

**SERVICE QUALITY AND CUSTOMER SATISFACTION IN SELECTED
HOTELS OF KAMPALA - UGANDA**

A Research Report Presented to the college of Economics and Management of Kampala
International University Kampala, Uganda

In Partial Fulfillment of the Requirements for the Award of A Bachelor's Degree
In Tourism and Hotel Management of Kampala International University

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NOV, 2014

DECLARATION: A

I Nabasinga Joanita, declare that the content of this document is my original work and has never been presented or submitted to any university, college or any institution of learning for any academic award.

Signature: _____



Nabasinga Joanita

Date _____

03/09/2014

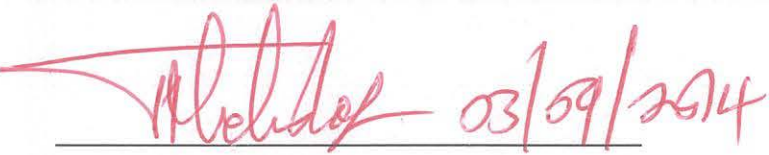
DECLARATION B

I confirm that the work reported in this research report was carried out by the candidate under my supervision.



Mr. Tumusiime Nicholas

Name and Signature of Supervisor



Date

DEDICATION

This study is dedicated to my lovely and dear parents for their love, patience and encouragement towards my achievement for this Academic work.

ACKNOWLEDGEMENTS

I thank the almighty God for granting me his grace and favour right from the start to the end of this research report. I give my special thanks to my mother who has been a great support in everything that concern me at the university. I also thank my supervisor Mr. Tumusiime Nicholas from Kampala International University for his invaluable and enthusiastic guidance that led me to the successful completion of this study. I also acknowledge the intellectual contribution of all my lecturers at the university throughout my program of study.

I am thankful to the respondents that assisted me during the whole process of data collection. I would like to give a special thanks to my friends Mawejje Hakim, Francis, Tomusange Henry for their moral and material support that they have contributed to make me more confident and ambitious to successfully complete this study.

LIST OF ACRONYMS

CS:	Customer Satisfaction
SPSS:	Statistical Package for Social Scientists
Servqual:	Service quality
PLCC:	Pearson Linear Correlation Coefficient

LIST OF TABLES

Table1:Description of respondent'sprofile	23
Table 2: Level of service quality in selected Hotels of Kampala - Uganda	25
Table 3: Level of Customer Satisfaction in selected Hotels of Kampala - Uganda....	27
Table 4a: Significant relationship between service quality and customer satisfaction in selected Hotels of Kampala Uganda	29
Table 4.b:Regression Analysis between the level of Service Quality and level of Customer satisfaction of selected Hotels of Kampala Uganda	30

ABSTRACT

This study was set to determine the correlation between service quality and customer satisfaction in selected hotels of Kampala Uganda. It was guided by four specific objectives, that included; i) to determine the respondents profile in terms of age, gender, level of education, marital status and experience ii) determining the level of service quality; iii) the level of customers satisfaction; and iv) the relationship between service quality and customers 'satisfaction. The study used the *descriptive survey* design specifically and the *descriptive correlational* strategies, cross-sectional and ex post facto to test the relationship between the variables. Two sets of questionnaires were developed and included the different aspects of service quality and customers satisfaction. Likert four scale measure were adopted to determine the degree of importance of each of the item included in the questionnaire, where (4) points were given to the situation of "strongly agree" and (3) points for the case of "agree", (2) points to the "disagree" and (1) point to "strongly disagree". The findings indicated that the level of service quality had an overall mean of 2.97 which is interpreted as high on a four point likert scale, the level of customers' satisfaction was rated high with an overall mean of 2.68 which is also interpreted as high on a four likert scale, implying a high rate of customers' satisfaction in selected hotels of Kampala Uganda. Also there was a positive and significant relationship between the level service quality and customers 'satisfaction in selected insurance hotels of Kampala Uganda , and this is shown by the sig. value (.000) which was greater than the maximum sig. value of 0.05 considered in social sciences. From the findings therefore, the researcher recommended the following:- i) There is need to uplift the levels of service quality in selected hotels since it was found to be high so that it's the highest, ii) The staff of the selected hotels should be able to help the customers that whenever they experience any problem, it is handled in constant manner, iii) The staff of the selected hotels should be able to help the customers that whenever they request for any service in these hotels, we perform it so fast, iv) The level of customers' satisfaction in selected hotels since it was found to be generally high so that it becomes the highest, v) In order to improve on reliability, the hotels should have different branches for customers to access the services, vi) There is need to improve on the knowledge of the insurance company so that they actively understand customer service and expectations

TABLE OF CONTENTS

DECLARATION: A.....	i
DECLARATION B.....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENTS.....	iv
LIST OF ACRONYMS.....	v
LIST OF TABLES.....	vi
ABSTRACT.....	vii
TABLE OF CONTENTS.....	viii
CHAPTER ONE.....	1
PROBLEM AND ITS SCOPE.....	1
Background of the study.....	1
Statement of the problem.....	3
Purpose of the study.....	3
Objectives of the study.....	4
General objective.....	4
Specific objectives.....	4
Research questions.....	4
Hypothesis.....	5
Scope of the study.....	5
Geographical scope.....	5
Theoretical scope.....	5
Content scope.....	5
Time scope.....	5

Significance of the study.....	5
CONCEPTUAL FRAME WORK.....	6
Operational definition of key terms.....	7
CHAPTER TWO	8
REVIEW OF RELATED LITERATURE.....	8
Concepts, Opinions, Ideas from Authors/ Experts.....	8
Theoretical perspectives	14
Related studies.....	15
CHAPTER THREE	17
METHODOLOGY	17
Research Design	17
Study Population	17
Sampling methods.....	18
Research instruments.....	18
Data Gathering Procedures	19
Before the Administration of the Questionnaires.....	19
Data Analysis	20
Ethical Consideration.....	20
Limitations in the Study	20
CHAPTER FOUR	22
PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA.....	22
Respondent's profile.....	22
Level of service quality.....	24

Level of customer satisfaction	26
Relationship between service quality and customer satisfaction	29
CHAPTER FIVE	32
FINDINGS, CONCLUSIONS AND RECOMMENDATIONS	32
Findings	32
Conclusions	33
Recommendations	33
Areas for Further Research	34
REFERENCES	35
APPENDICES	37
Appendix I.....	37
QUESTIONNAIRE ON SERVICE QUALITY AND CUSTOMER SATISFACTION IN SELECTED HOTELS OF KAMPALA UGANDA.....	37
Appendix II - Clearance from Ethics Committee.....	38
Appendix III - Informed Consent.....	39
APPENDIX IIA	42
QUESTIONNAIRE TO DETERMINE THE LEVEL OF SERVICE QUALITY IN SELECTED HOTELS OF KAMPALA – UGANDA	42
QUESTIONNAIRE TO DETERMINE THE LEVEL OF CUSTOMER SATISFICATION	44
Appendix VII - CURRICULUM VITAE (CV).....	46

CHAPTER ONE

PROBLEM AND ITS SCOPE

Background of the study

According to Kurtenbach (2000) Service quality is an achievement in customer service. It reflects at each service encounter. Customers form service expectations from past experiences, word of mouth and advertisement. In general, Customers compare perceived service with expected service in which if the former falls short of the latter the customers are disappointed.

