Content Analysis of Online Complaints towards Hotels in Baguio City, Philippines

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Abstract

The hospitality industry is now experiencing vulnerability due to the ease of posting negative reviews online. Although this feedback is vital in improving a hotel's operation, it will also destroy the hotel's reputation if not appropriately addressed. This study aims to determine the most common complaints received online by DOT-accredited resorts and major hotels in Camp John Hay under hotel department and modified SERVQUAL dimensions; identify the managerial response of hotels to negative online complaints, and create a complaint-response pattern for negative online complaints. The study used qualitative and descriptive design using online complaints posted on TripAdvisor for one year, from January 2019 to December 2019. There were 85 online posts that contained a negative review, of which 164 complaints were extracted. Results showed that the housekeeping department and reliability dimension reflected the highest complaint. Of all the negative online reviews, 62.20% received a managerial response. The complaint-response pattern showed that acknowledging the problem is at the peak across all hotel departments and ServQual dimension, apologizing as the next. It is concluded that the condition of the hotel's physical properties and efficiency of human resources in providing error-free service are the primary sources of the complaints. Also, hotel management has a different approach in responding to negative complaints showing management strength for some hotels and a weakness for some hotels. In general, the result indicates that managerial response to e-complaints can still be improved.

Keywords: Online complaints, ServQual dimensions, Trip Advisor, Management response, Baguio City

Introduction

Hotel management practice in obtaining guest feedback uses conventional methods such as the guest comment card (GCC) throughout the previous years. Although considered effective in receiving guest feedback, the tremendous advancement in internet technologies makes online posting the more preferred avenue in airing concerns. E-complaints communicate the input to hotel management and peer guests who increasingly rely on the internet through travel-related information search and purchase decision-making processes (Dinçer & Alrawadieh, 2017).

In effect, the hospitality industry has become vulnerable because of the outcome of the internet. Customers have highly used the internet in bookings. Hotel guests also use it as a venue for airing complaints. The content of hotel reviews affects, in one way or the other, their preference in hotel bookings (Sparks & Browning, 2010). The use of the internet by travelers opens the efficient exchange of information, including past experiences (O'Connor, 2010). With the aid of the internet, regardless of whether it is a significant concern or just a minor issue, complaints can be conveniently, efficiently, and quickly distributed to millions of potential guests worldwide (Memarzadeh, & Chang, H. J. 2015).

Service providers have highlighted the importance of consumer satisfaction to protect the profitability of their products (Zheng, Youn, and Kincaid, 2009). In fact, Loo, Boo, & Khoo-Lattimore (2013) stressed that service quality has been at the center of research and an aspect of concern among customers and service providers. Service quality is one of the critical elements to achieving customers' satisfaction (Ogunjinmi, & Binuyo, 2018). The significant service pioneers of quality are Zeithaml, Parasuraman, and Berry (1990). They introduced the SERVQUAL model to measure service quality which includes five dimensions: reliability, tangibles, responsiveness, assurance, and empathy. Globally, studies that have also been carried out on service quality in the hospitality and tourism industry have mainly focused on the SERVQUAL model (Nadji, Ping, & Sebata, 2018).

Suppose service quality is not maintained or the customer's expectation is not satisfied upon experiencing the actual service. In that case, there will be service failure. Memarzadeh & Chang 2015 argued that establishments that have not fulfilled the guests' expectations would have problems because of the negative word-of-mouth diffusion arising from dissatisfied customers. In terms of consumer behavior, the negative reviews of previous guests are more likely to have a more significant impact on hotels(Xie, Miao, Kuo, & Lee, 2011). Similarly, Chen and Tabari (2017) affirmed that negative online reviews have a much more significant impact on customers' decision-making than positive reviews in the hospitality industry.

However, there are agreements among academicians that complaints can be treated as an opportunity or as a "gift." This is said to be so because complaints help tourism businesses be made aware of the areas to be improved upon, hence, a golden opportunity to remove the negative notion about the establishment (Huang, Wu, Chuang, & Lin, 2014; Larivet & Brouard, 2010). The manner on how to make this an opportunity would rely heavily on the knowledge and skills of the service provider on service recovery. The study of Yao, Wang, Yu, and Guchait (2019) revealed that error management training has a more substantial impact on service recovery than errorless and error avoidance training. The managerial response to the service failure would shift the complaint to an opportunity for effective service recovery. In effect, past researches have found that successful recovery actions could a) lead to customer satisfaction and loyalty (Etemad-Sajadi, & Bohrer, 2019), b) repeat intention (Lin, McCain, & Lolli, 2016), and c) increase brand patronage (Norvell, Kumar, & Dass, M. 2018).

As previously emphasized, the guests' complaints are easily communicated through the internet, particularly the travel websites. TripAdvisor is a travel website that supports customers in collecting travel information. This website lists almost all the hotels at a particular destination. It publishes reviews written by guests who stayed in hotels and voluntarily shared their positive and negative experiences without expecting any kind of financial benefit (National Restaurant Association Solutions, 2014).

Smyth, Wu, and Greene (2010) believed that the existence of opinion sites such as TripAdvisor would benefit service establishments since the business will improve its services. Furthermore, the researchers recognized the contribution of TripAdvisor for creating an avenue for unsatisfied customers to share their impressions with a broader audience. Consequently, the reviews posted on TripAdvisor may be used as a criterion in potential guests' selection and booking decision-making process (Sparks & Browning, 2010).

The study of Memarzadeh and Chang (2015) clustered four main online complaints in hotels in Kuala Lumpur. Most complaints are concerned about the inferior quality of hotel facilities such as broken or old facilities, uncleaned rooms, dirty beds, limited TV channels and empty mini-bar in the room among others. The comment is followed by inadvertence towards guests' orders, where late

room orders and careless management were explicitly identified. Then, poor safety and security factored in stating credit card theft and lost belongings as an example. Lastly, complaints were raised in the absence of explanation and excuse given, citing that some staff has a dismissive attitude.

