AN ASSESSMENT OF THE EFFECTIVENESS OF STAFF TRAINING IN ENHANCING CUSTOMER SERVICE IN THE HOTEL INDUSTRY:

(A case study of five star hotels).

BY

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DECLARATION

This project is my original work and has not been presented in any other institution or for any other award.

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ABSTRACT
This study on customer service focused on four five star hotels in Nairobi. Some hotels have recorded reduced business activities due to the quality of services that they offer to customers. The study sought to give an assessment of the effectiveness of staff training in the enhancement of customer service in the improvement of such services that might have contributed to such a drop in business.

The study identified the kind of training offered to the staff in the customer service department, quality of service offered to customers, the nature of customer compliments, suggestions and complaints. The study would also make policy recommendations and suggest areas for the benefit of all stakeholders in the hotel industry.

Using a combination of purposive, multistage, systematic and simple random sampling techniques, a sample of four (4) five star hotel, four customer contact departments in each hotel and forty (40) management staff from these four hotels will be sampled. Primary data was mainly obtained using structured and self-administered questionnaire, which was pre-tested to ensure reliability and validity. The data collected was be analyzed using a combination of statistical techniques. These included cross-tabulations, tally marks, range percentages, average and ratios. The analyzed data was interpreted and presented through charts, frequency tables and in textual forms for clarity.
According to the population censors in 1989, the population had grown to 1,324,000 people. It was projected to grow at 4.7% per annum. (Kenya republic of UNDP 1997:5). This resulted in the enlargement of the customer base for the hotel industry that in turn led to the increase in the number of hotels.

Hotels in Kenya developed as a way of tourism promotion by the British colonial government: The first and classic hotel in Nairobi was the New Stanley hotel in 1902 followed by the Norfolk hotel in 1904. These hotels were meant to cater for the settlers and later to cater for the tourists. As tourism business boomed, there was need to accommodate and cater for tourists' needs, investors concentrated in hotel constructions in Nairobi, the game parks, and along the coast (Bachmann 1987). In Kenya's development plan of 1966-1970, it was proposed that more high standard hotels be constructed in Nairobi, the main tourist gateway of East Africa and to expand existing hotels and lodges.

The classified hotels fall under five (5) categories; that is from one (1) to five (5) stars. There are 232 classified hotels in Kenya. Of these, 32 are five star, 47 are four-star, 60 are three-star, 48 are two-star and 45 are one-star hotels. Of the 32 five-star hotels, six are located in the national parks and game reserves, 17 at the coastal area and nine (9) in Nairobi (Kenya Utalii College, 1999:1).

The five-star hotels are at the pinnacle of the hotel industry. To acquire and maintain the five-stars' status, hotels should have certain qualities spelt out in the Hotels and Restaurants Act (cap. 494, 1984). Each hotel requires a ruling from a panel of judges based on these qualities.

1.2 STATEMENT OF THE PROBLEM.

Hotels in Kenya play a major role in the economic development of the country.

However, some hotels have recorded reduced business activities in recent times. The
causes of the reduced business have not been fully established although it has been attributed to the quality of service that they provide to customers. Therefore, this study seeks to assess the effectiveness of staff training in enhancing customer service in the five-star hotels in Nairobi, for the improvement of the services that might have contributed to such a drop in business and failures.

1.3 PURPOSE OF THE STUDY.

This study will specifically give an insight into the service quality, customer reactions, type of communication between the staff and customers, staff training, staff motivation, performance appraisal or measurement, delegation, policies and procedures in five-star hotels. This will make all stakeholders realize that careful handling of customers' compliments, suggestion and complaints, well-motivated and adequately trained workforce is the key to business success in these five-star hotels from which they benefit in all ways.

1.4 OBJECTIVES OF THE STUDY.

The study objectives were:

1.4.1 General objectives.

♦ To examine the type of services provided to customers in hotels in Nairobi and the techniques used in handling customer service.

♦ To establish the role of staff training in enhancing customer service.

1.4.2 Specific objectives.

♦ To identify the type of services offered to customers in hotels.

♦ To determine the duration of staff training in customer care and to determine the extent of delegation by management to the customer contact staff.
To establish the channels of communication used by customers and management in five star hotels and to determine the nature of customers’ compliment, suggestions and complaints with regard to the five star hotels in Nairobi.

To make policy recommendations based on study findings in hotels and to suggest areas for further research.

1.5 RESEARCH QUESTIONS.

1.5.1 Research questions

• What services do customers expect from hotels?
• What are the main customer compliment, complaints and suggestions with regard to five star hotels
• How are customer compliment, complaints and suggestions handled by management and customer contact staff
• What channels are normally used in communicating customer compliment, complaints and suggestions to management
• Which channels are normally used in communicating customer compliment, complaints and suggestions by management to customer contact staff
• What is the percentage of repeat business in the five star hotels
• What is the frequency of staff training in customer care
• To what extent are hotel staff empowered to deal with customer service issues
• Do the hotels implement clear training and customer service policies and procedures
1.6 SIGNIFICANCE OF THE STUDY

There are various sectors that the hotel industry contributes to the economic development of Kenya in different ways.

Provide employment to the best trained in the industry at a time when the level and rate of unemployment is high.

The five star hotels should view customer care that will be analyzed in this study as a powerful and competitive differentiator. If good training in customer services is provided, this will prompt the management to change some inappropriate techniques used in handling customers (Kenya Utalii college, 1980:1). This will create opportunities for service excellence through the provision of positive customer experience and the development of these hotels. Ultimately, this will attract more customers, enhance market share growth and success. Therefore, this study will assess the effectiveness of training and staff motivation in enhancing customer service in the hotel industry.

The beneficiaries of this study will include customers who will get improved services. The employees of the hotels will acquire knowledge on customer care which will enable them provide quality services. This will lead to job satisfaction and motivation, which will eventually lead to the success of the business.

The government will use the study as a basis of making informed policy decisions on the management of banks. The tourism sector will acquire knowledge on customer care that will be used as a basis for making policies and implement quality initiatives. Educational and training institutions and consultancy firms dealing with customer and marketing services will use the study as reference material in training and consultancy. Based on the findings of the study, the directors and investors of the
hotels in Kenya will get an in-depth view of how their businesses can succeed through effective customer care, together with training and motivation of their employees. They will also make use of the study recommendations in making entrepreneurial decisions.

