The Effect of Security Challenges on Guest Loyalty: A Study of Selected Hotels in Makurdi, Nigeria

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Abstract
The Hospitality industry depends on loyal customers to be able to thrive in a highly competitive environment. Several studies have looked at different aspects of loyalty and the factors that influence guest loyalty. This study aimed at determining the effect of security challenges on guest loyalty in the hospitality industry.to achieve this objective, four hotels were selected from the four zones of the Makurdi metropolis using a stratified random sampling method. The purposive sampling technique was used to select eight key informants from the sample hotels. Data was collected through interviews and observation and analyzed with the content analysis technique. Findings revealed that hotels in Makurdi have not experienced any serious security issues besides theft and constant fights by commercial sex workers. Result also indicates that all hotels enjoy a good relationship with the state security agencies which has helped to curb crime and ensure the safety and security of their customers, staff and properties. The hotel management also views security as an integral and critical factor to business continuity.
Keywords: Security, Challenges, Guest loyalty, Hospitality industry, Hotel

Introduction

Hospitality is a customer-driven industry, which has different and diverse aspects like hotels, restaurants, travel and tourism etc. This industry is one of the fastest growing industries in most economies of the world. In Nigeria, the hotel industry has played a significant role in diversifying the nation's economy. From the predominantly agrarian society to an industrial economy since the oil boom in the 1970s, many Nigerians are found spending nights in hotels and seeking other hospitality services. Hotel managers have over the years continue to follow the changing pattern of service delivery to keep their customers.

The goal of every hospitality organization is to satisfy their customers and maintain a healthy relationship with them to generate a dedicated revenue stream. Many hotel operators have shifted their focus to relationship marketing through the concept of loyalty. There is great importance attached to loyalty over the past few years especially within the hospitality industry due to increased competition in the industry and the recognition of the fact that it is cheaper and profitable to retain customers than making new ones (Ekechukwu, Diminyi and Ukaegbu 2012). The hospitality industry relies on regular and repeats visits for its survival. No traveller or visitor will return to the hotel property where an adverse incident occurred, especially where they were victims of crime. The singular power of words makes safety and security

very important factors in guests' choice of a hotel, and in a bid to attract and attain more customers and cope with constant competition, hoteliers must create a safe and conducive environment for its guest and employees.

Hotels are known for their welcoming outlook, offering solace, convenience and solitude to their guests. The hotel industry however is prone to various crimes even more than any other business in the world (Kukoyi and Iwuagwu, 2015). This issue can affect the hotel business negatively because customers may become sceptical and reluctant to revisit a hotel or recommend the same if the security trust of the hotel is not guaranteed (Ekechukwu *et. al.* 2012). The security of every organization is important for its survival, especially in the service industry. Hospitality managers strive to be proactive in dealing with security issues since the safety of their clients will mean more visits and favourable business turnover for them.

The Nigerian middle belt region has in recent years witnessed recurrent insurgent activities, which has affected many business activities including the hospitality business. As a result, hospitality business managers have continued to strategize to overcome the security challenges within their business environment to maintain their customers and build loyalty. (Obinna, Diminyi and Duru 2018) stated that the fastest threat that slow down organizational growth and reduces the chances of achieving their objectives is security challenges. (Uddin 2015) argue that guest security in hotels means those actions required to maintain a state of wellbeing, protect life and property and reduce the risk of disasters or crime. Security in the hotel is very imperative because every organization seeks to protect its customers and employees from possible loss of life, harm or injury, and safety and security is the main concern of every hotel guest. For any organization to succeed, it must regard security seriously. Security of hotels and all hospitality organizations is very paramount because any failure insecurity will lead to loss of customers and a decrease in demand Kuo, Chang, Cheng, & Lai (2013). Although there is a myriad of researches on the safety and security of the hospitality industry, very little or no research has focused on the effect of security on guest loyalty in the hospitality industry.

Benue state has suffered a lot of security crises ranging from communal clashes to continuous destruction of life and property by herdsmen, which have affected commercial activities in the state and Makurdi in particular. Like other industries, the hospitality industry is not left out of this security dilemma. Business owners have raised so much concern about the situation as this can be threatening to the customer loyalty that is paramount to the survival of their businesses especially the hotel business. This study, therefore, seeks to bring to lamp-light the effect of security challenges on customer loyalty in the hospitality industry, using hotels in Makurdi, Benue State.

