How Ready Are The Turkish Hospitality And Travel Organizations For E-Complaint Handling?

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ABSTRACT   *Main purpose of this study was to examine Turkish hospitality and travel organizations' readiness level with e-complaint handling processes and to reveal their return intent to e-complaints. Although handling customer complaints online has become a strategic concern in hospitality and travel industries, we couldn't attain any studies which compare sub categories of services in the context of e-complaints. Hence, the secondary aim was to contribute to the literature in this field. Data were collected from the online Turkish complaint site "Sikayetimvar.com" which has made customer feedback publicly available. For the airline sector 299 and for health-care sector 316 filed complaints were transferred into single documents as data for content analysis. Each dataset was coded. Then coded data were analyzed by using SPSS. Findings indicate that health-care and airline companies were more enthusiastic about a response than the lodging sector. Results of the paper bring up some implications for lodging sector.*

Keywords   *:e-Complaint Handling, e-WOM, e-CRM, Hospitality Organizations, Travel Organizations, Complaint Sites*

Türkiye'deki Konaklama, Seyahat ve Sağlık İşletmeleri E- Şikayet Yönetimine Hazır Mı?

ÖZ   *Bu çalışmanın temel amacı, Türkiye'deki konaklama, seyahat ve sağlık kuruluşlarının e-şikayet yönetimine ne ölçüde hazır olduklarını incelemek ve e-şikayetleri yanıtlama eğilimlerini ortaya çıkarmaktır. Elektronik müşteri şikayetlerinin yönetilmesi konusu her ne kadar ağırlama ve seyahat endüstrileri için stratejik bir önem kazanmakta olsa da, literatürde hizmet sektörünün alt kategorilerinin e-şikayetler bağlamında karşılaştırıldığı bir çalışmaya rastlanmamıştır. Bu sebeple, çalışmanın ikincil amacı bu alanda literatüre katkıda bulunmaktır. Veriler müşteri yorumları kamuya açık olan çevrimiçi Türk şikayet sitesi "Sikayetimvar.com" dan sağlanmıştır. Havayolu sektöründen 299 ve sağlık sektöründen 316 şikayet, içerik analizi için veri olarak ayrı birer dokümana aktarılmıştır. Her veri kümesi kodlanmıştır. Kodlanmış veri SPSS kullanılarak analiz edilmiştir. Bulgular, sağlık ve havayolu işletmelerinin e-şikayetleri yanıtlamada konaklama işletmelerine nazaran daha hevesli olduklarını göstermektedir. Araştırma sonuçları konaklama sektörüne özel çıkarımlar ortaya koymaktadır.*

Anahtar Kelimeler:e-Complaint Handling, e-WOM, e-CRM, Hospitality Organizations, Travel Organizations, Complaint Sites

INTRODUCTION

Although traditional methods in satisfying customers' needs and wants are still important, perhaps the greatest change now and in the future will be in the Internet technologies. But in today's intense competition environment, satisfying customers' needs and wants may not be sufficient (Hu, Kandampully and Juwaheer, 2009: 112-114). Internet is affecting every facet of business life (Egon, 2008). Zineldin (2000: 14) states that the Internet is the very encapsulation of one-to-one marketing and, gives companies the ability of building relationships with individuals. With the ascent of the World Wide Web, many consumers are able to reach greater information therefore consumers' voice is stronger than before and is reinforced by online communities (Kucuk and Krishnamurthy, 2007: 49-50).

Based on the definition of WOM by Westbrook (1987: 265-266), electronic word-of-mouth (e-WOM) can be defined as all informal communication directed at consumers through Internet-based technology related to the usage or characteristics of particular goods and services, or their sellers (Litvin et al, 2008: 461). In the past, customers who have been dissatisfied due to low quality service had limited options for complaints (complaining to the personnel, or complaining to a manager in either verbally or in writing). This form of complaint was personal, ephemeral and its effectiveness was extremely low. Most probably, the complainant may accelerate negative word-of-mouth to friends, relatives or associates (Singh, 1988: 94-95). Prior research has shown that a fast response has a positive impact on customer evaluations (Clark et al., 1992: 47-48; Hart et al., 1990: 151-152; Smith et al., 1999; Matilla and Mount, 2003: 135-136; Matilla, Andreau, Hanks and Kim, 2013: 48-49), while there is a negative relationship between satisfaction and unresponsiveness towards problems (Taylor, 1994: 59-60; Taylor, 1995: 38-39; Boshoff, 1997: 125-127; Matilla, et al., 2013:49). Additionally, previous research (Lee and Hu, 2008: 172; Cho, Im and Hiltz, 2003: 110; Julta, Craig and Bodorik, 2001: 75) has ascertained that maintaining customer loyalty requires a consistent and a stable strategy that solves customer complaints and issues.