Few researches on the topic have been carried out in Kenya, therefore the study will add on to the existing literature for use by other researchers.

1.7 SCOPE OF THE STUDY

This study was based on the hotel industry and in particular five star hotels in Nairobi. The study focused on an assessment of the effectiveness of staff training in enhancing customer service. The respondents of the study included the management staff working in the customer contact departments. These are: front office, teller, security etc. These are departments that are in constant contact with the customers. The study measured customer reactions, effective communication, staff training, delegation, training policies and procedures.

1.8 LIMITATIONS OF THE STUDY

- The study was based on a sample limited to a single administrative unit (Nairobi province only). Despite this, sample size taken was a representative of all five star hotels in Kenya and its outcomes could be generalised to other hotels. The hierarchical structure in the hotels industry led to some delay before authority could be given by the CEOs for the researcher to start data collection. The researcher used letters of authority to carry out the research from Kenyatta University.

- The five star hotels did not have complete records and data on training in regard to customer service, thus the researcher took a long time in carrying out detailed interviews to get sufficient information for the study from the respondents. The target
population (management staff were very busy during data collection period, therefore the researcher had to persuade thoroughly and explain to the respondents the importance of the study.

- The target population showed a lot of reluctance and unwillingness and suspicion that the research is time wasting and secondary to their work.

- Time pressure - the time allocated for this research was inadequate. The researcher had to make maximum use of the available time to make it cost effective.

- Financial constraints — all the financial requirements of this study were met from personal sources. The researcher had to make some financial sacrifices and therefore was not able to capture a large number of respondents. The selected sample was a representative.

- Human resources — due to time pressure the researcher had to hire two research assistants to help in data collection to ensure high quality data for this study.

1.9 DEFINITION OF TERMS AND ABBREVIATIONS.

This section covers the definition of terms and abbreviations as used in this study.

1.9.1 Definition of terms

- **service industry** - This is an organization offering services to the public in return for payment.

- **Hotel** — This is a building licensed to provide accommodation, meals and entertainment and other personal services to the public.

- **Five star hotel** — This is the highest-ranking category of hotels in the hospitality industry which marks first class quality service provision.
♦ **Staff Training** - This refers to the systematic modification of employees' behavior through the learning process, which occurs as a result of education, planned experiences, instruction and development.

♦ **Staff motivation** – This is the process, both instinctive and rational, by which management staff seek to satisfy the basic drives, perceived needs and goals which trigger the behavior of employees.

♦ **Performance appraisal** – This is an evaluation of an employee's current or past performance relative to his or her performance standards.

♦ **Compliment** – This is a recognition, respect, through speech, gesture or writing by customers after they have consumed the services provided.

♦ **Suggestion** – This is a possibility or desirable proposal offered by customers for possible consideration by hotel management after they have consumed the services provided.

♦ **Complaints** – This is an expression of discontent, dissatisfaction, protest, resentment, regret, accusations and lamentation through speech, gesture or in writing by customers after they have consumed the services provided.

♦ **Management staff** – These are senior staff who are charged with the responsibility of supervising other staff members.

♦ **Competencies** – These are indications of what an employee can do or a person's abilities as seen by other. They describe past behavior and predict future performance.
1.9.2 **Abbreviations and acronyms.**

**CEO** – Chief Executive Officer.

**HRM** – Human Resource Manager.

**MS** – Management staff.

**CSD** – Customer service department.

**QMS** – Questionnaire for Management Staff.

**UNDP** – United Nations Development Program.

**USA** – United States of America.
CHAPTER TWO - LITERATURE REVIEW

2.1 INTRODUCTION

This chapter reviews available and relevant literature on the six variables focused on this study: service quality, customer reactions, effective communication, staff training, training policies and procedures, and delegation. There is scanty literature on ways of enhancing customer service in hotels. Most literature available is general to the service businesses in the developed world and not specific to the Kenyan situation. However, there has been incisive and analytical literature on the staff numbers, orientation and qualification, customer security and types of menu provided.

2.1.1 Conceptual framework.

Business success is an output of related factors in the hotel industry, this success is affected by the techniques employed in handling customers. The conceptual framework (fig 1) shows the relationship between causes of poor customer services, management intervention, staff training and motivation, the positive effect and goal of achieving customer satisfaction and loyalty which leads to business success.
Fig. 1. The relationship between causes of poor services, management intervention, positive effect goals and expected output.

**Causes of Poor Services:**
- Poor quality service.
- Communication gaps.
- Negative attitudes.
- Poor handling of complaints.
- Poor or lack of proper training.
- Ignoring suggestions.
- Poor delegation by management staff.
- Lack of motivation.
- Poor performance appraisal systems.
- Inadequate policies and procedures.

**Management Intervention:**
- Initiate quality input systems or measures.
- Establish effective communication systems.
- Handle complaints effectively.
- Conduct effective and relevant training.
- Act on suggestions.
- Delegate effectively to the staff.
- Develop appropriate performance appraisal and motivational systems.
- Develop and implement clear policies and procedures in the relevant areas.

**Positive Effects:**
- More compliments.
- Positive suggestions.
- Highly motivated workforce.
- Well handled complaints.
- Effective communication.
- Positive attitudes.
- No customer complaints.
- Employee development.
- Improvement in the general performance of the business.

**Goal:**
- Excellent customer service.
- Customer satisfaction and loyalty.
- Highly motivated workforce.
- Well trained and developed workforce.

**Expected Output - Business Success.**

2.2 **Service Quality**

"Customer service is dead." Says Abel Kabiru.

"Frankly I am puzzled by the quality of customer service in the African establishment" says Victor Ochieng, a marketing consultant in Nairobi. He points out that local companies have not yet grasped the true cost of poor customer service. For a company to survive the 21st century, quality customer service has to be integrated and assimilated within the organization. Customer care is a must do activity for companies faced with tough competition and obstacles that challenge their pursuit of growth and profits.

Dynamic organizations wishing to enhance their effectiveness and maximize profitability have adopted versatile strategies to cater for the constantly changing needs and
expectations. Over the last 31 years, one institution has endeavored to instill the virtue of
good customer service to leading corporations around the world. (Daily Nation, business
week, Tuesday September, 2003).