Literature Review

Security is a multi-dimensional issue and no business pursuit thrives amid insecurity of lives and property as hospitality and tourism are not exempted (Diminyi and Okpoko 2017). When the business environment is conducive, safe and secured, only then can the business thrive and be capable of contributing positively to both the state and national economy. As hotels, hospitality and tourism organizations effectively manage this aspect with modern security devices (Uddin 2015), Loyalty has become an area of focus for industries in recent times. Organizations through the aid of technology growth have been able to meet the needs of their customers at a considerable low cost (Khan, 2013). Customers' expectations of products and services they wish to receive have also grown with this trend. Due to the increase in the expectation level and the assortment of product and service choices available, corporations have unintentionally diverted bargaining power to the customer (Gordon, 2006), thus, impelling hotel businesses to make alternative plans to compete favourably in the industry.

It is essential and paramount for the hotel industry to offer products or services that support sustainability. If not, the power to gain the necessary market share may be threatened and endangered. At the same time, it is important for staff to be knowledgeable of the guests that patronize their hotel(s). Identifying the needs and demands of the guests and making use of this information for product or service implementation purposes will go a long way towards lasting and durable sustainability and loyalty creation. It is also paramount to give considerable thought to the effectiveness and competence of the facilities and services provided. Customers look forward to the service being delivered expediently. Gold (2005) validates this inherent belief and also discusses how instant gratification and convenience are important from the guests' perspective.

According to Tikkanen (2007), safety and security requirement are a desire to be free from danger of any kind, this implies that safety and security needs must be met before any other need can be satisfied. No matter the quality of services, food, and value for money a hotel offers to its guest, they will not be satisfied if they feel threatened by a danger of any kind. This is because when safety and security needs are not met, there are lot of stress, anxiety and fear which can be overwhelming and could overshadow the quality of other areas or aspects of services or products. This implies that basic needs of security and safety must be met before advancing toward meeting the higherlevel growth needs. Once these needs have been reasonably satisfied, one may be able to reach the highest level called self-actualization. This means that all hotels and service organizations must ensure that customers feel secure before expecting optimum satisfaction and eventual loyalty.

However, to meet the safety and security needs; it is important to identify the threats to customer's safety and security (Chan and Lam, 2013). Taormina and Gao (2013), identified what he called 'shelter', that is, a house

that gives protection from disaster, somebody that can be relied on (security staff), the legal system and government that is trustworthy and stability of things that could satisfy the need for safety and security. Tikkanen (2007) opines that satisfying the basic needs is crucial because it is only then that higher needs can be satisfied. This means that hotels seeking to win guest loyalty must start from such basic needs as safety and security to be able to achieve the overall satisfaction of guests.

Hotel Security

Security is a safety-feeling needed by everyone and everywhere. Security measures go a step ahead to protect individuals from possible fears in any place. Kukoyi and Iwuagwu (2015) argued that no one can attain optimum security because security personnel and programs can only minimize the risk resulting from security. To them, security is about managing risk rather than putting it off entirely as it is not possible to provide the perfect security. Winklers (2007) regard risk as to the potential loss as a result of lack of balance of threat, vulnerability, countermeasures and value. He regarded threats as people or things that can cause harm to other people and property. Mohammed (2012) sees the threat as an indication of imminent danger or harm, an impending, upcoming, possible happening, event, or activity; from a security standpoint, anything that can adversely affect the assets of an enterprise or organization. Vulnerability is the weakness that allows the threat to triumph, that is security limitation refers to this as security limitation (Winklers, 2007; Broder, 2006).

A threat cannot thrive on its own except there is some weakness that allows them to set in. Management should seek to eliminate the vulnerability rather than chasing the threats. To manage security threats effectively, responsible agencies should, first of all, identify the organization's assets by discussing the owner to ascertain their importance. Secondly, they should assess the risk by identifying what the most frequent threats are, this could be from historical data, and identify which ones are the most likely to occur (Winklers 2007; Fischer et. al., 2008; Somerson, 2009). Thirdly, assess the vulnerabilities that help to identify the points that can facilitate victimization and use other strengths to compensate for such weaknesses. Risk Assessment is the fourth step, in which one determines the level of risk each component carries. It is important to prioritize such components to identify those with a high risk that require immediate action. Finally, step five is to decide what countermeasures need to be taken to stabilize any high-risk situations. The security manager is to list a series of recommendations, and the management decides which recommendations to implement (Somerson 2009).

