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HOUSEKEEPING SERVICE QUALITY AND GUEST SATISFACTION  
IN SELECTED STAR RATED HOTELS IN NAIROBI CITY COUNTY,  
KENYA

BY

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University.

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*Housekeeping service  
quality and guest*



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## DECLARATION


"This thesis is my original work and has not been presented for a degree in any other University."

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**DEDICATION**

To my family for cherishing me with affections and support throughout the course of my research and their confidence for success in my life, thank you.

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**ABBREVIATIONS / ACRONYMS**

|          |   |  |
|----------|---|--|
| EAC      | - | East African Community   |
| FF&E     | - | Furniture, Fixtures and Equipment                              |
| GRA(s)   | - | Guestroom Attendants   |
| KIPPRA   | - | Kenya Institute for Public Policy Research & Analysis          |
| KNBS     | - | Kenya National Bureau of Statistics                            |
| SERVQUAL | - | Service Quality  |
| SOPs     | - | Standard Operating Procedures                                  |
| TEDQUAL  | - | Tourism Education Quality                                      |
| UNESCO   | - | United Nations Educational, Scientific & Cultural Organization |
| UNWTO    | - | United Nations World Tourism Organization                      |
| WTO      | - | World Tourism Organization                                     |

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## OPERATIONAL DEFINITIONS OF TERMS

|                                  |   |
|----------------------------------|---|
| Housekeeping:                    | Is an operational department in a hotel, which is responsible for cleanliness, maintenance, aesthetic upkeep of rooms, public areas, back areas and surroundings. |
| Quality:                         | The totality of features and characteristics of a product or services that bear the ability to satisfy stated or implied needs.                                   |
| Cleaning:                        | Refers to the removal of visible dirt on any given surface by use of chemicals, cleaning equipment and methods.   |
| Sanitizing:                      | Describes the methods needed to reduce harmful microorganisms to safe levels so that individuals will not get sick.   |
| Standards:                       | Practical consistency of product or services that would bring guest satisfaction and translate to revenue generation.   |
| Renovations:                     | The process of retaining or improving the hotel image or changing the tangible guestroom product due to variety of reasons.                                       |
| Standard operating Procedures:   | Are written instructions intended to document how to perform a routine activity to ensure consistency and quality is maintained.                                  |
| Guest performance Satisfaction : | An evaluation of pre purchase expectation with perception of during and after the consumption of an experience.   |
| Hotel Rating:                    | Ranking of hotels into classes according to the quality of the hotel's facilities and services.   |
| Room Occupancy:                  | Relationship between the number of hotel rooms sold and the number of rooms available.  |

## ABSTRACT

The major contributors to guest patronage in a hospitality organization are the standards of cleanliness and quality of services offered. In Kenya, despite the knowledge, set rules and guidelines of housekeeping practice, hotels have been faced with complaints from guests ranging from room cleanliness and maintenance to the quality of services offered. The purpose of the study was to examine housekeeping service quality and guest satisfaction in selected star-rated hotels in Nairobi City County, Kenya. The study was guided by four objectives namely; to examine housekeeping services, determine housekeeping service qualities, establish guestroom physical amenities and examine challenges encountered by housekeeping personnel in achieving guest satisfaction. A cross sectional survey design was adopted in achieving the research objectives, with both qualitative and quantitative approaches being used for data collection. Nairobi City County offered a cosmopolitan base for the study as it hosts most of the star rated hotels therefore, providing a good source of respondents for the study. The population for this study comprised of 244 guestroom attendants, 21 executive housekeepers and 1033 hotel guests from star-rated hotels in Nairobi City County. Purposive sampling and stratified random sampling were used to select 21 executive housekeepers, 149 guestroom attendants and 280 hotel guests. The study used questionnaires, personal interviews and observations to collect data. Data collected were analyzed using both descriptive and inferential statistics. Factor analysis was used to identify housekeeping services most preferred by guests and guestroom attendants. It was found out that physical status of facilities in the guestrooms is well maintained and the housekeeping staff seems to be friendly and courteous. Regression analysis was used to measure the relationship between housekeeping service quality and guest satisfaction and the findings showed  $R=0.323$  which indicated there existed a weak but positive relationship of housekeeping services and guest satisfaction. Additionally, physical facilities in the guestroom which included aspects such as the different room categories, keycard door system, room doorbell, quality of the bed and mattress, the room and bathroom linen, furniture and fixtures, mini bar, air conditioning unit and guest amenities affected guest satisfaction. There existed a negative relationship between physical facilities found in the guestrooms and guest satisfaction with a coefficient of  $(-0.123)$  tested at 0.05 significant level. On challenges encountered by housekeeping personnel in achieving guest satisfaction, lack of enough housekeeping cleaning equipment, insufficient room linen, lack of enough staff and poor support from management highly contributed to poor service delivery. Based on these findings, the study concluded that star-rated hotels lack the technical know-how of identifying guests' needs.

Housekeeping quality services in selected star-rated hotels has a direct relationship with management decision making in that a unit change in decision making process directly influences the quality of service delivery. There is need for housekeeping service providers in the industry to be encouraged to formulate guidelines that will encompass all housekeeping practitioners to act as an internal regulatory body to ensure the industry offers quality services to its guests. It is recommended that further research be conducted on the new trends in hotel housekeeping practice, and challenges experienced by the department in implementation of the same.

## CHAPTER ONE: INTRODUCTION

### 1.1 Background of the Study

One of the things guests look for in a service is quality. Service quality can be defined as conforming to guest's expectations on a consistent basis (Kuruuzum & Koksai, 2010). The hotel service consists of three departments namely reception, food and beverage and housekeeping (Wang & Pearson, 2002). Jay and Dwi (2000) in their studies of quality service in hotel departments claimed that hotel guests perceive guest satisfaction with housekeeping to be more important than satisfaction with reception and food and beverage when deciding whether to return or recommend. Among various changes and improvements made by hotels to increase occupancy and guest satisfaction, housekeeping is regarded to be the key player to revenue generation (Andrew, 2008).

What makes a hotel popular amongst its guests is the effort made by the housekeeping department in ensuring that cleanliness and organization of the facility is in its rightful place. Recent research from Europe reported that hotel's reputation and image is improved through the mechanisms used by housekeeping in maintaining cleanliness, ambience and comfort (Maric, Marinkovic, Maric, Dimitrovski, 2016). One of the major factors considered in classifying hotels is the standard of cleanliness (Law of Kenya, 1986). The classification is done in a manner that the higher the star of the hotel, the better the quality of services expectations, amenities, standards and overall structure (Baum, 2002). Traditionally, housekeeping is not considered by hotel managers as a front line service department hence service training offered to the staff is minimal in comparison with that provided for reception and restaurant staff. In addition, few

research studies have focused on housekeeping service quality impact on guest satisfaction (Kawachart & Sriboonjit 2013).

Guest satisfaction is an important factor affecting the hotel business performance, it is regarded as the main driver of guest loyalty. According to Markovic & Raspor (2010), the high level of guest satisfaction leads to repurchase and favorable word-of-mouth publicity and eventually increases revenue. Guest satisfaction is a business philosophy which creates value for guests, anticipating and managing their expectations and demonstrating ability and responsibility to satisfy their needs (Dominici & Guzzo, 2010). Valdani (2009), points out that organization exist because they have a guest to serve.

In recent years, advancement in technology has rapidly made its way into housekeeping with the availability of innovative software solutions, modern gadgets and sophisticated equipment all to endeavor in achieving quality standards and to meet the today guests' demands (Fhrai magazine, 2014). Examples include minimum time observed in cleaning guestrooms, companies investing in the development of new cleaning equipment, eco-friendly cleaning chemicals, green practices and use of information technology in management of guestrooms services. Successful hotels worldwide such as Starwood hotels and resorts, Intercontinental hotels, Hilton international, Hyatt hotels; the Marriott's amongst others are examples adopting the new trends in their housekeeping practices (Green hotelier, 2012).

According to Ayele, (2012) class, elegance, ambience and quality services are amongst some of the major distinguishing factors of Nairobi hotels. According to the Kenya

gazette, Nairobi has eight 5-star-rated hotels, one 4-star-rated hotel, nine 3-star-rated hotels and three 2-star-rated hotels. The hotels are operating in high competition for market share and resources (<http://www.kenyaspace.com/hotels.htm>); with the County setting to host nine new international hotels which include Marriot, Accor, Radisson blu, Park inn, Lorno, Rezidor and Hilton (Kenya economic survey, 2013). The importance of housekeeping tasks in performance is undeniable, yet little research has been done to evaluate it (Sturman, 2006). Globalization has increased the number of people travelling for business and leisure, thereby increasing the demand for lodging facilities. Cleaning standards used must be practical to be able to provide a product that would bring guest satisfaction which will not only translate to revenue generation but also guest satisfaction. This study focused on housekeeping service quality applied in star-rated hotels in Nairobi City County and determined the factors affecting their application towards guests' satisfaction.

## **1.2 Problem Statement**

Housekeeping services in hospitality establishments play a significant role in enhancing guest satisfaction. It is a service that involves handling of well-travelled and experienced guests. With the emerging of innovation such as the use of technology in handling various activities in housekeeping efficiency and effectiveness has increased to enormous proportions. Kenya's tourism sector in particularly in the hospitality area has faced mixed reactions in terms of rating by guest on services provided in the accommodation section. Recent reviews by trip advisor (2013) show that 68 out of 96 hotels in Nairobi indicated service quality rated below average which means that guests are dissatisfied. Various authors such as Lycette (2010), Kimungu and Maringa (2010),

ILO (2001), Kamau and Waudu (2012), Balmer and Baum (1993) have pointed out challenges Kenya hotels faces in a bid to create effectiveness and efficiency in service delivery. Among the notable challenges are the continuous use of archaic procedures and tools practiced over twenty years ago, failure in addressing employee related grievances on issues related to competency and development and motivation aspect in sufficient budget allocation for the department. Housekeeping section plays a crucial role in revenue generation in the hospitality sector thus overall growth of the tourism sector. With tourism sector being the second largest exchange after agriculture in Kenya then why is there a decrease in guest satisfaction in various star rated hotels in Kenya?

Understanding the link between housekeeping service quality and guest satisfaction in star rated hotels in Nairobi City County is therefore critical in highlighting the direct effect of service quality on demand for accommodation in star rated hotels and guest satisfaction.

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

The purpose of this study was to examine housekeeping service quality and guest satisfaction in selected star-rated hotels in Nairobi City County.

### **1.4 Objectives of Study**

1. To determine the socio-demographic profiles of housekeeping personnel and hotel guests.
2. To examine the housekeeping services applied by various star-rated hotels.
3. To determine the housekeeping service qualities that affect guest satisfaction.

4. To establish how physical facilities, equipment and technology in guestrooms affects guest satisfaction.
5. To examine the challenges encountered by the housekeeping personnel in achieving guest satisfaction.

### **1.5 Research Hypothesis**

H<sub>01</sub>. There is no significant difference between the identified housekeeping services by guestroom attendants and guests.

H<sub>02</sub>. There is no significant relationship between the housekeeping service qualities and guest satisfaction.

H<sub>03</sub>. There is no significant relationship between hotel guestrooms physical facilities, equipment, technology and guest satisfaction.

#### **1.5.1 Research Question**

- i. What are the socio-demographic profiles of housekeeping personnel and hotel guests?
- ii. What challenges do housekeeping personnel encounter in achieving guest satisfaction?

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

This study makes important contributions to research and practice in the hospitality industry as follows: the study makes important contribution to the little researched area in the hospitality industry which is the housekeeping department. The study provides insights into the performance of housekeeping department in star-rated hotels in Nairobi

County, Kenya in relation to service quality. The study also contributes to the recognition of the dimensions of service quality that are important to guests in housekeeping services and bridge the gap in research by focusing on housekeeping quality services and guest satisfaction. In addition, findings of the study will assist hotel managers identify weaknesses in services provided by the housekeeping department and suggest possible ways of improvement thereby increasing hotel revenues. The study provides information that can be used to improve the quality of training by addressing the underlying causes of service dissatisfaction and hence guest satisfaction factors.

### **1.7 Scope of the Study**

The study covered twenty-one (21) selected star-rated hotels in Nairobi City County as follows: 8 Five star, 1 Four star, 9 Three star and 3 Two star hotels which were classified in 2003(Appendix 7). The study covered the following respondents; hotel guests, executive housekeepers and guestroom attendants.

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

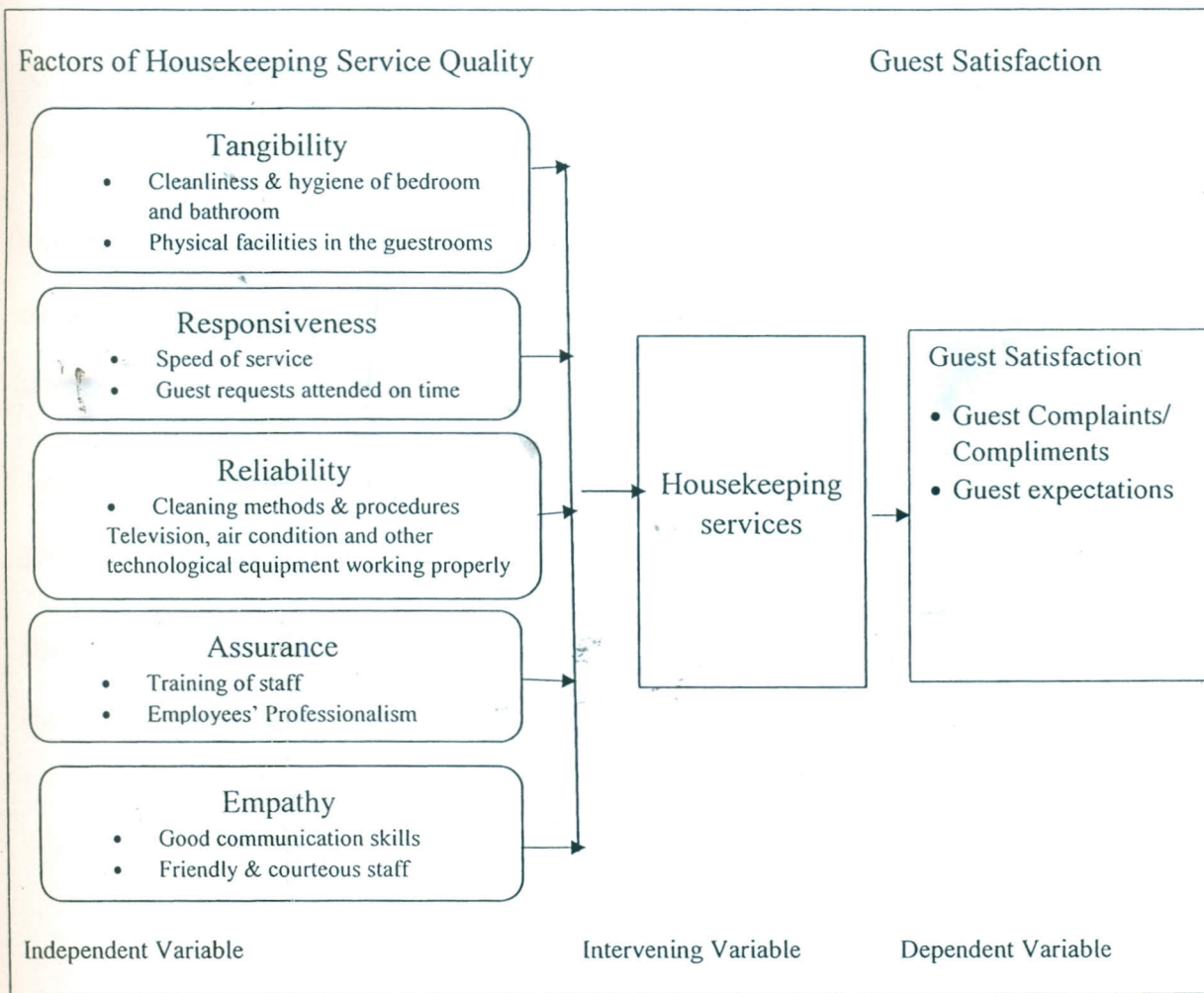
The study was carried out in selected star-rated hotels found in Nairobi City County. The researcher was aware that there were newly constructed international brands and independent hotels in the County, but could not include them to the population on the basis that they were not yet star-rated and therefore housekeeping service qualities used in those hotels could not be explored. The sampling frame identified however, gave a realistic analysis from which the findings can be generalized to hotels in Nairobi City County. The study targeted housekeeping employees at work, their immediate supervisors and managers who were not transparent on issues touching on their

operations and therefore, direct observation technique was used to back up the findings of the study.