Quinlan (1991: 148) in his study carried out in Boston, USA using secondary data, found
out that the quality of customer services are critical factors in the success of any business.
With many hotels providing almost similar benefits, the quality of the services
distinguishes from one hotel to another. Therefore, these hotels must view customer care
as a competitive differentiation. They must strive to achieve service excellence by
generating more compliments than complaints, and continuously dealing with
suggestions. In a customer survey carried out in New York USA, Nykiel (1993: 15)
found out that it costs five times as much to attract a new customer than it did to retain an
existing one. He understands the importance of satisfying the customers by meeting their
expectations through constant creation of the experiences. According to Horovitz
(1990:62), this will lead to positive reactions, business excellence and sustainability.
However, these studies did not establish the role of compliments, suggestions and
complaints in customer care and the duration taken to handle customer complaints as will
be done in this study. The service quality delivered to customers determines customer
reactions.

2.3 CUSTOMER REACTIONS.
Customers react differently to service quality delivery. The satisfied customers mostly
give compliments, the dissatisfied customers complain, while some of the satisfied or
dissatisfied give suggestions (Sorrenson, 1998:66).
Before the customers complain, they often make some remarks on the services provided.
Williams (1996:97), notes that “complaints do not suddenly appear from a clear blue
sky.” Therefore, the small remarks should be noted and acted upon by staff at the customer interface immediately. This is because, “when the irritation is not responded to and the problem does not go away, it begins to rankle with the customer.”(Williams, 1996:17).

Ultimately, the hotel management uses different interventions to manage customer reactions for efficient and effective customer relations. This study will establish the frequency of soliciting customer reaction through formal feedback systems.

Band (1991;258) advised that businesses should know that customers who complain are doing them a favor by complaining. This is because complaints help the business know its strengths, weaknesses, opportunities and threats. In addition, the management should appreciate that every customers’ problem is an opportunity for the hotel to show its commitment to service. In his case study carried out in 1996, on 28 Ritz- Calton Luxury hotels, Kotler found out that 25% of every four purchases resulted in customer dissatisfaction. Less than 5% of the customers did not complain while the rest switched to other hotels. This study will establish whether hotels in Nairobi carry out surveys and lost customer analysis to find out customers’ view about their performance as communicated to the management and thereafter to customer contact staff by management.

2.4 EFFECTIVE COMMUNICATION.

Customers’ reactions on service quality delivery are communicated to the hotel’s management and staff through different channels. In his study, Sorrenson (1980;34) advised that when dealing with customer, communication must be “open, honest and courteous to avoid breeding frustration, anger, disappointment, dissatisfaction, and the eventual loss of a customer.” Customers must be listened to and explanations given based on their reactions. His study mainly made use of primary data.
A customer who gives compliments, suggestions or complaints, requires feedback from the customer contact staff or management. To monitor the level of customer satisfaction, the management should establish a customer feedback system for continuous service delivery improvement. According to Heskett (1992;31), this feedback system should be characterized by simplicity, promptness, honesty, cost effectiveness and ability to motivate customers to come back.

Only about two thirds of the companies that receive thoughtful, constructive but critical letters bother to respond. A small proportion of the companies that receive praise write back.

Therefore, the hotels should run customer feedback systems as direct measures of customer satisfaction, based on issues pertaining to customers' compliments, suggestions and complaints to create an understanding between staff and their customers. This will also ensure successful repeat and new business. Kotler (1996;663), contends that, hotels and staff should have coordinated communication and reviews of the customers' feedback. This helps to build and maintain good working relationships. The current study will find out whether hotels in Nairobi keep detailed record of compliments, suggestions and complaints made by customers, duration taken to respond to customer and whether this information is communicated to staff by management. All this can only be effectively done if staff are thoroughly trained.

2.5 STAFF TRAINING

To achieve quality service delivery, effective communication, staff should be brought to a desirable standard of efficiency through instruction and practice. Denton (1991;17), found out that quality service is people dependent therefore, not all hotels that provide
quality are able to “enhance consistent customer service through their ongoing training programs.”

Kotler, (1996;664) advises that intensive customer care training in the and of coddling customers should be an essential component of every employees’ training program. This study will find out the role and type of customer care training provided to customer contact staff in hotels. This will be in synchrony with Hart et. al., (1990;154) in their study, who concluded that; “the organization must train the people who interact directly with customers..........Employees close to customers are the first to know about problems and are in the best position to determine what can be done to satisfy the customer....... Training can go along way in developing communication skills, creative thinking needed with irate customers.”

The development of new and expanded training program help to build multiple competencies and confidence in customer contact staff. This shows that well trained employees are likely to satisfy the needs and expectations of their customers. This will enhance the hotels’ competitiveness as the employees will be able to view suggestions and complaints as opportunities “to make up for poor value delivery.”(Band, 1991;28). This will help the hotels gain and maintain local customers.

A study carried out in the USA using primary data found out that a well managed curriculum will help employees deliver the best possible experience to customers and be able to effectively solve problems on the spot, (Quinlan, 1991;150). However, the study did not establish the duration of training provided to each employee per year as will be done in this study. The current study will also establish whether the curriculum used in customer care training covers content areas such as; communication skills, creative thinking, problem solving and decision making.
2.6 DELEGATION

After going through training, employees are able to energize the business, and can effectively be delegated to by management. Unfortunately, the management scholar, Peter Drucker, notes that, “so much of what we call management makes it difficult for people to work.” (Band, 1999; 173).

However, the management should appreciate that it is vital to delegate to ensure that decisions are made by the person with the best knowledge of the situation, especially at the customer interface. An executive at the Ritz-Calton chain of hotels (Kotler, 1996; 668), found out that businesses are more successful when “......employees are empowered to handle problems on the spot without consulting.” This study will also establish whether customer contact staff have the attitude to deal with customer reactions on spot. For a hotel to create service value for its customers, the management should give the customer contact employees adequate knowledge, skills, resources, responsibility and authority to solve customers’ problems immediately. Band (1991; 260), succinctly states that;

“employees are often handcuffed by procedures and red-tape that prevent them from making obvious adjustments for customers that would settle matters quickly and build good for the future ...... one of the biggest complaints that customers have about complaint handling is their inability to find someone with enough knowledge and authority to take action on their problems.”