Different from the ephemeral nature of traditional WOM, e-WOM exists in the online environment forever. Emails were an early form of electronic word of mouth. In case of service failures, most consumers then have preferred to complain online especially by emails due to its easiness and fast form of communication (Holloway and Beatty, 2003: 98). Another difference between the traditional WOM and e-WOM is that e-WOM can create virtual communities and relations through which people may generate and share content, interact and influence others. Especially in practice, customers are exposed to multiple positive and negative reviews at once (Min et al., 2015: 227-228) and considering the impact of the valence of reviews (Melian-Gonzalez et al., 2013: 278) companies should develop e-response strategies for each online review. Therefore, e-WOM communication has a powerful impact on service industries (Huang, Chou and Lan, 2007: 299).

According to many research (Sheth, 1971:16; Day, 1971: 35; Litvin et al., 2008: 460) consumers' buying decisions are affected by WOM and more recently the Internet has provided various paths online for customers, and they have relied more on search engines to locate travel information (e-Marketer, 2006). Despite the growing opportunity to spread

positive word of mouth globally, the service industry has particularly become vulnerable due to increased e-complaints and negative reviews which were posted online. In addition, there is another dark side of the increasing e-complaints. When customers are dissatisfied with the company's online efforts (standard automatic replies, long delays in replies, poor communication efforts, etc.) they retain their negative reactions against the company. Holloway and Beatty (2003: 101) state that standard recoveries (e.g. automatic e-mail replies), long delays in responding, poor customer support, poor communication are common problems with online complaint handling processes.

The present study provides insight into the three important sub-categories of service industries (Lodging and healthcare as hospitality services, airlines as travel services) relevant in today's world of electronic complaint system. This study also employs a content analysis of e-complaints and compares the directional flow of electronic word-of-mouth communication. The study first reviews the conceptual background of e-complaints and the critical role of e-complaint resolutions, then, examines previous studies demonstrating how the use of Web 2.0 tools enable customers to complain online and how companies have managed those complaints online. The second section on methodology describes the sample, methods, and data analysis of the research. Next, findings of the study are discussed in terms of implications. The study concludes with the main limitations and recommendations for future research.

CONCEPTUAL BACKGROUND

Kowalski (1996: 180) defines complaining as: 'an expression of dissatisfaction, whether subjectively experienced or not, for the purpose of venting emotions or achieving intrapsychic goals, interpersonal goals, or both'. Customer complaints are often considered as a response to a service failure (Bateson and Hoffman, 1999). But customers should be considered as the most important stakeholder of the corporation and they have been regarded as partial employees (Lovelock and Young, 1979: 171-172; Mills, 1983). Listening to their feedback and especially their complaints is always helpful since it supports the ability of increasing the quality of service.

Not surprisingly, Dolinsky (1994: 29) admitted that complaints may provide the greatest value to the companies which are especially in the service industry. Best and Andreasen have also (1997: 715) contributed to this argument, stating that services cause greater dissatisfaction among customers than those of goods. Effective handling of complaints could have a positive impact on customers' evaluations (Cho, Im and Hilts, 2003: 112). On the other hand, Singh (1988: 96) has defined WOM as a common form of complaining. According to him (1988: 96) WOM activities provide independent communication to others. In addition, Murray and Schlacter (1990: 55-60), and Buttle (1998: 246) have associated WOM with services rather than goods. From the positive WOM perspective, complaints represent an opportunity to remedy product or service related problems and to positively influence subsequent customer behavior (Cho et.al, 2003: 113; Blodgett, Hill and 1997: 351). However, when electronic WOM is communicated through the Internet, a most recent phenomenon 'user generated content' has highlighted a newer form of negative complaining behavior.

These types of behavior may vary from a company web site to an individual blog (Sparks and Browning, 2010: 802). Consumer reviews and consumer complaint forums are good examples of e-WOM. These sites retrieve informal but important information about a product / service whether it is good or bad. Sen and Lerman (2007: 85-86) noted that e-WOM product reviews tend to be dichotomous—usually recommending a product to others (positive word-of- mouth) or discouraging product use (negative word –of- mouth).

