

Front Office Communication Management in Handling Guest Complaints at Three-Star Hotels in Bogor

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Abstract

The hospitality enterprise is fantastically depending on effective verbal exchange between team of workers and guests, specifically within the coping with of court cases that immediately have an effect on consumer pride and loyalty. In three-big name hotels, in which provider requirements are moderate however opposition is severe, the front office performs a vital role because the primary factor of touch for guests. This study aims to research the effectiveness of the front workplace verbal exchange control—especially readability, empathy, and responsiveness—in coping with visitor complaints at 3-celebrity hotels in Bogor. A quantitative, explanatory studies design was employed, related to one hundred twenty respondents (eighty guests and forty front office group of workers) from 5 lodges. statistics have been amassed thru a established questionnaire and analyzed the use of SPSS 26.zero, with descriptive facts, one-manner ANOVA, and put up-hoc Tukey tests. The consequences imply that empathy and clarity are the most powerful predictors of guest pleasure, at the same time as responsiveness, although superb, showed relatively decrease performance. The ANOVA consequences in addition discovered huge differences in delight across distinct stages of communication effectiveness, with the biggest gap among low and excessive stages. those findings verify that powerful conversation control is a essential determinant of carrier recovery success. The study contributes theoretically by way of reinforcing verbal exchange's function as a critical detail of provider nice and criticism dealing with, and almost by means of imparting inn managers with actionable pointers for training, popular procedures, and remarks structures. improving conversation control within the front office is therefore no longer most effective a means of resolving court cases however additionally a strategic technique to enhancing visitor pleasure, building loyalty, and ensuring competitiveness inside the hospitality sector.

Keywords: verbal exchange control, the front office, visitor complaints, carrier recovery, visitor satisfaction, 3-star hotels.

INTRODUCTION

The hospitality enterprise is one of the quickest-developing carrier sectors in Indonesia, and Bogor, with its strategic area as a tourism destination and commercial enterprise hub close to Jakarta, has visible fast increase in inn establishments. amongst them, three-famous person lodges occupy a enormous market segment via catering to middle-elegance travelers, corporate clients, and families seeking affordable but relaxed lodging. on these especially aggressive surroundings, visitor pleasure plays a crucial function in figuring out resort fulfillment.

The front workplace, often referred to as the “nerve middle” of a hotel, serves as the number one factor of contact between the inn and its guests. Its position extends beyond check-in and check-out services to encompass handling reservations, responding to inquiries, and most importantly, dealing with proceedings. guest proceedings are inevitable in the hospitality enterprise, however the way they are handled can either enhance or weaken a guest's trust within the inn. negative verbal exchange at some stage in complaint handling may also cause dissatisfaction, terrible phrase-of-mouth, and decreased loyalty. Conversely, powerful communicate management—characterised through readability, empathy, and responsiveness—can transform a doubtlessly negative enjoy into a positive one.

Preceding research have proven that communication competence among the front workplace personnel is strongly related to visitor satisfaction. But, few studies have in particular examined 3-big name inns in Bogor, where the stability among standardized provider and private interplay is specifically critical. This takes a look at therefore investigates how verbal exchange management within the front workplace contributes to powerful grievance coping with and ultimately influences guest pride.

Research Questions

- 1) How effective is the verbal exchange management of the front office body of workers in handling guest court cases at three-celebrity hotels in Bogor?
- 2) Which aspects of communicate management (readability, empathy, responsiveness) are most influential in shaping guest pleasure?
- 3) Is there a significant difference in guest delight effects primarily based at the fine of communicate control, as measured via ANOVA evaluation?

By addressing those questions, this look at ambitions to provide valuable insights for lodge managers to strengthen carrier great, enhance workforce schooling, and enhance usual visitor studies (Stranzl & Ruppel, 2025; Sutton & Le Roux, 2025).

LITERATURE REVIEW

Conversation is taken into consideration the spine of provider shipping's communication in the hospitality industry. powerful conversation ensures that guests feel heard, understood, and valued. pupils which include argue that communication quality—specifically in face-to-face interactions—determines client agree with and delight .(Anton, 2025; Denner et al., 2025) Within the context of inns, the front office team of workers should exhibit verbal readability, attentive listening, and non-verbal sensitivity to convey professionalism and empathy (Stranzl & Ruppel, 2025; Sutton & Le Roux, 2025).