Importance of Hotel Security

Tabaku and Cerri (2016) argue that hotel security should be regarded with utmost importance because it influences guests' assessment of service quality, which helps hotels to stand out among competitors, gain competitive

advantage, enhance and boost their corporate image, increase guest loyalty and improve business performance.

Enz (2009) aver that, hotel safety and security help to define and preserve customer service experience and standards. Slevitch and Sharma (2008) also reported that hotel operators should be sure of getting a return on investment as the guests are willing to pay more for their safety and security. Chan and Lam (2013) noted that besides the possibility of hotel management having court mandates imposed on them for not taking "reasonable care" of guests which can lead to bringing the reputation of the hotel to disrepute, hotels can lose customers for failing to provide adequate security.

According to Kimasey (2014), security challenges or a failure of hospitality organizations to ensure that their property is safe and secure will result in the destruction of the image and reputation of such organization or destination which will bring about difficulty in competing favourably with others. The major influential factors that guests consider before choosing a particular hotel is their safety and security while at the hotel (Ezenagu, Diminyi and Adewale, 2019; Chan and Lam, 2013; Tisch, 2007; Clow, Garretson, and Kurtz, 1994). Choi and Chu (2001) identify security, value for money, employees and service quality, and the quality of the room and hotels facilities as the main factors that attract and retain customers. This assertion was supported by Clow et al. (1994), who argued that guest's choice of a hotel is based mainly on security and brand name and that it is left for the hotel to ensure that the customer's needs are met. The effectiveness of any leisure and tourism business security This is to say that, no matter how good the security of the hotel might be, there is the likelihood that if customers are not satisfied with the services, they may not pay the hotel a repeat visit.

Guest Loyalty

Guest loyalty is the ability to retain existing customers and secure repeated patronage Choi and Chu (2001). Customer loyalty and positive word of mouth are influenced by guest satisfaction. Guest loyalty is when the customer has a strong conviction that you can best meet his or her relevant needs that your competition is virtually excluded from the consideration set and the customer buys almost exclusively from you. Tanford and Raab (2012) claim that loyalty is the likelihood of a customer's returning to a hotel and that person's willingness to behave as a partner to the organization for example; loyal customers tend to spend more while on property, not serve on advisory panels, and tell management when problems occur. Customer loyalty measures how likely a customer is to repurchase and engage in partnership activities (Hennayake (2017).

Customer loyalty can be due to guests' satisfaction with the product or service, its convenience or performance of the hotel, or simply familiarity and comfort with the brand (Looy, Gemmel and Dierdonck, 2003). Oh and Pizam (2008) affirms that the priority of hotel business is customers satisfaction. Reid and Bojanic (2009), Zabkar, Brencic and Dmitrovic, (2009),

argued that the quality of service offered by the hospitality industry leads to customer satisfaction and also attracts new customers. It also gives rise to positive word of mouth, repeat visits, a good image of the organization and business growth. Customer satisfaction has a considerable impact on their loyalty. Berezina, Cobanoglu, Miller and Kwansa (2012) maintain that satisfied returning customers have the highest loyalty. Customers need to be assured of their security while in a hotel, and when there are security issues and problems in a particular hotel, the customers find it hard to rely on such a hotel. This can negatively affect the overall guest satisfaction, the desire to revisit and even recommend the hotel to others. Berezina et. al. (2012) further note that security challenges can affect not just those customers who experience it, but even those who do not experience it and potential customers who just heard of it.

