EFFECTS OF HOTELS ON DEVELOPMENT OF KAMPALA
A CASE OF SHERATON HOTEL

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DECLARATION

I **BARASA KETTY**, a student of Kampala international University, declare that this is my original work and to the best of my knowledge, it has never been presented by any other person for any academic award.

Signature.....BKC.....

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APPROVAL

This research report was compiled under my supervisions and is hereby submitted for examination with my approval as the designated University Supervisor.

University Supervisor

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Signature……

Date……23/9/2017……..

DEDICATION

I dedicate this report to my beloved parents, my brothers and sisters, relatives and friends for their contribution towards the completion of this report my God bless you all.

ACKNOWLEDGMENT

I would like to take this opportunity to express my heartfelt gratitude for the contribution of those who in one way or another helped me in accomplishing this hard task of preparing this project.

First, I thank the Almighty God, for blessing me with wisdom, love, Power, health and care.

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ABSTRACT

The study aimed at assessing the effects of hotels on development of Kampala. The objectives of the study were; to identify the effects of hotels on development of Kampala, to identify the challenges faced by hotels in developing Kampala, and find the relationship between hotels and development. This study was confined to Sheraton hotel Kampala Uganda. This placed business organization which was chosen to take form of this study because it provided various services and they were packed differently for differentiation to attract more customers and this helped to give information required to accomplish this study hence reliable and valid data was obtained at the end of the study. A stratified sampling procedure was selected from Hotel employees so as to ensure representativeness and minimize bias, whereby the strata were composed of different Hotels categories. The Hotels were the main targets for the study. From each of the sampled Hotels, two respondents were selected. The first respondents were persons identified by the Hotels leadership as the staff, and the second was a member of the Hotels governing body. From the findings on table 4.5 the majority of respondents (66.7%) agree that hotels employs 308 permanent staff, who receive above average compensation and also benefit from a 26.7% percent service charge which is distributed monthly, and 6.7% were not sure. From the computation, the findings indicate that hotels affect the development of Kampala levels by 0.05 This is positive significant relationship ($r= 0.837$) implying that if hotels does perform its functions very well, development will highly affected positively and when hotels are not well development will be highly affected negatively. The study concluded that the development of hotels were very important because without hotels the tourism industry cannot develop since these hotels host tourists from different parts of the world who wish to have recreation in their holidays, however these hotels face a great challenge concerning the service they offer to the tourists. The findings reveals that among the challenges facing the hospitality industry include shortage of qualified personnel, different expectations and different demands of the tourists which make it difficult for every customer to be satisfied due to their different attitudes and different perception on the services they get. Hotels and Tourism sector in Uganda act as the back born of our economic as the second after mining sector increasing the GDP of our country. The government should invite more tourism investors to invest in our country particularly hotels investors that provide meals and accommodation and other tourist facilities both in cities and rural area where the tourists attractions found.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter comprise of background of the study, statement of the problem, purpose of the study, objectives, research questions, the scope of the study and significance of the study.

1.1 Background

The hotel industry is a huge and famous industry in this world, and there are multiple areas in this industry. This industry is specialized by training. This gigantic sector includes traditional hotel industry such as resorts and hotels, motel and a range of other hotel services. (Johnston, 2010). Because of this industry is famous so there are several advantages in this industry. But if we look deep through this industry also got some disadvantages also.

The advantage of hotel industry is that, they afford to provide the full service to their customers. For example, many hotels or resorts are around-the-clock, provide 24-hour operations and staffs are required to work varied shifts and extended hours for their customer satisfaction. Its means they provide the services for their clients all the time. Without bothering the time of the clients ask for the service. For example if any of the clients need foods or any other service at midnight means they can provide all the service to them without any further adore (Johnston, 2010)

Besides that, this industry also provides other services such as tour and tourism beside provide only the accommodation service. Mostly the resort department will provide this as their service. It is because mostly the resorts will located at beach site waterfall site. So the people those who are go there can enjoy the beach site by staying there for 2 days or more than 2 days. In this situation, the industry helps their client to enjoy the nature by staying at beach site. The resorts also sometimes will build at jungle site. Those who is interest for stay in jungle for get any deferent experience they can go there and stay there and at the same time can enjoy the jungle life.

The hotel industry is famous for accommodation sector. They provide this sector with multiple categories. For example five star hotel, four star hotels, and three star hotels and so on. So those who are afford to pay the high fee they will choose their standard level hotel such as five star or four star hotels and those who are not afford to pay more fees only for the accommodations for a

short period time will choose the lower level hotels. So its shows that this industry provide hotels for all the people according to their living standard.

Then glamour myth also an advantage of the hotel industry. Is means the hotel industry offers you the chance to meet rich, famous and interesting people. So we can meet them at the place where go for rest but at the same time it brings benefit to us.

At the same time they can include scientists attending in-house conferences, foreign tourists, local business people and ordinary everyday citizens. Although you might be able to tell your friends that Hollywood's hottest stars are staying in your hotel, you'll probably have to stretch the truth a little to say that you actually talked with them. Celebrities might chat with you like an old friend, out of politeness, only when ordering room service, or not at all. Some may be jovial and even invite you for a drink, while others will treat you with the cool and fun.

Besides that, pressure, high standards and deadlines also a disadvantages of the hotel industry. Working for demanding clients and management is not the downside of working in hotels - for it is what the industry is all about - but you may find that the pressure of guest and management expectations are more stressful than you ever imagined. Pressure and deadlines are intrinsic elements of the industry and the best hotel workers thrive on conquering the challenges and obstacles placed in the way of personal and company objectives.

Culture problem also consider as a disadvantage of this industry. Most of the hotel industry provides their service with the western style but it not suitable for all the clients of them. For example we can take the Malay religion, they cannot eat all the food especially pork at all and they can eat only food so they face some problems. Then also must prepare with at least a special hall for their praying. Thus the study was aimed at assess the effects of hotels on development of Kampala.

1.2 Statement of Problem

With the advantages of hotel Industry come the disadvantages too. The disadvantage of this industry is long and odd hours. This means that if the client or customer of that particular hotel doesn't like early starts or late finishes, then the hotel industry may not be help them. Furthermore the hotel industry provides the standard living for their client (Johnston, 2010). They provide services with the standard level such as the rooms that they provide the foods that they provide

(Johnston, 2010). They provide the rooms with full furniture and all the equipment. So the client will happily can enjoy all the service of them. So they will satisfy with their service and may be the loyal to the particular hotel industry. However, the hotel industry faces labor and human resource challenges including the compression or shrinking of the labor force, union issues and escalating health care and benefit costs among others affecting the development process of Kampala. Therefore, this research is aimed at identifying the effects of hotels on development of Kampala.

1.4 Purpose of the study

The purpose of the study was to assess the effects of hotels on development of Kampala.

1.5 Objectives of the study

This study was based on the following objectives;

a) To identify the effects of hotels on development of Kampala.
b) To identify the challenges faced by hotels in developing Kampala
c) To find the relationship between hotels and development.

1.6 Research Questions

This research was set to answer the following research questions:

a) What are the effects of hotels on development of Kampala?
b) What are the challenges faced by hotels in developing Kampala?
c) What is the relationship between hotels and development?

1.7 Scope of the study

1.7.1. Content scope of the study

The study was carried out on the effects of hotels on development of Kampala. It was guided by the objectives; to identify the effects of hotels on development of Kampala, to identify the challenges faced by hotels in developing Kampala and to find out the relationship between hotels and development.

1.7.2. Geographical scope of the study

This study was confined to Sheraton hotel Kampala Uganda. This placed business organization which was chosen to take form of this study because it provided various services and they were packed differently for differentiation to attract more customers and this helped to give information required to accomplish this study hence reliable and valid data was obtained at the end of the study.

1.7.3. Time scope of the study

These studies were confined to a period of seven years that was 2007-2015. It was because from that time many services had been offered by this company and there were packed differently to increase their sales volume and compete favorably in the market environment.

