

**INFLUENCE OF CUSTOMER CULTURAL ORIENTATION ON SERVICE  
QUALITY EXPECTATIONS AMONG 3-5 STAR HOTELS IN NAIROBI  
COUNTY, KENYA**

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HOSPITALITY, TOURISM & LEISURE STUDIES OF KENYATTA  
UNIVERSITY**

**JULY, 2021**

## DECLARATION

The research thesis is my original work and has not been submitted for the award of a degree in any other institution of higher learning.

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## **DEDICATION**

This thesis is devoted to my family whose prayers and help enabled me to complete this work. To my dear parents Mr. and Mrs. Kangethe for all your financial support; thank you for giving me the time and peace that I much required to complete this thesis in two years. I also gave this thesis to my son Jayden Kiunga, because he is my source of inspiration and always gives me a reason to challenge and keep going.

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**LIST OF ABBREVIATIONS AND ACRONYMS**

|      |                                 |
|------|---------------------------------|
| CQS  | Certified Quality systems       |
| GDP  | Gross Domestic Product          |
| IBM  | International Business Machines |
| KTB  | Kenya Tourism Board             |
| TRA  | Tourism Regulatory Authority    |
| USD  | United States Dollars           |
| WOM  | Word of Mouth                   |
| WTO  | World Trade Organization        |
| WTTC | World Travel & Tourism Council  |

**OPERATIONAL DEFINITION OF TERMS**

|                                      |  |
|--------------------------------------|--|
| <b>Culture</b>                       | describes the way of life encoding of the mind that distinguish one grouping of community from others.   |
| <b>Customer</b>                      | the client in receipt of goods and services from an association subsequent to making some monetary compensation.   |
| <b>Customer cultural orientation</b> | refers to norms, values and behaviors exhibited by hotel service providers toward customers in the context of the study.   |
| <b>Hotel</b>                         | It is a commercial company that provides accommodation, catering and other services for short-term tourists.   |
| <b>Service quality</b>               | describes the state of a service being offered meeting certain standards as perceived by a customer  |
| <b>Customer satisfaction-</b>        | this is the aggregate feeling consumer gets when his or her needs are meet by the establishment.   |
| <b>Star rating</b>                   | the classification of hotels according to the facilities and services to the consumers. It is done by the tourism regulatory authority and hotels which are classified are gazette in the Kenya gazette. |

## ABSTRACT

In today's globalized world, social and cultural diversity is a difficult problem faced by people and businesses. As an impact of globalization, the reduction of global cultural borders requires that international managers have the appropriate capacities that allow them to operate correctly in different inter-social environments. This is significant for hotels to comprehend that the cultural orientation of consumers around the world is not exactly the same, so understanding the cultural orientation of guests is very important to improve service quality. This study evaluated how clients' cultural preferences affect service quality expectations of 3-5 star hotels in Nairobi, Kenya. This study adopts a cross-sectional survey research design. The targeted population was 12 hotel managers, 72 departmental supervisors and 1220 customers. Stratified random sampling approach was thus utilized to select 60 supervisors and 301 customers. Twelve hotel managers were selected through purposive sampling. Before starting the actual data collection, the questionnaire was pre-tested to determine the reliability of the tool. Data analysis includes descriptive analysis and inferential analysis. Descriptive analysis includes percentage, frequency, mean, and standard deviation, while inferential analysis includes correlation and regression analysis. The study registered overall participation rate of 78.0% deemed satisfactory for this research. The findings of the research may be of significant importance to the 3-5 star hotels. The results also forms basis for future research references. Pearson correlation coefficients revealed that customer cultural orientation and service quality have a positive and statistically significant association ( $r=.574$ ,  $p = .000$ ). It was further revealed that management role and service quality in the 3-5 star hotels are positively and significantly associated ( $r = .600$ ,  $p = .000$ ). Lastly, research found out that communication strategies is positively and significantly associated with service quality ( $r = .598$ ,  $p = .000$ ). The model summary established the client's cultural orientation, management roles and communication strategies and explained 53.9% of the changes in the quality of service of 3-5 star hotels. Regression coefficient outcome also revealed that customer cultural orientation is positively and significantly related to service quality of three to five star hotels ( $\beta=.316$ ,  $p = .000$ ). It was also established that management role ( $\beta =.291$ ,  $p = .001$ ), communication strategies ( $\beta = .287$ ,  $p = .001$ ) are positively and significantly related to service quality in the 3-5 star hotels. The results may be significant to customers and hotel industry. The study concluded that client cultural orientation, managerial roles and communication strategies significantly affect service quality expectations of clients of 3-5 star hotels in Nairobi, Kenya. The research recommend that hotels should provide high-quality services and meet customer expectations. Employees must understand the diversity of cultural orientations of customers, spend time understanding customer preferences, help customers make decisions, and gain more information to understand diverse cultures, languages, and psychological, economic, political perceptions and backgrounds and social.

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background to the Study

The travel and hospitality industry is one of the largest companies in the world, creating 200 million job opportunities, representing 9.8% of GDP of USD 7.2 trillion globally (WTTC, 2018). Basing on the WTTC report, the global hotels market value in 2018 was estimated to be USD 525.57 and is projected to produce about USD 611.54 billion in 2027, at a compound yearly growth rate of around 4.6% between 2019 and 2026 (WTTC, 2019). The astonishing increase in mobility has increased the possibility that many service workers engaged in hospitality and travel businesses will have experience with tourists from different cultures (Cerchione & Bansal, 2020). The extension and continuity of the organization in these undertakings will rely more on the achievements of these experiences of employees and guests from abroad (Sabiote, Frías & Castañeda, 2012). More importantly, this service cooperation has made admirable progress and freed themselves from social misunderstandings.