Similarly, Sparks and Browning (2010) also found that the top e-complaint recorded was again issued on inferior hotel features. Some complaints pointed out that the room was dirty and that the air conditioning did not work. Complaints on guest services follow it, wherein guests expressed dissatisfaction with rude staff, indifferent management, and incompetent waitstaff. Moreover, the hotel's public areas were also scrutinized where guests' opinions stated that the hotel looks "tired" and requires renovation. The study did not, however, make any discussion on the response of the hotel management.

On the other hand, Sahin, Gulmez, and Kitapoci (2017) identified that the food and beverage services are complained the most, next to room comfort, then guest services from hotel staff. As a typical response, the management requested the customer for future patronage to serve them better. The result is parallel to the statement of Dinçer and Alrawadieh (2017), which disclosed that in Jordan setting, a more significant number of complaints fall under the Food and Beverage Department (28%), next is Housekeeping (27%), Front Office (25%) and the rest of the departments (20%).

Hotels from Baguio City are not spared from complaints posted on TripAdvisor. In fact, one guest aired his concern in TripAdvisor regarding an experience of three water interruptions during their stay. Similarly, another guest also posted a complaint, stating that the supposed to be a heated pool has cold water. Other complaints deal with failure in guest services and issues in the physical facilities in the hotel.

As seen in figure 1, the framework of this research is used on combined concepts from previous studies on online complaints. This study is mainly founded in the analytical framework of Petriana's (2015) study on online complaints wherein the analysis concentrated on a) content of the complaint and b) managerial response.
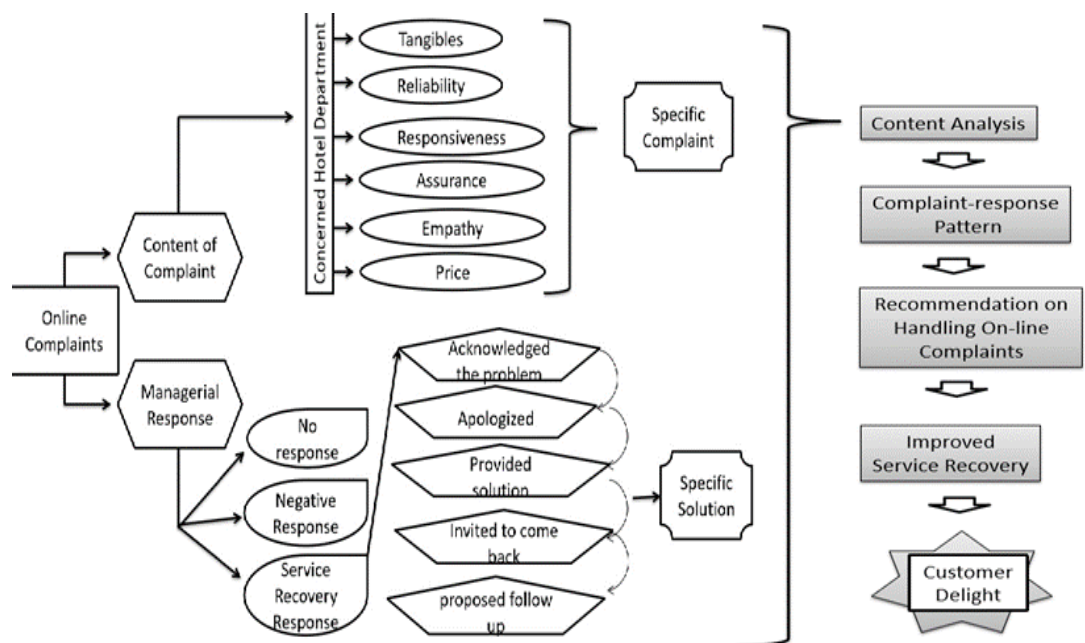

Figure 1. **A conceptual framework for the content analysis of online complaints.**

However, the classification of the complaint content is modified in this study, wherein the complaints are clustered initially to the hotel department concerned. It was then further clustered using the five dimensions of SERVQUAL of Zeithaml et al. (1990), adding price as the 6th dimension following the study of Markovic, Komsic, and Stifanic (2013). After which, the specific complaints were transcribed, which were used to analyze the content. Table 1 shows the summary of modified SERVQUAL dimensions and their definition.

In terms of the managerial response, the clustering was modified based on the study of Petriana (2015). The managerial response is clustered into three; a) no response, where the complaint did not receive any reaction from the management; b) negative response, wherein the management made an excuse for what has transpired or disagreed with the observation of the guest; and c) service recovery response. Service recovery is a theory that deals with handling customer complaints. The theory states that a customer who had a bad experience and received an adequate and prompt response will be more likely to be loyal than a customer who had no bad experience. Service recovery responses are experienced when the management acknowledges the problem, apologizes, provides a solution, is invited to come back then proposes to make a follow-up to the guest. Subsequently, the specific managerial response will be transcribed for analysis. All of the gathered data will be subjected to content analysis and would be the basis for formulating a complaint-response pattern.

Table 1. Components of the modified ServQual dimension

Modified ServQual dimension

Dimension	Description
Reliability	Ability to perform the promised service dependability and accurately
Assurance	Employee's knowledge and courtesy and their ability to inspire trust and confidence
Tangible	Appearance of physical facilities, equipment, personnel and communication materials
Empathy	Caring, individualized attention given to customers
Responsiveness	Willingness to help customers and provide prompt service
Price	Quality of the service is appropriate to the price

This current study is proposed for two main reasons. First, the majority of the previous studies were conducted in an international setting; London (O'Connor, 2010), Jordan (Dinçer & Alrawadieh 2017), Australia (Sparks & Browning, 2010), Malaysia (Loo, Boo & Khoo-Lattimore, 2013 and Memarzadeh & Chang, 2015), Turkey (Sahin, Gulmez, & Kitapci, 2017). Although there is an increasing number of existing research on online complaints in the hospitality and tourism industry, only a few articles have been published, and this agenda is still considered in its infant stage (Fernandes & Fernandes, 2018, Dinçer & Alrawadieh, 2017). Furthermore, studies in this area are almost non-existent in Baguio City, Philippines. This article is likely the first attempt in the context of Baguio to identify predictors of DOT accredited hotel guests' dissatisfaction by examining negative online reviews posted on TripAdvisor.