1.8 Significance of the study

The study finding will be useful to company because it will help them make a marketing strategy by meeting customer needs.

The study finding will be helpful to improve quality perceptions of their product(s) by designing packages that are more elaborate than visual competitors in the segment of interest, thereby generating more value as perceived by the consumer, motivating purchasing decisions towards development process.

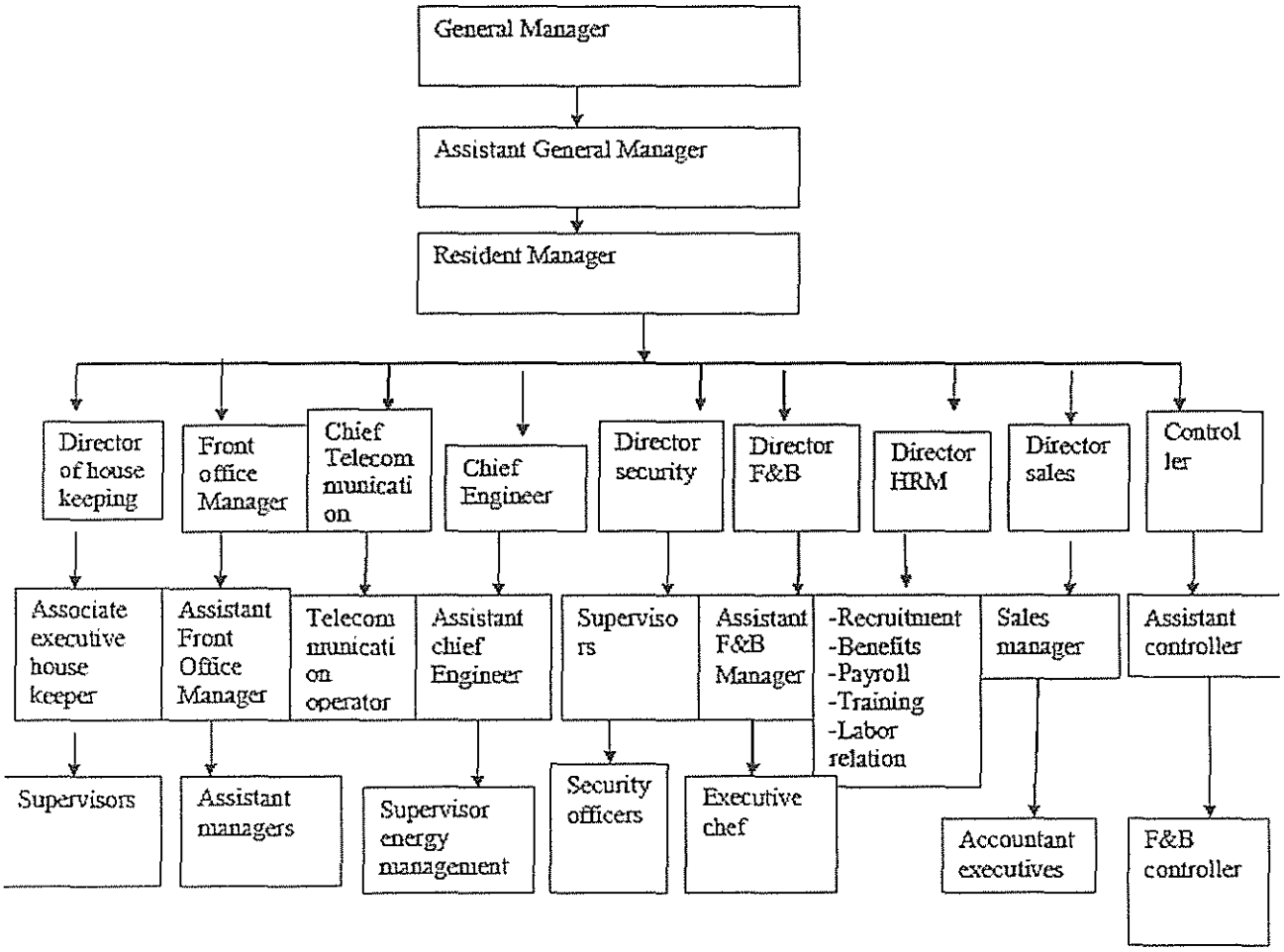
The study will be of the help to the marketer on package and sale volume that might find the findings of this study relevant to their organizations

The study will be relevant to other scholars who will be presented with factual information on the relevance on sale volume.

1.9.0 Conceptual framework

Conceptual framework was defined as a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation (Reichel and Nilsson, 1987).

1.9.1: A conceptual framework for hotel departments and their roles in connection to development



Source: http://www.helium.com/items/1491348-differen-hotel-departments

1.9.2: Description of the chart

A hotel is made up of a large group of people's contribution. Like a big corporation, a hotel breaks the whole of people into departments to specialize their roles and assign them corresponding duties to utilize the performance of each hotel functions.

As we can see in the illustration above, even to outsiders who have never been participated in the hotel industry, obvious roles of people have to be involved for a successful hotel business.

Food and Beverage (F&B): Employs the most number of people out of the entire hotel, provides food and beverage to guests in the hotel. Also is included in Cafes, restaurants, clubs, bar, poolside bar lounge, Banquets (meetings, events and private functions) and finally Room Service.

Laundry Department: Under this department, it deals with handling the cleanliness of the cutleries and utensils, handle washing, polishing and cleaning of the utensils.

Front Office: One of the basic needs is shelter & security. It is associated with hotel rooms, housekeeping and concierge. Back office roles are reservation clerk & telephone operator. Front office roles are guest relations, cashier and night auditor. They handle guest check-in and check-out, guest account and guest enquires.

Concierge: They handle or manage guest enquires, valet parking, and guest luggage. Handle in-coming & outgoing mails for guests.

Housekeeping: This department is responsible for maintaining cleaning standards of the guest rooms and public areas. Also it deals with staff uniforms and laundry services

Maintenance & Engineering: Manage day to day maintenance issues that arise. No direct contact with guest, fix anything that is broken or faulty (e.g. – television, chairs, bulbs, etc)

Accounting Department: Management of revenue received and expenses incurred by the hotel. Have no direct contact with guest, conduct random check on various department expenses. They may sub-departments handling the purchase of food or items used by the various departments.

Sales & Marketing: Handle advertisement and promotions for various departments in the hotel. Create and design brochures, menus, wine list and so on. The department is also responsible for

increasing sales through attracting new and repeat business and responsible for room and banquet sales.

Human Resources: It deals with recruiting new staff, providing training staff, to reward staff and conduct performance appraisal. To organize induction program, and to handle staff welfare benefits.

The above chart tries to describe how different departments shape the successful provision of services to the clients, the good connection of these departments can influence the development of hotel sector since the clients will get what they intended. Good customer care, good security, nice food, good marketing strategies will enhance the development of the hotel and the tourism industry in general and as a result the economy of Kampala city, the hotels pay tax to the government and therefore promote other inter relating sectors. Travel and tourism always depend on the good facilities offered by the hotels and therefore the hotels are used as a framework for the integral growth of tourism industry in any entity all over the world because of the others interrelated sectors which can complete the total interest of the client such as lodging operations which includes hotels, motels, resorts, camping and parks that provide accommodation to the visitors. Within the lodges there are better facilities which could make the tourist feel home while away. The interested areas in the hotel and facilities include food and beverage operation which includes snack bars, cruise ship, lodging properties, restaurants, vending and catering services.

Destination is another important department in growth of tourism industry where it involve the core agency of client needs which entail the business, recreations, entertainment, research, cultural events, festival, study trip, meeting, sport events and wildlife areas. So in order to be achieved there must accommodates, needs of transport, food and beverages toward the destination areas where you found retain stores like gift shops, miscellaneous , arts/craft shops, souvenir shops, market and shopping malls which complete the needs of tour package. Therefore tourism cannot develop alone but it needs a number of various departments for the completion of the tourism activities which leads to the development of a country economic, social, political, cultural and

technological by earning of income though tourism sectors. Without these departments the word tourism cannot be completed.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section presents a review of available articles and research papers on researches and literature published by other authors' articles, books, journals, reports and previous dissertations related to the topic in question and its variables in order to give an insight into the study as well as expressing the need for this study.