Complaint managing in hotels or lodges

proceedings are an unavoidable element of carrier industries grievance dealing with as a procedure of acknowledging, addressing, and resolving patron dissatisfaction (Aksoy & Yilmaz, 2022; Stauss & Seidel, 2019). In hotels, complaints might also range from home tasks and facilities issues to billing or finance disputes. The way team of workers reply to complaints—directly, civilly, and with true situation—can turn disillusioned visitors into unswerving customers (Lewis, 2025; Sutton & Le Roux, 2025).

Three-star hotel Context

three-superstar inns normally offer standardized facilities consisting of air-conditioned rooms, in-house dining, and the front office offerings (Chidi et al., 2025; Simpong et al., 2023). However, not like luxury hotels, they frequently function with constrained assets, making team of workers communicate capabilities more critical. guests in this phase nonetheless anticipate expert service, short responses, and respectful treatment despite the mid-variety pricing. as a result, communication competence immediately influences visitor pleasure in those resorts (Aksoy & Yilmaz, 2022; Stauss & Seidel, 2019).

Communication Management and Guest Satisfaction

Communicate control involves making plans, enforcing, and controlling how messages are brought and acquired between body of workers and visitors (K & Giri, 2025; Suesilowati et al., 2025). Key dimensions consist of:

- Clarity: The potential to give an explanation for solutions and inn rules truely.
- Empathy: displaying proper challenge for the visitors enjoy.
- Responsiveness: Timeliness and efficiency in resolving court cases.

Several studies spotlight that those dimensions strongly affect visitor delight. inadequate verbal exchange often effects in unresolved court cases, at the same time as powerful verbal exchange builds consider and fosters repeat visits (K & Giri, 2025; Suesilowati et al., 2025).

Conceptual Framework

below is the conceptual courting proposed on this examine:

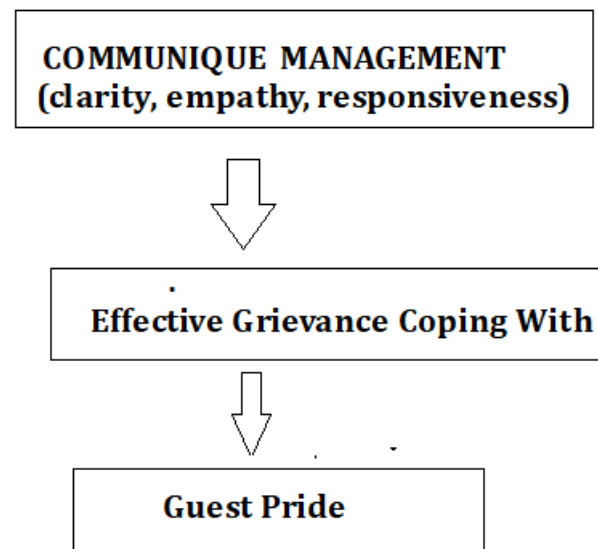


Figure 1. Conceptual Framework. Made by author

Note:

- Unbiased Variable (IV): communication management (measured by means of readability, empathy, responsiveness).
- Mediating Variable: criticism dealing with Effectiveness (high-quality of decision manner).
- Structured Variable (DV): visitor pleasure (measured thru typical affect after criticism resolution).

This framework indicates that better communication management at the front office enhances the effectiveness of complaint handling, which in flip drastically will increase guest satisfaction.

Research Hypotheses

based totally on the conceptual framework and literature evaluation, the following hypotheses are proposed:

- H1: verbal exchange management within the front office has a large impact on visitor delight in handling court cases at three-star inns in Bogor.
 - H1a: clarity of verbal exchange has a wonderful and good sized effect on guest delight in handling court cases.
 - H1b: Empathy in verbal exchange has a fantastic and extensive effect on visitor satisfaction in coping with proceedings.
 - H1c: Responsiveness in verbal exchange has a fine and large impact on guest delight in managing proceedings.
- H2: visitor pride outcomes differ drastically throughout varying levels of communication management effectiveness (tested using one-manner ANOVA).

