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AN ASSESSMENT OF SERVICE QUALITY AS PERCEIVED BY
CUSTOMERS IN FIVE STAR RESTAURANTS IN NAIROBI,
KENYA //

BY

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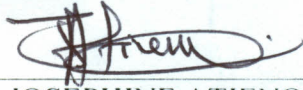


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DECLARATION

I, Josephine Atieno Opondo declare that this is my own original work and has not been presented for a degree in any other university or any other award.

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DEDICATION

This thesis is dedicated to my children Esther and Charles. You are cherished with much affection.

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The writer wishes to express her sincere thanks to those people who consciously contributed in the accomplishment of this study morally, materially or otherwise.

In particular my sincere thanks go to my two supervisors, Dr. G. Rombo of Foods, Nutrition and Dietetics Department, Kenyatta University and Dr. A. Onditi of Chemistry Department, Jomo Kenyatta University of Agriculture and Technology. I am grateful for their valued help, advice and suggestions. The two patiently devoted their time in guiding and supervising this study. Despite the numerous demands on their time, they were prepared to listen attentively to my research problems and always suggested possible solutions and course of action. Both gentlemen were excellent supervisors.

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ABSTRACT

The tenet of this study is that despite hospitality staff claiming to offer quality services many customers' expectations are not met. Staff tend to focus on tangible elements of the products in their role as service providers. Service providers should regularly monitor service quality and customer satisfaction in an attempt to improve customer retention. Inappropriate or inadequate treatment can result in customer dissatisfaction. The purpose of the study was to assess various quality aspects of service as perceived by the customers in five star restaurants in Nairobi. The study aimed at determining the difference in attitudes and expectations of both customers and service providers. A descriptive survey design was used to evaluate service quality as perceived by customers in selected five star restaurants in Nairobi. This design enabled the researcher to gather information, summarize, present and interpret information for the purpose of clarification. The study was restricted to three, five star restaurants in Nairobi, namely: A, B and C. The letters have been used for anonymity reasons. Simple random method was used to select three restaurants from the classification of hotels and restaurants. Convenient sampling and stratified methods were used to select subjects for the study. Customers from each of the three restaurants were conveniently selected (A 125, B 120 and C 40). Three restaurant managers and 22 waiting staff were also interviewed. Data were collected using; rating scale, questionnaires and interview schedules. Observation forms and guest comment cards were also used. Data collected were analyzed using both descriptive and inferential statistics. The main techniques used to analyze data were the Chi-square (χ^2), Pearson Product-moment correlation (r), Analysis of Variance (ANOVA) and factor analysis. The result of study showed that five top ranked customer satisfaction dimensions revealed that customers were extremely satisfied with; customers' problems treated sympathetically, staff knowledgeable about products, friendliness and politeness of staff, food is fresh and there is no mix up in orders or bills. The study found that the customers were extremely satisfied with the restaurant's reliability, empathy, assurance and responsiveness. However, they were satisfied with tangibles. From this study the researcher concludes that; Customers are satisfied with the quality of services provided by the five star restaurants in Nairobi. The restaurants meet the requirements for five star restaurants as established in the criteria for classification of restaurants; Different restaurants provide customers with different levels of satisfaction and majority of the working staff are satisfied with the working conditions within the restaurants. Based on the study, it is recommended that a focus should be made in areas such as empathy, responsiveness and assurance so as to retain and attract more customers. Since majority of the waiting staff are dissatisfied with the pay they received, the management of the five star restaurants should review the pay of staff to ensure that the workers get their rightful dues. This can enhance the quality of service they deliver to customers.

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LIST OF ABBREVIATIONS

GDP	Gross Domestic Product
WTTC	World Travel and Tourism Council
TTF	Tourist Trust Fund
KTDC	Kenya Tourist Development Co-operation
GoK	Government of Kenya
SPSS	Statistical Package for Social Sciences.
ILO	International Labour Organization.
ANOVA	Analysis of Variance
KTB	Kenya Tourist Board

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND TO THE STUDY

Provision of services accounts for over fifty percent of the Gross Domestic Product (GDP) in many European countries and over one quarter of world trade (Winsted, 2000). Levels of service which may have been tolerated sometime ago are now regarded as unacceptable (Donnelly and Shiu, 1999). With this in mind, enhancement of quality is paramount to service providers. Robert Hazzard, Chief Executive Officer of Quality International, made the following remarks in regard to the hospitality industry. "This is the most competitive decade in the history of the hospitality industry. Every hotel and restaurant must become market- driven, improving their services in an effort to create a unique sustainable competitive advantage in the local market place and a perception of great value for their guests (*The Hotel Manager*, 2002)."

Although this statement was made in the context of the United States hospitality, it is very applicable to the Kenyan market as well, where forces of privatisation are resulting in increased competition and new challenges. As Mr. Hazzard's statement implies, a restaurant must create a sustainable competitive advantage by becoming more customer focused. Inherent in concept of customer-focused is the notion of service quality. Service quality represents a customers assessment of the overall level of service offered by service providers (Parasuraman, Zeithaml and Berry, 1998).

The hotels and restaurants in Kenya have experienced tremendous growth in the last three years (Table 1.1). The sector has grown by 13.3 % in 2005 (Economic Growth Survey, 2006).

Table I: 1-Income Generated from Hotels and Restaurants (2001-2005)

Year	GDP (Ksh Millions)
2001	11,864
2002	12,506
2003	10,713
2004	16,214
2005	19,533

Source: Economic Survey (2006)

Employment in the sector generates 9.0 per cent of total employment in Kenya (International Labour Organisation (ILO), 1987). Customers are becoming more demanding and competition is increasing. Therefore, there is a clear need for service quality research. Service quality and customer satisfaction reinforce each other. In today's hospitality industry, there is unprecedented level of interest in customer satisfaction for two reasons: First, satisfying customers will turn them to regular customers. It is cheaper to retain an existing customer than going out to find a new one (Schall, 2003). Second, a satisfied customer is likely to recommend a destination to friends and relatives when they get quality service. This can help increase the organisations' volume of customers (Gilbert and Horsnell, 1998). The purpose of measuring customer satisfaction is to assess quality of existing management practices and identify direction for improvement.

1.2 STATEMENT OF THE PROBLEM

The main function of hospitality staff is to deliver quality service to customers. The quality of a service is largely determined by the extent to which customers perceive that their needs have been met (Oldfield and Baron, 2000). Gronoos (1984) indicated that perceived quality of service is dependent on a comparison between expected and perceived service. Perceived service quality is the gap between a customer's expectations

and perceptions as a measurement of service quality. The smaller the gap, the better the quality of service and the greater the customer satisfaction. Customer satisfaction can be measured by assessing customer's evaluation of performance on tangible and intangible attributes. Staffs in restaurants tend to focus on tangible elements of the products in their role as service providers, whereas consumers often have a wider set of expectations, which are not easy to anticipate. A customer might experience various degree of satisfaction. If a product or service performance falls short of expectations, the customer is dissatisfied. If performance matches expectations, the customer is satisfied. If performance exceeds expectations, the customer is highly satisfied. When service does not meet the expectations of customers then, they may decide not to come back and even tell others of the disappointing experiences. This study evaluated service quality and identified factors that influence customers' expectations and perceptions in selected five star restaurants in Nairobi.

1.3 PURPOSE OF THE STUDY

The purpose of the study was to assess various quality aspects of service as perceived by the customers in five star restaurants in Nairobi. The study aimed at determining the difference in attitudes and expectations of both customers and service providers.

1.4 OBJECTIVES

The study focused on the following objectives:

1. To determine if the products and services provided in the five star restaurants meet the expectation of customers.
2. To establish the dimensions of customers' satisfaction with services offered in five star restaurants.
3. To investigate factors that enhances or retards the provision of quality service in five star restaurants.

1.5 HYPOTHESES

H_1 There is a difference between the restaurant and customer's rating on their satisfaction with products and services provided in five star restaurants in Nairobi.

H_2 There is a pattern in the rating of factors, which reflect the dimensions of customers' satisfaction with service in five star restaurants in Nairobi.

H_3 There is a relationship between the ability to provide intangible elements of service and tangible service in five star restaurants in Nairobi.

H_4 There is a significant difference between the views of waiting staff from different restaurants on the working conditions within the restaurants.

1.6 SIGNIFICANCE OF THE STUDY

This study will be useful to the managers of five star restaurants by helping them to identify weaknesses in service provided and suggest possibilities of improvement.

Hospitality training institutions e.g. Kenyatta University, Utalii College and others could use the findings to improve the quality of training by addressing underlying causes of service dissatisfaction and enhancing customer satisfaction related factors. The study findings will provide a base for the Five Star Restaurants in Kenya to work towards improvement of service quality. The study findings will also help policy makers to formulate policies that can help in the improvement of service quality in the hospitality industry. It may provide additional knowledge to the existing literature on service quality. Other researchers could fill up knowledge gaps that are generated from the study.

1.6 CONCEPTUAL FRAMEWORK

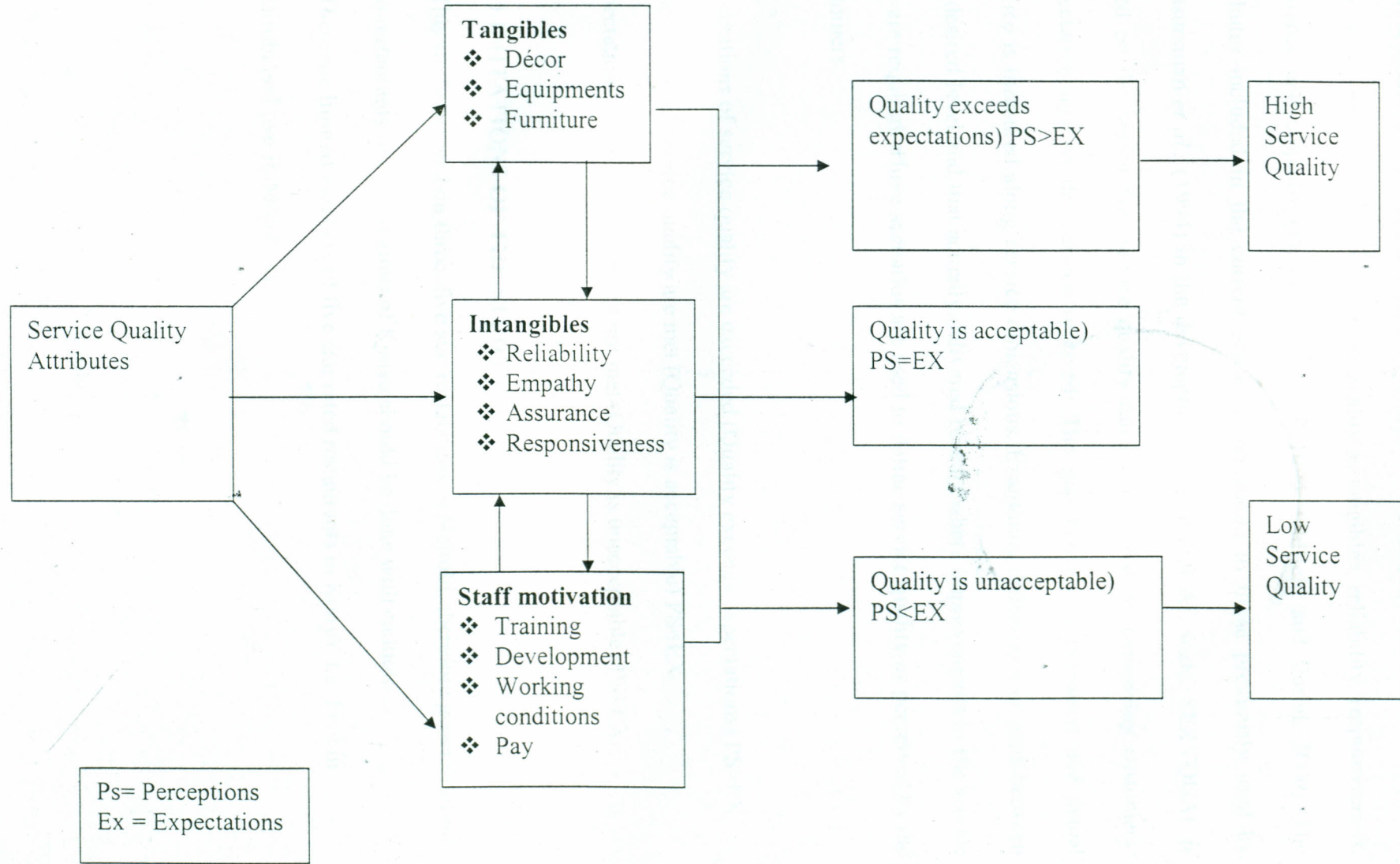


Figure 1:1 A simplified model of service quality attributes. Adopted from Parasuraman, Zeithaml and Berry (1994).

SERVQUAL model, a method for measuring service quality, proposed five dimensions upon which customers evaluate service quality as tangibles, reliability, responsiveness, assurance and empathy (Parasuraman *et al.*, 1994; Oldfield and Baron, 2000). The attributes included in the current research correspond to those previously used by Parasuraman *et al.*, (1994) in the development of SERVQUAL scale. SERVQUAL is based on the notion that service quality can be measured by comparing customers' expectation against the service received. The gap between expectation and actual service is measured along service dimensions. Examining differences or gaps between the desired level and that actually delivered reveals where improvements in the service mix are required. Three scenarios are used to define service quality as perceived by the customers.