2.1 The effects of hotels on development

Compression of Labor force - the traditional labor force is shrinking as a result of changing demographics. Slowing population growth rates, an aging population, and fewer persons in the working-age group in hotels, have all contributed to the shrinking labor supply.

Unionization issues: The growth in both unions and interest among employees in unions has increasingly posed challenges to hotel related operations. Furthermore, union contracts were expiring in New York, Chicago, Boston and many major cities in 2006, and as a result may potentially disrupt hotel operations.

Increasing health care costs and other benefits: Significant increases in benefit costs are making it more expensive for employers to hire and retain employees, thus hotel companies are forced to be more selective in their hiring process.

Immigration issues and temporary work visas: Since the events of September 11th, the United States has become more stringent on immigration and the issuing of work visas, thus decreasing the overall foreign workforce. As many hotel organizations in the United States rely heavily on foreign employees to fill entry-level positions, hotel organizations must rely more on alternate sources of employment.

Escalating Operating Costs

There is concern that operating expenses were escalate at a greater rate than income, potentially eroding the bottom line. Operators need to monitor the following:

Energy Costs: Global increases in demand and the natural disasters in the Gulf States have stretched energy supplies. Prices increased in 2005 and the forecast is for higher prices in 2006. Energy management/conservation programs and employee awareness are essential to mitigate exposure to dramatically escalating energy costs.

Higher insurance costs: The costs of claims in the Gulf States will translate into higher insurance premiums as well as possible changes in deductibles and/or coverage limits for users. For some, the ability to participate in larger pools, such as chain operations, may soften the blow.

Labor costs and labor shortages: There are national movements to enact living wage ordinances and some major unions are determined to tie together the labor contracts of the top U.S. convention cities in an attempt to strengthen their position at the negotiating table. These potential cost increases come at a time when the industry at large is having difficulty attracting employees. The silver lining is that probable higher wages will result in a larger and more competitive labor pool.

Brand standards: Many brands are changing brand standards, and "raising the bar" via increased services and/or amenities in an attempt to gain a competitive edge in the marketplace which has resulted in increases in operating costs for many hotels.

Impact of Rising Energy Costs on Consumer Travel & Hotel Demand

A decline in all types of consumer travel may be possible as higher energy costs take a bigger bite out of personal and corporate budgets, with travel expenditures typically one of the first discretionary items to be reduced or eliminated.

On a positive note, energy's continuing threat to the industry will undoubtedly force industry execs to be more creative, or at least more conservative, in its use and consumption. Participants at all industry levels were needed more efficient with limited/dwindling supplies, and/or find alternative ways of delivering similar service to their guests without impacting their quality of stay. "Greening" of hotel operations actually became the norm as opposed to a discretionary program as both consumers and hotels of necessity become more focused on energy conservation.

Escalating Renovation and Construction Costs

Increases in renovation and construction costs are resulting in escalating capital reinvestment exposure for many existing hotels and increased capital requirements for new construction.

Existing Hotels: Many branded companies are increasingly demanding improvements and upgrades in the physical condition of hotels and more stringent adherence to brand standards to remain competitive, resulting in escalating capital reinvestment exposure for their hotels.

New Construction: With improved market conditions, developers continue to look for additional opportunities to build hotels. Yet higher costs for construction will be one mitigating factor to new development. There are several factors that will impact the financial feasibility of new construction including: 1) rapid escalation in the price of building materials; 2) higher energy costs and 3) rising interest costs. Most major hotel brands are taking a hard line on improving brand standards and are requiring more costly hotel furnishings and materials. As a result, the cost to build hotels is expected to increase at a pace that is greater than anticipated revenue increases.

The good news is that as higher costs hamper new development, the existing inventory of hotels can benefit by limiting new supply. Direct-Effect Impact, which includes the jobs and spending directly created by the construction and operations of the proposed property.

Indirect or Induced Impacts, which result from production changes in downstream industries associated with the initial direct spending and employment at the facility. For example, a direct expenditure on a restaurant meal causes the restaurant to purchase food and other items from suppliers. These restaurant purchases are an example of indirect economic impact.
Final Impact, which represents the overall economic impact of a change in final demand on output, earnings, and employment on a region's economy. The final impact calculations represent the increased output, earnings, and employment that occur in an economy because of spending caused by the proposed resort.

A federal program that encourages foreign residents to invest in U.S. projects can create distortions in the hotel development cycle, according to a study published by the Center for Hospitality Research (CHR) at Cornell University. The program, known as EB-5, offers U.S.

citizenship to foreign residents whose investments create jobs in the United States. Hotel developers have taken advantage of the EB-5 program's relatively inexpensive capital, as detailed in the study, "Creative Capital: Financing Hotels via EB-5," by Arian Mahmoodi and Jan A. deRoos. The report, which is published in association with the Center for Real Estate and Finance, is available from the CHR at no charge.

Based on Mahmoodi's intensive thesis research, the report explains how EB-5 allows foreign nationals to invest as little as $500,000 in a U.S. enterprise, in consideration of potentially receiving permanent residency in the United States—provided the investment creates a specified number of jobs. The report includes a simulation of a hotel development, illustrating how EB-5 financing can more than double the developer's profit.

"This program has attracted considerable attention from foreign nationals, particularly those residing in China, and we've seen considerable recent growth in investment volume," Mahmoodi explained. "But the market for this financing is opaque and inefficient. Without proper checks and balances, we believe that the availability of EB-5 financing may encourage development of speculative hotel investments." A graduate of the Cornell University School of Hotel Administration, Mahmoodi is now a financial analyst at Wells Fargo's Hospitality Finance Group in Los Angeles. He is also a CHR Fellow.

"Renewal of the EB-5 program is currently being discussed in Congress," added deRoos, who is the HVS Professor of Hotel Finance and Real Estate at the School of Hotel Administration and supervising faculty member for Mahmoodi's thesis. "Although it certainly has attracted foreign investment, the program has considerable potential for fraud. As we demonstrate in the report, it also could encourage marginal hotel projects."

2.2 Challenges faced by hotels in developing

The effects of the global recession

The sector is more or less affected by the current economic conditions of developed and emerging countries. In the second half of 2008, a decline in international tourism began and intensified in 2009 after several consecutive years of growth. A sharp decline in tourist flows, length of stay, tourist spending and increased restrictions on business travel expenses led to a significant contraction of HCT economic activity worldwide. These effects resulted from increased

unemployment, market volatility, economic and social insecurity, and a significant decline in the average household income. The first three quarters of 2009 saw a decrease in international arrivals, but the last quarter showed more positive results. Also in 2009, the UNWTO reported that worldwide international tourism arrivals had declined by 4 per cent. Revenues from international tourism are projected to go down 6 per cent by the end of 2009.

This projection can be seen in hotels within the United States which faced an average decline of 35.5 per cent in net income for 2009. Some 95 per cent of hotel properties suffered a downturn in room revenue and in total hotel revenue from 2008 to 2009. On average a 7.5 per cent decline in occupancy and a 12.1 per cent decrease in average daily rate were observed.