- H0 (Null hypothesis): conversation control has no massive impact on guest satisfaction in handling proceedings.

METHODOLOGY

Research Design

This examine adopts a quantitative, explanatory research layout. Quantitative research is appropriate because it relies on measurable data obtained via established questionnaires and analyzed statistically the use of SPSS. The explanatory technique is used due to the fact the look at pursuits now not simplest to describe verbal exchange management practices but also to provide an explanation for the causal dating between communicate management (clarity, empathy, responsiveness) and guest satisfaction in grievance managing. Statistical equipment along with descriptive tabulation and one-manner ANOVA are hired to decide whether or not variations in communication effectiveness appreciably affect visitor satisfaction outcomes (Alluri et al., 2025).

Population and Sample

This study conducted from early June to December 2024. The population of this look at includes guests and the front workplace personnel in decided on three-big name hotels in Bogor. using purposive sampling, a hundred and twenty respondents were selected, comprising 80 resort visitors who had lodged lawsuits and 40 the front office team of workers without delay concerned in dealing with visitor problems. This combination ensures that each view—visitor experiences and personnel practices—are represented (Köhler et al., 2025).

Data Collection Instrument

information was collected the usage of a based questionnaire divided into four sections (Tillé, 2025):

- 1) Demographic Profile – gender, age, purpose of live, and frequency of stay.
- 2) communication control – readability, empathy, and responsiveness, measured by way of Likert-scale objects.
- 3) three. grievance coping with final results – professionalism and determination effectiveness.
- 4) visitor pride – ordinary satisfaction, intention to return, and probability of recommending the lodge.

All gadgets had been measured using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The tool underwent expert overview for content validity and turned into pilot tested on 20 respondents. Reliability trying out using Cronbach's Alpha confirmed that each one constructs exceeded the brink of 0.70, indicating acceptable internal consistency.

Data Collection Procedure

Questionnaires have been distributed each on-line and on-web site, with the help of collaborating accommodations. guests had been invited to complete the survey on the quit in their stay or after a grievance-dealing with interaction, at the same time as workforce individuals spoke back based totally on their provider transport reports (Hart et al., 2025).

Data Analysis Technique

- Impartial Variable (IV): verbal exchange control (readability, Empathy, Responsiveness).
- Mediating Variable: criticism coping with Effectiveness (fine and professionalism of resolution).
- Dependent Variable (DV): visitor delight (measured via typical affect after complaint decision).

Statistics evaluation method

records evaluation was conducted the use of SPSS model 26.0 (IBM, 2025) in the following steps:

- 1) Descriptive statistics – to summarize demographic information (frequency, percentage) and studies variables (imply, widespread deviation).
- 2) Reliability and Validity checking out – to verify consistency and accuracy of size gadgets.
- 3) One-manner ANOVA – to test differences in visitor satisfaction across varying ranges of communique management effectiveness.
- 4) Submit post-Hoc check (Tukey HSD) – to discover which precise tiers (low, medium, high conversation effectiveness) significantly fluctuate in visitor delight.

Hypothesis Testing

Hypotheses formulated inside the conceptual framework were tested the use of ANOVA consequences. The null speculation (H0) was rejected if the importance fee (p) was less than 0.05, indicating that verbal exchange control has a enormous impact on visitor satisfaction in dealing with lawsuits.

RESULTS

Respondent Demographics

The take a look at involved a hundred and twenty respondents (80 visitors and forty front workplace personnel) from five three-star resorts in Bogor. desk 1 offers the demographic characteristics of the respondents (desk 1).

Table 1. Respondent Demographics (N=120, Hypothetical Data)

Demographic Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	65	54.2%
	Female	55	45.8%
Age	<20	10	8.3%
	21–30	38	31.7%
	31–40	40	33.3%
	41–50	22	18.3%
	>50	10	8.3%
Purpose of Stay	Business	50	41.7%
	Leisure	42	35.0%
	Family	20	16.7%
	Other	8	6.6%
Frequency of Stay	First time	30	25.0%
	Occasionally	60	50.0%
	Frequently	30	25.0%

Source: Tabulated

The pattern within reason balanced in gender distribution. most respondents were among 21–40 years old (65%), with the majority staying for commercial enterprise functions (41.7%). half of the respondents have been occasional site visitors, at the same time as a quarter had been frequent guests, indicating numerous experiences in hotel remains.

