loyalty programs and added incentives for returning customers could further increase their satisfaction and likelihood of retention.

Responsiveness, the willingness to help customers and provide prompt service, was reflected in the themes of responsiveness and communication and feedback mechanisms. Respondents valued the resort's ability to address their concerns promptly and effectively, and the ease of communication with staff played a crucial role in their satisfaction. They highlighted that the responsiveness of staff to their needs and issues significantly contributed to their positive experiences. Effective communication and feedback mechanisms were also seen as essential for addressing guest concerns and improving the overall guest experience.

The Relationship Quality theory and its dimensions, Customer satisfaction, perceived value, commitment, trust, and client retention can also be used to examine the themes of the study.

Customer satisfaction which is one of the integral aims of the research is observed to be affected by numerous aspects of a business from both the client's end and the customer's end. Respondents consistently highlighted how the various themes influenced their satisfaction levels. Similarly, perceived value, which involves the guest's evaluation of the benefits received relative to the costs, was reflected in themes such as the value proposition of accommodation and price transparency the importance of the perception of guests of the resorts in determining the value of the benefits obtained is deciphered and the various ways by which this variable can be affected is hinted at.

Commitment, referring to the guests' emotional attachment and loyalty to the resort was also another integral part of the research where it was shown that guest's commitment and loyalty are affected by a large number of factors. Respondents mentioned that the presence of loyalty programs, incentives, and personalized services for repeat guests would significantly strengthen

their commitment to the resort. These initiatives not only enhance guest satisfaction but also foster a sense of belonging and loyalty, encouraging repeat visits. Similarly, trust, which involves the guests' confidence in the resort's reliability and integrity, was highlighted in the themes of customer service and the atmosphere and attitude of staff. Guests noted that the consistent and reliable customer service, coupled with the friendly and attentive staff, played a major role in building trust.

The positive interactions and the resort's responsiveness to guest needs reinforced their confidence in the resort, making them more likely to return. Client retention, the ultimate goal of maintaining ongoing relationships with guests, was reflected across multiple themes such as consistency in quality, responsiveness, and communication and feedback mechanisms. Respondents emphasized that the consistency in service quality and the resort's responsiveness to their concerns were crucial for their continued patronage. Effective communication and regular feedback mechanisms were also seen as essential for retaining guests, as they allowed the resort to continuously improve and adapt to guest needs. These aspects collectively contributed to a high level of client retention, ensuring that guests not only returned but also recommended the resort to others.

Expectancy disconfirmation theory discusses how the expectation of a particular product before use can influence the satisfaction derived from the product after use. The questionnaire directly attempts to understand and highlight how customer's expectation affects their experience and how exceeding, meeting, or falling short if it impacts their satisfaction and retention. Results from the study show that consumer expectation largely influences their experience and factors such as the perceived value play into how by meeting and surpassing the expectations of consumers the resort can guarantee maximum satisfaction.

In conclusion, the analysis of customer satisfaction and retention at Nordic Hospitality Suites using real-world data has provided valuable insights into the critical factors that influence guest experiences. The application of theories such as SERVQUAL, Relationship Quality, and Expectancy Disassociation has helped to contextualize these findings, offering a robust framework for understanding and improving service quality. Key themes such as consistency, quality of service, responsiveness, and effective communication have emerged as pivotal elements in enhancing guest satisfaction and fostering loyalty.

The study highlights the importance of consistently delivering high-quality services, maintaining a diverse range of amenities, and ensuring prompt and effective responsiveness to guest needs. Additionally, fostering a welcoming and engaging atmosphere through courteous and knowledgeable staff is crucial in building trust and encouraging repeat patronage. The role of effective communication and feedback mechanisms cannot be overstated, as they are essential for continuously adapting to guest needs and improving service delivery.