The management should adequately delegate to the customer contact staff because, “...... the more you delegate, the more you can get done.” (McComenal, 1996; 72). The staff can also build goodwill if they are given a chance to handle most of the “seemingly small
issues that can ignite a person's temper.” (Hart, et. al.,1990: 149). Therefore, encouraging them to solve customer problems contributes to eliminating the source of complaints at the customer interface. This leads to their being perceived positively by the customers. The establishment of mutual understanding between customers and employees helps to build a customer base for the hotel. A study on customer loyalty in the service industry undertaken in the USA (Sarre Singer, 1991:85) found out that only 14% of the customers stop patronizing a business due to dissatisfaction with the quality of what they purchase. More than 2/3 of defects is because the customer-contact employees are indifferent or unhelpful. No hotel can afford to lose customers because of such staff. The current study will measure the percentage of repeat business. Therefore, it is cardinal that customer contact staff be given “authority and responsibility to make decisions without always having to check up the hierarchy.” (Denton, 1991:9). Customer contact staff can only be decisive if they are delegated to adequately and given the necessary authority. They should be fully empowered to deal with the customers’ compliments, suggestions and complaints. By giving them discretion, they eventually develop positive attitudes towards customers who in turn repeatedly purchase services from the hotels.

In addition to giving customer-contact employees knowledge, resources and authority, the management should establish a reward and recognition system for employees who have excelled in customer care (Hart, et. al., 1990:150; Reinheld, 1990:108). This will motivate employees to achieve higher levels of customer satisfaction. Emphasizing the vitality of empowerment, Hart, et. al. (1990:50) says;

“The surest way to recover from mishaps is for the workers on the front line to identify and solve customers’ problems. Doing so requires decision making.”
The current study will establish the extent and the reasons why recognition and reward systems are used in the five star hotels in Nairobi. Through delegation, the customer contact staff will be able to respond to customers' compliments, suggestions and complaints effectively following the laid down policies and procedures.

2.7 POLICIES AND PROCEDURES.

Successful hotels develop policies and procedures on handling customer reactions. In his study carried out in the UK, Sorrenson (1988:67), found that developing and implementing “a sound customer relations policy is very expensive......... but the benefits can be tremendous.” Like wise, the current study will establish whether five star hotels have such policies and procedures for handling customer reactions.

Williams, (1996:25) noted that all policies and procedures that work should have the following characteristics;

♦ Be easily accessible and well publicized.

♦ Be simple and easy to understand and use.

♦ Allow speedy handling with established time limits for actions and keep people informed of progress.

♦ Ensure a full and fair investigation.

♦ Respect effective response and appropriate redress and provide information to management so that services can be improved.

These policies and procedures should clearly stipulate how compliments, suggestions and complaints should be handled by all staff. The current study intends to establish the channels used by management to communicate policies and procedures for handling customer reactions to staff. This was not covered by the Williams’(1996) study.
Band (1991:258), argues that, based on clear policies and procedures, a successful business should establish an effective complaint monitoring and management system. The system will help a hotel keep in touch with its customers and respond to their future need and expectations. Effective management of this system will enable a hotel to monitor customer feedback continuously, and be in a position to act on the complaints and suggestions in a timely manner. It will also enable the hotel to turn problems into opportunities and proactively responding quickly by tracking, analysis and correcting service errors to prevent their reoccurrence. This will build up customer goodwill for the hotel (Band, 1991:261). All employees should understand that the duration it takes to respond to a complaint and to solve a problem is important to the customer. The current study will also examine whether complaint monitoring and management system and the tools used to monitor customer satisfaction exist in the five star hotels.

2.8 CHAPTER SUMMARY.

From the literature reviewed, it is clear that a few researches have been carried out on the assessment of the effectiveness of staff training and staff motivation in enhancing customer service in five star hotels. Most of the previous studies were carried out in the developed countries and mostly used secondary type of data. Customer care based studies are more recent. Consequently, there is inadequate data in this area of study. This study will be carried out in Nairobi using both primary and secondary data drawn from hotel management as the primary respondents. The proposed study will be based on a representative sample of the five star hotel in Nairobi. It will contribute to the scarce literature and add knowledge to an area that has thinly been ventured into. It will also update existing literature for use by other researchers and practitioners in this field.
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

The chapter discusses the design of the study, the target population, and the sampling strategy that was used, data collection tools, data analysis and expected output.

3.2 DESIGN OF THE STUDY

The planned procedure for carrying out this research was a survey. This method uses individuals as the basic unit of analysis and helps in collecting original data that describes a population that is too large to be observed directly. These individuals should be characterized by a high degree of representatives. In surveys, many questions may be asked or given variables in the study, which provide considerate flexibility in the analysis. The main phases of this study was proposal and study instruments development; carrying out pilot study; data collection and analysis; and finally report writing.

3.3 LOCATION OF THE STUDY

The location of this study was the five star hotels in Nairobi City, Kenya. Nairobi was chosen as the study location because it is the only city with the largest concentration of five star hotels in the country (appendix A). The five star hotels were chosen because they are at the pinnacle and they set service quality standards in the hotel industry.
3.4 TARGET POPULATION

Nairobi has nine (9) five star hotels (appendix A). This study specifically focused on only four of them. That is The Stanley, Grand Regency hotel, Hotel Intercontinental and Serena Hotel.

In each hotel, the Human Resource Manager and the management staff in the customer contact departments (target population) were interviewed. The sampling frame constituted 200 management staff from customer contact departments. Out of these managers, 52 were from The Stanley Hotel, 40 from Grand Regency, 45 from Hotel Intercontinental and 64 were from Serena Hotel.

3.5 SAMPLING AND SAMPLE SIZE.

This section covers the description selection techniques and size of the sample.