Although there has been plenty of research related to customer complaints (both offline and online) in hospitality and travel sectors in the USA and Europe, a little is known in Turkey about what Turkish hospitality and travel customers complain for and how companies respond towards their customers' complaints. In the realm of offline service failures and complaints; Manickas and Shea (1997: 70) searched complaint records of a hotel while Davidow (2000: 482-483) investigated organizational responses to the complaints by restaurants. Mount and Matilla (2000: 518) examined the impact of call centers on the processes of handling customer complaints. Their results have indicated that positive customer responses to call centers interactions might depend on the complaint responses and the perceived resolution of complaints. Yuksel et al. (2006. 16) made a cross-national analysis to explore similarities and differences in complaining attitudes and behaviors of hotel customers from Turkey, Netherlands, Britain and Israel. Karatepe (2006: 78-79) investigated customer complaints and organizational responses including the effects of complainants' perceptions of justice on satisfaction and loyalty in Northern Cyprus hotels.

The seminal study of Harrison-Walker (2001: 400) examined the airline passengers' complaints on the Internet. Then in 2003, Matilla and Mount investigated the impact of response time in the complaint handling process and return intent through e-mails. A year later Shea, Enghagen and Khullar (2004: 147) made a content analysis of unsolicited responses to an online customer complaint in the form of a power-point presentation in order to reveal the internet diffusion of an e-complaint. Lee and Hu (2004: 172) analyzed hotel customers' online complaints that were collected from a complaint forum and recorded 18 problem categories from the online complainants and revealed that customers were mostly unhappy with fundamental service failures. Similarly, an analysis of customers' e-complaints for luxury resort properties in south-western United States was made by Zheng, Youn and Kincaid (2009: 721). Authors claimed that the online comments had an impact on potential customers. Another study based on customers' online complaints dealt with the cultural impacts on e-complaint by Mainland Chinese and non-Chinese hotel customers (Au, Law and Buhalis, 2010: 291). Sparks and Browning (2010: 803) conducted a qualitative study of a travel site to ascertain the forms and motives of complaints online about hotels and resorts. Their study revealed that consumers report a wide range of service failures on the Internet. Recently, a qualitative research on negative e-WOM investigating Romanian healthcare consumer behavior in online communities was made by Gheorghe and Liao (2012: 270-271). They stated that most messages were positive, but that the negative postings were linguistically influential and such messages were connected to frustration or anger. The seminal study of Matilla, et al., (2013. 52) has extended the literature about online failure of service by showing that automatic e-mail responses were perceived as cyber ostracism and had a negative impact on consumer perceptions.

Few academic studies have emphasized the importance of corporate response to customer e-complaints in Turkey. In their studies, Tanrisevdi (2008: 249), Culha et al. (2009: 45), Sari et al. (2013: 562) and Dogru et al. (2014: 35-36) have identified response failure in tourism and hospitality sector. Both Tanrisevdi (2008: 249) and Culha et al. (2009: 45) have addressed Turkish service industries and they conducted content analysis based on the hotel customers' e-complaints. Sari et al. (2013: 562) have identified problem categories in lodging sector and have identified a high level of e-response failure within the sector. Dogru et al. (2014. 35-36) have conducted a content analysis. In their study, they examined 56 posted complaints of disabled people about transportation and accommodation services that they had purchased (Dogru et al., 2014: 35-36).

E-Complaints and Importance of Responding to Them

The language of electronic issues use the prefix 'e' that is seem to imply updated techniques utilizing the tools of the technological age (Egon, 2008) (e.g. e-mail, e-business, e-Word of Mouth, e-trade, e-complaint). As Duncan (2000: 58) notes, by adding 'e' in front of the word, business activities become more modern and accessible at one time. E-complaints are usually online complaints that directly address a company or a brand providing evidences through the supportive content (e.g. evidences such as witness, documents, photographs, videos). Rapid growth of e-complaints has also supported customers to register user generated content sites voluntarily and supported them to share their experiences with the others. There is no doubt that customers retrieve useful content from these sites (i.e., forums, complaint sites, review sites, etc.) which have become very popular virtual platforms that customers share their experiences, reviews and complaints.

Today there are increasing numbers of customers using the Internet to seek information, to purchase online and to complain, as well. The Internet has enabled new forms of communication intermediaries that empower both these channels and consumers. According to O'Connor and Frew (2002: 38) each intermediary online has tried to bypass other intermediaries further down in the chain and transact business directly with the lodging customers because, these channels allow for sharing information and opinions, both between the consumer and businesses and between consumer to consumers. Therefore, the Internet provides both an opportunity and a challenge for hospitality and travel sectors. Lee and Hu (2004: 172) explain this condition as '*While the opportunity lies in reaching customers directly through Websites, the challenge is to maintain guests' attention long enough to tell their stories*' (p.168). Telling online stories (especially negative experiences and complaints) have never been this easy through Web-based complaint forums. Accessing these '*freely written stories of information*' (Volo, 2010: 298) therefore, represents an opportunity for the sector to monitor consumers' experiences. On the other hand, Gelb and Sundaram (2002. 19) noted that those complaint forum sites offer consumers confidentiality while they share negative experiences with the public. Previous research (Goodman, 1999. 3; Williams, Cheung and Choi, 2000. 748; Harrison-Walker, 2001: 400; Gelb and Sundaram, 2002: 19; Mount and Matilla, 2000. 517; Matilla and Mount, 2003. 141; Huang, Chou, Lan, 2007: 303) has shown that negative comments were more influential than positive ones because, people in groups share information since they trust one another. Something shared by one of these members