Expectations of service quality are exceeded (Quality exceeds expectations) $PS > EX$

Expectations of service quality are met (Quality is acceptable) $PS = EX$

Expectations of service quality are not met (Quality is unacceptable) $PS < EX$

1.8 LIMITATIONS OF THE STUDY

1. This study focused on three, five star restaurants in Nairobi, therefore generalisation to restaurants in other regions of Kenya should be done with caution.
2. There are limited numbers of five star rated restaurants in Kenya. i.e. Five in Nairobi and two in Mombasa.

1.9 ASSUMPTIONS

1. Dimensions of service quality do not vary depending on different cultures involved.
2. That a gap exists between the services offered and the expectations of the customers.

1.10 OPERATIONAL DEFINITIONS OF TERMS

Hospitality Industry – Organization involved in providing services to guests.

Restaurant – A place where one can pay and have a meal.

Hotel – A place where customers can rent a room for the night as well as eat in the restaurant.

Five Star Restaurant – Restaurant, which has been classified with five stars under a classification system according to the hotels and restaurants classification.

Quality – Standard of how close a product or service meets the needs of the customers.

Service Quality – The result of comparing what customers expect about a service and their perception of the manner in which a service has been performed.

Customer Satisfaction – Customers' fulfillment response or customers having enough.

Tangible Service- Food and drink satisfying a customers' need in a restaurant.

Intangible Services - Other aspects that satisfy customers' needs other than food and drink e.g. service area decoration, speed of service, etc.

Expectation – The identified need or desires of the customer which he/she feels should be delivered by the service provider, before receiving it.

Perception – Belief of the customer relative to the service received.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

In this chapter, the most recent works on service quality are reviewed. Topics reviewed include the following: Classification of restaurants, service quality and customer satisfaction, hospitality marketing mix, service encounters, attributes of service quality, training for hospitality industry, measurement of service quality and service quality gaps.

2.2 CLASSIFICATION OF RESTAURANTS

The hotels and restaurants in Kenya are classified into three classes called stars namely five star the highest, four star the second best, and three star the lowest among those ranked by Hotels and Restaurants Authority (GoK, 2001). The classification considers menu, qualification of management and operative staff, among others, as essential items for classification of hotels and restaurants.

To qualify for a three star grading a restaurant must score 100 percent on essential items: a minimum total score of 60 percent out of a possible 915 points marked on criteria for classification for a three star restaurant.

To qualify for a four star grading a restaurant must score 100 percent on essential items: a minimum total of 40 percent of the total points and a minimum total of 70 percent out of a possible total of 1250 points marked on the criteria for classification for a four star restaurant.

For a restaurant to qualify to be graded as a five star restaurant, it must score 100 per cent on essential items: a minimum of 50 percent of total points and a minimum total score of

80 percent points out of a possible total of 1620 points marked on the criteria for classification for a five star restaurant (Kenya Gazette, 2001). Appendix I.

2.3 SERVICE QUALITY AND CUSTOMER SATISFACTION

Service quality relates to customers needs and services offered to meet those needs (Lewis and Booms, 1983). Consumers view services in restaurants under various attributes. For example, one market segment may be attracted by a restaurant's low price, while others are attracted by its food quality, another by its convenient location, and so on. Consumers gauge their experiences according to how their expectations are met or not met (Parasuraman *et al.*, 1985). A number of studies have identified the following to be the main service quality attributes in five star restaurants: the choice and quality of food and drink, the price or value of services provided, atmosphere, location and convenience (Auty, 1992). Some authors disagree about the relative importance of attributes, especially for the food and drink. Quality, cleanliness and value are the three most important attributes in restaurants while atmosphere and menu variety are relatively unimportant according to Pettijohn, Pettijohn and Luke (1997).

Food quality and value are the most significant restaurant attributes (Clark and Wood, 1998). Canadian customers are motivated by the taste of food, rather than its nutritional properties (Tefft, 1995). Asians value respect, unobtrusive helpfulness and personal cleanliness and the Americans require eye contact, personalization and product knowledge (Becker, Murrmann and Cheung, 1999). The service attributes are grouped into five categories tangibles, reliability, responsiveness, assurance and empathy

(Parasuraman *et al.*, 1994). Staff – customer interaction component of service delivery is critical when evaluating customer satisfaction or dissatisfaction (Kivela, Enbakarn and Reece, 1999, 2000). Dining room atmosphere or ambience is often a catalyst that affects customers' perception of dining quality (Finkelstein, 1989). That is, customers often equate beautiful décor with superior or high quality service and the overall quality of the restaurant ambience or “feel” may therefore be influential in determining perceptions of service delivery (Kivela *et al.*, 1999).

2.4 Hospitality Marketing Mix

Hospitality marketing mix consists of four elements known as the four Ps.

- **Products/service**

A product/service is anything that can be offered to customers for consumption (Roberts, 1993). Hospitality consists of a blend of tangible and intangible elements of Products - food, drinks and Service - atmosphere and image that surrounds them. Clark and Wood (1998) reported that tangibles aspects of service like quality and variety of food are key determinants in customer loyalty.

- **Place**

Place is concerned with physical location of hotel or restaurant, its accessibility and convenience for the customers (Saleemi and Njoroge, 1997). Hospitality industries relies on its customers entering its premises and utilizing the products/services offered. Finkelstein (1989) reported that dinning room atmosphere or ambience is a catalyst that affects customers' perception of dinning quality. That is, customers often equate beautiful décor with high quality service and the overall quality of the restaurant.

- **Promotion**

Promotion is an effort by the organization to influence the attitude and behaviour of potential customers and so persuade them to accept a product/service (Kotler, Bowen and Maken, 1996). In hospitality industry customers rely more on subjective impression than concrete evidence and these are brought about by intangible nature of service.

- **Price**

Price is the amount of money exchanged for a product or service. Price is an important element of hospitality marketing mix because it is the "P" that generates revenue (Makawiti, 2003). Customers will frequent a restaurant not only because of its food and service but also because they feel that the prices they are paying represent value for their money.

The four elements highlighted above were included in the research as either tangible or intangible attributes of service.

2.5 SERVICE ENCOUNTERS

Service encounters involve interaction between customers and employees (Bettencourt and Brown, 1997). So employees play an important role in influencing customer's perception of service quality (Johnstone, 1995). Therefore, an overlap exists between the concept of service quality and employee-service related behaviours.

An inspection of the service quality scales shows that the majority of items intended to capture service quality relate to human interaction elements of service delivery (Bitner, Booms and Tetreault, 1990). Drawing from the service quality scales, items such as

friendliness and politeness of staff, individualized attention and speed of service (Parasuraman *et al.*, 1988), clearly demonstrate a large proportion of human interaction. This shows the obvious importance of employee behaviour.

Employees must recognize customers' needs, and inappropriate or inadequate treatment can result in dissatisfaction (Bitner *et al.*, 1990). Employees compensation and issues dealing with management, such as communication and being recognized for their contribution are important to a restaurant's success (Brymer, 1991; Hall, 1995 and Mill, 1996).

2.6 ATTRIBUTES OF SERVICE QUALITY

Attributes associated with service quality determinants can be highlighted under five headings:

- **Tangibles:** Include the physical evidence of the service e.g. physical facilities, appearance of personnel, tools or equipment used to provide the service, physical representation of the service area and other customers in the service facility (Cronin and Taylor, 1992 and Knowles 1998). Service staff are partly responsible for presenting high quality tangibles to customers. When staffs make a commitment to dress to an appropriate standard, or clean the physical facilities during service encounters, both have an impact upon customers' perception of tangibles. The greater the employees' presentation of service related tangibles, the greater the customers' perception of service quality.

- **Reliability:** Involves consistency of performance and dependability. It also includes accuracy in billing, keeping records correctly and performing a service at a designated time (Dabholkar, Shepherd and Rentz, 1996). Amongst American studies of service quality, reliability has been identified as the most important determinant of service quality (Zeithaml and Bitner, 2000). Staff need to maintain consistency of service performance, to be dependable and accurate when dealing with customers.
- **Responsiveness:** Concerns the willingness or readiness of employees to provide service. It involves timeliness of service i.e. giving prompt service. (Knowles, 1998). The more willing staff appear to help customers and the faster the service is delivered, the greater the customers perception of service quality (Cronin, Brady and Hult, 2000).
- **Assurance:** Concerns the knowledge and courtesy of employees and their ability to convey trust and confidence. It also involves knowledge and skills of the contact personnel in explaining the service itself, company reputation, and personal characteristics of the contact personnel, confidentiality and financial and personal security (Cronin *et al*, 2000). Customers like to be kept informed during service processes (Parasuraman *et al*, 1985). This gives them increased feeling of confidence. Staff who behave in an assuring manner also increase customers feeling of security and perception of staff integrity and competence (Johnston, 1995). The greater the assurance given by the staff, the customer perception of service quality.

- **Empathy:** Concerns the provision of caring individualized attention to customers e.g. recognizing regular customers, learning the customer's specific requirements and providing individualized service (Johnston, 1995, and Carvana, Ewing and Ramaseshan, 2000). The ability of staff to empathise with customers has been associated with greater perception of quality. Empathy is displayed by staffs that are approachable, caring, understanding and make an effort to understand customers needs (Johnston, 1995).

From a marketing perspective, customer satisfaction is achieved when customers' needs and wants are fulfilled. Lam and Zhang (1999) study revealed that reliability, responsiveness and assurance are the most significant factors in predicting customer satisfaction.

2.7 TRAINING FOR HOSPITALITY INDUSTRY

Training became a major concern in the early 1960s. The government began developing human resources for the hospitality industry with the realization that providing quality service was important for the growth of the industry. The initial emphasis was on the training of professional personnel to take over key managerial positions in the industry through the policy of Kenyanisation of employment. (*The Hotel Manager*, 2002). The first group was provided by hotel training school established at The Kenya Polytechnic in 1969 (Sindiga, 1999). It was later realized that it was important to extend the same to the lower levels. It was for this reason that a larger and better equipped training institution, Kenya Utalii College, was established in 1975 (Table 2.1). Over the years, more private and public institutions have been established to train personnel in hospitality industry

(Mayaka and Kings, 2002). Efforts have also been made to close the training gap through in – service courses and management development programmes.

Table 2.1 Kenya Utalii graduates (2001 – 2005)

Year	Pioneer course	Inservice	Professional course	Total
2001	297	880	467	1644
2002	450	983	532	1965
2003	941	1169	585	2695
2004	570	1108	538	2216
2005	660	1455	559	2674

Source: Economic Survey (2006)

Hospitality staffs have programmes that include basic training and education. Such trainings are aimed at imparting skills and attitudes of hospitality personnel. Restaurants should have a staff policy that stresses on staff training both in – house and outside. This ensures that professionalism prevails in the services provided (TTF, 2003). Little or poorly trained staff in the hospitality industry would mean provision of unacceptable services which would lead to customer dissatisfaction.

2.8 MEASUREMENT OF SERVICE QUALITY

SERVQUAL model is a method for measuring service quality (Oldfield and Baron, 2000). The technique was defined by Parasuraman and others in 1985 and 1998. The approach starts from the assumptions that the level of service quality expressed by customers is critically determined by the gap between expectations of the service and their perceptions of what they actually receive from a specific service provider. The model proposes five dimensions upon which customers evaluate service quality as

tangibles, reliability, responsiveness, assurance and empathy (Parasuraman *et al.*, 1993, 1994). The basic assumption underlying the SERVQUAL scale is that performance below expectation leads to a perception of low service quality, while exceeding expectations lead to a perception of high service quality. Therefore, service quality is the result of the customers' comparison of expected service with the services received. The SERVQUAL model dimension was used in this research to evaluate service quality in five star restaurants.

2.9 SERVICE QUALITY GAPS

Five opportunities for quality failures are identified as follows:

Gap 1: Customer's expectations – Management's perception

It describes the difference between management's perception of what the customer wants and the customer's actual expectations (Knowles, 1998). The positioning gap develops if the product concept diverges from customer requirements.

Gap 2: Management's perception – Service quality specification gap

Management's perception of consumer's expectations and the company's service quality specification will affect the service quality from the consumer's point of view (Jayasuriaya 1998). Specification gap depends upon the quality standards set by management. Standards may be either tangible or intangible.

Gap 3: Service quality specification – Service delivery

The gap between service quality specification and the delivery will affect service quality from the consumer's standpoint (Dabholkar *et al.*, 1996). The delivery gap develops where staff do not provide service to the required standards. Poor delivery of service may be due to attitude problems or lack of skills.

Gap 4: Service delivery – External communication

The gap between the actual service delivery and the external communication about the service will affect the service quality perception of the consumer (Knowles, 1998). The fourth gap relates to promotional communication. This has an important influence upon customer perception of service quality.

Gap 5: Perceived service gap

The quality that a consumer perceives in a service is a function of the magnitude and direction of the gap between expected service and perceived service. (Parasuraman *et al.*, 1993, 1994). The difference between what customers expect and what they actually receive is regarded as the true measure of service quality.