3.5.1 Sample description.

Hotels fall into four (4) categories; from two star hotels to five star hotels. The five star hotels are at the pinnacle and they let service quality performance standards in the hotel industry. The main respondents in this study were the management staff in the direct customer contact departments (front office, security, tellers, etc.) in the hotels. Their work includes implementation of hotel policies and procedures, provision of quality services, training and communicating customers’ expectations to the staff. The management falls at different levels of the hotels’ administrative structure and are professionally trained in hotel management at varied levels in different institutions. Their training generally covers human resource management, customer service, etc. They also have work experience in various departments and hotels.
3.5.2 Sample selection techniques

The researcher used various sampling techniques to select a fully representative sample of five star hotels and the target population of the management staff. This ensured that true, relevant, adequate and accurate data was collected that could confidentially be generalized to all other hotels and managers in the customer contact departments in the country. In this study, the researcher employed simple random, purposive sampling and systematic sampling techniques to arrive at a designed representative sample. The sampling stages given below were followed:

(a) All categories of hotels.

Classified hotels that were considered in this study are categorized into five groups: one-star, two-star hotels, three-star hotels and four-star hotels and five-star hotels. This depends on the quality of services that each hotel provides.

This study only assessed the effectiveness of staff training in enhancing customer service in the hotel industry. In Kenya, there are nine (9) five star hotels (appendix A). The five-star hotels were purposively be sampled from all other categories of hotels for study because they are at the pinnacle of the hotel industry. They also have a significant contribution to the economic development in Kenya (section 1.5). their performance also helps in setting quality service standards in the hotel industry.

(b) Hotels.

It was be important to sample hotels in Nairobi because the city has higher concentration of these hotels than any other parts of the country. There are nine (9) five-star hotels in Nairobi (appendix A). A representative of four (4) were be selected due to constraint of resources (These were; The Stanely, Grand regency, Hotel Intercontinental and Serena).
The sample was acquired by use of simple random sampling technique. Small and equal pieces of papers each bearing the name of one of the five star hotels in Nairobi was folded and put in a bowl. The bowl was shaken to ensure a proper mix of the papers and equal chances of inclusion in the sample for each of the hotels. One proposed research assistant was asked to systematically pick the pieces of paper without replacement as their names were recorded.

(c) **Direct customer contact department.**

Each five-star hotel has different department with direct or indirect contact with customers. In this study, only the customer contact department were purposively sampled.

(d) **Managers in customer contact departments**

At this stage, the target population will be the management staff in the customer contact departments. This formed the basic unit of analysis. The management staff were sampled using simple random and systematic sampling techniques.

In the simple random sampling, the identifiers of the respondents to be included in the sample were their personal numbers as per the records kept in the human resources department of each five star hotel. These numbers were written on pieces of papers and put in a bowl. They were shaken to ensure proper mix and thereafter picked at random without replacement.

To interview a number of managers that would represent the total population, the systematic sampling techniques was used. The first number of manager was randomly determined between 1 and k. Once the starting point was established, every K\textsuperscript{th} manager throughout the list was systematically selected. To get the sampling interval, the total population of management staff in the direct customer contact
departments (N) was divided by the desired sample (n) (Moses and Kalton, 1979: 82-83).

Therefore, \[ K = \frac{N}{n} \]

\[ N = \text{Total population (sampling frame).} \]

\[ n = \text{Sample to be studied in each Hotel.} \]

For example;

**Grand Regency** 40/16.0 = 2.5

**The Stanley** 52/20.8 = 2.5

**Serena Hotel** 64/25.6 = 2.5

**Intercontinental** 45/18 = 2.5

The figure 2.4 was rounded up to 3. Therefore to get the desired sample from each hotel every \( K^{th} \) (3rd) management staff was picked using the personnel numbers until the whole population was covered. This formed a representative sample.

### 3.5.3 Sample size

This study sampled the hotels in Nairobi using a combination of simple random, purposive, and systematic sampling techniques.

A sample of four five-star hotels and four customer contact departments in each hotel were be studied. To get a representative sample from each five star hotel, the following formula was used.

\[
\text{Number of managers in customer contact departments of each five star hotel} \times \text{sample}.
\]

\[
\text{Total number of managers in customer contact departments in four five star hotels.}
\]

Using this formula the following distribution of the five star hotels under study were established;
Grand Regency \[\frac{40 \times 40}{200} = 8\]

The Stanley \[\frac{52 \times 40}{200} = 10.4 = 10\]

Serena Hotel \[\frac{64 \times 40}{200} = 12.8 = 13\]

Intercontinental \[\frac{45 \times 40}{200} = 9\]

Therefore from these computations, 40 (20%) were sampled as the basic unit of analysis out of the total 200 management staff in the customer contact departments of the four five star hotels under study.

3.6 DATA COLLECTION TOOLS.

This study used data from both primary and secondary sources. All the primary data collection instruments were developed by the researcher. Quantitative data was collected through the questionnaire, while qualitative data was gathered from respondents' opinions.

3.6.0 VARIABLES.

This research will utilize various variables in its operations. In this section the following variables are defined in the context which they will be used:

3.6.1 SERVICE QUALITY.

This is the degree of excellence necessary in meeting customers' requirements, expectations and conformance to set specifications in the five star hotels. This mainly focused on the service delivery (functional quality) rather than what is delivered (technical quality). It will be measured in terms of the number of compliments,
suggestions and complaints made to staff by customers and duration taken to handle complaints.

3.6.2 Customer Reactions.

These are the responses given by customers to the management on the quality of service delivered. In this study, customer reactions were measured in terms of the type of compliments, suggestions or complaints and time taken by management to respond and ways of acting on these complaints.

3.6.3 Effective Communication.

This is the process of ensuring that customers and the staff of the hotel choose appropriate channels of exchanging information in order to achieve mutual understanding. In this study, this variable was measured in terms of the number of staff utilizing the given communication channels for the intended purposes and ways in which the staff communicate with the customers in order to ensure high quality services.

3.6.4 Staff Training.

This is the process of instructing staff in the acquisition of knowledge, skills and right attitudes towards customers. This was measured in terms of the duration that staff take in customer care training per year.

3.6.5 Delegation.

This is the process of giving customer contact staff resources, responsibility and authority required to solve customers’ problems. It was measured in terms of the number of staff who have the resources, responsibility and authority to specifically solve customers’ problems and the frequency of latitude to do whatever is necessary to deliver quality service.
3.6.6 **HOTEL POLICIES AND PROCEDURES.**

These are guidelines or courses of actions that stipulate what staff should do when serving customers. This will be measured in terms of the number of management staff reporting whether policies and procedures are well articulated to the customer contact and training.