The measurement of subjective aspects of customer service depends on the conformity of the expected benefit with the perceived result. This in turns depends upon the customer's expectation in terms of service, they might receive and the service provider's ability and talent to present this expected service. Service quality can be related to service potential (for example, worker's qualifications); service process (for example, the quickness of service) and service result (customer satisfaction).

Everyone in the organisation is providing one or all of these- perhaps they recognise which ones perhaps not. Kurtenbach (2000) explains that those who are successful in customer service rank their customers experience as the top priority.

Ettore (2001) is of the view that, concentrating on current customer's information can and should be obtained to better understand their view of the service provided. The quality of service provided determines the level of satisfaction of the customer even though what is seen as quality by one customer may not necessarily be quality to another.

Service quality includes putting systems in place to maximize customers' satisfaction with the business. It should be a prime consideration for every business because sales and profits depend on keeping customer happy. Customer service quality is more directly important in some roles than others, for receptionist, sales staff and other

employees in customer facing roles, customer care should be a core element of their job description and training a core criterion when you are recruiting.

A huge range of factors contributed to customer satisfaction but customers both consumers and other business were likely to take into account the following;

- How well did your service matches to customer needs
- How well did you keep your customers informed
- The professionalism, friendliness and expertise of your employees
- The after sales service you provide.

Customer satisfaction is a measure of how products or services supplied by a company meet customer expectations. It refers to the extent to which customers are happy with the products and services provided by a business. Gaining high levels of customer satisfaction is very important to a business because satisfied customers are likely to be loyal, make repeated orders and use a wide range of services offered by a business.

The need to satisfy customer for success in any commercial enterprise is very obvious. The income of all commercial enterprises is derived from the payments received for the products and services to its external customers. Customers are the sole reason for the existence of commercial establishments. For customer satisfaction, it is necessary to establish and maintain certain important characteristics like quality, fair prices, good customer handling skills, efficient delivery and serious consideration of customer complaints.

The best way to find whether customers are satisfied is to ask them. What you ask the customers is important and how when and how often you ask these questions are also important. However, the most important thing about conducting a customer satisfaction survey is what you do with their answers.

Serena Hotel also emphasizes good customer services quality and has established a customer care desk for its customers demand and guidance. The hotel has a customer care service policy that caters for customer activities. The activities for which the policy was designed include efficient and timely delivery of services, hotel guides, security, customer attention, parking space, 24 hour front desk services, sensitivity and attention

to customer needs. However, with the existence of all efforts to ensure the best services for its customers, the hotel continues to lose customers to its competitors like Serena and creation of new customers is below target. (Report by Anna Mugenyi, Marketing manager in 2009). The Report revealed that, the customers have complained of high prices for accommodation and customer neglect. This situation has led to customer dissatisfaction and as a result, they are shifting their demands and loyalty to other organizations providing similar services in a manner that meets their expectations.

Statement of the problem

Customer satisfaction is the single most important issue affecting organizational survival. It has the most important effect on customer retention and in order to narrow it down, focus on customer service quality as one of the customer satisfaction factors. Despite this fact, most companies have no clue on what their customers really think. They operate in a state of ignorant bliss, believing that if their customers were anything less than 100-percent satisfied they would hear about it. Then they are shocked when their customer base erodes and their existence is threatened (<http://www.amazon.com>)

The key to competitive advantage is proactively gauging customer perceptions and aggressively acting on the findings. The techniques for doing this do not have to be difficult; they just have to be timely and effective.

Meanwhile, the researcher noticed that, there is pressure almost always on the customer service staff at the Serena hotel. Knowing that customer service is a pillar of the hotel, the researcher therefore decided to find out whether the kind of customer service being provided in the Serena hotel of any effect on customer satisfaction .

Purpose of the study

The purpose of study was to test the relevant hypothesis, identify the strengths and weakness of the respondents in relation to service quality and customer satisfaction, review literature and identify gaps therein validate theory in context of the study and generate new information.

Objectives of the study

General objective

The primary objective of the study was to examine customer perception of service quality and customer satisfaction in the selected hotels of Kampala by modifying the pervious hotel services in terms of quality and quantity measurement scale. The underlying assumption that hotel service quality was a significant factor in positive or negative determination of customer perceptions of hotel service quality. The comparison will help the hotel firms seeking opportunities in overseas markets, assisting them in developing appropriate categories based on the results.

Specific objectives

- 1) To determine the respondents profile in terms of age, gender, level of education, marital status and experience
- 2) To establish the level of effectiveness of service quality in the selected hotels in Kampala – Uganda
- 3) To determine the level of customer satisfaction in the selected hotels in Kampala – Uganda
- 4) To establish if there is a significant relationship between service quality and customer satisfaction in the selected hotels in Kampala- Uganda

Research questions

- 1) What are the demographic characteristics of the employees and customers of the selected hotels in Kampala Uganda in terms of age, gender, level of education, marital status and experience?
- 2) What is the level effectiveness of service quality in the selected hotels of Kampala Uganda?
- 3) What is the level of customer satisfaction in the selected hotels in Kampala Uganda?
- 4) Is there a significant relationship between service quality and customer satisfaction in the selected hotels of Kampala Uganda?

Hypothesis

There was a significant relationship between service quality and customer satisfaction in the selected hotels of Kampala Uganda

Scope of the study

Geographical scope

The study was conducted in the selected hotels of Kampala. A selection preference of three different hotels was used to say Serena Hotel, Sheraton Hotel and Hotel Africana

Theoretical scope

The theory that underpins this study was the SERVQUA. This theory was propounded by Parasuraman, Zeithami and Berry (1985). It focuses on different scores between customer expectations of service and their perceptions after receiving the service.

Content scope

The study focused on service quality as the independent variable and customer satisfaction as dependent variable and effect of customer care on customer satisfaction.

Time scope

The study covered a period of three months from May 2014- August 2014.

Significance of the study

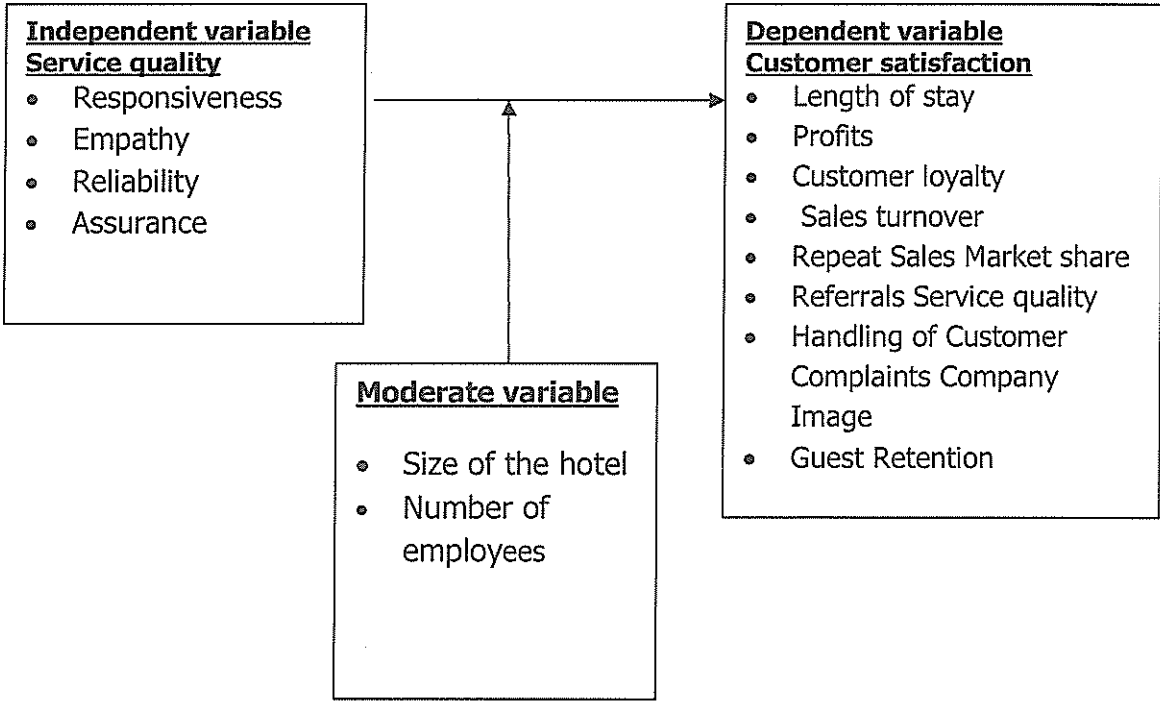
The study helped to build on the researcher's knowledge and understanding of the study variables. It also helped the researcher to gain more skills of conducting research and this was important to the researcher while in office or pursuing further studies. It also helped the researcher to appreciate the concept of service quality.