is likely to be more believable by any form of message that comes from the outside world (Papasolomou and Melanthiou, 2012: 321). Harrison-Walker (2001: 401) admits that unhappy customers want to inform others about their bad experiences. By doing so, they influence others' evaluations and choices, as well.

WOM is crucial for the services (Murray and Schlacter, 1990: 61; Buttle, 1998. 244). Therefore, hospitality and travel sectors have to realize that word-of-mouth principles are stronger in this online world than before. Accordingly, resolution of customers' e- complaints has a critical condition for service quality, customer satisfaction and customer retention. Min et al. (2014. 228) stated that *"the hotel industry is particularly vulnerable to negative online reviews because a large percentage of bookings are made online."* Concordantly, responsiveness is one of the key parameters of e-service quality (Zeithaml et al., 2000. 12-13). If a company fails in responding to customer complaints or ignores customers' complaints, this should result in negative WOM with low satisfaction ratings. Williams et al. (2000. 748) coined the term 'cyber ostracism' to describe consumer reaction to the delay in company response (Matilla and Mount, 2003: 137), which includes the failure to respond promptly. Ostracism can be defined as ignoring and excluding one or more individuals (Williams, 2001). Feeling ignored can also be applied to an online setting (coined as cyber ostracism) and perceptions of exclusion (Matilla, et. al, 2013. 51-52). In other words, protesting and embargoing the company has never been so easy when it fails to respond customer complaints. Cyber ostracism should have a negative impact on customer perceptions regardless of the company's reputation.

METHOD

Purpose of the Study and Research Questions

Based on the importance of complaint handling in the online environment to improve customer satisfaction and loyalty, the objective of this study is to explore service failures that have been the major causes of hospitality and travel complaints. In particular, we carried out this research due to the fact that studies dealing with e- complaints in Turkey's travel and hospitality industries are very limited. This exploratory study aims to provide some insights into the profile of airline and health-care customers' e-complaints and to compare e-complaint management of airline, health-care and lodging sectors in Turkey, as well. We collected the data of airline and health-care sectors and then compared our findings with the situation of lodging sector (Sari et al., 2013). Based on aforementioned objectives, we developed following research questions (RQ): *RQ1.* How is the nature and typology of e-complaints that address airline and health-care organizations in Turkey? *RQ2.* How efficient were these organizations in responding to e-complaints on the web site? *RQ3.* Is there any relationship between gender and complaint typology in Turkey?

Sample and Measures

The data are collected from a leading Turkish online complaint site 'Sikayetvar.com'. This site was chosen because it is very common, long-serving and professional in terms of the data presented. It is a good example of consumers sharing their hospitality and travel

complaints. The site 'Sikayetvar.com' is praised (by the company) as 'the largest site for complaints' with 1.752.941 individual members and 800 corporate members around Turkey. It boosts 2.979.447 distinct visitors per month (Sikayetvar.com, 2015). The site is updated every day and every minute by real customers. The data of 12 months were gathered and analyzed from this site in June 2013. For the airline sector a total of 299 and for the health-care sector, a total of 316 posted complaints were extracted into separate files as the data for content analysis. Each dataset was coded manually by one coder according to its own codebook which contains sector specific problem categories. The choice of manual data coding was coherent with the '*interpretive research paradigm and allows the researchers to work with the data in the language of the complainers*' as Ekiz et al. stated (2012: 98-99). If the text consists of evaluations such as negative WOM posts, the task is less complex and *"depending on the complexity of the task, an analysis with only one coder is acceptable"* (Liebrecht, 2015). Coded data were analyzed by using SPSS statistical analysis program and frequency analysis conducted to rank problem categories of related sectors which are presented in Table 1 and Table 2. Appendix 1 demonstrates specific problem categories for the airline sector where Appendix 2 shows the problem categories for hospitals.

RESEARCH FINDINGS

Nature and Typology of e-Complaints That Address Airline, Health-Care and Lodging Sectors

The texts were examined thoroughly within the framework of predetermined problem categories. At the end of this study, 624 single problems were derived from 299 individual customer complaint files that refer to airline companies. Table 1 depicts that the top problem category was employee incompetence with n= 78, %12 and a dramatic example of the postings that express 'employee incompetence' for airline companies is the following:

> When you look at the company name, you presume that they're professional but I experientially learnt that they're very amateur. For many years I worked in a call center but this call center made me troubled. Employees are amateur, they do not know what their job is, they're incompetent plus they don't even know how to talk with customers!