Second, previous research states that assessing online complaints is vital since the negative word of mouth and the growing number of hotel complaints posted by the guests affect the hotel's reputation (Ekiz, Khoo-Lattimore & Memarzadeh, 2012).

The result of the study will benefit the hotel managers in being conscious of previous guests' evaluations in their hotel experience. These feedbacks may be used in assessing the effectiveness of

current procedures. If deemed fit, the data will also be valuable in improving existing standard operating procedures to enhance guests' perception of their stay. Guest satisfaction would equate to loyal clientele and would also reflect an increase in hotel revenue. It will also benefit the School of International Hospitality and Tourism Management, particularly in enhancing the course content of Guest Service subjects. Also, since the study will be assessing the present condition of online complaints, the result can be baseline data for future researchers who intend to explore more on this topic.

It is then with the discussed justification that the main objective of this study is formulated, which is to empirically investigate the negative online complaints towards DOT accredited hotels and resorts in Baguio City, Philippines.

Specifically, it aims to attain the following:

1.   To determine the most common complaints received online by DOT-accredited resorts and major hotels in Camp John Hay under a) hotel department and b) modified SERVQUAL dimensions;

2.   To identify the managerial response of hotels to negative online complaints;

3.   To create a complaint-response pattern for negative online complaints.

Methods

This study used qualitative and descriptive research using content analysis on complaints and the managerial responses for the hotel establishment. According to Lee and Hu (2004, as cited in Petriana, 2015), it is more appropriate to use a qualitative approach for hospitality research in exploring qualitative online context since the feedback is context-specific experiences. Braun and Clark (as cited in Sparks et al., 2010) defend that content analysis provides theoretical accessibility and flexibility to analyze qualitative data. Secondary data from published research, periodicals, and other academic literature were used to aid this research. Informal interviews were conducted with the accommodation establishment management for clarification and a more guided analysis and discussion of responses. The main inclusion criteria in the selection of accommodation are that the establishments are DOT accredited resorts. Based on the Department of Tourism (DOT) roster of accredited accommodation of Baguio, and as of 2019, two resorts are awarded accreditation. Resorts are accommodation establishments that offer lodging similar to a hotel and provide more activities on site. This would entail more activities for the guest to partake in (Nair, 2017).

The content analysis was extracted from complaints posted in TripAdvisor for the last 12 months from the approval of this proposal. Total enumeration of all the negative comments from the resorts and major hotel establishments in CJH was utilized, collected, and analyzed. TripAdvisor is the world's largest travel site, and similar published studies have already used the contents on that site. Studies that investigated negative online complaints towards service providers using TripAdvisor as their data gathering tool are Memarzadeh and Chang (2015), Sahin, Gulmez and Kitapci (2017), Sparks and Browning (2010), and Dinçer and Alrawadieh (2017).

The study employed three stages of analysis. First, the complaints were clustered and coded to the hotel department concerned, and then it was further clustered and coded to the modified ServQual dimension. The specific complaints were transcribed to aid analysis. In the instance that the same person commented more than once, the content would be included as long as it is independent or has no relation to the other comment. In the second phase, the managerial response was clustered and coded to the type of response, then to the kind of response. Similar to the content of the complaints, the specific managerial responses were transcribed to aid analysis. Lastly, all of the data gathered were the basis for the content-response pattern, which was the premise for the conclu-

sion and recommendation of this study. To enhance the external reliability of the data, intercoder reliability was observed in data gathering.

To address the ethical issue in this research process, the researcher wrote a letter to the hotel establishments, seeking permission to be part of the study. It was assured that the hotels and the contributors of the e-complaints are not identifiable. Identified risk is limited to minimal risk, an additional safeguard for maintaining privacy and confidentiality of information was used similar to coding, carefully modifying quotes to prevent immediate retrieval through the search engines, separation of data files for identifiers and responses (Philippine Health Research Ethics Board, 2017).

Results and Discussions
Profile of accommodation establishment reviews received and managerial response

The study analyzed four accommodation establishments which are coded as Ha, Hb, Hc, and Hd. A total of 241 reviews from guests were recorded. The reviews posted by the guest are positive and negative experiences that were encountered during the hotel stay. Some guests even go to the extent of enumerating several aspects of their stay and sharing their experiences in detail, from checking-in, observations in the rooms, facilities, food, and beverage. As observed, a guest review may include their appreciation from the hotel but also points out details that the guest finds to be needing attention. Other reviews are all appreciation, while others are entirely sharing about their negative experience. As seen in Table 2, of the 241 reviews, 85 or 35.27 % contain negative feedback.

This result reflects an affirmative assessment since positive reviews are greater than negative. Also, it is interesting to note that even if 35.27 % of posts are negative reviews, all of the 4 accommodation establishments have earned very good to excellent overall TripAdvisor ratings. Several studies on online complaints manifest a higher positive review than those expressing complaints (Chen, 2017, Petriana, 2015, Gonzalez, Gidumal & Valcarcel, 2013). Although, it is essential to note that the data should be approached with caution since the affirmative assessment was based solely on comparing the percentage of positive and negative reviews without considering the gravity of the complaints.

Table 2. Summary of guest reviews per accommodation establishment fromJanuary 2019 to December 2019

Hotel Code	Number of reviews from guests	Number of negative reviews from guest	Percentage of negative reviews
Ha	131	38	29.01 %
Hb	52	25	48.08 %
Hc	27	8	29.63 %
Hd	31	14	45.16 %
Total	241	85	35.27 %

This implies that the guests predominantly felt a degree of satisfaction in their hotel experience despite the complaints. Of the 85 negative reviews, 50 or 58.82 % received a managerial response. The result, however, reflected a sizable difference in how the different accommodation es-

tablishments respond to an online review. For instance, hotel Ha revealed a good response rate of 84.21 %, hotel Hb and Hotel Hd scored 48 % and 42.86 %, respectively. In contrast, hotel Hd did not respond to any negative reviews at all. The result suggests that there is a different approach to reputation management applied by hotel operations. In the hospitality industry, reputation management relates to the efforts of the hotel management in responding to reviews left on numerous social media channels and the appropriate strategies to solve the issue expressed by the guest. One approach of reputation management is dealing with negative reviews. The managerial response is relatively crucial since the hospitality industry heavily depends on a positive reputation which affects the guests' purchasing decisions (Ajanovic & Cizel, 2015).

