



Evaluation of Customer Complaints to Catering Services in Terms of Food Safety

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Abstract

The aim of the study is to evaluate the customer complaints reported to catering services companies (CSC) and to determine the food safety subjects that these companies should focus on as a result of this evaluation. The study was conducted on 3 various CSC customers operating in Istanbul and data were collected in 2019 through Customer Satisfaction Management System (CSMS - ISO 10002:2018). A total of 1221 customer complaints received by ISO 10002:2018 were classified under 4 main headings (Food Safety, Quality, Delivery and Menu) and 13 sub-headings, and the results were tested with frequency analysis. The complaints were caused by 33.58% from food delivery, 30.88% from quality, 25.47% from food safety and 10.07% from menu, respectively. It was determined that the priority in complaints about food safety was physical risk factors with a rate of 67.2% and then biological risk factors with a rate of 32.8%. Among these complaints, factors related to food safety are a situation that reduces the credibility of the company as they directly affect health. Besides, the presence of risk factors related to food safety that cause customer complaints concerns public health, it is not only an individual but also social problem. As a result, it has been determined that catering customers have food safety problems and complaints. It may be suggested that catering services companies work on the specified food safety complaint subjects in order to ensure customer satisfaction, ISO 10002:2018 effectively manages customer relations and finally develop and implement effective food safety management strategies.

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INTRODUCTION

CSC are businesses that plan, manage and execute the nutritional needs of specified customers from a single center. Due to technological developments, urbanization and the increase in the number of employees in recent years, the tendency towards catering services is increasing. Today, 70% of the populations in developed countries eat at least one meal a day from catering services organizations (Kahraman, Cebeci, & Ruan, 2004).

Customer complaints, which are frequently encountered in catering services companies, especially regarding food safety, are among the subjects that are increasingly important today. The attitude of the CSC regarding these complaints determine customer satisfaction. In order to ensure customer satisfaction, these companies must be more careful and attentive about complaints, which will prevent customers' losses (Kılınç & Saka, 2019).

In a highly competitive environment, it is easier for CSC to try to retain existing customers than to gain new customers. It is important for CSC to ensure food safety in terms of retaining existing customers. For this reason, customer complaints about food safety should be carefully evaluated and resolved in order to ensure customer satisfaction and prevent customer loss. Corrective and preventive actions taken by companies for customer complaints increase the customer's loyalty to the company. Therefore, it is important for catering services managers to see the feedback on service and product defects submitted as complaints by customers as an opportunity to improve themselves (Chan, Hsiao & Lee, 2016).

Food and beverage businesses are divided into different branches such as hotels restaurants, independent or chain restaurants, industrial food services (catering services) ...etc. (Dhir, Talwar, Kaur & Malibari, 2020). Therefore, the demands and expectations of the customers and their complaints differ accordingly. Especially, as a necessity of the industrial society, food and beverage enterprises that meet the nutritional needs of employees are called catering services. In this business branch, complaints are mostly related to service, personnel awareness, menu, quality and food safety. Among these complaints, those related to food safety due to the risk of poisoning of the customers should be identified and carefully emphasized (Ayaz & Sünbül, 2018).

The aim of the study is to evaluate the customer complaints incoming to CSC and to determine the food safety subjects that these companies should focus on after this evaluation.

Conceptual Framework

As nutrition is a basic requirement, people have to have sufficient and balanced nutrition in order to lead a healthy life. Nutrition with safe and healthy foods is the most natural right of every individual. It is important for public health that individuals who make up the society meet their nutritional needs from the right sources. In addition, the development of countries is directly related to the qualified workforce, which is adequate, balanced and healthy (Şen & Şimşek, 2020).