In the current study, gaps 3 and 5 were looked into. Quality of service is defined by the customer but has to be managed by the service provider. In gap 3, good training is paramount to good service delivery and good service delivery can turn frustrated customers into long-term loyal ones. In gap 5, elements of good quality service will match or exceed customer expectations resulting to customer experiencing various degree of satisfaction.

CHAPTER THREE

METHODOLOGY

3.1 INTRODUCTION

This chapter consists of methods and procedures that were used to obtain data pertaining to service quality as perceived by customers. The sample size, sampling procedures, research instruments and data collection procedures are described. Relevant methods of data analysis are highlighted.

3.2 RESEARCH DESIGN

A descriptive survey design was used to evaluate service quality as perceived by customers in selected five star restaurants in Nairobi. This design enabled the researcher to gather information, summarize, present and interpret information for the purpose of clarification (Orodho, 2002).

3.3 STUDY LOCATION

The study took place in Nairobi city because it is a large metropolitan area with diverse, multi-ethnic population. As a consequence of Nairobi demographic profile, the city's dining scene consists of many different types of cuisine. It also features a blend of chain and independent operations. The study covered three, five star restaurants in Nairobi, A, B, and C. A is located off Lang'ata Road, B on Harambee Avenue and C off Ruaka road. The researcher used the list of hotels and restaurants published by the Hotels and Restaurants Authority of the Republic of Kenya as a sampling frame (Kenya Gazette, 2004). In a sampling frame every member of the population is clearly and separately

identified. The three restaurants chosen form 60% of five star restaurants, which is an effective representative.

3.4 TARGET POPULATION

The categories of respondents studied were restaurant administration, restaurant staff and the customers. They formed a basis from which the sample for the study was drawn. The customers were targeted to represent the consumers of the products and services.

3.5 SAMPLE SIZE AND INCLUSION CRITERIA

The target population was less than 10,000. The following formula was used to determine the sample size.

$$n = \frac{Z^2 P q}{d^2}$$

Where

n = the desired sample size (if the target population is greater than 10,000).

Z = the standard normal deviation at the required confidence level.

p = the proportion of the target population estimated to have characteristics being measured

$q = 1 - P$

d = the level of statistical significance set.

Hence

$$n = \frac{(1.96)^2 (0.50) (1-0.50)}{(0.05)^2}$$

$$= 384$$

The three sampled restaurants had an estimated population size of 1,600 customers weekly. Fisher's *et al.*, (1998) method was used to determine the sample size. The equation applies where the study is more than 10,000.

That is

$$nf = \frac{n}{(1 + \frac{n}{N})}$$

Where:

nf = is desired sample when the population is less than 10,000.

n = is sample when the total population is more then 10,000.

N = the estimate of the population size.

Therefore, the sample consisted of 310 respondents from the following calculation.

$$nf = \frac{384}{(1 + \frac{384}{1600})} = 310$$

The total sample for the study was 310 as shown in table 3.1 below. This was made up of 10% of total customer population (Gay 1999), 50% of the waiting staff population and all the restaurant managers. The data were collected in the months of November and December 2005 through January 2006.

Table 3:1 Selected sample size

	A	B	C	TOTAL SAMPLE
GUESTS	125	120	40	285
WAITING STAFF	10	8	4	22
MANAGERS	1	1	1	3
TOTAL	136	129	45	310

Based on classification according to the Kenya Gazette (2004), simple random sampling was used to select three restaurants out of the five restaurants. Each and every item in the population is given an equal chance of inclusion in the sample. The Hotels and Restaurants Authority have established set criteria used for classification of hotels and restaurants. Using stratified sampling, subjects were stratified from the three restaurants into management and waiting staff (subordinates). The objective of stratified sampling was to ensure that a representative sample was obtained since the population from which the sample was drawn does not constitute a homogeneous group. Simple random sampling was used to select subjects from each of the levels. Convenient sampling was used to select customers accessible in the sampled restaurants and those that were able to answer the questionnaires in respect to the objectives of the study.

3.6 INSTRUMENTATION

3.6.1 Measurement of Variables

The variables of this study are the components of service quality which affect the perceptions of customer on service provided. They include; Tangibles and Intangibles.

Tangibles:

- Appearance of physical facilities
- Physical appearance of staff
- Choice of dishes

Intangibles:

- Empathy
- Reliability

- Assurance
- Responsiveness

The dependant variable is the subject matter “service quality” which is dependent on other variables (tangibles and intangibles).

Observation

3.6.2 Data Collection Instruments

The instruments that were used to collect data for this study are rating scale, interview schedules, questionnaires, observation forms and guest comment cards.

Rating scale

Service attributes, both tangible and intangible were identified for inclusion in the rating scale. Respondents were asked to rate the restaurant on each attribute from a Likert scale. (Rating scale adopted from SERVQUAL questionnaire as in Parasuraman *et al.*, (1994). Items presented in matrix form are easier to complete and hence the respondent is unlikely to be put off. It is also easier for the researcher to compare the responses given to different items. The responses measured the extent of guest satisfaction on each item on the Likert scale.

Questionnaire

This was used to collect data from the waiting staff. The questionnaire included closed-ended and open-ended questions, and also rating scale. In closed-ended questions, the respondents' responses were limited to ticking the correct answer. From closed-ended questions, a specific answer was required from the respondent. The open-ended questions

gave the respondent a chance to discuss further on a particular issue. The rating scale responses were used to give an insight into the feelings of the respondents.

Observation

This method was used to collect information on the following aspects of the restaurant: Décor, menu, equipment, furniture, physical positioning of the restaurant and environment, etc.

Interview schedule

Personal interviews were used to collect data from the restaurant managers. This guide helped the researcher to be systematic when asking questions. The contents of the interview schedule included age, qualification, staff training and motivation.

Guest comment cards

Guest comment cards were used to supplement primary data. These were used to provide direct customer feedback information on quality of service provided. They contained compliments and complaints expressed by guests at the time of the meal experience.

PRE - TEST STUDY

The researcher conducted a pre-test study on twenty respondents (15 customers and 5 waiting staff) from Trattoria Restaurant. This restaurant is quite similar to the restaurants of the proposed study. The pre- test was administered to determine whether:

- a) There were ambiguities in any of the test items.
- b) The instrument would elicit the type of data anticipated by the researcher.
- c) The type of data obtained could be meaningfully analyzed in relation to the stated hypotheses.

Besides all these, the pre-test study was carried out to provide criteria for determining the validity of the instrument. The validity and reliability of this scale were also based on the fact that the attributes had been used in the development of SERVQUAL scale by Parasuraman *et al.*, (1994). After the pre-test, the research instruments were revised accordingly before the main study.

3.7 DATA COLLECTION PROCEDURES

Clearance letters from Kenyatta University and the Ministry of Education were sought. The restaurant administrations were also consulted before the study was carried out. Participants' consent was also sought and participation was purely voluntary. Appropriate appointments were made with specific restaurants. This depended on the day the researcher had made appointment with the respondent restaurant.

The questionnaire was left with the sampled subjects and collected on the day the restaurant manager was interviewed. Rating scale was administered to guests who were available on the days allocated for the research by the restaurant administration. While in the restaurant, the researcher was able to observe the different aspects of the restaurant.

3.8 DATA ANALYSIS PROCEDURES

Scoring the Questionnaire

Upon the completion of data collection, the questionnaires were scored and data coded for analysis. The results were presented in tables and figures. Frequency distribution figures and percentages were used because they are easier to read and interpret.

Customers' responses on a list of 30 statements that possibly influence their attitudes towards services offered by the restaurants were ranked on a qualitative scale; extremely satisfied (5), satisfied (4), neutral (3), dissatisfied (2) and extremely dissatisfied (1). Interpretation of the mean was based on the scores as follows: 4.50 – 5.00 – extremely satisfied, 3.50 – 4.49 – satisfied, 2.50 – 3.49 – neutral, 1.50 – 2.49 – dissatisfied and below 1.49 – strongly dissatisfied.

The waiting staff's view on various aspects of working conditions were scored on a scale ranging from 1 to 5, where 5 is Strongly Agree, 4 Agree, 3 Neutral, 2 Disagree and 1 Strongly Disagree. The means generated were then interpreted as follows; 4.50-5.00 Strongly Agree, 3.50-4.49 Agree, 2.50-3.49 Neutral, 1.50-2.49, Disagree and 1.49 and below Strongly Disagree.

Factor Analysis

Factor analysis is a technique of data reduction (Johnstone, 1980; Show and Wheeler, 1985). Data reduction is carried out for three reasons, namely: to rewrite data set in an alternative for, reduce the number of variables being studied and lastly to identify and

classify groups of inter-correlated variables. Factor analysis in this study was used for the third reason of identifying variables into groups of related factors and to determine if the groups of factors identified are statistically significant.

Factor analysis distinguishes between common and unique variance. Common variance is the proportion of the total variance in the dependent variables counted for by combined variances of the independent variables accounted for by combined variances of the independent variables. By focusing on common variance, factor analysis is able to identify common patterns in a set of variables. The main advantage of factor analysis, therefore, is that it clearly identifies interrelationships among variables based on common variance only (Johnstone, 1980).

Statistical Package for Social Sciences (SPSS) was used for factor analysis. In factor analysis, correlation matrix is derived from the data. This matrix sets off interrelated variables. After this, varimax rotation is performed to search for simple and interpretable factors. The rotation ensures that each factor is orthogonal (uncorrelated) to each other.

Eigen values (sum of squared values of factor loadings) are used to make decisions on cut-off point to select significant factor. Normally, factors with eigen value above 1.0 are picked. In addition, the tracer percentage, which is the percentage of the eigen value of the factor in relation to the other factors is also used in the picking factors. Scree slope which is a plot of the eigen value also assists in making the decision on which factors to retain.

In this study, the decision made was that quality of food and service factor and choice and quantity factor are important for customer satisfaction in five star restaurants in Nairobi. The initial stage in factor analysis involved deriving total scores for each of the rated variables on the basis of a weighting scale as follows: Extremely satisfied (5), satisfied (4), neutral (3), dissatisfied (2) and very dissatisfied (1).

Analysis of Variance

The key statistic in ANOVA is the F-test of difference of group means, testing if the means of the groups formed by values of the independent variable (or combinations of values for multiple independent variables) are different enough not to have occurred by chance. If the group means do not differ significantly then it is inferred that the independent variable(s) did not have an effect on the dependent variable.

Note that analysis of variance tests the hypotheses that group means do not differ. Significant differences among the variables at 0.05 ($P < 0.05$) were determined by Analysis of Variance (ANOVA).

Table 3.2 Summary of table of one-way ANOVA

Source	Sum of squares	df	Mean square	F
Between	SS_{bn}	df_{bn}	MS_{bn}	Cal
Within	SS_{wn}	df_{wn}	MS_{wn}	
Total	SS_{tot}	df_{tot}		

As shown in table 3.1 the researcher computed mean squares between groups (MS_{bn}) by computing the sum of squares between groups (SS_{bn}) and then divided by the degree of freedom between groups (df_{bn}). Likewise, computed the mean squares within groups (MS_{wn}) by computing the sum of squares within groups (SS_{wn}) and then dividing by the degrees of freedom within groups (df_{wn}) with MS_{bn} and MS_{wn} . F_{cal} was computed

$$F_{cal} = \frac{MS_{bn}}{MS_{wn}}$$

Significant difference among the variables at 0.05 ($P \leq 0.05$) level of significance.

Correlation Analysis

A correlation analysis was performed to compare the ability to provide intangible elements by restaurants and its influence on customer satisfaction with tangible services. Pearson Product – Moment Correlation (r) was used to tell the magnitude of the relationship between the two variables (tangibles and intangibles).

Chi-square Tests

Chi-square (X^2) is a statistical test used to evaluate whether observed frequencies differ significantly from those which would be expected under certain theoretical assumptions. In this study, Chi-square test was used to reveal if there was significance difference between the restaurants and relationships between the staff.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 INTRODUCTION

Findings on the service quality in five star restaurants in Nairobi are presented in this chapter. The presentations are based on the research objectives and hypotheses. This chapter will be divided into four sections. Section one deals with the demographic information of the respondents, section two deals with service quality in five-star restaurants in Nairobi. Section three deals with factors that enhance or retards the provision of the quality service in five-star restaurants while the last section contains a brief discussion on the observation list on the different five star restaurants in Nairobi.

4.2 DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

This study sought views from 310 respondents with a wide range of demographic characteristics. These characteristics are summarized and presented in this section.

Restaurant

Data in table 4.1 present the distribution of respondents according to restaurant.

Table 4.1: Distribution of Respondents According to 5 Star Restaurants in Nairobi.

Restaurant	Waiting Staff		Customer		Managers	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
A	10	45.5	125	43.9	1	33.33
B	8	36.4	120	42.1	1	33.33
C	4	18.2	40	14.0	1	33.33
Total	22	100.0	285	100.0	3	100.0

The results show that most of the staff (45.5%) and the customers (43.9%) were drawn from the Restaurant A. Three managers, one from each restaurant were also interviewed.