Extracted online complaints clustered by hotel departments

The 85 guest reviews that contained negative feedback were further scrutinized, and the researchers extracted 165 different types of complaints. Table 3 highlights the hotel departments that receive an unfavorable review from guests, along with evidence of guests' remarks. This is so since a guest may post an online review that contains complaints regarding different experiences during the duration of a hotel stay. For the purpose of this research, the administrative department was included for complaints that cannot be assigned to a particular department since the issue involves operational concerns for the entire hotel. Also, a specific complaint may be clustered to more than one hotel department. For instance, a guest posted, "Some rooms just need a little upgrade because the fuse kept turning ON and OFF (Ha9)". Since the issue involves the guest room, it is within the responsibility of the housekeeping department, the issue on the fuse is clustered in the engineering department, while the need for upgrade needs to be addressed by the administrative department.

Housekeeping Department

After carefully examining the reviews, the Housekeeping Department (HKPNG) received the most dominant complaint of 63 or 29.30 %. Although the complaints are relatively high, the nature of the complaint is generally the same among the establishments. The commonly identifiable theme of housekeeping complaints is outdated amenities inside the room, delayed response to a request, and inferior quality of cleaning. Several complaints are actually rooted in the reason that the hotel itself is already outdated, which is manifested in the quality, usability, and performance of the amenities inside the hotel room. The following statements evidence this: "the rooms could use some updates (Ha1)"; "the room is outdated, even TV is so outdated (Hb21)"; "room very old and need renovation (Hc8)" and "lamp wasn't functioning (Hd1)". These reviews suggest that the hotel property can be improved with proper updating of its amenities and renovation.

The reviews also reflected the disappointment of guests' on the housekeeping staffs' quality of cleaning. This statement is evidenced by reviews such as: "Carpet leaves some dirt, and it looks it was not cleaned well (Hb5)", "Towels had hair in it, asked to be replaced (Hb14b)". The finding of this study is congruent with the study of Fernandes & Fernandes (2018), wherein "rooms" are the dominant complaint category. The mentioned study also suggests that guests' ratings on the evaluation of rooms represent a strong significant correlation on how guests rate the hotel's overall performance. The study of Dinçer and Alrawadieh (2017) and Barreda and Biligihan (2013) also found that the cleanliness of the rooms expressed concerns of guests. The concerns on Housekeeping are reasonable since the sleeping room is one of the main product offerings of hotels. It propounds the value of the efficiency of the housekeeping department. This implies as well that a revamp on the facilities and amenities of the hotel will increase the satisfaction of hotel guests.

Table 3. Overview of extracted online complaints by hotel departments

Hotel department	Number of complaints	Percentage of complaints	Evidence
Housekeeping	63	29.30 %	*"Left room to be serviced, returned several hours later, bed sheets not changed, room not cleaned at all and no towel replacement (Ha23)."* *"Housekeeping did not made up the room despite several request (Hb7)."*
Front office	42	19.53 %	*"on the second day, Front office failed to communicate with HK not to make up our room that afternoon (Hb7)."* *"No luggage assistance (Hc5)."* *"Staff Lazy to check with HK availability of rooms (Hd11)."*
Food and beverage	35	16.28 %	*"Service was painfully slow and servers had to be reminded of food orders (Hb4)."* *"Limited choices for breakfast (Hc6)."* *"Did not appreciate the cake much (Hd20)"*
Engineering	23	10.70 %	*"...TV is not properly working and the shower is malfunctioning and also the iron (Ha25)."* *"Lamp wasn't functioning (Hd1)."*
Security	3	1.40 %	*"..."Housekeeping staff are good and courteous, can't say the same about the parking security guards. They are unmindful and unfriendly (Hb11)."* *"We received a phone call to lower down our music and voice because the roaming guards are complaining. We again received another complain.. We were not shouting or loud. We had to whisper to each other....(Hb12)"*
Administrative	46	21.40 %	*"The rooms do not have Aircon (Ha15)"* *"There was no aircon in the room (Hb4)."* *"Parking is too far (Hc6)".* *"Room very old and need renovation (Hc8)"*
Events	1	0.47 %	*"We wanted a particular suite overlooking the garden and had booked it well in advance, when the hotel bumped us off in favor of a big wedding party (Ha20)."*
MIS	2	0.95 %	*"Wifi not good, very weak (Ha31)"* *"Wifi was erratic" (Hd4)"*

Administrative Department

The concerns of the administrative department are issues that can be addressed by changing or improving the entire hotels' operation strategies. These are managed by the owner's decision, the General Manager, with the different department heads. This department reflected the second-highest

concern with a result of 46 or 21.40%. It implies that most of the issues pointed out by guests are about the operations policy.