By implementing the actionable recommendations derived from this study, Nordic Hospitality Suites can enhance its service quality, increase guest satisfaction, and improve client retention. These insights are not only applicable to the luxury resort market in Nigeria but can also be generalized to other hospitality businesses aiming to achieve similar outcomes. The integration of loyalty programs, personalized services, and partnerships with local attractions can further differentiate the resort from its competitors, ensuring a unique and satisfying guest experience.

Overall, the study underscores the interconnectedness of various service quality factors and their collective impact on customer satisfaction and retention. By addressing these key areas, Nordic Hospitality Suites can solidify its reputation as a premier destination, fostering long-term relationships with its guests and achieving sustained business success.

4.2 Recommendations

While Nordic Hospitality Suites recognizes the importance of customer satisfaction and retention in its pursuit of long-term success. Its strategies aimed at ensuring the best of luxury hospitality experience for its affluent clientele have not yielded the desired outcome. And as the luxury resort market in Nigeria continues to evolve, Nordic Hospitality Suites faces increasing competition from both domestic and international players. To maintain its competitive edge and strengthen customer loyalty, the resort must carefully examine its current strategies and identify area for improvement. Here are some recommendations that can strengthen its strategies below:

1. The company must perform regular checks of the hotel resort in general to be keep up with updates on factors associated with customer satisfaction and retention. This is to address research question one; this regular inspection of the resort facilities will help identify factors that needs to be improved upon per time to keep up with customer expectation.

2. Company must take steps towards conducting field survey. This survey will enable Nordic Hospitality Suites to get information on factors associated with customer satisfaction at other resorts which will make the firm to better position in the market. This also to address the first research question.

3. In order to address the second research question in this study, Nordic Hospitality Suites has to improve on its overall management and operations. This involves the following:

- i. Provide top-notch accommodation services
- ii. Provide up-to-date amenities obtainable in other standard hotel resorts
- iii. Ensure quick and efficient response to challenges
- iv. Improve on communication mechanisms
- v. Promote customer loyalty programs (incentives & bonuses for returning customers)
- vi. Upgrade in the use of technology
- vii. Regular training of Staff

5 Conclusion

In conclusion, this research has delved deep into the intricate web of customer satisfaction and retention factors within the luxurious setting of Nordic Hospitality Suites in Nigeria. The study potentially addressed the research questions of the study. Considering the first research question, factors such as accommodation quality, hotel amenities, quality consistency, responsiveness to challenges, communication mechanism, customer service, technology, and the attitude of staffs are the key factors associated with customer satisfaction at Nordic Hospitality Suites.

Pre-conceived notions on customer satisfaction and retention derived from already existing literature, Studies and theories were utilized to guide the data analytical process. This principle of reflexivity is necessary to enhance trustworthiness of the data findings or result of the study.

Findings from study suggest that the above mentioned factors are the key areas in the hotel that need improvement if the firm must increase customer satisfaction and retain customers. Recommendations on ways to improve on these factors include provision of regular training for staff, technological upgrade, effective communication and feedback channels, provision of up-to-date resort amenities, ensure top-notch accommodation, promotional programs for customers, effective customer service and quick and effective response to challenges.

While the study was successful, it faces a number of challenges. First, the study faces the issue of limited generalization. This is due to the study focusing on a single case. Second, due to difficulty in getting participants, the study only used 20 respondent for data generation. Although, the respondents were carefully selected to ensure perspectives and opinions on customer experience are as wide as possible, the data can only be used for the case of Nordic Hospitality Suites. Furthermore, due to the challenge of time the study limited the data collection instrument to only survey questions.

This implies that the scope of response is limited as the use of mixed techniques like oral interviews, quantitative surveys among others would have broadened the scope of data. These limitations make room for further studies to be made on the topic of customer satisfaction and retention in Nordic Hospitality Suites and the luxury hotel resort in Nigeria at large to better understand the dynamics of customer satisfaction and retention. Future research can aim to broaden the sample diversity by including a more representative cross-section of guests from diverse demographics, geographic locations, and cultural backgrounds. This would provide a more comprehensive understanding of customer satisfaction and retention dynamics.

