

**THE QUALITY OF SERVICE STANDARDS AND RELATED FACTORS IN  
TOURIST HOTELS IN ARUSHA, TANZANIA**

**BY**

**NAIMAN, N. MBISE (BSc.)**

**REGISTRATION NUMBER: T129/12744/2009**

**A RESEARCH THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE  
REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF  
SCIENCE IN HOSPITALITY AND TOURISM MANAGEMENT, IN THE  
SCHOOL OF HOSPITALITY AND TOURISM OF KENYATTA UNIVERSITY**

**NOVEMBER 2012**

**DECLARATION**

This Thesis is my original work and has not been presented for a degree or other award in any other University.

Sign \_\_\_\_\_ Date \_\_\_\_\_

Name: **Naiman, N. Mbise**

**Registration Number T129/12744/2009**

Supervisors: This Thesis has been submitted for review with our approval as University Supervisors:

Sign \_\_\_\_\_ Date \_\_\_\_\_

**Dr. Dorcus Mbithe D-Kigaru (PhD)**

Department of Food, Nutrition and Dietetics

Kenyatta University

Sign \_\_\_\_\_ Date \_\_\_\_\_

**Mr Moses Miricho**

Department of Hospitality and Tourism

Kenyatta University

## DEDICATION

It is true that this studying opportunity was like a miracle to my life and happened in the name of the Almighty Father GOD; ‘You took me through rough and rout and brought me to this point. You gave me health, courage, and unimaginable determination, Thank you Father’. *“You are Ebenezer.”*

## ACKNOWLEDGEMENT

It is my sincere gratitude to express my utmost acknowledgement and special appreciations to the following people for their support, encouragement and blessing towards completion of this thesis. Thanks to my wife Joyce, my daughters Naomi and Ailanga for your effort to encourage and support me during preparation of this thesis. To my mother and relatives, thank you mother for your enduring love, preparing and making me ready for this noble task.

To my Supervisors Dr. Dorcus Mbithe and Mr. Moses Miricho of Kenyatta University for technical and psychological support during conceptualization, proposal writing, data collection and analysis and thesis write up. Your support cannot be forgotten. My lecturers at the Kenyatta University ; Dr. Khahiya, Dr. Mutungi, Dr. Bichage, Ms Rolex Messers Murungi and Mayaka, "*Thank you all*". Thank you Mr. Emanuel Haule and Mrs. Ester Mgimba for your immerse support during data collection, entry and analysis. Without you there would be no thesis.

To The Chief Executive Officer of the National College of Tourism, Dar-es-Salaam, Tanzania Ms Agnes Mziray. Your immeasurable and unweighable financial and moral support was a door to the achievement of this work. Lastly to my colleagues at the National College of Tourism Tanzania thank you for carrying my teaching workload while I was busy, I know that was a heavy one.

## TABLE OF CONTENTS

TITLE PAGE .....	i
DECLARATION.....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT.....	iv
TABLE OF CONTENTS.....	v
LIST OF TABLES .....	x
LIST OF FIGURES.....	xii
ACRONYMS AND ABBREVIATIONS .....	xiii
ABSTRACT .....	xiv

### CHAPTER ONE

#### INTRODUCTION

1.1	Background Information.....	1
1.2	Statement of the Research Problem .....	3
1.3	Purpose of the Study .....	4
1.4	Specific Objectives .....	4
1.5	Research Hypotheses .....	5
1.6	Significance of the Study.....	5
1.7	Assumptions .....	5
1.8	Limitations of the Study.....	5
1.9	Delimitation of the Study.....	6
1.10	Conceptual Framework of the Study .....	7
1.11	Operational Definition of Central Terms.....	8

## **CHAPTER TWO**

### **LITERATURE REVIEW**

2.1	Introduction.....	9
2.2	The Managers and Designing of Hotel Service Quality .....	9
2.3	Guest’s Perception of Service Quality of Tourist Hotel.....	10
	2.3.1 Service Quality gaps .....	12
	2.3.2 Measuring Service Quality and SERVQUAL Model.....	16
2.4	Skills Requirement for Services Employees.....	18
2.5	Management Practices and Service Quality in Hotel Industry .....	21
2.6	Conclusion .....	24

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

3.1	Introduction.....	25
3.2	Research Design.....	25
3.3	Study Area .....	25
3.4	Research Variables.....	26
3.5	Target Population .....	26
	3.5.1 Sample Size .....	29
	3.5.2 Sampling Techniques and Procedures .....	30
3.6	Research Instruments .....	32
3.7	Questionnaire Administration and Data Collection Procedures.....	33
3.8	Ethical Considerations .....	34
3.9	Reliability Validity of Data Collection Instruments .....	34
3.10	Data Analysis.....	35

## CHAPTER FOUR

### DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1	Introduction .....	36
4.2	Research Response Rate .....	36
4.3	Presentation of Result and Discussions .....	38
4.3.1	The Hotel Managers' Perception on Service Quality Standards.....	38
4.3.1.1	Managers' Perceptions on General Hotel products Service Quality Standards.....	38
4.3.1.2	Managers' Perceptions on Front Office Service Quality Standards.....	40
4.3.1.3	Managers' Perceptions on Restaurant and Bar Service Quality Standards.....	41
4.3.1.4	Managers' Perceptions on Guestroom Service Quality Standards.....	43
4.4	Actual Service Quality Standards Received by the Hotel Guests.....	45
4.4.1	Guests' Perceptions on General Hotel Products Service Quality Standards .....	45
4.4.2	Guests' Perceptions on Front Office Service Quality Standards of the Hotel.....	46
4.4.3	Guests' Perceptions on Restaurant and Bar Service Quality Standards of the Hotel.....	48
4.4.4	Guests' Perceptions on Guestroom Service Quality Standards of the Hotel.....	50
4.5	Skills Possessed by Service Employees Working in Researched Hotels.....	53
4.5.1	Age of the Employees .....	53
4.5.2	Professional Qualification of Hotel Employees.....	55
4.5.3	Professional Experience of Hotel Employees .....	56
4.5.4	Employee Skills Gap In the Researched Hotels.....	57

4.6	Role of Management Practices on Delivery of Service Quality in Tourist Hotel .....	58
4.6.1	Provision of Transports to Service Employees .....	59
4.6.2	Understanding of Employees on Service Quality Concept.....	59
4.6.3	On- Job Training for Employees .....	60
4.6.4	Performance Appraisal of Employees .....	61
4.6.5	Motivation of Employees for delivery of Quality Service.....	62
4.6.6	Recruitment Methods of New employees.....	63
4.6.7	Skills Preferred in Selection of New Employees .....	64
4.6.8	Aspects Considered in Short listing of Job Applicants .....	65
4.7	Factors Affecting Service Quality Standards In Tourist Hotels.....	66
4.7.1	Regression Analysis of Factors Affecting Service Quality Provision .....	67
4.8	Hypotheses Testing .....	70
4.8.1	Perceptions Gaps Between Managers' and Guests' on Service Quality Standards.....	70
4.8.1.1	The Gap Between Guests' and Managers' Perceptions on the General Hotel Products Service Quality Standards .....	71
4.8.1.2	The Gap Between Guests' and Managers' Perceptions on the Front Office Service Quality Standards.....	72
4.8.1.3	The Gap Between Guests' and Managers' Perceptions on the Restaurant and Bar Service Quality Standards.....	74
4.8.1.4	The Gap Between Guests' and Managers' Perceptions on the Guestroom Service Quality Standards.....	76
4.8.1.5	Total Gap Between Guests and Managers Perceptions on Service Quality in Assessed Areas .....	78
4.8.2	The Influence of Management Practices on the Service Quality	81

Standards in Tourist Hotels .....	
-----------------------------------	--

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

5.1	Summary and Conclusion .....	85
5.2	Recommendations .....	86
5.2.1	Recommendations for Policy.....	86
5.2.2	Recommendations for Practice .....	87
5.3	Suggestion for Further Research .....	88
6	References.....	89

### **APPENDICES**

1.1.1	Sample of Informed Consent .....	93
1.1.2	Request Letter to the Hotel.....	94
1.2	Guest's Questionnaire.....	96
1.3	Managers' Questionnaire.....	102
1.4	Human Resource Managers' Questionnaire.....	107
1.5	Employees' Questionnaire.....	112
2	Published Table for Sample Size.....	118
3	Areas that were Used to Measure Hotel Service Quantity Standards .....	119

## LIST OF TABLES

Table 3.1	A Description of the Study Population .....	27
Table 3.2	A Sample Frame .....	28
Table 3.3	Sampled Respondents in Each Hotel.....	32
Table 3.4	Methods of Administering Questionnaires.....	33
Table 3.5	A description Data Analysis Methods .....	35
Table 4.1	Respond Rate .....	37
Table 4.2	Managers' Perceptions on General Hotel Products Service Quality Standards.....	39
Table 4.3	Managers' Perceptions on Front Office Service Quality Standards.....	40
Table 4.4	Managers' Perceptions on Restaurant and Bar Service Quality Standards.....	42
Table 4.5	Managers' Perceptions on Guestroom Service Quality Standards.....	44
Table 4.6	Guests' Perceptions on General Hotel Products Service Quality Standards .....	45
Table 4.7	Guests' Perceptions on Front Office Service Quality Standards.....	47
Table 4.8	Guests' Perceptions on Restaurant and Bar Service Quality Standards.....	49
Table 4.9	Guests' Perceptions on Guestroom Service Quality Standards.....	51
Table 4.10	Presentation of the Employees' Professional Experience .....	55
Table 4.11	Employee Skills Gap In the Researched Hotels .....	58
Table 4.12	Response of Employees' performance Appraisal .....	62
Table 4.13	Motivation of Employees for Delivery of Service Quality .....	63
Table 4.14	Recruitment Methods of New Employee .....	64
Table 4.15	Skills Preferred n Selecting Employees.....	65

Table 4.16	Aspects Considered in Short listing the Applicants .....	66
Table 4.17	Result of ANOVA Test for Factors Affecting Service Quality Provision .....	67
Table 4.18	Factors Affecting the Provision of Service Quality .....	68
Table 4.19	Gap Between Guests' and Managers' Perception on the General Hotel Product Service Quality Standards .....	71
Table 4.20	Gap Between Guests' and Managers' Perception on Front Office Service Quality Standards.....	73
Table 4.21	Gap Between Guests' and Managers' Perception on Restaurant and Bar Service Quality Standards.....	75
Table 4.22	Gap Between Guests' and Managers' Perception on Guestroom Service Quality Standards.....	77
Table 4.23	Total Gap Between Guests and Manager Perception Service Quality on Assessed Areas.....	79
Table 4.24	Significant Attribute to Service Quality Standards .....	80
Table 4.25	Independent T- Test on Management Practices Satisfaction.....	83

**LIST OF FIGURES**

Figure: 1.1	Correlates of Service Quality to Hotel Guests .....	7
Figure: 2.1	Perceived Service Quality and Corporate Image .....	11
Figure 2.2	Service Quality Model.....	15
Figure 4.1	Service Employees' Age Distribution .....	54
Figure 4.2	Presentation of Employees' Professional Qualification .....	56
Figure 4.3	Responses on the Employees' on Job Training.....	61

**ACRONYMS AND ABBREVIATIONS**

<b>ANOVA</b>	-	Analysis of Variance
<b>GDP</b>	-	Gross Domestic Product
<b>KSHs</b>	-	Kenya Shillings
<b>SERVQUAL</b>	-	Service Quality Model
<b>SPSS</b>	-	Statistical Packages for Social Science
<b>TTB</b>	-	Tanzania Tourist Board
<b>URT</b>	-	United Republic of Tanzania
<b>\$ US</b>	-	American Dollar

## ABSTRACT

The expansion of hotel industry in Tanzania has stimulated the growth of tourism industry in the country due to increase of availability and variety of accommodation, food, drinks and other services. Together with this expansion the hotel industry is facing challenges in meeting customers' satisfaction. Customers have complained that level of services standard does not equate to the amount of money that are charged. Thus, the purpose of the study was to establish the quality service standards and related factors in tourists' hotels in Arusha, Tanzania. The study design was a descriptive cross sectional survey. The sample size included 180 guests residing in tourist hotels in Arusha at the time of data collection, 240 service employees and 28 managers. Purposive, convenient and simple random sampling methods were used. The data collection instruments were structured questionnaires. Data were analysed by Statistics Packages for Social Science, (version16) and explained in descriptive and inferential statistics. The Analysis of Variance (ANOVA) was used to measure gaps between the managers' and guests' perception while independent t-test measured the role played by management practices in delivery of service quality. Regression analysis was used to predict factors that affect the service quality standards. Findings showed that nearly all hotel employees (95%) had an understanding on the service quality concept. The managers' and guests' perceptions were significantly different in hotel design and presentation ( $p= 0.03$ ) and location accessibility and visibility ( $p= 0.02$ ). Moreover the managers' and guests' perceptions were significantly different in the speedy check-in and checkout, staff courtesy and professionalism ( $p =0.04$ ), reasonable room rates/value for money ( $p = 0.01$ ) in front office area. The manager' and guests' perceptions in restaurant and bar were also significantly different in quality, colour and presentation of food ( $p= 0.02$ ), reasonable restaurant and bar prices, creativity in service techniques and styles ( $p= 0.01$ ); billing and cashiering procedures ( $p=0.02$ ), health and dietary ( $p = 0.01$ ) and; variety of dishes on menu ( $p =0.00$ ). Furthermore guestroom had more attributes which were significant when managers' and guests' perceptions measured. These included room ambience, quietness and colour ( $p= 0.02$ ), comforness of bedding and seating ( $p=0.04$ ), quality of fixtures, sufficient fixtures ( $p=0.03$ ) and room maintenance, staff courtesy and professionalism, voice and accent of staff ( $p = 0.01$ ). The study indicated that, nine management practices had influence on service quality and these were leadership styles ( $p = 0.04$ ) motivation, training and development, communication at all level ( $p = 0.01$ ) and rewarding style ( $p= 0.02$ ) while employment process, compensation and employees' welfare were significant at  $p = 0.00$ . From the findings two conclusions were made: First, managers' and guests' perceptions on service quality standards were significantly different; secondly, management practices significantly influence the service quality standards in tourists' hotel in Arusha. This study recommends that, effective implementation of management practices is vital as it plays a key role in ensuring service quality and that the guests' requirement should be known before designing the service or product.

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background Information

The contribution of hospitality industry in economic activities in Sub-Saharan Africa has been noticed in provision of employment and increasing of Gross Domestic Products (GDP) (Sharma and Upneja, 2005). The hospitality industry has become a major means of diversifying the economy in most of Africa Sub-Saharan Countries (Sharma and Upneja, 2005).

In Tanzania, the development of hospitality industry started in the early 70s, but was wholly state owned (United Republic of Tanzania, 1999). This was different from the usual perspective of managing the hospitality and tourism industries, whereby it is widely known that the industry is private sector motivated. After independence, Tanzania followed a socialist system whereby major means of production were owned by the majority (*Umma*). Despite the fact that Tanzania had a lot to offer to foreign tourists, the tourism industry found itself struggling for existence. This was due to mismanagement, lack of accountability and responsibility which resulted in some properties being closed and others operated at a loss (URT, 1999).

It was in the early 1990s when Tanzania liberated trade and adopted a free market economy. Most of the state owned businesses, including hospitality business were privatized. In that time Tanzania witnessed a boom of investments in tourism enterprises, especially chain lodges and international hotels (URT, 1999). Though these

changes were important for the hospitality and tourism industry to revitalize, they did not take into account the business environment factors. The industry faced poor language proficiency, communication skills and lack of qualified employees to provide services that met international standards (URT, 2002). Very few ordinary – level Secondary school graduates were opting for tourism careers in hotel, travel and tourism operations courses. Others opted because they had no other choices (URT, 2002). Even parents themselves would not allow their children to take careers in hospitality and tourism studies because those were considered to be for Primary education graduate or Secondary education failures (URT, 1999). This led to the industry inheriting a labour force with poor performance at all levels.

It is also, important to note that the service concept was not accepted in a socialist society like Tanzania. In other socialist countries like China, it was also completely nonexistent during Mao Zedong regime (Tsang and Qu, 2000). In Tanzania, the hospitality industry was viewed as a foreign system which was trying to introduce Neo-feudalism (Lord and servant relationship) literary in Swahili known as *Ubwenyenye (Ubwana na Utwana)*. Due to the origin of hospitality work, people associated the hospitality industry with colonial legacy, servility and poor status work (Wood, 1995). This could probably be the reason as to why during Tanzanian President Nyerere's regime, the tourism industry was not a national priority in the country's development plans. The societal perceptions and other factors inherited from the social and political systems, resulted into attitude problems, poor education and training in hospitality and tourism industry which set out poor level of service standards in Tanzania. Thus, this

study aims to establish the quality of service standards and related factors in tourist hotels in Arusha, Tanzania.

### **1.2 Statement of the Research Problem**

The operation of tourist hotel requires meeting international standards to ensure the delivery of quality service. Despite the fact that the hotel in Tanzania industry has tried to achieve these standards, complaints still arise about the quality of service offered (URT, 2002). Studies have shown that Tanzania has a long history in the development of the hotel industry but many challenges make the country not to full utilize its potential (URT, 2002). Poor service standards have been a concern not only to the government but also to other stakeholders including the hotel owners, tour operators and Tanzanian development partners such as the European Union, the World Bank (URT, 2002).

To date, tourism industry in Tanzania contributes over 17% to the national GDP and is ranked second in foreign exchange earnings after gold. It is estimated that for every tourist arrival in Tanzania, 12 Tanzanians benefit directly and indirectly. Figures from Tanzania Tourist Board (TTB) show that currently the tourism industry employs more than two hundred and fifty people. Large percent of employment is from the hotel industry which employs both skilled and semi-skilled labour. The Integrated Tourism Master Plan of Tanzania (URT, 2002) identified that Tanzania international competitiveness is being jeopardised by a poor level of service standards. Equally, large proportions of European tour operators surveyed in 2002 felt that the service elements in Tanzania were not high enough to justify the prices being charged (URT, 2002).

Moreover poor service standards have been indicated as an impediment to future growth of tourism industry in Tanzania. The gap of the level service quality standard and the potential of the tourism industry in Tanzania justified the need and viability of this study.

This study was therefore intended to establish the quality of service standards and related factors in tourist hotels in Arusha, Tanzania; which is widely recognised as the tourism hub and gateway to the famous tourist attractions.

### **1.3 Purpose of the Study**

The main objective of the study was to establish the quality of service standards and related factors in tourist hotels in Arusha, Tanzania.

### **1.4 Specific Objectives**

To achieve the purpose, the specific objectives of this study were to:

1. Determine hotel manager's perceptions on quality of service standards offered to guests in Arusha.
2. Assess actual service quality standards received by the hotel guests in Arusha.
3. Establish skills possessed by service employees working in tourists hotels in Arusha.
4. Establish the role of management practices on delivery of service quality in tourist hotels in Arusha.
5. Examine factors affecting service quality standards in tourist hotel in Arusha.