Catering Services Companies and Food Safety

Although eating at home and together has an important place in our food culture, the changing working conditions as a result of the developments in the industry and the inclusion of women in working life have led to an increase in people's need for nutrition outside the home (Şen & Şimşek, 2020). The most important institutions that meet this need in industrial terms are CSC (Yarış & Aykol, 2017). CSC included in the group of businesses providing food

and beverage services; they are organizations that carry out mass nutrition services taking into account public health. CSC meet the nutritional needs of personnel and guests of many different organizations such as industrial facilities, schools, military facilities, hospitals and nursing homes (Yalın Kaya & İlhan, 2018).

CSC are the last link of the chain that serves healthy food products to the end consumer by processing agricultural, animal and similar raw materials. Intense competition in the catering services industry, new developments in food science and technology, the awareness of healthy nutrition and legal obligations increase the importance of food safety. Food safety is the observance of the necessary rules and taking precautions in all stages of food processing, storage, transportation and service in order to ensure the production of healthy foods (Ayaz & Sünbül, 2018). The implementation of food safety is of great importance in providing a healthy and reliable catering service continuously and without any problems (Sezgin & Artık, 2015).

The main purpose of food safety is to prevent physical, chemical and biological hazards that may occur at all stages of the food served. Physical hazards consist of stones, soil, insects, metal, glass pieces, hair, nails and similar risks. Chemical hazards include risk factors such as heavy metals (mercury, lead, etc.), natural plant chemicals (solanine found in potatoes, etc.), mycotoxins, pesticides, excessive use of food additives and veterinary drug residues. Biological hazards arise from contamination by microorganisms (bacteria, mold, yeast, parasites and viruses (Taylor, 2005).

Foods before the cooking process; it must go through preparation processes such as sorting, dissolving, washing, chopping and shaping. Hazards that may occur in all these processes are eliminated by applying food safety principle. Since preparation, cooking and service processes are labor intensive, it is necessary to apply the personnel hygiene rules without error. One of the most important sources of danger is that personnel hands contain microorganisms. Therefore, cross contamination should be known by the personnel and necessary precautions should be taken, and the personnel should be prevented from touching the products prepared for service with bare hands. Another important source of danger in terms of food safety is the water used in the workplace. Drinking water should be suitable for food safety. In other words, it should be known that water does not have microbiological, chemical and physical risks and it should be analyzed periodically (Doğan, 2018).

In order for catering businesses to establish an effective food safety system, it is necessary to analyze the components of food safety in the best way with a holistic and proactive approach (Nyarugwe et al., 2020).

The main purpose of food safety is to protect the health of customers and to ensure customer satisfaction (Neacșu, 2019). In addition to food safety, product quality is also the most important part of customer satisfaction and is one of the most important indicators of customers. For CCS, the texture (consistency), appearance and taste of the product are the main factors affecting product quality (Ko & Chen, 2016). Serving safe and quality food with a menu prepared in accordance with the rules will ensure customer satisfaction as well as loyalty. However, it is reported that food services provided by CCS positively affect eating behaviors (Gerritsen, Dean, Morton, & Wall, 2017). Likewise, considering that a balanced diet affects health positively, menu planning is important, especially in the diet of chronically patient personnel (Kerins et al., 2020; do Rosario & Walton, 2020). Menus provide communication between customers and CCS and are an important tool for the success of food service. For this reason, when preparing menu lists, considering nutritional values, menu variety and customer preferences, superiority will be achieved in the sectoral competitive environment (Cunha et al., 2019).

Customer Complaints and Customer Satisfaction Management System

Today, with the awareness of consumers as a result of the requirements of industrial life and the development of technology, the production of quality goods and services has become important in all sectors, and the increasing diversity has created variability in customers' quality perceptions. Especially in terms of catering services, customers are in interaction with employees, the place and the product offered during the production and consumption of the service. As a result of this interaction, they expect quality products to be served in a quality place (Soylu & Taştan, 2020). Ayaz and Sünbül (2019) reported that there is a positive relationship between complaint behavior and food safety information in their study to test the effect of customers' food safety information on complaint behavior. For this reason, the service quality that food and beverage businesses will spread throughout the business is extremely important in terms of creating customer satisfaction and ensuring business sustainability. Otherwise, when the quality perceived by customers in terms of food safety is lower than the quality they expected, it will be inevitable for the business to encounter customer dissatisfaction and therefore complaints (Kim & Boo, 2011; El-Adly, 2019).