Figure 2 reflects the summary of extracted complaints that are clustered per hotel department. It is observed that most of the negative reviews are concerns under the housekeeping department followed by the administrative department then the front office department.
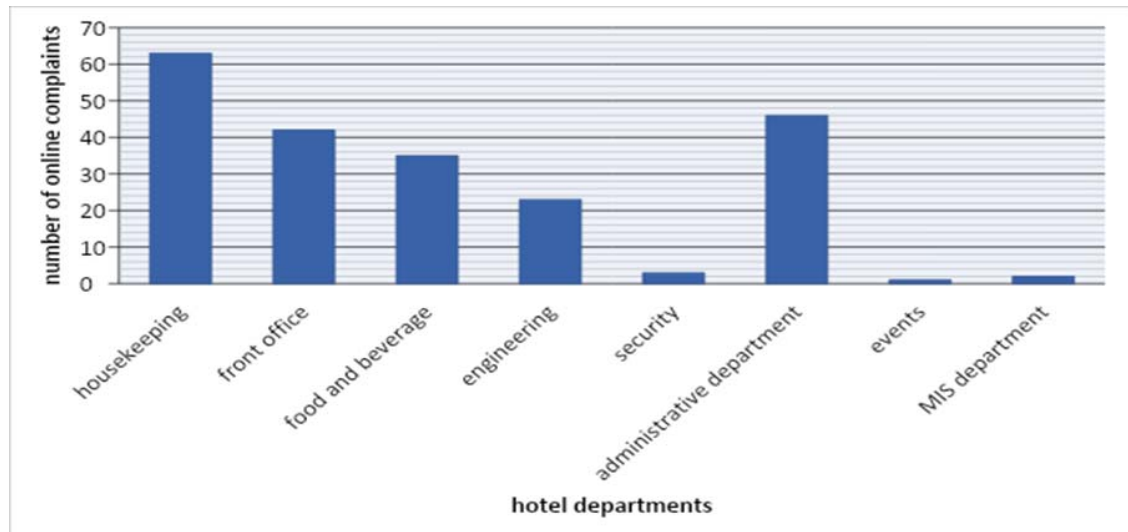

Figure 2. Summary of extracted online complaints by hotel departments

One of the bulk of complaints under this department constitutes the unavailability of an air conditioner. One guest commented, "It is generally cold in the room, but during daytime it becomes warm, and the fan and open windows cannot compensate. Also, because windows are open, the NOISE of the neighbors can be heard all over (Ha24)". Although Baguio City relatively has a cold climate, there are days that the weather also gets warm, which requires air conditioning to be more comfortable. Several researchers agree (Memarzadeh & Cheng, 2015, Chavez, Gomes & Pedron, 2012) that it is coherent for guests to express dissatisfaction that is due to an absence of a specific hotel facility or amenity, in the case of this study, it is the absence of an air conditioning.

Several issues are also brought about the need for upgrading the physical property, which can only be resolved if the management decides to renovate their facilities. One participating hotel establishment of this study has actually undergone renovation and offered newly renovated rooms last October 2019. Since that date, no complaints on the quality of the room amenities have been recorded. This implies a degree of positive relationship of upgrading amenities to the satisfaction of the guest. It can also be said that although the concerns under the administrative department are relatively high, the content of the complaints is relatively few. It then reflects that a single decision, like improving the physical facilities and amenities, would address most of the complaints.

Front Office Department

The Front Office Department (FOD) reflected 42 or 19.53 % of guest complaints posted on TripAdvisor. Based on the guest's sentiments, the issues in this department reflect concerns on communication between front office staff with HKPNG and reservations staff, failure to anticipate guest needs, speed of service, and the attitude of the front office staff (evidence in Table 2). Gumaste et al. (2015) emphasized the vital role of the Front Office Department since it creates the guest's first impression of the hotel. They further stressed the need for strategic innovations similar

to flexible and simplified check-in procedures to address the guest's condition for a quick and personalized service. Since the FOD is the communication center, this department enables the front office agent to disseminate information to other departments concerned. Failure to inform and receive complete, clear, and timely communication would eventually lead to an unsatisfied guest. This is evidenced by guests dismay due to inefficiency of communication, as some guests commented the following: "One front desk assured me the bed will be changed, yet here comes another front desk opposing such request (Ha18b)" and "Upon check out we had a couple of charges to our room, water and breakfast but I have had paid for it beforehand, but then the gentleman at the FO insisted for those charges and that was it (Hb14e)". In this instance, the guest complaining regarding the bed not being changed showed a communication gap between FOD and HKPNG. On the other hand, the complaint of an alleged error on the billing statement may be an error on the part of the front desk agent but may also be an effect due to miscommunication between FOD and F&B or to another front desk agent duty. The study of Sayin (2019) agrees that efficient communication of FOD to other departments and within the department is imperative in the productivity of the hotel operations, thus issues regarding these need to be addressed.

Food and Beverage Department

Of the 8 hotel departments clustered, the Food and Beverage Department (F&B) is the fourth highest in receiving complaints, having 25 or 16.28 %. The negative reviews under this department can be subcategorized as issues on staff service quality, price, limited food selection, particularly during breakfast, and complaints on the taste of the food. The result relates to Bhattacharya, Sengupta, and Mishira's (2011) statement that suggests that good service, adequate pricing, and providing a range of menu options are paramount to a hotel's success. Reviewing and comparing the comments among the hotels in this study, it appeared that all four hotels have an issue with guests perceiving that their price is overvalued, however, one hotel received more complaints in food taste than the other hotel; another hotel received a lot of praise when it comes to the quality of food but was criticized with the quality of service from the wait staff. It appears that the restaurants in each hotel have different strengths and limitations, having issues in pricing as its commonality. Addressing issues in this department is necessary, as Guzzo (2010) identifies in his study that the restaurant service contributes to achieving guest satisfaction and loyalty. AbuKhalifeh & Som (2012) suggests that F & B managers must address the great concern in avoiding service failure to build customer loyalty.

Other Departments

The Engineering Department also has some issues, 23 or 10.70 % reflects negative reviews that require their attention. As was already established in this study, this can be caused by the need to refurbish hotel facilities since guests perceive that the hotel properties are a bit outdated. However, granting the fact that the facilities are old, they may still be functional. Au et al. (2009) point out that concerns similar to this may indicate that the hotel departments are likely to have quality control problems. This may imply that the hotels in this study lack quality control strategies to ensure that their facilities and equipment, such as the lamp, TV, or iron as complained by the guest, are functioning correctly. On the other hand, the Security Department received 3 or 1.40% of negative reviews. Although, it is interesting to know that the issue here is not that the guest feels unsafe, the behavior, and perhaps the protocol that was implemented. For instance, a particular guest states, "…security guards were unmindful and unfriendly (Hb11)", the root cause of the complaint is about delivering good guest service. This reflects that security personnel also need to be trained on how to deal and communicate properly with guests.