Gender of the Respondents



Figure 4.1: Gender of the Respondents

Figure 4.1 presents the results on gender of the sampled respondents. Data in Fig 4.1 indicate that majority of the waiting staff (77.3%) and the customers (61.8%) to the five star restaurants in Nairobi are males. Out of the three managers interviewed, two were males and one was female.

Age of Waiting Staff

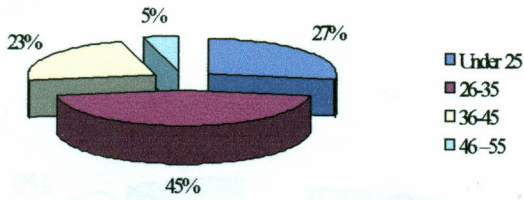


Figure 4.2: Age of the waiting staff

Figure 4.2 presents the results on the age distribution of the sampled respondents. The results in figure 4.2 show that most of the waiting staff fall in the age category of between 26 to 35 years (45.5%).

Length of Service

The findings on the length of service of the waiting staff in the three restaurants is presented in figure 4.3.

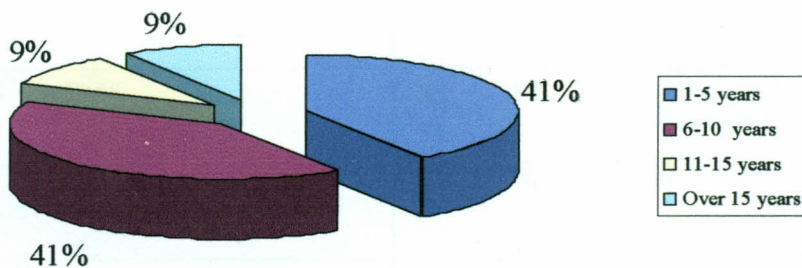


Figure 4.3: Length of Service by the Waiting Staff

The results in figure 4.3 show that majority of the waiting staff have worked in the restaurants for less than 10 years (81.8. per cent). This may be an indication that the turnover of employees from five star restaurants in Nairobi is high. They tend to seek greener pastures after serving in a given restaurant. Direct costs of turnover which include advertising, recruiting, training and indirect costs (loss of productivity, overtime to others, low morale) affect productivity and hence have a direct impact on profitability. Well-motivated staffs are more likely to stay with the restaurant.

Nationality of the Customers

The results of the findings on the nationality of the customers are presented in table 4.2.

Table 4.2: Distribution of the Customers According to Nationality in the Three Sampled Restaurants

Nationality	Frequency	Percent
Kenyan	155	54.4
European Countries	66	23.2
Canadian	6	2.1
USA	22	7.7
Australian	4	1.4
Asian Countries	7	2.5
Other East African Countries	16	5.6
Other African countries	9	3.2
Total	285	100.0

The results in table 4.2 reveal that majority of customers in the five star restaurants in Nairobi are Kenyans (54.4%). This was followed by customers from European countries (23.2%). The least number of customers come from Australia (1.4%).

4.3 SERVICE QUALITY IN FIVE STAR RESTAURANTS IN NAIROBI

This section presents the results of the findings on the service quality in five star restaurants in Nairobi. The results are discussed under the following headings;

- i) Customer satisfaction with services offered by the restaurants
- ii) Dimensions of customer satisfaction with services offered by the restaurants

Customers' Satisfaction with Services Offered by the Restaurants

Customers' problems treated sympathetically was rated highest (78.9%) on the extremely satisfied scale. This high rating is explained by the fact that employees must recognize customers' needs, because inappropriate or inadequate treatment can result in dissatisfaction as confirmed by Bitner *et al.*, (1990). These findings are also in conformity with those of Becker, Murrmann and Cheung (1999), who attribute customers of Asian origins satisfaction to handling their problems with respect and sympathy.

Table 4. 3: Rating on the Factors that Influence Customer Satisfaction with Services Offered by the Restaurants

Factor	Extremely satisfied		Satisfied		Neutral		Dissatisfied		Extremely dissatisfied		Mean
	n	%	n	%	n	%	N	%	N	%	
Tangibles											
1.Food served at correct temperature	214	75.1	58	30.4	8	2.8	2	0.7	3	1.1	4.68
2.Offer good choices of dishes	84	29.5	135	47.4	45	15.8	4	1.4	17	6.0	3.93
3.Regularly change selection of dishes	59	20.7	42	14.7	69	24.2	64	22.5	51	17.9	2.98
4.Serve good portions of food	129	45.3	138	48.4	13	4.6	3	1.1	2	0.7	4.36
5.Food is fresh	219	76.8	52	18.2	12	4.2	2	0.7	0	0.0	4.71
6. Food tastes good	206	72.3	42	14.7	33	11.6	4	1.4	0	0.0	4.58
7. Appearance of food is attractive	208	73.0	47	16.5	28	9.8	2	0.7	0	0.0	4.62
20. Cleanliness of the restaurant	212	74.4	44	15.4	19	6.7	10	3.5	0	0.0	4.61
21.Visually appealing physical facilities	216	75.8	44	15.4	19	6.7	6	2.1	0	0.0	4.65
23. Customers feel safe	211	74.0	34	11.9	38	13.3	2	0.7	0	0.0	4.59
24. Ease of access to the restaurant	193	67.7	52	18.2	22	7.7	10	3.5	8	2.8	4.45
25. Atmosphere in the restaurant/ ambience	214	75.1	29	10.2	36	12.6	6	2.1	0	0.0	4.58
26.Physical appearance of staff	197	69.1	48	16.8	36	12.6	4	1.4	0	0.0	4.54
27. Comfortable and attractive surrounding	216	75.8	47	16.5	18	6.3	4	1.4	0	0.0	4.67
28. Size and layout of space	204	71.6	49	17.2	28	9.8	4	1.4	0	0.0	4.59
29. Decorations in restaurant	209	73.3	50	17.5	22	7.7	4	1.4	0	0.0	4.63
Mean						4.45					
Reliability	n	%	n	%	n	%	N	%	N	%	Mean
8. Give customer value of their money	207	72.6	50	17.5	22	7.7	4	1.4	2	0.7	4.60
11. Consistent and dependable services	214	75.1	47	16.5	22	7.7	2	0.7	0	0.0	4.66
15. Opening hours convenient	214	75.1	51	17.9	18	6.3	2	0.7	0	0.0	4.67
17. No mix up in orders or bills	218	76.5	24	8.4	35	12.3	8	2.8	0	0.0	4.59
Mean						4.63					
Empathy	n	%	n	%	n	%	N	%	N	%	Mean
9. Friendliness and politeness of staff	220	77.2	38	13.3	25	8.8	2	0.7	0	0.0	4.67
10.Individualized attention	213	74.7	23	8.1	41	14.4	4	1.4	4	1.4	4.53
14.Customers' problems treated sympathetically	225	78.9	14	4.9	44	15.4	2	0.7	0	0.0	4.62
18. Reception by staff	207	72.6	47	16.5	19	6.7	6	2.1	6	2.1	4.55

Table 4.3 Continued

19. Effort to understand customers' needs	214	75.1	30	10.5	33	11.6	8	2.8	0	0.0	4.58
Mean	4.59										
Assurance	n	%	n	%	n	%	N	%	N	%	Mean
13. Willingness to help customer	210	73.7	55	19.3	16	5.6	4	1.4	0	0.0	4.65
16. Staff knowledgeable about products	222	77.9	30	10.5	16	5.6	17	6.0	0	0.0	4.60
Mean	4.63										
Responsiveness	n	%	n	%	n	%	N	%	N	%	Mean
12. Speed of service	201	70.5	57	20.0	25	8.8	0	0.0	2	0.7	4.60
22. Good atmosphere among staff	207	72.6	42	14.7	30	10.5	4	1.4	2	0.7	
Mean	4.58										

Staff are knowledgeable about products is another index that was rated high in customer satisfaction (77.9%). Customers like to be kept informed during service processes. This gives them increased feelings of confidence as expressed by Parasuraman *et al.*, (1988). The staff must have sufficient knowledge of all items on the menu and wine list in order to advise and offer suggestions to customers. Employees who behave in an assuring manner also increase customers' feelings of security (Johnstone 1995).

Friendliness and politeness of staff were also rated high by respondents (77.2%). This staff attribute makes the customer feel at ease and welcomed in a restaurant. The ability of employees to empathize with customers has been associated with greater perception of service quality (Carvana *et al.*, 2000). When employees are attentive, courteous, cooperative and keen to listen to customers, service quality perceptions are greater.

Food is fresh was rated by 76.8% of the respondents as extremely satisfied. This finding concurs with those of Auty (1992), who identified the quality and freshness of food as one of the main service quality attributes. There is a growing demand for organically

produced fresh foods with a resistance to foods containing artificial additives, flavourings and colourings.

Also rated highly as extremely satisfied was no mix-up in order or bills (76.5%). Mix-up in bill orders makes customers get irritable; therefore, most customers are comfortable in restaurants where such incidences rarely occur. When the staffs are dependable and accurate in dealing with customers and delivering services as reliable as possible, customers' perception of service quality is enhanced (Dabholkar *et al.*, 1996). Accuracy in billing, keeping records and performance of a service at designated time are important in satisfaction of guests.

A comparison between the five facets of customer satisfaction that formed the basis of the study revealed that the customers were extremely satisfied with the restaurants' reliability, empathy, assurance and responsiveness. It was only on tangible that the customers rated their satisfaction as satisfied. Tangibles represent the physical aspects of service delivery e.g. cleanliness of the restaurant, neatness of the employees among others as expressed by Johnston (1995) and Parasuraman *et al.*, (1988). The staff are responsible for presenting high quality tangibles to customers. Employees should be committed to dress appropriately and also to ensure that physical facilities are clean.

When the extent of the customer satisfaction was cross-tabulated according to restaurant, more or less the same pattern emerged. Five factors namely; customers' problems treated sympathetically, staffs are knowledgeable about products, friendliness and politeness of staff, food is fresh and no mix-up in orders or bills emerged in the first five positions.

However, the results in Table 4.4 also revealed that whereas customers from Restaurant B and Restaurant C are extremely satisfied with all aspects of products and services provided, ranging from tangibles, reliability, empathy, assurance to responsiveness, those from Restaurant A were satisfied with these products and services.

Table 4.4: Rating of the Factors that Influence Customers' Satisfaction with Services Offered by the Restaurant on the Basis of the Restaurant

Factor	A		B		C	
	Mean	Comment	Mean	Comment	Mean	Comment
Tangibles						
1. Food served at correct temperature	4.34	Satisfied	4.95	Extremely satisfied	4.90	Extremely satisfied
2. Offer good choices of dishes	4.01	Satisfied	3.86	Satisfied	3.90	Satisfied
3. Regularly change selection of dishes	3.54	Satisfied	2.09	Dissatisfied	3.90	Satisfied
4. Serve good portions of food	4.14	Satisfied	4.62	Extremely satisfied	4.30	Satisfied
5. Food is fresh	4.42	Satisfied	4.99	Extremely satisfied	4.80	Extremely satisfied
6. Food tastes good	4.15	Satisfied	4.98	Extremely satisfied	4.70	Extremely satisfied
7. Appearance of food is attractive	4.26	Satisfied	4.97	Extremely satisfied	4.70	Extremely satisfied
20. Cleanliness of the restaurant	4.26	Satisfied	5.00	Extremely satisfied	4.50	Extremely satisfied
21. Visually appealing physical facilities	4.28	Satisfied	4.98	Extremely satisfied	4.80	Extremely satisfied
23. Customers feel safe	4.18	Satisfied	4.99	Extremely satisfied	4.70	Extremely satisfied
24. Ease of access to the restaurant	3.89	Satisfied	4.98	Extremely satisfied	4.60	Extremely satisfied
25. Atmosphere in the restaurant/ ambience	4.14	Satisfied	4.98	Extremely satisfied	4.80	Extremely satisfied
26. Physical appearance of staff	4.14	Satisfied	5.00	Extremely satisfied	4.40	Extremely satisfied
27. Comfortable and attractive surrounding	4.27	Satisfied	5.00	Extremely satisfied	4.90	Extremely satisfied
28. Size and layout of space	4.13	Satisfied	5.00	Extremely satisfied	4.80	Extremely satisfied
29. Decorations in restaurant	4.22	Satisfied	5.00	Extremely satisfied	4.80	Extremely satisfied
Mean	4.15	Satisfied	4.71	Extremely satisfied	4.59	Extremely satisfied
Reliability						
8. Give customer value of their money	4.27	Satisfied	4.88	Extremely satisfied	4.80	Extremely satisfied
11. Consistent and dependable services	4.26	Satisfied	5.00	Extremely satisfied	4.90	Extremely satisfied
15. Opening hours convenient	4.32	Satisfied	5.00	Extremely satisfied	4.80	Extremely satisfied

Table 4.4 Continued

17. No mix-up in order or bills	4.22	Satisfied	5.00	Extremely satisfied	4.50	Extremely satisfied
Mean	4.27	Satisfied	4.97	Extremely satisfied	4.75	Extremely satisfied
Empathy						
9. Friendliness and politeness of staff	4.31	Satisfied	5.00	Extremely satisfied	4.80	Extremely satisfied
10. Individualized attention	4.03	Satisfied	5.00	Extremely satisfied	4.70	Extremely satisfied
14. Customers' problems treated sympathetically	4.20	Satisfied	5.00	Extremely satisfied	4.80	Extremely satisfied
18. Reception by staff	4.21	Satisfied	5.00	Extremely satisfied	4.30	Satisfied
19. Effort to understand customers' needs	4.20	Satisfied	5.00	Extremely satisfied	4.50	Extremely satisfied
Mean	4.28	Satisfied	5.00	Extremely satisfied	4.62	Extremely satisfied
Assurance						
13. Willingness to help customer	4.27	Satisfied	5.00	Extremely satisfied	4.70	Extremely satisfied
16. Staff knowledgeable about products	4.29	Satisfied	5.00	Extremely satisfied	4.60	Extremely satisfied
Mean	4.28	Satisfied	5.00	Extremely satisfied	4.65	Extremely satisfied
Responsiveness						
12. Speed of service	4.18	Satisfied	5.00	Extremely satisfied	4.70	Extremely satisfied
22. Good atmosphere among staff	4.15	Satisfied	5.00	Extremely satisfied	4.60	Extremely satisfied
Mean	4.16	Satisfied	5.00	Extremely satisfied	4.65	Extremely satisfied

Further analysis using ANOVA to test the hypothesis that there is a significant difference between the restaurant and customers' rating of their satisfaction with products and services, revealed that there was a significant difference at 0.05 level of significance (Table 4.5). According to ANOVA results in Table 4.5, F calculated (67.953) is greater than F tabulated (9.37) at 0.05 level of significance. The alternative hypothesis that there is a significant difference between the restaurant and customers' rating of their satisfaction with products and services at the 95 % confidence level is then accepted. This means that different restaurants provide customers with different levels of satisfaction.