Customer complaints are defined as negative feedback from customers (Şahin, Girgin, Kazoğlu & Coşkun, 2018: 70). The main sources of complaints are customers who have problems or think they have problems, and these complaints cause customer losses (Özdal & Bardakoğlu, 2017). Accordingly, companies that determine their strategies improve themselves in the field of CSMS and increase customer satisfaction. Customer complaints are an important form of feedback about companies' products and services (İbiş, Kızıldemir & Çöp, 2019). Companies can have the opportunity to improve themselves in the areas they lack by reviewing their processes thanks to customer complaints (Ayaz & Sünbül, 2018).

Unsatisfied customers can complain about the business in various ways, either directly or indirectly. Customers can complain to the company, the people around them, the media and various consumer organizations or judicial institutions. Complaints are broadly classified into four categories: voice (face to face), written, telephone and online-electronic complaint channels (Erdem & Yay, 2017).

Today, customer satisfaction is one of the main applications of customer focus. For this, as in other sectors, catering service companies must determine customer demands and offer products and services accordingly. In order for these customers to become loyal customers, they are expected to share positively about the company from which the product or service is purchased (Şahin, Kazoğlu & Sönmez, 2017). However, the process does not end with the service procurement and is not limited to the satisfaction and dissatisfaction experienced. In addition to the high probability of losing a customer who has experienced dissatisfaction, it may affect other customers by making negative communication about the company. All these negative factors reveal that companies need to deal with customer complaints (Gürbüz & Ormankıran, 2020).

CSMS, which is an element of Quality Management and is encountered as one of the ways to satisfy the customer, greatly affects the success of companies (Pileliene, Almeida, & Grigaliūnaite, 2016). The ability to properly handle complaints distinguishes successful companies from unsuccessful ones (İbiş et al., 2019). Managing complaints is not only to eliminate the causes of customer dissatisfaction, but also to prevent all customer dissatisfaction that may occur in the future (Şeker, Unur & Erdem, 2019).

CSC provide customer satisfaction with their activities much more economical than the activities they will do to gain new customers (Stauss & Schoeler, 2004). Losing existing customers causes a decrease in revenue, while acquiring new customers causes marketing and advertising costs (Koçoğlu & Kıycı, 2018). For this reason, it is necessary to ensure the continuity of the existing customers' satisfaction first. Thus, it will have a positive effect on the performance of the company (Bilgin, 2017).

The way of evaluating suggestions and complaints from customers, and especially a solution-oriented approach to complaints, increases the loyalty of the company's existing customers and helps gain new customers (Kılınç & Saka, 2019). Loyal customers whose complaints are resolved and satisfied can feel responsible for helping the success of the company (Bilgin, 2017). Aksu, Korkmaz, and Sünnetçioğlu (2016) noted that increasing customer satisfaction has a positive effect on repeat purchasing loyalty and recommendation behaviors.

It is reported that 96% of the dissatisfied customers prefer to remain silent and do not show the behavior of complaining (Alabay, 2012). However, these customers, who do not let the companies know their problems, may tell people around them about their negative experiences (Çetin Gürkan & Dönmez Polat, 2014). For this reason, providing notifications of customers' complaints to the company and evaluating and resolving them should be among the most important tasks of companies (Kılınç & Saka, 2019). Customer complaints management, which is defined as ensuring customer satisfaction as a result of finding and evaluating factors that cause dissatisfaction on the customer, and finding solutions, aims to maintain customer satisfaction by solving product and service-related problems (Şahin et al., 2018). A catering service company that attaches importance to customer satisfaction should serve hygienic, preserved nutritional value and quality foods in a way that meets the expectations of the customer (Yarış & Aykol, 2017).