### **1.5 Hypotheses**

Ho1: There is no significant difference between managers' and guests' perceptions on service quality standards.

Ho2: Management practices do not significantly influence the service quality standards in tourist hotels in Arusha.

### **1.6 Significance of the Study**

The findings of this study will be disseminated through peer reviewed refereed journal publication and it is expected that they will be useful to government of Tanzania in formulation of policies for hospitality and tourism industry. The findings will also be useful to industry managers in designing service product, formulating and implementing human resources management policies in Tanzania. In addition, the findings will provide the hospitality training institutions with useful information in preparation of teaching curricula.

### **1.7 Assumptions**

Assumption was made that the total number of beds in hotels was equivalent to average number of guests accommodated in a hotel or lodge per night.

### **1.8 Limitations of the Study**

A limitation of study is an aspect of the study that the researcher knows may adversely affect the results or generalizability of the results of the study, but over which she/he has

no direct control over (Orodho, 2008). In the course of this study the researcher faced different limitations as follows:

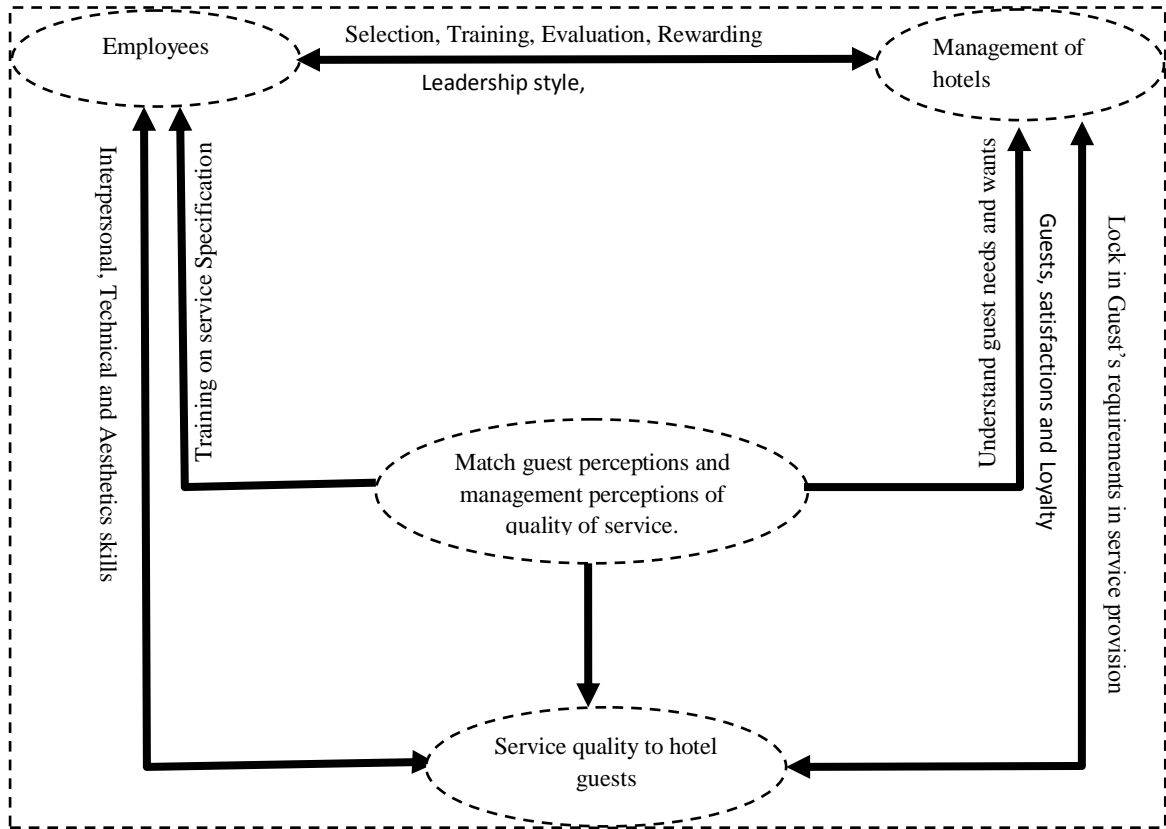
- Currently, Tanzania has not gazetted the classification of hotels. The classification of hotels in Tanzania is still in the process. The researcher faced difficulty on knowing the standard of the hotels.
- The nature of work in the hotel industry where employees are working on shift basis was a limitation to this study; this was because respondents could not be reached at the same time in the researched hotels.
- In addition, there was red tape in some of the hotels in providing information to the researcher. Most of the managers were either reluctant or not ready to give information that was required.

### **1.9 Delimitation of the Study**

- The use of Trip Advisory Popularity Index was used by the researcher to classify the hotels (<http://www.tripadvisor.com>).
- The researcher used the respondents who were in day shift to overcome the problem of respondents with different schedules of day and night.
- The researcher used the information obtained from hotel managers who were ready to contribute and clearly understood that the main aim of that information was purely academic.

### 1.10 Conceptual framework for the Study

The framework shows the interrelationship between management of the hotel, employees and service quality provision to the guests.



*Figure 1.1: Correlates of Service Quality to Hotel Guests*

Source: Researcher, Author (2010)

The conceptual frame work shows interlink between service quality and variables which directly affect the delivery of service quality. Managers should understand the guests' needs and wants, which provide a means of locking-in customers' requirements in the services and products. The customers' requirements are translated into service or products specifications and service employees trained on them. The training provides skills in form of technical, interpersonal and aesthetic and utilized in delivering of

quality services. In ideal service environment, the management practices facilitate the delivery of quality service. When the situation shown in the conceptual framework happens, the guests' perceptions definitely match with managers' perceptions hence delivering of the quality service to the hotel guests.

### **1.11 Operational Definitions of Central Terms**

- Customer/Guest** : This includes tourist residing in any of the tourist hotel in Arusha
- Perceptions** : That is what a guest or manager believe to be standards to attain service quality
- Respondents** : These are guests, managers, employees, hotels and lodges that will be included in a sample size.
- Service Quality** : Service performance has reached the level that guest expected
- Skill** : Defined as a competence to perform specific job-related tasks or human characteristics on which people may differ in the performance of work.
- Tourist** : In this study the tourist will be referred to a foreign tourist residing in tourist hotel in Arusha.
- Tourist hotel** : Refers to an establishment which offers accommodation, food and drinks to foreign tourists for a payment.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

Literature was reviewed under the following headings: Managers and designing service quality in the hotel; guests' perception of service quality of tourist hotel, measuring service quality and SERVQUAL model; skills requirement for service employees; management practices and service quality in the hotel; and, the conclusion done at the end of chapter.

#### **2.2 The Managers and Designing of Service Quality in the Hotel**

Designing service quality package poses a big challenge to hotel managers. This is because locking-in guest requirements is the most important aspects in meeting service quality and hence guest satisfaction. Hotel guests are always dynamic. Changes which occur due to economic growth or decline, technology and globalization affect the lifestyle, fashion, as well as customer preference and taste (Kandampully, 2006). These changes have major impact on the service design and delivery. It is worth noting that these changes have made the hospitality managers to move from offering the tradition products (food, drinks and accommodation) to offering a bundle of other services to fulfill both primary and secondary needs Kandampully (2006). The service components make guests to be loyal to the hospitality firm, thus delivery of superior service becomes a priority for the hospitality firm's success. The understanding of guest's requirements, having correct service delivery plan and evaluation of the market will, therefore enable

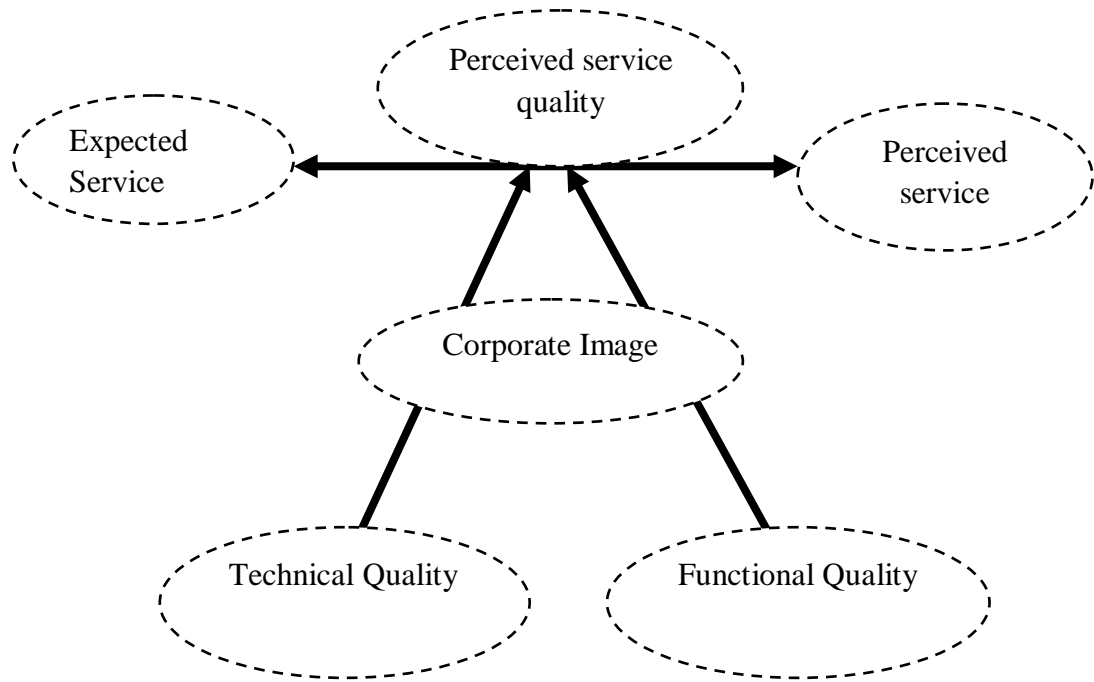
the hospitality firm in designing a service quality package that fulfills guests' expectations (Sigala, 2008).

### **2.3 Guests' Perception on Service Quality of the Tourist Hotel**

For service firm to provide the quality service, it is important to understand the way guests assess the quality service, parameter used in their assessment and the way quality can be conceptualized. There are various models proposed by researchers; having similarities to each other (Kandampully, 2007). As far as perception is concerned, measuring service quality depends much on the subjective manner. What is best to one individual does not guarantee that another individual will accept that evaluation. This scenario makes assessment being quite personal and relative. (Kandampully, 2007) identified three dimensions in which guests assess the service conformance. The dimensions include material (e.g. food in the restaurant); and such facilities that compliment the core offering as comfortable seating in restaurant and personnel such as friendly and pleasant bellboy. The variation of views in explaining the way guests assess the service quality have been expressed by Parasuraman *et al.*, (1985, 1988) and Brady and Cronin (2001).

Grönroos (1984) identified two dimensions which guests use in assessing the service quality which are technical and functional qualities. The suggestion based on the fact that service quality is combination of technical quality such as room and bed in a hotel and functional quality which includes appearance of the hotel receptionist and waiter. Later incorporated the aspect of corporate image in Grönroos (1984); the main argument

was a guest perceives service quality of the firm from the technical and functional quality and this is influenced by corporate image. This is elaborated by Figure 2.1 as adapted from Kandampully (2007).



*Figure 2.1: Perceived Service Quality and Corporate Image*

Source: Kandampully (2007).

Figure 2.1 indicate the way guests evaluate the service quality. In formulating the hotel products and services the hotel managers should use the same view so as to achieve the service quality.

### 2.3.1 Service Quality Gaps

The service quality is the function of gaps between the guest expectation of the service quality and their perception of the actual service delivered (Parasuraman *et al.*, 1985). In simple understanding, a gap is the difference between what one wants and what one gets (Kandampully, 2007). Although some researchers have shown seven gaps of service quality (Tsang and Qu, 2000), this study focused on five gaps which were initially identifies by SERVQUAL model pioneers.

Gap one is the result of the differences in guest expectations and management perceptions of guest expectation. This gap arises due to mistaken information in market research and demand analysis, wrong interpretation of information about expectations, insufficient feedback information from guest to the management, unflattened organizational management hierarchy and absence of employees' empowerment in an organization.

Gap two arises due to the variation in translating guest expectations into specifications of service quality. This emerges as a result of insufficient resources to lock in guest specifications and requirement to service quality conformance standard. It also emerges due to the management mindset that 'it is impossible to meet guest needs'. It is therefore impossible to establish specifications of those needs. Moreover, lack of management commitment to service quality and stiff competition in the market is another cause of the second gap of service quality.

Gap three occurs as a result of the difference between the specifications of service quality and real delivery of service. This gap is also referred to as service conformance gap (Kandampully, 2007). It is the consequence of misunderstanding between service employees and management. This could be that an employee is unable or not willing to deliver service at the desired level. For example, if the hotel specification is to pick up telephone calls within three rings, then this needs to be conformed by a switchboard attendant. But, not every switchboard operator will adhere to the specification. Others may ignore it and keep the telephone ringing up to five or six rings. This gap, therefore caused by: poor training and development of service employees, communication flow breakdown when management explains to the employees the desired level of service; poor human resource management practices such as poor motivation, inadequate recruitment and selection practices, unfulfilled promises to the employees and inadequacy service supervision from the service area supervisors.

The fourth gap is the difference between service delivery and external communication. This gap is also referred to as a communication gap (Gabbies and O'Neill, 1997). The information delivered to guests through various media such as website, email and brochures, adverts and television becomes a company's promise to its guests. The guests expect, on consuming services of that company must conform to the media information. This gap, therefore, may arise due to: marketing department having insufficient information about service quality specifications; exaggeration of what the service firm offer; improper planning of marketing strategy of hotel services; and exaggeration

tendency of guest inherited from exaggerated publicity of quality of service that organization offers.

Gap five is the sum of differences of other four gaps, and it is a deviation between expected and perceived service. This gap arises as a result of overall discrepancies in design, marketing and delivery of service. To close that gap, expectation and perception must match when guest expectations are met; service quality is perceived satisfactory (Berry *et al.*, 1990). If the expectations are not met then, service quality is perceived as less than satisfactory and when it exceeds the expectations, service quality is perceived to be more than satisfactory. In actual fact, guests evaluate quality of service in both the service delivery process and service outcome (Kandampully, 2007). These gaps are clearly explained in the Figure 2.2.

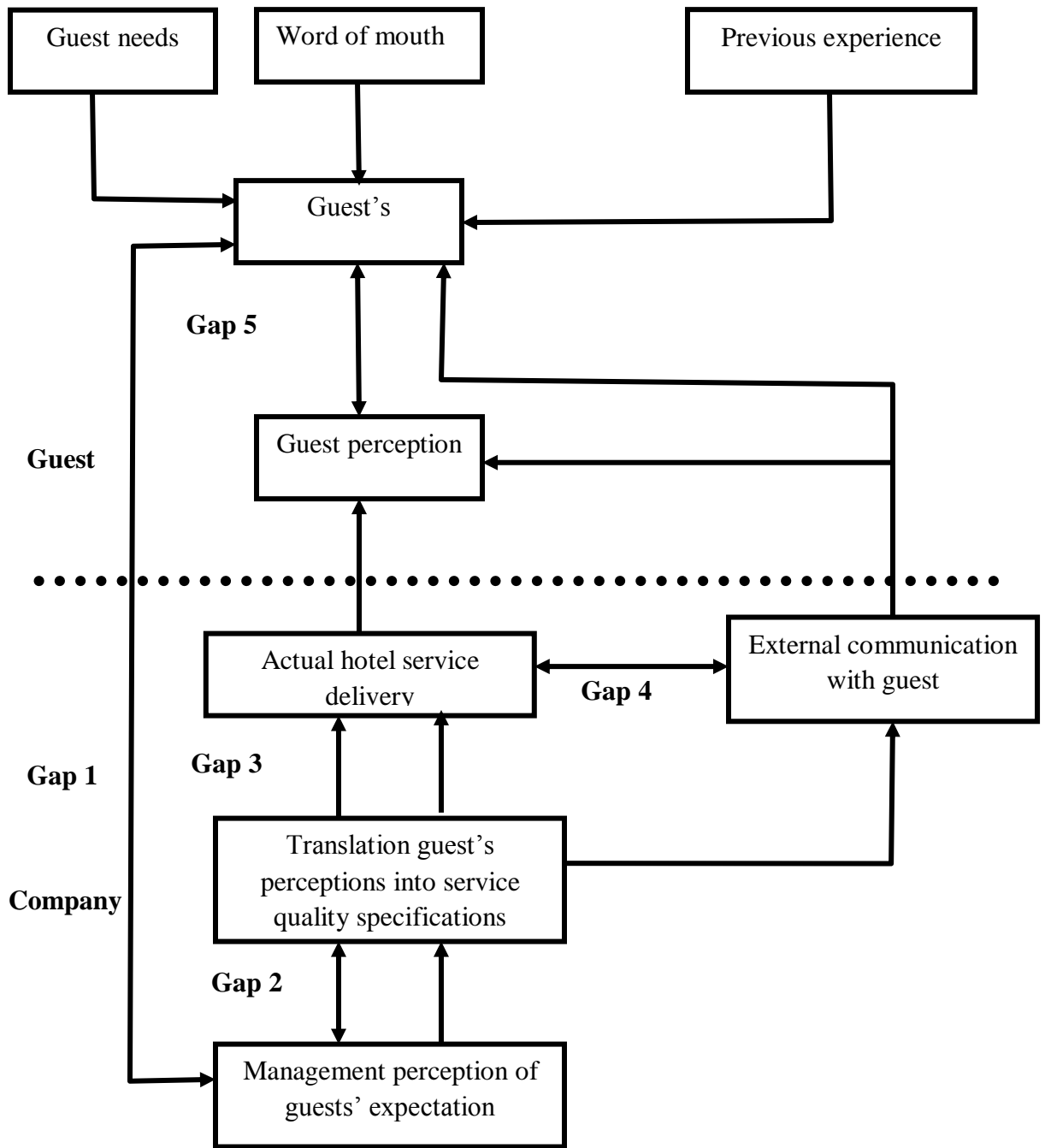


Figure 2.2: Service Quality Model

Source: Adapted from (Tsang & Qu, 2000; Zeithaml et al., 2006; Gržinic, 2007)

### **2.3.2 Measuring Service Quality and SERVQUAL Model**

Literature has shown how guests evaluate the service quality offered by an organization. For the service organization to get feed-back from the guest on extent of service excellence, it is vital to understand how to measure the perceived service quality by the guests. However, before measuring of the service quality, it will be meaningful to define the service quality both in scholars' perspective and in the context of this study. Service quality has been defined as a gap between the guest expectation and the guest perception of service received (Parasuraman *et al.*, 1985). The same scholars in their research in 1988 redefined service quality as a global judgment or attitude related to the overall excellence. The term judgment used in this definition refers to perception of the guest against his or her expectation (Nadiri and Hussain, 2005). The use of expectation as the means of benchmarking service quality in hospitality industry has been debated by several researchers (Kandampully *et al.*, 2001). This arises from the suggestions that expectations may not exist or be clear enough in respondent's mind to act as a benchmarking against perceptions assessed (Kandampully *et al.*, 2001). This study therefore has defined the service quality as a level at which service performance of the hotel meets the customers' perceptions.