### 1.9 Assumptions

The study assumed that all hotels have housekeeping service quality. The study also assumed that there was a clear cut link between housekeeping service quality and guest satisfaction. Finally the study assumed that the respondents provided truthful data.

### 3.12 Conceptual Framework and Measurement of Variables



**Figure 1. 1 Modified Framework of Guest Satisfaction In Housekeeping Service Quality by Kawachart & Sriboonjit, 20013**

The conceptual framework outlines the five dimensions of service quality (input) that have been derived from housekeeping service quality. Each of the five dimensions; tangibility, responsiveness, reliability, assurance and empathy (independent variables) was used to measure the housekeeping services (intervening variable), which may or may not lead to guest satisfaction (dependent variable) depending on how the guest expects or perceives the service delivery.

Tangibility was measured using cleanliness and hygiene of the guest bedroom and bathroom, and physical status of facilities found in the guestrooms.

Responsiveness was measured using speed of service delivery by the guestroom attendants and guest requests attended on time.

Reliability was measured using cleaning methods and procedures television, air condition and other technological equipment whether working properly towards guest satisfaction.

Assurance was measured using staff training and employee professionalism towards guest satisfaction.

Empathy was measured using communication skills, friendliness and courtesy of housekeeping staff towards guests.

## CHAPTER TWO: LITERATURE REVIEW

### 2.1 Introduction

This chapter presents a review of literature related to housekeeping service qualities and guest satisfaction. The review covers the objectives of the study and focuses mainly on the hotel housekeeping service qualities, and guest satisfaction on the theory of SERVQUAL model of service quality gaps.

### 2.2 Housekeeping Services

In 2003, Hartline, Woolridge and Jones conducted a study on guest perceptions of hotel quality in hotels in the United Kingdom found out that the performance of housekeeping services was very important in the evaluation of service encounter. Imagine what it would mean for you to take a drink from what you thought was a clean water glass found in the guestroom, only to find an old lipstick stain stuck to the rim. Something as simple as an unclean water glass can negatively affect the experience of a hotel guest.

Cleaning refers to the removal of visible dirt while sanitizing describes the methods needed to reduce harmful microorganisms to safe levels so that individuals will not get sick (Andrews, 2008). This has been well described in most housekeeping textbooks (Jones, 2007; Nitshke & Frye, 2008; Casado, 2012; Raghubalan & Raghubalan, 2007). Majority of complaints and compliments received in hotels pertain to poor standards of guestroom cleanliness (Kuhn, 2007).

Although the act of cleaning guestrooms is repeated by the room attendant thousands of times a day in hotels, the systems and techniques used differ from one hotel to another.

Almanza, Ghiselli and Khan (2014) in their study argue the time taken to clean a standard hotel guestroom is shrinking as a result of economic pressures and changes in room design. In another argument, Vanselow et al., (2009) study on hotel room attendants and labor markets in Europe and the US, established that there was evidence of work intensification by room attendants to either clean more rooms or clean more items in each room, or both. The authors further noted that the time calculated by management to clean the rooms is being shortened; therefore most rooms cannot be cleaned on time (Vanselow et al., 2009).

Raghubalan, and Raghubalan (2007) identified housekeeping department objectives and responsibilities as follows: ensure high standards of cleanliness and hygiene in all areas the department is responsible, establish a welcoming atmosphere and ensure staff are courteous to the guest, employ the most effective cleaning methods and procedures, guests' requests are attended promptly, guestrooms are prepared on timely basis, ensure training, control and supervision of all staff is done, coordinate renovation and refurbishing of the hotel property in consultation with the management and interior designers, achieve maximum efficiency in ensuring care and comfort of guests in the rooms, select the right staff and ensure quality of work is maintained and good flow of information in regard to the housekeeping operations.

Guestrooms are the heart of the hotels and therefore the effort that housekeeping department makes in giving a guest a desirable room has a direct bearing to the guest's experience in a hotel (Jones, 2008). Sherman (2011) in her study on beyond interaction:

customer influence on housekeeping and room service work in hotels, points out that specific standards on how to clean guestrooms are actually non-existent in most hotels.

Opondo (2014) employed a descriptive survey design to assess the quality of services provided by guest houses in Mombasa Island. Simple random and convenience sampling techniques were used to select 384 respondents for the study. Interview schedules, questionnaires and observation schedule were used to collect data. Content analysis was used to analyze qualitative data whereas quantitative data was analyzed using descriptive statistics including frequencies, percentages, tabulations and factor analysis. The findings showed that cleanliness, well lit rooms, clean linen, courtesy of staff and safety in the rooms are most significant housekeeping services.

The study failed to measure the quality of services due to the study design that was adopted. Furthermore, the study was conducted in Mombasa Island. The present study adopted a cross-sectional survey design to examine housekeeping service quality and guest satisfaction in selected star-rated hotels in Nairobi City County.

### 2.3 Housekeeping Service Quality That Affect Guest Satisfaction

According to Wilson, Harris and Small (2008), service quality and guest satisfaction has certain mutual effects. The authors further state that, service quality focuses specifically on dimensions of service while satisfaction is generally a broader concept. Guest satisfaction is established upon the level of service quality that is provided by the service providers (Saravana & Rao, 2007).

Thuo (2008) in his study realized that failure to meet customer's needs and expectations may result in dissatisfaction with the service delivered.

Sharma (2014) applied the SERVQUAL model in the hotel industry to evaluate the importance of services provided. He found out that the five dimensions to be relevant and appropriate. Akan (1995) examined the applicability of SERVQUAL in Turkey, conducted a study in Istanbul for four and five star-rated hotels and concluded that SERVQUAL is a valuable tool but not generic and therefore, needs to be modified as per the specific service situations. Manyi (2011) while studying the relationship between customer satisfaction and service quality found out that all the five dimensions of service quality were significantly related to customer satisfaction. This outcome of the study indicated that to satisfy customers, organizations need to improve dimensions of service quality. These results were consistent with Akoko (2012) findings that service quality dimensions and customer satisfaction in the Kenyan telecommunications industry and established that the five service quality dimensions had a positive impact on customer satisfaction.

Kangogo, Manyasi and Musiega (2013) studied the effect of customer satisfaction on the performance of the hotel industry in the western tourism circuit of Kenya and found out that guests were more satisfied with reservation, reception, food quality and beverage quality, while Ayele (2012) found out in his study that hotels in Kenya are recognized for factors such as the category of hotel, ambience, elegance and quality of service delivered to the different types of guests. This means that the higher the star the hotel is rated, the higher the quality of services delivered to its guests. Juwaheer and Ross (2013) in their findings of hotel guest perceptions in Mauritius, reported that business travelers are considered as one of the key market resources because they are frequent travelers who use hotel resources globally. Wilkins, Merrilees and Herington (2007) further point out, due to their purpose of non-personal travel and indifference to personal interactions, their decision making processes are determined by their perception of service delivery.

Quality is one of the things that guests look for in an offer in which service happens to be one (Solomon, 2009). The hospitality industry has witnessed increasing competition for high service quality and guest satisfaction, thus the need for hotels to understand what the guests need and want from the service experience (Parayani, Masoudi and Cudney, 2010). Parasuraman et al. (1985) in their study of multiple-item scale for measuring consumer perceptions of service quality, observed that service quality can be defined as "a measure of how well the service level delivered matches guest expectations; delivering quality service means conforming to guest expectations on a consistent basis".

Diverse studies done on European hotels have analyzed factors that influence guest satisfaction especially in the guestrooms (Gunderson et al., 1996; Choi and Chu, 2000; Qu et al., 2000; Gu and Ryan, 2008) which included housekeeping personnel willingness to provide services, amenities offered in hotel rooms, comfort of the guestrooms, quality of guestrooms, quality of staff performance, bed comfort, bathroom and facilities cleanliness, room size, appearance of the room. According to Ladhari (2012) findings in his study on the lodging quality index in Canadian hotels identified tangibility, reliability and responsiveness aspects as the most important in acquiring guest satisfaction.

Kariru and Aloo (2014) in their study on customers' perceptions and expectations of service quality in hotels in Western Kenya tourism circuit found out that the quality of various facilities in guestrooms have serious influence towards guest hotel experience, while Laetitia and Yi Wang (2006) in their research of dimensions of guest house in South Africa found out that hotel guests also identified professionalism of staff as the most important determinant when selecting somewhere to stay.

Workers in housekeeping department have minimal guest interactions and produce tangible products (clean rooms and bathrooms), they exist to satisfy relatively immediate guests' needs (Sherman, 2011).

Watiki (2014) used performance only model (SERVPERF) to investigate the relationship between service quality and customer satisfaction among hotels in Nairobi. The study adopted a descriptive design. A sample of 358 respondents from a population of 3412 hotel guests was selected for the study. Five point Likert scale

questionnaire was used to collect data whereas linear regression was used to analyze data. The findings revealed that tangibility, reliability, reliability, assurance and empathy yielded positive relationship with customer satisfaction.

Further, it was found that service quality had a statistically significant effect on customer satisfaction. Even though the reviewed study found a significant relationship between service quality and customer satisfaction, the study used SERVPERF model which focused on performance only. The present study used SERVQUAL model which analyzed the guest perception and expectations. Further, the study used questionnaires only to collect quantitative data. The present study used questionnaires, interview schedule and observation checklist to collect both qualitative and quantitative data.

#### **2.4 Guest Room Physical Amenities and Guest Satisfaction**

Seifert and Messing (2006) used a cross sectional design, to investigate housekeeping services in the hotel industry in Canada. The study found out that services in housekeeping department have improved over the last 10 years. Further, the study revealed that the services improved due to physical amenities being dusted, replaced and cleaned. In addition, mattresses and bed linen have been replaced by bigger and heavier versions of king-sized beds taking approximately 1.6 times. Major housekeeping tasks such as turning mattresses, cleaning electric heaters, fans, fridges and corridors during low occupancy are now supposed to be attended on daily basis. The housekeeping management team therefore, has to balance productivity and quality to ensure that the department operates efficient and effectively and to the satisfaction of the guests.

In a recent study, Mohsin and Lockyer (2010) identified physical quality (room furnishings), prompt response on reservation and value for the money placed to be of high importance by guests when selecting hotels. In other studies, guests have used both physical and service qualities of a hotel to select and judge the quality of services they experience in hotels (Ekinici, Daves & Massey, 2008). According to Mark (2008), most hotels go through some level of change every 5 to 7 years to modernize the physical features of the property in order to remain competitive.

Locker, (2002) in his study of hotels in New Zealand, discovered that guests rated bathroom and shower quality, standards of bedroom maintenance and comfort of mattress and pillow, highly when determining accommodation selection. Hotels change their physical facilities, equipment and technology in guestrooms as a reactive rather than proactive property management tool to keep up with competition, to maintain or increase market share by satisfying current or potential guests, to maintain hotel image, to comply with new trends and technology and to improve operational efficiency (Hassananien, 2006; Gu and Ryan, 2008; Poon and Low, 2005; Qu et al., 2000; Choi and Chu, 2000). According to Heung (2000), satisfaction levels of mainland Chinese travelers with Hong Kong hotel services found that attributes such as room amenities, physical appearance of hotel rooms, hotel reputation, laundry services, view of surrounding area are among the attributes that contributed towards guests being dissatisfied with hotel services.

East African Community (2009) town hotels classification rating highly emphasized on the importance of guestrooms by specifying requirements such as the room size,

fittings, furniture and equipment, furnishings and linen, room décor, bedroom communication system, bathroom hygiene, temperature in the room to mention a few. According to Nasution and Mavondo (2008), in their study on Organizational capabilities: antecedents and implications for customer value, realized each hotel class delivers services and facilities at a certain level of quality which is likely to lead to a diverse guest expectation. Lycette (2010) in her special report on innovation in housekeeping improves efficiency, highlighted that despite new technology been introduced to increase quality services in other hotel departments, housekeeping personnel still rely on the same archaic procedures and tools as practiced over twenty or more years ago.

A study by Murungi (2013) used a cross-sectional survey design to find out the choice of hotel facilities by guests with physical disabilities in Nairobi. Convenience, purposive and snowball sampling methods were used to select 361 respondents from a target population of 6099. Data was collected using questionnaires and interview schedule. Descriptive and inferential statistics were used to analyze quantitative data. The findings revealed that Kenya hotels were ignorant in the arrangements needed for knowledge of persons with disabilities.

Moreover, the findings revealed the poor attitude of hotel staff when it comes to handling persons with physical disabilities using hotel products. Even though interview schedule was used as a research instrument, there was no qualitative findings to support the quantitative findings. In addition, the study focused on persons with disabilities and therefore the findings may not be generalized to other respondents. The present study

focused on the physical amenities, equipment and technology found in the guestrooms that affect guest satisfaction.

## **2.5 Challenges of Housekeeping Personnel and Guest Satisfaction**

The nature of guest and hotel employee interactions constitutes the heart of the guests' evaluation of the service experience. According to United Nations Educational, Scientific & Cultural Organization (2005), there has been a falling of quality of service amongst hospitality employees. Similarly, Woolf (1990) in his study on hotels in Kenya revealed that most employees lack the essential level of service expected by international guests, knowledge of culture and value system of different nationalities. Housekeeping department is the second largest occupation comprising of 26% of all hotel employment (Bureau of Labour Statistics, 2003) tasked with labour intensive workload, low job control, low wages and few career advancement opportunities (Parker & Krauser, 1999).

Arthur, et al (2008) acknowledged that competent, trained employees with the right attitude to offer prompt and reliable services with modern equipment and information technology can be a source of competitive advantage and success to organizations. Fabricus (2002) in his study advocates for tourism education quality (TEDQUAL, 2001) to produce guidelines in industry standards. Wadawi, et al (2011) pointed out that proper training and motivation of service staff should be mounted to help in delivery of the desired services. In addition, Lycette (2010) cited that there being global shortage of skilled and well trained housekeeping managers who are all-rounders in people

management, financial management and practical housekeeping operational skills and yet the hospitality industry expects quality service delivery,' a clear case of insanity'.

The modern trend in the hotel industry emphasizes the importance of employee-guest interaction (Chu & Murrmann, 2006; Kuo et al., 2012). According to William, Khan, Ashill & Naumann, (2011) in their study on the effect of service provider's communication style on customer satisfaction in professional service setting, found out that the attitude of the service-provider had a great effect on the guest satisfaction.

## **2.6 Theoretical Framework**

The study was guided by the SERVQUAL theory, developed by Parasuraman, Zeithaml and Berry (1988). The SERVQUAL model was based on the difference between perception and expectation of quality of service through five dimensions namely; tangibility, responsiveness, reliability, assurance and empathy.

Parasuraman et al (1985) in their analysis using regression established that the five dimensions that can be used to measure or evaluate guests satisfaction are; tangible:- the appearance of physical facilities, equipment and personnel; reliability:- the ability to perform the promised service dependably and accurately; responsiveness:- willingness to help guests and provide prompt service; assurance:- the knowledge and courtesy of employees, and their ability to inspire trust and confidence; empathy:- the level of caring and individualized attention that the firm provides to its guests. They concluded that the five dimensions are the service quality parameters that can measure guest satisfaction.

Various authors (Wilson, Harris & Small, 2008; Sharma, 2014; Akoko, 2012) have successfully used SERVQUAL theory to determine the attributes in the hotel service delivery that contribute to guest satisfaction.

## **2.7 Summary of the Literature Review**

In this chapter, relevant literature has been reviewed on the relationship between housekeeping services and guest satisfaction. The literature revealed four pertinent issues as far as the area of study is concerned.

First and foremost, literature has shown that guests view quality service in terms of an assortment of attributes. The dimensions of service quality vary according to the type of services perceived by the guest and therefore the need to establish these dimensions according to the different services as in the case of this study, the housekeeping department. Hotel guests expect high quality services from housekeeping department that meet their expectations: cleanliness and hygiene in the guestrooms, requests attended on time, professionalism, friendly staff amongst other aspects offered in hotels.