The lack of infrastructure to support sustainable tourism development

Resort and hotel developers face significant number of issues in developing sustainable hotel accommodations. From the interview session with hoteliers, they felt that there are insufficient technology and skill people to developed sustainable resort and hotel in Malaysia. For example most of the low environmental impact construction materials like recycle timber and lightweight bamboo frames are being imported from foreign countries. Furthermore, technology such as low flow plumbing water system, water recycling system technology, solar energy, and wind turbine technology need to be imported from other country and the cost of transporting the technology to Malaysia are expansive. The developer also stated that, this situation will increase in the overall development costs compare to conventional resort and hotel development. Besides that, the resort's or hotel's employers need to be sent to other countries to undergo training courses on the sustainable or clean technologies. This research also identified that luxury resorts and hotels in Malaysia (Langkawi and Kota Kinabalu) sent their workers to undergo training to other developed country to learn about sustainable management and practices or employ foreign workers to help the company to develop and practice sustainability. Some resorts and hotels also trained their marketing and sales personals to specially focus and understand the sustainable tourism principles. However, small and medium size resorts and hotels in Malaysia cannot afford to spent significant amount of money to train their workers and use green technology in their practices. (Accor, 2010)

Lack of awareness

From the research respondents agreed that one of the main problems in developing sustainable tourism in developing country like Malaysia is there were no obvious driving factors for

developers and resort operators to adopt sustainable practices. Resort and hotel Developers feel that the implementation of sustainable principle in their practices is difficult and will increase their operational cost. According to Ministry of Tourism respondent, asking resorts and hotels operators to adopt the recommendation of international sustainable assessment system is not easy. This is because of lack of infrastructure, expensive assessment process, and limited social awareness of sustainable development, have a poor understanding of why sustainability is needed or fail to support all aspects of triple bottom-line. For example although energy-efficiencies products and practices benefit were realised by many operators due to smaller energy bills, resort operators stated that they also in the dilemma between environment protection strategy and providing high quality of services and comfort for resort and hotel guests. (Beddoe, 2004).

Employment impact and recovery

The crisis had a significant, regionally distinctive impact on global employment in hotels and restaurants (see figure 9). On a global level, employment grew by about 1 per cent between 2008 and 2009. The Americas faced a major downturn of employment throughout the crisis period. By contrast, the most resilient region appears to be Asia and the Pacific. Its positive development in employment terms seems to have led to an increase in employment at the global level between 2008 and 2009.

Although it varies from one location to another, within OECD's subregions, the tourism sector has been severely affected by the global economic crisis and associated fluctuations in exchange rates. In terms of international tourist arrivals and employment, there are dissimilarities between countries (i.e. important declines of 2 per cent and over were registered in Czech Republic, Iceland, Ireland, Japan, Netherlands and New Zealand and while significant increases of 2 per cent or more were reported in Finland, Germany, Italy, Mexico, Portugal, Slovakia, Sweden and Switzerland).

There is an obvious gap between employed men and women that could be due to typically high levels of female part-time, temporary, casual and seasonal occupations in the sector, especially in times of recession. The significant employment increase in Asia and the Pacific may also be explained due to a rapid increase of female employment. The average employment rate of women increased from 4,751,000 to 5,197,900 between 2008 and 2009, while male employment grew from 3,127,600 to 3,282,700 during the same period. Although this trend has been observed,

research should be conducted to determine the quality of work, contracts and worker employment status within these workplaces.

Crisis impact on wages and working hours

The global economic crisis has had repercussions on the average monthly earnings of hotels and restaurants. Average monthly earnings fell between the first quarter 2008 and that of 2009, in Japan (-31.5 per cent), Singapore (-6.1 per cent), Thailand (-3.7 per cent) and the United Kingdom (-1.9 per cent). However, the comparison between the third quarters of 2008 and 2009 showed renewed decline in all countries: Japan (-17.5 per cent), Thailand (-7.4 per cent), Singapore (-2.9 per cent) and the United Kingdom (-0.7 per cent).

On the other hand, these wage increases are due to higher inflation rates. For example, in 2009 the Russian Federation had an inflation rate of 8.8 per cent, Argentina had 7.7 per cent inflation and Australia, 2.1 per cent. Such changes highlight the vulnerability of HCT workers to external change, exacerbated by the high levels of part-time, casual and flexible working positions within the sector.

Stimulus packages to limit the effects of the crisis.the global economic crisis has had an impact on employment in many countries, developed and developing. The working conditions include inadequate pay, job insecurity, and vulnerability.

They can be found in developing countries in which most occupations are categorized under the informal employment category where regulation, enforcement and organization of labour are problematic if not impossible. Fortunately, the sector is in a position where it can take advantage of the current crisis as an opportunity to implement proactive measures to reduce the lack of social dialogue and skills development within the sector, ultimately with the goal of limiting the impact of the crisis and finding ways to reduce possible redundancies. For example, upon signing the collective agreements in February 2010, Italy's tourism industry has proved its willingness to improve employment conditions for employees and seasonal workers of subcontractor companies by providing for moderate pay increases until April 2013.

The sector has the capacity to be a key driver through the economic recovery, especially with its supply–demand links to other economic sectors. Sustainable tourism over the past few years has

become synonymous with opportunities for growth, employment and the reduction of sales costs. It could become a way to innovate, and create competitive advantages for local companies and communities that are able to transform the concept into new productive modes of operation and management.

Furthermore, green tourism‖ requires the formation of private–public partnerships, not just funding and regulatory frameworks. This transformation also requires workers who possess decent working conditions, are motivated, skilled and have access to supportive labour relations at all levels. Developing countries affected by a decline in tourist arrivals and expenditures have been active in implementing response measures to strengthen aggregate demand and to support the travel and tourism industry.

Since the beginning of 2009, the majority of countries have developed measures in the field of marketing, directed toward the domestic market and public–private partnerships.

Lowering Costs – Increasing Revenue

New Streams - Non Room Revenue Position the Hotel property as an attractive meeting place for non-resident business executives - a second office. Properties are investing in high-end videoconferencing and communications solutions and while the investment is not insignificant, it makes the hotel a central destination for high-profile meetings and conferences. This is a good example of how hospitality executives can maximize non-room revenues and target a different segment of the market. Not only does it generate revenue but the 'halo effect' of these new visitors is likely to mean spin offs in room booking and related services. It is also an example of how investing in communications technologies will drive revenue growth. Green Savings 1. Replace the compendium and related printed matter in the Guest room with an automated technology delivered solution for cost savings and efficiencies. Some estimates put savings at $1.30 per available room night. Ideally this solution would also deliver targeted custom communications about the Hotel including special offers and perhaps advertising.

Havoc from Recent Natural Disasters

Whether a long-term trend from global warming or part of a long-term cycle, natural disasters appear to have become more frequent in recent years. The implications are profound, especially

since many affected areas are heavily reliant on tourism for economic vitality. The potential threat of avian flu could have much broader impact than SARS had. New virus strains and other diseases resistant to antibiotics may be on the horizon. Travelers are increasingly choosing destinations in part on the perceived level of risk. Some locations will be winners, while others may need to diversify their economies to supplement tourism.

A secondary effect is the post-event consequences of natural disasters. Some destinations will not be able to accommodate travelers for years to come. Resources that go into rebuilding local infrastructure drain funds that might otherwise go toward economic growth. Even non-impacted locations may not be able to expand as construction resources are focused on those areas in need. It is clear that economic challenges of the future may be structurally different from those of the past.

Growing Global Uncertainly About Safety and Security

There is broad concern among travelers about protecting their own safety. These concerns range from the healthfulness of airplane ventilation to vulnerability to terrorism. Governments are increasingly trying to manage risks, sometimes impacting a country's tourism infrastructure, such as when restrictive visitation policies are enacted. The ongoing turmoil in the Middle East, the coordinated bus bombings in London, and various other events around the world has caused travelers to rethink traditional assumptions regarding leisure travel. Some remote and non-traditional destinations may find tourism increasing as a result of those places having the right mix of attributes currently in demand by tourists.

2.3 The relationship between hotels and development.

The relationship between hospitality industry and development is that thousands of year's people have travelled for commerce, education and recreation, and hotels and inns of one form or another have been opening their doors to provide them with a place to rest and refresh which leads to development on towns, cities and small trading center have grown due to hotels. While things might have changed a little over the years, fundamentally our purpose is the same. But before I start talking about the role of hotels in society today I want to take a step back and consider the question that precedes it - what is the role of business in society.