3.7 **DATA ANALYSIS**

This section explains the various methods of data analysis, interpretation and presentation that will be used in the research. Data was analyzed using statistical techniques such as cross-tabulations that frequency tables, percentages and averages. Thereafter data was mainly presented using charts, graphs and tables for clarity.

Data collected from the five star hotels were first edited to remove any inconsistencies. A computer datasheet was prepared into which all the data from the five star hotels was captured. These were presented in table forms and converted into percentages. The items that were not be captured by use of numbers were analyzed qualitatively.

3.8 **ETHICAL CONSIDERATION**

In this study, the following ethical issues were put into consideration;

- The researcher sought permission from the respective hotel management prior to commencement of the research.
- The researcher explained the purpose of the study to the respondent to ensure they understood what they were to take in and how the data would be used. This way they would be able to give informed consent for participation in the study.
- The management staff (target population) in the hotels participated voluntarily.
• Information from the target population was treated with confidence that it deserved.
• The researchers identity was revealed to the respondents. This was done through a use of an introductory letter from the college (Kenyatta University) and the college identification card and an opening letter from the researcher.
• The researcher conducted the research according to the accepted conventions to be easily understood by scholars.

3.9 CHAPTER SUMMARY

This chapter has highlighted the location of the study and the survey method of data collection through the use of sampling techniques such as simple random, purposive, multistage and systematic. It has also highlighted the target population who are mainly the hotels management staff in the customer contact departments. Information from the respondents will be gathered using a self-administered questionnaire that will be pre-tested in the pilot study to measure reliability and validity.
CHAPTER FOUR.

4.0 DATA ANALYSIS, PRESENTATION AND INTERPRETATION.

The research used various variables in its operations. This section describes how data was collected and analyzed. Data collected was analyzed as per the variables in the study as follows;

SERVICE QUALITY.

The following are some of the type of services that are offered by the five star hotels;

- Food and beverage,
- Accommodation,
- Laundry services,
- Entertainment – music, dances, parties etc.,
- Gymnastics etc.

The respondents were then asked to rate the quality of services that they offer and the results were as shown in the graph below;
80% of the respondents rated their services very good. This is because five star hotels are known to provide high quality services and they form the benchmarks for other hotels.

The 20% rated their services as good since they believe that they still have some room to improve and that with this in mind it will open doors to suggestions, complaints and complements and also be a way to identify training needs to help improve the services offered by these hotels.

The research also sought to find out the number of customers received on a monthly basis. This would help to determine whether the respondents were satisfied with this number and if this could be attributed to the quality of services offered and training of the customer service employees. The data collected was presented in a frequency table as below;

<table>
<thead>
<tr>
<th>No. of customers Received per month</th>
<th>Frequencies (f)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1000-4000</td>
<td>14</td>
</tr>
<tr>
<td>4000-8000</td>
<td>8</td>
</tr>
<tr>
<td>8000-12000</td>
<td>10</td>
</tr>
</tbody>
</table>
This data was presented in a graphical form as follows;

![Monthly customers turnover.](image)

When asked whether the turnover is satisfactory, 80% of the respondents said it was satisfactory, while 20% said it was not satisfactory. The 20% is due the fact that there is room for improved services which would lead to more customers turnover. Also there is need for intensive training on customer care in order to improve the services offered by the 20% in order to increase the number of customers received on a monthly basis. The percentage was also due to the fact that customers come with seasons, and that some months the turnover is usually low therefore reducing the average monthly turnover. 80% attributed the number of customers to the quality of services offered by the five star hotels. This is due to excellent services, which bring about repeat business to the hotels. The hotels which take their staff for regular training provides excellent customer service and this has led to the high turnover.
Other factors which lead to high customer turnover were identified as; seasonal or holiday Euphoria, regular training of customer care staff, regular reviews of training policies and programs and excellent customer staff-relationship.

The respondents were then required to state the times of the year that the hotels experience high turnover. The results were as follows;

![Customer yearly turnover chart]

The first quarter is between January and March at this time the turnover is quite low, this is due to the fact that most people are preparing for school fees and there is no holiday during this time. Most of the customers will have spent their earnings during the fourth quarter, therefore none of the hotels experience high turnover and this explains the 0% for the first quarter.

The second quarter is between April and June whereby 20% of the respondents have indicated that they receive high turnovers. This is attributed to the Easter holidays, which fall on April, and also schools usually close at this time and therefore most parents take their children for holiday.

The third quarter, which is between July and September, has a lower percentage also due to the fact that most schools and colleges are open and most of the customers are usually busy preparing for the fourth coming holidays.
The fourth quarter which is between October and December experiences the high turnover for most of the respondents (75%) and this can be attributed to the following factors:

- The December holidays.
- Schools close at this time of the year so children and their families are free to go for holiday.
- Weddings and parties are frequent at this time of the year.
- Most customers prefer to spend their earnings for the year around this time.
- Most of the outside countries experience winter at this time and therefore their people travel to Kenya to spend their holidays here.

The respondents were then asked to state the percentage of repeat business in their hotels. The results were as follows:

<table>
<thead>
<tr>
<th>Percentage of repeat business</th>
<th>Frequencies (f)</th>
</tr>
</thead>
<tbody>
<tr>
<td>10%-20%</td>
<td>4</td>
</tr>
<tr>
<td>20%-40%</td>
<td>11</td>
</tr>
<tr>
<td>40%-60%</td>
<td>8</td>
</tr>
<tr>
<td>60%-80%</td>
<td>13</td>
</tr>
<tr>
<td>80%-100%</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>40 (\Sigma f)</td>
</tr>
</tbody>
</table>

The above results show that the highest percentage of repeat business that the five star hotels receive is between 60% and 80%. This can be attributed to the high quality of services offered by these hotels, excellent training in customer care, excellent customer–staff relationship and creation of strong ties with the above hotels. This can also be attributed to the fact that the five star hotels employ adequate numbers of employees in
the customer contact departments in order for them to be able to serve each customer better and have adequate time to listen to the customers.