Extracted online complaints clustered by modified ServQual dimension

The different types of complaints were also clustered using the modified SERVQUAL dimensions. Table 4 shows the overview of extracted online complaints by modified SERVQUAL dimension. Al-

Table 4. Overview of extracted online complaints by modified ServQual dimension

ServQual dimension	Number of complaints	Percentage of complaints	Evidence
tangibility	54	30.34 %	*"Shower stall doors latch not working properly, the rubber lining and handle is broken (Ha12)."* *"The room is outdated, even TV is so outdated (Hb21)."* *"water In the pool is a bit itchy to the skin (Hd6)"*
reliability	67	37.64 %	*"The booked rooms were different from what was reserved (Ha4)."* *"They are asking me to pay more because the invoice sent to me via email was the wrong room (Hb13)."* *"Access card(room key) did not work the first time (Hc6)."*
responsiveness	8	4.49 %	*"Filed a complaint about the noise but nobody addressed this until check-out, truly disappointed (Ha8)."* *"We have to ring twice to remind them to replace the towels (Hb24)."*
assurance	10	5.62 %	*"Staff not friendly (Hc6)."* *"Staff ...not properly trained (Hc3)."* *"Avoid using your credit card as an incidental deposit, they will charge it as a sale and not a pre-authorization then it will take time to ask for a refund and you have to make a follow up and update (Hb8)."*
empathy	22	12.36 %	*"no personalized service (Hb3)."* *"Inconsiderate FO (Ha3)"* *"I just hope that their buffet spread had more options for those who are not fond of pork (Hd9)"*
price	17	9.55 %	*"Food in the resto was a bit pricey (Hb24)."* *"Terrible food, not worth the price (Hc2)."* *"eaten 2 times and the food is terrible and overpriced (Hd7)."* *"breakfast buffet was extremely underwhelming, expensive (Hd12)"*

Ababneh (2016) mentioned that SERVQUAL had proven the most common instrument in measuring service quality. Figure 3 shows the summary of extracted online complaints clustered by modified SERVQUAL dimensions.
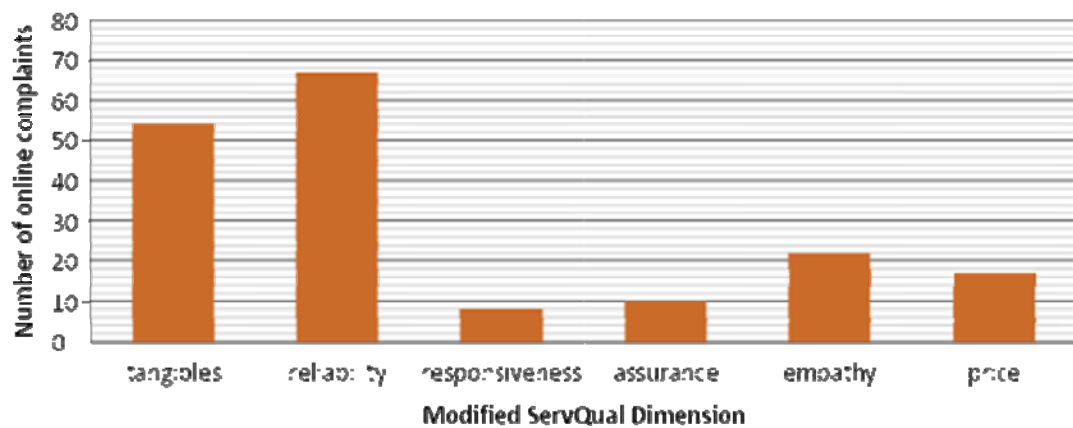
Figure 3. Summary of extracted online complaints by modified SERVQUAL dimension

Several researchers have, in fact, used SERVQUAL as an assessment tool in their study (Tessera et al., 2016, Chen, 2017, Petriana, 2015, Ryglova, 2012 and Najafi, 2013). The tool has the following dimensions; 1. tangibles, 2. reliability, 3. responsiveness, 4. assurance, 5. empathy. However, this research included price as the 6th dimension.

Reliability

Most of the complaints, 67 or 37.64%, were triggered by reliability factors. The reliability dimension entails the execution and fulfilment of services accurately as promised (Najafi et al., 2013). An establishment with high reliability means that the hotel provides accurate and error-free service to guests' directly the first time and in the promised time (Al-Ababneh,2016). However, this research indicates that this is the dimension that hotels need to improve the most. It can be seen that a guest (Ha4) expressed dismay on receiving a different room compared to the room previously reserved. This is a manifestation of an error on the part of the reservation agent, which shows a deflection in the hotels' reliability. The result implies that that guest expected more on the dependability and accuracy of the service as opposed to what the guest experience. It can be estimated that complaints in the reliability dimension reflect that the hotel might not completely understand the guest's expectation from the service.

The result is congruent with the study of Sacha (2011), where reliability showed the highest gap between guest expectation and guest perception. Tabari (2017) also found out that reliability is an issue in Marriott Hotel Group in Beijing. The result, however, is contradictory to the study of Petriana (2015), where complaints are relatively low in the reliability dimension. This may be the case since Petriana's (2015) study focused on luxury hotels where error-free service is the foremost attribute of such hotels. None of the hotels studied in this research are luxury hotels, which may factor in the difference in the results.

Tangibility

The second dimension that reflected the highest, 54 or 30.34%, the complaint is tangibility. The tangibles refer to the pleasant appeal of the physical facilities and equipment, including the appearance of employees (Al-Ababneh, 2016). The result displays the disagreement of the guest to the perceived physical attributes of the hotel. This is evidenced by several complaints about the hotel's facilities such as showers, carpets, television, and furniture. Considering also that several suggestions are coming from guests that the hotel needs upgrading and renovation. Like the complaints

clustered under the housekeeping department, most of the complaints are rooted in the guest's perception that facilities and amenities are outdated.