The study findings helped to identify and highlight the weaknesses in service quality of selected hotels in Uganda and how service quality influences customer satisfaction and how to design an appropriate customer care service programme. This helped selected hotels in Uganda to recover its customers after implementing the necessary customer care services and it was able to compete fully with other hotels both local and international.

The study findings helped to build on the body of the existing literature and knowledge. This helped to provide reference for future researchers and they were able to carry out research with ease since this study provided secondary data to the researchers.

The study was also expected to add knowledge on the existing knowledge about customer care services to the public. This helped the public recognize and appreciate customer care services. The public especially customers of the hotels were able recognize certain customer care services they were supposed to receive from service provide

CONCEPTUAL FRAME WORK



Source: Service Quality and Customer Satisfaction (adapted from Bateson & Hoffman 1999)

Description of the Model

If the service quality was built to enhance service quality was emphasized, customer satisfaction was derived. Customer satisfaction in most cases led to Length of stay, Profits, Customer loyalty, Sales turnover, Repeat Sales Market share, Referrals Handling

of customer Complaints, Company Image and Guest Retention of the hospitality industry

Operational definition of key terms

Customer satisfaction. Refers to the customer's perception that his/her expectations have been met.

Customer Customers could best be described as those who use the output of work, the end users of products or services.

Customer service Customer service is the provision of service to customers before, during and after a purchase

Service quality Service quality in any activity or benefit that one party can offer to another that is essentially intangible and does not result in the ownership of anything

Hotel

An establishment providing accommodation meals and other services for travelers and tourists

Customer complaints

This is an expression of dissatisfaction on a consumer's behalf to a responsible party. It can also be described in a positive sense as a report from a consumer providing documentation about a problem with a product or service.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Concepts, Opinions, Ideas from Authors/ Experts

Kotler (1998) described customer Service quality in any activity or benefit that one party can offer to another that is essentially intangible and does not result in the ownership of anything. According to Ngahu (2001), customer care can be defined as any good service rendered to a customer in the process of selling a product or service. Ngahu further explains customer care as the “activities” which are offered to sale or are provided in connection with the sale of goods.

According to Balunywa (1995) any service rendered to a customer is the one referred to as customer care. Indeed so many scholars have attempted to described customer care but the gist of the whole concept of Service quality from such definition above is that any one in business must not only concentrate on the product he or she is offering, but must accompany it with great service to the targeted customers. Balunywa observed that the concept of Service quality is still new and most managers are yet to embrace it.

Mbonigaba (1995) wrote that there is need to make customers satisfied since they help business to earn. In most offices, Service quality starts with the front office clerks. The secretaries at the front office should be made to appreciate the importance of customer care because this is the best chance for any business to create the first impression of good service to its customers.

Kotler (1998) observed that customer satisfaction depends on the extent to which customer’s expectations about the services are fulfilled and these expectations are not static. Kotler further noted that good customer service among other things entails keeping the promises made to customers, and not guaranteeing things that cannot be possible given the nature of the operating environment. To provide an excellent service

to customers, the organization should deliver beyond the expectations of the customers.

Santon (1999) argues that, to provide good customer services, the organization in designing must focus wholly on the customer. This brings us to who actually is the customer. A customer is an individual or organization that makes a purchase decision. Drucker (1994) identifies customer creation as one of the major objectives of the business. Without a customer, other components of organization will not be viable for long. Organizations therefore design customer care programs seeking to acquire new customers, provide superior customer satisfaction and build customer loyalty.

Caryforth Otal (1990), lists the factors of good Service quality

- To gain new customers and retain old customers
- To obtain customer loyalty.
- To enhance the image of the organization.

According to Bara (2001), the only reason for businesses to exist is to serve a customer. A customer is a person who enables people to earn a living and also enables government to exist and function. Therefore, there is need to have quality customer service to satisfy the customers. Quality customer care is associated with an attitude, a way of thinking and a philosophy of doing business that emphasize a strong commitment and sincere dedication to satisfying customers

(Ngahu2001) advocates for making customer satisfaction a priority of the company. It calls for the adoption of a customer orientation

Ngahu (2001) and Balunywa (1995) agree that, the main reason customers choose one product over another is probably because it better meets their need in such a way as ease of use, service, or ability to do what it promises to do. Ngahu (2001) further noted that another reason to become customer driven is to build market share. Research shows that you cannot maintain market share with unique features alone, as your competitors will imitate you. Sustainable market share growth is achieved through loyal customer and excellent service. To be customer driven means to position customers at

the heart of your operations and to let their needs guide all your decisions, policies and strategies.

According to Zike (2001), in his study of what makes a company excellent, he interviewed 43 high performing companies. He wanted to find out what makes them so successful in an increasingly changing environment where many companies are facing closure. He found out that all high performing companies share a set of basic operating principles, some of which emphasized customer driven service. He found out that excellent companies provide unparalleled customer service, quality and reliability. Moreover, they exhibit a strong commitment to customer satisfaction and tend to stick to the business they know.

Customer orientation is reflected in the quality that customers get at all levels of the company (Ekpei 2001). Customer care helps to enhance the corporate image, customer relations, operational efficiency, competitive advantage and profitability. Moreover, it enables to cope with a rapidly changing environment and highly demanding customers. These are realized because the company that is customer oriented emphasizes the provision of what customers need that is quality and efficiency in service.

According to Mulwana (2002), in paper presentation at Uganda manufacturer's seminar, he noted that customer service is a major tool for market penetration. Mulwana like Balunywa (1995) noted that businesses always look forward to win, to increase their turnover every other time and that this necessitates basic strategies that can attract and retain customers and the major tool is high quality customer services.

Mulwana emphasized that high quality customer care delights and satisfies customers and the biggest benefit is that it creates loyal customers. Mulwana therefore noted that the process of customer care means delivering quality service that can satisfy the customer.

However, companies often fail to recognize the importance of staff care, who are also company customers (Balunywa1995). Balunywa identified two types of customers who enjoy the organizations services that is, the external people who buy from the business and those internal to the organization, who are the employees, those that can make things happen in the organization and deal with the external ones. Balunywa called the first type "kings" and the second type as "royalty". He said that the winning organizations are characterized by a committed customer base, healthy profits and happy people.