In this way, a catering service can be developed, maintained and continuously improved with effective planning, programming and control mechanisms. Changing customer demands and expectations requires conscious, skilled and trained personnel at all stages of production and service (Yalım Kaya & İlhan, 2018).

An effective CSMS plays an important role in customer retention and gaining new customers. Many opportunities are captured by customer complaints, thereby obtaining valuable information resources to improve weak spots in company products and services. CSMS benefits from the resolution of customer complaints and in addition significantly increases the product and service quality of companies (Zhang & Kim, 2010; Don Basari & Shamsudin, 2020).

If a company still does not find a solution for the overlapping complaints, it will not be able to save itself from completely losing the customer. Therefore, it is necessary to spend serious effort and time to deal with customer complaints and to find solutions. When a customer with a complaint is dealt with closely and the problem is resolved, it becomes a more loyal customer than a customer who has never complained. In addition, customers whose problems cannot be solved can negatively affect potential customers by telling their surroundings about their negative experiences (Doğan, 2018).

Methodology

Purpose and Importance of the Research

The purpose of the research is to classify and evaluate customer complaints reported to catering service companies in Istanbul and as a result, to determine the food safety subjects that require to be focused on. In accordance with the purpose, the research question was determined as *"What are the customer complaints of corporate companies that outsource catering services about food safety?"*. Customer complaints reported to the catering service are classified based on the food safety literature. The results obtained are of great importance for catering services companies. The main reason for choosing CSC is that the studies on this field are insufficient in the literature.

The Universe, Sampling and Limitations of the Research

The universe of the research is the complaints reported by catering services customers to CSMS in Turkey, and the sampling is the complaints reported by the catering services customers to CSMS in Istanbul. Therefore, the main limitation of the research is the collection of data from 3 different CSC's in Istanbul. In this context, 3 different CSC, which produce an average of 7000 meals per day and price between 15 TL and 20 TL were selected. The personnel of customer companies purchasing CSC; 93% of them are blue-collar employees and 7% are white-collar employees. In addition, 42% of the personnel are women and 58% are men.

Data Collection Tool

In this study, 1221 customer complaints from customer companies that supply a minimum of 100 meals per day from these 3 different CSC in 2019 (January 1 - December 31) were evaluated to the CSMS system via customer representative, phone, and e-mail.

Data Analysis Method

Customers' comments about products and services are one of the most important tools for companies to improve themselves (Stevens, Spaid, Breazeale & Jones, 2018). In this study, data were taken from written and verbal comments reported to the CSMS of 3 different CSCs. The companies that purchase a minimum of 100 meals per day were targeted and 1221 customer complaints reported by these selected customer companies were examined.

Content analysis method, one of the qualitative research methods, was used to analyze a total of 1221 customer complaints. This method is used to classify the obtained data according to the specified words, themes and concepts. Content analysis provides convenience for the researcher in organizing, analyzing and interpreting the collected data. Validity in content analysis is largely a definition problem. For this reason, in order to ensure the validity of the study, the research subject was handled objectively and the categories were defined (Vaismoradi, Jones, Turunen & Snelgrove, 2016). The data of the study were analyzed by three researchers simultaneously, and a reliability of 78% was obtained as a result. Data collected between January 1 and December 31, 2019 within the scope of the research were analyzed using this method.

A preliminary study was carried out for content analysis and all customer complaints were examined and key phrases and words were revealed by considering the literature. During the content analysis, the subjects of customer complaints were classified under headings and subheadings, and it was determined under which heading the customer

complaint sentences would be addressed first. Later, the frequency and percentages of these classified customer complaints were calculated.