The complaints on amenities are commonly focused on the speed of the internet services. Tabari (2017) pointed out that the failure of hotel establishments in providing adequate internet speed would most likely lead to guest dissatisfaction. Cobanoglu et al. (2011) also emphasized that the availability of technology, including a strong internet connection, is a critical factor in hotel guest satisfaction. Fernandes and Fernandes (2017) studied e-complaints in TripAdvisor and gave related results having "rooms," which is under tangible dimension, as the dominant complaint category. This is above other variables such as customer care, location, value, and other variables.

Empathy

In terms of the empathy dimension, 22 or 12.36% are reflected. Al-Ababneh (2016) described empathy as the capacity of its employees to be aware or be sensitive to the guests' concerns, thus able to address guests' issues on an individual level. Empathy also involves the alignment of operating hours that guests prefer. The complaints indicate the dissatisfactions of guests about having service that gives a feeling of understanding and sensitivity. An example of the discontent of guests on the empathy dimension can be found in Table 4. As seen, one particular guest complained about not having personalized service, which implies a customer service that does not show the effort of tailoring service to a guest's specific expectation. Another complaint is addressed towards a front desk agent who appears to be inconsiderate towards a guest's situation. It is evident that the employees' capacity to understand and be empathetic to a guest is a factor in achieving guest satisfaction. In fact, the study of Tessera et al. (2016) suggests that empathy has a high correlation with customer satisfaction. Shahvali (2016) manifests that guests in this day and age look beyond professional services. Guests also expect service providers to take into consideration their feelings and emotions, especially on occasions when something wrong transpires. This implies that the Human Resource Department has the added challenge of ensuring that employees hired possess the quality of having empathy and sufficient training on the matter. This statement relates to the statement of Tesone and Ricci (2012), which ranked employees' ability to empathize with guests consider an attribute of entry-level employees in the hospitality industry.

other SERVQUAL dimensions

The three dimensions that reflected the least complaint are price (9.55%), assurance (5.62%), and responsiveness (4.49%). In terms of price, all of the hotels included in this study are classified as high-end accommodation compared to other establishments in Baguio City. This means that the guests already knew that the pricing would be relatively high when they checked in. The result may also reflect that most of the guests find value for money for the services they have received.

Managerial response of hotels to online complaints

The second objective of this paper is to find out how the hotel management responded to the guest's complaints. To be able to do this, the researchers manually coded "1" for no response, "2" for a negative response, and "3" for service recovery response. Table 5 shows the summary of managerial response per accommodation establishment from January 2019 to December 2019.

In the complaints clustered under ServQual dimensions, there were 164 extracted complaints and negative posts across all hotel establishments, 102 or 62.20 % were given a service recovery response, 62 or 37.80% received no response from the management. There were no negative responses noted. As shown in Table 5, one particular hotel recorded as high as 81.16% of response rate, while another hotel did not respond to any single negative response entirely. This clearly indicates that not all of the hotel properties in this research study have a similar management approach in e-complaints. According to Tabari (2017), due to guests relying on online reviews when booking a

hotel, the hotel business needs to pay greater attention to the numerous unfavorable remarks made by customers via social media, such as TripAdvisor.

Table 5. Summary of managerial response per accommodation establishment from January 2019 to December 2019

Hotel Code	Number of negative reviews from guests	Number of service response from hotel management	Percentage of service response from hotel management	Number of no response from hotel management
Ha	69	56	81.16%	13
Hb	58	35	60.34%	23
Hc	16	0	0.00%	16
Hd	21	11	52.38%	10
Total	164	102	62.20%	62

The overall response rate to negative reviews reflected 62.20%, which means the majority, or more than half, of the negative reviews posted in TripAdvisor extracted a reply from the hotel management. The result is similar to Petriana's (2015) study, where 73% of negative reviews posted in TripAdvisor on luxury hotels in Wellington, United Kingdom, generated a response from the management. However, this is in contrast with the result of the study of Alrawadieh (2017). Only 43 % of the negative reviews in luxury hotels in Jordan received a response from the hotel. Also, Park & Allen (2013), in another similar study, reflected only an 18% of response rate to negative online reviews. Having different results implies a disparity in managerial response in the hospitality industry in a global setting.

Complaint-response pattern for online complaints

The third objective of the study is to create a complaint-response pattern for online complaints. Figure 4 shows the complaint-response pattern for online complaints per hotel department, while Figure 5 shows the complaint-response pattern for online complaints per ServQual dimension. Both Figures show a pattern that can be observed where the service recovery response of "invited to return" is at the peak of every response in all hotel departments and the ServQual dimension.

Except for Housekeeping, where "acknowledge the problem" and "invited to return" are at an equal level. An invitation to return to the establishment can be considered an effective strategy to redress or recover from previous mistakes. In the study of Ekiz et al. (2011), redress would lead to a fair settlement or fix a problem between a company and a guest. Hotel management invites the guest to return with the intention to reframe the previous unwanted perception of the guest to the hotel establishment. This implies that the majority of the guests who posted the complaint may have the opportunity to enjoy their stay better on their next visit and eventually become a loyal guest. The result of the study of Ogbeide et al. (2017) shows that the proper complaint handling process has a positive correlation with customer loyalty and, in addition to that, is a recommendation of guests to other acquaintances or family members. In addition, most of the managerial response, second to inviting the guest to return, is the hotel's acknowledgment of the problem. This means the majority of the managerial responses accept that there is an issue that needs to be addressed.