Secondly, it is quite clear from literature that there is lack of empirical studies on guest satisfaction with housekeeping services provided by star-rated hotels in Kenya particularly in Nairobi County yet the department is regarded as the backbone of every hotel. The difference between what the guests expect and what they actually receive is regarded as the true measure of service quality. In addition, service quality literature lacks comparative studies that show service quality dimensions from housekeeping

employees and guest perspectives. The study was undertaken to address this gap in knowledge of looking at the perspectives of hotel housekeeping staff and hotel guests.

Thirdly, some studies have investigated different theoretical aspects of differentiated guest expectation according to hotel star-rating and realized that guests selecting luxury hotels expect high quality of services and a luxurious atmosphere, whereas guests selecting low categorized star-rated hotels expected only minimal services that meet their basic needs (Griffin et al., 1997; Nasution & Mavondo, 2008; Knutson et al., 1993). This may not be the case since knowing that guests also expect to see hotels embracing technology and improving the physical aspects of their facilities. When these expectations are met, guest satisfaction is achieved which ensues guest repeat visits to hotels. This approach may not be wholly applicable to all hotel guests.

Lastly, much of what has been documented on the challenges encountered by housekeeping department on level of education on their knowledge and skills has focused on star-rated hotels. Empirical literature on the contribution of education to housekeeping employees' knowledge and skills in housekeeping service quality was missing.

The study therefore sought to fill these gaps by studying the relationship between housekeeping service quality and guest satisfaction using the SERVQUAL theory.

## **CHAPTER THREE: METHODOLOGY**

This chapter focuses on the research design, the study area, the target population, sample size and the sampling procedures, the instruments, validity and reliability, methods of data collection and data analysis.

### **3.1 Research Design**

The study adopted a cross sectional survey design. This research design was considered adequate as it provided a deep insight into housekeeping quality services; it captured attitudes and patterns of behavior with regard to service delivery and guest expectations (Seifert & Messing, 2006; Wilkins et al, 2007). As such the research design was used for profiling, segmenting, predicting and examining associative relationships (Bryman & Bell, 2015). The research design also facilitated the exploration of relationships between the independent, dependent and intervening variables that had been identified for the study.

### **3.2 Study Area**

The study was carried out in two, three, four and five star-rated hotels in Nairobi City County. According to Nairobi Metropolitan Development (2008), Nairobi City County has well developed systems of hotels and top rated tour companies. The County also offers cosmopolitan base for the study as it is a home for most of the star-rated hotels therefore providing a good source of respondents for the study. In addition, the County has a relatively stable economic and political outlook that attracts a number of people to come for employment.

### 3.3 Target Population

The target population consisted of twenty-one (21) star rated hotels located in Nairobi City County. The average bed occupancy rate was extracted from the Kenya National Bureau of Statistics, (KNBS, 2017) which postulates the occupancy was 30.3 per cent in 2016, a drop by 1.2 from the previous year 2015. This bed occupancy rate was used to determine the number of guests the study incorporated in the population. The total number of hotel guestrooms in the star-rated hotels in Nairobi City County accounts to 3411 (Appendix 7). This translated to 1033 guests following the expected number of guests 30.3 per cent of the total number of guestrooms (3411) in the star-rated hotels. The ratio of the total number of hotel guestrooms to expected number of guests is 1: 0.303(1033).

The distribution of Executive housekeepers in the star-rated hotels were totaling to twenty-one (21) respondents. All hotels have one Executive housekeeper as the head of housekeeping department.

One (1) guestroom attendant attends to fourteen (14) guestrooms. The ratio of guestroom attendants to hotel guestrooms is 1:14 (Raghubalan & Raghubalan, 2007). A total of 244 guestroom attendants were used in the study. This was determined through the ratio formula where the total number of rooms in all the star-rated hotels was 3411 divided by 14 rooms cleaned by the guestroom attendant as indicated in Appendix 7.

### 3.4 Sampling Technique and Sampling Size Determination

The study used a mixture of census, stratified random sampling and purposive sampling techniques. A census study was done on all the star-rated hotels in Nairobi City

County. A stratified random sampling was used in star-rated hotels were divided into four strata where each stratum was treated to have the characteristics of homogeneity. The first was of five star hotels, the second strata was of four star hotels, the third strata was of three star hotels and the fourth strata was of two star hotels since there was no stratum of one star hotel (The Kenya Gazette notice, 2003). Purposive sampling technique was used for the 21 executive housekeepers as they are the key policy makers of the housekeeping services.

Since the population under the study is less than 10000, fisher's formula was applied in determination of sample size. This was arrived at through disintegrating Cochran sample size determination to fisher's sample size determination through the following formula Cochran (1975). Cochran formula:  $n^o = \frac{Z^2 pq}{e^2}$  Where  $Z^2$  is the abscissa of the normal curve that cuts off an area  $\alpha$  at the tails ( $1-\alpha$  equals the desired confidence level, e.g., 95%);  $e$  is the desired level of precision,  $p$  is the estimated proportion of an attribute ( $p = 0.5$  which is the maximum variability);  $q$  is  $1 - p$ . The value of  $Z$  is found in the statistical tables which contain the area under the normal curve.

$$n^o = \frac{1.96^2 * 0.5 * 0.5}{0.05^2} = 385$$

The  $n^o$  represents sample of Cochran. This is for a population size of above 10,000.

The study further reduced the sample generated from Cochran as follows using Fisher's

sample size determination.  $n = \frac{n^o}{1 + (n^o - 1) / N}$  where  $n$  is the sample size and

$N$  is the population size as tabulated below:

$$n = \frac{n^o}{1 + (n^o - 1) / N} \quad \text{For Hotel guests:} \quad = \frac{385}{1 + 385 - 1 / 1033} = 280$$

$$n = \frac{no}{1 + (no - 1) / N} \quad \text{Guestroom attendants: } = \frac{385}{1 + 385 - 1 / 244} = 149$$

The sample for hotel guests were distributed proportionately among the star-rated hotels with regard to the number of rooms as indicated in table 3.1.

**Table 3. 1 Sample Size of the Target Population**

| Description (Strata) | Population of Hotels | No. of Rooms | Population of Hotel Guests<br>1: 0.303 | Sample of Hotel Guests | Population of Executive housekeepers | Population of Guestroom attendants<br>1:14 | Sample of Guestroom attendants |
|----------------------|----------------------|--------------|--|------------------------|--------------------------------------|--|--------------------------------|
| Five Star            | 8                    | 1789         | 542                                    | 107                    | 8                                    | 129  | 79                             |
| Four Star            | 1                    | 100          | 30                                     | 13                     | 1                                    | 7  | 4                              |
| Three Star           | 9                    | 1168         | 354                                    | 120                    | 9                                    | 83   | 51                             |
| Two Star             | 3                    | 354          | 107                                    | 40                     | 3                                    | 25   | 15                             |
| Total                | 21                   | 3411         | 1033                                   | 280                    | 21                                   | 244  | 149                            |

The five star strata comprises of eight hotels, while four stars is one hotel, three stars is nine hotels and two stars is three hotels.

### 3.5 Research Instruments

The study used method triangulation approach by using structured questionnaires, an observation checklist and personal interviews to collect data as used by Anderson (2010).

### 3.5.1 Questionnaires

Questionnaires were used to collect data from the Executive housekeepers, Guestroom attendants and hotel guests. This technique was used due to the sensitivity of the work of the Guestroom attendants and the hotel management discomfort to having their guests interviewed by an outsider (the researcher). Questionnaires for hotel guests were used to collect data from the guests on their expectations in the hotel rooms. The questions were based on the guests determining which housekeeping service quality affect guest satisfaction, and how the physical facilities, equipment and technology affect guest satisfaction. Questionnaires for Guestroom attendants were used to collect data on identified housekeeping services applied by various star-rated hotels, determine the housekeeping service qualities that affect guest satisfaction and identify the challenges encountered by the housekeeping department in achieving guest satisfaction. Questionnaires have the ability to collect large amount of information in a reasonably short span of time. Both open and closed ended questions will be used.

### 3.5.2 Observation Checklist

Observation technique was done through examining a checklist and the questions asked in the questionnaire if in reality they existed. None of the respondents were asked questions in the observations checklist; it was only based on what the researcher observed. It is argued that behaviors are more stable over time than are attitudes and opinions (Gobo, 2011).

### 3.5.3 Personal Interviews

In addition to questionnaires, personal interviews were also held with the executive housekeepers in the selected star-rated hotels to obtain supplementary information concerning the housekeeping services applied by various star-rated hotels in Nairobi County, the housekeeping service qualities that affect guest satisfaction, how physical facilities, equipment and technology has affected guest satisfaction and the challenges encountered by the department in achieving guest satisfaction. The interviews were tape recorded with the consent of the interviewees.

### 3.6 Pre-testing

Four reputable hotels namely: Nairobi Safari Club, Crowne Plaza, Tune Inn and Hilton Garden Inn hotels were chosen randomly. Interview pretests were conducted to four executive housekeepers. According to Johnson (2006), 2 -10 respondents are sufficient for pre-test. Questionnaires were given to fifteen (15) GRAs and twenty-eight (28) hotel guests respectively. According to Mugenda and Mugenda (2013), 10 per cent of sample size of the actual study is adequate for pre-test. The chosen hotels were not used in the main study.

Minor revisions were made after the pre-test study. The procedures used in the pretesting of the research instruments were used during the actual study. Analysis of the pre-tested data was used in the improvement of the instruments in terms of measuring validity and reliability.

### 3.7 Validity and Reliability

#### 3.7.1 Validity

Validity is the strength of the research conclusion, inferences or proposition. Gall, Gall and Borg (2007) reasons, validity can be referred to as credibility, conformity or dependency of qualitative research. The instrument was given to the researcher's supervisors and executive housekeepers to establish face validity, identify problems and obtain suggestions.

The pre-tests helped in enhancing the validity and reliability of the instrument and improved the questionnaires in both consistency and clarity.

#### 3.7.2 Reliability

##### Reliability Statistics

|                  |            |
|------------------|------------|
| Cronbach's Alpha | N of Items |
| 0.7              | 10         |

##### Case Processing Summary

|       |                       | N   | %     |
|-------|-----------------------|-----|-------|
| Cases | Valid                 | 148 | 99.3  |
|       | Excluded <sup>a</sup> | 1   | .7    |
|       | Total                 | 149 | 100.0 |

**Figure 3.1: Reliability Statistics**

To ensure that the questionnaires generated consistent and reliable results, the main factors were subjected to a Cronbach's alpha coefficient test to assess their suitability in addressing the questions during the pre-test and also during the data analysis. A Likert scale of "strongly agree" to "strongly disagree" using a 5-point measure was employed in the questionnaire covering the specific objectives. The reliability coefficient for this

case was 0.7 which was acceptable. Nunnally (1978) indicated that 0.7 to be an acceptable reliability coefficient. The higher the coefficient, the higher the reliability test.

### **3.8 Data Collection Procedures**

A research permit was obtained from the National Commission for Science, Technology and Innovation. To secure appointments, bookings were done by telephone calls followed by personal visits. Drop and pick later method was used to collect the filled questionnaires. Self-administered questionnaires were hand delivered to executive housekeepers who were to distribute them respectively to the GRAs and hotel guests. The researcher was unable to administer questionnaires to GRAs due to their busy schedule that is cleaning an average of 12 guestrooms per day. Further the researcher was not able to determine the availability of hotel guests. This therefore necessitated approaching the executive housekeepers to distribute the questionnaires to GRAs and hotel guests.

#### **3.8.4 Secondary data**

Information that had already been collected for some purpose other than the problem at hand and by other parties was also utilized. This involved use of books, journals and various housekeeping departmental reports. Books and journals were utilized in reviewing past studies carried out while housekeeping departmental reports were used in generating the sampling frame. This data was helpful in discussing the findings from this study.

### 3.9 Data Analysis

Once data was collected, questionnaires were coded, summarized and cleaned for possible errors. Data was analyzed using the statistical electronic data analysis package (SPSS) version 20 because of its ability to analyze all variances that occur in data.

The study analyzed objective one using a mixture of descriptive and factor analysis techniques with the aim of generating descriptive statistics such as means, frequencies and percentages. Objective two mainly concentrated on regression analytical techniques with the aim of identifying variances and influence of various variables had on the dependent variable, while objective three used descriptive statistics and regression analysis with the aim of predicting the relationship that existed between dependent and independent variables. Objective four mainly concentrated on content analysis given the characteristics which was qualitative in nature. Content analysis was also used to analyze qualitative data. The recorded interviews were played back several times to capture different themes as per the objectives of the study. Brief notes on relevant information collected from the response of the interviews were listed down, categorized and identified into themes and subsequently summarized according to the star-rating of the selected hotels.

Table 3. 2 Data Analysis Matrix

| Objective   | Method of Analysis  | Justification  |
|---|---|--|
| To identify the housekeeping services applied by various star-rated hotels.                             | Descriptive statistics: means, frequencies and percentages<br>Factor analysis                           | To enable the description of respondents vividly.<br>To identify the consistency of housekeeping services offered in star-rated hotels as perceived by the guestroom attendants.                             |
| To determine the housekeeping service quality that affect guest satisfaction.                           | Descriptive statistics: percentages, mean, graphs<br>Factor analysis<br>Regression Analysis             | To identify the correlation among the variables<br>To indicate the variance of each variable as preferred by the Guestroom attendants and hotel guests.<br>To compare the relationship between the variables |
| To establish how physical facilities, equipment and technology in guestrooms affect guest satisfaction. | Descriptive statistics: percentages, mean, graphs<br>Inferential statistics: Regression analysis, ANOVA | To enable description of scores and reveal the importance of various factors.<br>To predict the relationship between one or more independent variable and the dependent variable                             |
| To examine the challenges encountered by the housekeeping personnel in achieving guest satisfaction.    | Descriptive statistics: percentages, mean, graphs<br>Content analysis                                   | To enable description of scores and also reveal the desired situation<br>To extract similar challenges and suggestions as portrayed by the respondents   |

### **3.10 Logistical and Ethical Considerations**

A research authorization letter from Kenyatta University Graduate School (Appendix 6) was sought to obtain a research permit from the Ministry of Education before data collection. A research permit was obtained from National Commission for Science, Technology and Innovation. The researcher sought permission from General Managers explaining the purpose of the study. The researcher sought consent from the respondents before administering the research instruments. The researcher ensured confidentiality of all information given by the respondents and also ensured that the individual names of all involved respondents were not revealed.

## CHAPTER FOUR: FINDINGS AND DISCUSSION

### 4.1 Introduction

The purpose of this study was to examine housekeeping service quality and guest satisfaction in selected star-rated hotels in Nairobi City County. This chapter focuses on the findings and discussions of the study. It highlights the overview of the study that is followed by the findings based on the study objectives and hypotheses testing.

### 4.2 Overview of the Study

Table 4. 1 Response Rate

| Instrument                              | Target | Achieved | Percentage %  |
|---|--------|----------|---------------|
| Questionnaire for hotel guests          | 280    | 221      | 78.9%         |
| Interviews for Executive housekeepers   | 21     | 21       | 100%          |
| Questionnaires for guestroom attendants | 149    | 149      | 100%          |
| Observations*                           | 21     | 15       | 71.4%         |
| Total                                   | 471    | 406      | 86.1%         |
| Overall Response Rate                   |        |          | <b>87.28%</b> |

Responses were received from 221 (78.9%) hotel guests out of 280, for guestroom attendants and executive housekeepers the response rate was at 100%. Observation checklist were 15 (71.4%) out of the targeted 21 hotels. This was due to laxity of several hotel executive housekeepers who were uncomfortable with the survey being conducted at their establishments and only requested to answer questions without the use of the observation checklist. This was inconformity with DeMunck and Sobo (1998) who stated that at times, the researcher may not be interested in what happens

around and that one must rely on the use of key informants. The overall average response rate was 87.28%. This response rate was above the 60% that is generally used as a threshold for survey quality in social sciences (Johnson & Wislar, 2012) as shown in table 4.1.