In similar studies, customer complaints reported to food services were also classified in different ways. For example; Min (2016) restaurant ambience, menu, service and product; Erdem and Yay (2017) service, ambience, product, staff, menu and price; Koçoğlu and Kıyıcı (2018) service quality, product, price and ambience; Şengül, Çavuş and Taşkın (2018) price, food quality, service quality, ambience; Şeker et al. (2019) product, service, ambience and other complaints; İbiş et al. (2019) are classified as product, price, physical conditions and service quality. In this study, an original classification was decided by using the classifications in other studies. 1221 customer complaints were first classified and tested with frequency analysis. In this context, 4 main headings (food safety, product - quality, delivery and menu) and 13 sub- headings have been determined for customer complaints (Figure 1). In the catering sector, pricing is decided by a contract with the top management of the customer companies and the cafeteria of the customer company is used for catering services. For this reason, unlike restaurants, customer complaints about price and ambience are not reported in catering services.

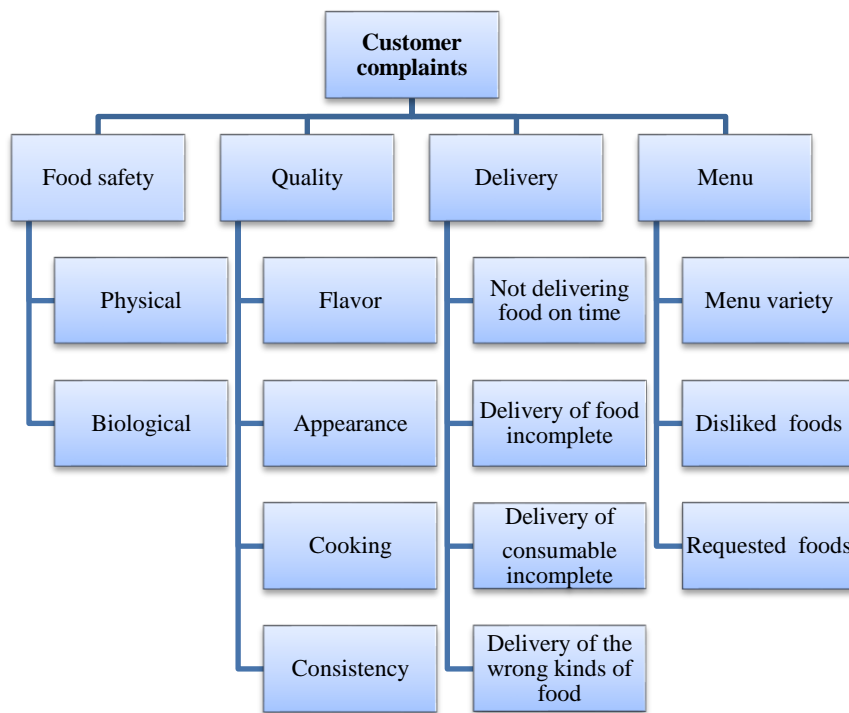


Figure 1. Customer complaint headlines.

Results

It was determined that 1221 customer complaints were reported to 3 different CSC operating in Istanbul. As a result of the analysis of the data, customer complaints are grouped under 4 main headings. Frequency analysis was made to rank the frequency of the complaints reported to CSMS unit by customers and the frequency distribution of complaints are given in the Table 1.

Table 1. Complaints by customers.

Complaint Subjects	f	%
Food safety	311	25.47
Quality	377	30.88
Delivery	410	33.58
Menu	123	10.07
Total	1221	100.00

Customer complaint topics were categorized under 4 headings and generally more than one complaint subject was included in a complaint report. When the complaints reported to 3 different CSC were resolved, a total of 1221 complaints were obtained. It has been determined that the subjects where customer complaints are most concentrated are respectively 33.58% delivery, 30.88% quality, 25.47% food safety and 10.07% menu. Analysis of the detailed characteristics within the scope of the main complaint subjects based on frequency distribution is explained in the Table 2.

Table 2. Sub-headings of the complaints reported by the customers.