Table 4.5: ANOVA Results on Customers' Satisfaction in Different Restaurants

	Sum of Squares	df	Mean Squares	f	Sig
Between Groups	22537.586	2	11268.793	67.953	0.000
Within Groups	46764.400	282	165.831		
Total	69301.986	284			

$F_{computed} = 67.953$, $F_{Tabulated} = 9.37$, $Significance\ level = 0.05$

A correlation analysis was also performed to compare the ability to provide intangible and tangible elements of service by restaurants. The hypothesis that there is a relationship between the ability to provide intangible and tangible elements of service in five star restaurants in Nairobi was tested using Pearson Product Moment correlation. The results are presented in Table 4.6.

Table 4.6: Results of the Pearson Correlation Between the Ability to Provide Intangible and Customers' Satisfaction with Tangible Services

	Tangibles	Intangibles
Pearson Correlation	1.0000	0.926
Significance (2-tailed)	Perfect correlation	0.001
N	285	285

Correlation Significant at 0.05

The results in table 4.6 revealed that there is a strong correlation($r=0.000$) between the ability to provide intangible elements of services and customer satisfaction with tangible service in five star restaurants in Nairobi. Hence, the earlier stated hypothesis that there is a relationship between the ability to provide intangible and tangible service in five star restaurants in Nairobi was accepted as the correlation results were found to be significant at 0.05 level of significance. It was, therefore, concluded that the ability to provide intangible elements of service has an influence on customer satisfaction with tangible service in five star restaurants in Nairobi. .

Dimensions of Customer Satisfaction with Services Offered by the Restaurants

Apart from the frequencies and percentages used to show the rating of the extent of customer satisfaction, the findings were also exposed to factor analysis to identify groups with interrelated variables. The hypothesis that there is a pattern in the rating of the extent of customer satisfaction in five star restaurants in Nairobi was tested. The total score for each variable is shown in table 4.7.

Table 4.7: Total Scores on the Ratings of the Extent of Customers Satisfaction in**Five Star Restaurants in Nairobi**

Factor	Extremely satisfied	Satisfied	Neutral	Dissatisfied	Extremely dissatisfied
1. Food served at correct temperature	1070	232	24	4	3
2. Offer good choices of dishes	420	540	135	8	17
3. Regularly change selection of dishes	295	168	207	128	51
4. Serve good portions of food	645	690	39	6	2
5. Food is fresh	1095	260	36	4	0
6. Food tastes good	1030	168	99	8	0
7. Appearance of food is attractive	1040	188	84	4	0
8. Give customer value of their money	1035	200	66	8	2
9. Friendliness and politeness of staff	1100	152	75	4	0
10. Individualized attention	1065	92	123	8	4
11. Consistent and dependable services	1070	188	66	4	0
12. Speed of service	1005	228	75	0	2
13. Willingness to help customer	1050	220	48	8	0
14. Customers' problems treated sympathetically	1125	56	132	4	0
15. Opening hours convenient	1090	204	54	4	0
16. Staff knowledgeable about products	1110	120	48	34	0
17. No mix-up in order or bills	1090	96	105	16	0
18. Reception by staff	1035	188	57	12	6
19. Effort to understand customers' needs	1070	120	99	16	0
20. Cleanliness of the restaurant	1060	176	57	20	0
21. Visually appealing physical facilities	1080	176	57	12	0
22. Good atmosphere among staff	1035	168	90	8	2
23. Customers feel safe	1055	136	114	4	0
24. Ease of access to the restaurant	965	208	66	20	8
25. Atmosphere in the restaurant/ ambience	1070	116	108	12	0
26. Physical appearance of staff	985	192	108	8	0
27. Comfortable and attractive surrounding	1080	188	54	8	0
28. Size and layout of space	1020	196	84	8	0
29. Decorations in restaurant	1045	200	66	8	0
30. Would you recommend, the restaurant to your friends or family?	1100	220	24	4	0

These scores were entered in SPSS programme that carried out factor analysis as explained in chapter 3. The first attribute that came out of the programme was a correlation matrix of the variables involved (Table 4.8). In the correlation matrix, all factors correlate highly on each other (above 0.8000) apart from three factors, that is, offer good choices of dishes, regularly change selection of dishes and, serve good portions of food that correlate lowly on others and highly on themselves. This implies that there are two distinct groups exposed by the respondents in their rating of these factors. This is further clarified by factor loadings in table 4.9 obtained using the same computer software (SPSS).

Table 4.8: Correlation Matrix on Variables Involved in Rating Customer Satisfaction

	V1	V2	V3	V4	V5	V6	V7	V8	V9	V10	V11	V12	V13	V14	V15	V16	V17	V18	V19	V20	V21	V22	V23	V24	V25	V26	V27	V28	V29	V30
1	1.00																													
2	0.39	1.00																												
3	0.45	0.87	1.000																											
4	0.37	0.92	0.85	1.00																										
5	0.97	0.34	0.29	0.35	1.00																									
6	0.98	0.37	0.21	0.38	0.97	1.00																								
7	0.99	0.44	0.11	0.22	0.97	0.99	1.00																							
8	0.99	0.29	0.46	0.37	0.99	0.98	0.99	1.00																						
9	0.96	0.31	0.14	0.48	0.98	0.92	0.87	0.99	1.00																					
10	0.97	0.42	0.42	0.23	0.97	0.94	0.92	0.99	0.98	1.00																				
11	0.98	0.37	0.35	0.52	0.95	0.99	0.97	0.99	0.96	0.99	1.00																			
12	0.99	0.43	0.32	0.46	0.99	0.89	0.94	0.99	0.99	0.98	0.94	1.00																		
13	0.99	0.31	0.19	0.37	0.94	0.99	0.96	0.98	0.97	0.99	0.98	0.94	1.00																	
14	0.94	0.39	0.23	0.42	0.95	0.97	0.97	0.97	0.96	0.97	0.97	0.93	0.97	1.00																
15	0.89	0.21	0.34	0.45	0.99	0.98	0.95	0.99	0.94	0.99	0.96	0.94	0.98	0.88	1.00															
16	0.99	0.29	0.47	0.43	0.99	0.99	0.99	0.99	0.92	0.97	0.88	0.98	0.93	0.99	0.93	1.00														
17	0.99	0.34	0.52	0.39	0.89	0.96	0.94	0.97	0.84	0.99	0.98	0.92	0.96	0.91	0.97	0.92	1.00													
18	0.95	0.22	0.48	0.38	0.94	0.97	0.97	0.95	0.98	0.00	0.98	0.99	0.89	0.94	0.93	0.99	0.92	1.00												
19	0.96	0.36	0.49	0.48	0.95	0.99	0.96	0.96	0.87	0.97	0.96	0.96	0.93	0.92	0.98	0.93	0.99	0.93	1.00											
20	0.98	0.37	0.49	0.51	0.96	0.98	0.99	0.99	0.94	0.92	0.96	0.93	0.92	0.93	0.92	0.98	0.93	0.99	0.93	1.00										
21	0.97	0.43	0.34	0.48	0.98	0.99	0.98	0.99	0.97	0.99	0.92	0.93	0.97	0.97	0.94	0.97	0.91	0.97	0.92	0.94	1.00									
22	0.99	0.32	0.33	0.43	0.97	0.97	0.97	0.99	0.87	0.99	0.93	0.91	0.98	0.92	0.95	0.99	0.90	0.98	0.94	0.95	0.96	1.00								
23	0.97	0.37	0.47	0.32	0.99	0.98	0.96	0.96	0.89	0.97	0.94	0.89	0.96	0.85	0.97	0.99	0.92	0.97	0.97	0.97	0.97	0.99	1.00							
24	0.96	0.41	0.48	0.37	0.99	0.96	0.94	0.99	0.99	0.98	0.95	0.92	0.97	0.99	0.98	0.98	0.93	0.96	0.96	0.93	0.44	0.99	0.99	1.00						
25	0.89	0.38	0.49	0.51	0.99	0.99	0.98	0.98	0.87	0.97	0.97	0.99	0.94	0.97	0.99	0.97	0.87	0.99	0.94	0.97	0.95	0.97	0.99	0.87	1.00					
26	0.99	0.29	0.51	0.47	0.94	0.999	0.97	0.99	0.86	0.99	0.97	0.98	0.94	0.96	0.97	0.96	0.88	0.95	0.95	0.98	0.95	0.95	0.95	0.91	0.92	1.00				
27	0.97	0.27	0.37	0.39	0.95	0.99	0.92	0.99	0.92	0.92	0.97	0.97	0.95	0.91	0.96	0.99	0.92	0.97	0.97	0.96	0.96	0.96	0.94	0.89	0.93	0.99	1.00			
28	0.98	0.22	0.32	0.29	0.99	0.96	0.99	0.98	0.91	0.94	0.999	0.96	0.97	0.92	0.97	0.99	0.93	0.96	0.99	0.97	0.99	0.98	0.97	0.94	0.94	0.99	0.98	1.00		
29	0.99	0.31	0.34	0.40	0.99	0.97	0.99	0.98	0.92	0.95	0.99	0.95	0.99	0.94	0.98	0.99	0.94	0.99	0.98	0.89	0.92	0.94	0.96	0.96	0.94	0.98	0.92	0.85	1.00	
30	0.99	0.41	0.41	0.42	0.88	0.97	0.98	0.97	0.96	0.96	0.92	0.94	0.98	0.95	0.99	0.98	0.95	0.99	0.99	0.99	0.98	0.99	0.99	0.97	0.96	0.99	0.99	0.99	0.99	1.00

The next stage was to classify the variables into groups of related factors. This was attained by the use of varimax rotation. Interpretation of the factors (variables) utilized the resultant factor loadings, eigen values and tracer percentage. The results of the factor loadings after rotation are shown in table 4.9. All the factors initially isolated were plotted on a graph (Scree Plot-Fig 4.4) to distinguish significant from non-significant factor loadings. The graph was studied to identify any marked break of the slope in the eigen values. As shown in the same figure, there is a clearly identified break in the slope after Factor 2. This implies that the cut-off occurs at factor 2.

In labelling the factors, variables with high loadings were used to search for a suitable name for each factor. Variables with high loading on factor one are: Food served at correct temperature, food is fresh, food tastes good, appearance of food is attractive, give customer value of their money, friendliness and politeness of staff, individualized attention, consistent and dependable services, speed of service, willingness to help customer, customers' problems treated sympathetically, opening hours convenient, staff knowledgeable about products, no mix-up in orders or bills, reception by staff, effort to understand customers' needs, cleanliness of the restaurant, visually appealing physical facilities, good atmosphere among staff, customers feel safe, ease of access to the restaurant, atmosphere in the restaurant/ ambience, physical appearance of staff, comfortable and attractive surrounding, size and layout of space, decorations in restaurant and would you recommend, the restaurant to your friends or family? These variables are linked to quality of food, service encounters, efficiency of advice, empathy, reliability and service environment, and is therefore labelled *quality of food and service factor*.

This factor has an eigen value of 28.439 explaining 94.796% of the total variance in the rating of factors, which reflect the dimensions of customer satisfaction with service in five star restaurants in Nairobi.

Table 4.9: Factor Loadings on Ratings of the Extent of Customer Satisfaction in Five Star Restaurants in Nairobi.