Implications of the findings from the study are that, the findings indicated that high-quality facilities and amenities are crucial for customer satisfaction in luxury in Nordic Hospitality Suites. This implies that prioritizing the maintenance and upgrading of their physical infrastructure. Investment in state-of-the-art amenities, such as spa services, recreational activities, and cutting-edge room features, can enhance the guest experience and encourage repeat visits.

Also, the study highlighted in sum, the critical role of service quality in customer satisfaction and retention. For Nordic Hospitality Suites, this implies a continuous need to invest in staff training and development to ensure exceptional service delivery. The resort should regularly update its service protocols and gather customer feedback to identify areas for improvement, enhancing the overall guest experience.

Beyond Nordic Hospitality Suites, the study contributes significantly knowledge wise, by demonstrating the complexities associated with subject of customer and retention in the hotel resort market. It reveals the complex web of factors affecting consumer satisfaction and retention in this market through. The study delves further than simple observation, fully embracing the real-life experiences of the hotel and customers.

It disentangles the market intricacies at work by utilizing a qualitative method, which illuminates the subtle interactions between service quality, ambience, cultural resonance, and individualized experiences. The study elucidates the means of achieving sustained patronage in the ever-evolving landscape of luxury hospitality in Nigeria. In addition to giving Nordic Hospitality Suites priceless insights, the study's findings provide industry stakeholders a road map for achieving previously unheard-of levels of success with their customer engagement initiatives.

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Appendices

Appendix 1: Qualitative Survey Design

Survey Questionnaire

Investigating Customer satisfaction & Customer Retention Factors in Luxury Resorts in Nigeria: A Case Study of Nordic Hospitality Suites

My name is Ajayi Ahmed Tobiloba, I am a Bachelor's degree student of Kajaani University of Applied Sciences from the department of Tourism and Hospitality management, conducting research to complete my program.

The study's purpose is to inquire into the nature of satisfaction and the propensity of retention of customers of a luxury resort in Nigeria.

In order to aid and participate in this research, please complete this short survey. Your responses are anonymous, treated with high confidentiality, and used only for educational purposes.

Please read carefully and answer appropriately.

1. From your experience, describe the quality of services rendered at Nordic Hospitality Suites.
2. In your opinion, what specific aspects of the service provided at Nordic Hospitality Suites contribute most to your overall satisfaction during your stay?
3. In your opinion, what areas or aspects of the services provided at Nordic Hospitality Suites do you believe require improvement in order to enhance overall customer satisfaction?
4. What factors would influence your decision to return to Nordic Hospitality Suites in the future?
5. Based on your experiences and observations, what recommendations would you offer to Nordic Hospitality Suites to improve customer satisfaction and retention in the competitive luxury resort market in Nigeria?
6. How well would you say your experience with every aspect of the services rendered at Nordic Hospitality Suites matches your expectations with the establishment prior to your patronage?

Appendix 2: Coding Scheme

CODING SCHEME

In your opinion, what specific aspects of the service provided at Nordic Hospitality Suites contribute most to your overall satisfaction during your stay?

Codes generated

1. Responsiveness of staff to demand
2. Variety of activities and amenities
3. Quality of services cleanliness
4. Quality of accommodation
5. High standard of cleanliness
6. Well maintained accommodation
7. Sense of security
8. Quick response to issues
9. Prompt services

In your opinion, what areas or aspects of the services provided at Nordic Hospitality Suites do you believe require improvement in order to enhance overall customer satisfaction?

Codes generated

1. Variety of dining services
2. Quality of services
3. Variety of side activities
4. Communication between establishment and guests
5. Delay in services
6. Responsiveness in house keeping
7. Responsiveness of customer services
8. Inclusion of children's activities for families on vacations
9. Communication about resort policies
10. Technology
11. Maintenance of resort amenities and regular upgrades
12. Provision of amenities that consider the presence of diverse group of individuals
13. Ensuring the smooth running of the resort

What factors would influence your decision to return to Nordic Hospitality Suites in the future?