Kandampully, Juwaheer, and Hu (2011). States that, security and quality assurance are what constitute and strengthen a hotels reputation, this implies that the reputation and attractiveness of a hotel having security problems will weaken in the sight of its customers and this can lead to loss of customers and a possible decline in business growth. Loyal customers are very imperative because they will also help promote hotel business. They will give endorsements to the quality of the hotels such as providing strong word-of-mouth, creating business referrals, giving references, and some even serving on advisory boards (Chan and Lam 2013). In a changing world, today and business life are growing, so every business is trying to develop and enhances competitive advantage in the market, increase customer loyalty and improve efficiency. Companies have different strategies to create customer satisfaction and loyalty with more selections for the ever more demanding, investigative and smart customers. Hospitality businesses face the same intense competition Tisch, 2007; Clow, Garretson, and Kurtz, 1994). Choi and Chu (2001). Loyal customers spread positive recommendations around to friends and families about the company. They can influence more people and provide promotion for competitive advantage.

Customer loyalty is all about returning customers and getting them to buy. They buy more often and they bring even more customers. Customer loyalty may go through four different stages, depending on the levels of commitment customers develop toward a product or service provider (Kandampully, Juwaheer, and Hu, (2011). According to them, the four stages include (a) cognitive loyalty in which consumers act upon their favourable evaluations of the costs and benefits associated with the product or service; (b) effective loyalty which represents consumers‟ feelings of a link to the product or service provider, developed through cumulatively satisfying usage occasions; (c) conative loyalty in which consumers form behavioural intentions based on repeated episodes of positive affect and (d) action loyalty in which consumers show habit or routines of repurchase and positive word-of-mouth behaviour. Later stages represent higher levels of consumers' commitment towards the product or service provider, which may be

demonstrated by decreased brand switching behaviours (Kandampully, Juwaheer, and Hu, 2011).

Methodology

The Study Area:

This research was carried out in Makurdi, Benue State Nigeria. Makurdi is the capital city of Benue State and the nerve centre of commercial activities including the hotel business. Locating at the North Central zone of the country, the town lies within the guinea savanna zone between latitude 7° 45″ N and 7° 52″ N and longitude 8° 35″ E and 8° 4″ E (Uleh, Ikyese and Ekhuemelo, 2017). The city has a projected population of approximately 405, 500 (National Population Commission of Nigeria, National Bureau of Statistics, 2016) with an average temperature of between 35˚C and 21˚C and an annual rainfall of between 508mm and 1041mm respectively (Uleh et.al. 2017). Kyabiz hotel is a three-star hotel suitable for business, leisure and family travellers. The hotel is located along Gboko road at the heart of Makurdi. Besides rooms and beds, the hotel has extra amenities like a car park, conference hall, a standby generator for power supply and a restaurant and bar. Hotel Lucia like its counterpart is a hotel that offers services for both business and leisure travellers. It is located along the ever-busy Otukpo road in Makurdi. The hotel has a mini conference hall for small events and a restaurant in addition to the basic room and bed. Benko hotel is located at the North bank of River Benue. The hotel offers visitors the opportunity to view coastal scenery and other activities within the popular Benue River. Among the facilities are a swimming pool, gymnasium, lawn tennis and fully equipped in-house facilities. While Hallyday's located at Naka Road busy point is also furnished with sophisticated facilities for visitors' comfort and relaxation.

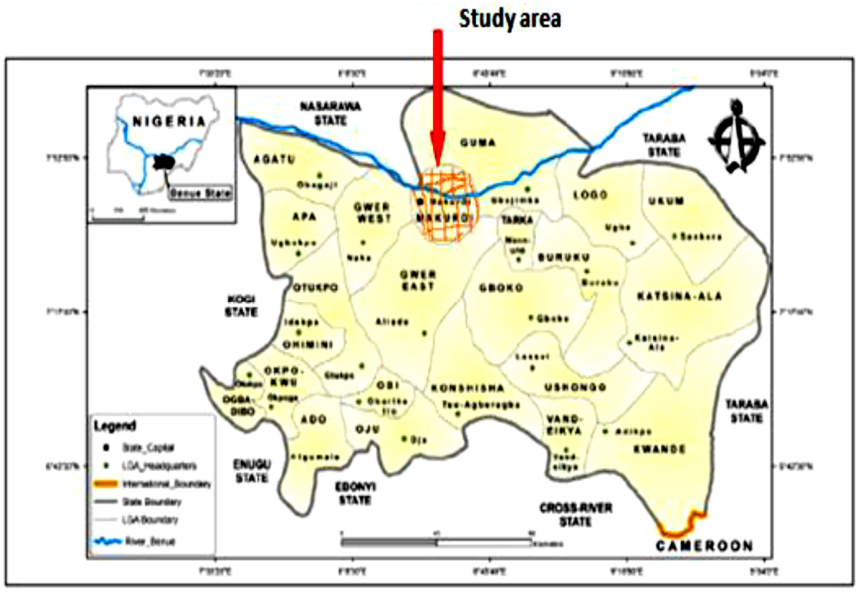


Figure 1: Map of Benue State showing the study area
Source: Adopted and modified from Uleh et.al. (2017)