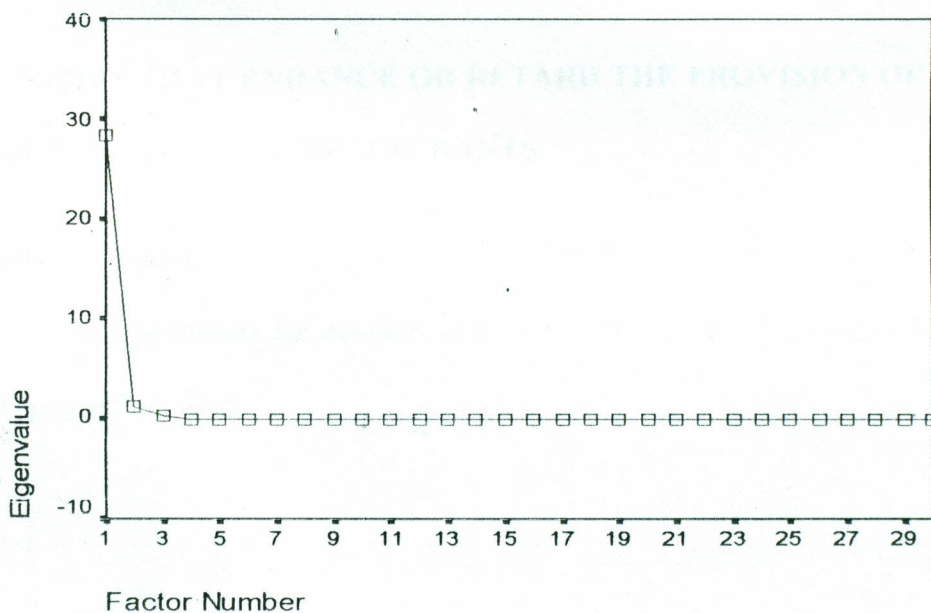
Variable	Factor 1	Factor 2
1.Food served at correct temperature	0.909*	0.411
2.Offer good choices of dishes	0.256	0.964*
3.Regularly change selection of dishes	0.727	0.429
4.Serve good portions of food	0.385	0.916*
5.Food is fresh	0.901*	0.430
6. Food tastes good	0.937*	0.349
7. Appearance of food is attractive	0.927*	0.370
8. Give customer value of their money	0.923*	0.383
9. Friendliness and politeness of staff	0.944*	0.331
10. Individualized attention	0.962*	0.269
11. Consistent and dependable services	0.929*	0.368
12. Speed of service	0.909*	0.416
13. Willingness to help customer	0.915*	0.401
14. Customers' problems treated sympathetically	0.970*	0.236
15. Opening hours convenient	0.924*	0.381
16. Staff knowledgeable about products	0.954*	0.297
17. No mix-up in order or bills	0.962*	0.273
18. Reception by staff	0.928*	0.370
19. Effort to understand customer needs	0.955*	0.298
20. Cleanliness of the restaurant	0.934*	0.355

Table 4.9 Continued

21. Visually appealing physical facilities	0.934*	0.355
22. Good atmosphere among staff	0.937*	0.349
23. Customers feel safe	0.948*	0.315
24. Ease of access to the restaurant	0.917*	0.398
25. Atmosphere in the restaurant/ ambience	0.956*	0.294
26. Physical appearance of staff	0.925*	0.378
27. Comfortable and attractive surrounding	0.930*	0.357
28. Size and layout of space	0.925*	0.380
29. Decorations in restaurant	0.924*	0.382
30. Would you recommend the restaurant to your friends or family?	0.916*	0.397

- Variables with high loadings

Scree Plot

**Figure 4.4 : Factor Scree Plot**

Factor two has high loadings on two variables, that is, offer good choices of dishes and, serve good portions of food. These variables are related to choice and quantity of food.

Factor two, is therefore, given the name *food choice and quantity*. It has an eigen value of 1.225 explaining 4.082% of the total variance in the rating of factors, which reflect the dimensions of customer satisfaction with service in five star restaurants in Nairobi.

The results of this analysis reveal that there is a pattern of association in the rating of factors, which reflect the dimensions of customers' satisfaction with service in five star restaurants in Nairobi. Quality of food and service factor and food choice and quantity stand out as important for customers' satisfaction. The alternative hypothesis that there is pattern in the rating of factors which reflect the dimensions of customers' satisfaction with service in five star restaurants in Nairobi is, therefore, accepted since there is clear association in the rating of the factors.

4.4 FACTORS THAT ENHANCE OR RETARD THE PROVISION OF QUALITY SERVICE IN FIVE STAR RESTAURANTS

The following factors were measured in terms of the working conditions for the staff: Qualification, opportunity for development, job relationship with colleagues, enrichment factors, pay and benefits.

Qualification of the Waiting Staff

From the information obtained in the questionnaires, all the respondents (22) indicated that they were trained. The study further sought to establish where the waiting staff received their training; the findings are presented in table 4.10.

Table 4.10: Place of Training of waiting staff

Place of training	Frequency	Percent
Technical Institute	6	27.3
Private College	6	27.3
Utalii College	9	40.9
In-house training	1	4.5
Total	22	100.0

The results in table 4.10 indicate that majority of the waiting staff had received their training from Utalii College. Other colleges where the staff had been trained include: technical institutes and private colleges. These findings conform with those of Mayaka and Kings (2002) who reported that over the years, private and public institutions have trained personnel in hospitality industry. Apart from Utalii College, establishment of private colleges and technical institutes provides the industry with additional source of trained personnel. Staff training takes various forms as reported by the interviewed restaurant managers. Refresher courses, in house training sessions and also seminars and workshops whose themes directly offer solutions to particular problems. Training enhances the competence of staff and this has a direct impact on provision of service quality.

Opportunity for Development

The results on the opportunity for development are presented in table 4.11.

Table 4.11: Opportunity for Development for the Waiting Staff in the Three Five Star Restaurants in Nairobi

Response	Frequency	Percent
Yes	21	95.5
No	1	4.5
Total	22	100.0

Data in table 4.11 reveal that most of the waiting staff agreed that the restaurants provide them with the opportunity for development. These findings conform with those of TTF (2003) that reported that restaurants have a staff policy that stresses on staff training both in-house and external. Empowerment is an important tool for improving employees' morale and performance.

Waiting Staff's Views on Overall Working Conditions

Table 4.12 presents the results on the waiting staff's overall view of the working conditions.

Table 4.12: Waiting Staff's View on the Overall Working Conditions in the Five Star Restaurants in Nairobi

View	Frequency	Percent
Satisfied	14	63.6
Dissatisfied	8	36.4
Total	22	100.0

The findings in table 4.12 indicate that majority of the waiting staff are satisfied with the working conditions within the restaurant. Employees “feel” satisfied when they are involved in decision-making, receive adequate training and are recognized for their contributions. A motivated and enthusiastic staff contributes positively to both the work experience and the profitability of the restaurant.

Waiting Staff’s Views on Specific Aspects of the Working Conditions

This sub-section presents the results on the waiting staff’s views on various aspects of working conditions. Table 4.13 presents the findings on the waiting staff’s views on specific aspects of the working conditions on the basis of the above scale.

Table 4.13: Waiting Staff’s Views on Specific Aspects of the Working Conditions in Five Star Restaurants in Nairobi.

	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Mean
	n	%	n	%	n	%	n	%	n	%	
1 My managing team involves employees in making decisions	0	0.0	6	27.3	8	36.4	3	13.6	5	22.7	2.68
2. The managing team communicates well	5	22.7	11	50.0	5	22.7	0	0.0	1	4.5	3.86
3. It is safe to speak up in this restaurant	4	18.2	6	27.3	8	36.4	3	13.6	1	4.5	3.41
4. My supervisor listens and responds to what I have to say	4	18.2	4	18.2	12	54.5	1	4.5	1	4.5	3.41
5. My restaurant provides me with training to help me do my job better	9	40.9	8	36.4	3	13.6	0	0.0	2	9.1	4.00

Table 4.13 Continued.

6. The availability, quantity and conditions of equipment and supplies are sufficient to do my job and present a good image	11	50.0	7	31.8	4	18.2	0	0.0	0	0.0	4.32
7. My restaurant is committed to issues of equal employment opportunity and diversity	2	9.1	7	31.8	4	18.2	3	13.6	6	27.3	2.82
8. My pay is right for the work I do	0	0.0	3	13.6	3	13.6	4	18.2	12	54.5	1.86
9. When things go well in my job, my contributions are recognized	2	9.1	8	36.4	7	31.8	3	13.6	2	9.1	3.23
10. I feel that my work makes a real contribution to the success of the restaurant	18	81.8	3	13.6	1	4.5	0	0.0	0	0.0	4.77
11. The management of this restaurant places right amount of emphasis on both quality of service and profit	20	90.9	2	9.1	0	0.0	0	0.0	0	0.0	4.91
12. My manager is effective in operating the restaurant	13	59.1	8	36.4	0	0.0	1	4.5	0	0.0	4.45
13. My benefit programmes are competitive compared with those from other restaurants	10	45.5	1	4.5	8	36.4	0	0.0	3	13.6	3.69
14. The staff in this restaurant are quick, efficient and competent when serving guests	14	63.6	5	22.7	3	13.6	0	0.0	0	0.0	4.50
15. The restaurant staff are friendly, personable and enthusiastic when serving guests	15	68.2	7	31.8	0	0.0	0	0.0	0	0.0	4.68
16. The staff are responsive to the individual needs of the guests	21	95.5	0	0.0	0	0.0	0	0.0	1	4.5	4.82

The results in table 4.13 reveal that the waiting staff strongly agree with the following aspects of the working environment within the restaurants; that the management of the restaurant places right amount of emphasis on both quality of service and profit, the staff are responsive to the individual needs of the guests, their work makes a real contribution to the success of the restaurant, the restaurant staff are friendly, personable and enthusiastic when serving guests and that the staff in the restaurant are quick, efficient and competent when serving guests. However, they disagree that their pay is right for the work they do. These findings conform to previous studies that found that employees generally feel that their contributions are important and unhappiness comes from perceived low compensation (Brymer, 1991; Hall, 1995 and Mill, 1996).

Empowerment is recognized as an important tool for improving employee morale and performance. A happy employee influences the guest's attitude towards the restaurant. Although job enrichment factors such as recognizing contributions, employees' involvement in decision-making and management keeping the line of communication are important factors in employee satisfaction, pay and benefits are a strong consideration in employee satisfaction. When employees consider their pay for the job done as inadequate, their performance will not be satisfactory.

Further analysis involved comparing the views of the waiting staff on the basis of the different restaurants. The means obtained from the rating of their views are presented in Table 4.14.

Table 4.14: Waiting Staff's Views on Specific Aspects of the Working Conditions on Basis of Restaurants

Views	A		B		C	
	Mean	Comment	Mean	Comment	Mean	Comment
1 My managing team involves employees in making decisions	3.30	Neutral	2.00	Disagree	2.50	Neutral
2.The managing team communicates well	3.90	Agree	3.50	Agree	4.50	Strongly agree
3. It is safe to speak up in this restaurant	3.90	Agree	2.50	Neutral	4.00	Agree
4. My supervisor listens and responds to what I have to say	3.70	Agree	2.75	Agree	4.00	Agree
5.My restaurant provides me with training to help me do my job better	4.70	Strongly agree	2.88	Agree	4.50	Strongly agree
6. The availability, quantity and conditions of equipment and supplies are sufficient to do my job and present a good image	4.13	Agree	5.00	Strongly agree	4.20	Agree
7. My restaurant is committed to issues of equal employment opportunity and diversity	1.90	Disagree	3.13	Neutral	4.50	Strongly agree
8. My pay is right for the work I do	1.60	Disagree	1.88	Disagree	2.50	Neutral
9. When things go well in my job, my contributions are recognised	4.20	Agree	2.13	Disagree	3.00	Neutral
10. I feel that my work makes a real contribution to the success of the restaurant	5.00	Strongly agree	4.62	Strongly agree	4.50	Strongly agree
11. The management of this restaurant places right amount of emphasis on both quality of service and profit	5.00	Strongly agree	4.75	Strongly agree	5.00	Strongly agree
12. My manager is effective in operating the restaurant compared with those from other restaurants	4.70	Strongly agree	4.13	Agree	4.50	Strongly agree
13. The staff in this restaurant are quick, efficient and competent when serving guests	4.20	Agree	4.63	Strongly agree	5.00	Strongly agree
14. The restaurant staff are friendly, personable and enthusiastic when serving guests	4.50	Strongly agree	4.75	Strongly agree	5.00	Strongly agree
15 The staff are responsive to the individual needs of the guests	5.00	Strongly agree	4.50	Strongly agree	5.00	Strongly agree

The results in Table 4.14 revealed differences on the views of staff on their working conditions on the basis of restaurant, particularly on issues dealing with management. For example, while staff at Restaurant B disagree that the management team involves employees in making decisions, staff from Restaurant A and Restaurant C are neutral on this. On safeness to speak up in the restaurant, staffs at Restaurant B are neutral while those from Restaurant A and Restaurant C agree that it is safe. While waiting staff from Restaurant A disagree that their restaurant is committed to issues of equal employment opportunity and diversity, the others from Restaurant B and Restaurant C are neutral. On whether the waiting staffs receive the right pay for work done, all the staff disagree except those from Restaurant C who are neutral. Finally, on whether the individual staff contributions are recognised when things go well, staff from Restaurant B disagree, those from Restaurant C are neutral, while staff from Restaurant A agree.