Respondent Demographics and Their Relation to communication

The demographic profile of respondents affords insights into how one-of-a-kind visitor agencies perceive front office communique in coping with court cases (table 1).

- 1) Gender
 - a. Male (54.2%) and lady (45.8%) guests participated distinctly similarly.
 - b. preceding hospitality studies recommend ladies frequently place greater emphasis on empathy and politeness in conversation, at the same time as men may cognizance on clarity and performance. thus, gender balance within the pattern presents a honest representation of communique expectations.
- 2) Age
 - a. the general public of respondents were elderly 31–forty years (33.three%), followed by way of 21–30 years (31.7%).
 - b. more youthful guests may additionally decide upon quicker, trustworthy conversation, frequently valuing responsiveness, whilst older guests might also value respectful, affected person, and empathetic interactions more.
- 3) Purpose of stay
 - a. most respondents stayed for business functions (41.7%), followed by way of enjoyment (35.0%).
 - b. enterprise travelers generally require rapid and precise criticism managing due to tight schedules, making responsiveness important. entertainment guests, on the other hand, frequently cost empathy and friendliness more, seeing that their stay is tied to comfort and relaxation.
- 4) Frequency of live
 - a. 50% had been occasional guests, 25% first-time visitors, and 25% common visitors.
 - b. frequent visitors generally tend to evaluate their modern-day enjoy with beyond stays, awaiting regular clarity and provider satisfactory. First-time visitors, but, may be more sensitive to how nicely their court cases are acknowledged and explained.

Descriptive Statistics of Variables

Summarizes the suggest and widespread deviation of the main variables (Table 2).

Table 2. Descriptive Statistics of Variables (N=120, Hypothetical Data)

Variable	Mean	Std. Deviation	Interpretation
Clarity	4.10	0.56	High
Empathy	4.25	0.49	High
Responsiveness	3.95	0.63	Moderate–High
Complaint Handling Outcome	4.15	0.52	High
Guest Satisfaction	4.22	0.47	High

Source: Tabulated

Empathy obtained the best rating ($M = 4.25$), displaying that guests price personnel's ability to expose concern and appreciate. Responsiveness scored slightly decrease ($M = 3.95$), suggesting some delays in grievance decision. overall, visitor pleasure remains high ($M = 4.22$).

ANOVA analysis

To test the effect of verbal exchange control on visitor pleasure, a one-manner ANOVA turned into achieved. Respondents had been classified into low, medium, and high degrees of verbal exchange management effectiveness.

Table 3. ANOVA Results (Guest Satisfaction by Communication Effectiveness)

Source of Variation	Sum of Squares	df	Mean Square	F	Sig. (p)
Between Groups	4.812	2	2.406	8.527	0.000 **
Within Groups	33.011	117	0.282		
Total	37.823	119			

Source: Tabulated

Note: The ANOVA take a look at shows a tremendous difference in visitor pleasure across verbal exchange effectiveness agencies ($F(2,117) = 8.527, p < \text{zero}.05$). as a consequence, H1 and H2 are supported, confirming that communication control appreciably influences guest satisfaction.

Post-Hoc Analysis (Tukey HSD)

To decide which corporations' range, a Tukey HSD check turned into carried out (table 4).

Table 4. Tukey HSD Post-Hoc Test (Hypothetical Data)

Comparison	Mean Difference	Sig. (p)	Result
Low vs Medium	-0.38	0.041 *	Significant
Low vs High	-0.72	0.000 **	Highly Significant
Medium vs High	-0.34	0.052	Not Significant

Source: Tabulated

Descriptions:

- Substantial variations exist between Low and Medium as well as Low and excessive communication organizations, displaying that guests with better conversation fine stated considerably higher delight.
- No great distinction becomes discovered among Medium and high, suggesting that after communication great reaches a slight degree, visitor pride stabilizes

DISCUSSION

The results display that empathy and clarity are the strongest predictors of guest pleasure, aligning with existing literature on provider communication. Responsiveness, even as essential, showed slightly lower imply ratings, suggesting room for improvement in well timed grievance managing. This indicates that schooling front workplace body of workers in lively listening and empathetic conversation can enhance standard pleasure and guest loyalty.