The results below show the percentage of repeat business in a graphical form;

The number of staff employed in the customer contact departments of the five star hotels were classified as follows;

<table>
<thead>
<tr>
<th>No. of staff.</th>
<th>% Of respondents.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 5</td>
<td>0%</td>
</tr>
<tr>
<td>6-10</td>
<td>0%</td>
</tr>
<tr>
<td>11-15</td>
<td>15%</td>
</tr>
<tr>
<td>Others (30and above)</td>
<td>85%</td>
</tr>
</tbody>
</table>

The above results show that majority of the five star hotels have employed more than thirty staff in the customer contact departments. All the staff are sourced locally and are qualified to handle the services offered by these hotels.
The respondents were then asked to state the highest educational level of the employees.

The results were as follows;

- Primary level - 0%
- Secondary level - 0%
- Diploma level - 65%
- Degree level - 35%

The above results show that the highest percentage of staff are of diploma level. This diploma is mainly from Utalii College. Therefore, most five-star hotels used to pick candidates with Diploma in hotel management specifically from Utalii College. In recent times though, there are institutions offering the above course in degree though under a different name for example Kenyatta University offers the same course under the name "Institutional Management" which explains the 35% results for degree holders.

The 35% can also be attributed to the business candidates employed in the five star hotels and are degree holders from different institutions.

Some of the factors that the management of the five star hotels consider when selecting customer care candidates are as follows;

- Academic qualifications and training,
- Appearance or presentation,
- Efficiency and eloquence,
- Experience in customer service in hotel industry— mainly they consider two years and above and intensive in-house training on the same,
- They give first priority to Utalii graduates – this is because they have proven to be very efficient in the hotel industry.
CUSTOMER REACTIONS AND EFFECTIVE COMMUNICATION

The following were the responses on how the five star hotels monitor the customer compliments, suggestions or complaints; The results show that the following are some of the ways used to monitor compliments, complains and suggestions;

- Guest questionnaires – these are kept in the rooms and guest outlets.
- Direct interviews – this involves approaching the customer and asking him or her questions.
- Suggestion boxes which are kept at all corners.
- Interviewing new clients when they are leaving the hotel.
- Notices on conspicuous parts of the hotels requesting clients to give their views and opinions.
- Complaint handling desks at every customer contact department.

95% of the five-star hotels have a customer care charter while all the five star hotels (100%) have feedback systems where customer complaints are received. The pie chart below shows the percentages of the hotels using the various mentioned feedback systems;

The below results show that the highest percentage of feedback systems used in five star hotels is suggestion box, followed by customer survey teams and the least used is mystery guests. This is due to the fact that these two ways are simple and easy for the customers to access and also the staff to be able to act on the feedback they get from the customers. The manager on duty is the main person usually involved in handling any complaints for the day. The complaints are also brought up in staff meeting to help highlight the areas of weakness analyze and especially come up with areas in which more training is needed.
STAFF TRAINING AND DELEGATION.

The following factors were found to influence the performance of customer service staff;

- Educational qualification,
- In-house and on-job training for example refresher courses, induction program etc.,
- Promotions and transfers,
- Motivation by management,
- Relationship with guests,
- Proper delegation,
- Good pay and incentives for example end of year bonus, commissions etc.,
- Excellent training program, good induction to the new employees and proper management of resources.

98% of the respondents said that they take their customer care employees for training while the remaining 2% stated that they do not and this is due to financial constraints.
which some of the hotels have been experiencing. Though all the hotels (100%) have a training program in existence and this is a requirement by the management that a training program should be in existence and that it should be reviewed on a yearly basis according to the training needs.

The number of times that training takes place in the five star hotels was summarized as follows:

<table>
<thead>
<tr>
<th>Frequency of Training</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>once a year</td>
<td>&lt;10%</td>
</tr>
<tr>
<td>twice a year</td>
<td>10% - 20%</td>
</tr>
<tr>
<td>thrice a year</td>
<td>20% - 30%</td>
</tr>
<tr>
<td>none of the above</td>
<td>&gt;30%</td>
</tr>
</tbody>
</table>

The above results show that the majority of the five star hotels train their employees twice a year. This is attributed to the fact that refresher courses need to be done within the same year after the training. Apart from the on-job training, the management in the five star hotels encourage their employees to develop themselves. Some of the management of the five star hotels even go to the extent of supporting the staff developing themselves to
pay their school fees. This has given the staff encouragement to further their studies and this helps in the improvement of the quality of services offered to customers.

From the results it is also evident that training needs analysis is done through induction programs, by interpreting the compliments, complaints and suggestions made by customer and relating them to the possibility of a gap in training, quality of services offered, labor turnover, communication and through the policy requirements of the five star hotels.

POLICIES AND PROCEDURES.

100% of the respondents stated that there exists clear policies and procedures in the five star hotels which are in support of training. These policies are reviewed from time to time and mainly on a yearly basis. In the five star hotels it is the policy requirements that staff should be trained on different areas of operation in order to improve the general performance of the hotel.

95% of the respondents stated that the above policies are well established and are implemented and reviewed on a yearly basis. The 5% said it is difficult at times to implement the training policies due to financial constraints.
CONCLUSIONS.

From the findings of this study, it is clear that the management of the five-star hotels encourage training in all dimensions and that the quality of services offered by these hotels are high and can be linked to the training given to the employees in the customer contact departments. Therefore, the researcher concluded that training goes hand in hand with customer service therefore training can be used effectively to enhance customer service.
CHAPTER FIVE.

5.0 SUMMARY OF FINDINGS AND RECOMMENDATIONS.

5.1 SUGGESTED AREAS FOR FURTHER RESEARCH.

Recommendations for further research;

- Research can be done in other hotels apart from the five star hotels to get a comparison between five star hotels and non-five star hotels.
- Research can also be done on the same topic but different institutions for example the banks.
- Other areas with five star hotels can also be researched for example the coastal areas.