Second category was baggage problems with n= 77, %12 and the third was miscellaneous problems with n= 57, %9 for the airline sector. Safety and security problems was the category with the least number of customer complaints (n= 6, %1).

Table 1. Frequencies of Airline Problem Categories (N: 299)

Problem Category	Number of Problems (n)	Percentage (%)	Problem Category	Number of Problems (n)	Percentage (%)
Employee Incompetence	78	12	Extra charges at ticket alteration	42	6,5
Baggage problems	77	12	Ticketing system failures	42	6,5
Miscellaneous	57	9	Employee Rudeness	38	6
Refund Prob.	56	8,5	Service not provided	38	6

Misinformation	51	8,1	Low quality service	16	2,5	
Unresponsiveness	48	8	Ground services	15	2	
Call center problems	48	8	General Flight Problems	12	1,9	
			Safety and Security Prob.	6	1	
			TOTAL	**624**	**100**	

Researchers revealed 603 single problems from 316 posted complaint files addressing hospitals. Table 2 indicates that the top problem category was 'unresponsiveness' with n= 88, %14, 6 and a good example of the postings that express unresponsiveness for hospitals is the following:

> Sales personnel of the X Hospitals called me for the promotion of a discounted check-up package. At first I accepted but then I changed my mind. I've been calling them for a couple of months but still I couldn't reach a solution. They do not answer properly but worst no body phones me back!

Second category was employee incompetence with n= 75, %12, 5 and the third was 'employee rudeness' with n= 69, %12, 5 for the health-care sector. Catering problems was the category with the least number of customer complaints (n= 1, %0, 1).

Table 2. Frequencies of Health-care Problem Categories (N: 316)

Problem Category	Number of Problems (n)	Percentage (%)	Problem Category	Number of Problems (n)	Percentage (%)
Unresponsiveness	88	14,6	Service not provided	37	6,2
Employee Incompetence	75	12,5	Miscellaneous	36	5,9
Employee Rudeness	69	11,5	Refund Prob.	31	5,1
Misinformation	64	10,7	Safety and Security Prob.	13	2,1
Added fees to bill	63	10,5	General hygiene and cleanliness	11	1,8
Treatment failures	54	9	Bureaucratic procedure problems	6	0,9
General diagnosis problems	51	8,5	Sickroom problems	4	0,6
			Catering problems	1	0,1
			TOTAL	**603**	**100**

In their study, Sari, et al. (2013: 503) reached following results for the lodging sector: The top problem category was catering based problems with %15 (n= 204 of 397), second category was guestroom based problems with %13, 3 (n= 180 of 397) and the third was general cleanliness problems with %13 (n= 177 of 397) for the lodging sector

Efficiency of the Organizations in Responding to e-Complaints on the Web Site

Analysis revealed that 207 of the 299 posted complaints were responded to by the airline companies. For the hospitals this number was found to be 286 of 316 posted complaints.

Table 3 indicates that %76, 8 of the complaints were not responded to by lodging companies, while %31 of airline complaints and only %10 of health care complaints were left unanswered. Even though the standard automatic messages -which were perceived as cyber ostracism according to Matilla, et al. (2013: 53) - sent by hospitals and airlines were nearly half of the total replied to, we can say that the hospitals and airline companies are much more efficient in responding to e-complaints on the web than hotel organizations. On the other hand, Sari et al. (2013. 503) stated that all the hotels included in their study were the ones receiving more than five complaints, therefore their sample was composed of holiday villages, club or resort hotels and business/city hotels were out of the sample.

Table 3. Comparison of the Organizations in Responding to e-Complaints on the Web site

Status	Hotels* (N=397)	Hospitals (N=316)	Airlines (N=299)
Positive	8	97	42
Standard	3	142	100
Negative	2	47	65
Total responded to (%)	13 (%3,2)	286 (%90)	207 (%69)
Total NOT responded to (%)	384 (%76,8)	30 (%10)	92 (%31)

* Sari et al., 2013.

Relationship Between Gender and the Complaint Typology

In order to analyze if there is a dependency between gender and problem categories of customer complaints, we conducted chi square test of independence. The chi square tests are used when the aim is to understand if there is a dependency between two categorical variables or if they're independent of each other (Sekaran, 1992: 266).