A hotel or tourist hotel or resort hotel each demand its own particulars package facilities. The modern hotel guest expects to find many of auxiliary facilities in addition to the basic ones of accommodation, food and drink which leads to development. A guest may expect to find a telephone, radio and television in the room, or be able to telex and fax messages, the guest may wish to purchase newspapers and magazines, have suits dry cleaned, or shirts and socks laundered.

Hotels are related to development because it is considered an important economic component to any community. In some cases, cities and municipalities will offer incentives in order to stimulate hotel development. These incentives can be in the form of tax breaks, favorable land leases, or assistance with financing. Prior to establishing incentives for hotel development, a city or municipality should conduct an economic impact study to estimate the economic benefits that results from the development. This assessment should evaluate the economic benefits of the initial investment both in the short term and over the long-term. The economic impact to local and regional economies from hotel development is typically separated into four categories: direct, fiscal, indirect, and induced.

Hotels have direct impact on development, it includes all projected revenues that will be generated from consumers at the new hotel leads to development. This will include all rooms' revenues, food and beverage revenues from restaurants and banqueting, as well as other potential revenue sources such as spa or parking. Direct impact also includes total payroll paid out to employees hired at the hotel as well as all payroll paid out to temporary construction workers who construct the hotel.

According to Fiscal impact refers to all federal, state, and local taxes that will be collected from the development and operations of the new hotel. Taxes include all sales taxes collected in association with the hotel generated revenues, as well as all payroll related taxes collected from full-time hotel employees and temporary construction workers. Local governments will also collect new property taxes from the operation of the hotel. Many local governments will also collect revenues through lodging taxes.

Indirect Impact

In addition to local governments and hotel owners/employees, contractors and suppliers to a newly developed hotel will also benefit. Indirect impact includes all jobs and income generated by

businesses that supply goods and services to the hotel. Examples of businesses that will indirectly benefit from the development of a hotel include suppliers of room's related goods (housekeeping supplies, room amenities, etc), telecommunication vendors (internet, cable, etc.), utility companies, food and beverage suppliers, and other hotel related vendors.

Induced Impact

Induced impact refers to economic effects generated when employees (full-time and temporary) and suppliers re-spend their wages on local consumer purchases. For example, an employee may purchase gas for their car on their way home from work.

Calculation of Impact

Pinnacle Advisory Group has conducted several economic impact studies as a result of hotel development. In most cases, direct and fiscal impacts can be calculated with relative confidence and accuracy. A hotel pro-forma will calculate the revenues in direct impact, while full-time and temporary payroll projections can be calculated from the preparation of staffing schedules combined with knowledge of local wages.

Indirect and induced impact, on the other hand involves a certain degree of subjectivity. While expenditures of goods and services can be estimated, it is difficult to accurately calculate how much of those expenditures will be generated from contractors and suppliers from the local area. Induced impact, which results from the re-spending of wages on local consumer products, is also difficult to estimate. Several complex models have been created by various economists that recommend multipliers that can be applied to total direct impact dollars. In general, depending on several factors including the size and economic diversity of the regional economy, multipliers typically range between 1.1 to 2 of total direct Impacts.

2.5 Suggested solutions to challenges facing hotel service providers in Kampala

The research findings portray various ways which are used by the management to handle different claims which brought by the tourists. Through questionnaires and interviews, managers from five hotels' response, they outlined the followings as the best ways of handling claims:

Solving the problems immediately before becoming big, according to them it ''is better to solve the problem immediately once occurred before the problem to become big'' they said. It includes apologizing to the customers and making them happy all the time

Regular staff meetings on how to improve on complains, the management has regular meetings with the staffs and make strategies which can solve the problems and making review of the customers' feedback which are posted through either suggestion boxes or in the comments book.

Adhering to the hotel principle that ''a customer is always right'' so even if the problem is for the customers but the management have to take risk and apologizing to the clients and make them feel happy so as to create a good image of the hotel to the tourists.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This section specifies research design, sampling design, sample size, and techniques of data collection, measurement, data processing and analysis and highlights the limitations found during the study.

3.1 Research Design

To achieve the objectives of the study, the researcher used cross-sectional survey method. A cross sectional survey was used in order to obtain a snapshot data on study variables. This combined with descriptive and analytical research designs. The descriptive nature of it focused on understanding of a sample survey in which responses of self-administered questionnaires were described to provide a clear picture. The analytical perceptive was involved in analyzing results from responses given in the questionnaires and actionable recommendations were then make. Both primary secondary and secondary sources of data was used.

3.2 Study Population

The targeted group for the study was individual hotel employees, whereby a hotel was considered as a Unit of Analysis. The study population comprised of 100 Hotel employees of different denominations in Kampala hotels.

3.3 The Sample Size and Selection

A sample size of 50 different employees were calculated using solven's formula to estimating sample size. This sample size was further supported by Bailey (1994), who stated that any research with a sample of 58 was regarded as adequate irrespective of population size.

Table: 1 **Summary of the Sample Size**

Category	**Sample size**
Accountants	05
Managers	10
Leaders	05
Others	30

3.4 Sampling Method:

A stratified sampling procedure was selected from Hotel employees so as to ensure representativeness and minimize bias, whereby the strata were composed of different Hotels categories. The Hotels were the main targets for the study. From each of the sampled Hotels, two respondents were selected. The first respondents were persons identified by the Hotels leadership as the staff, and the second was a member of the Hotels governing body.

3.5 Data Collection Sources:

Data was collected from two sources:-

i) Secondary data; this was from the source from a review of related literature from journals, published reports, newspapers, and in-house documents for the selected Hotels and publications by different Hotels organizations.

ii) Primary data; this was through self-administered questionnaires to respective respondents being of the selected Hotels.

3.5.1 Primary Data:

The researcher by asking the respondents through self-administered. Self-administered questionnaires was used to obtain personal assessment responses. These instruments were used to extract vital Information needed to establish the degree to which Hotels, staff competencies and the effects of hotels in development process.

3.5.2 Secondary Data:

The main sources of this data was the Internet, Newspapers, Hotels, and Hotels organizations.

3.5.3 Instruments:

The researcher used self-administered questionnaires on respondents from the sample. The questionnaires were divide into two parts: Part A was answered by the staff/volunteer in charge of the hotel function and Part B was answered by a member of the governing body.

3.6 Validity and Reliability:

For the validity, experts in the field was consulted about the content of the Instruments, ambiguity of question items and their relevancy. Thereafter, the instruments were given to raters who rated

the relevancy of each item and Content Validity Index (CVI) can be computed using the following formula:-

$$CVI = K = 66 = 1.00$$

$$N \quad 66$$

Where CVI = Content Validity Index

K = Total Number of items rated as relevant

N = Total Number of items in the questionnaire

The reliability of the instrument was established by computing the Correlation Coefficient using a computer programme known as "Statistical Package for Social Scientists". Reliability analysis showed the following results for the respective variables. For Hotels size it was .9623, for staff competence were .9431, for hoteliers were.8626 and development process was .9431.

3.7 Data Processing and Analysis

3.7.1 Data Processing:

Data that was collected, were first edited then coded, classified and entered into a computer for analysis. The processing of data enabled the researcher to check for completeness and accuracy, upon which coding were done.

3.8.2 Data Analysis

The Microsoft excel was used for data analysis.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter presents data interpretations, analysis and presentation; on "The effects of hotels on development in Kampala"

4.1.1 Findings on the demographic information

Table: 2 Gender of respondents

	Frequency	**Percent**
Male	21	43.3
Female	29	56.7
Total	50	100.0

Source: primary

From the findings in table above shows the majority of respondents were female (56.7%), (43.3%) male among 100 respondents, this implied that the highest percentage was represented by female in Sheraton hotel.