### 4.3 Hotel Categories

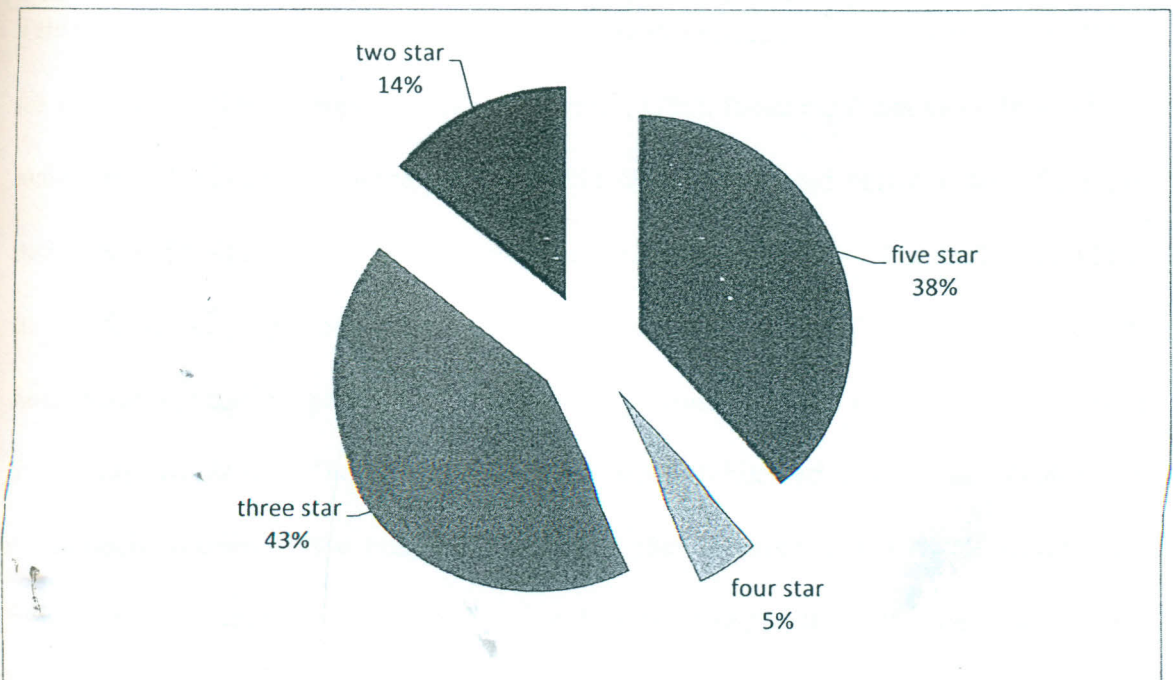


Figure 4. 1 Categories of Hotels

Majority of the star-rated hotels in Nairobi County were three-star. This therefore shows, majority of the hotels from which data was collected were from three star-rated hotels.

### 4.4 Social Economics Characteristics of Participants

#### 4.4.1 Age and Gender for GRAs and Executive Housekeepers

Table 4. 2 Age and Gender for GRAs and Executive Housekeepers

| Description | Guestroom Attendants |         | Executive housekeepers |         |
|-------------|----------------------|---------|------------------------|---------|
|             | Male                 | Female  | Male                   | Female  |
| 18 - 25     | 12                   | 13      | -                      | -       |
| 26 - 35     | 45                   | 37      | 5                      | 6       |
| 36 - 45     | 19                   | 13      | 1                      | 5       |
| 46 - 55     | 5                    | 2       | 1                      | 3       |
| No Response | 1                    | 2       | -                      | -       |
| Total       | 82(55%)              | 67(45%) | 7(33%)                 | 14(67%) |

Table 4.2 revealed that guestroom attendants aged between 26 – 35 years were (45%) for male while their female counterparts were (37%), those aged between 36 – 45 for male were (19%) and the female were (13%) while those aged between 46 – 55 years male were (5%) and their female counterparts (2%) respectively. The high percentage in youth occupying housekeeping sector might be attributed to the notion that housekeeping requires persons who are not only young but also energetic to cope with the heavy workload. These findings differ with Whiteford and Nolan (2007) on employment profile of the hospitality industry that reported that 40% of hospitality (housekeeping) workforces in New Zealand were younger than 25 years old. The findings also support Taylor (2002) study on people, organization employee resourcing in Australia that, the nature of hotels employment with working odd hours, working in shifts and the social stigma of working in the hotels curtailed many female in joining the industry. The male dominance in housekeeping may be attributed to the labor intensive work demanded by the department.

The study also revealed that executive housekeepers were below the age of 55 years. This was evident in the findings where respondents of the age of 26 - 35 years comprised of (5) male and (6) females while age between 46 -55 years comprised of (1)

male and (3) female while 36-45 comprised of (1) male and (5) females respectively. As indicated in table 4.2. The study further found out that in relation to gender of the respondents, the female executive housekeepers were 67% and the male were 33%. This is an indication that gender is a key factor in employees working in the hotels. These findings support Kattara (2005) study on career challenges for female managers in Egyptian hotels where it was realized that women in the hospitality industry occupied positions in specific departments namely; the “room division” and the “marketing” departments. This may be attributed due to females being more attractive in handling people-oriented positions, as well as considering them to be more successful in dealing with public.

#### 4.4.2 Level of Education for GRAs and Executive Housekeepers

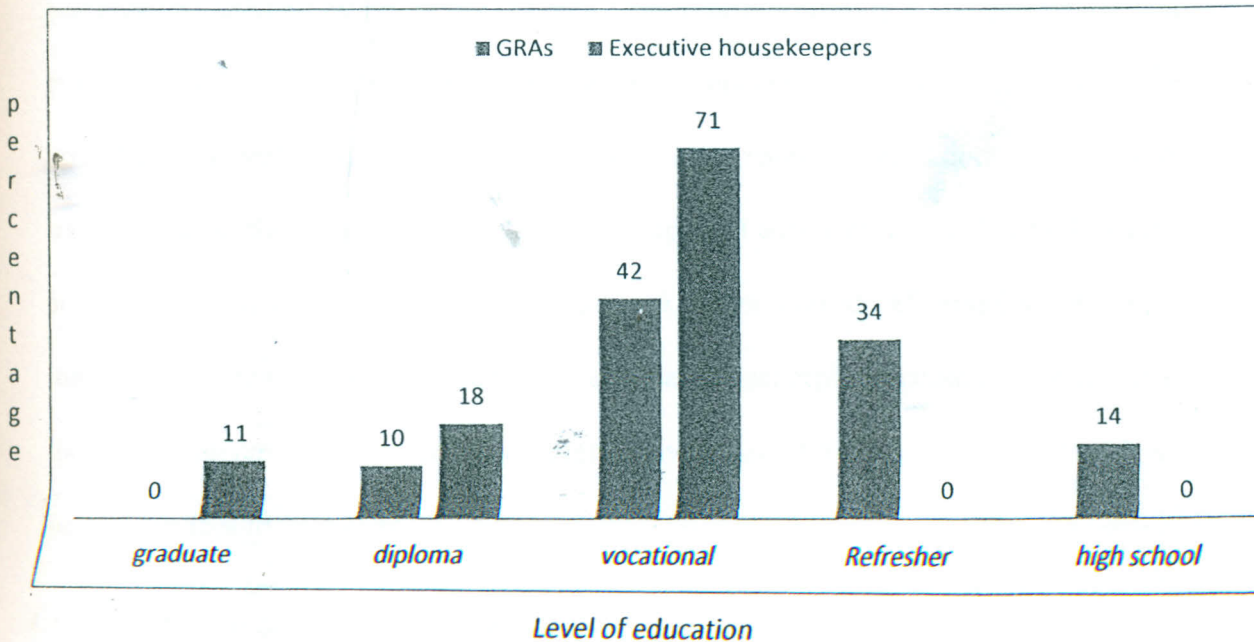


Figure 4. 2 Level of Education for GRAs and Executive Housekeepers

Professional training is important to hotel employees if they are to effectively and efficiently discharge their duties thus quality services. This is evident by the result

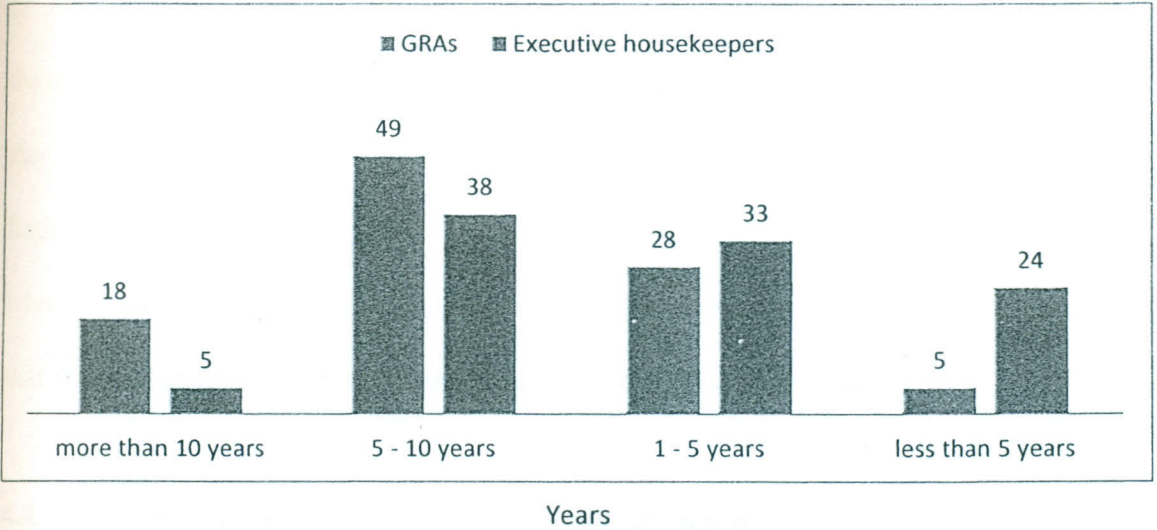
from the survey that indicates that on the level of education for the Guestroom attendants, the study found out that 42% of the guestroom attendants attended vocational institutions, 34% attended refresher courses from Kenya Utalii College, 14% were high school leavers and 10% had diploma. These findings concurred with Chan and Mackenzie (2013) report in a hospitality manual, that hospitality industry offers many relatively low-skilled entry level jobs.

The study also found out that 71% of the executive housekeepers were certificate holders, 18% were diploma holders while 11% were degree graduates respectively. These findings show that the star-rated hotels targeted, heavily relied on certificate holders who were deemed by the respondents to have both the technical and supervisory skills as a key requirement for daily operations of the department. The lower percentages captured by the advance levels (diploma and degree) is a key indicator that either employers don't have value education advancement as a key resource in the housekeeping section or there exists constraints in career progression for executive housekeeper in the industry. These findings concurred with Lycette (2010) study which acknowledged a global shortage of Executive keepers who are all-rounders in people management, financial management and practical housekeeping operational skills. It is therefore imperative for all star-rated hotels to make use of trained manpower to deliver quality services to its guests.

#### **4.4.3 Length of Service for GRAs and Executive Housekeepers**

Respondents were asked to indicate the duration they have been working in the hotels.

(Figure 4.3)



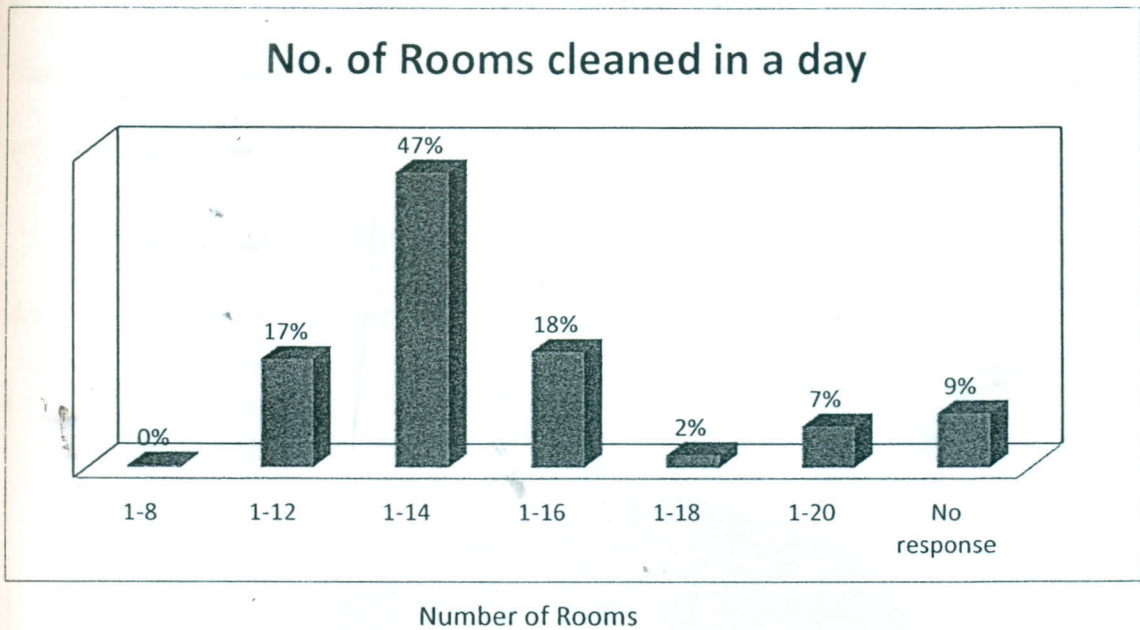
**Figure 4. 3 Length of Service by GRAs and Executive Housekeepers**

The duration of service is key in underpinning the experience an employee possesses in a certain section (Mavin, Lee & Robson, 2010). The study results showed 49% of the respondents have been in the current employment for a period of 5 to 10 years, followed by 28% for those who have been in employment for a period of 1 to 5 years. The results also showed that 18% of the respondents have been working for a period of more than 10 years while 5% have been employed for less than 1 year. This finding refuted Wood's (1995) study on human resource management where he noted that there is no career structure for most hotel employees and that their jobs are perceived as dead end, making them less likely to attract long stay recruits.

To be able to capture the experience of employees in the star rated hotels executive housekeepers were asked questions related to length of service in their jurisdiction. The findings from the survey conducted revealed that among the executive housekeepers interviewed, served in their respective establishments for more than five to ten years. On the distribution of length of service, findings from the survey outlined that 38% of the respondents have been in employment for a period of 5 to 10 years, followed closely

by 33% who have been in service for 1 to 5 years. The results also revealed that 24% of the respondents have worked for a period less than 1 year, and 5% have served for more than 10 years as shown in figure 4.3: length of service for executive housekeepers. This finding disagrees with study done by Wood's (1995) on human resource management where he stated that hospitality industry has been perceived as "a pass through industry" that is many of its workers are passing through on their way to other careers.

#### 4.4.4 Rooms cleaned per day by Guestroom Attendants



**Figure 4. 4 Number of Guestrooms Cleaned Per Day by Guestroom Attendants**

The study findings revealed that the housekeeping workload is 14 guestrooms per day for a guestroom attendant with a higher percentage compared to other workload. This was based on descriptive analysis, where the results indicated that 47% of the guestroom attendants articulated that the number of rooms cleaned per day was 14 rooms, followed by 18% of guestroom attendants who expressed that the rooms cleaned in a day was 16 rooms, closely followed by 17% of guestroom attendants who indicated

guestrooms cleaned were 12 rooms, followed by 7% of room attendants claiming guestrooms cleaned were 20 and 2% of room attendants stating 18 rooms being cleaned in a day, (Figure 4.4).

This study was in conformity with Raghubalan and Raghubalan (2007) in their publication of hotel housekeeping operations and management, who ascertained that the number of rooms to be cleaned by a guestroom attendant is 14 rooms per room attendant per day. Sherman (2007) emphasizes, workers in housekeeping department produce a tangible product since the work is mainly based on the amount of workload that is routinized and therefore employees' independence controlled. With the number, any additional workload implies reduction of expected housekeeping quality of service.