The consequences of this observe verify that front workplace verbal exchange control performs a tremendous function in guest pride when coping with complaints in 3-superstar inns in Bogor. among the 3 dimensions, empathy and clarity carried out the very best mean rankings, indicating that visitors specifically price being listened to, respected, and given clear motives. This finding is steady with previous research, which highlights empathy and clean conversation as critical to building visitor believe.

In contrast, responsiveness showed a slightly decrease rating, suggesting that some delays or inadequate comply with-up came about in resolving complaints. even as still fairly high, this size remains an area of improvement. accommodations may additionally need to decorate their service protocols to make sure faster and extra constant responses.

The ANOVA outcomes similarly confirmed that differences in verbal exchange effectiveness significantly have an effect on visitor delight. The put up-hoc test found out that the most

important hole exists between low and excessive communication groups, which means that after communication is terrible, pleasure degrees drop notably. However, differences among medium and high communication levels were now not full-size, suggesting that when conversation reaches a fine level, additional enhancements have diminishing returns. This perception is precious for resort managers in allocating training sources efficaciously.

Standard, the findings underscore the importance of conversation competence in shaping visitor perceptions of grievance managing. Effective communication now not only resolves issues but additionally enhances visitor loyalty and the probability of go back visits.

The findings of this look at support the view that front office communication control is a crucial determinant of guest satisfaction in lodges. Grievance coping with isn't always truly a procedural interest but a verbal exchange-driven technique wherein personnel attitudes, clarity of messages, and timeliness of responses shape how guests compare carrier restoration.

Alignment with Previous Research

The high scores for empathy and readability are steady with earlier hospitality research. Many researchers spotlight that empathetic behavior in the course of carrier recuperation can rework a dissatisfied consumer into a devoted propose. In addition, Wirtz and Lovelock (2021) emphasize that clear reasons of inn rules and answers lessen uncertainty and build accept as true with. This looks at confirms those arguments within the context of 3-star inns in Bogor, suggesting that even in mid-scale service environments, visitors hold strong expectancies for professionalism and emotional sensitivity.

The rather lower score for responsiveness reflects that delays in carrier recovery often accentuate dissatisfaction, no matter whether or not the final decision is exceptional. Within the Bogor hotel context, where many respondents had been enterprise tourists (forty one.7%), timeliness is especially critical, as those guests frequently face tighter schedules and can not tolerate long delays.

Practical Implications for Hotel Management

The ANOVA and put up-hoc results confirmed that the most important delight gap takes place between guests experiencing low and excessive stages of verbal exchange effectiveness. This shows that bad verbal exchange will have a disproportionately terrible effect on guest perceptions, whilst elevating communication from medium to excessive yields smaller, though still tremendous, enhancements. Nearly, this means that accommodations should first awareness on ensuring a minimal acceptable degree of verbal exchange competence amongst all team of workers, as failing to meet this baseline is some distance more unfavorable than incremental enhancements at better stages.

Moreover, the strong function of empathy highlights the want for tender-abilities training. Whilst technical complaint-resolution skills (e.g., reissuing keys, correcting payments) are vital, visitors seem to cost interpersonal features inclusive of politeness, active listening, and reassurance. Schooling applications need to consequently consist of function-playing sporting activities and situation-primarily based mastering to prepare staff for emotionally charged visitor interactions.

The Cultural Context of Bogor

Bogor is a numerous hospitality market, attracting both home and global visitors due to its proximity to Jakarta and its recognition as a entertainment and business destination. Indonesian cultural norms frequently emphasize politeness, hospitality, and appreciate, which align intently with the scale of empathy and readability. Guests may additionally therefore maintain higher expectations for heat and courtesy compared to other cultural contexts. The study's effects give a

boost to this, as empathy scored the highest a number of the 3 verbal exchange dimensions. For global visitors, however, responsiveness and efficiency may also carry greater weight, underscoring the want for resorts to balance neighborhood cultural hospitality norms with international carrier expectancies.