Balunywa further noted that customers are likely to receive good service if the staff delivering them is happy with their work. Employers who treat their staff like kings are more likely to have a motivated and committed workforce that is interested and willing to deliver quality service.

The customer satisfaction philosophy acknowledges supremacy of the customer. "The marketing concept holds that the key to achieving organizational goals consists of determining the needs and wants of target market and delivering the desired satisfaction more efficiently and effectively than competitors".(kotler2001)

From the above definition, one can say that the concept of customer satisfaction fine tunes the marketing concept on customer needs and wants. The concern for the customer and his experience with the company should pervade way and integral art of its philosophy and usher the concept of customer satisfaction. Customer satisfaction has become a business word for organizations that seek distinction and excellence from others.

The concept that the customer is very important dates far back when business management studies recognized marketing as an essential Discipline (Davidson 1972). However, in Uganda, it is still new and some organizations are yet to embrace it. However, a satisfied customer will do the following:

- Will tell good about the product on market

- Will buy again
- Will pay less attention on other competing products
- Will leave other products and starts consuming one with more satisfaction.

Due to high demand for certain services, the providers become arrogant and then attitude is like take it or leave it. But the supply demand reduction has changed due to the abundance of substitute products and services to choose from. One can therefore assert that the customer is a king, in Ugandan market and any organization that ignores him stands to regret in terms of cost sales and the demise of such a firm will definitely come sooner than later.

Customer satisfaction has been depicted as the identification and management of moment of truth. Zemice and Albrecht, who espouses the philosophy of satisfaction, identify three components of truth namely:

- The service strategy.

Service strategy is the decision about a service that will provide it with a unique identity vis-a-vis competition. It's also a means for creating shared value through the organization unifying purpose for management and service priorities for the staff members. To foster customer satisfaction orientation, a service strategy should be customer centered, enabling the business to meet the needs, expectations and motivation of target market.

- The system;

The system represents the manner in which a service is being delivered. A customer satisfaction system should be designed to provide a maximum level of ease and convenience to customers. This could be achieved by conducting a task analysis that identifies the service and enables the staff to rehearse the performance required to satisfy the customer.

- The people (employees)

Employees are very crucial component of the moment of truth. Employees determine the quality of the service to be delivered. The quality of contact and service given, attitude and appearance of the employees are crucial.

In a maiden research on the subject of customer satisfaction, a Lancaster team (Caruana, Legrand, Omajor 1986) grouped the various moments of truth into five interfaces namely;

• The management - customer interface. Top management does not often come into contact with most customers. However, when dealing with key clients, there is contact. It is therefore of utmost importance that these contacts be well managed. Management would do well to be cognitive of the general rule which states that the bulk of the company's business comes from a small number of its customers.(Goneto)

• The staff-customer interface. The staff that comes into contact with customers on a continuous basis or by job occupation should consider and understand the customer needs on an individual basis. Furthermore, staff that does not come into direct contact with customers should be made to realize that they are supporting those who do come into direct contact with customers.

• The management - staff interfaces. Any organization is only as good as the caliber of the people it employs. Due care must therefore be paid to the recruitment, training and commitment to employees. Welfare is order to foster a customer satisfaction orientation.

• The customer system interface. This refers to the process of delivering the services to the customers. Management has the responsibility of designing and establishing a service delivery process that is satisfactory to its actual and potential clientele. Management should also make sure that the environment within the customer is to be pleasant and portrays the desired image. The customer satisfaction model place emphasis on an active information linkage (feedback) top management and the market management needs to know what customers want.

• Assessment of the performance of the product/ service bought. Dissatisfaction, complaints and suggestions should be put into consideration.

Theoretical perspective

Arguing that the magnitude, and direction of this gap, directly affects the service quality, Parasuraman, Zeithami and Berry (1985) assert that their framework can be used for identifying differences in the quality of goods and services by distinguishing between the properties of a good or service. They note that Nelson (1974) defined "search properties" as properties that can be determined before purchasing (such as credibility and tangibles), and "experience properties" as properties that can be determined only after purchase or consumption. Further, Darby and Kami (1973) defined "credence properties," (such as competence and security) as properties or characteristics that consumers often find extremely difficult to evaluate after their purchase. Therefore, Parasuraman, Zeithami and Berry (1985) concluded that consumers typically rely on experience properties when evaluating service quality.

Based on their review of the literature. PARASURAMAN, ZEITHAMI AND BERRY (1985) developed the SERVQUAL scale. The scale was designed to uncover broad areas of good or bad service quality and can be used to show service quality trends over time, especially when used with other service quality techniques. The SERVQUAL scale is based on a difference score between customer expectations of service and their perceptions after receiving the service. Initially Parasuraman, Zeithami and Berry (1985) focused on the ten determinants of service quality.

However, after two stages of scale purification, they reduced the ten determinants to five dimensions of service quality: tangibles, reliability, responsiveness, assurance, and empathy (Parasuraman, Zeithami and Berry 1988).

In their discussion, Parasuraman, Zeithami and Berry (1988) assert that the SERVQUAL scale deals with perceived quality and looks specifically at service quality, not customer satisfaction. They state that "perceived service quality is a global judgment or attitude concerning the superiority of service whereas satisfaction is related to a specific transaction" (p. 16). They reported that the scale had a reliability rating of .92 and that the five dimensions could be ranked in order of importance: reliability, assurance, tangibles, responsiveness, and empathy. Because of "wording related" high expectation

scores and higher than normal standard deviations on several questions, the authors later revised the SERVQUAL scale (PARASURAMAN, ZEITHAMI AND BERRY 1991).

Subsequent research and testing of the SERVQUAL scale, however, has not been supportive of its author's claims. For instance, Carman (1990) notes that while SERVQUAL generally showed good stability, its five dimensions were not always generic. Indeed, the various dimensions can vary depending on the type of service industry surveyed. Carman also calls into question PARASURAMAN; ZEITHAMI AND BERRY's collection of expectation data after a customer actually uses the service. He claims that this should be done before using the service even though this is rarely practical. Carman states that even when this is done, expectations and perceptions showed little relationship to one another.

Feas (1993) questions SERVQUAL'S discriminant validity. He notes that the service quality expectations concept may have serious discriminant validity short-comings which can cause the "perceptions-minus-expectations" service quality measurement framework to be "a potentially misleading indicator of customer perceptions of service quality" (p.33). He notes that SERVQUAL's lack of discriminant validity results in a significant part of the variance in its expectations scores being determined by the respondent's "misinterpretations" of the expectation questions.

Churchill, Brown and Peter (1993) argue that because the SERVQUAL scales "scores" are really difference scores (perception scores minus expectation scores); problems of reliability, discriminant validity, and variance restrictions exist. They showed that while SERVQUAL had high reliability, a non-difference score rated higher in reliability. Their findings also showed that the scale "failed to achieve discriminant validity from its components". and the distribution of the SERVQUAL scores were non-normal.

Related studies

Hasket Otal (1994) says that growth and profits are stimulated primarily by customer satisfaction which has a large bearing on customer loyalty. Customer loyalty is a direct result of customer satisfaction that is largely influenced by the value of Service

quality provided along or with product or service to the customer. A satisfied customer is one whose expectations have been met and with such a customer organizations tend to benefit in the following ways:

- Positive word of mouth: customers are more likely to recommend a high service to their friends, relatives and colleagues. The business will thus thrive on credible and positive image.
- Creates a competitive edge: excellent customer care offers a much greater competitive edge than competitors largely because positive service differentiation entails improving all the people aspect of business like training, and motivation which are all difficult to copy and achieve.
- Job satisfaction: a pleasant and conducive atmosphere emanating from good customer care will not only result into improved moral commitments but also improved customer satisfaction hence fewer complaints. Good customer care would reduce labour turn over. Cardiac symptoms and absenteeism.