Population and Sampling

The study population comprises all staff and guests of hotels in Makurdi. Stratified random sampling was adopted to select four 3 star hotels from the four zones of the city:- Gboko road, North bank, Otukpo road and Naka road. The hotels were Kyabiz, Benko hotel, Hotel Lucia and Hallyday's hotel, while the purposive sampling technique was used to select 8 key informants for interview. The hotels were chosen because of their strategic locations, business boom, popularity and level of available facilities. In each of the sample hotels, the general manager and the chief security officer were interviews based on security challenges and customer loyalty; thus, making a total of 8 key informants.

Data Collection

Interviews were used to collect data through the instrument of a semi-structured interview guide. Field observation was also adopted to assess the activities of the hotels in terms of customer flow and their security. Respondents' socio-demographic variables of sex, age, marital status and education were collected alongside the importance of hotel security, the impact of inadequate security on guest loyalty and the relationship between guest satisfaction and loyalty.

Data Analysis

Content analysis technique was adopted in this study. Content analysis is analyzing textual materials, be it interview data, videos or media

products. According to Mayring (2000), in using the content analysis technique, the researchers select parts of the interview that are relevant in answering the research objectives, leaving out irrelevant or repeated phrases. The authors noted the obvious and implied meanings of responses given by the respondents. Data were recorded base on the themes that emerged and coded in tables. The data were further transcribed in the actual words of the interviewees and sequentially analyzed to avoid any mix-up. In doing these, the transcripts were read systematically while taking notes. Similar incidence, claims, and discursive practices were grouped within the data obtained. Codes were used to identify respondents and what was said. M1 – M4 represent managers of Kyabiz, Benko, Lucia and Hallyday's hotels while S1 – S4 represent chief securities from the four hotels.

Results and Discussion

Table 1 shows the demographic characteristics of respondents. 8 staff were purposively selected and interviewed within the age bracket of 25 to 45 years. The highest number of respondents was within the age limit of 25-30 (37.5%) years, while the least number fall between 41-45 (12.5%) years. Others were within the age brackets of 31-35 (25%) and 36-40 (25%) respectively. Out of the 8 people interviewed, 75% were men and 25% were female, 62.5% were married while 37.5% were single. The results also show that 37.5% of respondents were NCE holders, 25% are B.Sc. holders, while HND, ND and SSCE had 12.5% each.

Table 1: Sociodemographic Characteristics of Respondents

Variable	**Category**	**Frequency**	**Percentage (%)**
Age	25 – 30	3	37.7
	31 – 35	2	25
	36 – 40	2	25
	41 – 45	1	12.5
Sex	Male	6	75
	Female	2	25
Marital status	Single	3	37.5
	Married	2	62.5
Education	B.Sc	2	25
	HND	1	12.5
	NCE	3	37.5
	ND	1	12.5
	SSCE	1	12.5

Table 2: Theme 1: Importance of Security to Hotels.

Qeustion one: How important is security to your hotel	
M1	Very important to all sphere of life not only to hotel alone
M2	Very important if not the hotel image will perish
M3	The number one power…we take it very seriously
M4	Greatly valued in our hotel
S1	It is the most important
S2	It is number one
S3	Without security, the guest will not come
S4	Security is very important

Source: Field survey, 2020

The above result shows that security is greatly valued by these hotels. This is inconsonant with the views of Chan and Lam (2013) and Winklers (2007) that hotel security should be regarded with utmost importance because it influences customers' opinions of a hotel, failure of which could lead to loss of customers. This interview question addressed the first objective which seeks to examine the importance of security to hotels. Responses from all the respondents show that security is very important to their hotels; one of the managers further reveal that security is the number one power of is his hotel and as such, it is regarded as the number one priority. Although none of the hotels revealed they had any serious security challenges, the respondents feel the need to ensure the safety and security of their guests and properties because any hotel security that cannot effectively handle challenges can affect guest intentions of returning to the hotel for a repeat visit.