The measurement of perceived service quality has been widely studied by Parasuraman, Zeithaml and Berry (2006). They came up with the tool called SERVQUAL for evaluating a guest assessment of service quality (Kandampully 2007). This model has extensively been used in various studies (Gabbie and O'Neill, 1997; Tsang and Qu 2000; Gržinic, 2007; Bagherian, 2007; Wadawi, 2008). This indicates that the model is

well accepted within the field and hence was adapted in this study. Parasuraman *et al.*, (1985) defined service quality through ten attributes which they sum up those attributes to five (Parasuraman *et al.*, 1988). These are: Tangibles, which includes physical facilities equipments and personal appearance; reliability this refers to ability to perform the desired service dependably accurately and consistently; responsiveness which pertain to willingness to provision of prompt service and help customers; assurance which base on knowledge, competence ability to convey trust confidence and credibility; and empathy which is provision of caring service and individualized attention.

Though SERQUAL model is popular in many studies, there are criticisms in using it to measure service quality (Grönroos, 2002; Kandampully, 2007). As pointed before, the use of expectation as a means of benchmarking for perception is still debatable. This brings criticisms which lie on the fact that it is impractical to ask the guests about expectations of service immediately before the consumption and their perception of performance immediately after (Kandampully *et al.*, 2001). Some guests have a tendency to choose “strongly agree” or “very important” for all aspects (Kandampully *et al.*, 2001). This brings out the argument that expectation is a result from previous service encounter of which perceptions feed directly to the expectations (Kandampully *et al.*, 2001). Other criticism based on the truth that guests have difficulty in differentiating scale items (Kandampully, 2007). Despite this, the tool is still widely accepted in conducting empirical studies in the area of measuring the service quality (Fisk *et al.*, 1993). However, in this study the researcher will only assess perception to measure the service quality performance of the hotels which will be surveyed. This direct approach

of measuring the service quality has been advocated by many researchers (Kandampully *et al.*, 2001). The study used hotel areas to evaluate the service quality of hotel as perceived by guest and by manager expectation; the elaboration of these areas is given appendix 3. These areas and attributes shown in appendix 3 were used in construction of questionnaires.

#### **2.4 Skills Requirement for Services Employees**

Service firms such as hospitality and retails are labour intensive with employees experiencing direct and frequent contacts with the customer. It is only through focused development support of all employees with an emphasis on high-quality and high-skills that the hospitality industry can reach its full business potential. Thus, for the hotel industry to be able to deliver service quality which is expected by customer, it is necessary for the employees to acquire required skills to become service – oriented.

The types of skills required in the hotel industry are divided into three categories. These are technical skills which concerns product knowledge, Interpersonal skills which deals with social behavior of individual during service encounter. The last is aesthetic skills which generally focus on looking and sounding of individual. Though literature indicates that most of the employers are now focusing on recruiting employees with interpersonal and aesthetic skills (Nickson *et al.*, 2005), there is need for employees to be competent in technical skills (Hai-yan and Baum, 2006). A technical skill enables the service employee to be confident when explaining the service product to the guest. Since employees act as internal marketers during service encounter, it is necessary for them to

be fully acquainted with service products and how to deliver them to guests. The production and consumption of hospitality service is simultaneous thus an organization does not get time to inform their clients on the advantages of consuming their services. Hence relies on the ability of personnel to convey that message to the guests. This brings the necessity of training the service employees on product knowledge. It is widely agreed that in order to improve the guests' satisfaction, all employees in service area should understand guests, and, be familiar with the hotel service products (Hai-yan and Baum, 2006). Thus, technical skills enable employees to execute the steps and procedures which are required in achieving service quality in the hotel industry. For example, if a cocktail waiter possesses technical skills of cocktail shaking in the bar; then he/she can achieve quality standards of serving cocktail because skills of processing determines quality of end product (Waller, 1996).

A trend in the hospitality industry has been moving to personal attributes than technical skills. These personal attributes are those which relate to interpersonal skills such as honesty, reliability, courtesy, professional attitude (Nickson *et al.*, 2005). In generally, the interpersonal skills are results of individual behaviour, background, education system, social system and culture. Interpersonal skills enable one individual to interact with another individual for a certain purpose such as business and socializing; example of a business situation is when a waiter is taking drink or food order from the guest; or socially is when employee and employee interact by discussing a certain issue regarding their daily life (Nickson *et al.*, 2005). The interpersonal skill is also very important for a leader such as a supervisor because it tells other employees the kind of leader they have.

It is commonly accepted that improving a person's knowledge and skills through training is relatively straight forward; however, significant problems are encountered when trying to change employee's attitude (Caravan, 1997). Equally, the interpersonal aspects of service delivery are potentially the most difficult to audit and improve (Teare, 1996). It is clear that training of employee on social skills improves service quality (Provis *et al.*, 2003). This explanation proves the necessity of employees training on interpersonal skills.

Today, in the hospitality and tourism industry, the employee appearance plays a significant role to the employer selection process (Harper, 2000). This practice is recognized as aesthetic skill which can be explained as the way individuals appear or look and how he/she sound. It also includes the dressing and make ups. The aesthetic skills have been key factors in service encounter and this is justified by SERVQUAL model which includes the aspect of demeanor as a crucial attribute in provision of quality service. This is proved when considering the aspects of appearance in terms of the person delivering service and the environment itself (Nickson *et al.*, 2005). The aspect of aesthetic skills is closely connected with customer satisfaction. Nickson *et al.*, (2005) showed that employers with employees that look good and or sound good create peculiar image to the company, and the managers are using that as a competitive advantage in the market place.

## **2.5. Management Practices and Service Quality in the Hotel**

The influences of management practices in ensuring that organizations deliver quality service expected by guests cannot be ignored. Researchers have indicated the relationship between management practices and organization performance of a service firm (Pfeffer, 1998). Management practices are important in promoting service excellence. This is through communicating with the employees to emphasize the norms and values related to service quality and excellence (Hartog and Verburg, 2002). Borucki and Burke (1999) argued that, if an organization is to deliver quality service then the internal environment and subsystem must be well coordinated and managed to facilitate the achievement of the wished standard of service. Schneider *et al.*, (1998) pointed out the same argument that service climate rests on certain basic issues which are quality of internal service existing in an organization and human resource management. These provide the fundamental facts that management practices have significant contribution to achieving the service quality excellence in an organization.

The important aspects of managerial practices in ensuring service quality are human resource management practices these include employee selection, training, evaluation, compensation; empowerment and motivation are hereby discussed in detail. Employee selection is the most critical part in ensuring that an organization achieves its objective in delivering desired service quality. This is because service quality depends on the skills, altitude and personality trait of the service employee (Provis *et al.*, 2003). It is indicated that three out of five dimensions of SERVQUAL model which hospitality managers and researchers use in analyzing gaps in service delivery constitutes personality traits which include responsiveness, assurance and empathy (Bailey and

McCullough, 2000). The argument of personal characteristics has actually become very important when considering that delivery of service is associated with skills which involve the emotional which is controlled by personal characteristics. A good example of emotional trait which is associated with deterioration of service quality is job burnout (Armstrong 2006). Thus, delivery of quality service commences with selection of suitable employee with necessary personal characteristics. After selection the next step is training the new employee.

Training is an essential tool in achieving the service quality in an organization. Slåtten, (2009) indicated that training is the managerial practice that is linked to the improvement of service quality. Training enhances empowerment of the employees which play a great role in service recovery and performance (Babakus *et al.*, 2003). Training helps employees to understand the service vision of the organization, also helps in ironing out ambiguities which an employee might be facing in the provision of the service especially when he /she is new in the organization. Literature shows that the reason for having gap three in service quality model is due to the management failing to train their employees on specifications of service quality to be delivered to the guest. Therefore, training should be considered as a vital part in achieving service quality in the hotel industry (Cran, 1994). After training, it is imperative to measure the impact of training, in bridging the gap identified before training (Armstrong, 2006). Measurement of how training has impacted on employee performance is known as employee evaluation. Evaluation provides time for employee to discuss obstacles and challenges faced in provision of service quality. In evaluation, the manager and employee discuss

together how to solve the challenges and a solution is mutually agreed. The evaluation is necessary for employees of a service organization as it promotes helpful internal relationship within a service environment (Zeithaml *et al.*, 2006). It is, therefore, important for managers to be careful in assessment of employees, as a subjective evaluation may ruin the effort of employee commitment to provision of service quality. Research shows that fair compliments to the employees provide willingness to that employee to provide quality service to guests (Hartog and Verburg, 2002; Schneider and Bowen, 1993). The evaluation is followed with reward or compensation.

Reward or compensation plays an essential part in achieving the service quality. Research reveals that rewarding has been associated with job satisfaction, commitment, and employee loyalty (Bowen and Johnston, 1999; Brown and Peterson, 1993). Bowen and Johnson (1999) pointed out that treating employee fairly will have advantage to the organization as those employees will also reciprocate that treatment to guests hence attaining the goal of providing quality service. But, in the hotel and tourism industry there is a big controversy in regard to rewarding this is because Baum and Nickson, (1998) pointed out that while industry proclaim itself to be peoples' industry, depend on capability and enthusiasm of its front line employees in delivery of quality service to guests. On the other hand, those employees are poorly developed, paid, and work for long hours than employees of any other sector.

Leadership style is a critical aspect of service quality in hotel industry. Manager's expressing an empowering leadership style and commitment to service quality promote

climate that lead employees to share the organization's values (Clark *et al.*, 2009). Empowerment has been cited as a key role to organization to achieve service quality (Hickman and Mayer, 2003). And empowerment leads to employees' motivation and happiness; equally lead to truth responsive to guests needs (Zeithaml *et al.*, 2006).

## **2.6 Conclusion**

Literature search identified that service quality is a gap between the guests' expectations and perceptions this study has viewed the service quality as the guests' perceptions of service performance after consuming. Emphasis has focused on the way managers view the hotel services or products. Hence, this study compared the perceptions of the industry managers and guests to identify the gap. The SERVQUAL model was utilized to analyse the gap. This served as a means of knowing whether the industry managers in Arusha understand guests' requirements; and how they translate them into specifications of services and products offered to the guest. These specifications should form training tasks for service employees for proper delivery of service. The training provides the service employees the required skills to deliver the service standard perceived by guests as a quality service. The service environment in the hotel industry must be conducive to ensure service employees enjoy their work. The management practices have been deemed as the factor which might inhibit or facilitate the delivery of service quality in Arusha. This study was therefore, intended to establish the quality of service standards and related factors in tourist hotels in Arusha, Tanzania.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

Presented in this chapter are the highlights of how the study was conducted including study design sampling, development of data, collection tools and the way data were collected, analysed and presented.

#### **3.2 Research Design**

The research design enables the researcher to collect data with minimal expenditure of effort time and money (Orodho, 2008). In this study, a cross sectional descriptive survey design was adapted, whereby data were collected at the single point on variables required to be analysed. This type of design allows collected data to make inference about a surveyed population at one point in time (Hall, 2011).

#### **3.3 Study Area**

The study was conducted in Arusha City. Arusha is located at the foot of Mount Meru positioned on the north east of Tanzania. Arusha was built by the Germans in the late 19<sup>th</sup>C and became the center of colonial administration. Arusha is recognised as a hub for tourism in Tanzania (Sharma, 2007). Its geographical position makes it to be the gateway to the top tourist attractions such as the Serengeti National Park and Ngorongoro Conservation Area, Olduvai Gorge and Manyara National Park. From Arusha, tourists can connect to the Mount Kilimanjaro, thus a starting point for many

*safaris*. The popularity of Arusha as a tourism hub and gateway to tourist attractions was the motivation for the researcher to select it as a study area.

### **3.4 Research Variables**

Research variables are categorized into independent and dependant. Independent variable predicts the variation that may occur in dependable variables (Mugenda and Mugenda, 2003). The dependable variable attempts to indicate the total influence arising from the effect of the independent variables. In this study, tourist perceptions, management perceptions, were independent variables. The quality of service delivered by tourist hotel to tourists was dependant variable. In addition skills possessed by service employees, management practices were intervening variables.

### **3.5 Target Population**

The population can be defined as the entire group of individuals, events, or objects having common observable characteristics (Mugenda and Mugenda, 2003). In this study two populations were considered, these include population of foreign tourists who visit Tanzania and the population of service provider in the tourist hotels in Tanzania which included hotel employees and managers. The study focused of foreign tourists only because most complaints about poor level of service standards in Tanzania tourism industry came from such (URT, 2002). Information regarding to the population of foreign tourists and service providers was obtained from the hotel which provided accommodation and meals to tourist. From this population the targeted population was sampled as described in Table 3.1.

**Table 3.1: A Description of the Study Population**

	<b>Target Population</b>	<b>Survey population</b>
1	Foreign Tourists visiting Tanzania	Foreign Tourists residing in hotels in Arusha.
2	All employees and managers from Tourists' hotels in Tanzania	Employees and Managers from Tourists' hotels in Arusha.

A sample frame is a complete list of all sampling subjects that can adequately represent the population (Mugenda and Mugenda, 2003). A sample frame may include records such as register of hotels, hotel guests' lists, and employees list. At certain cases, formal list may not exist, however literature shows that when there is no sample frame which satisfy the needs of the research, the researcher may develop a sample frame which has desired characteristics or attributes (Mugenda and Mugenda, 2003). Based on that argument, this study developed the sampling frame as shown on Table 3.2

**Table 3.2: A Sample frame**

<b>S/N</b>	<b>Name of Hotel/Lodges</b>	<b>Hotel Tag</b>	<b>Beds Capacity</b>	<b>Rack Rate ( US \$)</b>	<b>Total Service employee</b>	<b>Total Managers in Establishments</b>	<b>Trip Advisor Popularity Index (Stars)</b>
<b>1</b>	Arusha Hotel	AH	86	240	74	8	4
<b>2</b>	New Safari Hotel	SH	74	90	29	6	3
<b>3</b>	*Naura Spring Hotel	NH	125	120	60	4	3
<b>4</b>	Impala Hotel	IH	177	90	64	4	3
<b>5</b>	Corridor Spring Hotel	CS	96	135	24	3	3
<b>6</b>	East Africa Suite Hotel	EA	54	85	20	3	4
<b>7</b>	Kibo Palace Hotel	KP	77	160	46	7	4
<b>8</b>	African Tulip Hotel	AT	29	170	33	2	4
<b>9</b>	Elewana Coffee Lodge	CL	30	219	37	4	4
<b>10</b>	Mountain Village Serena Lodge	MV	63	215	30	2	4
<b>11</b>	Moivaro Lodge	ML	88	160	49	1	3
<b>12</b>	Arumeru River Lodge	AL	20	135	20	2	3
<b>13</b>	Snow Crest Hotel	SC	57	150	28	5	3
<b>14</b>	Ngurdoto Mountain Lodge	NGM	360	135	56	3	4
<b>Total</b>			<b>1336</b>		<b>570</b>	<b>54</b>	

The table was developed after visiting to each establishment listed above and discuss with the management

\*The status of hotel dropped during data collection hence left out of the sample

Source: Researcher, Author, (2010) from Tourist Hotels in Arusha, Tanzania

### 3.5.1 Sample Size

Literature has suggested the sample size which can be taken depends on the type of the research to be undertaken and the study design. Gay in Mugenda and Mugenda (2003) suggested that correlation research requires 30 cases or more, for descriptive study ten percent of the population is enough for population of below 10,000 and for experimental studies at 30 cases are required per group. However, this study was cross sectional and data was collected in a period of one month, the number of beds in all hotels was multiplied by 30 days to form sample frame of tourists residing in hotels in Arusha. That means  $1308 \times 30 = 39240$  tourists; that translated into approximate 470,880 tourists in a year which was target population. In this study, the following formula was used to calculate the sample size (Cochran, 1963):

$$n = \frac{Z^2 Pq}{d^2}$$

Where:

$n$  = the desired sample size  $q = 1 - P$  ( $1 - 0.08 = 0.91$ )

$Z$  = the standard normal deviation at the required confidence level which is 1.96

$d$  = the level of statistical precision (5%) when  $Z$  is 1.96.

$P$  = the proportion in the target population estimated to have characteristics being

Measured which was 0.08 of the total population.

$$\text{Thus, Sample size} = \frac{(1.96)^2 (0.9167) (0.0833)}{= 117.34 \text{ respondents}} = \underline{0.28274176}$$

This study focused on 180 hotel guests as a sample size. This allowed the researcher to achieve required sample size in the situation of non-response.

The sample size for managers was determined by a census whereby all were 24 managers. A total of 240 employees were included in the sample size. The estimation of the employees sample size was taken from published table for sample size (Israeli, 2009).

### **3.5.2 Sampling Techniques and Procedures**

Each survey population in this study was sampled using its own technique. The population of the hotels were sampled using judgement method where by twelve hotels in the sample frame were included. The judgemental method was employed because hotels were selected according to the way tourists have rated them in the Trip Advisor Website. On the sampling frame, researcher had indicated that fourteen hotels would be surveyed but at the time of data collection, the status of one of the hotels had dropped from three stars to two stars in the Trip Advisor Website rating (Trip Advisor, 2010). This obliged the researcher to drop the hotel because the study did not target hotel below three stars.

Selection of guests depended on their willingness and availability to participate in the study thus convenient sampling was used. Purposive sampling was used to select the hotel managers. The rationale was the hotel managers and human resource managers

were considered to have information on how; hotel products are designed and the management practice influences in delivering quality service.

Simple random sampling was employed to select hotel employees. Due to the nature of hotel industry, which is working on shift basis, it was difficult to ensure every employee was represented in the sampling size. This brought in, sampling the employees who were presented during the sampling day. After knowing the number of employees in section, simple random sampling technique was employed. This was done by writing YES and NO in pieces of paper equal to the number of employees presented on that day in section of the hotel. Pieces of paper written YES were equal to the number of the respondents required to participate in the research, in this case five service employee respondents were picked in each department. Pieces of paper written YES and NO were mixed together in a box, shaken then service employees asked to pick one each after another. Those who picked YES were included in the sample size. This study used probability sampling when selecting service employees and non -probability sampling when picking the tourist residing in the hotels Arusha and hotel Managers as the respondents. Table 3.3 show the number of respondents sampled from each hotel.