Codes generated

1. Improvement in customer relations
2. Affordability
3. A decrease in quality
4. Quality of services
5. Responsiveness
6. Quality of accommodation
7. Excellent customer service
8. Wide range of amenities
9. Resort's commitment to guest comfort
10. Consistency in services
11. Improvement in services
12. Value proposition of accommodation
13. Sense of security
14. Exceeding expectations
15. Price transparency
16. Personalized services for return customers

Based on your experiences and observations, what recommendations would you offer to Nordic Hospitality Suites to improve customer satisfaction and retention in the competitive luxury resort market in Nigeria?

Codes generated

1. Incentives, loyalty programs and bonuses
2. Feedback mechanisms and communication between guests and the resort
3. Variety of accommodation
4. Regular upgrade in facilities
5. Utilization of modern technology
6. Transparent pricing
7. Partnership with local attractions
8. Creating a dedicated guest relations team
9. relations team

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How well would you say your experience with every aspect of the services rendered at Nordic Hospitality Suites

	G	H	I
1	From your experience, describe the quality of service	In your opinion, what specific aspects of the service provided at Nordic	In your opinion, what areas or aspects of the services provided at Nordic
2	The quality of services rendered by nordic hospitali	The speedy and prompt responsiveness of the staff to my demands is one	The dining services could be improved to allow for a more diverse menu
3	I would describe the quality of services at all parts	The variety of activities and amenities contributed to my satisfaction at	The general level of service quality has always been an aspect I consider
4	From my numerous experiences at the resort, I consid	The state of the accommodations is of high importance when choosing a	There should be creation of a wider range of side activities that can be en
5	My experience with the quality of services rendered	The quality of services is the major aspect that guides my overall satisf	There should be a wider range of services to include the varying needs of
6	In general, Nordic Hospitality Suites maintains a hi	The quality of accommodation and services rendered by the establishme	A wider menu range of services to cater for a wider range of individuals
7	My experience with every aspect of the services incl	The variety of amenities available cater to my needs and elevate my satis	An area that could requiring improvement at Nordic Hospitality Suites in
8	From my various experiences over the years, I woul	High standards of cleanliness and hygiene greatly enhance my satisfacti	Certain hours of the day at certain seasons, there was a delay in the deliv
9	The quality of services that are offered by the establ	Comfortable and well-maintained accommodations significantly contrib	I believe Nordic Hospitality Suites could improve overall customer satisf
10	My description of the quality of the wide range of se	The variety of amenities available at Nordic Hospitality Suites that cater	I believe Nordic Hospitality Suites could improve overall customer satisf
11	From my numerous visits, the quality of services rer	The quality of accommodation plays a huge role and also, the sense of sec	In my opinion, areas of improvement at Nordic Hospitality Suites include
12		The quality of amenities and the also the level of security on the resort pi	Enhancement to the variety and quality of children's activities and amen
13	From my numerous experience at Nordic Hospitality	The quality of accommodation over the years has improved and continue	Something I've noticed over time is the somewhat lacking method of prov
14	The services offered by the Resort is of substantial c	At Nordic Hospitality Suites, there was quick resolution of any issues or	I believe Nordic Hospitality Suites could improve overall customer satisf
15	I would describe the quality of the services rendere	Prompt and efficient service played a crucial role in my satisfaction duri	Areas requiring improvement at Nordic Hospitality Suites may include en
16	From my experience, I would rate the quality of serv	The quality of accommodation, the quality if services, and the quality of	Improvements to enhance overall customer satisfaction at Nordic Hospit
17	Nordic Hospitality Suites delivers a notably high qu	The attentive and friendly staff, prompt and efficient service, comfortable	Areas requiring improvement at Nordic Hospitality Suites may include en
18	from my experience, the quality of services at the es	The quality of accommodation, the overall ambiance and design of the pi	Investing in property upgrades and renovations to maintain a fresh and
19	Various services are rendered at Nordic hospitality	Quality accommodation, quality services, and the effectiveness of the st	the not so evident influence of more modern technology requires improv
20	From my experience, the quality of services rendere	The quality of the accommodation was the major striking feature of the e	There needs to be better inclusivity and the considerations for a diverse
21	Nordic hospitality has a wide range of services and	The accessibility and convenience of onsite amenities that serve numero	Overall satisfaction with the services of the resort can be increased if th