According to M1 "security is extremely essential not only to the hotel business alone but in all spheres of life." M2 believe that lack of or lapses in hotel security could tarnish the image of the hotel. Pizam and Mansfeld (2006), share a similar view, they advise hotel management to regard security with utmost importance as failure insecurity will result in loss of customers and a decrease in demand. There is lots of agreement between the literature which is the secondary and the responses from the interview on this point because several authors (Chan and Lam 2013; Tisch 2007; Pizam and Mansfeld 2006; Choi and Chu 2001; Clow, Garretson & Kurtz 1994) advocate for security to be taken seriously because of the unpleasant effect that lack of it could cause to the image, reputation and subsequent profitability of the hotel.

The importance of security in hotels cannot be overemphasized, M1 in his view sees the security of customers, staff and the properties of the hotel as a key factor in ensuring continuity in business. This point cannot be disputed as continuity is very crucial not just in hotels but all business endeavours, though organizations will not attract new customers, employ new staff and even acquire new equipment, they must strive to preserve and retain the "old" existing ones for growth and continuity. Kandampully and Suhartanto (2003) argued that it is inexpensive and easier to retain and maintain old customers than to attract new ones, and this can apply to both staff and equipment.

Table 3: Theme 2: Security Challenges of Hotels in Makurdi.

Question two: What security incident has affected guest turnover in your hotel?	
M1	No security issue
M2	We have not experienced any security incidence since the history of this hotel
M3	No security issues, sometimes we only have misunderstanding between guests
M4	Our security is very effective, no issue at all
S1	We don't have any security incident
S2	The hotel has never been affected by any security incident
S3	Fighting and theft by commercial sex workers
S4	Our guest has not been affected by any security incidence

Source: Field survey, 2020

Table three identifies theft and fighting as the possible crimes and the only security challenges that can be perpetrated in the hotel. It is very intriguing and somewhat hard to believe that there is a hotel that had not experienced any security problem at all. The reason for this could be the fact that security challenges could mean different things to different people as evident in the above findings. While the chief security of Hotel Lucia (S3) sees theft and noise to be a security challenge/threat, the chief securities of Kyabiz (S1), Benko (S2) and Hallydays (S4) did not regard such issues as theft and noise as a challenge hence their responses. This result corroborates the report of Oxford Business Group (2012), which argued that the recent security cases/crimes experience in Nigeria are only targeted at churches, public car parks, government organizations and security personnel. This can be a possible reason that even though there seems to be chaos; hotels seem to be safe and secure. The location of the hotel is another factor that could give rise to the above result, as some places can be safer than others and at different points in time.

For the general manager of Benko hotel (M2), the issue of security has never been a problem in the hotel as he commented "We have not experienced any security incidence since the history of the hotel for over ten years now." This response seems quite hard to believe, but it just goes further to show how even a single destination can have different things going on for it at different times. With the news of constant civil unrest in Benue State, one will not be expecting to find a place that had not experience any security problem for over ten years. Suffice it to say that while certain parts of the state are at the peak of chaos, crime and civil disorder, the same state could have such areas that are peaceful and without any security issue.

The result also reveals a contradiction between M3 and S3 in the same hotel. While S3 reveal theft and constant fights by commercial sex workers as a security problem, M3 does not regard fight that results in theft as a security challenge. He, however, refers to it as "little misunderstanding between

guests." With the absence of security issues, one would not expect the hotel to bother about taking security seriously since they have not been any challenge. This finding also contradicts the revelation of respondents in table two. The knowledge of security preparedness of these hotels even though they have not experienced any security problems in a long while could be a deterring mechanism for criminals, while benefiting hoteliers and shaping guests decisions in line with the submission of Enz (2009) that perceive or visible security features/attributes help a great deal in shaping the choice of selecting a particular hotel.