Delivery-Related Complaint Subjects.	f	%	In Total Complaints %
Not delivering food on time	68	16.58	5.57
Delivery of food incomplete	287	70.00	23.50
Delivery of consumable incomplete	35	8.54	2.87
Delivery of the wrong kinds of food	20	4.88	1.64
Total	410	100.00	
Quality-Related Complaint Subjects	f	%	
Flavor	188	49.87	15.40
Appearance	25	6.63	2.05
Cooking	138	36.60	11.30
Consistency	26	6.90	2.13
Total	377	100.00	
Food Safety-Related Complaint Subjects	f	%	
Physical	209	67.20	17.12
Biological	102	32.80	8.35
Total	311	100.00	
Menu-Related Complaint Subjects	f	%	
Menu variety	68	55.28	5.57
Disliked foods	29	23.58	2.37
Requested foods	26	21.14	2.13
Total	123	100.00	

70% of the complaints made about delivery arise from missing food portions. The second was the failure of the meal to be delivered on time with 16.8%, while the other reasons for complaints were the incomplete delivery of consumables with 8.54% and the mis-delivered of the food with 4.88%.

In the Quality-related complaints, it was determined that 49.87% of the complaints were caused by the taste of the food, 36.60% of the cooking, 6.9% of the consistency and 6.63% of the appearance.

In complaints about food safety, which is the most important criterion in customer satisfaction and loyalty, the priority is physical risk factors (presence of insects, flies, worms, bones, hair, etc. from foods or foods, salads, equipment are muddy, stained, dirty) with a rate of 67.2%. The rate of complaints related to biological risk factors (food souring, foaming, rotting, expiration date, etc.) was determined to be 32.8%. Complaints related to biological risk factors, which are very important for public health, are at 8.35% of the total complaints.

Of the complaints made by the customers regarding the menu, 55.28% of the menu variety (serving similar dishes or serving the same food all the time), 23.58% of the disliked foods are included in the menu and 21.14% of the requested foods are not included in the menu.

Discussion and Conclusion

The main purpose of the research is to determine the food safety subjects that CSC should focus on from the perspective of customer complaints. In addition to this main purpose, it is aimed to evaluate the customer complaints reported to these companies. The study was conducted in 2019 by collecting customer complaints received from 3 different companies under 4 main headings (quality, delivery, menu and food safety) and 13 sub-headings. As a result of the frequency analysis, it is seen that the most complaints of the customers are the food delivery subject, and the food is delivered in the missing portion (23.5%).

In a similar study conducted by Kılınc and Saka (2019), the reasons for customer complaints in restaurants were examined from the perspective of customers and personnel, and 46 forms were collected from customers and 42 from personnel. As a result of the frequency analysis made with the collected complaints, it was concluded that the most common complaints (30.43%) were caused by the slow and / or insufficient service (missing, late, wrong orders).

In CSC, which is a labor-intensive sector where time limitation is felt most, it is possible to frequently encounter complaints about delivery due to personnel mistakes, such as missing portions and consumables, failure to deliver the food on time, and misplacing the food. When evaluating complaints, although it has the highest rate of complaints by the customer, when such complaints are reported to the complaint management, due to the rapid response to resolution (changing the wrong food immediately, completing the missing portion quickly, etc.), plays a very low role in the negative change of the customer's opinion about the company (Grigaliūnaitė & Pilelienė, 2014).

In another study, the comments made by local customers staying at 5-star hotels operating in Belek region were categorized on a web page and a total of 892 complaints were obtained from 307 customer comments. Complaints about catering service (24.77%) were determined to be one of the most important subjects of customer complaints. It was observed that 90% of these complaints were related to insufficient food and beverage products (menu variety) (Gürbüz & Ormankıran, 2020). In our study, complaints about the menu (insufficiency of menu variety, disliked foods, etc.) are the least common among the customer complaints (10.07%). At the same time, these are complaints that can be resolved quickly when an effective CSMS is implemented, such as complaints about delivery. Besides that, factors such as food quality and menu variety positively affect customer satisfaction (Petzer & Mackay, 2014).