According to ANOVA results in Table 4.15, F calculated (7.029) is greater than F tabulated (3.52) at 0.05 level of significance. The hypothesis that there is a significant difference in the views of waiting staff from different restaurants on the working conditions within the restaurant at the 95 % confidence level is then accepted. It was, therefore, concluded that there was a significant difference in the views of the waiting staff from different restaurants on the working conditions within the restaurants.

Table 4.15: Analysis of Variance (ANOVA) of the Views of the Waiting Staff on the Working Condition on the Basis of the Restaurant

	Sum of Squares	df	Mean Squares	f	Sign
Between Groups	567.843	2	283.922	7.029	0.005
Within Groups	767.475	19	40.393		
Total	1335.318	21			

$F_{computed} = 7.029$, $F_{Tabulated} = 3.52$, $Significance\ level = 0.05$

Overall Relationship of the Waiting Staff with Colleagues

The results in Table 4.16 indicate that most of the waiting staff (86.4 percent) had a good relationship with their colleagues.

Table 4.16: Overall Relationships with Colleagues in Five Star Restaurant in Nairobi

Relationship	A		B		C		Total	
	Freq	%	Freq	%	Freq	%	Freq	%
Good	10	100.0	5	62.5	4	100.0	19	86.4
Average	0	0.0	3	37.5	0	0.0	3	13.6
Poor	0	0.0	0	0.0	0	0.0	0	0.0
Total	10	100.0	8	100.0	4	100.0	2	100.0

The results also revealed that all the staff at Restaurant A and the Restaurant C have good relations with their colleagues, while at least 37.5% of the staff at Restaurant B merely have average relations. Further analysis using the Chi-square test revealed that the differences observed were significant. The value of $X^2(2) = 6.0779$. The critical value for the test at 0.05 level of significance was $X^2(2) = 5.99$. Since the computed observed value of (6.0779) exceeds the critical value of (5.99) at 0.05 levels of confidence, we can conclude that there was a significant difference between the restaurant and relations between the waiting staff within the restaurants.

Table 4.17: Chi-square Results on the Restaurant and Waiting Staff Relationship with Colleagues.

	Value	df	Sig
Chi-square	6.0779	2	0.048

Computed value of $X^2 (2) = 6.0779$, Critical value of $X^2 (2) = 5.99$,

Significance level = 0.05 ($P \leq 0.05$)

4.5 RESULTS FROM THE OBSERVATION FORM

Table 4. 18: Observation Form on the Five Star Restaurants in Nairobi

Item	Restaurant A	Restaurant B	Restaurant C
Site and environment	Suitable location and environment	Located in a hidden place	Suitable location and environment
Equipment and Furniture	-Wooden furniture in good condition. -Cushions not in good conditions -Equipment was ok.	-Upholstered furniture -Fine crockery	-Upholstered furniture -Fine crockery
Décor	Service done in tropical garden (Fig 4.5)	-Quality copper lighting fixtures -Use of fresh flowers (Fig 4.6)	-Mahogany floor -Illustrations of birds, fresh plants enhance the mood (fig 4.7)
Menu	Selection of game accompanied by sauces, soup, selection of desserts and Kenyan coffee (Fig 4.8)	Wide selection of sea foods. (Fig 4.9)	Selection of international dishes (Fig 4.10)
Music	Soft background music provided	Soft background music provided	Soft background music provided

Table 4.18 Continued

Service Stations	Well-appointed service stations with adequate service tables	Well-appointed service stations with adequate service tables	Well-appointed service stations with adequate service tables
Security	Enough security staff headed by competent security officers	Enough security staff headed by competent security officers	Enough security staff headed by competent security officers
Management Staff	Highly motivated qualified personnel	Highly motivated qualified personnel	Highly motivated qualified personnel
Cleanliness of Staff	Well groomed with clearly visible name tags	Well groomed with clearly visible name tags	Well-groomed with clearly visible name tags
Parking Area	Adequate secure parking space available within the vicinity of the restaurant	Adequate secure parking space at the basement	Adequate secure parking space available at the main entrance.



Fig 4.5 Equipment, Furniture and Décor in Restaurant A



Fig 4.6 Equipment, Furniture and Décor in Restaurant B



Fig 4.7 Equipment, Furniture and Décor in Restaurant C

Dining room atmosphere or ambience is a catalyst that affects customer perception of dining quality. (Fenkelstein, 1989; Reece *et al.*, 1999). Customers equate beautiful décor with high quality service and the overall quality of the restaurant. Ambience or “feel” is therefore influential in determining perfection of service delivery.

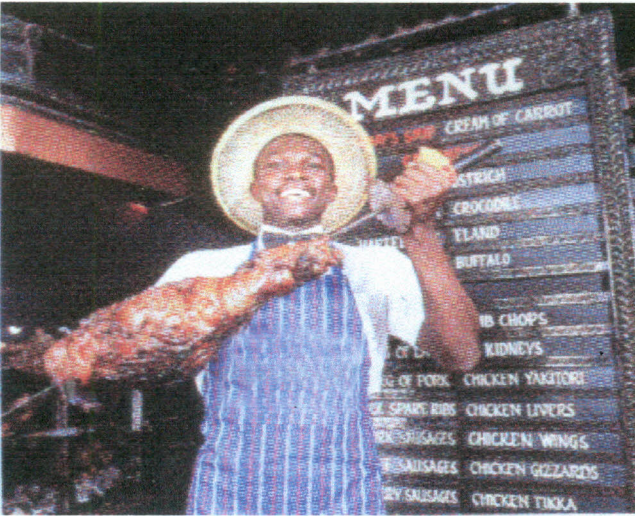


Fig 4.8 Menu in restaurant A

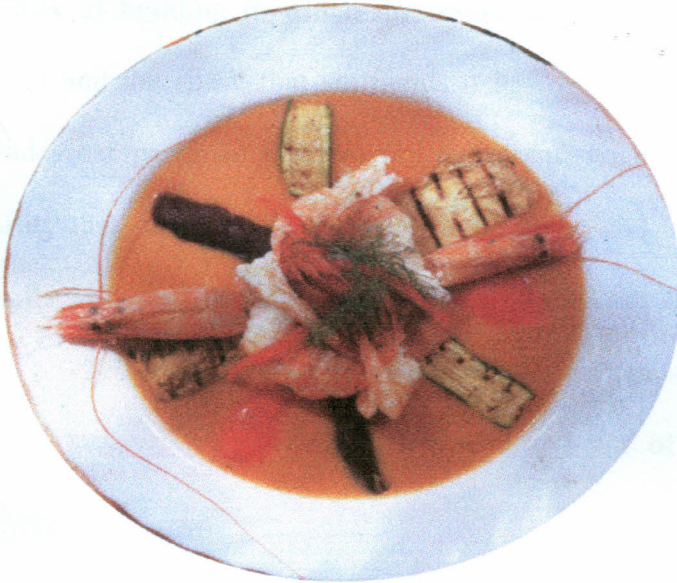


Fig. 4.9 Menu in restaurant B

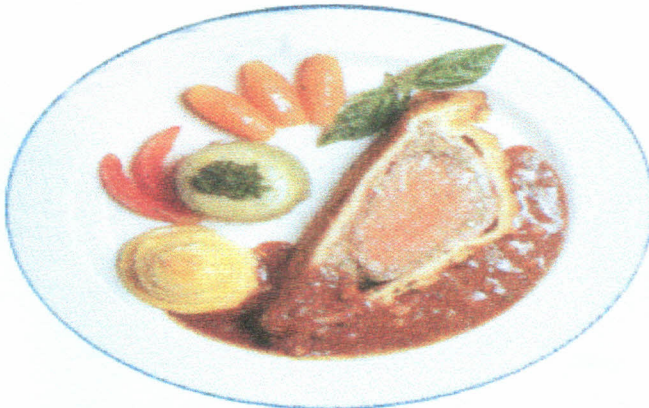


Fig 4.10 Menu in Restaurant C

Food service guests are varied as the general population. Hence restaurants offer a wide range of cuisine, from African delicacies to continental and oriental dishes. Cultural or national characteristics dominate taste preferences. Restaurants cater for these diverse tastes; others feature local cuisine as part of the attraction of the locale. International restaurants attempt to accommodate guests with different lifestyles and tastes adapting their menus and dining styles to reflect multicultural needs.

Security of building in which the restaurant is located, all the ground on which it is located and the space that surrounds it has to be secure for safety of the guests. This includes car parks attached to the restaurant. Each restaurant has adopted a level of security that matches the location of the outlet and level of perceived risk. There are security systems, alarms and emergency procedures designed to protect the restaurant from possible threats. To ensure that extensions are safe and secure there is adequate lighting effective signage, speed, bumps and use of non-slip building materials for pathways.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

The purpose of the study was to assess various quality aspects of service as perceived by the customers in five star restaurants in Nairobi. The study aimed at determining the difference in attitudes and expectations of both customers and service providers.

The study focused on the following objectives:

1. To determine if the products and services provided in the five star restaurants meet the expectation of customers.
2. To establish the dimensions of customers' satisfaction with services offered in five star restaurants.
3. To investigate factors that enhances or retards the provision of quality service in five star restaurants.

The most recent works on service quality were reviewed. Topics reviewed included the following: Classification of restaurants, service quality and customer satisfaction, hospitality marketing mix, service encounters, attributes of service quality, training for hospitality industry ,measurement of service quality and service quality gaps.

A descriptive survey design was used to evaluate service quality as perceived by customers in selected five star restaurants in Nairobi. The study took place in Nairobi city because it is a large metropolitan area with diverse, multi-ethnic population. The study covered three, five star restaurants in Nairobi, A, B, and C. A is located off Lang'ata Road, B on Harambee Avenue and C off Ruaka road.

The categories of respondents studied were restaurant administration, restaurant staff and the customers. The total sample for the study was 310. This was made up of 10% of total customer population, 50% of the waiting staff population and all the restaurant managers. The variables of this study were the components of service quality which affect the perceptions of customer on service provided. They included; Tangibles and Intangibles.

The instruments that were used to collect data for this study were: rating scale, interview schedules, questionnaires, observation forms and guest comment cards. Data collected was analyzed using both descriptive and inferential statistics. The main techniques used to analyze data were the Chi-square (χ^2), Pearson Product-moment correlation (r), Analysis of Variance (ANOVA) and factor analysis.

This study evaluated the service quality in selected five star restaurants in Nairobi. This chapter summarises the findings of the study, makes recommendations necessary for policy formulation.

5.2 SUMMARY OF THE FINDINGS

The main findings of the study are summarized as follows:

(i) Demographic characteristics

Majority of the respondents were drawn from Restaurant A (customers 43.9%, and waiting staff 45.5%). In terms of gender, most of the respondents were males (77.3% of the customers and 61.8% of the waiting staff. By age, majority of the waiting staff fell on the age category of between 26-35 years. All waiting staff had been trained, but majority received their training from Utalii College (40.9%). Training enhances competence of staff and this has a direct impact on provision of service quality. With regard to length of service, most of the waiting staff had served for less than ten years (81.8%). In terms of the nationality of the customers who frequent the five star restaurants were Kenyans (54.4%).

(ii) Service Quality in Five Star Restaurants in Nairobi

The five top ranked customers' satisfaction dimensions that the study revealed the customers were extremely satisfied with were: customers' problems are treated sympathetically (78.9%), staff are knowledgeable about products (77.9%), friendliness and politeness of staff (77.2%), food is fresh (76.8%) and there is no mix-up in order or bills (76.5%). Among the five attributes measures by the rating of the 30 items, the study found that customers were extremely satisfied with the restaurants' reliability, empathy, assurance and responsiveness, however, they were satisfied with tangible.

In terms of individual restaurant, customers from B and C were extremely satisfied with all the five attributes, however, their counterparts from A were only satisfied with these attributes. This difference was found to be significant at 0.05 level of significance.

A correlation analysis using Pearson Product Moment Correlation revealed that a strong correlation exists between the ability to provide intangible elements and tangible elements of service.

Factor analysis showed that there were two main factors that affect customers' satisfaction with the quality of service provided in the five star restaurants in Nairobi. These are: quality of food and service and food choice and quantity. The results of this analysis revealed a pattern of association in the rating of factors that reflect dimensions of customer satisfaction with service in five star restaurants in Nairobi. Thus, the Alternative hypothesis that there is pattern in rating of customer satisfaction with the services offered by the five star restaurants was therefore accepted.

(iii) Factors that Enhance or Retard the Provision of Quality Service in Five Star Restaurants

The study revealed that most of the waiting staff feel that the management in the five star restaurants provides them with opportunity for development (95.5%). In terms of overall working conditions, again the results showed that majority of the waiting staff were satisfied with these conditions in the restaurants (63.6%). At the same time, the findings indicated that they were extremely satisfied with the way the management places right amounts of emphasis on both quality of service and profit. They were also extremely

satisfied with the teamwork spirit within the restaurants that contributes to success. These conditions contribute to the provision of quality service by the waiting staff in the five star restaurants. However, one factor was found to retard service quality. This is the pay which most respondents disagreed. This was found not commensurate with the amount of work they do.