4.1.2 Findings on Age bracket of respondents

Table: 3 Age bracket of respondents

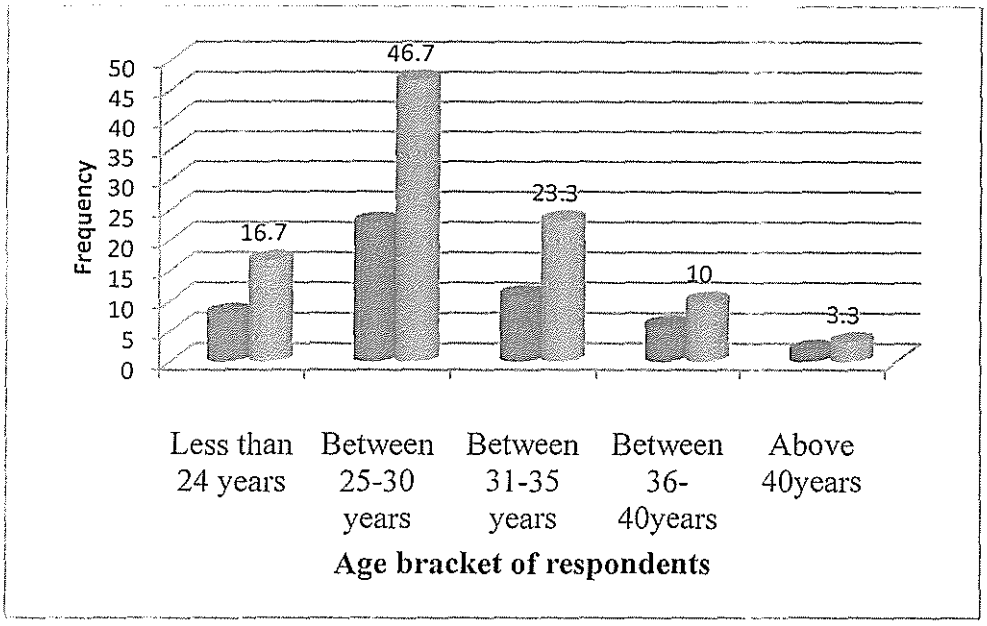
		Frequency	**Percent**
	Less than 24 years	8	16.7
	Between 25-30 years	23	46.7
	Between 31-35 years	11	23.3
	Between 36-40years	6	10.0
	Above 40years	2	3.3
	Total	50	100.0

Source: primary data

Findings in table 4.2 indicated that majority of the respondents were 46.7% which were between the age bracket of 25 to 30 years, followed by 23.3% with the age of 31-35 years, 16.7% below

24 years, and 3.3% above 40 years. This implies that there were adequate representation of the study population and data provided represented the views of age groups.

Figure: 1 **A bar graph showing age bracket of respondents working in Sheraton hotel**



4.1.3 Findings on level of education

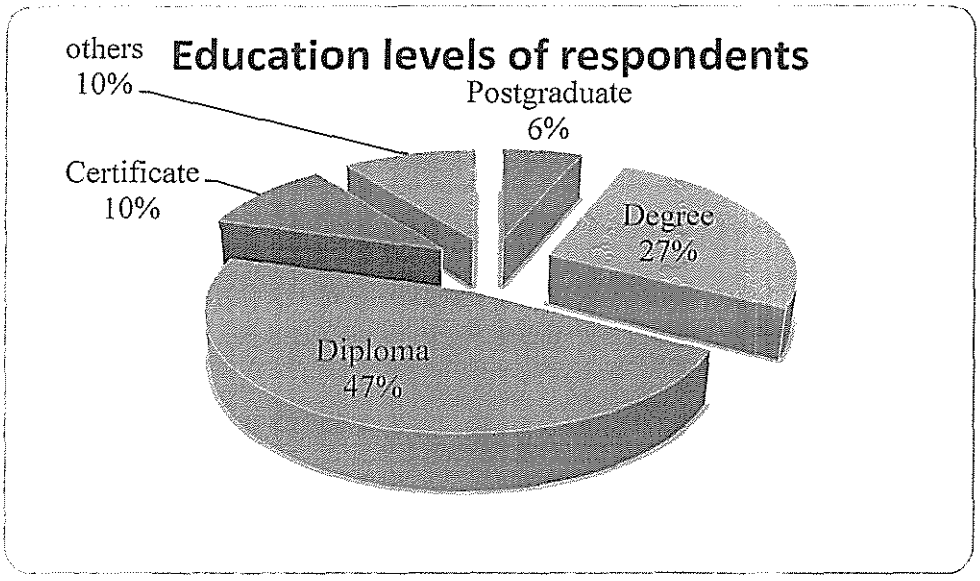
Table: 4 level of education

		Frequency	Percent
	Postgraduate	3	6.7
	Degree	13	26.7
	Diploma	23	46.7
	Certificate	5	10.0
	others	5	10.0
	Total	50	100.0

Source: primary data

From table 4.3, majority of the respondents 46.7% were diploma holders and 26.7 %) were degree holder. This implies that the staffs have at least a minimum level of education which makes the work easier for the Sheraton hotel Kampala.

Figure: 2 A pie chart showing education level of respondents



4.1.4 Findings on working experience in the organization

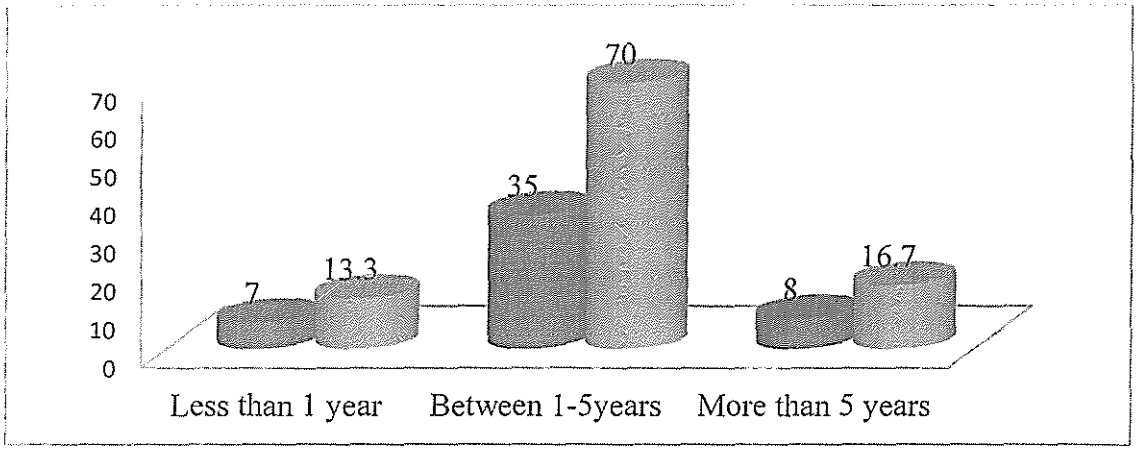
Table: 5 working experience in the organization

	Frequency	Percent
Less than 1 year	7	13.3
Between 1-5years	35	70.0
More than 5 years	8	16.7
Total	50	100.0

Source: primary data

Table 4.4, clearly shows that the biggest percentage of 70% had worked for a period of 1 to 5 years in the organization, 16.7% for more than 5 years, 13.3% for less than one year. This implied that they were aware of current changes in the organizational policies.

Figure: 3 A bar graph showing the period worked



4.2 Findings on the effects of hotels on development of Kampala.

Table: 6 effects of hotels on development

		Frequency	**Percent**
	Strongly agree	20	40.0
	Agree	13	26.7
	Not sure	3	6.7
	Disagree	10	20.0
	Strongly disagree	4	6.7
	Total	50	100.0

Source: primary data

Table 4.5 shows that majority of respondents (66.7%) agree that hotels employs 308 permanent staff, who receive above average compensation and also benefit from a 26.7% percent service charge which was distributed monthly, and 6.7% were not sure. This implied that there were significant benefits of hotel investments which were often untold story for the tourism industry.