#### 4.5 Characteristics of Hotel Guests

##### 4.5.1 Types of Guests using the Star-rated Hotels

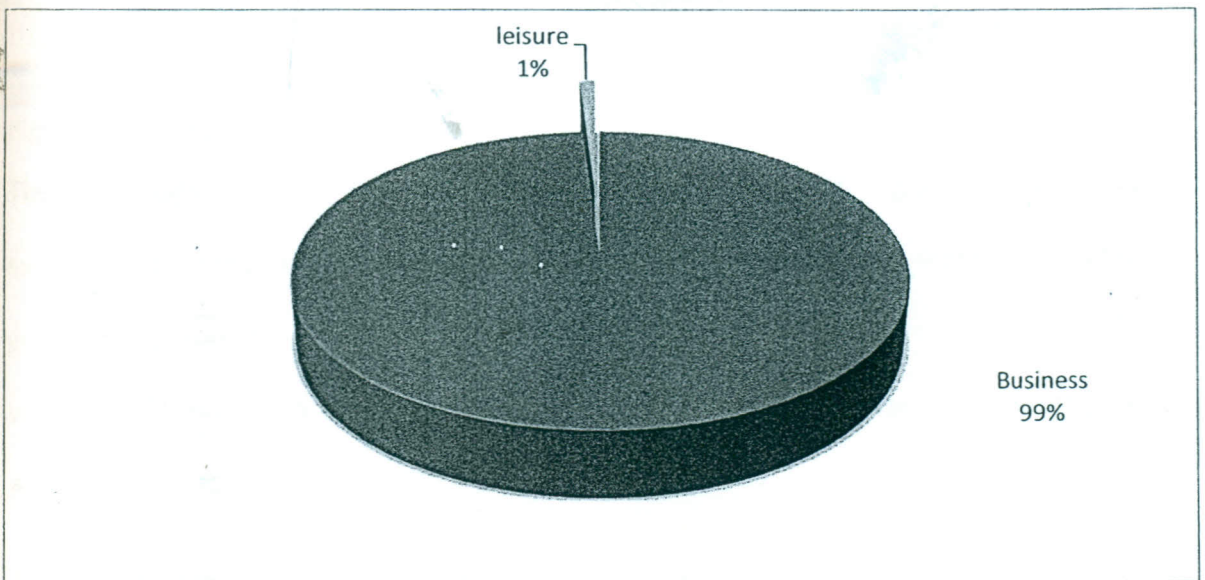
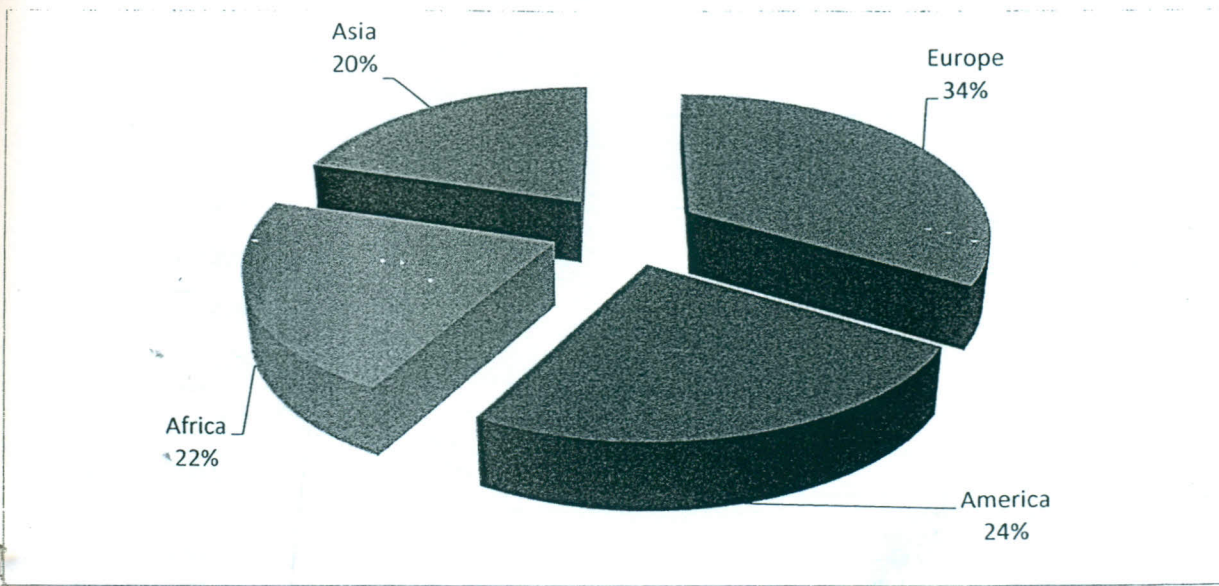


Figure 4. 5 Nature of Hotel Guests' Visit

The study revealed that 99% of the respondents were in hotels on business. This was in conformity with Juwaheer and Ross (2013) who in their findings reported that business travelers are considered as one of the key market resources because they are frequent travelers who use hotel resources globally.

#### 4.5.2 Nationalities of Hotel Guests



**Figure 4. 6 Nationalities of Hotel Guests**

The respondents in the study were clustered into four (4) regions representing nationalities. According to Kenya Hospitality Sector Report (2016), majority of hotel guests come from America, Europe, Asia and Africa. The findings revealed that 33% were from Europe, 24% were from America, 22% were from Africa and 20% were from Asia (Figure 4.6).

The results from figure 4.6: nationalities of guests expressed that the biggest percentage came from Europe, indicating that most international tourists visiting Kenya and

booking for accommodation are Europeans, the rest of the region had almost equal percentages oscillating between 20% and 24% in terms of capacity in accommodation.

#### 4.5.3 Frequency of Visits to the Hotel

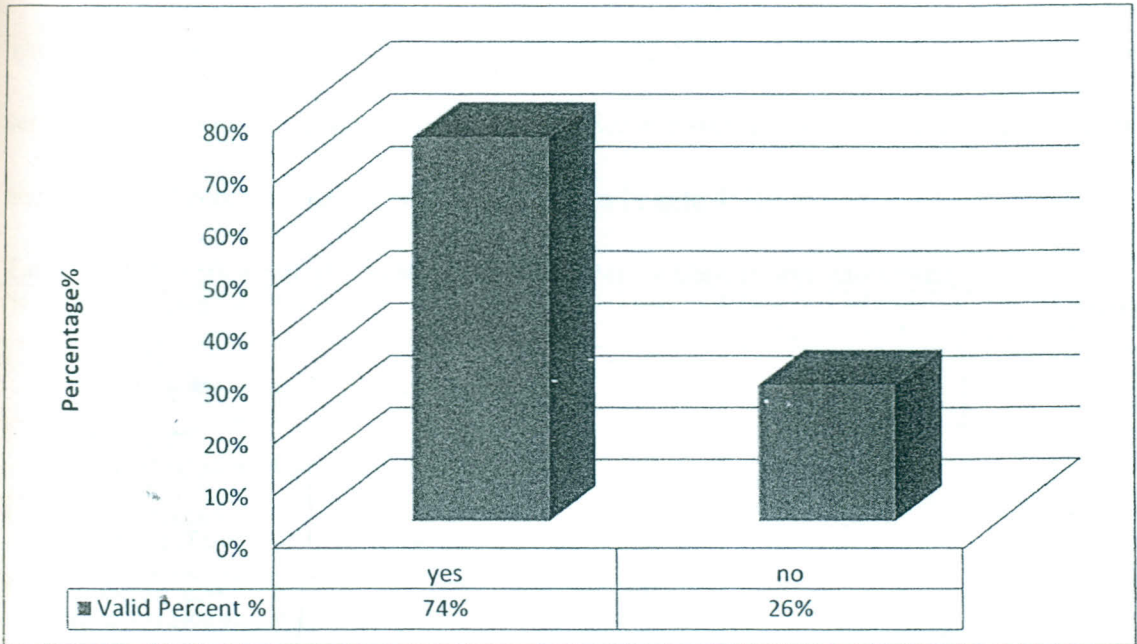


Figure 4. 7 Frequency of Visits to Hotels

Figure 4.7 illustrates that 74% of the respondents were first time visitors to their respective hotels while 26% have visited more than once in their respective hotels. Comparison analysis was made between the two clusters which showed there exists a strong relationship between first time guests and visits that occurred more than once in the establishment. This implies that there existed a huge gap between guest perceptions and guest expectations as a result of the low percentage seen in the frequency of guests' visits to hotels. According to Parasuraman et al 1988, repeat visits by guests is directly

influenced by making a comparison between their expectations about a service and their perception about the way the service has been performed (Figure 4.7).

## 4.6 Housekeeping Quality Services

### 4.6.1 Identified Housekeeping Quality Services by Guestroom Attendants

The study employed descriptive statistics to identify ten (10) housekeeping quality services. The housekeeping quality services were from a Likert scale of daily, rarely and never and recorded to often and never scale (Table 4.3).

**Table 4.3 Identification of Housekeeping Services by Guestroom Attendants**

| No. | Housekeeping Quality Services  | Five Star%  | Four Star% | Three Star% | Two Star%   | Average % |
|-----|--|-------------|------------|-------------|-------------|-----------|
| 1   | <u>Tangibility</u><br>Cleanliness and hygiene of bedroom and bathroom                              | 97          | 94         | 88          | 73          | 88        |
| 2   | <u>Tangibility</u><br>The physical status of facilities in the guestrooms                          | 95          | 92         | 90          | 88          | 91        |
| 3   | <u>Responsiveness</u><br>The speed of service in the guestroom                                     | 92          | 90         | 87          | 73          | 86        |
| 4   | <u>Responsiveness</u><br>Guest's request attended on time  | 91          | 94         | 85          | 81          | 88        |
| 5   | <u>Reliability</u><br>Cleaning methods and procedures are used                                     | 93          | 89         | 77          | 67          | 82        |
| 6   | <u>Reliability</u><br>Television, air condition and other technological equipment working properly | 92          | 90         | 78          | 69          | 82        |
| 7   | <u>Assurance</u><br>Training of staff is done  | 80          | 91         | 65          | 70          | 77        |
| 8   | <u>Assurance</u><br>Employees' professionalism is appreciated                                      | 80          | 90         | 73          | 58          | 75        |
| 9   | <u>Empathy</u><br>Good communication skills is practiced   | 85          | 90         | 65          | 51          | 73        |
| 10  | <u>Empathy</u><br>Friendliness and courtesy to the guests by housekeeping staff is practiced       | 92          | 90         | 75          | 68          | 81        |
|     | <b>Average per hotel cluster in %</b>  | <b>89.7</b> | <b>91</b>  | <b>78.3</b> | <b>69.8</b> |           |

Scale: Figures were captured using often scale

The findings revealed that out of ten (10) housekeeping quality services analyzed were identified by GRAs as activities which were often carried out. The variables linked to this study were identified from Raghubalan and Raghubalan (2007) objectives and responsibilities of housekeeping services. These included cleanliness and hygiene of guestrooms(tangibility); and physical facilities (tangibility); speed of service (responsiveness) and guests' requests attended on time (responsiveness); cleaning methods and procedures(reliability) and television, air condition and other technological equipment work properly(reliability); employees' professionalism (assurance) and training of staff (assurance); and good communication skills (empathy), friendly and courteous staff (empathy).

The findings from the analysis in Table 4.3 revealed that four star hotels rated highly in service quality dimensions at 91%, followed by five star-rated hotels at 89.7%, followed by three and two star-rated hotels at 78.3% and 69.8% respectively. This implies that four star and five star-rated hotels have an edge over the other star-rated hotels in attracting guests by providing superior products and services that are worth paying more for or a best value offering that represents an attractive combination of quality, features, service and other attributes that guests find attractive. This is in conformity with Ayele (2012) who stated that hotels in Kenya are distinguished by factors such as class, elegance, ambience and quality of services to suit the varied tastes and preferences of guests.

This means that four and five star-rated hotels constantly monitor and review their strategies about their products and services to ensure competitiveness. Another

implication would be higher star-rated hotels have a more likelihood of attracting more guests to their guestrooms as they have invested more in the rooms than the lower star-rated hotels.

Looking at the housekeeping service variables when averaged; tangibility rated at 90%, followed by responsiveness at 87%, and reliability at 82% assurance and empathy rated at 76% and 77% respectively. This implies that hotel guests are more conversant with the hotel products and services and little on housekeeping personnel interaction. These findings were in conformity with Ladhari (2012) who identified tangibility, reliability and responsiveness was important predictor of guest satisfaction.

The findings also confirm studies conducted by Hartline et al., (2003) on guest perceptions of hotel quality, who found out that performance of housekeeping services were important in their evaluation of service encounter.

Kariru and Aloo (2014) research on customers' perceptions and expectations of service quality in hotels found out that the quality of various facilities found in guestrooms has serious influence towards guest hotel experience.

## 4.6.2 Identified Housekeeping Quality Services by Hotel Guests

Table 4. 4 Identification of Housekeeping Services by Hotel Guests

| No.  | Housekeeping Quality Services  | Scale          | Five Star% | Four Star%  | Three Star% | Two Star%   | Average % |
|--|--|----------------|------------|-------------|-------------|-------------|-----------|
| 1  | <u>Tangibility</u><br>Cleanliness and hygiene of bedroom and bathroom                              | Satisfactory   | 100        | 100         | 89          | 67          | 85        |
|  |  | unsatisfactory | 0          | 0           | 11          | 33          |           |
| 2  | <u>Tangibility</u><br>The physical status of facilities in the guestrooms                          | Satisfactory   | 100        | 100         | 92          | 54          | 86        |
|  |  | unsatisfactory | 0          | 0           | 8           | 46          |           |
| 3  | <u>Responsiveness</u><br>The speed of service in the guestroom                                     | Satisfactory   | 100        | 100         | 85          | 45          | 87        |
|  |  | unsatisfactory | 0          | 0           | 15          | 55          |           |
| 4  | <u>Responsiveness</u><br>Guest's request attended on time  | Satisfactory   | 100        | 100         | 82          | 63          | 81        |
|  |  | unsatisfactory | 0          | 0           | 18          | 37          |           |
| 5  | <u>Reliability</u><br>Cleaning methods and procedures seem to be followed                          | Satisfactory   | 100        | 98          | 80          | 56          | 88        |
|  |  | unsatisfactory | 0          | 2           | 20          | 44          |           |
| 6  | <u>Reliability</u><br>Television, air condition and other technological equipment working properly | Satisfactory   | 100        | 100         | 75          | 48          | 88        |
|  |  | unsatisfactory | 0          | 0           | 25          | 52          |           |
| 7  | <u>Assurance</u><br>The housekeeping staff seem to be trained                                      | Satisfactory   | 100        | 100         | 90          | 54          | 88        |
|  |  | unsatisfactory | 0          | 0           | 10          | 46          |           |
| 8  | <u>Assurance</u><br>Employees' seem to be professionals in room cleaning                           | Satisfactory   | 100        | 95          | 90          | 76          | 95        |
|  |  | unsatisfactory | 0          | 5           | 10          | 24          |           |
| 9  | <u>Empathy</u><br>Staff seems to have good communication skills                                    | Satisfactory   | 100        | 90          | 85          | 89          | 95        |
|  |  | unsatisfactory | 0          | 10          | 15          | 11          |           |
| 10   | <u>Empathy</u><br>The housekeeping staff seems to be friendly and courteous                        | Satisfactory   | 100        | 98          | 92          | 95          | 98        |
|  |  | unsatisfactory | 0          | 2           | 8           | 5           |           |
| <b>Average per hotel cluster in % (Satisfactory)</b> |  |                | <b>100</b> | <b>98.1</b> | <b>86</b>   | <b>64.7</b> |           |

The same ten (10) housekeeping services identified by the hotel guests as activities offered satisfactory and unsatisfactory. The findings from the analysis in table 4.4 indicated that five star-rated hotels valued highly all the housekeeping aspects by scoring an average of 100%, followed by four star-rated hotels at 98.1%, followed by three star-rated hotels at 86% and finally two star-rated hotels at 64.7%. This might be

attributed to the level of experience of staff working in the hotels. The findings confirmed studies by (Gu and Ryan, 2008; Choi and Chu, 2000, Qu et al.; Ladhari, 2012; and Harltine, et al., 2003) who recognized housekeeping services playing a key role in hotel guests' evaluation of hotel service encounter. Kenya Special Gazette notice (2003) also acknowledged that the higher the hotel star-rated, the superior the products and services offered to the guests.