The most important factor affecting customers' thoughts and attitudes about the company is the conditions related to food quality and safety. In our study, the rate of these two complaint groups covers more than half (57.35%) of customer complaints. In a study by Soylu and Taştan (2020), the effect of restaurant customers' cleaning perceptions on customer satisfaction was investigated. In the study, a questionnaire was applied to 427 participants and it was determined that customers care about restaurant cleaning and food safety. According to research findings, the main meal served in the restaurant is a major factor for customer satisfaction, but cleanness of the restaurant is also important for customers. Josiam and Monteiro (2004) reported in their study that the taste of meal along with cleanliness and hygiene are the most important factors affecting to customer satisfaction.

In another study, it has been reported that the frequency of product, cleaning and hygiene errors (foreign matter in foods, dirty equipment or place, spoiled foods), which can be considered as food safety, has a rate of 21.738% (Kılınç & Saka, 2019). In the study conducted by Şahin et al. (2018), 1820 comments made on social media about Alaçatı seafood restaurants were examined, 949 complaints were determined and divided into 6 main headings and recommendations were given for the resolution of customer complaints. According to the distribution of these customer complaints, food safety and quality problems (34.14%) were determined to be the second most frequent reason for complaints. In a study conducted by İbiş et al. (2019), the comments made on the web sites for Chinese restaurants in Istanbul were examined and it was determined that 39% of the comments were customer complaints. These customer complaints were classified according to their subjects and it was determined that the most complaints were about the food quality. Similarly, in another study, it is reported that the most common complaints about the catering service in restaurants are the negativities related to the quality of the food (taste, cooking technique and freshness of ingredients) (Şeker et al., 2019). In the study conducted by Erdem and Yay (2017), the comments on a website about restaurants in Antalya were analyzed and classified, and it was reported that complaints originating from personnel (31%) and food quality and safety (22%) were received. Dalgıç, Güler, and Birdir's (2016) study, the comments made by tourists visiting Mersin and Hatay cities on a website was analyzed and it was reported that customer complaints were mostly related to food flavor. Especially in Mersin, it was determined that the most customer complaints (16.1%) were related to food safety.

In another study conducted in five-star hotels in Afyonkarahisar, complaints were classified and 235 complaints about the catering service were reported to be 40% quality, 7% service, 37% menu and 16% food safety (Kızıldemir, İbiş & Çöp, 2019). In the study by Şengül, Çavuş and Taşkın (2018), an analysis of customer complaints made to the world's top 50 restaurants on the internet was conducted and it was determined that 18.18% of them were related to the quality of the catering service. Although different customer complaint subjects come to the fore in different studies, it can be determined that generally quality and food safety subjects are predominant. It can be concluded that there is an important relationship between customer satisfaction and food safety and quality (Mohaydin et al., 2017). In order to ensure customer satisfaction, it is necessary to know which subject the customer has complained about.

In the study conducted by Koçoğlu and Kıyıcı (2018), a questionnaire consisting of 17 questions was applied to determine the customer complaint behaviors in the catering service. It has been determined that approximately 51% of the customers who participated in the survey turned to complaints due to a problem. The average scores (5 full points) of the customers' complaint behaviors were examined and "I will report my complaint to the restaurant management." 3.83 points, "I prefer the same restaurant if the complaints are resolved." 4.24 points, if the complaint is not resolved, "I will change my restaurant preference." received 4.29 points, and it was determined as the behavior that the customers agree with the most. As a result, it has been reported that determining the customer complaint subjects and thus the strategic approaches that can solve the problems in the catering service is important for customer satisfaction. In a similar study, "How did you react to catering service problems?" 58% of customers to the question "I made a verbal complaint.", 24.3% of them "I did not complain." 14.4% of them, "I told my friends about the problem." and 3.3% of them "I made a written complaint." It was reported that they gave their answers (Kılınç & Saka, 2019). Other studies were examined and similar results were obtained by determining that there is customer satisfaction (60.3%) after customer complaint problems are solved, as in the study conducted by Koçoğlu and Kıyıcı

(2018). The results of these studies have shown that; companies that are aware of customer complaints and try to correct them are more successful.