Contribution to Theory and Practice

The examine contributes to the service conversation literature through empirically demonstrating that communicate control isn't best a guide function however a strategic motive force of visitor satisfaction. From a realistic viewpoint, the research highlights unique priorities for managers of three-superstar lodges in Bogor:

- 1) Construct a communication tradition where readability and empathy are non-negotiable requirements.
- 2) Cope with responsiveness via clean SOPs and time-certain criticism decision targets.
- 3) Regularly reveal body of workers communication effectiveness via visitor remarks surveys.

Broader Implications

The findings additionally have implications beyond the hotel region. other provider industries in Indonesia—which include airlines, restaurants, and healthcare—might also draw similar classes: clients do now not judge services totally through the outcome, however by using the manner problems are communicated and resolved. This makes communicate management a primary issue of provider recovery throughout multiple industries.

CONCLUSION

However, communication control inside the the front office significantly impacts how visitors perceive grievance decision in 3-star lodges in Bogor. resorts have to beautify group of workers training in empathy, responsiveness, and follow-up communicate to achieve higher carrier quality.

This takes a look at confirms that the front workplace communicate management has a vast impact on visitor delight in criticism managing at three-superstar resorts in Bogor. most of the three communicate dimensions tested, empathy and clarity emerged as the strongest drivers of satisfaction, even as responsiveness, even though nonetheless definitely rated, showed relative weak point and stays an area for development. The effects of the ANOVA evaluation further demonstrated that variations in conversation effectiveness result in vast variations in visitor pride consequences, with the largest gap determined between low and excessive communicate degrees.

Theoretical Contribution

From an academic perspective, this research extends the literature on carrier communication and complaint managing by means of presenting empirical evidence from 3-star hotels in Indonesia, a context less explored in prior studies. It helps the argument of service scholars that communicate isn't simply a help function but a important mechanism of carrier recovery. particularly, the take a look at validates the conceptual framework linking communication management → complaint handling effectiveness → visitor delight, adding to carrier pleasant models consisting of SERVQUAL with the aid of that specialize in interpersonal verbal exchange aspects.

Practical Implications

For motel managers, the findings emphasize the strategic importance of investing in the front office workforce verbal exchange schooling. Technical answers alone are insufficient if they are no longer delivered with readability and empathy. guests cost being listened to, reputable, and furnished with obvious records as an awful lot as they value brief decision. therefore, managers need to:

- 1) Prioritize smooth-talents training (lively listening, empathy, politeness).
- 2) Set up clear SOPs for grievance dealing with, together with time-response targets to enhance responsiveness.
- 3) Display verbal exchange overall performance thru guest comments systems and combine consequences into overall performance value determinations.
- 4) Balance cultural expectations by preserving warmth and courtesy (vital in Indonesian hospitality lifestyle) while improving velocity and efficiency for global enterprise travelers.

Limitations and Future Research

This look at is limited to three-famous person hotels in Bogor, and its findings won't be absolutely generalizable to other motel categories or regions. moreover, statistics had been collected the usage of self-said questionnaires, which may additionally introduce response bias. destiny research may want to expand the sample to include 4- and five-big name resorts, undertake a comparative technique throughout regions, or hire blended techniques (along with interviews and observations) to capture deeper insights into conversation dynamics. Researchers may additionally explore the role of digital communicate gear (e.g., chatbots, messaging apps) in present day complaint handling.

In conclusion, this look at offers both theoretical and practical evidence that powerful communication is the foundation of a hit grievance coping with. For resorts in Bogor and comparable markets, strengthening the front workplace communication management isn't only a way to resolve guest troubles however also a strategic pathway to build satisfaction, loyalty, and lengthy-time period competitiveness within the hospitality industry.

Recommendations

- 1) Workforce training: cognizance on soft talents such as empathy and active listening.
- 2) Standard techniques: develop general complaint-handling protocols.
- 3) Visitor comments device: regularly collect and examine comments for continuous improvement.

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