#### 4.6.3 Relationship between Housekeeping Quality Services Identified by GRAs and Hotel Guests

Table 4. 5 Identification of Housekeeping Services by GRAs and Hotel Guests

| Guest Attendants   |         |            | Hotel Guests   |         |            |
|--|---------|------------|--|---------|------------|
|  | Initial | Extraction |  | Initial | Extraction |
| Physical status of facilities in the guestrooms                              | 1       | 0.848      | The housekeeping staff seems to be friendly and courteous                    | 1.000   | .850       |
| The speed of service in the guestroom  | 1       | 0.844      | Guest's request attended on time   | 1.000   | .823       |
| Good communication skills is practiced                                       | 1       | 0.834      | Television, air condition and other technological equipment working properly | 1.000   | .808       |
| Employees' professionalism is appreciated                                    | 1       | 0.833      | Physical status of facilities in the guestrooms is well maintained           | 1.000   | .762       |
| Friendliness and courtesy by housekeeping staff is practiced                 | 1       | 0.818      | Cleaning methods and procedures seem to be followed                          | 1.000   | .750       |
| Training of staff is done  | 1       | 0.78       | The housekeeping staff seem to be trained                                    | 1.000   | .734       |
| Cleaning methods and procedures are used:-                                   | 1       | 0.749      | Staff seems to have good communication skills                                | 1.000   | .674       |
| Guest's request attended on time   | 1       | 0.677      | Employees' seem to be professionals in room cleaning                         | 1.000   | .646       |
| Television, air condition and other technological equipment working properly | 1       | 0.531      | Cleanliness and hygiene of bedroom and bathroom                              | 1.000   | .573       |
| Cleanliness and hygiene of bedroom and bathroom                              | 1       | 0.506      | The speed of service in the guestrooms is monitored                          | 1.000   | .573       |
| Total variance explained 68.531%   |         |            | Total variance explained 71.926%.  |         |            |

In testing *H<sub>01</sub>*: there is no significant difference between the identified housekeeping services and guest satisfaction, survey responses were subjected to factor analysis which was used to identify the consistency of the housekeeping services offered in star rated hotels as perceived by the respondents as shown in Table 4.5: Identification of housekeeping services by GRAs and hotel guests. Factor analysis was chosen since it has the ability to indicate the variance level of each variable as preferred by the respondents.

According to the guestroom attendants, ten (10) housekeeping services were identified as activities offered on daily, rarely and never. GRAs were chosen in this study because they have direct influence on housekeeping services to the hotel guests. Six (6) variables were selected from a total of 10 housekeeping services accounting for a total variance explained of 68.53%. This included; the cleanliness and hygiene of bedrooms and bathroom, physical status of facilities in the guestrooms are well maintained, the speed of service offered in the guestroom is monitored, guests' requests are attended to on time, cleaning methods and procedures are used, television, air condition and other technological equipment working properly, training of staff is done, employees' professionalism is appreciated, good communication skills is practiced and friendliness and courtesy by housekeeping staff is practiced as shown in Table 4.5. While on the hotel guests, five (5) variables were selected accounting for 71.93%.

From Table 4.5, it is clear that there existed a significant difference between variables specifically on two (2) variables in both the GRAs and hotel guests namely physical status of facilities in the guestrooms and the housekeeping staff seems to be friendly and

courteous which revealed that they were similar in both sides thus confirming the null hypothesis, while the rest were rejected. Most of the variables chosen by guests in the comparison perspective confirmed studies conducted by Yang (2009), on 'the hotel resort experience, that found out the quality of various facilities in guestrooms had serious influence towards guest satisfaction. It should be noted that the findings were in conformity with Kuhn (2007) reported that majority of complaints and compliments received in hotels pertain to poor standards of guestroom cleanliness.

#### **4.7 Relationship between Housekeeping Service Quality and Guest Satisfaction**

The study applied regression analysis to determine the effect of housekeeping service quality to guest satisfaction (my expectations about the services the guest receive in this hotel reflect the required service quality). The housekeeping service quality variables used were based on the identified service standards in accordance to the guests. Regression analysis was used to determine the effect of housekeeping service qualities on guest satisfaction. The study used ordinary least square method in examining the effect of each housekeeping service quality variables on guest satisfaction. Table 4.6 shows the results of the regression analysis.

**Table 4. 6 Regression Analyses of Housekeeping Service Quality Variables on Guest Satisfaction**

| <b>Independent Variable</b>  | <b>Coef.</b> | <b>Std.Err</b> | <b>t</b> | <b>P&lt;0.05</b> |
|--|--------------|----------------|----------|------------------|
| The cleanliness and hygiene of my guestroom and bathroom is to my satisfaction | 0.14         | 0.178          | 0.784    | 0.039            |
| The room attendants provide their services as promised                         | 0.211        | 0.183          | 1.153    | 0.008            |
| The guestroom is cleaned on time   | -0.045       | 0.183          | -0.246   | 0.005            |
| I feel safe that my room attendant is knowledgeable                            | 0.136        | 0.178          | 0.764    | 0.002            |
| The housekeeping staff are friendly and ready to help                          | 0.105        | 0.177          | 0.592    | 0.007            |

**Dependent Variable:** my expectations about the services I receive in this hotel reflect the required standards).

No. of Obs = 221

R = 0.323

R-Squared = 0.104

From Table 4.6, the findings revealed that the multivariate correlation existed between guest satisfaction and identified housekeeping service quality was ( $R=0.323$ ) which indicated there existed a weak but positive relationship between the variables under consideration, while the findings had an coefficient of determination ( $R^2$ ) of 10.4% which depicted that 10% of variation in guest satisfaction is due to the identified significant variables of housekeeping service quality namely, the cleanliness and hygiene guestroom and bathroom, the room attendants provides their services as promised, the guestroom is cleaned on time, the guest feels safe that room attendants are knowledgeable and, the housekeeping staff are friendly and ready to help.

From the regression analysis, it was also established that one-unit increase of the cleanliness and hygiene of my guestroom and bathroom is to my satisfaction will lead to 0.14-unit increase in guest satisfaction. This variable was significant at (0.039) when tested at 95% confidence level. Hotel rooms is the major contributor to hotel marketing itself and thus generate profits therefore this means that the rooms have to

look the image the hotel wants the guest to perceive it. This might be as a result of hotels advertising their products and services using social media platform to reach out to guests. This finding was in conformity with studies by Barber and Scarcelli (2010) on enhancing the assessment of tangible service quality through the creation of a cleanliness measurement scale, who indicated that cleanliness of hospitality facilities has a positive influence on guest satisfaction.

On the housekeeping service quality on room attendants provides their services as promised, it was also established that one-unit increase of the room attendants provides their services as promised will lead to 0.211-unit increase in guest satisfaction. This variable was significant at (0.008) when tested at 95% confidence level. If hotels decide to advertise to attract guests, it must be done in accordance with what they actually have to offer the guests in order to reduce raising curiosity in guests that can lead to an increase of guest complaints. The finding was in conformity with (Gunderson et al., 1996; Choi and Chu, 2000; Qu et al, 2000) who pointed out housekeeping department had the ability to provide efficiency services.

On the guestroom being cleaned on time, the findings revealed that there existed an inverse relationship between guestroom being cleaned on time and guest satisfaction with a negative effect in that a unit increase of cleanliness as perceived by the guestroom attendants will lead to a (0.045) unit decrease in guest satisfaction. It should be noted that guest satisfaction was measured using compliments and complaints where if cleaning on time increased, the number of guest complaints will reduce. The implied that time of service is a key factor in explaining how a guest reacts on the services they expect to be provided to them. Though the effect is weak, it supports studies conducted

by Vanselow, et al (2009) on hotel room attendants and labor market institutions in Europe and the US on work intensification that the time calculated by management to clean rooms was being shortened therefore guestrooms not cleaned on time.

On guest feeling safe that the room attendant is knowledgeable in providing quality service, the findings revealed that there existed a positive relationship where one unit increase of the variable will lead to 0.136 unit increases in guest satisfaction, with a significant (0.002) when tested at 95% confidence level. The study findings were in conformity with Laetitia and Yi Wang (2006) in their research of dimensions of guest house in South Africa who found out that hotel guests identified professionalism of staff as the most important determinant when selecting somewhere to stay. It was therefore noted that there was no significant relationship between the housekeeping service qualities and guest satisfaction.

Observations confirmed that hotel guestrooms provide guest supplies, clean linen and the bedroom and bathrooms were clean and well lit. This was in conformity with Gu and Ryan (2008) findings who identified bed comfort, bathroom cleanliness, room size, room amenities and facilities, as attributes that contribute to guest satisfaction.

#### 4.8 Guestroom Physical Amenities in the Selected Star-rated hotels

**Table 4. 7 Physical Facilities, Equipment and Technology in Star-rated Hotels**

| Item Description                       | Five Star | Four Star | Three Star | Two Star |
|--|-----------|-----------|------------|----------|
| Three or more categories of rooms      | 66.7%     | 8.3%      | 16.7%      | 8.3%     |
| Sound proof windows?                   | 50.0%     | 18.8%     | 25.0%      | 6.3%     |
| Free internet access                   | 44.4%     | 5.6%      | 33.3%      | 16.7%    |
| Direct dial and voicemail              | 50.0%     | 20.0%     | 20.0%      | 10.0%    |
| Tea/coffee facilities                  | 47.1%     | 17.6%     | 29.4%      | 5.9%     |
| Bathroom amenities of premium products | 47.1%     | 5.9%      | 35.3%      | 11.8%    |
| Air conditioning unit                  | 38.9%     | 16.7%     | 33.3%      | 11.1%    |
| Flat smart television screens          | 50.0%     | 7.1%      | 35.7%      | 7.1%     |
| Satellite channels                     | 38.1%     | 14.3%     | 33.3%      | 14.3%    |
| Mini bar                               | 50.0%     | 0.0%      | 35.7%      | 14.3%    |
| Keycard door system                    | 41.2%     | 17.6%     | 35.3%      | 5.9%     |
| Doorbell                               | 85.7%     | 14.3%     | 0.0%       | 0.0%     |
| Balcony                                | 60.0%     | 0.0%      | 20.0%      | 20.0%    |
| Room fittings, furniture and equipment | 47.1%     | 5.9%      | 35.3%      | 11.8%    |
| Average                                | 51.16%    | 10.86%    | 27.74%     | 10.25%   |

Table 4.7 shows guestroom physical amenities determined by the East African Community criteria in the classification of town hotels EAC, (2009). Analysis was done using cross tabulation to show the status of guestroom physical amenities in star-rated hotels according to the EAC criteria for classification of hotels and restaurants; town hotels (2009). Five star-rated hotels were to possess all the listed items while four star-rated hotels at least ten of the listed items while three and two star-rated hotels at least five of the listed items as indicated in the table 4.7. Accordingly, this was concurred with previous studies done by (Griffin et al., 1997; Nasution and Mavondo, 2008, Knutson et al., 1993), who investigated different theoretical aspects of differentiated guest expectation according to hotel star-rating and realized that guests selecting luxury hotels expect high quality of services and a luxurious atmosphere,

whereas guests selecting low categorized star-rated hotels expected only minimal services that meet their basic needs.

In hypothesis “ $H0_3$ : there is no significant relationship between hotel guestrooms physical amenities and guest satisfaction” was analyzed using regression analysis through analysis of variance. This method has the ability to measure effects of variables quantitatively using probability testing techniques. The variables (independent) used in this measurement were the physical facilities found in my room are visually appealing to my satisfaction and the equipment and technology in the rooms is up to date. While guest satisfaction (dependent variable) was measured using my expectations about the service the guest receives in this hotel reflect the required service quality (Table 4.8).

**Table 4. 8 Relationship between the Variables Understudy**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .243 <sup>a</sup> | .059     | .050              | .781                       |

a. Predictors: (Constant), the equipment and technology in the rooms is up to date, the physical facilities found in my room are visually appealing to my satisfaction

Table 4.8 indicates that there existed a weak but positive relationship between expectations about the services the guests receive in this hotel reflect the required housekeeping services and the physical facilities found in the room are visually appealing, the equipment and technology in the room is up to date. These two independent variables account for 5.9% of variation in guest satisfaction. In terms of the effect, regression analysis was employed as indicated (Table 4.9).

Table 4. 9 Regression Coefficient of Variables

| Model  | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|--|-----------------------------|------------|---------------------------|--------|------|
|  | B                           | Std. Error | Beta                      |        |      |
| (Constant)   | 1.309                       | .165       |                           | 7.938  | .000 |
| 1 the physical facilities found in my room are visually appealing to my satisfaction | -.123                       | .050       | -.163                     | -2.479 | .014 |
| the equipment and technology in the rooms is up to date                              | .263                        | .089       | .194                      | 2.939  | .004 |

a. Dependent Variable: my expectations about the services I receive in this hotel reflect the required standards

From Table 4.9, both the independent variables were significant with a test probability value of (0.014) and (0.004) for the physical amenities in the rooms being up to date respectively when tested at 0.05 significant level (95% confidence level). Both the independent variables had a coefficient of (-0.123) and (0.263) respectively. It should be noted that a percentage increase in the physical amenities found in the guestroom in terms of visually appealing, would lead to a decrease in guest expectation of the services received by 0.123%. The negative relationship that exists between the two variables might be attributed to the experience of the guests' first time visit to the hotel and are more interested in the hotel comfort and security than the physical amenities presented in guestrooms.

These findings refuted studies by Ekinici, et al., (2008), study on an extended model of the antecedents and consequences of customer satisfaction for hospitality services, where they identified physical quality (room furnishings) amongst others were placed as

of high importance by guests when selecting hotels. The findings however supported studies by Heung (2000) who identified room physical appearance as among the attributes that contributed to guest dissatisfaction of hotel services.

On the other hand, a percentage increase in the guestroom physical amenities in the rooms is up to date, will lead to 0.263% increase in my expectations about the services a guest receives in this hotel reflect the required standards. This might be attributed to the marketing and advertisements placed by hotels on social media about their products and services which attract most especially first time visit guests and mature guests aged between (46 – 55 years) whose visit is mainly business related. This was in conformity to Mohsin and Lockyer (2010) study on customer's perceptions of service quality in luxury hotels in India, whose findings suggested that the appearance of hotels' physical facilities, room equipment amongst others play a critical role on guests when selecting hotels for accommodation.

The findings however refuted studies by Dolnicar (2002) who identified bed, bathroom technical equipment, noisy atmosphere and room size as attributes that greatly contributed towards guest dissatisfaction in guestrooms. The null hypothesis from the findings was thus rejected.

#### **4.9 Challenges Encountered and Suggestions Made by the Housekeeping Personnel in Achieving Guest Satisfaction**

The study sought to examine the various challenges that face housekeeping personnel in achieving guest satisfaction. Content analysis was chosen to analyze the challenges because of its ability to extract similar challenges as portrayed by the respondents and

also its ability to rank from the highest to the lowest. Respondents were required to indicate the various challenges that hinder guest satisfaction in their respected establishments using open ended questions (Table 4.10).

**Table 4. 10 Descriptive Statistics of Challenges Encountered by Housekeeping Personnel in Achieving Guest Satisfaction in Star-rated Hotels**

| No. | Challenges encountered by Housekeeping Personnel in achieving Guest Satisfaction in Selected Star-rated hotels   | N  | %         |
|-----|--|--|-----------|
| 1.  | Three Star hotels  |  |           |
|     | Lack of enough staff<br>Lack of equipment<br>Linen par not sufficient<br>Poor staff morale<br>Staff practicing shortcuts   | Working with outsourced staff<br>Poor supervision of work<br>Poor support from management<br>Rooms not ready at the arrival time<br>Slow response from maintenance department  | 9<br>43%  |
| 2.  | Five Star hotels   |  |           |
|     | Insufficient number of machines to service areas of operations<br>Slow response on maintenance related issues due to stock outs<br>Slow process of collection of linen by the room stewards from the linen room<br>Having outsourced staff, you have to keep on encouraging and reminder of the set up standards<br>Team calling to report they cannot make it to work due to emergencies<br>Generally, with good planning the challenges are few e.g. when you have heavy check in and check out the pressure is there. | The major challenge is that the candidates graduating nowadays are not well equipped and are not hands on.<br>Understaffing<br>Staff practicing shortcuts<br>Not getting enough linen for operation<br>Not getting proper equipment and machine for operations<br>Communication not delivered on time from maintenance and reception | 8<br>38%  |
| 3.  | Two Star hotels  |  |           |
|     | Poor supervision<br>Linen not sufficient<br>Staff practicing shortcuts<br>Lack of equipment  | Low staff morale<br>Poor support from management<br>Slow maintenance response<br>Understaffing   | 3<br>14%  |
| 4.  | Four Star hotels   |  |           |
|     | New equipment not purchased<br>Understaffing<br>Poor staff morale  | Poor support from management<br>Lack of enough linen<br>Rooms not ready at the arrival time  | 1<br>5%   |
|     | TOTAL  |  | 21<br>100 |

The findings in Table 4.10 showed that 43% of the respondents identified ten (10) challenges faced in three star-rated hotels, followed by 38% of the respondents from five star-rated hotels who highlighted thirteen (13) challenges, followed by 14% of the respondents from two star-rated hotels who identified eight (8) challenges and finally

followed by 5% of the respondents from four-star-rated hotels who highlighted six (6) challenges experienced. Lack of enough housekeeping cleaning equipment, insufficient room linen, lack of enough staff and poor support from management were among the major challenges that were consistently noted in all the star-rated hotels.