Although the CSC are divided into different types, when looking at the customer complaints reported to these companies, it is seen that there are basically the same subjects. Factors such as the competence of the personnel and the type of company, as well as the nutritional habits and nutritional needs of customers can affect the number and subject of complaints. For companies that adopt quality and food safety as a principle, satisfaction of each customer is of great importance. The first step in providing this situation is to be aware of customer complaints. Therefore, customers should report their complaints to the company in order to evaluate customer complaints and thus ensure customer satisfaction. When customers are unable to report their complaints to the catering service for any reason, their thoughts will be negative and the continuity of the situation may cause the loss of the existing customer. In addition, as a result of announcing the complaint subjects to their surroundings, other potential customers may not choose the company. In order to prevent this situation, good communication with customers and even encouragement to give feedback is necessary so that customers' opinions on service quality can be understood. Thus, the demands of the customers will be determined, problems causing dissatisfaction will be analyzed, corrective and preventive actions will be taken and the result of this will be customer-oriented (Ziku, Kurniawati, Utan & Nabung 2019; Zhang & Wei, 2018).

It is observed that customer complaints reported to the catering service are generally caused by the attitudes and behaviors of the personnel. Therefore, it is an obligation for companies to ensure the quality and standard of service that the personnel are conscious about. For this purpose, an effective personnel management policy should be implemented in order to contribute to the development of knowledge, skills and motivation of the personnel through in-company trainings (Aracı & Akgöz 2018).

Customer complaints about delivery are the most frequently reported complaints. This is followed by customer complaints about quality. Service and kitchen personnel should be trained on the subject and focus on their work and contribute to the increase of service and food quality. Likewise, in order for companies to resolve their complaints about the menu, they need to increase the variety of the menu and know which foods are more in demand. In addition, it should not be forgotten that the ambiance of the cafeteria can change the thoughts about eating positively. For this reason, appropriate arrangements to be made in the cafeteria can contribute to ensuring that the meals are eaten in more spacious and bright environments, and thus, reducing negative opinions about the quality of the meals (Fidan & Artuğer, 2018).

In our study, although 74.53% of customer complaints are the result of complaints about delivery, quality and menu, these complaints do not result in customer loss if these complaints are not repeated. Therefore, establishing an effective CSMS and taking corrective and preventive actions for reported customer complaints is effective in ensuring customer satisfaction. However, problems related to food safety are a situation that reduces the credibility of the company in the eyes of customers. In addition, the presence of risk factors related to food safety that cause customer complaints should be seen as a public health problem. Because they are factors that negatively affect human health much more than other customer complaints. Body damage caused by physical risk factors, acute or chronic poisoning caused by chemical risk factors, or foodborne diseases caused by biological risk factors can negatively affect human health and become a social problem. For this reason, when analyzing customer complaint subjects, complaints related

to food safety should be prioritized, an effective food safety management system should be established, it should be integrated with other management systems to avoid other complaints and the approach should be proactive rather than reactive. Although it is important to have a system to be established and implemented to reduce customer complaints, the role of personnel is quite high, especially in catering services. Because this sector is a labor-intensive sector and the personnel factor comes to the fore at every stage of production. Therefore, the training, skills, awareness and motivation of the personnel are of prime importance for the success of the company (Ayaz & Snbl, 2018).

As a result, customer complaints on various subjects are reported to CSC. Since the satisfaction of even a single customer is important in a customer-oriented competitive environment, each of these complaints must be analyzed and resolved meticulously and an effective customer management system must be established.

Conflict of interests

The authors declare that there is no conflict of interest.

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