Table 4: Theme 3: The Effect of Poor Security on Guest Loyalty

Question three: Are loyal customers always satisfied with your security services?	
M1	Yes they are always satisfied
M2	Our guests are always satisfied
M3	Sometimes they complain…. If the security is poor guest will not come again
M4	Always very satisfied
S1	We have not had any unsatisfied guests in this hotel
S2	On the very rear occasion that we have had an unsatisfied guest
S3	Guests that come to this hotel are always very satisfied
S4	They are always satisfied

Source: Field survey, 2020

From the above table M1, 2 and 4 believe that their customers are always satisfied; bearing in mind those customers would not pay a repeat visit to the hotel if they were not satisfied at the first visit. This view is inconsonant with expectancy disconfirmation theory, which holds that if a product or service fails to meet the standard and expectation of the customers, it will lead to no repeat business or unfavourable word of mouth. Accordingly, unsatisfied customers will most likely not patronize such an organization next time. Bowen and shoemaker (1998) however noted that customers can be satisfied with one brand but still change from that brand to another. This implies that satisfaction has little or no impact on loyalty whatsoever. The submission of M3 is in line with this fact as loyal customers do not always mean satisfied customers.

The business nature of hospitality and tourism in particular militates against loyalty (Zin 2001; Baloglu 2002; Campo and Yague 2007; Jeonghoon and Hansuk 2013). Responses from table 4 seem to be on assumption. All managers believe that if their customers do not feel safe and secure while at their hotels, they will not repeat their visit. The respondents based their responses on mere assumptions since there is no established information on serious security issues in hotels around Makurdi. Also, their responses could be based on the submission of Elizabeth (2020) which highlighted safety and security as one of the basic needs of man Tikkanen 2007). Wernick and Glinow

(2012) argue that security and quality assurance are the constituent and strength of a hotel's reputation.

The expression of M3 "if guest notices poor security at the first instance, they won't be any repeat visit" is supported by the report of Choi and Chu (2001). They argued that security is not necessarily an important factor in the choice of a hotel or destination but influences and shape guests' choice of a revisit intention. Firms must take security seriously if they want to succeed, failure in security means loss of customers. Although security might not matter when trying to choose where to visit the first time, it will certainly matter so much for a second visit or when recommending to someone else (Winklers 2007; Pizam and Mansfield 2006; Choi and Chu 2001).

Table 5: Theme 4: The Relationship Between Customer Satisfaction and Customer Loyalty

Question four: How do you determine the link between guest satisfaction and loyalty?	
M1	Through our suggestion box
M2	Records of regular customer
M3	Suggestion box and guest record
M4	Hotel records about guests
S1	Suggestion box
S2	By comparing guests' responses
S3	Suggestion box
S4	Through gusts opinion that are drop in our suggestion box

Source: Field survey, 2020

All responses above show that the hotels use customer feedback and their records of visitors to determine who has been to their hotel previously and what they had to say about their services. Respondents further reiterated that opinion of most guests reveal their satisfaction with the hotel services which implies that customers repeat visit because they had a previous positive experience. This finding corroborates the report of Looy, Gemmel and Dierdonck, (2003) who revealed that customer loyalty can be due to guests' satisfaction with the product or service. The result, however, contradicts the findings of Jeonghoon and Hansuk (2013) that repeat purchase must not mean loyalty and Gonçalves and Sampaio (2012) who believe that other reasons such as income, the purpose of visit, time of visit etc. rather than satisfaction or dissatisfaction determine guests' choice of a particular hotel.

Table 6: Theme 5: The Effects of Poor Security

Question five: Do you think poor security affect guest loyalty?	
M1	Yes of course
M2	Yes
M3	Yes I agree with that
M4	A hotel will certainly be affected if its security is poor

S1	No guest will come if the security is poor
S2	Yes poor security will affect customer patronage
S3	Customers cannot keep coming to a hotel with poor security
S4	No customer will risk his/her life to lodge in a hotel with poor security

Source: Field survey, 2020

The above result shows that poor security will affect guest loyalty. Respondent S3 succinctly stated, "customers cannot keep coming to the hotel if the security is not good enough". This means that, even though security may not influence the choice of the hotel at the first time, it will certainly affect the decision of a return visit. This result is inconsonant with the report of Choi and Chu (2001) that poor security or its absence could result in dissatisfaction and guest decline. Hotel security should be given priority as it influences guests' assessment of service quality which helps hotels to stand out among competitors, gain competitive advantage, enhance and boost their corporate image, increase guest loyalty and improve business performance (Chan and Lam 2013).