**Table 3.3: Sampled Respondents in Each Hotel**

<b>Serial Number</b>	<b>Hotel Name/Tag</b>	<b>Guests Respondents Sampled</b>	<b>Employees' Respondents Sampled</b>	<b>Manager's Respondents Sampled</b>
1.	IM	15	25	2
2.	NG	15	25	2
3.	NS	20	25	2
4.	MV	20	25	2
5.	ML	20	25	2
6.	AR	10	10	2
7.	SC	10	15	2
8.	KP	15	20	2
9.	AH	10	15	2
10.	EA	10	15	2
11.	CS	15	15	2
12.	CL	15	15	2
13.	AT	5	10	2
<b>Total Respondents</b>		<b>180</b>	<b>240</b>	<b>26</b>

*Key:* See Tables 3.2

### **3.6 Research Instruments**

In this study, the researcher used a structured questionnaire (Appendix 1.2) in collecting information on perception of tourists on service quality and managers' perception in designing the hotel products. Semi-structured questionnaire was used in collecting information from service employees in the hotels. Semi-structured questionnaire was also used to collect data which relates to management practices; and human resources practices such as annual training schedules, evaluation forms and staff welfare facilities.

### 3.7 Questionnaire Administration and Data Collection Procedures

Three types of questionnaires were administered to three types of respondents. The questionnaires for tourists residing in the hotels, Appendix 1.2 were self administered. Questionnaire forms were handed to the front office manager and two methods adopted for distribution. In the first method, the manager spoke to the guest and then requested him or her to fill the questionnaire. In the second method, the questionnaire forms were numbered, distributed in to check-in rooms and collected during the guest check out.

The information from the managers was collected through semi-structured questionnaire (Appendix 1.3). Due to the nature of the work in the hotel industry the researcher faced difficulties in collecting the information through personal interview. The workable option was to use self administered method and collected back after the period of two weeks. The information from employees was collected through self administration.

**Table 3.4: Methods of Administering Questionnaires**

	<b>Sample Group</b>	<b>Type of Questionnaire)</b>	<b>Appendix</b>	<b>Administering Time</b>	<b>Methods for administering</b>
1	Guests	Guests' perceptions	1.2	During their stay	Self administered
2	Managers	Manager perceptions	1.3	During data Collection	Self administered
		Management practices	1.4	During data Collection	Self Administered
3	Service employees	Skills and Management Practices questionnaire	1.5	During data Collection	Self Administered
					Self administered.

### **3.8 Ethical Considerations**

Ethical issues which are normally concern to research are confidentiality, privacy anonymity and informed consent. The question of being ethical cannot be ignored by any research; this is because there is law which prohibits unethical behaviour in conducting researcher (Mugenda and Mugenda, 2003). The issue of ethics in this study was highly taken in consideration. A research permit was obtained from the Kenyatta University and the Ministry of Natural Resources and Tourism. The hotel managers, guests and other respondents were requested to read an informed consent before filling the questionnaire (Appendix 1.1). However, for respondents to sign the informed consent was impossible because they perceived that they might be held responsible for information which would be provided; others did not want their identity to be disclosed because of their personal reasons.

### **3.9 Reliability and Validity of Data Collections Instrument**

The reliability of the questionnaire used in this study was tested and found result is same throughout the exercise. The reliability of the questionnaire was tested by pre-testing questionnaire in one of the hotels with characteristics similar to the sampled hotels.

The validity in this study was achieved in three ways. Reviewing the relevant literatures for this study made the researcher notice how other people have measured the variable under investigation. The use of triangulation such as use of different samples and methods of data collection increases the validity of the study also (Cooper and Schindler, 2003). To ensure the triangulation, this study used three types of sample;

tourists, managers, and employees. In addition to that, the expert validated the data collection instruments.

### 3.10 Data Analysis

To enhance accuracy, uniformity, completeness, consistency and to simplify the coding exercise, data was edited as soon as it was collected. In this study, both field and office editing were conducted by the researcher. The editing exercise started when collecting the forms from respondents. At the time of receiving the filled questionnaires, the researcher counterchecked for completeness. Table 3.5 summarizes the data analysis procedures.

**Table 3.5: A Description of Data Analysis Methods**

<b>Objectives</b>	<b>Analysis methods</b>
Determine the manager's perception on quality of service standards offered to guests.	Frequencies, Mean and standard deviation
Assess actual service quality standards received by the hotel guests.	Frequencies, Mean and standard deviation
Establish skills possessed by service employees working in hotels in Arusha	Descriptive statistics; mean and percentages
Establish the role of management practices on delivery of service quality in tourists' hotels in Arusha.	Independent T-test , Descriptive statistics; mean, average,
Establish factors affecting service quality in tourist hotel in Arusha	Regression analysis
Hypothesis testing	ANOVA, independent T- test

## **CHAPTER FOUR**

### **RESULTS AND DISCUSSION**

#### **4.1 Introduction**

In this chapter, research results are presented, discussed and interpreted basing on stated research objectives. At the end the research hypotheses were tested and findings discussed accordingly.

#### **4.2 Research Response Rate**

The participation of the sampled hotels and the percentages of respondents achieved were satisfactory to make inference of this research. In this study, 56% of guests, 53% employees and 70% managers responded accordingly.

**Table 4.1: Response Rate**

<b>Hotel Name/ Tag</b>	<b>Guest's Respondent</b>		<b>Employee's Respondent</b>		<b>Manager's Respondent</b>	
	<b>Sampled</b>	<b>Responded</b>	<b>Sampled</b>	<b>Responded</b>	<b>Sampled</b>	<b>Responded</b>
<b>IM</b>	15	4	25	20	2	<b>2</b>
<b>NG</b>	15	6	25	10	2	<b>2</b>
<b>NS</b>	20	11	25	20	2	<b>2</b>
<b>MV</b>	20	20	25	15	2	<b>1</b>
<b>ML</b>	20	11	25	16	2	<b>2</b>
<b>AR</b>	10	6	10	8	2	<b>2</b>
<b>SC</b>	10	9	15	7	2	<b>2</b>
<b>KP</b>	15	15	20	15	2	<b>2</b>
<b>AH</b>	10	8	15	10	2	<b>2</b>
<b>EA</b>	10	0	15	0	2	<b>0</b>
<b>CS</b>	15	6	15	4	2	<b>1</b>
<b>CL</b>	15	0	15	0	2	<b>0</b>
<b>AT</b>	5	4	10	5	2	<b>1</b>
<b>Total Respondents</b>	180	100	240	127	26	<b>18</b>
<b>% Respondents</b>	<b>55.6%</b>		<b>53%</b>		<b>69.2%</b>	

*Source: Researcher, (2011)*

*Key: See Table 3.2*

### **4.3 Presentation of Results and Discussion**

This part presents the research results and discussion of the findings. The results have been presented according to the objectives.

#### **4.3.1: The Hotel Managers' Perception on Service Quality Standards**

This part explains the perception of managers on service quality standards in areas of general hotel product, front office, restaurants and bar and guestroom. Managers play a major role in designing the service quality standards, the way they perceive certain attribute important and other less important, affects the final evaluation of service quality standards by the guest. This fact brings the importance of analyzing their perception before the actual assessment of the service quality standards.

##### **4.3.1.1: Managers' Perception on General Hotel Product Service Quality Standards**

The assessment of the general hotel product as one of the components of service quality standard is based on the fact that guest evaluates the service quality standard technically and functionally. Technical qualities include attributes like accessibility of the hotel, car parking, architectural design and landscaping. In this study the perception of manager on general hotel product was evaluated and presented in Table 4.2

**Table 4.2: Managers' Perception on General Hotel Product Service Quality Standards**

<b>Attribute of the Area</b>	<b>Mean n =10</b>	<b>Std. Deviation</b>
Hotel design presentation	4.70	0.67
Location, accessibility and visibility	4.80	0.42
Parking space	4.40	0.69
Environment and Landscaping	4.50	0.70
Health, fitness center and message parlor	3.20	1.54
In house security and assurance	4.50	0.84
Availability of business center	4.50	0.52
<b>Mean of Means (Overall perception)</b>	<b>4.37</b>	

Table 4.2 describes the perception of the managers in regard to the service quality of the general hotel product. The findings indicated that manager had higher perception on the location, accessibility and visibility (4.80). The findings provide implication that managers were sure with the location, accessibility and visibility of their properties as one of the factor that influences guest to patronize the establishments. However, in the same category of the general hotel product; health, fitness center and massage parlor score the lowest mark (3.20) in perception. This can further be explained that most of the hotels surveyed situated within parameter of the city; thus managers had in their mind that most of the guests were transit to the destination, hence they have no time to utilize such facilities.

### 4.3:1:2 Managers' Perception on Front Office Service Quality Standards

Hotel's front office section is regarded as the nerve centre of all operations. To the guests, manager is largely represented by the front office staff. The first impression guest encounter during the first day on arrival plays important part to the final assessment of the service quality standard delivered. The information regarding the perception of manager on front office service quality was gathered and presented on Table 4.3.

**Table 4.3: Managers' Perception on Front Office Service Quality Standards**

<b>Attribute of the Area</b>	<b>Mean n=10</b>	<b>Std. Deviation</b>
Comfortable and welcome feeling	4.60	0.69
Speedy check in and check out	4.70	0.67
Staff appearance, grooming and presentation	4.60	0.84
Language proficiency of staff	4.20	0.91
Voice and accent of staff	4.10	0.56
Reliability of message and wakeup call service	4.60	0.69
Provision of accuracy and reliable information	4.40	0.69
Reasonable room rates/value for money	4.60	0.51
Staff telephone manner	4.30	0.67
Utilization of technology system	3.80	0.91
Convenient and reliable reservation	4.60	0.69
Speed and responsiveness to requests	4.30	0.82
Professional complaint handling	4.50	0.70
Staff courtesy and professionalism	4.70	0.48
<b>Mean of Means (Overall perception)</b>	<b>4.42</b>	

The finding showed above in Table 4.3 provides the perception of managers on service quality offered at the front office. Managers ranked speedy check in and check out; staff courtesy and professionalism highly (4.70). This means that when managers were designing hotel product gave the attributes high priority. On the other hand utilization of the technology system ranked lowest (3.80). The situation explained by the fact that more than 80% of the hotels surveyed were between 25 and 80 rooms. The size of the establishment may dictate the use of technology; as the numbers of guests were few employees could handle them manually. Second, the utilization of technology requires huge investment, with small hotels and small businesses, could not afford to install such technology.

#### **4.3.1.3 Managers' Perception on Restaurants and Bar Service Quality Standards**

Manager need to collect the information regarding the needs and expectation before designing what to offer to guest. That assists in understanding of guests need and expectation, hence meeting service quality standards. The perception of managers on restaurant and bar were determined and the findings presented in Table 4.4.

**Table 4.4: Managers' Perceptions on Restaurant and Bar Service Quality of the Hotel**

<b>Attribute of the Area</b>	<b>Mean n=10</b>	<b>Std. Deviation</b>
Comfortable and welcome feeling in restaurant and bar	4.40	0.69
Variety of dishes on menu	4.80	0.42
Quality, colour, taste and presentation of food	4.60	0.51
Health and dietary consideration	4.80	0.42
Reasonable restaurant and bar prices	4.50	0.52
Variety of drinks and wines	4.10	1.19
Restaurant and bar ambience, decor and style	4.50	0.52
Availability of staff to provide service	4.50	0.70
Staff appearance, grooming presentations	4.40	0.69
Language proficiency of staff	4.20	1.03
Voice and accent of staff	4.00	0.66
Service attention, courtesy and professionalism	4.60	0.69
Creativity in service techniques and styles	4.40	0.69
Billing and cashiering procedures	4.60	0.69
<b>Mean of Means (Overall Perception)</b>	<b>4.45</b>	

Variety of dishes on the menu and, health and dietary consideration aspects seemed to be very important to the managers'. Both aspects scored the mean of 4.8 out 5 in the likert scale. This indicated that most of the managers believed that the service quality in the restaurant and bar was achieved by having variety of dishes in the menu and by providing priority on health and dietary issues in menu. In contrast, the aspect of the voice and accent of the staff had lower mean score of 4.00. This implied that managers had perceptions that the voice and accent of the staff had little contribution to the service

quality in the restaurant and bar. That is the reason why ranked less important in the questionnaire. Nickson *et. al.*, (2005) noticed, that managers use aesthetics skills as the cutting edge in the marketing of the hotel business hence the diverging from the finding of this study.

#### **4.3.1.4: Managers' Perception on Guestroom Service Quality Standards**

Guests spend most of their stay in the hotel in the guest's room. This brings the necessity to hotel managers to ensure that quality of service offered in the guestroom meets the needs and expectation of the guest. Table 4.5 presents the information on managers' perceptions on the guestroom service quality.

**Table 4.5: Managers' Perception on Guestroom Service Quality Standards of the Hotel**

<b>Attributes of Area</b>	<b>Mean</b>	<b>n=10</b>	<b>Std. Deviation</b>
Room ambience, quietness and décor	4.70		0.67
Comfortness of bedding and seating	4.60		0.69
Cleanliness of rooms	4.50		0.70
Availability of guest room supplies	4.50		0.97
Quality of fixtures	4.50		0.70
Sufficient fixtures	4.50		0.70
Room maintenance	4.70		0.67
Room entertainment (TV, Video and Internet)	4.10		1.37
Adequacy of fire safety facilities	4.60		0.96
Availability of room services	4.40		0.51
Staff appearance, grooming and presentation	4.70		0.48
Staff courtesy and professionalism	4.80		0.42
Voice and accent of staff	4.50		0.52
Language proficiency of employee	4.50		0.52
<b>Mean of Means (Overall perception)</b>	<b>4.54</b>		

The results indicated that managers use staff courtesy and professionalism as the important attributes in meeting the objective of service quality. The aspect of staff courtesy and professionalism scored the mean of 4.80 on the likert scale. It is true that the industry managers use the interpersonal skills to ensure service delivery is attained to the required standards. Room entertainments considered less important in attaining the service quality by scoring the mean of 4.1. Again, this attributed to the type of the guest patronizing the hotel. Obviously, when hotel is being patronized by transit guests, room entertainment might have less impact on meeting the service quality.

#### 4.4: Actual Service Quality Standards Received by the Hotel Guests

This section presented the findings of the second objective which aimed to evaluate the service quality standard delivered to guest in the researched hotels. The findings presented are in each assessed area.

##### 4.4.1. Guests' Perception on General Product Service Quality of the Hotel

The assessments in this part intend understand the perception of the guest after consuming the product from the hotel. These attributes were grouped together as general product of the hotel because they are not core product of the hotel, but compliment on the core product which hotel delivers to the guests.

**Table 4.6: Guests' Perception on General Product Service Quality of the Hotel**

<b>Attributes of the Area</b>	<b>Mean n=100</b>	<b>Std. Deviation</b>
Hotel design presentation	4.08	0.87
Location, accessibility and visibility	4.13	1.12
Parking space	4.82	2.23
Environment and Landscaping	4.22	1.16
Health, fitness center and message parlor	4.80	2.51
In house security and assurance	4.28	1.38
Availability of business center	4.66	2.16
<b>Mean of Means (Overall perception)</b>	<b>4.42</b>	

In this study parking space for the hotel scored highest mean of 4.82 in the category of general hotel products perceptions. This implies that guests had extremely satisfaction with the quality service offered for the parking space. However, this cannot be

generalized because not all guests had utilized the parking service; others came with tour operator vehicles with driver guide. This means that they did not experience the service of the parking space.

In this category, the hotel design and presentation had lowest mean of 4.08. This indicates that the attributes did not meet the expectation of the guests. Though, the interpretation of the score showed that guests were satisfied with the hotel design and presentation but not appreciated as other attributes did. This justify that, when managers design hotel do not lock in the guests' requirements. But (Sigala, 2008), pointed out that understanding guest's requirements, having correct service delivery plan and evaluation of the market would enable the hotel in designing a service quality package that fulfills guests' expectation.

#### **4.4.2: Guests' Perception on Front Office Service Quality of the Hotel**

The guests' perception on the front office service quality standards has impact on the service quality standards of other hotel areas. This arises from the fact that front office section represents the entire hotel to a visiting guest. The first impressions that guest receive during arrival time become a benchmark for subsequent services delivered in other areas of the hotel. Basing on that fact, this study assessed the front office service quality standards and results summarized in Table 4.7.

**Table 4.7: Guests' Perception on Front Office Service Quality of the Hotel**

<b>Attribute of the Area</b>	<b>Mean n=100</b>	<b>Std. Deviation</b>
Comfortable and welcome feeling	4.19	0.81
Speedy check in and check out	4.25	1.04
Staff appearance, grooming and presentation	4.26	0.81
Language proficiency of staff	4.04	0.86
Voice and accent of staff	4.09	1.08
Reliability of message and wakeup call service	4.65	2.18
Provision of accurate and reliable information	4.33	1.61
Reasonable room rates/value for money	4.28	1.78
Staff telephone manner	4.65	1.98
Utilization of technology system	4.41	2.04
Convenient and reliable reservation	4.77	1.76
Speed and responsiveness to requests	4.40	1.51
Professional complaint handling	4.65	2.24
Staff courtesy and professionalism	4.18	1.02
<b>Mean of Means (Overall perception)</b>	<b>4.43</b>	

The front office is the focal point of communication in the hotel organization. The guests assessed the front office area and the findings described in Table 4.7. The results indicated that convenient and reliable reservation ranked the best in meeting guest satisfaction. The scored mean was 4.77 out of 5 on the likert scale, which translated that the guest were extremely satisfied. On the other hand this can be said that, 85% of the respondents were holiday makers, conference and meeting guests; thus did not make reservation on their own. The holiday and safari planners such as tour operators and

travel agents, conference organizers were responsible for the reservation. Thus, the guests did not utilize such type of service.

Results showed that front office employees performed poorly in language proficiency than any other element in front office. Guests perceived the language proficiency of front office employees at the score mark of 4.04. That can be interpreted as satisfied in likert scale. However, that was the element scored less than any other element. Thus showing that language proficiency of the front office employees was a problem in the researched hotels.

In assessing the importance of language proficiency of front office employee, the hotel managers indicated that it was essential (4.1) in design of service quality which is not very high. This perception of the managers might contribute to guest's perceptions; because the quality of service in the front office depends on the understanding of the manager on importance of having well trained employees in both interpersonal, technical and aesthetics skills.