The findings observed supported studies by Arthur et al., (2008) who acknowledged that competent, trained employees with the right attitude to offer prompt and reliable services with modern equipment and information technology can be a success to organizations. This might be attributed to the management concentrating on hotel frontline service delivery departments that have direct contact with the hotel guests and pay little attention to the back office departments such as housekeeping. Low staff morale and lack of support from management were challenges that were consistently identified by four star-rated hotels, three star-rated hotels and two star-rated hotels.

The findings concur with Williams (2013), who reported that highly engaged employees help improve guests' experiences in hotels. This might be attributed to the low salary wages paid to the housekeeping personnel. In general, the findings observed were consistent with studies by Sigauw and Enz (1999) on best practices in hotel operations and Ongori, Iravo and Munene (2013) study on factors affecting performance of hotels & restaurants in Kenya in regard to housekeeping department overcoming challenges in their department.

#### **4.9.1 Suggestions of Executive Housekeepers to Hotel Management on Improving Housekeeping Services**

The study also sought to find out the suggestions that executive housekeepers would present to the management in regard to improving housekeeping services in achieving guest satisfaction. To study used content analysis to make replicable and valid inferences by coding textual information and convert it to quantitative data. Content analysis was also chosen because it has the ability to extract similar suggestions as portrayed by the respondents and also has the ability to rank from the highest to the lowest.

Respondents were required to indicate the suggestions they would make to the management in regard to improving housekeeping services to achieve guest satisfaction. Descriptive statistics (content analysis), was used to determine the recommendations that had the highest percentage in accordance to the respondents as shown in Table 4.11.

**Table 4. 11 Descriptive Statistics Analysis of Recommendations by Executive Housekeepers to Hotel Management in Regard to Improving Housekeeping Services in Achieving Guest Satisfaction**

| No. | Description   | Hotel star       | Frequency (N) | Percentage% |   |     |
|-----|---|------------------|---------------|-------------|---|-----|
| 1.  | Upgrading of the rooms to include deluxe, suites, etc for more variety            | 3<br>2           | 9             | 53%         |   |     |
| 2.  | Upgrade of public area washrooms  | 3<br>2           |               |             |   |     |
| 3.  | Support the department get more equipment to improve efficiency of services       | 5<br>4<br>3<br>2 |               |             |   |     |
| 4.  | Train staff   | 5,3              |               |             |   |     |
| 5.  | Equip with good equipment and cleaning chemicals                                  | 3,2              |               |             | 5 | 23% |
| 6.  | Support housekeeping department in providing necessary resources                  | 3,2              |               |             | 3 | 14% |
| 7.  | Having pantries and a linen runner for efficient and prompt room servicing        | 3                |               |             | 2 | 10% |
| 8.  | Staff motivation  | 4,3              |               |             |   |     |
| 9.  | Recommendation for a job will be done whether with incentives or by word of mouth | 5                |               |             |   |     |
|     | Total   |                  | 21            | 100%        |   |     |

Table 4.11 shows suggestions made by executive housekeepers to the hotel management in regard to improving housekeeping services to achieve guest satisfaction. Data was collected using three main methods namely; interview guide, audio recording and observation checklist. This was a way of assuring validity of the data collected.

The findings revealed that 53% of the respondents highly rated upgrading of the rooms to include various categories of hotel rooms such as deluxe rooms, upgrade the public area washrooms, and support the department to get more equipment to improve efficiency of services. These findings supported studies by (Mark, 2008; Ekinici et al., 2008) who stated that both physical and service qualities of a hotel impact on guest selection and satisfaction. The findings revealed that 23% of the respondents rated

training of staff, equipping them with good equipment and cleaning chemicals as ways of improving their services.

These findings supported Wadawi et al., (2011) who pointed out that proper training and motivation of staff should be mounted to help in service delivery and achieving of guest satisfaction, in addition, the studies were in conformity with (William, et al., 2011; Webster and Sundaram, 2009; Fabricus, 2002; Lycette, 2010) in ensuring housekeeping department delivers quality services to achieve guest satisfaction. The findings revealed that 14% of the respondents stated supporting housekeeping department by providing the necessary resources supported findings by Jones and Siag (2009) who argued that understanding housekeeping cleaning standards and managing it efficiently was important in achieving guest satisfaction. The findings revealed that 10% of the respondents stated improve on equipment and linen and 10% stated having pantries and a linen runner for efficient and prompt room servicing and staff motivation. The findings of this study are consistent with those of (Zairi, 2000; Jones, 2008, Wadawi et al., 2011; TEDQUAL, 2001; Arthur et al., 2008) who acknowledged that staff who were competent, trained, and happy with the correct resources are a success to an organization.

Out of the twenty-one (21) star-rated hotels, the study was able to carry out direct observation techniques in fifteen hotels (15). This was done during interviews with the executive housekeepers to whom some preferred the interview to be done within the hotel reception area to avoid the researcher accessing the housekeeper's office, hotel rooms and back areas. Observation further showed proper cleaning methods were not

followed during guestroom cleaning and few hotels were using standard operating procedures in their daily routine work. This confirms findings by Kandampully (2007) who reported that a hotel's quality standards affect service quality. There was no indication of use of work production sheets by the guestroom attendants. This implied that most work done was not recorded and therefore supervision of work done could only be captured in record by the supervisor's checklists which was a tool used by most supervisors in the star-rated hotels for guestroom inspections.

Observation further revealed there was no indication of in-house staff training. Training of staff was scheduled for refresher courses conducted by Kenya Utalii College which are free during the months of March and April, annually. Generally, the housekeeping quality services to be achieved in a hotel should be set by the hotel management. There should be a degree of standardizing housekeeping services such as cleaning procedures to achieve effectiveness in providing quality services.

## CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

### 5.1 Introduction

This chapter focuses on the summary, conclusions, recommendations of the study and the implications for further research.

### 5.2 Summary of Research Findings

The aim of undertaking this study was to probe the aspects that affect the quality of housekeeping services in star-rated hotels, thus guest satisfaction. This empirical investigation has been occasioned by persistent complaints from guests regarding the quality of services in housekeeping section in various star-rated hotels and the need for executive housekeepers to improve on the quality of services offered to guests in hotels. Provision of quality service is vested by the management of an establishment, in the case of housekeeping section, on the employees and the executive housekeepers.

The ideologies underlying this methodology is that services are provided by elements in an establishment and how it is provided leads to the outcomes in terms of reaction to the end user. The empirical investigation was limited to hotels and specifically in the housekeeping section. Data collection involved the use of structured questionnaires, where three categories of respondents were involved including the guests, the guestroom attendants and the executive housekeepers in extraction of the required information.

The social demographic characteristics covered the hotels, housekeeping personnel, age and gender, marital status, level of education and length of service, nationality and guest patronage. According to the respondents interviewed, the findings of the study revealed

that in terms of gender, male dominated the housekeeping sector than their female counterparts. Moreover, the housekeeping sector in terms of age was occupied mostly by personnel in the age bracket of 26 – 35 years. On Education level, housekeeping personnel had education level of certificate holders. It was also noted that the housekeeping personnel had served for more than 5 years. On the other hand, the guests who were interviewed were first time visitors to the hotel indicating a low guest patronage. Most of the guests were residents from European countries. It was also noted that the guests interviewed were between the ages of 46 – 55 majority of who were married.

The findings revealed that in terms of identification of housekeeping quality services offered in the star-rated hotels, the GRAs selected six (6) aspects out of ten (10) whereas hotel guests selected five (5) aspects out of ten (10). This analysis was conducted using factor analysis extraction. The common findings between guestroom attendants and hotel guests were physical facilities in the guestroom are maintained and the housekeeping staffs seem to be friendly and courteous refusing the null hypothesis of *HO<sub>1</sub>: there is no significant difference between the identified housekeeping services by guestroom attendants and guests.*

On determining the housekeeping services on guest satisfaction, the study applied regression analysis where out of the five (5) identified quality services by the hotel guests on their satisfaction aspect, it was established that; the cleanliness and hygiene of my guestroom and bathroom is to my satisfaction, the room attendants provide their services as promised, I feel safe that my guestroom attendant is knowledgeable and the

housekeeping staff are friendly and ready to help aspects had a positive relationship though weak with a significant relationship when tested at a Sig value of  $p \leq 0.05$  whereas one variable 'the guestroom is cleaned on time' had a negative relationship with guest satisfaction. It should be noted in this variable that guest satisfaction was measured as number of complaints. The weak positively effect can be concluded to be attributed to guestroom attendants' impetus to rush cleaning of rooms to finish within a given time frame. From the findings, it was concluded that all the independent variables explain 10.4% of change that occurs in guest satisfaction.

Apart from services offered physical aspects of housekeeping play key role in terms of guest satisfaction. This includes components such as guestroom physical facilities, equipment and technology. Among the striving things this study revealed was that there existed a negative relationship between physical facilities found in the guestrooms and guest satisfaction. In establishing the relationship that exists between the tangible variables and guest satisfaction, regression analysis was applied where the findings revealed where the first variable (physical facilities found in the guestroom are visually appealing to guest satisfaction) had a negative relationship (-0.123) Sig  $p \leq 0.014$  with guest expectations and the second variable (the equipment and technology in the guestrooms) had a positive variable of (0.263) Sig  $p \leq 0.04$  when tested at 95% confidence level. It should be noted the negative relationship that exists between the guestrooms and the guest expectations, might be attributed to wrong information being disseminated to the guests either through social media, or hotel websites.

Six (6) variables were selected from a total of 10 housekeeping services which included; physical status of facilities in the guestrooms are well maintained, the speed of service offered in the guestroom is monitored, training of staff is done, employees' professionalism is appreciated, good communication skills is practiced and friendliness and courtesy by housekeeping staff is practiced.

The first variable (physical facilities found in my room are visually appealing to my satisfaction) relationship with guest expectation refuted authors who conducted similar studies and this relationship might have been attributed to the type of guests interviewed given that majority were first time visitors in their respective hotels. Moreover, the hotels are not investing in physical facilities and could be focusing more on quality of food. For the positive relationship on equipment and technology, this could be attributed to Kenyan hotels trying to be modernized in the efficiency and sustainability ICT services and infrastructure in their services.

The study in its analysis on challenges encountered by housekeeping by housekeeping personnel applied content analysis. This is due to the nature of questions which were open ended. From the analysis, the findings revealed lack of enough staff, insufficient cleaning equipment, insufficient room linen, staff practicing shortcuts, poor supervision of work, rooms not ready at arrival time and poor support from the management were common in all the star-rated hotels. These challenges could be attributed to lack of budgetary resources to purchase enough equipment and guestroom linen. In the matter of poor supervision of work and staff practicing shortcuts, this might be attributed to staff not being trained.

### 5.3 Conclusions

In the light of the research findings, the following conclusions were drawn:

- a. There exists a mismatch between what guests think are housekeeping quality services that the guests desire. The selected star-rated hotels lack the technical know-how skills of identifying guests' needs.
- b. The key components that affect guest satisfaction in star-rated hotels are five aspects and that all of them affect guest satisfaction in a positive direction. This include; the cleanliness and hygiene of guestrooms and bathrooms, room attendants provide their services as promised, guestroom is cleaned on time, room attendant is knowledgeable and housekeeping staff are friendly and ready to help. Hotels lack the capacity to offer services related to lack of documented policies to adhere to when it comes to housekeeping services.
- c. Physical facilities don't play a key role in ascertaining whether a guest can be satisfied or not. All that matters is, whether the equipment is old or new, it should be clean. This means that despite efforts of various hotels to keep up with trends of new equipment and facilities, the maintenance aspect of cleanliness has been very low indicating lack of supervision in terms of cleanliness and hygiene.
- d. Understaffing, poor maintenance response, lack of cleaning equipment, insufficient linen stock, staff practicing short cuts, poor supervision of work and lack of support from management seem to be common in all the star-rated hotels. Out of the thirty-six (36) established challenges, seven (7) seem to be

common in all the star rated hotels indicating that various hotels lack the financial resources.

#### **5.4 Recommendations**

The following recommendations were made in order to improve the quality of housekeeping services of various star-rated hotels.

1. There is need for hotels in Nairobi County to benchmark with other hotels to be able to offer consistent housekeeping quality services. This can be done by hotels introducing guest cards in the guestrooms and ask guests to identify the housekeeping quality services they would like to experience in their rooms.
2. There is need for hotels to develop a uniform platform of housekeeping quality services that will bring consistency in all hotels not only in Nairobi County, but to the whole Country.
3. There is need for the star-rated hotels to improve on the physical facilities (tangible aspects) such as room refurbishment, by embracing creativity and innovation to rhyme with the emerging trends in the market.
4. There is need for hotels to ensure the services and image created in the mind of the guest should be what the hotels can offer the guest. This can be done by focusing on the key things that attract guests such as comfort of the bed, guest amenities, satellite television, rather than exaggerating the products and services the hotel is offering.

5. The governments through Tourism Regulatory Authority (TRA) need to include as part of the tax incentives consider hotels importing linen, equipment, and products for hotel use from outside the Country.

### **5.5 Recommendations for Further Research**

The following recommendations are suggested for further research:

- i. It is recommended that further research on examining the quality of performance by guestroom attendants when using selected cleaning equipment and chemicals in guestroom cleaning in Kenya hotels.
- ii. Further research to be conducted on the new trends in hotel housekeeping practices and the challenges experienced by the department in adapting and implementing.
- iii. Further research to be done to investigate renovations done in Kenya hotels and their effect in determining guest patronage.

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## APPENDICES


**KENYATTA  
UNIVERSITY**
**Appendix 1 Questionnaires for Guestroom Attendants**

My name is Elwin Mchigani. I am a Master's student at Kenyatta University carrying out a research on housekeeping service quality and guest satisfaction in star-rated hotels in Nairobi County. This questionnaire is designed to collect data that will help achieve the objectives of the study. I would be most grateful if you would kindly participate in this interview by responding to all the questions in this questionnaire as candidly and precisely as possible. Your honesty and co-operation in responding to these questions was highly appreciated. Your participation remain confidential.