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	K	L
1	Based on your experiences and observations, what recommendations would you make to improve the services offered by Nordic Hospitality Suites?	How well would you say your experience with every aspect of the services offered by Nordic Hospitality Suites met or exceeded your expectations?
2	There can be added incentives for returning customers so as to provide a wider range of services.	I consider the experience I always have with Nordic Hospitality Suites to be very good.
3	I would recommend that they provide more detailed avenues such as this to ensure that all guests are satisfied.	I would say that my experience with Nordic Hospitality Suites surpassed my expectations.
4	I would recommend to Nordic Hospitality Suites that there be bonuses and incentives for staff members who provide excellent service.	Prior to my patronage I had a somewhat high expectation of the resort and I was not disappointed.
5	I would recommend that Nordic Hospitality Suites provide a wider range of services to cater to the needs of all guests.	I would say in many ways, the resort has met and surpassed my expectations.
6	There can be increase in the quality of accommodation by providing a wider range of services.	The experience I've had so far at the establishment has been level with my expectations.
7	I would recommend regularly collecting feedback from customers through surveys and other means.	With regards to my expectations prior to my patronage, my experience has been very good.
8	Inclusion of facilities for a wider range of individuals belonging to various age groups and interests.	In relation to my expectation, my experience at Nordic Hospitality Suites has been very good.
9	I would recommend regularly collecting information on the experience of guests to ensure that all guests are satisfied.	My experience with the establishment has been level with my expectations.
10	Implementing loyalty programs and incentives for repeat guests could further enhance the services offered.	I would say that my experience has been quite well as compared with my expectations.
11	In my opinion, Nordic Hospitality Suites could improve customer satisfaction by providing a wider range of services.	My experience with every aspect of the service has been very well matched to my expectations.
12	Based on my experiences and observations, I would recommend Nordic Hospitality Suites to continue to provide excellent service.	I would say that the establishment has very well met any expectations I had.
13	There can be an improvement in the variety of services in order to cater to the needs of all guests.	My experience with the resort was ahead of my expectation of the resort.
14	To improve customer satisfaction and retention in the competitive luxury hotel market, Nordic Hospitality Suites should consider providing a wider range of services.	I would say that Nordic Hospitality Suites has managed to very well match my expectations.
15	The provision of a wider variety of activities for entertainment, loyalty benefits, and other services could further enhance the guest experience.	I would say that my expectation and experience with the services at the resort were very well matched.
16	Creating seamless digital experiences, such as streamlined booking processes and mobile apps, could improve the guest experience.	I would consider my expectations somewhat surpassed by the services I've experienced.
17	Establishing a robust feedback mechanism to solicit guest input and provide a response to their concerns could improve the services offered.	I would consider my expectations to have been matched by my experience.
18	Providing transparent pricing and value-added packages to ensure guest satisfaction and loyalty could be a key strategy for Nordic Hospitality Suites.	I would say that my experience at the establishment has been met by the services offered.
19	Establishing partnerships with local attractions and businesses to offer guests a wider range of services could enhance the guest experience.	I would consider the quality of services to be appropriate with the time for my patronage.
20	I would recommend that there be facilities to cater to the needs of a diverse range of guests, including those with disabilities.	I would say the services of the establishment have managed to meet and exceed my expectations.
21	Establishing a dedicated guest relations team to proactively address guest concerns and provide personalized service could improve the guest experience.	I would describe my experience with every aspect of the services as level with my expectations.
22		
23		
24		