#### **4.4.3: Guests' Perception on Restaurant and Bar Service Quality of the Hotel**

Satisfying guests in food and beverage operations face great challenge in meeting their needs and expectations. Food and drinks are sensitive items to the guest patronizing the hotel; it also includes a lot of purchasing of materials which make its budget to be strictly monitored, to ensure it is within agreeable limit. In this study the information regarding the perception of guests in service quality standards is presented in Table 4.8

**Table 4.8: Guests' Perception on Restaurant and Bar Service Quality of the Hotel**

<b>Attribute of Area</b>	<b>n=</b>	<b>Mean</b>	<b>Std. Deviation</b>
Comfortable and welcome feeling in restaurant and bar	100	4.14	0.94
Variety of dishes on menu	97	3.88	0.87
Quality, color, taste and presentation of food	98	3.98	0.85
Health and dietary consideration	93	3.97	1.01
Reasonable restaurant and bar prices	96	3.94	1.08
Variety of drinks and wines	95	3.85	1.01
Restaurant and bar ambience, decor and style	96	3.93	0.88
Availability of staff to provide service	97	3.98	0.89
Staff appearance, grooming presentations	98	4.02	0.83
Language proficiency of staff	99	3.90	0.90
Voice and accent of staff	96	3.94	1.01
Service attention, courtesy and professionalism	98	4.14	0.87
Creativity in service techniques and styles	89	3.70	0.91
Billing and cashiering procedures	91	3.83	1.03
<b>Mean of Means (Overall Perception)</b>		<b>3.94</b>	

Restaurant and bar is one of the area which guests receive moment of truth about the service quality delivery, and differ from other areas because employees and guests contacts is longer when comparing to guestroom and front office. In this study the service quality of twelve (12) hotels assessed by guests, the findings of the study is as shown in Table 4.8. The result of this research indicated that service attention, courtesy and professionalism scored rank 4.14 which indicate that guests were satisfied.

In provision of service quality, creativity in service technique and styles is important factor in service industry. However, findings of this study showed that in restaurant and bar, the aspects of creativity in service techniques style scored low (3.71). This was attributed with employees training; on-job training stimulates creativity within the establishment. The findings of the study indicated that on-job training was not emphasized in many hotels.

#### **4.4.4: Guests' Perception on Guestroom Service Quality Standards of the Hotel**

Hotel guests spend most of their stay in the room, hence they require high standard of service in that room. To meet guest satisfaction, management of the organization needs to provide service quality in each room elements. In this study the guests assessed each element in the room and findings were shown in the Table 4.9. In general, guest's perception in the guestroom was very low as compared to other areas.

**Table 4.9: Guests' Perception on Guestroom Service Quality of the Hotel**

<b>Attribute of the Area</b>	<b>n=</b>	<b>Mean</b>	<b>Std. Deviation</b>
Room ambience, quietness and décor	100	4.04	0.87
Comfortness of bedding and seating	100	4.01	0.87
Cleanliness of rooms	100	4.15	0.82
Availability of guest room supplies	99	4.07	1.07
Quality of fixtures	99	3.89	0.86
Sufficient fixtures	100	3.89	0.85
Room maintenance	100	3.89	0.97
Room entertainment (TV, Video and Internet)	95	3.75	1.33
Adequacy of fire safety facilities	89	3.85	1.42
Availability of room services	87	3.85	0.92
Staff appearance, grooming and presentation.	98	4.01	1.04
Staff courtesy and professionalism.	98	3.95	0.88
Voice and accent of staff.	96	3.80	0.90
Language proficiency of employees.	95	3.86	0.89
<b>Mean of means Overall Perceptions</b>		<b>3.93</b>	

The findings indicated that cleanliness of the room scored highest mean of 4.15 meaning that guests were satisfied with the room cleanliness. On other hand, room entertainment scored low level (3.75), some of the guest commented on this, especially the provision of internet in the room:

..... *“Internet service connection was frequently out and every 30 minutes I need to get new password. They do not provide via phone. I needed to go front desk to get new one”*.....

*Guest Respondent*

Looking at the whole area of guest room, there were some of aspects which guests assessed and awarded very low means score. The quality of fixtures, sufficient fixtures and room maintenance, were ranked equally by guests. This is noticed by looking to their means which were 3.89, 3.89 and 3.89 respectively. The poor quality of service of the guests' room was justified by the number of comments written by the guests regarding the service provision in the guests' room. Guests complained on the quality of fixtures, most of the furniture was worn and needed attention. In addition, some of the guests complained that rooms had no mirror which is an indication that hotel room had no enough sufficient fixtures also room maintenance was critical. This comment provides clear clarification:

*“The air conditioner malfunctioned; the room was very humid at night, unable to fix until next morning according to front desk”* .....

*Guest respondent*

Furthermore, guests indicated that the door locks were not functioning. This created the feeling of unsecure to guests. Looking at the Service Quality mode, aspect of security is clearly cited as a main component in achieving service quality. Parasuman *et al.*, (1988) described that customer assurance contribute to service quality that customer is

receiving from an organization. This scenario showed that the researched hotels could not provide assurance to their guest, hence failing to achieve the service quality.

The findings of this study provide a clear picture that service quality requires maximum co-operation and coordination in the hotel. Quality and insufficient of fixtures in the guestroom was vivid example of gap two in the SERV-QUAL model; whereby there is variation in translating guests' expectation into specification of service quality. This is due to insufficient resources to lock in guest specifications and requirement to service quality conformance standard; or management mindset that it is impossible to meet guest needs (Tsang and Qu, 2000).

Failing to repair door locks could be result of information not delivered to maintenance department, hence communication breakdown between department and department. This type of gap referred to service quality conformance standard gap Kandampully (2007).

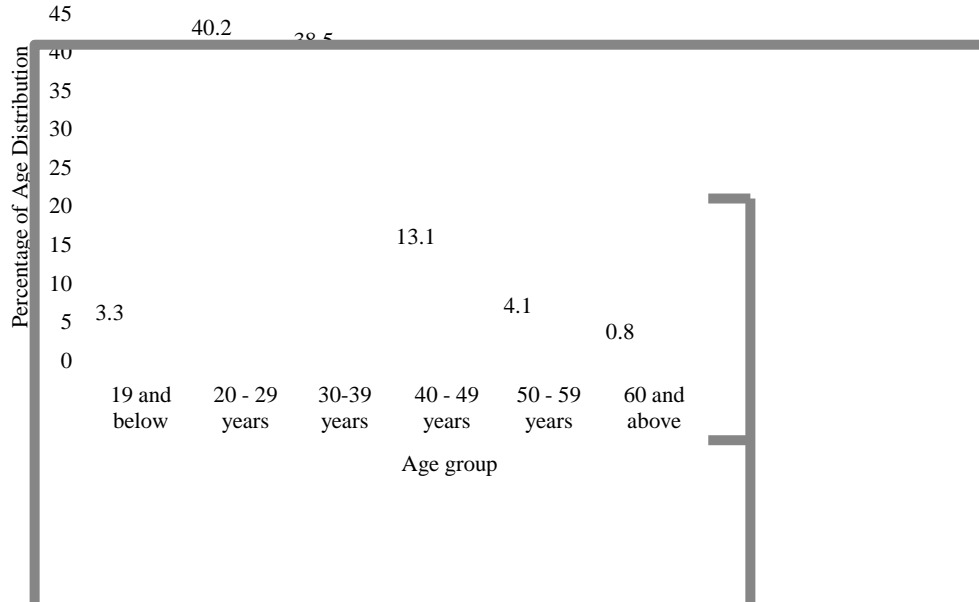
#### **4.5 Skills Possessed by Service Employees working in the Researched Hotels**

Results in this section are presented and discussed under the employees', age, professional qualification and professional experience and skill gap of the employee. Though age cannot be categorized as a skill, it has effects on other aspects especially when considering the length of industrial experience of the service employees.

##### **4.5.1 Age of the Employees**

The age of the employees was established in the researched hotels with the aim of knowing the age structure of the employees in the industry. Establishing the age

structure assist in designing the retention scheme of the employees. Data on age structures were collected and presented in Figure 4.1



*Figure 4.1: Employees' Age Distribution*

The results presented in figure 4.1, provides the clear structure of the employees' age. It shows that more than 40% of the employees are of age between 20 – 29 years. Though, it is widely accepted that hospitality sector is the industry of young generation as it needs energetic and enthusiastic people. It is also wise for hotel stakeholders to reason why there is sharp decrease of employees with age between 40 and 49. The peoples' thought is that, matured employees would have experience and able to deliver good service quality. The quick judgment is that, this group leaves hotel career and join other related industry. This brings negative impact to hotel as it will not achieve to end labour shortage.

#### 4.5.2 Professional Qualification of Hotels Employees

To ensure quality service to guests, managers need to train the service employee in the specifications of products and services. The specifications originate from the needs and wants of the guests. Thus, for manager to simplify the training task must know professional qualification for each employee. In this study the information regarding the professional qualification were gathered and summarized in Table 4.10.

**Table 4.10: Employees' Professional Qualification**

<b>Professional Qualification</b>	<b>n = 122</b>	<b>Percentage</b>
Primary education with experience	15	12.30
Secondary education with experience	30	24.60
Certificate level	61	50.00
Diploma level	14	11.50
Others	2	1.60
<b>Total</b>	<b>122</b>	<b>100</b>

The information presented in Table 4.10 show that 50% of the respondents had ordinary secondary education and certificate in professional qualification. Together with fair percentages of qualified employees, researcher discovered that some of those certificates were obtained from unregistered colleges. These colleges offer training but have no enough facilities and materials to produce good qualified workers. This could be an area which needs to be researched on, eligibility and capability of training college to offer aimed standard of education. In addition, the findings illustrated that nearly 37% of respondents were standard seven and ordinary secondary level education with

experience but no professional qualifications. While the industry practitioners trust a person with experience in performing a certain task; it is important also to accept that, professional qualification form a basis for building professional attitude of the hotel employees, which is very crucial in provision of service quality (Zeithaml *et al.*, 2006).

#### 4.5.3: Professional Experience of Hotels Employees

Professional experience contributes greatly to the perfection of particular professional this is the result of repetition of the various task in which makes the employee to master that professional. The information concerning the employees' professional was collected and Figure 4.2 provides its summary.

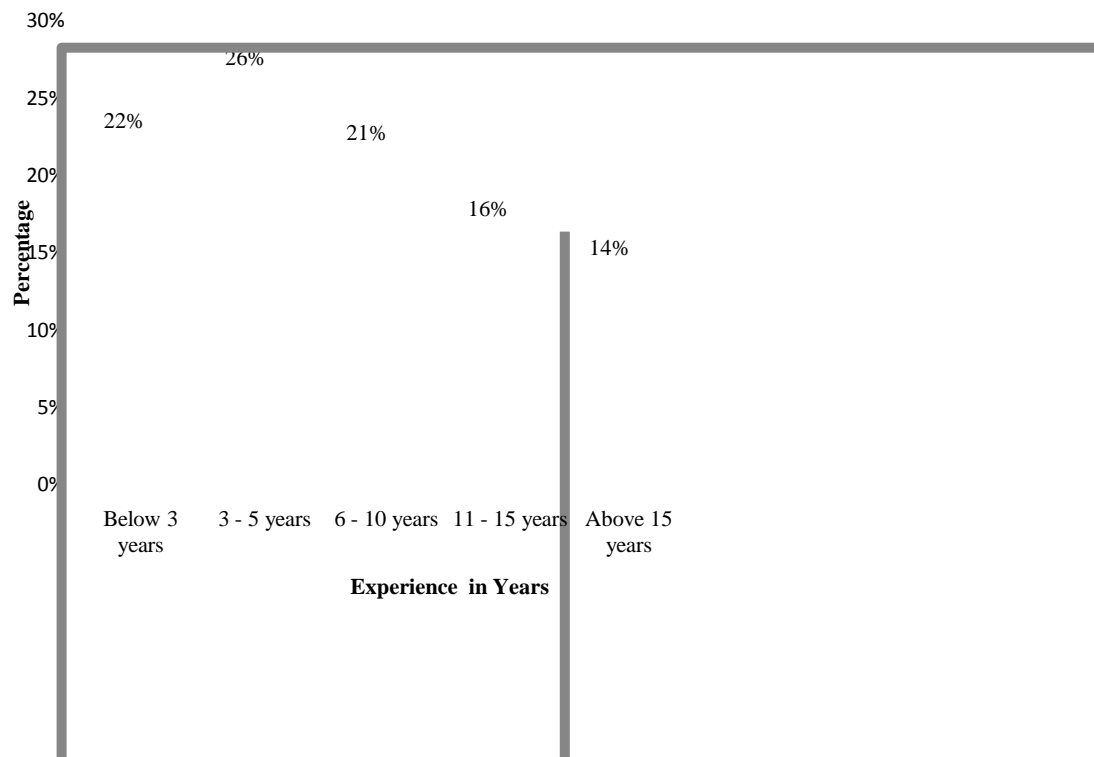


Figure 4.2: Employees' Professional Experience

The findings provided a picture of the employees' professional experience of the hotel industry in the researched area. More than 26% had experience between three and five years. Trends showed that, as the experience grows, the number of employees with long experience drops. This can be observed in the Figure 4.2, employees with experience above 15 years were nearly 14%. The trends bring questions, why the number of employees drops after the 5<sup>th</sup> year of the professional experience? Where do they go?

Despite the fact that this study did not focus on answering the above questions, researcher deduced that after the 5<sup>th</sup> year of experience most of the people joined the hotel industry become aware of the nature of the work. They further decide to leave and join other industry which required the same or related discipline.

#### **4.5.4: Employees' Skills Gap in the Researched Hotels**

The research conceptual framework indicated that the service quality is attained when service employees proportionally combine three skills; interpersonal, aesthetics, and technical in delivery of service quality to the guest. In this study scale 1 to 3 were used to in rating skills which require more training .whereby 1 was less training, 2 neutral and 3 extensive training. To understand the skills gap in the hotel industry the researcher requested the managers to indicate, the type of skill which lacks and hence need more training and the findings are shown in Table 4.11.

**Table 4.11: Employees' Skills Gap in the Researched Hotels**

<b>Skills needed to be training</b>	<b>Mean</b>	<b>n=8</b>	<b>Std. Deviation</b>
Interpersonal Skills	2.00		1.06
Aesthetics Skills	2.12		0.83
Technical Skills	2.12		0.64

Researcher intended to identify skills which hotel employees lack and needed to be trained. The finding of the study shown in Table 4.11 indicates that most of the employees lack interpersonal skills hence need training. The human resource manager ranked interpersonal skills (Mean 2.0), aesthetics and technical ranked second by mean 2.1250. This finding indicates that interpersonal skills are the most required skill in provision of service quality in the hotel (Zeithaml *et al.*, 2006; and also (Provis *et al.*, 2003). This means that hospitality trend is moving from technical skill to interpersonal to make service quality successful.

#### **4.6 Role of Management Practices in the Delivery of Service Quality in Tourist Hotels**

The study sought to understand how management practices play significance role in delivering the service quality to the hotel guests. The practices which were evaluated: include; provision of transport to employees; employees' understanding of concept of service quality; employees' on-job- training; employee evaluation; and, employees' motivation to offer service quality.

#### **4.6.1 Provision of Transport to Service Employees**

The Employee transport is an integral aspect in ensuring the provision of service quality. Company transport guarantees employees to report to work station on time and to get enough time to do *mis-en-place* for the service. Company transport assures the employees the likelihood of arriving home safe.

Decent transport for employees to and from the working station gives service staff feeling of belonging and perceives the management that is treating them fairly; such fairness feeling is likely to be reciprocated to the hotels guest. In this study employees were asked to respond whether the management provides them with transport from and to the working stations or not. The findings indicated that more than half of the employees (53.3%) do not get transport to and from working station while just seven percent said sometimes are provided. Yet, the mean distance from the employee residence to the working station was nearly eight kilometers. This finding implies that there was no management commitment to provide the transport to employees. This kind of scenario could have impact on the service quality. Bowen and Johnson (1999) commented that treating employees fairly would have positive gain to the organization. The reason for this is fairness reciprocated to the hotel guests.

#### **4.6.2 Understanding of Employees on Service Quality Concept**

The intention behind to know whether the employees understand the service quality concept derived from the fact that if the employees are trained and understand the concept then it should not be difficult for them to deliver it. Secondly, employees understanding of service quality concept would deliver service to the desired level.

Thus, in this study employees were asked to indicate whether understand the concept of service quality. The finding indicated that nearly all the respondents (95%) said that they understand what service quality is all about; few responded that they do not understand the service quality. Kandampully, (2007) indicated that employees understanding of service quality fill the gap between them and the Management.

#### **4.6.3: On Job Training for Service Employees**

On-Job-Training and service quality cannot be separated; several arguments have put forward to enhance the service quality in the hospitality industry by training. Training touches every corner of service quality provision. On-Job-Training impact skill(s) that employee may lack in performing his/her tasks. On-Job-Training enhances creativity and adds value to the service quality. Training plays a major role in correcting mistakes which occur on the course delivering the service to the guest. Management need to know that the aspect of training is managerial practices which need to be exercise daily. In this study manager were asked how often they conduct in house training for their service employees and results indicated in Figure 4.3

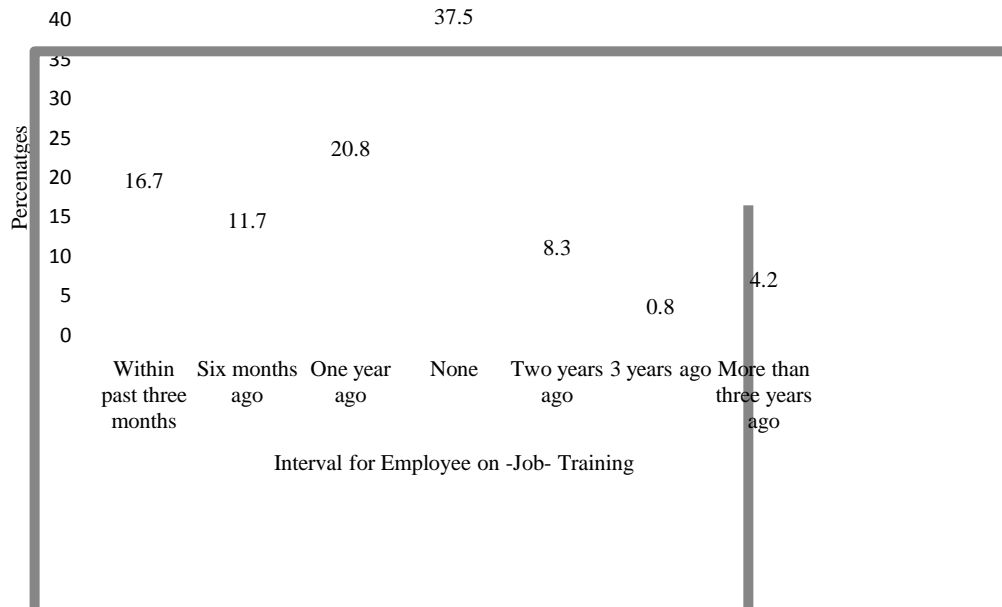


Figure 4.3: Responses on the Service Employee On –Job Training

The result indicates that slightly more than half of the respondents (50.8%) had no training or they had training in the past two years. Training ensure that service specifications are imparted to service employees hence improve service quality (Slatten, 2009). This finding is the evidence that managers do not pay critical attention on the On-Job- Training.

#### 4.6.4 Performance Appraisal of Service Employees

Employees' performance appraisal plays crucial roles to organization in meeting service quality. Empowerment of the employees starts with knowing the ability and capability of each employee. This helps to understand what ability employee has in performing certain task. Allocation of task correctly makes employee to perform it perfectly and create feeling of thrust between manager and employee hence empowerment. This study sought to establish frequency of appraising the service staff in the researched hotel and the finding presented on Table 4.12.