Results have shown that there is no statistically significant relationship between gender and the problem categories for health-care sector, being parallel with the study for the lodging sector (Sari et al., 2013). On the other hand, chi square independence test (Table 4, 5, 6) revealed (p= 0, 02) that %21 of female airline complainants referred to 'online ticketing system failures' where only %10 of male complainants mentioned this category of problem. Table 7 depicts the gender status for airline and healthcare complainants included in the research.

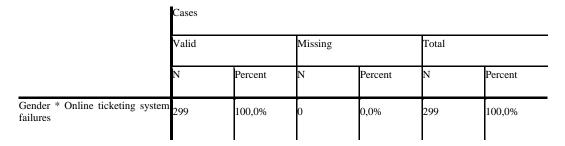**Table 4. Case Processing Summary of airlines' data**

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Gender * Online ticketing system failures	299	100,0%	0	0,0%	299	100,0%

Table 5. Gender and Online ticketing system failures Crosstabs Count for airlines' data

		Online ticketing system failures		Total
		Negative	Positive	
Gender	M	171	19	190
	0	1	0	1
	F	85	23	108
Total		257	42	299

Table 6. Chi-Square Tests for **Gender and Online ticketing system failures**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7,442[a]	2	,024
Likelihood Ratio	7,287	2	,026
Linear-by-Linear Association	7,315	1	,007
N of Valid Cases	299		

a. 2 cells (33,3%) have expected count less than 5. The minimum expected count is ,14.

Table 7. Gender status

HOSPITALS		
Gender	**Frequency**	**Percent (%)**
M	163	51,6
F	153	48,4
Total	316	100
AIRLINES		
Gender	**Frequency**	**Percent (%)**
M	191	64
F	108	36
Total	299	100

Additionally, test results revealed that there are highly significant associations between some problem categories for two sectors that are shown in Table 8. As a considerable result of the research, we see that there is a strong relationship between 'General Diagnosis Problems' and 'Misinformation' (p: 0,000), 'Employee incompetence' (p: 0,000), 'Treatment failures' (p:

0,001), and 'Unresponsiveness' (p: 0,002) as a result of which it can be stated that health-care complainants who have general diagnosis problems also had problems with getting correct information, with ignorant or untrained employees, with treatment process and with unresponsive hospital staff. In the case of airline companies, there is a strong relationship between 'Unresponsiveness' and 'Refund Problems' (p: 0,000), and 'Extra charges' (p: 0,009) as a result of which it can be stated that airline complainants who have problems with unresponsive airline staff also had problems with repayments by airline company and with additional charges at ticket changes.

Table 8. Results of chi square independence tests for hospital and airline problem categories

HOSPITALS		AIRLINES	
Crosstabulation	Asymp. Sig. (2-sided)	Crosstabulation	Asymp. Sig. (2-sided)
Gen. Diagnosis / Misinformation	0,000*	Unresponsiveness / Extra charges	0,009*
Gen. Diagnosis / Emp. Incompetence	0,000*	Unresponsiveness / Emp. incompetence	0,04*
Gen. Diagnosis / Treatment	0,001*	Unresponsiveness / Misinformation	0,01*
Gen. Diagnosis / Unresponsiveness	0,002*	Unresponsiveness / Refund Problem	0,000*

 *p< 0, 05

Another interesting result derived from Table 8 is that 'Unresponsiveness' (meaning indifference of personnel towards customers' complaints) and 'Misinformation' (meaning inaccurate or deficient information obtained from web sites or personnel) problems are common for these two sectors.

CONCLUDING DISCUSSION

Theoretical Contributions

Theoretical research on complaint handling has mainly drawn on the customer satisfaction literature (Szymanski and Henard 2001: 18-19; Oliver 1997) that commonly indicates three response alternatives: 'intent to return as a customer, word of mouth behavior, and overall satisfaction' (Orsingher, Valentini and de Angelis, 2010. 176). Return intent indicates customer loyalty that underlies future purchases from the same service provider. WOM behavior increases the likelihood that customers will recommend the service to others (Blodgett et al. 1993. 201; Dolinsky, 1994: 32), and reduces the occurrence of negativity as well (Orsingher, et al. 2010: 174). Overall satisfaction after the complaint has referred as exceeding expectations of a service provider's general performance (Maxham and Netemeyer 2003. 57). When facing troubles and dissatisfaction, customers have several response alternatives (Meyer-Waarden and Sabadie, 2012): Exit, voice and loyalty. Exit occurs when a customer is unsatisfied with a company's products or services and they punish the company by switching it to competitors. According to Hirschman (1970), voice is the customer's complaint that expresses the dissatisfaction directly to the company. Voice can be a complaint or a WOM communication that accelerates diffusion amongst others. Both ways are constructive methods to obtain a correction or compensation.