(iv) Results From the Observation Form

The three restaurants meet the requirements for five star restaurants as established in the criteria for classification of restaurants. The buildings, entrance and environment are suitable for the restaurants. High quality crockery, cutlery, glassware and tableware are used in the dining area. Highest standard of decoration and aesthetics were observed, coupled with soft background music and priced menu cards were available with a wide selection of local and international cuisine as per the restaurant. Security of the premises have properly installed alarm systems. The restaurants are supervised by qualified personnel from recognized institutions. The waiting staff are well-groomed with clear visible name tags. Adequate secure parking space is available within the vicinity of the restaurants.

5.3 CONCLUSION

From this study the following conclusions were made:

1. Customers are satisfied with the quality of services provided by the five star restaurants in Nairobi.
2. The restaurants meet the requirements for five star restaurants as established in the criteria for classification of restaurants.

3. Different restaurants provide customers with different levels of satisfaction.
4. Majority of the working staff are satisfied with the working conditions within the restaurants.
5. Both tangible and intangible services are important elements of service.

5.4 RECOMMENDATIONS

On the basis of the findings of this study, the following are the policy recommendations to improve quality services:

- (i) The management and staff of these restaurants should add more varieties on their menus so as to offer more choices for their customers.
- (ii) A focus should be made in areas such as empathy, responsiveness and assurance so as to retain and attract more customers.
- (iii) The management of the five star restaurants should review the staff pay to ensure that the workers get their rightful dues. This can enhance the quality of services they deliver to customers.

5.5 SUGGESTION FOR FURTHER RESEARCH

- This study was conducted among five star restaurants in Nairobi, a similar study can be replicated in other five star classified restaurants in Nairobi and other towns such as Mombasa.

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APPENDIX 1

SEVENTH SCHEDULE CRITERIA FOR CLASSIFICATION OF RESTAURANTS

SECTION-ITEM	THREE STAR	FOUR STAR	FIVE STAR
<i>1. Location and Environment</i>			
1.1 Site and Environment	The building, its entrance, locality and environment including outlook shall be suitable for a restaurant. 30	The building, its entrance, locality and environment including outlook shall be suitable for a restaurant. 50	Same as for four star but of international standard. 70
1.2 Design and architecture	Without any claim of style or beauty, modest condition and structurally sound. 10	The architectural features and general construction of the building and its finish shall be of good standard and structurally safe. 30	The façade, architectural features, general construction in relation to the environment shall be distinctive feature of a restaurant of very high international standard. 50
1.3 Autonomy of building	There shall be separate entrances to the restaurant and for deliveries. 20	Same as for three star but with different approaches. 30	Same as for four star but the building shall be semi-detached from the rest of the building. 50
1.4 Capacity	The restaurant shall have a minimum space of 1.5 sq per person. 10	Same as for three star. 10	Same as for three star. 10
<i>2 Dining area</i>			
2.1 Equipment and furniture	Furniture, table linen, crockery, glassware and other tableware shall be clean and of good quality. 20	Crockery to be of fine and good stainless steel cutlery, good quality glassware and other tableware. Good quality furniture. Linen to be of quality material. 30	Crockery must be of fine and very high quality stainless steel cutlery, high quality glassware and other tableware. Table linen to be of high quality materials with table underliners. Furniture of highest quality material and finish and in very good condition. Gueridon facilities must be provided with plate warmers. 50
2.2 Décor	Simple decoration with harmony of colours. 20	Good aesthetic decoration, good material used. Good quality furnishings. The interior in good condition and good flower arrangements. 30	Highest standard of décor and aesthetics. Use of best quality material and best flower arrangements. 50
2.3 Floor and walls	The walls, floors, ceiling, woodwork, doors and fittings must be maintained in good condition. 20	Same as for three star. Walls, ceilings and fittings to be of good quality material and finish. 40	Same as for four star. Wooden, marble or other fine quality materials. Walls, ceiling, woodwork and fittings to be of very high quality finishing. If wall-to-wall carpeting is used it shall be well maintained. 70
2.4 Menu	Priced menu cards available with fair selection of local and international dishes with at least four courses and beverages selection. 30	Same as for three star but with wide selection of local and international dishes, good quality cuisine, five courses and good beverage list. 40	Same as for four star but with wide selection and excellent international cuisine. Six courses and Very good beverage selection 50
2.5 Music	Some music provided. 10	Soft background music be provided. 20	Soft background music be provided. 20
2.6 Service stations	Adequate service tables provided. 10	Same as for three star. 10	Well-appointed service stations with adequate service tables. 20

SECTION-ITEM	THREE STAR	FOUR STAR	FIVE STAR
6.2 Electricity Safety	All electrical facilities must be installed and maintained in accordance with local electrical by-laws. 20	Same as for three star. 20	Same as for three star. 20
6.3 Security	There shall be enough security staff for the restaurant with a simple alarm system e.g. whistles. 15	Same as for three star but headed by a competent security officer 20	Same as for four star but with a properly installed alarm system. 30
6.4 Emergency power	Candles, battery or gas lamps shall be available in case of power failure. 10	Same as for three star but with a standby generator providing basic lighting in essential public areas. 20	Same as for four star but the standby generator must be able to provide lighting in all areas of the restaurant and be fitted with an automatic battery charger. 30
6.5 First aid	Adequate first aid kit shall be available, must include anti snake venom serum in case of restaurant located away from town centre. 10	Same as for three star but with several workers trained in first aid. 20	Same as for four star. 20
7.0 Management	The restaurant shall be under supervision of a suitable and trained person from a recognised institution	Same as for three star but assisted by one experienced person and a competent cook	The restaurant shall be supervised by a highly qualified person with a qualified assistant and an executive chef.
7.1 Staff	30	40	60
7.2 Languages	The manager shall have knowledge of Kiswahili and English 30	Same as for three star but with a working knowledge of one other foreign language. 40	Same as for four star. 40
7.3 Medical examination	Workers must be medically examined as required by the health regulations 30	Same as for three star. 30	Same as for three star. 30
7.4 Dining facilities for staff	A clean eating place shall be provided for staff to take their meals. 30	Same as for three star but of good standard 40	Same as for three star but of very high standard. 50
7.5 Cleanliness of staff	All staff must be well groomed with name tags clearly visible 15	Same as for three star. 15	Same as for three star. 15
8. General	Adequate secure parking space must be available within the vicinity of the restaurant.	Same as for three star	Same as for three star
8.1 Parking area	20	20	20
8.2 Outdoor area	Some landscaping shall be done where space allows 10	Same as for three star 10	Same as for three star 10

APPENDIX 2

RATING SCALE FOR CUSTOMERS IN FIVE STAR RESTAURANTS IN NARIOBI, KENYA

Introduction

You are required to assist in completing the attached rating scale by filling the appropriate places or filling the blank spaces. By completing it, you will contribute to a study being undertaken regarding evaluation of service quality in five star restaurants. To ensure that information you give will be effectively used please respond to the ratings as sincerely as possible. The information gathered will be used solely for research purposes and treated with strict confidentiality.

Thank you in advance.

PART A:

Please in spaces provided tick (✓) where it is appropriate.

- ✓ 1. Name of the restaurant

2. Gender

A. Male

B. Female

3. Nationality

4. Type of guest

A. Domestic B. International

5. Frequency of visits

A. Once a week

B. Twice a month

C. Once a year

D. Any other (Please specify _____)

PART B

You are required to indicate on a 5 point scale the extent of your satisfaction to each of the following statements.

1 = Extremely dissatisfied

2 = Dissatisfied

3 = Neutral

4 = Satisfied

5 = Extremely satisfied

		R A T I N G S				
		1	2	3	4	5
1.	Food served at correct temperature					
2.	Offer good choices of dishes					
3.	Regularly change selection of dishes					
4.	Serve good portions of food					
5.	Food is fresh					
6.	Food tastes good					
7.	Appearance of food is attractive					
8.	Give customer value of their money					
9.	Friendliness and politeness of staff					
10.	Individualized attention					
11.	Consistent and dependable services					
12.	Speed of service					
13.	Willingness to help customer					
14.	Customers' problems treated sympathetically					
15.	Opening hours convenient					
16.	Staff knowledgeable about products					
17.	No mix-up in orders or bills					
18.	Reception by staff					
19.	Effort to understand customer needs					
20.	Cleanliness of the restaurant					
21.	Visually appealing physical facilities					
22.	Good atmosphere among staff					
23.	Customers feel safe					
24.	Ease of access to the restaurant					
25.	Atmosphere in the restaurant / ambience					
26.	Physical appearance of staff					
27.	Comfortable and attractive surrounding					
28.	Size and layout of space					
29.	Decorations in restaurant					
30.	Would you recommend, the restaurant to your family or friend?					

APPENDIX 3

QUESTIONNAIRE FOR THE WAITING STAFF

Introduction

All the information obtained through this questionnaire will be treated as confidential. It will be used only for study purposes. You are requested to assist in completing the questionnaire by ticking appropriate places or filling the blank spaces.

Part A

1. Name of the restaurant

2. Gender

A. Male

B. Female

3. Your age bracket

A. Under 25

B. 26-35

C. 36-45

D. 46-55

4. Your highest level of education qualification

A. Primary

B. Secondary

C. Bachelor degree

D. Any other (please specify) _____

5. Are you trained in service delivery?

A. Yes

B. No

6. If the answer to 5 above is yes, where were you trained?

A. Technical Institute

B. Polytechnic

C. Private college

D. Any other (please specify) _____

7. For how long have you worked in this restaurant? _____

8. Does the management give the staff opportunity to improve their skills?

A. Yes

B. No.

9. If the answer to 9 above is yes, list the methods used.

10. Are you happy with the working conditions in the restaurant?

A. Yes

B. No.

11. If the answer to 11 above is No, list major things that you would like improved.

12. How would you rate your relationship with your fellow colleagues?

A. Good

B. Average

C. Poor

Give reasons to support your answer

Part B

Please circle the number that best describes your feelings about the restaurant.

The number represents the following responses;

1 = Strongly agree

2 = Agree

3 = Neutral

4 = Disagree

5 = Strongly disagree

1. My managing team involves employees in making decisions.

1 2 3 4 5

2. The managing team communicates well.

1 2 3 4 5

3. It is safe to speak up in this restaurant

1 2 3 4 5

4. My supervisor listens and responds to what I have to say

1 2 3 4 5

5. My restaurant provides me with training to help me do my job better.

1 2 3 4 5

6. The availability, quantity and conditions of equipment and supplies are sufficient to do my job and present a good image.

1 2 3 4 5

7. My restaurant is committed to issues of equal employment opportunity and diversity

1 2 3 4 5

8. My pay is right for the work I do

1 2 3 4 5

9. When things go well in my job, my contributions are recognized.

1 2 3 4 5

10. I feel that my work makes a real contribution to the success of the restaurant

1 2 3 4 5

11. The management of this restaurant places right amount of emphasis on both quality of service and profit.

1 2 3 4 5

12. My manager is effective in operating the restaurant.

1 2 3 4 5

13. My benefit programmes are competitive compared with those from other restaurants.

1 2 3 4 5

APPENDIX 4

14. The staff in this restaurant are quick, efficient and competent when serving guests.

1 2 3 4 5

15. The restaurant staff are friendly, personable and enthusiastic when serving guests.

1 2 3 4 5

16. The staff in this restaurant are responsive to the individual needs of the guests.

1 2 3 4 5

THANK YOU FOR YOUR COOPERATION.

APPENDIX 4

INTERVIEW SCHEDULE FOR RESTAURANT MANAGERS

1. What is the name of your restaurant
2. How old are you?
3. For how long have you worked in this restaurant?
4. What are your professional qualifications?
5. How many employees work under your supervision?
 - a. Are they all trained?
 - b. What methods are used to improve skills of the employees?
6. What methods are available for
 - a. Staff
 - b. Customers to make their complains
7. What actions are taken in each case in 6 above?
8. Are the staff in your department appraised?
 - a. If yes, after how long?
 - b. What methods of staff appraisal are used and why?

THANK YOU FOR YOUR COOPERATION.

APPENDIX 5

OBSERVATION FORM

1. Name of restaurant _____

ITEM	REQUIREMENT	REMARKS
1. Site and environment	The buildings, its entrance, locality and environment including outlook should be suitable for a restaurant.	
2. Capacity	The restaurant should have a minimum space of 1.5sq per person	
3. Equipment and furniture	Crockery must be of fine and very quality stainless steel cutlery. Table linen to be of high quality material. Furniture in very good condition	
4. Décor	Highest standard of décor and aesthetics. Use of best quality material and best flower arrangements.	
5. Menu	Priced menu cards available with wide selection and excellent international cuisine.	
6. Music	Soft background music provided	
7. Service stations	Well-appointed service	

	stations with adequate service tables	
8. Telephone facilities	Adequate telephone lines available in addition to public telephone booths	
9. Security	Enough security staff headed by competent security officer. Properly installed alarm system.	
10. Emergency power	Stand by generator providing lighting in all areas of the restaurant and fitted with an automatic battery charger.	
11. Management staff	Highly qualified personnel	
12. Cleanliness of staff	Well-groomed with name tags clearly visible	
13. Parking area	Adequate secure parking space available within the vicinity of the restaurant	