Organizations rely on human resources to perform and thus be able to compete with others. Where human resource is poor, the performance of the organization may also be poor. (Pearn and Kandala 1993). To take care of customers, organizations must take care of those (staff) that take care of customers and this can be achieved by giving staff customer focused training. (Kotler, p) further studies have shown that behavior of a worker in an organization is very important (Miner 1992 and Muchinsky 1993). Organizations need to get persons who know their attitudes, behavior and experience over a period of time. The person can conduct a job analysis of the organization which can enable him to isolate bad attitudes, behaviours and experiences and promote good ones that are customer focused. Some attributes tend to be repetitive through a person's life.

CHAPTER THREE

METHODOLOGY

Research Design

The researcher employed a descriptive survey research design. The reason for this is because it was aimed at describing the current situation so that it can be understood clearly so that the gaps identified in it can be addressed in order to foster effective service quality and customer satisfaction in hotels. It was also descriptive correlational because it involved establishing the relationship between the independent variable and the dependent variable.

Study Population

The study population was characterized by the employees and customers of the selected hotels in Kampala- Uganda. The total population target was 134 respondents.

The researcher used sloven's formula to select the respondents of the study from the study population as below;

$$n = \frac{N}{1 + N (e)^2}$$

Where n is the required sample size.

N is the targeted population size

e is the standard error or level of significance which is popularly known to be

0.05 or 5%

for study N = 134

n = ?

$$n = \frac{N}{1 + N (e)^2}$$

$$n = \frac{134}{1 + 134 (0.05)^2}$$

$$n = \frac{1134}{1 + 134 (0.0025)}$$

$$n = \frac{134}{1 + 0.335}$$

$$n = \frac{134}{1.335}$$

$$n = \underline{\underline{100 \text{ respondents.}}}$$

Table 1: Nature of respondents to be considered for the study

Number	Hotels	Accessible population	Sample
1	Africana	50	30
2	Sheraton	40	28
3	Serena	44	22
Total	3	134	80

Source: Primary data

Sampling methods

A representation number of respondents were selected among the selected hotels customers and staff using purposive sampling method and this method helped the researcher to get information by selecting the population which conforms to certain characteristics that the researcher will be interested in.

Research instruments

Questionnaires

The method of data collection was the use of questionnaires. The researcher designed the questionnaire which had items where by respondents were supposed to pick responses from a list, category of questions:

Validity and Reliability

The researcher carried out a pre-test of the questionnaire before using it in the research. The other instruments were also cross examined for approval by a research expert, to ensure that the information they generated was appropriate and consistent. Before going out to carry out the study, the researcher first consulted her supervisor, to make sure that these instruments generated relevant information during the study.

Data Gathering Procedures

Before the Administration of the Questionnaires

An introduction letter was obtained from the College of Economics and Management for the researcher to solicit approval to conduct the study from respective staffs and customers of selected hotels.

When approved, the researcher secured a list of qualified respondents from the hotel authorities in charge and select through systematic random sampling from this list to arrive at the minimum sample size.

The respondents explained about the study and requested to sign the Informed Consent Form.

During the Administration of the Questionnaires

The researcher distributed the questionnaires to the respondents and briefs them on the questions. The respondents were requested to answer the questionnaires completely. The researcher emphasized retrieval of questionnaires within two days from the date of distribution.

After the Administration of the Questionnaires

On retrieval, all returned questionnaires were checked if all are answered. The data gathered was collected, edited, coded and summarized into the computer and statistically treated using the Statistical Package for Social Sciences (SPSS).

Data Analysis

The data was analyzed using different statistical tools. For example, percentage distribution and mean was used to determine the profile of respondents, establish the extent of service quality, and to establish the extent of customer satisfaction using the following mean ranges and interpretation: Strongly agree, agree, Disagree and strongly disagree. The Pearson Product Moment Correlation was used to determine the relationship between service quality and customer satisfaction.

Ethical Consideration

To ensure confidentiality of the information provided by the respondents and to ascertain the practice of ethics in this study, the following activities were implemented by the researcher. The respondents were coded instead of reflecting to the names.

Seek permission through a written request to the concerned officials of the hotel to be included in the study, respondents were asked to sign in Informed Consent Form, acknowledge the authors quoted in this study and the author of the standardized instrument through citations and referencing, findings were presented in a generalized manner.

Informed consent: where by prospective research participation were fully informed about the procedures and risks involved in research.

Confidentiality: where the researcher made sure that information obtained from the respondents is kept secret were even guaranteed by not even allowing them to show other identity foristance on the filled questionnaire.

Limitations in the Study

Testing: The use of research assistants could have brought about inconsistency in the administration of the questionnaires in terms of time administration, understanding of the items in the questionnaires and explanations given to the respondents. To minimize this threat, the research assistants oriented and brief on the procedures to be done in data collection.

Extraneous variables which were beyond the researcher's control such as respondents' honest, personal biases and uncontrolled setting of the study.

Attrition/Mortality: Not all questionnaires were returned neither completely be answered nor even retrieved back due to circumstances such as travels, sickness, hospitalization and refusal/withdrawal to participate. In anticipation to this, the researcher reserved more respondents by exceeding the minimum sample size. The respondents were also reminded not to leave any item in the questionnaires unanswered and were closely followed up as to the date of retrieval.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

Respondents' profile

In this study, the researcher described respondents profile in terms of gender, age, education level, and experience with the hotel. Respondents were asked to state their characteristics for purposes of classifying and comparing them thereafter. The study employed a closed ended questionnaire to categorize respondent's profiles and their responses were analyzed using frequencies and percentage distributions as shown in the following table.

Table 1: Description of respondent's profile

Respondent's profile	Categories	Frequency	Percentage
Gender	Male	40	40
	Female	60	60
	Total	100	100
Age	20-29	45	45%
	30-39	25	25%
	40-49	20	20%
	50 and above	10	10%
	Total	100	100
Educational level	Certificate	40	40%
	Diploma	10	10%
	Bachelors	38	38%
	Masters	2	2%
	PhD	10	10%
	Total	100	100
Experience	Below 2 years	22	22%
	3-5 years	68	68%
	6 and above	10	10%
	Total	100	100

Source: Primary Data, 2014

The results in table 2 showed that female were the majority respondents as represented by 60(or 60%) and male were the minority 40(or 40%). The findings revealed that there is big gender imbalance in the hotel.

With regard to age, results indicate that most of the respondents in the sample are between 20-29 years (45%). This implies that most of the respondents in the sampled are in their youth stage of age. These were followed by those 30-39 years (25%).

Concerning the education qualification, over half of the respondents had no professional qualification. This revealed by respondents with Diploma, Degree and postgraduate qualifications being 10 (or 10 %), 38 (or 38%) and 02 (or 2%) customers respectively. Respondents in the category of others who included among others customers with without any academic qualification and those with some certificates of attendance dominated the study with 40 (or 40%). These results indicate that majority of hotel customers are semi-illiterate.