There is no doubt that traditional complaint management has changed today. Customer's voice is now passed from family and friends to other third party sources that experience online platforms. Actual and prospective customers no longer solely rely on advertisements. They use multiple information and voice sources. Thus, the principle contribution of this study is ascertaining the 'voice in social media' as one of the most effective customer response alternative within the context of e-complaint management.

According to complaint handling theories, failures in complaint responsiveness lead to negative attribution and consumer-switching behavior (Folkes, 1984: 399; Folkes, Koletsky and Graham, 1987. 535; Hui and Toffoli, 2002: 1830; Alvarez et al., 2010: 148-149; Dabholkar and Spaid, 2012: 1417). But unfortunately, the research on service industries of Turkey hasn't gone far enough to determine the negative effects of failed e- complaint responsiveness. Another theoretical contribution of this exploratory and pioneer study is that it sheds light on the profile of customers' e- complaints and it provides an integrated framework to understand the airline, health-care and lodging companies' current state of e-complaint responsiveness level in Turkey. Additionally this study extends the literature on e-complaint handling in the context of travel and hospitality sectors through findings. We agree that service recovery is very difficult in the case of failed e- complaint responsiveness and that more research is needed to figure out solutions and insights for this issue.

In fact, complaints in the travel and hospitality sector have not changed. What have changed are the challenges that enable negative conversations through negative responses. In today's competitive environments, companies are constantly seeking new ways to create value and achieve customer satisfaction (Eng, 2008: 1293). And the Internet has brought new opportunities in conducting business for creating value and achieving customer satisfaction. It's indispensable for a company to work out consumer group cultures in e-communities on the purpose of eliminating negative feedback and WOM which may also help increasing positive feedback and repeat purchases (Kucuk and Krishnamurthy, 2007. 51). Hollowell (2002) stressed the necessity of understanding different forms of services and complaints when conducting business through the Internet.

Social media gives customers the opportunity to create conversations about companies and their services by connecting with people through a dialogue which is more honest and genuine (Papasolomou and Melanthiou, 2012: 326). Social media requires companies and brands to interact and engage with their target audience but they should also realize that their customers are now the main drivers of conversations (Brown, 2010). However, customer complaints due to faulty service still exist and they remain forever in social media platforms spread by the Internet. Especially there are many online complaint platforms and customer feedback systems that exist and have become very popular among consumers. These platforms not only deliver customer complaints, but also extremely accelerate word of mouth spreading the reputation of the companies and brands.

Managerial Implications

Realistically, this paper gives valuable insight into the e- complaint structure of Turkish travel and hospitality customers with regard to the readiness and willingness of the airline,

health-care and lodging organizations to handle such complaints on the web. Additionally, the research also reveals the efficiency levels of the three sectors' e- complaint management by comparing them to each other. According to Sari et al. (2013: 504) only %3,2 of complaints were responded to (%76,8 of them were not) by various holiday villages, club hotels or resort hotel companies, while %69 of airline complaints and %90 of health-care complaints were answered by related organizations. As a very clear statement upon the comparison at Table 3, we can say that the health-care and airline companies seem to be far more efficient in responding to e-complaints on the web than lodging organizations. Accordingly, research results bring up some implications for the lodging sector. At first, it is suggested for lodging managers to investigate the reasons of such a huge gap in handling customer complaints on the web. Following this, setting up an e-complaint management system and making a special team for handling customers' e-complaints in a very short time is strongly recommended. Complaint management systems can survey customer feedback about organizations which are aware of the link between complaint resolution and customer loyalty and immediately attempt to solve customers' problems (Afify et al., 2011: 292). Since service and hospitality products involve many risks for the consumers, they tend to rely more on primary knowledge. In the absence of primary knowledge, however others' ideas are considered as trustworthy even on a web-site (Özdemir and Sari, 2014: 150). Keeping this in mind, valuing customers' e-complaints is suggested to lodging managers momentously.

The growth of e-complaints has supported companies to benefit from consumers who wish to express their opinions online (Tyrell and Woods, 2008: 185). Moreover, investigating customer concerns (complaints and recommendations) will help businesses to expand their understanding of their customers' satisfaction. We believe that online customer comments are very valuable for service recovery. The industry first needs to be attentive to e-complaints (Davidow, 2000: 480; Mount and Matilla, 2000: 416) and address those failures by focusing on online complaints using sophisticated e-monitoring policy and treatment. It is certain that hospitality and travel industries should establish well-designed e-monitoring and e-Customer Relations Management systems which retrieve negative information directly from the system. For example, when a customer complains about the hotel, hotel's system tracks and receives the complaint directly.