**Table 4.12: Responses on Employees' performance appraisal**

<b>Time Interval for Conducting Evaluation</b>	<b>Frequency</b>	<b>Percentage</b>
3 months ago	10	8.30
6 months ago	46	38.00
1 year ago	14	11.60
2 years ago	10	8.30
More than two years ago	1	0.80
None	40	33.10
<b>Total</b>	<b>121</b>	<b>100.00</b>

In this study, the results indicated that over a quarter of the respondents (33.10%) had never done performance appraisal with their managers. Either finding showed that (46.30%) had performance appraisal six months prior to this study. Though literature (Zeithaml *et al.*, 2006) provides evidence that the evaluation promotes internal relationship and enhances service quality, this finding has provided an insight that some of the hotel managers view the practice as none crucial.

#### **4.6.5 Motivation of Employees for delivering Quality Service**

Understanding what motivate employees to deliver the service quality aimed identifying factors that manager should focus in ensuring that employees deliver service quality willingly. The awareness of factors that motivate employees in deliver service quality assists manager in making decision when planning the service quality improvement.

**Table 4.13: Motivation of Employees for Delivering Quality Service**

<b>Drivers in Offering Service Quality</b>	<b>Mean n=122</b>	<b>Std. Deviation</b>
Leadership styles	2.75	2.19
Provision of working equipment	2.69	1.81
Schedule of work	3.71	2.21
Employees' motivation	4.10	2.19
Training and development	4.14	2.26
Communication between management and employees	4.28	2.54
Rewarding style	5.29	2.66
Job satisfaction	5.17	2.94

As it appears, the respondents indicated that availability of working equipment (with mean 2.69) was chosen as first aspect which influences the provision of service quality. Surprisingly, rewarding styles given last choice; many hotel managers might have thought that paying employee highly might improve the service quality. This provides wide knowledge to hotel managers, especially when making decision on what should be focus to uplift the service standard of the organization. In addition, leadership style seemed to be quite closer to the working equipment; this is due to the fact that it plays important role in decision making of various aspects of the hotel organization.

#### **4.6.6 Recruitment Methods of New Employees**

The method used in selection of employees to fill the vacancy that arises in the organization has impacts in service quality to the hotel guests (Provis *et al.*, 2003). Improper method ends up in recruiting incompetent applicant because of biasness and favoritism especially when position is not advertised to increase competitiveness during

selection. Table 4.14 shows recruitment methods of new employees, where by managers were asked to rank the method used in recruiting starting with one (1) as a most frequently used and (8) a less frequently used.

**Table: 4.14: Recruitment Methods of New Employees**

<b>Recruitment Methods of New Employees</b>	<b>Mean n =8</b>	<b>Std. Deviation</b>
Word of mouth	4.25	2.37
Newspapers	2.37	2.26
College recruitment	2.75	2.18
Private employment agencies	5.62	1.84
Professional association	4.87	1.88
Walk-in ; Write-in	3.25	1.48
Temporary services or Casual	3.75	1.75

The findings of the study in Table 4.14 showed hotels used news paper and college recruitment as best methods for reaching the job seekers when vacancy arises in hotels. Meanwhile, private employment agencies and professional association found to be less preferred by the hotel as methods of seeking professional to fill the vacancy in the hotels

#### **4.6.7 Skills Preferred in Selection of New Employees**

Previous study has shown that managers select the new employees basing the specific type of skill (Nickson *et al.*, 2005). This study intended to understand the type of skill

which is used as criterion for selecting the employees in the researched hotels, Table 4.15 presents that finding.

**Table 4.15: Skills Preferred in Selection of New Employees**

<b>Skills Preferred in Selection of New Employees</b>	<b>Mean n =8</b>	<b>Std. Deviation</b>
Interpersonal skills	1.00	0.00
Aesthetics Skills	2.75	0.46
Technical Skills	2.00	0.53

Table 4.15 explains the results of the study on type of skills used in selecting the employees. Interpersonal skills were found to be the most favoured by human resource manager in the selection of employees. The findings confirm what were revealed by Nickson *et al.* (2005), that industry has been moving towards interpersonal skills than technical and aesthetics skills. Conversely, an aesthetics skill was less important in the selection of employees. This is different to previous study which indicates that looking good and or sounding good is more preferred; as it creates peculiar image to the company and is tool for competing in the market place. Hence, managers use it as the criteria in the selection of employees (Nickson *et al.*, 2005).

#### **4.6.8 Aspects Considered in Short Listing of Job Applicants**

The study required to understand aspects manager considered in short listing of job applicants. This would shed light on what quality an applicant supposed to have so can be shortlisted; the findings are presented on Table 4.16

**Table: 4.16 Aspects Considered in short listing of Job Applicants**

<b>Aspects Considered in Short listing the Job Applicants</b>	<b>Mean n=8</b>	<b>Std. Deviation</b>
Qualification	1.75	1.75
Previous Experience	2.87	2.10
References from past employer	3.62	1.40
Arrangement and neatness of application letter	5.12	2.03
Passport size photo attached with CV	5.62	2.19
Marital status	5.00	2.39
Age	4.25	1.48
Gender	5.37	2.61

The findings confirmed that qualification previous experience was the main criteria in short listing of applicants. In contrast, passport size photo attached with curriculum vitae was ranked the least used in short listing applicants in hotel. These findings deviated from Harper, (2000) evidence that today, in the hospitality and tourism industry, the employee appearance plays a significant role to the employer selection process.

#### **4.7 Factors Affecting Service Quality Standards in Tourist Hotel**

In previous sections some of the factors that affect service quality in tourist hotels such as motivation, training and employee evaluation have been discussed. In this part factors that affect daily employee's performance in provision of service quality were subjected to the regression analysis against the commitment of employee's in provision services quality. The equation written in the next sub-heading was used.

#### 4.7.1 Regression Analysis of Factors Affecting Service Quality Provision

Employees' commitment in provision of service quality was the function of the following factors: On-Job- Training; distance from home to work place in kilometers; understanding the concept of quality service; job satisfaction; employee gender; working equipment; employee's professional qualification; schedule of work; employee age group; leadership styles; motivation; company provision of transport to and from work; rewarding style; communications; employee marital status; employee's professional experience.

**Table 4.17: Result of ANOVA test for Factors Affecting Service Quality Provision**

<b>Model</b>	<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig. (ANOVA test)</b>
Regression	2620.20	17	154.12	1.95	0.02
Residual	5749.93	73	78.76		
<b>Total</b>	<b>8370.13</b>	<b>90</b>			

The result shown in Table in 4.17 indicated that all factors were significant ( $p= 0.02$ ). To identify the influence of each factor on the provision of service quality, the coefficient for each factor was calculated and presented in Table 4.18.

**Table 4.18: Factors Affecting the Provision of Service Quality**

<b>Factors Affecting Service Quality</b>	<b>Statistical Significance (ANOVA)</b>
Leadership styles	0.58
Working equipment	0.91
Schedule of work	0.17
Motivation	0.81
Training and Development	0.78
Communication at all level	<b>0.03</b>
Rewarding style	0.35
Job satisfaction	0.08
Distance from home to work place in kilometers	0.09
Provision of company transport to and from work	0.08
Employee age group	0.72
Employee gender	0.54
Employee marital status	0.98
Employee's Professional Qualification	<b>0.04</b>
Employee's professional experience	0.60
Employees' understanding the concept of quality service	0.35
On Job training of employee	<b>0.04</b>

Table 4.18 shows the calculated coefficient for each factor. The findings implied that, communication to all level was significant at  $p = 0.03$  while employee professional qualification and On –Job – Training were significant at  $p = 0.04$ .

Basing on the above results, it is evident that communication has impacts on the service quality delivery in the researched area. This could be the reason to why room maintenance was poor in guest evaluation of service quality because there was no good flow of information from one level to another. The impact of communication on the service quality delivery has attracted attention to other researchers who have done research in the same field. Hartog and Verburg (2002) indicated that communication with emphasize in the norms and values is related to service quality in an organization.

On – job- training impact skill(s) that employees may lack in performing their tasks. On- Job – training enhances creativity and adds value to the service quality. This could possibly be one of the causes which contributed to poor scoring of creativity service techniques and styles in restaurant and bar (Table 4.8) Slatten (2009) and Babakus *et al.* 2003 commented strongly on the training as a managerial practice that linked to improvement of service quality and service recovery.

Employee Professional qualification measured the extent to which the service employees are competent in performing their tasks. In this study, professional qualification of the employees had great influence on the service quality. Table 4.9 indicated more than one third of all service employees had no professional qualification. Hotel managers believe that employee can be trained in house and become competent in performing task(s). However, interpersonal skill is very important in service delivery, cannot be impart to employee by just an experience (Caravan, 1997; Teare, 1996).

Therefore, communication to all levels employee professional qualification and On –Job – Training were the factors which affects the service quality standards in tourist hotels in Arusha Tanzania

#### **4.8 Hypotheses Testing**

In this study two hypotheses were stated; the first hypothesis focused on the gap between guests and managers, second hypothesis focused on influence of management practice on service quality delivery. Both hypotheses were statistically tested and results discussed in sections 4.8.1.and 4.8.2.

##### **4.8.1 Perception Gaps between Managers and Guest on Service Quality Standards**

To achieve service quality in the hotel, the perceptions of manager and guest need to match. When difference between two exists service quality gap occur. Service quality gap happen for different reasons as discussed in the literature review. In this research, service quality gap assessed by subtracting the means perceptions of the manager and that of guest in all area of the hotel. The gap from each attributes added to get total gap in specific area. The gaps for specific areas were added and general gap was obtained.

#### 4.8.1.1 Perception Gap between Guests' and Managers' on the General Hotel Product Service Quality Standards

The study was designed to assess the personal experience of the guest on general product service quality versus the perception of the hotel managers. This aimed at identifying the attributes which managers and guests' perception diverge so as to make recommendation for improvement .The findings area shown on Tables 4.19.

**Table 4.19: The Gap between Guests' and Managers' Perception on the General Hotel Product Service Quality Standards**

Attributes of the Area	Guests (n =100)		Manager (n = 10 )		Gap
	Mean	Std Deviation	Mean	Std Deviation	
Hotel design presentation	4.08	0.87	4.70	0.67	-0.62
Location, accessibility and visibility	4.13	1.12	4.80	0.42	-0.67
Parking space	4.82	2.23	4.40	0.69	0.42
Environment and Landscaping	4.22	1.16	4.50	0.70	-0.28
Health, fitness center and massage parlor	4.80	2.51	3.20	1.50	1.60
In house security and assurance	4.28	1.38	4.50	0.84	-0.25
Availability of business center	4.66	2.16	4.50	0.52	0.16
<b>Mean of Mean Perception)</b>	<b>4.42</b>		<b>4.37</b>		<b>0.05</b>

The findings showed that the negative gap on location, accessibility and visibility of the hotel and; hotel design and presentation by (-0.67 and -0.62 respectively. These figures indicated that guests perceived the service quality as satisfying. Contrary, managers

ranked these attributes as very important in designing service quality but guests perceived it satisfactory; which can be translated that, managers' effort was not recognized by guests. The assessed area is basically the tangible product and the gap existed could be due to poor market information leading to the managers failing to understand guests requirements (Tsang and Qu, 2000). Comments from the questionnaires provided the evidence as one of the guests commented that the hotel they stayed was far from the airport.

Conversely, not all aspects had negative perception gaps, some had positive gap. In this research the results narrated that the managers put much effort on health, fitness and massage parlor. This has been seen in gap between health, fitness center and massage parlor guests' and managers' perception difference by 1.6. The positive gap observed was due to the managers thought that the aspect is very important in delivering of service quality while guests perceived what was available was beyond their expectations

#### **4.8.1.2 The Gap between the Guests and Managers Perception on Service Quality Standards in the Front Office**

The disparity between the guests and managers perceptions obtained by establishing the gap in each attribute. The gap provides the overall picture of the service quality in that area of the hotel. Results of this study are summarized in Table 4.20 then discussed in detail.

**Table 4.20: The Gap between the Guests and Managers Perception on Service Quality Standards in the Front Office**

Attributes of the area	Guest (n= 100)		Manager(n=10)		Gap
	Mean	Std. Deviation	Mean	Std. Deviation	
Comfortable and welcome feeling	4.19	0.81	4.60	0.69	-0.41
Speedy check in and check out	4.25	1.04	4.70	0.67	-0.45
Staff appearance, grooming and presentation	4.26	0.81	4.60	0.84	-0.34
Language proficiency of staff	4.04	0.86	4.20	0.91	-0.16
Voice and accent of staff	4.09	1.08	4.10	0.56	-0.01
Reliability of message and wakeup call service	4.45	2.18	4.60	0.69	-0.15
Provision of accurate and reliable information	4.33	1.61	4.40	0.69	-0.07
Reasonable room rates/value for money	4.28	1.78	4.60	0.51	-0.32
Staff telephone manner	4.65	1.98	4.30	0.67	0.35
Utilization of technology system	4.41	2.04	3.80	0.91	0.61
Convenient and reliable reservation	4.77	1.76	4.60	0.69	0.17
Speed and responsiveness to requests	4.40	1.51	4.30	0.82	0.10
Professional complaint handling	4.29	2.24	4.50	0.70	-0.21
Staff courtesy and professionalism	4.18	1.02	4.70	0.48	-0.52
<b>Mean of Means (Overall Perception)</b>	<b>4.43</b>		<b>4.42</b>		<b>0.01</b>

Table 4.20 describes the findings of the difference between the perceptions of guests and managers in regards to front office service quality. The findings showed that staff courtesy and professionalism had negative gap of -0.52, which indicate that guests satisfactions was low as compared to managers understanding on the importance of the aspects. This fact tells managers to train their employees in interpersonal skill to catch up with guests' expectations. However, researchers have discovered that training in the interpersonal skills such courtesy and professionalism is the most difficult issue to be quantify (Teare, 1996). This reason might be the obstacles for the managers to achieve the positive gap in the employees' courtesy and professionalism.

On the other hand, guests and managers perception had positive gap in utilization of technology in the survey hotels. The difference of 0.6 was recorded, showing that service quality was high in terms of technology utilization than managers understanding of importance in technology utilization. But this should be taken with caution because advancement in technology in hotel depends on country's development. A guest visiting America or Japan would expect high level of technology utilization in hotel industry. Hence, what guests found here in Tanzania, was satisfactory when considering the Country's level of advancement in technology utilization.

#### **4.8.1.3 The Gap between Guests and Managers Perception on the Restaurant and Bar Service Quality Standards**

After knowing the perception of service quality standards for the manager and guest experience in each attribute of the restaurant and bar, their mean values were computed

to find out the difference in order to establish the gap between two. The study findings are summarized on Table 4: 21

**Table 4.21: The Gap between Guests and Managers Perception on the Restaurant and Bar Service Quality Standards**

Attributes of the Area	Guest (n=Varied )		Manager ( n=10)		Gap
	Mean	Std. Deviation	Mean	Std. Deviation	
Comfortable and welcome feeling in restaurant and bar	4.10	0.94	4.40	0.69	-0.26
Variety of dishes on menu	3.88	0.87	4.80	0.42	-0.91
Quality, color, taste and presentation of food	3.98	0.85	4.60	0.51	-0.61
Health and dietary consideration	3.97	1.01	4.80	0.42	-0.82
Reasonable restaurant and bar prices	3.94	1.08	4.50	0.52	-0.55
Variety of drinks and wines	3.85	1.01	4.10	1.19	-0.24
Restaurant and bar ambience, decor and style	3.93	0.88	4.50	0.52	-0.56
Availability of staff to provide service	3.98	0.89	4.50	0.70	-0.51
Staff appearance, grooming presentations	4.02	0.83	4.40	0.69	-0.37
Language proficiency of staff	3.90	0.90	4.20	1.03	-0.29
Voice and accent of staff	3.94	1.01	4.00	0.66	-0.05
Service attention, courtesy and professionalism	4.14	0.87	4.60	0.69	-0.45
Creativity in service techniques and styles	3.70	0.91	4.40	0.69	-0.69
Billing and cashiering procedures	3.83	1.03	4.60	0.69	-0.76
<b>Mean of Means (Overall perception)</b>	<b>3.94</b>		<b>4.45</b>		<b>0.50</b>

Table 4.21 illustrates the finding of perception between guests and manager on the restaurant and bar. The result indicated that variety of dishes on the menu had largest negative gap of -0.91; which is clear sign that guest were not satisfied with managers' decision. This scenario could have risen because the information regarding guests' needs and want were not interpreted in designing the food menus. This was clearly indicated in the questionnaire as a special comment:

*“..... Menu was not vegan friendly as lacks veggies varieties.....”*

*Guest Respondent*

On the other hand, the negative gap could be as a result of market department of the hotel failing to collect right information regarding the guests' needs and wants. The two gaps which have noticed above are gap one and gap two in the SERVQUAL model (Gržinic, 2007; Zeithaml *et al.* 2006; Tsang and Qu, 2000).

#### **4.8.1.4: The Gap between Guests and Managers Perception on the Guestroom Service Quality Standards**

The best way of understanding the discrepancy between the manager's perception on service quality standards and the experience guest received after consuming the service, is to measure the gap. This is done through calculating the mean values difference. This techniques was used in this study and findings are presented in Table 4.22

**Table 4.22: The Gap between Guests and Managers Perception on the Guests room Service Quality Standards**

Attributes of the Area	Guest (n=100)		Managers (n= 10)		Gap
	Mean	Std. Deviation	Mean	Std. Deviation	
Room ambience, quietness and décor	4.04	0.87	4.70	0.67	-0.66
Comfortness of bedding and seating	4.01	0.87	4.60	0.69	-0.59
Cleanliness of rooms	4.15	0.82	4.50	0.70	-0.35
Availability of guest room supplies	4.07	1.07	4.50	0.97	-0.42
Quality of fixtures	3.89	0.86	4.50	0.70	-0.60
Sufficient fixtures	3.89	0.85	4.50	0.70	-0.61
Room maintenance	3.89	0.97	4.70	0.67	-0.81
Room entertainment (TV, Video and Internet)	3.75	1.33	4.10	1.37	-0.34
Adequacy of fire safety facilities	3.85	1.42	4.60	0.96	-0.74
Availability of room services	3.85	0.92	4.40	0.51	-0.54
Staff appearances, grooming and presentation	4.01	1.04	4.70	0.48	-0.68
Staff courtesy and professionalism	3.95	0.88	4.80	0.42	-0.84
Voice and accent of staff	3.80	0.90	4.50	0.52	-0.69
Language proficiency of employees	3.86	0.89	4.50	0.52	-0.63
<b>Mean of means(Overall Perceptions)</b>	<b>3.93</b>		<b>4.54</b>		<b>0.66</b>

Table 4.22 shows that staff courtesy and professionalism; room maintenance score largest negative difference (-0.84 and -0.81) respectively. This denoted that managers did not understand the guest's needs on attributes measured. Staff courtesy and

professionalism reflects lack of interpersonal skills to employees in service quality delivery which necessitate the hotel manager to train their employees on interpersonal skills.