Lastly in regard to experience with Serena hotel 68 (or 68%) respondents have been customers for this hotel for a period ranging between 3 – 4 years, 10 (or 10%) respondents had interacted with Serena hotel for a period of over 6years, 22 (or 22%) respondents had interacted with Serena Hotel for less than a year. This indicates that majority of the respondents had Knowledge and experience about the hotel since they had been selected Serena hotel customers for relatively long period of time that is 3years and above.

Level of service quality in the selected hotels of Kampala Uganda

The second objective was set to determine the level of service quality in selected Hotels of Kampala - Uganda. In this study, service quality was measured using 18 quantitative questions in which respondents were required to indicate the extent to which they agree or disagree with each statement by indicating the number that best describe their perceptions. All the nineteen items on service quality were likert scaled using four points ranging between 1= Strongly Disagree, 2= Disagree, 3= Agree and 4= Strongly Agree. Their responses were analyzed and described using Means as summarized in table 3 below.

Table 2: Level of service quality in selected Hotels of Kampala - Uganda

Service quality	Mean	Interpretation	Rank
General respondents			
Reliability			
Every time we request for any service the Hotel provides it at promised time	2.80	High	1
Hotel maintains an error-free record service	2.78	High	2
Every time I experience any problem, it is handled in constant manner	2.44	Low	3
Every time I request for any service in this Hotel, we perform it fast	2.42	Low	4
Hotel has different branches for us to access the services.	2.41	Low	5
Age mean	2.57	High	
Responsiveness			
Problem is solved very fast by the staff.	2.65	High	1
We are informed as to when services will be performed	2.54	High	2
Every time I need a service the staffs serve me readily in a prompt manner.	2.33	Low	3
Every time I need a service the staff give me prompt service	2.19	Low	4
Age mean	2.42	Low	
General respondents			
Security			
We ensure of keeping their information under utmost confidentiality	3.63	Very high	1
We feel safe in their transactions with our Hotel	3.62	Very high	2
Every time the staff is consistent and polite with us.	3.49	Very high	3
We always have knowledge about our Hotel	3.45	Very high	4
Age mean	3.55	Very high	
Competence and communication			
Staff communicates to us in a caring manner because they care about the matter	2.72	High	1
Staff communicate to us in any language they understand	2.55	High	2
Staff understands our specific needs with a specific attention	2.52	High	3
Every time I request for service, we attend to them so fast	2.23	Low	4
Staff has convenient location and operates in extended hours to all its customers without spending much time on long queues	2.11	Low	5
Age mean	2.42	Low	
Overall mean	2.97	High	

Source: Primary Data, 2014

Table 3 results revealed that service quality in selected Hotels of Kampala - Uganda exists at different levels. For instance the findings portray two dimensions with the highest (high) level of service quality under reliability; Whenever we request for any service the hotel provides it at the promised time and the hotel maintains an error-free record service at (mean=2.80 and 2.78 respectively); and all these are equivalent to Strongly Agree on the likert scale. Secondly under responsiveness of service quality two aspects were rated as high including; My problem is solved very fast by the staff (2.65); We are informed as to when services will be performed (2.54) and the lowest was whenever I need a service the staff give me prompt service (2.19). Under assurance all the aspects were rated very high including the average mean (average mean 3.55), meaning that they were ensured of keeping their information under utmost confidentiality, they feel safe in their transactions with the company, very time the staff is consistent and polite with them and that they always have knowledge about the hotel.

Under competence and communication three aspects were rated high plus the average mean and these include; The staff communicates to us in a caring manner because they matter (mean=2.72), The staff communicate to us in any language they understand (mean=2.55), The staff understands our specific needs with a specific attention (mean=2.52). This implies that services quality is high with an overall mean of 2.97 on a likert scale indicating that insurance companies provide to the customers the services needed so that they are satisfied with the services rendered to them by the selected Hotels of Kampala - Uganda.

Level of customer satisfaction in the selected hotels of Kampala Uganda

The third study objective was to determine the level of customer satisfaction in selected Hotels of Kampala - Uganda. The level of customer satisfaction in selected Hotels of Kampala - Uganda was measured using 14 questions in which respondents were requested to indicate the extent to which they agree or disagree with the statement by writing the number that best describes their perception. Each of the items

The questionnaire was rated with the aid of four likert scaled subjects ranging between one and four; where 1= Strongly Disagree, 2= Disagree, 3= Agree, 4= Strongly Agree. Their responses were described using means as summarized in table 5.

Table 3: Level of Customer Satisfaction in selected hotel in Kampala Uganda

Customer satisfaction	Mean	Interpretation	Rank
General customers			
Customers' feedback			
Hotel without delay responds to clients' problems, questions, and complaints.	2.85	High	1
Company actively responds to customers' enquiries of our services.	2.55	High	2
Hotel only uses phone calls, e-mails, and personnel visits to communicate with customers.	2.52	High	3
Average mean	2.55	High	
Customers' knowledge			
Hotel has different marketing patterns for target customers.	3.05	high	1
Practice flexibility depending on customers' requirements.	2.78	high	2
Hotel actively understands customers' service and expectations.	2.45	Low	3
Are able to use customers' ideas to develop a new market.	2.41	Low	4
Average mean	2.67	High	
General customers			
Marketing services			
Hotel uses a computer system efficiently to offer good services to customers.	2.92	High	1
Can introduce other customers to this Hotel.	2.74	High	2
Hotel provide price discount to customers.	2.71	High	3
Average mean	2.79	High	
Customer loyalty			
Hotel provides a direction to the customers as to where they can access your services depending on location.	2.89	High	1
Are extremely satisfied by the staff about new innovations and reactivity made in our company so that we can serve them better.	2.75	high	2
Hotel provides reliable information to the customers	2.63	High	3
Hotel can be a point of reference according to our services	2.55	High	4
Average mean	2.71	High	
All total	2.68	High	

Source: Primary Data, 2014

It should be noted that the data for the four dependent variables were collected from the customers in the selected Hotels. Therefore, the dependent variables represent the perceptions of the customers regarding these concepts. All the items for the dependent variables were measured on a 4-point scale (1 = strongly disagree, 2= disagree, 3= agree and 4 = strongly agree).

Customers' feedback – This variable was measured by three items. Customers were asked whether they agreed with the statements under investigation. Responses reveal that customers' feedback was high (mean= 2.55). Indicating that the customers get feed backs from the staff of selected Hotels.

Customers' knowledge - four items measured this variable and customers were asked whether they agreed with the statements therein. The hotel actively understands customers' service and expectations; they are able to use customers' ideas to develop a new market with means ranging from 2.45-2.41. Responses indicated that customers' knowledge work was also high on average (mean= 2.67).

Recurring service – they were three items had means ranging between 2.89-2.55 which indicated high on likert scale. And all of them were high namely. The hotel uses a computer system efficiently to offer good services to customers, I often introduce other customers to this hotel and the hotel provide price discount to customers. On average mean =2.79). This therefore means that customers are provided satisfied with the services provided.

Customer loyalty - four items measured this variable. Customers were asked whether they agreed with the following statements. (1) The hotel provides a direction to the customers as in where they can access your services depending on location, ii) We are extremely satisfied by the staff about new innovations and creativity made in our company so that we serve them better, iii) The hotel provides reliable information to the customers, iv) The hotel can be a point of reference according to our services on average 2.71. The level of customer satisfaction is high with 2.68 meaning that the customers are satisfied with the services provided to them in selected Hotels in Kampala Uganda where customers agreed with it.