Table 7: Theme 6: Security Challenges in the Hotel

Question five: What do you have to say about the security challenges in hotels in Makurdi?	
M1	Security challenges have been handled to a greater extent
M2	If I am to quantify it, I believe 75% of hotels in Makurdi are well secured
M3	It is difficult to ensure total security in the hotel industry
M4	Hotels have tried their best to secure their guests and facilities
S1	The security of almost all hotels in Makurdi is very tied
S2	There are no security challenges at all
S3	Most security staff are very lazy and most time is not very effective
S4	Generally, security in hotels is not 100% guarantee, but with our intelligence, we have no challenges

Source: Field survey, 2020

While M3 in the result above feel it is difficult to ensure security in the hotel, M1 and M2 believed that security challenges in the Benue region have been properly addressed and hotels in Makurdi are secure and safe for customers and staff. It is however imperative to note that, the situation can be entirely different in other parts of the country especially in the Northeast region where there is a high level of insurgency. Although S3 believes that security is very critical and sacrosanct to the survival of the hotel business. He believes that well-equipped security in hotels scare criminals while hotels with very lazy security who often neglect their duty could encourage criminal activities. Khan (2013) places that appear to be well secured will scare criminals away, in the same way, a place where security seems to be taken for

granted will attract hoodlums. Respondent S4 boast of an effective intelligence system that makes them prepared for any situation. This finding conforms with the report by Somerson (2009) who noted that when threats and vulnerability are identified, they will be better managed.

Table 8: Theme 7: Relationship with Other Security Agents

Question six: What is the relationship between your hotel security department and the public security agents?	
M1	We usually work together with the police
M2	Our relationship is good
M3	The relationship is very good
M4	The relationship is cordial
S1	We have a good relationship with the public security agents
S2	Our security and the police cooperate and work together
S3	We work together and we understand ourselves
S4	We have a very cordial relationship

Source: Field survey, 2020

The result shows that the relationship between hotel securities and other security agents is very cordial. All hotel managers revealed that their relationship with the conventional state security is mutual. The chief securities in all the hotels also admit that they work in close contact with the police and other paramilitary agencies, which has to help them succeed. The collaboration of these security agencies has helped hotels to successfully fight crime perpetrated within their domain. The use of intelligence by hotel security is also critical and has helped them to be very proactive about criminal activities and other crimes within their vicinity.

Diminyi, Agaku, Ibuo, Anyanwu & Odey (2020) stated that hotel management can only achieve customer fulfilment when her security strives among other threats to eliminate vulnerability through intelligence report. The mutual relationship between hotel security and other public security agents has aided the service performance of hotels thus encouraging customer satisfaction and guest loyalty. It is believed that criminals will be kept away if they know they stand a chance of been caught.

Conclusion

The result above reveals that the only challenge faced by hotels in Makurdi is theft and noise perpetrated mostly by commercial sex workers who at the end of the business with their clients, tend to steal clients' valuables like money and jewelry. This often results in fights and arguments that cause noise and disturb other customers. On the security situation in hotels, findings revealed that most hotels are well secured for customer's lives and properties. However, the result also indicates that most security staff are negligent of their duties, and that makes the hotels vulnerable to all crimes. The study reveals that hotels in Makurdi share a great relationship with state security agents as

they collaborate to fight crime and protect the lives and properties of their customers.

It was clear from the results that the management of the four hotels takes security very seriously. They also believed that loyalty is shaped by customers' positive experiences during their stay in a hotel. When customers experience adverse security incidence they will certainly be dissatisfied and this can be detrimental to repeat patronage and loyalty, thus a well-secured hotel leads to a satisfactory outcome which is likely to reinforce customer loyalty. However, it was difficult to ascertain the true state of the effect of security challenges on guest loyalty as hotels understudy claim not to have experienced any security challenge.

Recommendation

This study recommends further study of hotels in other parts of the country that will be targeted on customers rather than management.

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