The managers' understanding in design service quality in the guestroom maintenance did not meet the guests' expectations. This situation arose in the hotel because management was not committed to service quality in the room and also maintenance employees could not translate the specification of room maintenance perfectly. The scenario represent gaps two and three in the SERVQUAL model where by management were reluctant to meets the needs of the service quality (Kandampully, 2007). Conversely, the availability of room service score positive difference showing that guests were satisfied with managers' effort to ensure service quality in the provision of room service.

#### **4.8.1.5 Total Gap between Guests and Managers Perception Service Quality Standards in Assessed Areas**

Table 4.23 presents the total gaps in all four areas of the hotel, general hotel product, front office, restaurant and bar and guest room. The Mean value of the guests and managers perceptions subtracted and the differences summed up to make the final general gap on the service quality.

**Table 4.23: Total Gap between Guests and Managers Perception Service Quality in Assessed Areas**

<b>Areas Assessed</b>	<b>Guests Overall Mean of mean for each area</b>	<b>Managers Overall mean of the mean for each area</b>	<b>Gap of Means (Difference between Guest and Manager perception)</b>
General Hotel product	4.42	4.37	0.05
Front Office	4.43	4.42	0.01
Restaurant and Bar	3.94	4.45	-0.50
Guest Room	3.93	4.54	-0.66
<b>Total Gap</b>			<b>-1.11</b>

The figures explained that the first two areas of general hotel product and front office scored the positive gap, meaning the service quality provided to guests exceeded what was planned by the managers. In other way, positive gap could be the result of guests did not spent much time in those areas hence encountering few moments of truth. The last two areas of restaurant and bar, guest rooms scored negative gaps indicating that what managers planned did not meet guest expectations. In general the total gap of -1.11 discovered, which provides evidence that there is gap between the managers' and guests' perception on the delivering of the service quality. However, the means obtained were subjected to inferential statistical significance (ANOVA) analysis of variances and results are shown on Table 4.24

**Table 4.24: Significant Attributes to Service Quality Standards**

<b>Attributes of the area</b>	<b>Level of significance (ANOVA test) <math>p &lt; 0.05</math></b>
<b>General Hotel product</b>	
Hotel design and presentation	0.03
Location accessibility and visibility	0.02
<b>Front Office</b>	
Speedy check in and check out	0.04
Staff courtesy and professionalism	0.05
Reasonable room rates/value for money	0.00
<b>Restaurant and bar</b>	
Quality , Colour and Presentation of food	0.02
Reasonable restaurant and bar prices	0.01
Variety of dishes on menu.	0.00
Creativity in service techniques and styles	0.02
Billing and cashiering procedures	0.02
Health and dietary	0.01
<b>Guestroom</b>	
Room ambience, quietness and colour	0.02
Comfortness of bedding and seating	0.04
Quality of fixtures	0.03
Sufficient fixtures	0.03
Room maintenance	0.01
Staff appearance grooming and presentation	0.04
Staff courtesy and professionalism	0.01
Voice and accent of staff	0.01
Language proficiency of employment	0.03

The result on Table 4.24 indicated that hotel design and presentation, location accessibility and visibility were significant at  $p = 0.03$  and  $p = 0.02$  respectively. Speedy check in and checkout, staff courtesy and professionalism significant at  $p = 0.04$ ; while reasonable room rates/value for money were significant at  $p = 0.01$  in front office area. The restaurant and bar; quality, colour and presentation of food were significant at  $p = 0.02$ ; reasonable restaurant and bar prices, creativity in service techniques and styles were significant at  $p = 0.01$ ; billing and cashiering procedures was significant at  $p = 0.02$ ; health and dietary was significant at  $p = 0.01$  and variety of dishes on menu was significant at  $p = 0.00$ .

Furthermore guestroom had more attributes which were significant these including room ambience, quietness and colour was significant at  $p = 0.02$ , comfortness of bedding and seating was significant at  $p = 0.04$ , quality of fixtures, sufficient fixtures were significant at  $p = 0.03$  room maintenance, Staff courtesy and professionalism, voice and accent of staff were significant at  $p = 0.01$ . Basing on these findings, the null hypothesis was rejected and concluded that there was significant difference between managers' and guest perceptions on service quality standards.

#### **4.8.2 The Influence of Management Practices on Service Quality Standards in Tourist Hotels**

Service quality standards delivery depends largely on employees' satisfaction on management practices because managers' decision create the internal environmental of service delivery (Borucki and Burke, 1999). To understand the influence of management practices on the service quality delivery, researcher asked the Human Resource Manager

to indicate the extent to which they think employees were satisfied with management practices. The same question was asked to employees to indicate the level of satisfaction to management practices of hotel. The likert scale was used as an indicator to measure both sides. The findings of study were analysed and computed for significance using Independent t- test.

The study identified items which had significance influence on employees' service quality delivery. This was done by analyzing the gaps of the management practices mean scores by using independent t-test. The results showed nine management practices out of eleven found significant. Leadership styles was significant at  $p = 0.04$  motivation, training and development, communication at all level significant at  $p = 0.01$  and rewarding style were significance at  $p = 0.02$  while employment process, compensation and employees' welfare were significance at  $p = 0.00$

**Table 4.25: Independent T- Test on Management Practices Satisfaction**

<b>Management Practices</b>	<b>Independent t-test</b>	<b>Df</b>	<b>Sig (2tailed)</b>
Leadership style	2.02	126	0.04
Employment process	2.70	122	0.00
Motivation	2.43	127	0.01
Training and development	2.45	124	0.01
Communication at all levels	2.42	124	0.01
Empowerment to employees	0.89	126	0.37
Performance appraisal	1.63	120	0.10
Compensation	4.06	126	0.00
Rewarding styles	2.24	122	0.02
Commitment to service quality	1.41	123	0.15
Employee welfare	2.75	124	0.00

Managers commented on the questionnaire that several methods were used to motivate the employees, including provision of bonus and extra time allowance. But the findings suggested that, the efforts were not enough to make employees feel appreciated. This provides good illustrations to the hotel managers, as already indicated that well compensated employees create a sense of ownership in the organization and encourage employees' loyalty (Bowen and Johnston, 1999; Brown and Peterson, 1993).

The result confirms that, in all researched hotels, employees were not satisfied with performance of the hotels management. This could be the reason for poor service

delivery in restaurant and bar, and guest room as shown in Tables 4.8 and 4.9 respectively. Hence, management practices significantly influence the service quality standards in tourists' hotels; thus rejecting the stated null hypothesis.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Summary and Conclusion**

The study researched service quality of four areas in the hotel which includes general hotel product, front office restaurant and bar and guestroom. Each researched area had attributes which respondent had to evaluate the level of satisfaction using five point's likert scale. The employees and managements evaluated how their daily responsibilities affect the service quality provision to hotel guests. The conclusion has been made basing on each objective.

The results obtained from study inform hotel managers on how to design service quality. It is clear that managers concertrate much on designing building with good presentation, facilities and best front office employees. However, this study provides evidence that restaurant and guestroom service were most neglected areas. The scenario could have long rooted far as from training institutions which might be admitting students with lower pass than that of front office students. In general front office has being receiving special priority that needs excellent employees because it represent front of the house where guest receives first impression. But, the managers must also appreciate that guest spends most of their stay in guestroom, restaurant and bar, and encounter many moment of truth in these areas which bring the necessity for employees of the said areas to be highly qualified.

This study has provided evidence that skills is very important in performing tasks and managers must understand that formal professional education imparts a cognitive skill which is very important in building up the interpersonal skills. The interpersonal skill has been pointed out as important skills that employee require to have in order for the organization to achieve service quality.

The researcher centered arguments on how hotel manager could create the internal environment of the organization to promote quality service delivery. Findings indicated that, there were no correction of mistakes and ambiguities which were happening during delivery of service quality. This means that employees were repeating the same mistakes, hence, manager failing to lock in guest's requirement into service quality specifications. Findings concluded that of On-Job-Training, employee professional qualification and communication at all level of the hotel are the factors which affect the delivery of service quality in researched hotels in Arusha.

## **5.2 Recommendations**

### **5.2.1 Recommendation for policy**

- The perceptions on service quality standards delivered differed significantly between hotel managers and guests. This variation between hotel managers' and guests perceptions emanated from the managers' failure to adhere to standards of service quality which had promised to deliver to their guests through various source of information. Therefore the formation of Quality Assurance for Accommodation and catering establishment in Tanzania is necessary. This will ensure the adherence in

“Stars Standards” and will be used as the yardstick to measure the performance of the hotel.

- The assessed attributes of service quality standards, related to employees’ competency did not reach level which guests expected. Employees found to lack both technical and interpersonal skills which are essential in delivering service quality. This could be result of curricular used in hotel schools where they coming from not focusing on building up prospective employees on these skills. Thus study recommends the hotel school curricular to put efforts on ensuring that skills required to work in the hotel industry are well addressed.

### **5.2.2 Recommendation for Practice**

- Role of management practices on delivery of quality services in hotels is very essential. Management practices play important role in ensuring the delivery of service quality hence, The hotel managers should ensure effective implementation of Management practices.
- The variation in perceptions between hotel managers and guest emerge from the fact thus manager were not locking in customer requirement when designing the service or product quality. Thus this study recommended that the guests’ requirement should be known before designing the service or product.

### **5.3 Suggestions for Further Research**

- The observed gaps in guestroom, restaurant and bar in this study provide evidence that empirical research should be conducted to ascertain the reasons for the negative service quality in these areas.
- A study should be undertaken in other areas which receive tourists such as Zanzibar and Dar-es-Salaam and their findings to be compared with the finding of this study. The study will provide evidence which area of tourists' destination required more effort to alleviate the service quality standards.

## REFERENCES

- Armstrong, M. (2006) **Handbook of Human Resource Management Practice**. 6<sup>th</sup> ed. United Kingdom, London, Kogan Page Limited
- Babakus, E. Yavas, U., Karatepe, M.O. and Avci, T. (2003).The effect of management commitment to service quality in employees' affective and performance outcomes *Journal of the Academy of Marketing Science*, 31(3), p272-286.
- Bagherian, M. (2007).Designing service quality in Four Star Hotels based on bound travelers point of view: Case of Safir Hotel. **Unpublished Master of Marketing and e- Commerce** Thesis: Lulea University of Technology and University of Esfaham Sweden
- Bailey, J.J. and McCullough, M.A. (2000), Emotional labor and the difficult customer: Coping strategies of service agents and organizational consequences. *Journal of Professional Services Marketing* 20 (2), p 51-72
- Baum, T. and Nickson, D.(1998).Teaching human resource management in hospitality and tourism: a critique. *International Journal of Contemporary Hospitality Management*, 10 (2), p 75–79
- Borucki C.C and Burke, M.J (1999) An Examination of service related antecedents to Retail Store Performance. *Journal of Organizational Behavior*, 20(6), p 943-962
- Bowen, D. and Johnston, R. (1999). Internal service recovery: developing a new construct, *International Journal of Service Industry Management*, 10(5), p 5-31
- Brady, M. and Cronin, J. (2001). Some new thoughts on conceptualizing perceived service quality: A hierarchical approach. *Journal of Marketing*, 65(July), p 34-49.
- Brown, S.P. and Peterson, R.A. (1993). Antecedents and consequences of Salesperson Job Satisfaction: a Meta analysis and assessment of causal effects. *Journal of Marketing Research*, 30 (February), p 63-77
- Caravan, T. N. (1997). Interpersonal skills training for quality service interactions, *Journal of Industrial and Commercial Training*, 29 (3), p 70–77
- Clark, R. A., Hartline, M.D., Jones, K.C., (2009). The effects of leadership in hotel employee commitment service quality. *Cornell Hospitality Quarterly*, 50(2), p 209 – 231
- Cochran, W. G. 1963. **Sampling Techniques**, 2nd Ed., New York: John Wiley and Sons, Inc p 462

- Cooper, D. and Schindler, P. (2003). **Business Research Methods**. Boston. Mc Graw-Hill
- Cran, D J. (1994). Towards validation of the service orientation constructs. *The Service Industries Journal*, 14, p 34-44
- Fisk, R. P., Brown, S.W, Bitner, M.J. (1993).Tracking the service evolution in marketing literatures, *Journal of Retailing*, 69 (1)
- Gabbie, O. and O'Neill, M. A.(1997). SERVQUAL and the Northern Ireland hotel sector: a comparative analysis – part. *Managing Service Quality*, 6 (6), p 25–321
- Grönroos, C (1984).A Service quality Model and its managerial implications: *European Journal of marketing*, 18 (4), p 36-44
- Grönroos, C., (2002). **Service Management and Marketing: A Customer Relationship Management Approach (2<sup>nd</sup> ed.)**. West Sussex, Wiley publishers
- Gržinic, D. (2007), **Concepts of service quality measurement in hotel industry** Hrcak.Srce. Hr/File/24337. Accessed 25/4/2010
- Hai-yan, K. and Baum, T. (2006). Skills and work in the hospitality sector: The case of hotel front office employees in China, *International Journal of Contemporary Hospitality Management*, 18 (6), p 509-518
- Hall ,J. (2011) Cross-Sectional Survey **Design: SAGE Research Methods**, <http://www.srmo.sagepub.com/view/of-survey/n120.xml>. Retrieved 9.9.2012
- Harper, B. (2000).'**Beauty, stature and the labour market**', Oxford Bulletin of Economics and Statistics. Changing Skill Needs of the Victorian **Services Industries**. [www.workandsociety.com/downloads/bodywork/aeslab.pdf](http://www.workandsociety.com/downloads/bodywork/aeslab.pdf). Retrieved 5/5/2011
- Hartog, D. and Verburg, R.M. (2002). Service Excellence from the employee point of view: The role of first line Supervisors. *Managing Service Quality*, 12 (12) p 159 -164
- Hickman, J and Mayer, K. (2003).Service quality and Human Resources Practices: A Theme park case study. *International Journal of Contemporary Hospitality Management*, 5 (2), p 116-119
- Israel, G.D. (2009). **Determining the Sample Size**, Institute of Food and agriculture, <http://edis.ifas.ufl.edu>. Retrieved 18.07.2010

- Kandampully, J., (2006).The new customer-centered business model for the hospitality industry. *International Journal of Contemporary Hospitality Management*, 18(3), p 173-187
- Kandampully, J.A (2007). **Service Management: The new Paradigm in Hospitality**, New Jersey, Upper Saddle River, Pearson Prentice Hall, p 65-127
- Kandampully, J., Mork, C. and Spark, B. (2001). **Service Quality Management in Hospitality, Tourism and Leisure**, p 159 – 191. New York, The Haworth Hospitality Press
- Mugenda, O. and Mugenda, A. (2003). **Research Methods; Quantitative and Qualitative Approaches**, Nairobi, African Center for Technology Studies Press, p 41-65
- Nadiri, H. and Hussain, K. (2005). Perceptions of service quality in North Cyprus hotels, *International Journal of Contemporary Hospitality Management*, 17 (6), p 469-480
- Nickson, D. Warhurst, C. and Dutton, E. (2005).The importance of attitude and appearance in the service encounter in retail and hospitality. *Journal of Managing Service Quality*, 15 (2), p 195-208
- Orodho, J.A (2008) **Techniques of Writing Research Proposal and Reports in Educational and Social Science**: Nairobi, Harlifax Printer and General Supplies
- Parasuraman, A. Zenithal, V.A. and Berry. L. L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64, p 12-40
- Parasuraman, A., Zeithaml, V. and Berry, L. (1985), “A conceptual model of service quality and its implications for future research” *Journal of Marketing*, Vol. 49,p 41-50
- Pfeiffer, J. (1998), **The Human Equation: Building profit by Putting People first**. Boston MA: Harvard Business School Press, p 80-85
- Provis, C. Shirley J. Barbara A. (2003). The selection and training of workers in the tourism and hospitality industries for the performance of emotional labor *Online Journal of Hospitality and Tourism Management*, [www.allbusiness.com/human-resources/472177-1.html](http://www.allbusiness.com/human-resources/472177-1.html) Retrieved 18/12/2009
- Schneider, B. and Bowen (1993).The Service Organization- Human resource management is Crucial. *Journal of Organizational Dynamics*, 21 (4) p 39 – 52

- Schneider, B. White, S.S and Paul, M.C. (1998, Linking service climate and customers' perceptions of service quality: Test of a casual model, *Journal of Applied Psychology*, 83 (20), p 150- 163
- Sharma, A. and Upneja, A.(2005). Factors influencing financial performance of small hotels in Tanzania, *International Journal of Contemporary Hospitality Management* 17 (6), p 504-515
- Sigala, M. (2008), Service quality and customer relationship management: Interrelationships and implications (Guest Ed.) *Managing Service Quality*, Vol 18, Issue 5
- Slåtten, T. (2009).The effect of managerial practice on employee-perceived service quality the role of emotional satisfaction: *Journal of Managing Service Quality*, 19 (4), p 431-455
- Teare, R. (1996) Hospitality operations: patterns in management, service improvement and business performance *International Journal of Contemporary Hospitality Management*, 8 (7), p 63-74
- Trip Advisor (2010) Hotel Popularity Index, <http://www.tripadvisor.com> Retrieved 12.7.2010
- Tsang, N. and Qu, H. (2000). Service quality in China's hotel industry: a perspective from tourists and hotel managers. *International Journal of Contemporary Hospitality Management*, 12 (5), p 316- 326
- United Republic of Tanzania (2002), **Integrate Tourism Master Plan**. Ministry Resources and Tourism. Tourism Department, Dar- Es – Salaam
- Wadawi, J.K. (2008). An Assessment of hotel products quality in Kenya a basis for building destination Competitiveness: **Unpublished Thesis of Doctor of Philosophy Degree**, University of Johannesburg, South Africa
- Waller, K. (1996). Improving Food and Beverage Performance, United Kingdom, London, Caterer and Hotelkeeper Association
- Wood, R.C. (1995). Status of hotel and catering work: theoretical dimensions and practical implications. *Hospitality Research Journal*, 16 (3), p 3-15.
- Zeithaml, V.A., Bitner, M.J. and Gremler D.D. (2006) **Service Marketing: Integrating customer focus across the firm (4<sup>th</sup> ed.)**. , New-York, Mc Graw – Hill International

## APPENDICES

### Appendix 1.1

#### 1.1.1 Sample of Informed Consent

**The Quality of Service Standards and Related Factors in Tourist hotels in Arusha, Tanzania**

I am Naiman Mbise a post graduate student at Kenyatta University, School of Hospitality and Tourism Department of Hospitality Management .I am undertaking a research entitled The **Quality of Service Standards and Related Factors in Tourist Hotels in Arusha, Tanzania**. The aim of the study is part of the requirements for the award of Master of Science in Hospitality and Tourism Management. Respondents are kindly requested to answer the questions to the best of their knowledge; information obtained will be accorded most confidentiality. Your participation and co-operation in the exercise is highly appreciated.