4.2.1 Findings on Compression of Labor force

Table: 7 Compression of Labor force

		Frequency	Percent	Cumulative percent
	Strongly agree	10	20.0	20.0
	Agree	19	36.7	56.7
	Not sure	6	13.3	70.3
	Disagree	2	3.3	73.3
	Strongly disagree	13	26.7	100.0
	Total	50	100.0	

Source: Primary data

Results in table 4.6 above indicate that 20% of the respondents strongly agreed that traditional labor force is shrinking as a result of changing demographics 36% agreed, 6% were not sure, 2% disagreed and 13% strongly disagreed. Majority of the respondents agreed. This implies that the Unionization issues leads to the growth in both unions and interest among employees in unions which has increasingly posed challenges to hotel related operations.

4.2.2 Findings on Increasing health care costs and other benefits

Table: 8 Increasing health care costs and other benefits

		Frequency	Percent	Cumulative percent
	Strongly agree	12	23.3	23.3
	Agree	9	16.7	40.0
	Not sure	2	3.3	43.3
	Disagree	17	33.3	76.3
	Strongly disagree	10	23.3	100.0
	Total	50	100.0	

Sources: primary data

Results in table 4.7 above indicate that 20% of the respondents strongly agreed that hotels are increasing health care costs and other benefits 36% agreed, 6% were not sure, 2% disagreed and

13% strongly disagreed. Majority of the respondents agreed. This implies that there was a significant increases in benefit costs making it more expensive for employers to hire and retain employees.

4.3 Findings on the challenges faced by hotels in developing Kampala

Table: 9 The challenges faced by hotels in developing Kampala

		Frequency	Percent	Cumulative percent
	Strongly agree	28	56.7	56.7
	Agree	12	23.3	80.0
	Not sure	2	3.3	83.3
	Strongly disagree	8	16.7	100.0
	Total	50	100.0	

Source: Primary data

Results in table 4.10 above indicate that 56.7% of the respondents strongly agreed that the sector is more or less affected by the current economic conditions of developed and emerging countries, 23.3% agreed, 3.3% were not sure and 16.7% strongly disagreed. Majority of the respondents strongly agreed. This implies that these effects resulted from increased unemployment, market volatility, economic and social insecurity, and a significant decline in the average household income.

4.3.1 Findings on lack of infrastructure to support sustainable tourism development

Table: 10 The lack of infrastructure to support sustainable tourism development

		Frequency	Percent
	Strongly agree	20	40.0
	Agree	13	26.7
	Not sure	3	6.7
	Disagree	10	20.0
	Strongly disagree	4	6.7
	Total	50	100.0

Source: primary data

Table 4.11 shows that 40 % of the respondents strongly agreed that there is lack of infrastructure to support sustainable tourism development, 23.3% agreed 3.3% not sure and 16.7% strongly disagreed. Majority of the respondents strongly agreed. This implies that, Resort and hotel developers face significant number of issues in developing sustainable hotel accommodations. Therefore, technology such as low flow plumbing water system, water recycling system technology, solar energy, and wind turbine technology need to be imported from other country and the cost of transporting the technology are expansive.

4.4 The relationship between hotel and development.

Table: 11 Showing relationship between hotels and development.

Correlations

		Effects of hotels	Development
Effects of hotels	Pearson correlation	1.000	
	Sig. (2 tailed)	.	.837**
	N	50	.025
			50
Development of Kampala	Pearson correlation	.837**	1.000
	Sig. (2 tailed)	.025	.
	N	50	50

**.Correlation is significant at the 0.05 level (2-tailed).

From the computation above, the findings indicate that hotels affect the development of Kampala levels by 0.05 This is positive significant relationship (r= 0.837) implying that if hotels does perform its functions very well, development would be highly affected positively and when hotels were not well development would be highly affected negatively. Therefore there was the relationship between hotel industry and development which was that thousands of years people had travelled for commerce, education and recreation, and hotels and inns of one form or another had been opening their doors to provide them with a place to rest and refresh which leads to development on towns, cities and trading centers in Uganda today.

CHAPTER FIVE

SUMMARY CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the findings, discussion, conclusions and recommendations for practice and further research on the problem. This study was aimed at establishing the effects of hotels on the development of Kampala.

5.2 Summary of the findings

From the findings on table 4.5 the majority of respondents (66.7%) agree that hotels employs 308 permanent staff, who receive above average compensation and also benefit from a 26.7% percent service charge which is distributed monthly, and 6.7% were not sure. This implies that there are significant benefits of hotel investments which are often an untold story for the tourism industry. Results in table 4.6 above indicate that 20% of the respondents strongly agreed that traditional labor force is shrinking as a result of changing demographics 36% agreed, 6% were not sure, 2% disagreed and 13% strongly disagreed. Majority of the respondents agreed. This implies that the Unionization issues leads to the growth in both unions and interest among employees in unions which has increasingly posed challenges to hotel related operations.

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5.3 Conclusion

The development of hotels were very important because without hotels the tourism industry cannot develop since these hotels host tourists from different parts of the world who wish to have recreation in their holidays, however these hotels face a great challenge concerning the service they offer to the tourists.

The findings reveals that among the challenges facing the hospitality industry include shortage of qualified personnel, different expectations and different demands of the tourists which make it difficult for every customer to be satisfied due to their different attitudes and different perception on the services they get. However in Kampala, the findings indicate that the rate of customer satisfaction is high since the respondents whom the researchers interviewed seem to be satisfied with the services provided the tourists in Kampala. In the case of hoteliers and the hotel investors, they have to know that the reasonable cost against their services is the key fundamental factors which make the tourists' choice of a place to stay and the place to eat. So there must be the reasonable price of the products so as to attract more clients since there is a high competition in the tourism business especially for the developing countries.

5.3.0: Recommendations

5.3.1: Recommendations to the government

Hotels and Tourism sector in Uganda act as the back born of our economic as the second after mining sector increasing the GDP of our country. The government should invite more tourism investors to invest in our country particularly hotels investors that provide meals and accommodation and other tourist facilities both in cities and rural area where the tourists attractions found. Also the government should have good policies and advertisement about tourism products, improve infrastructure and superstructure, water supply in hotels as well as to improve communications facilities in the hotels.

5.3.2: Recommendation to hotels investors.

The tourism investors should work on the challenges so as to trounce the problem especially train the staffs about how to handle the customers, employ professional staffs. Skilled staffs will help the organization to handle customer's continuous claim in high degree than the unprofessional staffs. Also the management should investigate opportunity for more investments so as improve tourism development in our country and world at large.

5.3.3: Recommendation to KIU.

As far as tourism becoming an important sector in our country, hence the college should provide more extra material concern tourism especially to improve both theoretical and particles training in hotels managements, wildlife management and tour operation as well as public relations since it provide good customer care which are essential in tourism development in our nation and world at large. Also the college should employ more professional lecturers who are competent in providing essential knowledge of tourism management. So far the student becomes competent enough to compete in the world tourism market than the other colleges which provide tourism knowledge or skills.

5.3.4: Recommendation to the researchers

The researchers are the people who are very important in tourism development in our country and world at large. Therefore the researchers should investigate the tourism products especially in the unknown place rather than going the very famous tourism places example in our country most of researchers prefer Arusha, Zanzibar, ngorongoro, Serengeti and Kilimanjaro as far as Kampala is

concerned. Because there is no any research about hotels in Kampala that has been done, the researchers are more likely needed to do research about hotels development and investigate the tourism attraction found in Kampala and advertize those products so as to get more customers who will increase the national GDP (growth of domestic products). For instance during are finding we investigate that there are so many tourists attraction in Kampala which need to be researched and invite more investors who will invest much in hotels in order to accommodate more guests.