Relationship between service quality and customer satisfaction

The fourth objective of this study was to determine if there is a significant relationship between service quality and customer satisfaction in selected Hotels of Kampala Uganda, for which it was hypothesized that "there is no significant relationship between service quality and customer satisfaction in selected Hotels" To test this null hypothesis, and to get an overall picture of the relationship, the researcher combined all the mean perceptions computed in table 2 and 3 above, and two mean indices were computed and generated (service quality and customer satisfaction) after which the two indices were correlated using the Pearson’s linear correlation coefficient(PLCC, or r). Results of this test are indicated in table 6 below.

Table 4 a: Significant relationship between service quality and customer satisfaction in selected Hotels of Kampala Uganda

Variables correlated	R-value	Sig	Interpretation	Decision on Ho
Service Quality Vs Customers’ feed back	0.377	0.000	significant correlation	Rejected
Service Quality Vs Customers’ knowledge	0.253	0.011	Significant correlation	Rejected
Service Quality Vs Recurring service	0.388	0.250	Insignificant correlation	Accepted
Service Quality Vs Customers’ loyalty	0.606	0.000	Significant correlation	Rejected
Overall Service Quality Vs Customer Satisfaction	.075	.000	Significant correlation	Rejected

Source: Primary data 2014

Table 4 results showed that service quality and customer satisfaction were positively and significantly correlated in selected Hotels of Kampala Uganda central Uganda with all the forms of customer satisfaction (all r-values < 0.05, except recurring service with r-value 0.388 with sig =0.250). Service quality is positively and significantly correlated with customers’ feedback (r = 0.582, sig. = 0.000); customers’ knowledge (r =0.377, sig =0.000) and customer loyalty (r = 0. 0.253, sig. = 0.011); profits

($r=0.388$, sig = 0.000), quality of services ($r = 0.606$, sig. 0.000); employee satisfaction ($r = 0.393$, sig.= 0.000); and owner(s) satisfaction ($r = 0.289$, sig. = 0.000).

The overall relationship between all the aspects of service quality and the aspects of customer satisfaction was ($r=0.075$, sig = 0.000). Basing on these results, also poor service quality is likely to improve on customer satisfaction the reverse is true in selected Hotels of Kampala Uganda.

These are in line with Suda 2001's findings that revealed that Customer satisfaction and service quality are inter-related. The higher the service quality, the higher is the customer satisfaction. Many agree that in the banking sector, there are no recognized standard scales to measure the perceived quality of a bank service. Thus, competitive advantage through high quality service is an increasingly important weapon to survive.

Table 4.b: Regression Analysis between the level of Service Quality and level of Customer satisfaction of selected Hotels of Kampala Uganda

bles regressed	Adjusted r^2	F	Sig.	Interpretation	Decision on H_0
e Quality VS ner Satisfaction	0.087	15.049	.000	Significant effect	Rejected
icients	Beta	t	Sig.		
tant)	.075	5.914	.000	Significant effect	Rejected
ners' Feedback	.044	1.046	.180	Insignificant effect	Accepted
ners' Knowledge	.312	3.530	.001	Significant effect	Rejected
ring services	.383	4.562	.000	Significant effect	Rejected
ners' loyalty	.206	2.395	.019	Significant effect	Rejected

Source: primary data 2014

The Linear regression results in Table 4b above, showed that service quality (independent variable) contributes 87% towards variations in customer satisfaction (dependent variable) in selected Hotels of Kampala Uganda central, Uganda as indicated by a high Adjusted R^2 of 0.087.

Results further suggest that the independent variables included in the model significantly influence changes in the dependent variable (customer satisfaction)

($F=15.049$, sig. =0.000). These results led to a conclusion that service quality significantly explains the high rates of customer satisfaction in selected Hotels.

Considering the coefficients of the regression, of all the four constructs service quality, three had a significant influence on customer satisfaction and only one (customer feedback) did not have a significant influence (Beta = 0.044, sig. = 0.180) where the null hypothesis was accepted of no significant effect, service quality (Beta = .044) had the biggest influence on customer satisfaction than other constructs.

The results indicated that service quality is more effective in increasing customer satisfaction among customers at the selected hotels in Kampala Uganda. Basing on these results the stated null hypothesis was rejected and a conclusion is made that improved service quality, enhances customer satisfaction among customers of the selected hotels in Kampala Uganda.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Findings

The purpose of this study was to determine the correlation between service quality and customer's satisfaction in selected Hotels of Kampala Uganda.; testing the null hypothesis of no significant relationship between the independent variable and dependent variable and Identify gaps in the existing literature and contribute to knowledge by bridging the existing gaps. The study was guided by four specific objectives, which included: i) to determine the respondents profile in terms of age, gender, level of education, marital status and experience, ii) to determine the level service quality, iii) to determine the level of customer satisfaction and iv) determining the Significant relationship between the level of service quality and customer's satisfaction in selected Hotels.

Data analysis using means showed that the level of service quality had an overall mean of 2.97 which is interpreted as high on a four point likert scale, implying high levels of service quality in selected Hotels.

The level of customers satisfaction was rated high with an overall mean of 2.68 which is also interpreted as high on a four likert scale, implying a high rate of customers' satisfaction in selected Hotels of Kampala Uganda. This is due to the fact that the customers are satisfied with the services provided to them by the selected Hotels.

There was a positive and significant relationship between the level service quality and customers 'satisfaction in selected Hotels of Kampala Uganda , and this is shown by the sig. value (.000) which was greater than the maximum sig. value of 0.05 considered in social sciences.

Conclusions

The level of service quality is generally high, concluding that Hotels provide to the customers the services needed so that they are satisfied with the services rendered to them by the selected Hotels.

The level of customers' satisfaction in selected Hotels also generally high. This means that that the customers are satisfied with the services provided to them in selected Hotels of Kampala Uganda where customers agreed with it.

As for the null hypothesis, results indicated a positive significant relationship between service quality and customers' satisfaction in selected Hotels leading to a conclusion that an improvement in service quality will improve on customers' satisfaction and the reverse is true in selected Hotels of Kampala Uganda at 0.05 level of significance.

In reference to regression, the significant relationship between service quality and customers' satisfaction in selected Hotels also indicated a positive and significant effect and a conclusion was taken that service quality influence the level of customers' satisfaction in selected Hotels of Kampala Uganda.

Recommendations

From the findings and the conclusions of the study, the researcher recommends

There is need to uplift the levels of service quality in selected Hotels since it was found to be high so that it's the highest.

The staff of the selected Hotels should be able to help the customers that whenever they experience any problem, it is handled in constant manner

The staff of the selected Hotels should be able to help the customers that whenever they request for any service in this company, we perform it so fast

The level of customers' satisfaction in selected Hotels since it was found to be generally high so that it becomes the highest.

In order to improve on reliability, the company should have different branches for customers to access the services.

There is need to improve on the knowledge of the hotels so that they actively understand customers' service and expectations.

Areas for Further Research

The research does not and cannot guarantee that the study was completely exhausted. In any case, the scope of the study was limited in accordance with the space and objectives. It is therefore suggested that a national research covering the whole country be undertaken, therefore prospective researchers and even students should be encouraged to research into the following areas:

1. Service quality and employees' motivation
2. Service quality and satisfaction of workers
3. Customer relationship management and business performance

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APPENDICES

Appendix I

QUESTIONNAIRE ON SERVICE QUALITY AND CUSTOMER SATISFACTION IN SELECTED HOTELS OF KAMPALA UGANDA

Dear respondents

Kindly I request you to fill for me this questionnaire, am carrying out an academic research on "***SERVICE QUALITY AND CUSTOMER SATISFACTION IN SELECTED HOTELS OF KAMPALA UGANDA***". Within this context, may I request you to participate in this study by answering the questionnaires? Kindly do not leave any option unanswered. Any data you will provide shall be for academic purposes only and no information of such kind shall be disclosed to others.