Thank you for your cooperation.

I (name of respondent) agree to participate in this study. I understand that the purpose of this research is for academic purposes and incase of any further clarification I can ask Mr. Naiman Mbise of *naiman22@yahoo.co.uk* , + 255 75633711.

This \_\_\_\_\_ day \_\_\_\_\_  
 Date \_\_\_\_\_ Signature \_\_\_\_\_

**1.1.2 Request Letter to Hotels**

**Naiman Ndelekwa Mbise,  
Kenyatta University,  
P.O. Box 43844 – 000100,  
Nairobi, Kenya.**

**Date** \_\_\_\_\_

**The General Manager,**

\_\_\_\_\_

\_\_\_\_\_

**Arusha, Tanzania**

**Dear Sir/ Madam**

**Ref: Request for Permission to Administer Research Questionnaires**

Please, refer to the heading above: I am a Senior Tutor at the **National College of Tourism (NCT) which is under the Ministry of Natural resource and Tourism.**

Currently I am enrolled in a postgraduate degree at Kenyatta University, Nairobi Kenya.

As part of the requirements for the award of Master of Science in Hospitality and Tourism Management; I am obliged to conduct a research for the final Thesis. By that obligation, I am conducting research **on the quality of service standards and related factors in tourist hotels in Arusha, Tanzania.**

Your establishment has been sampled to take part in this study. I am therefore requesting you to accept it; also to give me an appointment to come and discuss with you the contents of the questionnaires and modality of administering it. Because of the time frame given by the University I would be very grateful if you could offer me an

appointment before 15th August 2010. I am hopeful that this research will form a good baseline for the continuous improvement of service quality of hotels in Tanzania.

I would like to assure you that any information gathered in this study will solely be used for the intended purpose and high confidentiality will be practised. Lastly, the results of this research will be available to you once the study is completed and approved by the University examining board.

Thanking you in advance,

Yours Sincerely,

**NAIMAN, N. MBISE**

*Contact + 255 756337113, E-mail naiman22@yahoo.co.uk*

**Appendix 1.2 : Guests' Questionnaire****Study Title: The Quality of Service Standards and Related Factors in Tourist Hotels in Arusha, Tanzania****Hallo Guest,**

I am kindly requesting you to indicate *level of Satisfaction to the quality of service you have received in this hotel* by a **TICK (√)** in an appropriate scale given in the table below. The scale ranges from *1 (one) Not Satisfied at all* to *5 (five) highly satisfied*.

**1. Guests' Perception on Quality of Service in a Hotel****1A .General Hotel product (Please TICK √)**

Attributes of the Area	Level of satisfaction to quality of services you have received in this hotel				
	Not Satisfied at all ←				→ Highly Satisfied
	1	2	3	4	5
Hotel design and presentation					
Location, accessibility and visibility					
Parking space					
Environmental and Landscaping					
Health, fitness center and message Parlor					
In house security and safety and assurance					
Availability of business centre					

**1 B: Front office TICK (√)**

Attributes of the Area	Level of satisfaction to quality of services you have received in this hotel				
	Not Satisfied at all ←————→ Highly Satisfied				
	1	2	3	4	5
Comfortable and welcome feeling.					
Speedy check in and check out					
Staff appearance, grooming and presentation					
Language proficiency of staff					
Voice and accent of staff					
Reliability of message and wakeup call service					
Provision of accurate and reliable information					
Reasonable room rates / value for money					
Staff telephone manner					
Utilization of technology system					
Convenient and reliable reservation					
Speed and responsiveness to requests					
Professional complaint handling					
Staff courtesy and professionalism					

**1 C: Restaurant and Bar TICK (√)**

Attributes of the Area	Level of satisfaction to quality of services you have received in this hotel				
	Not Satisfied at all ←→ Highly Satisfied				
	1	2	3	4	5
Comfortable and welcome feeling in restaurant and bar					
Variety of dishes on menu					
Quality, colour, taste and presentation of food					
Health and dietary consideration					
Reasonable restaurant and bar prices					
Variety of drinks and wines					
Restaurant and bar ambience , décor and style					
Availability of staff to provide service					
Staff appearance, grooming presentations.					
Language proficiency of staff					
Voice and accent of staff					
Service attention, courtesy and professionalism					
Creativity in service techniques and styles					
Billing and cashiering procedures					

**1 D: Guest Room TICK (√)**

<b>Attributes of the Area</b>	<b>Level of satisfaction to quality of services you have received in this hotel</b>				
	<b>Not Satisfied at all ←→ Highly Satisfied</b>				
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Room ambience, quietness and décor					
Comfortness of bedding and seating					
Cleanliness of room					
Availability of guest room supplies					
Quality of fixtures.					
Sufficient fixtures.					
Room maintenance					
Room entertainment (TV, Video and Internet).					
Adequacy of fire safety facilities					
Availability of room service					
Staff appearance, grooming and presentation.					
Staff courtesy and professionalism					
Voice and accent of staff					
Language proficiency of employee					

### 1. General information about the guest

1.1. Please, indicate the purpose of your visit to Tanzania by a **TICK (√)** in appropriate box given below

<b>Holiday ( Visiting Parks, Game Reserves, Mountain and Beaches)</b>	
<b>Business</b>	
<b>Conference and meetings</b>	
<b>Visiting friends and relatives</b>	
<b>Missionaries</b>	
<b>Education</b>	
<b>Other ( Specify please)</b>	

1.2. Please, indicate the country of your origin\_\_\_\_\_

1.3. Please, indicate the age group you fall in by a **TICK (√)** in age groups shown below

<b>19 and below</b>	
<b>20 - 29</b>	
<b>30 - 39</b>	

<b>40 - 49</b>	
<b>50 - 59</b>	
<b>60 and Above</b>	

1.4. Please, indicate your gender by a **TICK (√)** in box given below

<b>Male</b>	<input type="text"/>	<b>Female</b>	<input type="text"/>
1.5. Please, indicate how many times you have visited Tanzania in box given below			
<b>Once</b>	<input type="text"/>	<b>Twice</b>	<input type="text"/>
<b>Thrice</b>	<input type="text"/>	<b>More than thrice</b>	<input type="text"/>

*Thank you very much, for devoting your Valuable time in this exercise!*

### Appendix 1.3: Managers' Questionnaire

#### Study Title: Quality of Service Standards and Related Factors in Tourist Hotels in Arusha, Tanzania

#### The Manager's perceptions on Quality of service hotel offers

As you are a Manager of this hotel; I kindly request you to indicate *level of your perception of quality of service which you offer to your guests* by a **TICK (√)** in an appropriate scale given in the table below. The scale ranges from *1 (one) Not important at all* to *5 (five) highly important*.

#### 1. A General Hotel product (Please TICK √)

Attributes of the Area	Level of importance of your perceptions to quality of services offered by hotel to the guests				
	Not Important at all ↔ Highly Important				
	1	2	3	4	5
Hotel design and presentation					
Location, accessibility and visibility					
Parking space					
Environment and Landscaping					
Health, fitness center and massage Parlor					
In house security, safety and assurance					
Availability of business centre					

**1 B: Front office TICK (√)**

Attributes of the Area	Level of importance of your perceptions to quality of services offered by hotel to the guests				
	Not Important at all ← → Highly Important				
	1	2	3	4	5
Comfortable and welcome feeling.					
Speedy check in and check out					
Staff appearance, grooming and presentation					
Language proficiency of staff					
Voice and accent of staff					
Reliability of message and wakeup call service					
Provision of accurate and reliable information					
Reasonable room rates / value for money					
Staff telephone manner					
Utilization of technology system					
Convenient and reliable reservation					
Speed and responsiveness to requests					
Professional complaint handling					
Staff courtesy and professionalism					

**1 C: Restaurant and Bar (TICK ✓)**

Attributes of the Area	Level of importance of your perceptions to quality of services offered by hotel to the guests				
	Not Important at all ← → Highly Important				
	1	2	3	4	5
Comfortable and welcome feeling in restaurant and bar					
Varieties of dishes on menu					
Quality, colour, taste and presentation of food.					
Health and dietary consideration					
Reasonable restaurant and bar prices					
Varieties of drinks and wines list					
Restaurant and bar ambient , décor and styles					
Availability of staff to provide service					
Staff appearance, grooming presentations.					
Language proficiency of staff					
Voice and accent of staff					
Service attention courtesy and professionalism					
Creativity in service techniques and styles					
Billing and cashiering procedures					

**1 D: Guest Room (TICK (√))**

Attributes of the Area	Level of importance of your perceptions to quality of services offered by hotel to the guests				
	Not Important at all ←→ Highly Important				
	1	2	3	4	5
Room ambience, quietness and décor					
Comfortness of bedding and seating					
Cleanliness of room					
Availability of guest room supplies					
Quality of fixtures.					
Sufficient fixtures.					
Room maintenance					
Room entertainment (TV, Video and Internet).					
Adequacy of fire safety facilities					
Availability of room service					
Staff appearance, grooming and presentation.					
Staff courtesy and professionalism					
Voice and accent of staff					
Language proficiency of employee					

**2. General information about the Hotel/lodge Manager**

2.1. How do you ensure that there is adequate sharing of information within the management team and employees?\_\_\_\_\_

2.2. To what extent are employees empowered to provide guest satisfaction?

\_\_\_\_\_

2.3. Please, indicate your Professional achievement in the box given below

**Certificate**

**Diploma**

**Higher diploma**

**Degree**

**Other (Please specify)**\_\_\_\_\_

2.4. Please, indicate your nationality \_\_\_\_\_

2.5. Give any suggestion (s) for further improvement on service quality in the Hotel industry in Tanzania

\_\_\_\_\_

\_\_\_\_\_

*Thank you, for devoting your valuable time in this exercise!*

#### Appendix 1.4: Human Resource Managers' Questionnaire

##### Study Title: The Quality of Service Standards and Related Factors in Tourist Hotels in Arusha, Tanzania

1. What is the name of your Organization \_\_\_\_\_?
2. How do you reach job seekers when a vacancy arises in the service department in your organization

Please rank your response by using **1, 2, 3...** (1 being **most frequently** used lasting with **less frequently** used)

Word of mouth	
Advertising in Public ( Newspaper)	
College Recruiting	
Private Employment Agencies	
Professional Association	
Walk- in ; Write –ins	
Temporary Services or Casuals	
Other (Specify)	

3. Below are three types of skills which are required in performing duties in the hotel industry especially for the employees in contact with guests. Please rank in accordance to their importance **during selection of new employee** , by indicating in appropriate table column ( Use **1 as most important and 3 as less important**)

Skills Type	Ranks
<b>Interpersonal skills</b> ( Attitudes, Honesty, Good communication skills , Motivation, Control of emotion , Good speaking business language ( English) etc)	
<b>Aesthetics Skills</b> ( grooming, dress, appearance, make up, voice, accents, body shape, attractive to people)	
<b>Technical skills</b> ( Carrying of plate correctly, Good book keeping competence, Good room cleaning competence)	

4. Which of the following aspects listed below, do you use in the short listing of prospective employees for interview; Rank them by 1,2,3... in order of ascending, starting with most crucial aspect lasting with less crucial. **Use 1 as a most crucial lasting with less crucial**

Qualification	
Previous Experience	
References from past employer	
Arrangement and neatness of application letter	
Passport size Photograph attached with CV	
Marital Status	
Age	
Gender	
Other (Specify)	

5. Do you train your employee on the first appointment?

Yes	
NO	

6. Do you conduct performance appraisal to your service employees

Yes	
NO	

7. How often in a year

Once	
Twice	
Thrice	
More	

8. Which following skills do your service employees lack, hence need to be trained? Use **1,2, an 3** to indicate the magnitude of the problem ( *1 being less training and 3 extensive training*)

Skills Type	Ranks
<b>Interpersonal skills</b> ( Attitude, Honesty, Good communication skills , Motivation, Control of emotion , Good speaking business language ( English) etc)	
<b>Aesthetics Skills</b> ( grooming, dress, appearance, make up, voice, accent, body shape, attractive to people)	
<b>Technical skills</b> ( Carrying of plate correctly, Good book keeping competence, Good room cleaning competence)	

9. How do you motivate your employees?

---

10. To what extent do you agree that employees are satisfied with the following management practices?

Important management practices	Completely Dissatisfied	Dissatisfied	Neutral	Satisfied	Completely Satisfied
	1	2	3	4	5
Leadership style					
Employment process					
Motivation					
Training and Development					

Communication at all levels					
Empowerment to employees					
Performance appraisal					
Compensation ( Salary ,Wage and Bonus					
Rewarding style					
Commitment to service quality					
Employee welfare ( Canteen, Medical etc)					

*Thank you very much, for devoting your valuable time in this exercise!*

No:-

**Appendix 1.5: Employees' Questionnaire****Study Title: The Quality of Service Standards and Related Factors in Tourist Hotels in Arusha, Tanzania****Please, (Tick  $\surd$ ) your response in a table provided in each question**

1. How far do you leave from place of your work?

0 – 5 km	
6 – 10 km	
11 – 15 km	
16 – 20 km	
Above 20 km	

2. Does the company provide transport to and from work?

Yes	
No	
Other ( specify)	

3. Please indicate which of these age groups you fall into?

$\leq 19$	
20 – 29 years	
30 – 39 years	
40 – 49 years	
50 – 59 years	
> 55 years	

4. What is your gender?

Male	
Female	

5. What is your marital status?

Single	
Married	
Divorced	
Widow	
Other ( specify)	

6. What is your professional qualification?

Primary education with experience	
Secondary education with experience	
Certificate level	
Diploma level	
Other specify _____	

7. What is your professional experience?

≤ 3 years	
3 – 5 years	

6 – 10 years	
11 – 15 years	
>15 years	

8. Do you understand the concept of service quality?

Yes	
No	
I have never heard	

9. When was your last training from this organization in regard to provision of service quality to guest?

Within past three month	
Six months ago	
One year ago	
None	
Other specify	

10. Are you committed to provision of service quality?

Yes	
No	

11. Which of the following aspects are main driver for you in offering service quality to guest ( *Please rank them in ascending order 1,2,3...., starting with 1 as the highest order*)

Leadership styles	
Working equipment	
Schedule of work	
Motivation	
Training	
Communication	
rewarding style	
Job satisfaction	

8. Which of the following aspects are main obstacles for you in offering service quality to guest( *Please rank them in ascending order 1,2,3...., starting with 1 as a highest order*)

Poor Leadership style	
Lack of Working equipment	
Poor schedule of work	
Poor Motivation	
Lack of training	

Poor communication between management and employee	
Poor rewarding style	
Job Dissatisfaction	

13. To what extent are you satisfied with the following management practices?

Important management practices	Completely Dissatisfied	Dissatisfied	Neutral	Satisfied	Completely Satisfied
	1	2	3	4	5
Leadership style					
Employment process					
Motivation to employees					
Training and Development					
Empowerment to employees					
Communication at all level					
Performance appraisal					
Compensation ( Salary ,Wage and Bonus					
Rewarding style					
Commitment to service quality					
Employee welfare ( Canteen, Medical etc)					

14. When was your last job evaluation (performance appraisal)

6 months ago	
--------------	--

1 year ago	
2 years ago	
None	
Other( specify)	

15. What is your job title and in which section do you work?

Job Title \_\_\_\_\_ Section \_\_\_\_\_

***Thank you very much, for devoting your Valuable time in this exercise!***

**Appendix 2: Published Tables for Sample Size**

Size of Population	Sample Size (n) for Precision (e) of:			
	±3%	±5%	±7%	±10%
500	A	222	145	83
600	A	<b>240*</b>	152	86
700	A	255	158	88
800	A	267	163	89
900	A	277	166	90
1,000	A	286	169	91
2,000	714	333	185	95
3,000	811	353	191	97
4,000	870	364	194	98
5,000	909	370	196	98
6,000	938	375	197	98
7,000	959	378	198	99
8,000	976	381	199	99
9,000	989	383	200	99
10,000	1,000	385	200	99

A = Assumption of normal population is poor (Yamane, 1967). The entire population should be sampled.

\* Indicates the sample size taken in this study.

Source: Israeli (2009) Determining the Sample Size

**Appendix 3: Areas that were used to Measure Hotel Service Quality Standards**

No:	Areas of Hotel	Attributes of the Areas
1	General Hotel product	<ul style="list-style-type: none"> <li>• Hotel design and presentation</li> <li>• Location, accessibility and visibility</li> <li>• Parking space and light</li> <li>• Environmental and Landscaping</li> <li>• Health and massage Parlor</li> <li>• In house security and safety and assurance</li> <li>• Availability of business centre</li> </ul>
2	Front office	<ul style="list-style-type: none"> <li>• Comfortable and welcome feeling.</li> <li>• Speed check in and check out</li> <li>• Staff appearance, grooming and presentation</li> <li>• Language proficiency of staff</li> <li>• Voice and accent of staff</li> <li>• Reliable of message and wakeup call service</li> <li>• Provision of accurate and reliable information</li> <li>• Reasonable room rate / value for money</li> <li>• Staff telephone manner</li> <li>• Utilization of technology system</li> <li>• Convenient and reliable reservation</li> <li>• Speed and responsiveness to requests</li> <li>• Professional complaint handling</li> <li>• Staff courtesy and professionalism</li> </ul>
3	Food and Beverage	<ul style="list-style-type: none"> <li>• Comfortable and welcome feeling in restaurant and bar</li> <li>• Varieties of dishes on menu</li> </ul>

- 
- |   |            |   |
|---|------------|---|
| 4 | Guest room | <ul style="list-style-type: none"> <li>• Quality colour, taste and presentation.</li> <li>• Health and dietary consideration</li> <li>• Reasonable restaur; Table 1: continue</li> <li>• Varieties of drinks and wines list</li> <li>• Restaurant and bar ambient, décor and styles.</li> <li>• Availability of staff to provide service</li> <li>• Staff appearance, grooming presentations.</li> <li>• Language proficiency of staff</li> <li>• Voice and accent of staff</li> <li>• Service attention courtesy and professionalism</li> <li>• Creativity in service techniques and styles</li> <li>• Billing and cashiering procedures</li> <li>• Room ambient, quietness and décor</li> <li>• Comfortness of bedding and seating</li> <li>• Cleanliness of room</li> <li>• Availability of guest room amenities</li> <li>• Quality of fixtures.</li> <li>• Sufficient and quality fixtures.</li> <li>• Room maintenance</li> <li>• Room entertainment (TV, Video and Internet.</li> <li>• Adequacy of fire safety facilities</li> <li>• Availability of room service</li> <li>• Staff appearance, grooming and presentation.</li> <li>• Staff courtesy and professionalism</li> <li>• Voice and accent</li> <li>• Language proficiency of employee</li> </ul> |
|---|------------|---|
- 

Source: Adapted from Tsang and Qu (2000); Wadawi, (2008)