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APENDICES

APPENDIX: I PROPOSED TIME PLAN FOR THE STUDY

ACTIVITIES	PERIOD					
	Jan - 2017	Feb - 2017	mar- 2017	April - 2017	May - 2017	Aug - 2017
Research Proposal writing						
Submitting Research proposal						
Data collection						
Data analysis						
Research report writing						
Submitting Report						

APPENDIX: II PROPOSED BUDGET FOR THE STUDY

Item	Details	QTY	C.P.U	AMOUNT(UGX)
STATIONERY	Papers (Ream)	8	12,000	96,000
DATA COLLECTION				
	Research assistant	3	50,000	150,000
	Transport (Days)	3	100,000	300,000
	Meals (Days)	3	8,000	24,000
	Accommodation (Days)	4	40,000	260,000
DATA PROCESSING	professional guidance data analysis	4	100,000	400,000
	Secretarial services (person)	1	50,000	50,000
PRINTING & BINDING	Printing	6	25,000	90,000
	Spiral Binding	3	5,000	150,000
	Hard cover binding	3	10,000	30,000
Grand Total				**1550,000**

APPENDIX: II QUESTIONNAIRE FOR RESPONDENTS

I am **Barasa Ketty** a final year of my studies at Kampala International University and as part of my requirements for the completion of the degree programme, I am conducting a study on effects of hotel on development in Kampala. The information you provide will be used for academic purpose only, and was treated with confidentiality.

CHAPTER A: Bio data of respondent

1. Gender

   a) Male ☐ b) Female ☐

2. Marital status

   b) Married ☐ b) Single ☐ c) other (specify).....

3. Age

   a) Less than 24 years ☐
   b) Between 25 -30 years ☐
   c) Between 31 -35 years ☐
   d) Between 36-40 years ☐
   e) Above 40 years ☐

4. Education level

   a) Post graduate ☐ b) Certificate ☐

   c) Diploma ☐ d) Degree ☐

   e) Above degree ☐

5. Position held in the organization

   a) Human Resources Department ☐ b) Marketing Department ☐

   c) Finance department ☐ e) Any other, specify.....

6. Duration in the Organization

   a) Less 1year ☐ b) 1-5yr ☐

   ☐

c) 5-10yr d) Above 10yrs ☐

B) QUESTIONNAIRE ON THE EFFECTS OF HOTELS ON DEVELOPMENT OF KAMPALA.

To what extent do you agree with the following statements about the effects of hotels on development of Kampala? Please as most appropriate.-

1 Strong Agree 2 Agree 3 Disagree 4 Strongly Disagree 5 Uncertain

Part B: The effects of hotels on development of Kampala.

	effects of hotels on development	**1**	**2**	**3**	**4**	**5**
a)	Do you think hotels employs 308 permanent staff, who receive above average compensation and also benefit from a 10 percent service charge which is distributed monthly?					
b)	The significant benefits of hotel investments are often an untold story for the tourism industry.					
	Compression of Labor force					
c)	Do you think the traditional labor force is shrinking as a result of changing demographics?					
d)	Unionization issues leads to the growth in both unions and interest among employees in unions which has increasingly posed challenges to hotel related operations					
	Increasing health care costs and other benefits					
e)	On your opinion, hotels are Increasing health care costs and other benefits					
f)	There are there effects of hotel on development					

g)	There is a significant increases in benefit costs making it more expensive for employers to hire and retain employees,					
	Immigration issues and temporary work visas					
h)	In your opinion, there are Immigration issues and temporary work visas due to hotel developments					
i)	There is concern that operating expenses will escalate at a greater rate than income, potentially eroding the bottom line.					
j)	Hotels lead to the rising Energy Costs on Consumer Travel & Hotel Demand on development process					
k)	A decline in all types of consumer travel may be possible as higher energy costs take a bigger bite out of personal and corporate budgets, with travel expenditures typically one of the first discretionary items to be reduced or eliminated.					

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Part C: The challenges faced by hotels in developing Kampala

	The effects of the global recession					
k)	In your district, the sector is more or less affected by the current economic conditions of developed and emerging countries					
l)	These effects resulted from increased unemployment, market volatility, economic and social insecurity, and a significant decline in the average household income.					
m)	Do you think, this projection can be seen in hotels within the United States which faced an average decline of 35.5 per cent in net income for 2009. Some 95 per cent of hotel properties suffered a downturn in room revenue and in total hotel revenue from 2008 to 2009.					

	The lack of infrastructure to support sustainable tourism development					
n)	In your view, there is lack of infrastructure to support sustainable tourism development					
0)	Resort and hotel developers face significant number of issues in developing sustainable hotel accommodations.					
p)	Do you think technology such as low flow plumbing water system, water recycling system technology, solar energy, and wind turbine technology need to be imported from other country and the cost of transporting the technology are expansive.					

Part D: The relationship between hotels and development.

	Relationship between hotels and development.	**5**	**4**	**3**	**2**	**1**
q)	In your view, the relationship between hospitality industry and development is that thousands of years people have travelled for commerce, education and recreation, and hotels and inns of one form or another have been opening their doors to provide them with a place to rest and refresh which leads to development on towns					
r)	In your opinion, A hotel or tourist hotel or resort hotel each demand its own particulars package facilities that leads to development.					
s)	In your opinion, Hotels are related to development because it is considered an important economic component to any community					
t)	Hotels have direct impact on development, it includes all projected revenues that will be generated from consumers at the new hotel leads to development.					

APPENDEX III

QUESTIONAIRES FOR MANAGEMENT IN THE HOTEL

You are kindly asked to answer all questions with high gratitude and transparency

1. In which gender are you?

a) Male, b) Female{ }

2. How old are you?

a). 16-25 , b)26-35, c)36-45, d)46-55 , e)Above 55{ }

3. Marital status

a) Married, b) single, c) divorced, d) widow, e) widower{ }

4. What is your position in this hotel?.....

5. Level of education

a) Primary education, b) certificate, c)diploma, d) bachelor degree, e)Masters degree, f)PhD{ }

6. Your nationality is.....

7. Do you know anything about hotels and their contribution to the growth of tourism industry?

a) Yes, b) no { }

8. Which type of customers is most likely to visit in your hotel for the purpose of consuming your service?

a) Local tourists b) international tourists { }

9. To what extent do the tourists appreciate your services delivery in this hotel?

.....

10. is there any additional service that is provided to the customers apart from those which are booked?

a) Yes, b) no, c) I don't know { }

11 . What is the standard of this hotel?

a) One star, b) Two star, c) Three star, d) four star, e)Five star, f) No star{ }

12. What ways does the management use to ensure the provision of quality services in order to meet the customer expectation? .....

13. Which challenges do you meet as one among the management staff in assuring that the quality service and customer care services are well provided in this hotel?.....

14. How do the management handle different claims of both customers and the employees to assure the improvement of delivering quality services and satisfaction.....

15. How does your hotel contribute to the growth of tourism industry in Kampala city.....

APPENDEX IV

QUESTIONAIRES FOR STAFF

You are kindly asked to answer all questions with high gratitude and transparency

2. In which gender are you?

a) Male, b) Female{ }

2 . How old are you?

a). 16-25 , b)26-35, c)36-45, d)46-55, e)Above 55{ }

3 .Marital status

b) Married, b) single, c) divorced, d) widow, e) widower{ }

4. what is your position in this hotel?.....

5. Level of education

b) Primary education, b) certificate, c) diploma, d) bachelor degree, e)Master's degree, f)PhD{ }

6. Your nationality is.....

7. Do you know anything about hotels and their contribution to the growth of tourism industry?

a) Yes, b) no { }

8. Which type of customers is most likely to visit in your hotel for the purpose of consuming your service?

b) Local tourists b) international tourists { }

9. To what extent do the tourists appreciate your services delivery in this hotel?

.....

10. What is the standard of this hotel?

b) One star, b) Two stars, c) Three stars, d) four stars, e)Five stars, f) No star{ }

11.what is the maximum number of guests does this hotel accommodate per night?.....

12. what are the challenges do you face in the hotel while providing services to the tourists?.....

13 .How do the hotels in Kampala city contribute to the growth of tourism industry?

.....

14 . Is there any link between hotels and other tourism sectors in Kampala city?.....

If yes, mention the other tourism sectors that hotel link with.....

Thank you for your cooperation