Section A: General information of the respondents

1. Indicate your gender            Male ( )        Female ( )
2. Indicate the age bracket you were born 18 - 25 ( ) 26 – 35 ( ) 36 – 45 ( )  
46 – 55 ( ) Over 55 ( )
3. How long have you worked at your organization?    less than 1 year ( )  
1 to 5 years ( )        5 to 10 years ( )        more than 10 years ( )
4. Indicate your current status. Married ( ) Single ( ) Separated ( ) Widow/er ( )  
)
5. Please indicate the highest level of education completed  
High school or equivalent            ( )  
Vocational/Technical school            ( )

University Undergraduate ( )

Attended Refresher Courses ( )

6. How many rooms do you clean in a day?

1 - 8 ( ) 1 - 12 ( ) 1 - 14 ( ) 1 - 16 ( ) 1 - 18 ( ) 1 - 20 ( )

7. How often are your rooms inspected?

Daily ( ) Rarely ( ) Never ( )

Section B: Identify the housekeeping services frequently offered in your hotel by ticking the most appropriate answers on the table below:-

| No. | Item   | Daily | Rarely | Never |
|-----|--|-------|--------|-------|
| 1.  | The cleanliness and hygiene of bedroom and bathroom is done:-                  |       |        |       |
| 2.  | Physical status facilities in the guestroom are maintained:-                   |       |        |       |
| 3.  | The speed of service offered in the guestroom is monitored:-                   |       |        |       |
| 4.  | Guests requests are attended to:-  |       |        |       |
| 5.  | Cleaning methods and procedures are used:-                                     |       |        |       |
| 6.  | Television, air condition and other technological equipment working properly:- |       |        |       |
| 7.  | Training of staff is done:-  |       |        |       |
| 8.  | Employees' professionalism is appreciated:-                                    |       |        |       |
| 9.  | Good communication skills is practiced:-                                       |       |        |       |
| 10. | Friendliness and courtesy to guests by housekeeping staff is practiced:-       |       |        |       |

Tick on a scale of 1 – 4, where 1 is Strongly Agree, 2 is Agree, 3 is Disagree and 4 is Strongly Disagree, in the housekeeping services offered to guests in your hotel.

| Item  | Strongly Agree | Agree | Disagree | Strongly Disagree |
|---|----------------|-------|----------|-------------------|
| <u> tangibility</u><br>Cleanliness and hygiene of bedroom and bathroom satisfies the needs of our guests. |                |       |          |                   |
| The physical status of facilities found in the guestrooms is to our guests' satisfaction.                 |                |       |          |                   |
| <u>Responsiveness</u><br>Our speed of guestroom service is to the guests' satisfaction.                   |                |       |          |                   |
| The guests' requests are attended on time.  |                |       |          |                   |
| <u>Reliability</u><br>The cleaning methods and procedures used are to the guests' satisfaction.           |                |       |          |                   |
| Television, air condition and other technological equipment work properly.                                |                |       |          |                   |
| <u>Assurance</u><br>Staff is constantly trained to improve on service quality work.                       |                |       |          |                   |
| Employees' professionalism is encouraged.   |                |       |          |                   |
| <u>Empathy</u><br>Good communication skills are practiced to ensure guests' satisfaction.                 |                |       |          |                   |
| Staff is friendly and courteous to guests.  |                |       |          |                   |

SECTION D: On a scale of 1-4 where 1 is Strongly Agree, 2 is Agree, 3 is Disagree and 4 is Strongly Disagree, rate the satisfaction your guests' receives in your hotel.

| No. | Item   | Strongly Agree | Agree | Disagree | Strongly Disagree |
|-----|--|----------------|-------|----------|-------------------|
| 1.  | The guests' we receive in our hotel do not raise any complaints regarding our housekeeping services. |                |       |          |                   |
| 2.  | Our hotel receives compliments regarding housekeeping services especially in the room services.      |                |       |          |                   |



**Appendix 2: Hotel Guest Questionnaire (To Be Administered to the Guest)**

Dear Guest.

My name is Elwin Mchigani. I am a Master's student at Kenyatta University carrying out a research on housekeeping service quality and guest satisfaction in star-rated hotels in Nairobi County. This questionnaire is designed to collect data that will help achieve the objectives of the study. I would be most grateful if you would take a few minutes to respond about the housekeeping services that you have received in your room so far. Your honesty and co-operation in responding to these questions will be highly appreciated. We appreciate your business and want to make sure we meet your expectations. Your participation will remain confidential.

Section A: General information of the respondents

Please indicate on the bracket provided.

1. Are you here on: - Business ( )                      Leisure ( )
2. Indicate the age bracket you were born.    18 - 25 ( )    26 - 35 ( )    36 - 45 ( )  
46 - 55 ( )    Over 55 ( )
3. Indicate your current status? Married ( )    Single ( )    Separated ( )    Widow/er ( )
4. Indicate your region of origin? Europe ( )    America ( )    Africa ( )    Asia ( )
5. Is this your first time visit to this hotel?    Yes ( )                      No ( )

SECTION B: Identify the housekeeping services offered to you in this hotel by ticking either satisfactory or unsatisfactory.

| No. | Item  | Satisfactory | Unsatisfactory |
|-----|---|--------------|----------------|
| 1a. | Tangibility<br>Cleanliness and hygiene of bedroom and bathroom            |              |                |
| b.  | The physical status of facilities in the guestrooms is well maintained.   |              |                |
| 2a. | Responsiveness<br>The speed of service in the guestrooms                  |              |                |
| b.  | Guests' requests are attended on time.                                    |              |                |
| 3a. | Reliability<br>Cleaning methods and procedures seem to be followed        |              |                |
| b.  | Television, air condition and other technological equipment work properly |              |                |
| 4a. | Assurance<br>The housekeeping staff seem to be trained                    |              |                |
| b.  | Employees' seem to be professionals in room cleaning                      |              |                |
| 5a. | Empathy<br>Staff seems to have good communication skills                  |              |                |
| b.  | The housekeeping staff seems to be friendly and courteous.                |              |                |

SECTION C: On a scale of 1-4 where 1 is Strongly Agree, 2 is Agree, 3 is Disagree and 4 is Strongly Disagree, determine the housekeeping service quality that affect your satisfaction in this hotel

| No. | Item   | Strongly Agree | Agree | Disagree | Strongly Disagree |
|-----|--|----------------|-------|----------|-------------------|
| 1.  | Tangibility<br>The cleanliness and hygiene of my guestroom and bathroom is to my satisfaction  |                |       |          |                   |
|     | The physical facilities found in my room are visually appealing to my satisfaction   |                |       |          |                   |
| 2.  | Responsiveness<br>I get prompt room services whenever I need them.   |                |       |          |                   |
|     | There is immediate response from the room attendants   |                |       |          |                   |
| 3.  | Reliability<br>The guestroom is cleaned on time  |                |       |          |                   |
| 4.  | Assurance<br>The room attendants provides their services as promised   |                |       |          |                   |
|     | I feel safe that my room attendant is knowledgeable  |                |       |          |                   |
| 5.  | Empathy<br>The housekeeping staff are friendly and ready to help   |                |       |          |                   |
| 6.  | Customer satisfaction<br>My expectations about the services I receive in this hotel reflect the required housekeeping service quality. |                |       |          |                   |



|    |   |  |  |  |  |
|----|---|--|--|--|--|
| 2. | <u>Responsiveness</u><br>Our speed of guestroom service is to the guests' satisfaction.         |  |  |  |  |
|    | The guests' requests are attended on time.  |  |  |  |  |
| 3. | <u>Reliability</u><br>The cleaning methods and procedures used are to the guests' satisfaction. |  |  |  |  |
|    | Television, air condition and other technological equipment work properly.                      |  |  |  |  |
| 4. | <u>Assurance</u><br>Staff is constantly trained to improve on service quality work.             |  |  |  |  |
|    | Employees' professionalism is encouraged.   |  |  |  |  |
| 5. | <u>Empathy</u><br>Good communication skills are practiced to ensure guests' satisfaction.       |  |  |  |  |
|    | Staff is friendly and courteous to guests.  |  |  |  |  |

Section C: Tick which hotel guestroom physical amenities your hotel offers to guests

- |   |  |
|---|--|
| <input type="checkbox"/> More than three categories of guestrooms | <input type="checkbox"/> Sound proof windows           |
| <input type="checkbox"/> Free internet access                     | <input type="checkbox"/> Direct dial and voicemail     |
| <input type="checkbox"/> Tea/Coffee facilities                    | <input type="checkbox"/> Bathroom amenities            |
| <input type="checkbox"/> Room air conditioning                    | <input type="checkbox"/> Flat screen smart televisions |
| <input type="checkbox"/> Satellite TV channels                    | <input type="checkbox"/> Mini bar                      |
| <input type="checkbox"/> Keycard door system                      | <input type="checkbox"/> Doorbell                      |
| <input type="checkbox"/> Balcony and or terrace                   | <input type="checkbox"/> Living room furniture         |

**Personal interview Schedule for Executive Housekeepers (Part 2)**

## Objective of the interview

To examine the challenges encountered by housekeeping personnel in achieving guest satisfaction.

The questions/statements below are intended to serve as a guide for the interview schedule

1. In your opinion, what challenges does the department encounter during operations?
2. In your view, what would you recommend to the top management in regard to improving housekeeping services in achieving guest satisfaction?


**Appendix 4: Observation Schedule**

| No. | Item description                            | Present | Updated | Not available | Remarks |
|-----|---|---------|---------|---------------|---------|
| 1.  | Cleaning equipment & materials              |         |         |               |         |
| 2.  | State of hotel guestroom physical amenities |         |         |               |         |
| 3.  | Work/time schedules                         |         |         |               |         |
| 4.  | Inspection Checklist                        |         |         |               |         |
| 5.  | Standard operating procedures               |         |         |               |         |
| 6.  | Staff training schedule                     |         |         |               |         |

## Appendix 5: Approval of Research Proposal



### KENYATTA UNIVERSITY GRADUATE SCHOOL

E-mail: [dean-graduate@ku.ac.ke](mailto:dean-graduate@ku.ac.ke)

P.O. Box 43844, 00100

NAIROBI, KENYA

Tel. 020-8704150

Website: [www.ku.ac.ke](http://www.ku.ac.ke)

#### Internal Memo

FROM: Dean, Graduate School

DATE: 25<sup>th</sup> August, 2015

TO: Ms. Elwin Mchigani  
C/o Hospitality Management  
Department

REF: T129/24866/11

SUBJECT: APPROVAL OF RESEARCH PROPOSAL

=====  
This is to inform you that Graduate School Board, at its meeting on 29<sup>th</sup> July, 2015, approved your Research Proposal for the M.Sc. Degree entitled, "Housekeeping Service Quality and Guest Satisfaction in Star Rated Hotels in Nairobi, Kenya."

You may now proceed with your Data collection, subject to clearance with the Director General, National Commission for Science, Technology & Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University's Website under Graduate School webpage downloads.



CC. Chairman, Hospitality Management Department

## Appendix 6: Research Authorization



KENYATTA UNIVERSITY  
GRADUATE SCHOOL

E-mail: [kubps@yahoo.com](mailto:kubps@yahoo.com)  
[dean-graduate@ku.ac.ke](mailto:dean-graduate@ku.ac.ke)  
 Website: [www.ku.ac.ke](http://www.ku.ac.ke)

P.O. Box 43844, 00100  
 NAIROBI, KENYA  
 Tel. 020-8704150

Our Ref: T129/24866/11

Date: 26<sup>th</sup> August, 2015

Director General,  
 National Commission for Science, Technology & Innovation  
 P.O. Box 30623-00100,  
NAIROBI

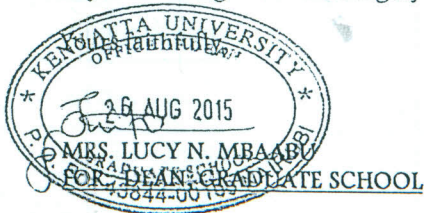
Dear Sir/Madam,

**RE: RESEARCH AUTHORIZATION**  
**MS. ELWIN MCHIGANI - REG. NO. T129/24866/11**

I write to introduce Ms. Elwin Mchigani who is a Postgraduate Student of this University. She is registered for a M.Sc. degree programme in the Department of Hospitality Management in the School of Hospitality & Tourism.

Ms. Mchigani intends to conduct research for a thesis entitled, "Housekeeping Service Quality and Guest Satisfaction in Star Rated Hotels in Nairobi, Kenya."

Any assistance given will be highly appreciated.



LNM/cwr

## Appendix 7: Population table

| Description<br>(Strata)  | Hotels                     | No. of<br>rooms<br>100% | Executive<br>housekeepers<br>100% | Guestroom<br>attendants | Hotel<br>Guests |
|--------------------------|----------------------------|-------------------------|-----------------------------------|-------------------------|-----------------|
| Five Star                | Hotel intercontinental     | 380                     | 1                                 | 27                      | 27              |
|                          | Grand Regency              | 209                     | 1                                 | 15                      | 15              |
|                          | Hilton Hotel               | 287                     | 1                                 | 21                      | 21              |
|                          | The Norfolk                | 179                     | 1                                 | 13                      | 13              |
|                          | Nairobi Serena             | 183                     | 1                                 | 13                      | 13              |
|                          | Winsor Golf & Country Club | 130                     | 1                                 | 9                       | 9               |
|                          | The Stanley                | 217                     | 1                                 | 16                      | 16              |
|                          | Safari Park hotel          | 204                     | 1                                 | 15                      | 15              |
| Four Star                | Fairview Hotel             | 100                     | 1                                 | 7                       | 7               |
| Three Star               | The Bounty Hotel           | 100                     | 1                                 | 7                       | 7               |
|                          | Six Eighty Hotel           | 340                     | 1                                 | 24                      | 24              |
|                          | Silver Springs             | 160                     | 1                                 | 11                      | 11              |
|                          | Marble Arch                | 56                      | 1                                 | 4                       | 4               |
|                          | Landmark hotel             | 60                      | 1                                 | 4                       | 4               |
|                          | Holiday Inn                | 171                     | 1                                 | 12                      | 12              |
|                          | Nairobi Safari Club        | 140                     | 1                                 | 10                      | 10              |
|                          | Utalii Hotel               | 57                      | 1                                 | 4                       | 4               |
|                          | Ambassadeur hotel          | 84                      | 1                                 | 6                       | 6               |
| Two Star                 | Panafric hotel             | 162                     | 1                                 | 12                      | 12              |
|                          | Hotel Boulevard            | 98                      | 1                                 | 7                       | 7               |
|                          | Sports View hotel          | 94                      | 1                                 | 7                       | 7               |
| Total No. of Hotels - 21 |                            | 3411                    | 21                                | 244                     | 244             |

Source: The Kenya Gazette Notice No. 3976 Special Issue

## Appendix 8: Consent Letter



**KENYATTA  
UNIVERSITY**

**INFORMED RESEARCH CONSENT FORM**

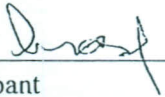
My name is Elwin Mchigani. I am a Master's student at Kenyatta University carrying out a research study in star-rated hotels in Nairobi County. The purpose of this study is to examine housekeeping service quality in star-rated hotels and establish a mechanism in which the department can measure their performance towards guest satisfaction. I will be most grateful if you would kindly participate in this interview by responding to all the questions in this questionnaire as candidly and precisely as possible. I do not foresee any risks or discomforts from your participation in the research.

I, the undersigned, confirm the following details below by ticking in the appropriate box:-

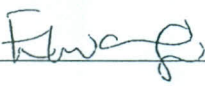
|    |   |  |
|----|---|--|
| 1. | I voluntarily agree to participate in this study.   |  |
| 2. | I have been given the opportunity to ask questions about the study and my participation   |  |
| 3. | I have read and understood the information about the research study as provided above.  |  |
| 4. | I understand I can withdraw at any time without giving reasons and that I will not be penalized for withdrawing nor will I be questioned on why I have withdrawn                      |  |
| 5. | All information that I supply during the research will be held in confidence and unless I specifically consent, my name will not appear in any report or publication of the research. |  |

**Legal rights and Signatures:**

I \_\_\_\_\_ consent to participate in housekeeping service quality and guest satisfaction in star-rated hotels in Nairobi, County conducted by Elwin Mchigani. I have understood the nature of this research study and wish to participate. I am not waiving any of my legal rights by signing this form. My signature below indicates my consent.

Signature:   
Participant

Date: 18/10/2015

Signature:   
Researcher

Date: 18/10/2015

## Appendix 9: Research Authorization Letter



### NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,  
2241349, 310571, 2219420  
Fax: +254-20-318245, 318249  
Email: secretary@nacosti.go.ke  
Website: www.nacosti.go.ke  
When replying please quote

9<sup>th</sup> Floor, Utalii House  
Uhuru Highway  
P.O. Box 30623-00100  
NAIROBI-KENYA

Ref. No.

Date

13<sup>th</sup> October, 2015

NACOSTI/P/15/57691/7932


Elwin Mchigani  
Kenyatta University  
P.O. Box 43844-00100  
NAIROBI.

#### RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on "*Housekeeping service quality and guest satisfaction in star rated hotels in Nairobi, Kenya*," I am pleased to inform you that you have been authorized to undertake research in Nairobi County for a period ending 12<sup>th</sup> October, 2016.

You are advised to report to the Managers of selected Hotels, the County Commissioner and the County Director of Education, Nairobi County before embarking on the research project.

On completion of the research, you are expected to submit two hard copies and one soft copy in pdf of the research report/thesis to our office.

  
DR. S. K. LANGAT, OGW  
FOR: DIRECTOR GENERAL/CEO

Copy to:

The Managers  
Selected Hotels.

The County Commissioner  
Nairobi County.

Appendix 10: Map of Hotels in Nairobi County