Unfortunately, Turkish lodging companies seem so far from monitoring and tracing customer complaints posted online. On the other hand, many complaint forums and sites do not inform companies. When a company receives a complaint through the Turkish complaint forums and web sites, the existing system mostly does not inform the company about the complainant. Companies should be encouraged to receive online complaints simultaneously and to grasp them immediately.

To conclude, company responses to e-complaints require the same level of care and attention not only through e-mails, phone and the complaint web site, but also through establishing a personal touch that is fostered by personal communication. An extreme and sincere response that rectifies the problem from the customer's perspective is a vital step in successful electronic complaint management.

Limitations of Study and Recommendations for Future Research

This study examines the concept of e-complaints and the capacity of companies' responsiveness level within the context of the travel and hospitality companies in Turkey. As it's a pioneer study on the concept of e-complaints and their responsiveness level, it can be considered as exploratory. However, there are some limitations of this study as well. These limitations also suggest new directions for future studies.

Further research is recommended to replicate this study in order to determine whether the responsiveness levels of Turkish e-complaint sites have increased. On the other hand, when conducting a research on the Internet, there is always a limitation. Especially conducting research on Internet content brings its own limitations. For example, the information may be incorrect since the content creator might create false or malevolent content or the respondent might give inaccurate or misleading information. On the other hand, the Internet introduces many technical difficulties for its users. These difficulties may vary from difficulties while entering the complaints online to posting limitations (i.e. word count, sign up requirement for the Web sites, etc.)

According to Dommeyer and Moriarty (2000), the use of technology might be linked to people's income levels, gender and age. Lee and Hu (2004: 179) admit that the use of Internet might be linked to complainers' higher income levels. Especially in Turkey, the use of e-complaint sites might be linked to complainers' age and education level as well. Therefore, future researchers should try to identify some demographic variables which might correlate with problem categories and the content itself. Moreover, this study focused on negative content within the problem categories. Future work is thus needed to focus on positive content in order to understand whether customers give feedback following the company's e-response. Finally, future research can be designed from the customer's perspective which could determine new perspectives through customer experiences and reveal customer attitudes towards unresponsiveness (including standard automatic replies) versus responsiveness. We also hope that this study will encourage Turkish researchers to make additional research on e-complaints and will encourage hospitality and travel sectors to give faster responses to customer e-complaints.

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APPENDIX 1. Problem Categories for Airline Companies*

Problem	Explanation
1. Extra charges at ticket alteration	Additional payments required during any changes
2. Online ticketing system failures	Errors of company web site/ online ticketing system
3. Ground services problems	Ground services problems
4. Call center problems	Availability, length of waiting time etc.
5. General flight problems	Such as meal/ seating/cleanliness/ take off/ landing
6. Emp.Rudeness	Verbal and/or non-verbal asperity of airline personnel
7. Emp.Incompetence	Ignorant and/or untrained personnel
8. Misinformation	Misinformation from web site or personnel
9. Refund Problem	Problems in repayments by airline company
10. Safety and Security	Life safety, security of properties etc.
11. Baggage	Lost or damaged baggage
12. Service NOT provided	Services that were promised but not provided at all
13. Low quality service	Lack of service quality
14. Unresponsiveness	Indifference of personnel toward customers' complaints
15. Miscellaneous	Complicated, unclassifiable, special complaints

* First five categories for airline companies are newly created. Categories from 6 to 11 were adapted from Harrison- Walker (2001), from 12 to 14 were adapted from Changuk Lee and Hu (2004).

APPENDIX 2. Problem Categories for Hospitals*

Problem	Explanation
1. General Diagnosis Problems	Complaints related to diagnosticate the diseases
2. Treatment failures	Complaints about sequence/process/ type of treatment
3. Catering problems	Food and beverage complaints
4. General cleanliness and hygiene	General cleanliness and hygiene
5. Bureaucratic Problems /red tape	Complaints related to official dealings' complication
6. Sickroom problems	Complaints related to hospital's patient rooms
7. Emp.Rudeness	Verbal and/or non-verbal asperity of hospital personnel
8. Emp.Incompetence	Ignorant and/or untrained personnel
9. Misinformation	Misinformation from web site or personnel
10. Refund Problem	Problems in repayments by hospital
11. Safety and Security	Life safety, security of properties etc.
12. Service NOT provided	Services that were promised but not provided at all
13. Added fees to bill	Unexpected, extra charges at check-out
14. Unresponsiveness	Indifference of personnel toward customers' complaints
15. Miscellaneous	Complicated, unclassifiable, special complaints

* First six categories are newly created. Categories from 7 to 11 were adapted from Harrison- Walker (2001), from 12 to 14 were adapted from Changuk Lee and Hu (2004).