May I retrieve the questionnaire within one week (7) days

Thank you very much in advance.

Yours faithfully,

Ms. NABASINGA JOANITA

Appendix II - Clearance from Ethics Committee

Date _____

Candidate's Data

Name _____

Reg. No. _____

Course _____

Title of Study _____

Ethical Review Checklist

The study reviewed considered the following:

- Physical Safety of Human Subjects
- Psychological Safety
- Emotional Security
- Privacy
- Written request for Author of Standardized Instrument
- Coding of Questionnaires/Anonymity/Confidentiality
- Permission to Conduct the Study
- Citations/Authors Recognized.

Results of Ethical Review:

- Approved
- Conditional (to provide the Ethics Committee with corrections)
- Disapproved/Resubmit proposal.

Ethics Committee (Name and Signature)

Chairperson _____

Members _____

Appendix III - Informed Consent

I am giving my consent to be part of the research study of Ms. Nabasinga Joanita that will focus on Service Quality and Customer Satisfaction in Selected Hotels of Kampala Uganda. I shall be assured of privacy, anonymity and confidentiality and that I will be given the option to refuse participation and right to withdraw my participation any time. I have been informed that the research is voluntary and that the results will be given to me if I ask for it.

Initials: _____

Date _____

INFORMED CONSENT

I am giving my consent to be part of the research study of Ms. Nabasinga Joanita that will focus impact of school feeding on performance and retention rate among the selected schools in Lakes state, south Sudan.

I shall be assured of privacy, anonymity and confidentiality and that I will be given the option to refuse participation and right to withdraw my participation any time.

I have been informed that the research is voluntary and that the results will be given to me if I ask for it.

Initials: _____

Date _____

FACE SHEET

Code # _____ Date _____ Received _____ by _____ Respondent _____

PART A. Profile of Respondents

Direction: On the space provided before or after each option, indicate your best choice by ticking mode (✓):

Profile of respondents

- ___ (1) Male
- ___ (2) Female

Age

- ___ i) 20-39 years
- ___ ii) 40-49 years
- ___ iii) 50-59 years
- ___ iv) 60 years

Education Level (Please Specify):

- (1) Certificate _____
- (2) Diploma _____
- (3) Bachelors _____
- (4) Masters _____
- (5) Ph.D. _____

Number of Years (Working Experience) (Please Tick):

- ___ (1) Below 2 years
- ___ (2) 3-5 years
- ___ (3) 6 years and above

APPENDIX IIA

QUESTIONNAIRE TO DETERMINE THE LEVEL OF SERVICE QUALITY IN SELECTED HOTELS OF KAMPALA – UGANDA

Direction: Please respond to the options and kindly be guided with the scoring systems below.

Description	Response Mode	Score
You agree with no doubt at all	strongly agree	4
You agree with some doubt	agree	3
You disagree with some doubt	disagree	2
You disagree with no doubt at all	strongly disagree	1

Reliability

- 1) whenever we request for any service the hotel provides it at the promised time
- 2) whenever i request for any service in this company, we perform it so fast
- 3) the hotel maintains an error-free record service
- 4) the hotel has different branches for us to access the services any time.
- 4) whenever I experience any problem, the staffs handle it in constant manner

Responsiveness

- 5) whenever I need a service the staff give me prompt service
- 6) whenever I need a service the staffs serve me readily in a good manner.
- 7) my problem is solved very fast by the staff.
- 8) we are informed as to when services will be performed

Assurance

- 9) they ensure of keeping their information under utmost confidentiality
- 10) I feel safe in their transactions with our hotel
- 11) Always I have knowledge about our hotel
- 12) Every time the staff is consistent and polite with us.

Competence and communication

__13) the staff communicates to us in a caring manner because they matter a lot.

__14) the staff communicates to us in any language they understand

__15) the staff has convenient location and operates in extended hours to all its customers without spending much time on long queues

__16) the staff understand our specific needs with a specific attention due to our competence

__17) whenever I request for service, we attend to them so fast

APPENDIX IIB

QUESTIONNAIRE TO DETERMINE THE LEVEL OF CUSTOMER SATISFICATION

Direction: Please respond to the options and kindly be guided with the scoring systems below.

Description	Response Mode	Score
You agree with no doubt at all	strongly agree	4
You agree with some doubt	agree	3
You disagree with some doubt	disagree	2
You disagree with no doubt at all	strongly disagree	1

Customer's feedback

___1) the hotel without delay responds to clients' problems, suggestions, and complaints.

___2) the hotel uses phone calls, e-mails, and personnel visits to communicate with customers.

___3) the hotel actively responds to customers' enquiries of our services.

Customers' Knowledge

___4) the hotel actively understands customers' service and expectations.

___5) the hotel has different marketing patterns for target customers.

___6) they are able to use customers' ideas to develop a new market.

___7) they practice flexibility depending on customers' requirements.

Recurring services

___9) the hotel use a computer system efficiently to offer good services to customers.

___10) the hotel provide price discount to customers.

___11) I often introduce other customers to this hotel.

Customer loyalty

___ (12) the hotel provides reliable information to the customers

___ (13) the hotel provides a direction to the customers as in where they can access your services depending on location.

___ (14) the hotel can be a point of reference according to our services

___ (15) we are extremely satisfied by the staff about new innovations and creativity made in our company so that we serve them better.

THANK YOU FOR PARTICIPATION

Appendix VII - CURRICULUM VITAE (CV)

CURRICULUM VITAE

A) BIODATA

SURNAME : NABASINGA
OTHER NAMES : JOANITAH
NATIONALITY : UGANDAN
MARITAL STATUS : SINGLE
HOME UGANDA : WAKISO
DATE OF BIRTH : 14TH DECEMBER, 1992
CONTACT NO. : 0752474127
EMAIL : joan.nabasinga@gmail.com

B) CAREER GOAL: To serve in a position that will enhance my education and utilize my professional capacity for myself and society welfare.

C) EDUCATION BACK GROUND

PERIOD	INSTITUTION	AWARD
2011-2014	Kampala international university	Bachelors Degree In Tourism And Hotel Management
2009-2010	Kinawa high school	UACE
2005-2008	Kinawa high school	UCE

D) WORKING EXPERIENCE

Period	Organisation	Location	Role/Post held
June – August 2013	Sheraton Kampala hotel	Kampala	Internship
March 2013	UYT promotions	Kampala	Manager

COMPUTER KNOWLEDGE

- Ms Access (Good)
- Power point (Good)
- Internet and mail skills (Very Good)

HOBBIES AND INTERESTS

- Learning new skills and knowledge awareness
- Music
- Reading books

Other skills and competences

- Ability to work in a multi cultural environment
- Ability to listen carefully and retain information
- Skills of leadership
- Consultation and teamwork
- Excellent writing and communication skills
- Proved integrity in handling sensitive information.

REFEREES

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Declaration

NABASINGA JOANITA, the undersigned certify that to the best of my knowledge and believe the data correctly describes my qualification and experience.