5.2 SUGGESTIONS.

- Hotels should also take advantage of the department of training (DIT) which requires that all companies should submit training levies in the month of June and December especially to take care of financial constraints which will help in providing finances for training at least twice a year and the amount is refundable from (DIT).
- Hotels should also offer training in other areas for example marketing, financial management to help in the general performance of the hotel.
- Hotels should also work on increasing the number of customers in the first quarter of the year to enable them be able to make more profits.
## APPENDICES

### APPENDIX I: DIRECTORY OF FIVE STAR HOTELS

**IN KENYA**

<table>
<thead>
<tr>
<th>HOTEL</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hotel Intercontinental</td>
<td>Nairobi</td>
</tr>
<tr>
<td>Hilton Hotel</td>
<td>Nairobi</td>
</tr>
<tr>
<td>Safari Park Hotel</td>
<td>Nairobi</td>
</tr>
<tr>
<td>Nairobi safari club</td>
<td>Nairobi</td>
</tr>
<tr>
<td>Serena Hotel</td>
<td>Nairobi</td>
</tr>
<tr>
<td>Holiday Inn</td>
<td>Nairobi</td>
</tr>
<tr>
<td>Land Mark Hotel</td>
<td>Nairobi</td>
</tr>
<tr>
<td>Norfolk Hotel</td>
<td>Nairobi</td>
</tr>
<tr>
<td>Six Eighty Hotel</td>
<td>Nairobi</td>
</tr>
</tbody>
</table>
## APPENDIX II: WORK PLAN

<table>
<thead>
<tr>
<th>Activities</th>
<th>July</th>
<th>August</th>
<th>September</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proposal</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Presentation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Collection</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data</td>
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<td></td>
<td>X</td>
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<tr>
<td>Entry</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Data</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Analysis</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Compiling Research Results</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Handing in Project</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Report</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**APPENDIX III: BUDGET**

The budget will include:

<table>
<thead>
<tr>
<th>Activity/ Item</th>
<th>Cost(Kshs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost of computer time</td>
<td>5,000.</td>
</tr>
<tr>
<td>Cost of stationery</td>
<td>1,000.</td>
</tr>
<tr>
<td>Travel expenses</td>
<td>5,000.</td>
</tr>
<tr>
<td>Subsistence allowance</td>
<td>5,000.</td>
</tr>
<tr>
<td>Overhead expenses</td>
<td>2,000.</td>
</tr>
<tr>
<td>Perdiems for the 2 researchers</td>
<td>30,000.</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>48,000.</strong></td>
</tr>
</tbody>
</table>
APPENDIX III: QUESTIONNAIRE.

Dear respondent,

I am an MBA student in the department of Business Administration, Institute of Business, School of Humanities and Social Sciences, Kenyatta University. I am carrying out a research assessing the effectiveness of staff training and staff motivation in enhancing customer service in the hotel industry. Attached herein, is a questionnaire that is aimed at eliciting information, which will be vital for the above research. You have been selected as one of the respondents in this study. Any information provided will be treated confidentially and used strictly for academic purposes only. Your cooperation will be highly appreciated. Thank you.

Yours faithfully,

MARY A. OUKO.

THE RESEARCHER.
QUESTIONNAIRE FOR MANAGEMENT STAFF (QMS).

SERVICE QUALITY

1. What type of services do you offer to your customers?

________________________________________________________________________

2. How would you rate the quality of services offered to your customers?
   □ Good      □ Very good.  □ Below average   □ Poor

3. How many customers do you get on a monthly basis?

________________________________________________________________________

4. Is the number satisfactory?
   □ Yes      □ No

5. Would you attribute this number to the quality of service offered?
   □ Yes      □ No

   Please elaborate.

________________________________________________________________________

6. What times of the year do you experience high turnover?
   □ First quarter       □ Second quarter.   □ Third quarter
   □ Fourth quarter

   Please elaborate

________________________________________________________________________
7. What is the percentage of repeat business in your hotel?

____________________________________________________________________________________

8. (a) How many staff are employed to offer this services?

☐ Below 5  ☐ 6-10  ☐ 11-15  ☐ Others (specify).

(b) Were they locally sourced?

☐ Yes  ☐ No

9. Are your staff qualified to offer the above services?

☐ Yes  ☐ No

10. What is the highest educational level required for the customer care employees?

☐ Primary  ☐ Secondary  ☐ Diploma  ☐ Degree.

11. What factors do you consider when recruiting customer service representatives?

(a) ________________________________

(b) ________________________________

(c) ________________________________

(d) ________________________________

(e) ________________________________

12. What procedures are followed when recruiting customer service staff?

____________________________________________________________________________________

____________________________________________________________________________________

____________________________________________________________________________________

____________________________________________________________________________________

____________________________________________________________________________________

____________________________________________________________________________________

CUSTOMER REACTIONS AND EFFECTIVE COMMUNICATION
13. How do you monitor customer compliments, suggestions or complaints?

Compliments

____________________________________________________

____________________________________________________

____________________________________________________

Complaints

____________________________________________________

____________________________________________________

____________________________________________________

Suggestions

____________________________________________________

____________________________________________________

____________________________________________________

14. Approximately how many customers would you have on:

(a) A busy day? ________________________________________

(b) An average day? ____________________________________

15. Do you have a customer care charter?

☐ Yes    ☐ No.

16. (a) Are there feedback systems in the organization where customer complaints are received?

☐ Yes    ☐ No.

(b) If Yes, which ones?

☐ Suggestion box    ☐ Mystery guests    ☐ Customer survey teams

☐ Others (specify)

17. How do you act on customer complaints?
18. Are customers made aware of how long it should take for them to be served?

☐ Yes  ☐ No.

**STAFF TRAINING AND DELEGATION**

19. What factors mainly influence the performance of customer service staff?

20. Do the customer care staff undergo training on customer care?

☐ Yes  ☐ No

21. If yes above how often and for how long?

22. Is there a training program in place for the staff in customer service department?

☐ Yes  ☐ No

23. If yes above, please elaborate?

24. How do you establish whether there is a training need on customer care?
25. To what extent are the hotel staff empowered to deal with customer service issues? Please elaborate.

POLICIES AND PROCEDURES.

26. Does the hotel have clear policies and procedures on training?

☐ Yes  ☐ No

27. If yes above please elaborate

28. Are these policies well established and implemented?

☐ Yes  ☐ No

29. How many times are these policies reviewed?

Please note that the above information will be treated with confidentiality and only for academic purposes.
REFERENCES

Denton, Keith D.(1991), How to give quality service to your customers. New Delhi Universal books stall.