There are only 2 complaints that were not acknowledged, and both of these complaints are regarding high prices in the restaurant. This may be the case since the restaurant in question was a fine dining restaurant that serves high-quality food and service, which understandably comes with a high price. The article of Kathuria (2017) argued that the initial stage in solving a problem is to first

acknowledge that there is a problem. Ignoring the existence of such would impede the rectification of the issue.
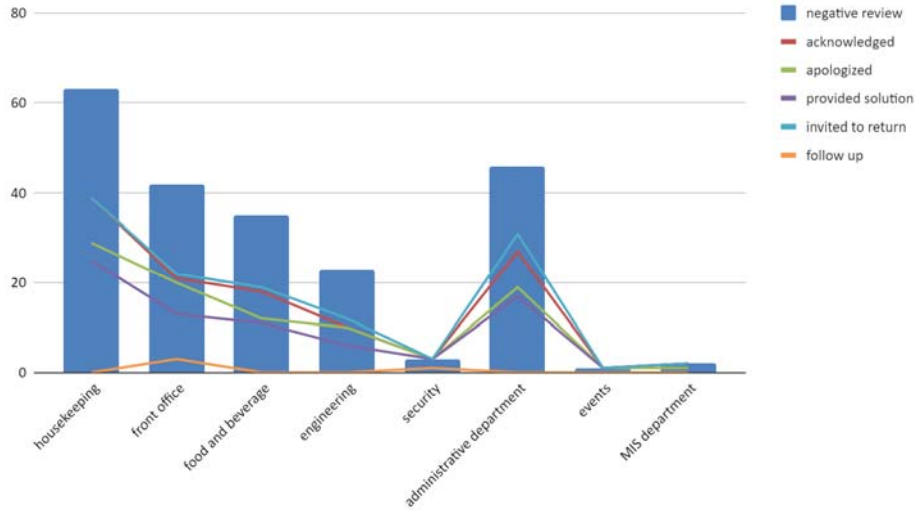

Figure 4. Content analysis of the online complaint and managerial response per hotel department

It was stressed that identifying the presence of a problem is vital in resolving the problem. Relating this understanding to the result of the study suggests that since the hotels acknowledge the existence of the issues, it is highly likely that problems would have a chance to be resolved with the proper use of the information. The managerial responses also included an apology, which appears to be the third in the peak of Figure 4 and Figure 5 across all hotel departments and ServQual. According to Sengupta et al. (2018), one of the most apparent recommendations to include in-service recovery is apologizing to guests. The study also stated that offering an apology increases perceived justice and better client outcomes.
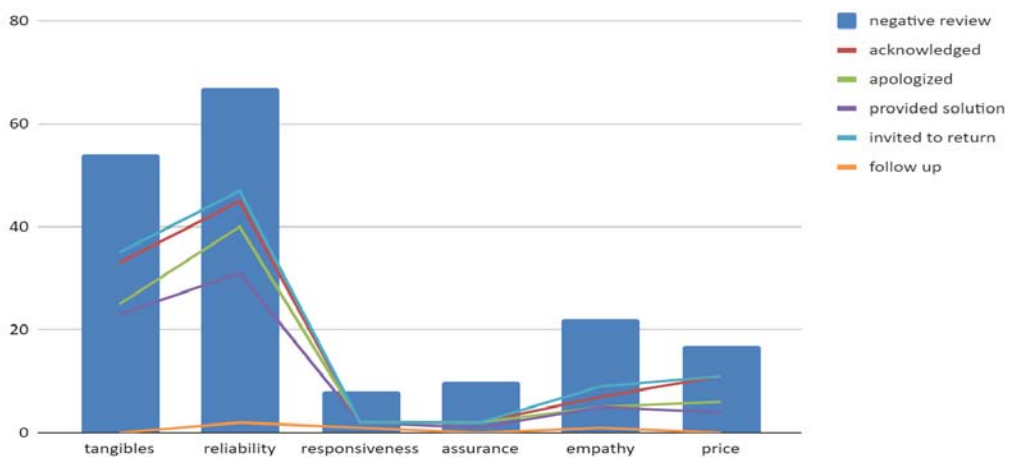

Figure 5. **Content analysis of the online complaint and managerial response per Modified ServQual Dimension**

In terms of providing a solution, the management appears not to give feedback on how they intend to resolve the issue. This may be the case since most of the complaints are directed towards the need to refurbish and upgrade facilities, which requires a heavier budgetary outlay that needs more planning. Also, most of the responses as a form of offering solutions refer to the person or department in charge. In this manner, since the management can not specifically say that they will renovate facilities, the solution, for now, would be to state that it would be put into consideration. For instance, a guest complained that the hotel room was old, the management responded, "rest assured that we have taken the appropriate measures necessary for your concerns (Ha19)". Other management responses are "a lot of attention has been given to provide to all of your concerns (Hb11)", "We have noted down your comments regarding our room, TV, and inclusion of breakfast in our rates. Rest assured that your concern is on discussion and we are on top of all actions (Hb22)". All of these solutions do not directly solve the problem but at the least assure the guests that the concern raised is given attention.

Conclusion

This research paper shed light on the most common complaints received online by DOT-accredited resorts and major hotels in Camp John Hay, Baguio City. The complaints posted in Trip Advisor were clustered under the hotel department concerned and to the different ServQual dimensions. This paper was also able to identify the managerial response to the aired complaints and present a complaint-response pattern. The high percentage of complaints fell under housekeeping issues, mainly issues that may be resolved with upgrading, refurbishing, or remodeling the hotel's facilities and amenities. This means that decreasing complaints would entail a significant amount of budgetary outlay since improving the hotel's physical property requires an increase in capital spending.

In relation to the managerial response, the insight projected by this research paper is that the different hotel establishments that participated in this research have a noticeable difference in their complaint management strategies. This is manifested by a more well-written response by a particular hotel to a no response at all from another establishment. However, collectively, the complaint management strategy implemented reflects positively since the majority of the complaints were given a certain degree of attention. The complaint-response pattern revealed that across all departments and ServQual dimension, acknowledging the complaint is the most common response to a complaint, giving an apology being the next.

This research paper recommends improvement of physical properties, which includes enhancing the facilities inside the room and public areas. Also, to improve hotel's human resources by hiring employees with sufficient knowledge and skills, preferably with training on guest service or an NCII holder in Customer Service. Hired employees should also be given regular training sessions in providing error-free service, handling complaints, and service recovery. It would best as well for accommodations to establish a strategic complaint-response mechanism, particularly in complaints aired on online platforms. All management teams and hotel employees should know a clear system, policy, and complaint management procedure. There should also be an assigned hotel employee/s, chosen fit by the hotel management, to respond to e-complaints, ensuring that guests' complaints are given the appropriate attention.

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