Martín, Rudchenko and Sánchez Rebull (2020) noted that multicultural characteristics influence the quality assumptions of guest preference management. A comparison of differences in cultural between UK and Germany shows that the hotel business in Spanish and Turkish resorts is also taken care of (Kozak, 2001), and the creators have found that British guests may actually be more satisfied in all situations than Germans. Features to remember for the exam. Schuckert, Liu, and Law (2015) found that in Hong Kong, English-speaking tourists scored higher accommodation points than non-English speaking tourists and were generally more satisfied with

working-class hotels. Again, the English-speaking part tends to be posh accommodations. Interestingly, the creators found that visitor satisfaction in luxury hotels is generally more homogeneous than in lower-class and working-class hotels.

In Ghana, the hotel industry is play a significant role in economy development. For example, in 2016, tourism increased by 3% of Ghana's GDP and in 2017 it expanded to 3.2% of GDP (Gyamfi, Odoom, Fosu & Luki, 2020). In fact, this number is projected to increase to 2.9% of GDP by 2027. **In terms of customer cultural orientation, there is low power distance cultural orientation and Low uncertainty avoidance in Ghana hospitality sector (Pomegbe, Dogbe, Sarsah & Otoo, 2019). These two components prominently reflect the obviously service quality of the highly rated hotel. Low vulnerability avoidance has a positive impact on obvious aid confirmation, substantial quality, and responsiveness. Additionally, it has an adverse consequence on apparent service empathy.**

In Kenya about 2,025,206 tourists visited the country in 2018, an increase from 1,474,671 visitors in 2017 (Ministry of Tourism & Wildlife report, 2018). There were 340,967 domestic visitors and 1,684,239 international arrivals in 2018. From this statistic many of the visitors to Kenya are from diverse cultural backgrounds and many organizations do not realize the importance of training their staff when handling visitors from varied cultural settings in order to maintain service quality standards (Kiange, 2011). From the contextual argument of this research, it important to study customer cultural orientation and service quality expectations in the context of 3-5 star hotels in Nairobi City.

Service quality is a bigger concern to hotels because the quality of the exchange between the guest and the hotel service provider is often the main reason for visitor

retention and market competitiveness in hotel industry (Adesina & Chinonso, 2015). Worldwide, service oriented sectors are on the rise in shopping malls, and many help associations seek better returns and heavy losses by focusing on the quality of services provided and whether the services satisfy consumers as projected (Grobelna, 2015). Thus, cross-cultural consideration in the hotel industry is significantly important as pointed in empirical investigations (Seo, 2012; Cao & Phan, 2015). Quality service delivery provides hotels with means to compete favorably in the market by observing quality of services being offered (Chung, 2015).

Service quality is the state of a service being offered meeting certain standards as perceived by a customer (de Araújo, Costa & Nóbrega, 2013). Service quality is subjective and is dependent on perception of the consumer. As indicated by Tsoukatos (2011), service quality pegged on two aspects that is; the nature of expected hotel services and actual state of service provided. Consumer expectations of the service being offered are often linked to the quality and thus consumer feedbacks on the state of service is critical to the service providers (Alshaibani, 2015). Thus, in the contextual situation of this study, service quality is mandatory to the competitiveness of the star hotels (Uddin, 2015).

Hotel service providers in most occasions fail to attach the necessary importance of customer cultural orientation in the provision of quality hotel services (Alshaibani, 2015). Customer cultural orientation describes norms and values that exist between customers and hotel service providers (Chung, 2015). Inter cultural encounters entail customer and service staff from diverse cultures (Risitano, Tutore, Sorrentino & Quintano, 2017). Developing consumer-oriented culture requires close engagement of the hotel with the customer while constantly employing customers' views to

improve service delivery (Seo, 2012). Creating the right set of beliefs, norms and values in the hotel is significantly important in the improving the quality of services offered (Tefera & Govender, 2016).

Customer cultural orientation that is able to meet diverse backgrounds can help build a competitive hotel (Kong & Jogaratnam, 2017). Customer cultural orientation is one of the most effective mechanisms to promote provision of quality services in the hotel sector though least understood and implemented by most hotel service providers (Amin, *et al.*, 2013). Hotels must understand that customer social addresses are not the same around the world, so knowing customer social addresses is very important to improve the quality of the service (Ngacha & Onyango, 2017). Thus, it is critically necessary for hotels to map out the most critical aspects of customer cultural orientation that serve customers from diverse cultures (Uddin, 2015). Therefore, customer cultural orientation shapes the quality of services offered to customers over time (Armstrong, Mok, Go & Chan, 1997).

Hofstede (2001) proposed a five-dimensional model of public partnership that helps to understand the basic qualities. Hofstede's model has been used to clarify the contrast between self, character, and personality concepts, and subsequently clarified the diversity in marketing procedures and communication (De Mooij, 2010). The five measures are low/high intensity distance, collectivism / individualism, low/high vulnerability avoidance, femininity/ masculinity, and long/ short term orientation.

Collectivism / Individualism clarifies the relationships that exist between people in the general public (Hofstede, 1980). Independence/community portrays the connections between people in each culture. Individualistic societies are generally more common and, in most cases, accept that their qualities are relevant to everyone

(Asamoah and Chovancová, 2016). Furthermore, they are low-level communication societies with clear verbal communication (Hofstede, 1980). The collectivist society is a highly valued communication society, and they usually have an indirect form of communication. In the context of this study, how communication strategies are employed to enhance service quality expectations in a hotel business is important.

The power distance mirrors the results of contrasts in power imbalance and authority relations among the overall population. In a society with huge power distance, everyone has a place in the social hierarchy (Hofstede, 1980). Power distance clarifies the extent of the public chain of command (De Mooij & Hofstede, 2010). A general public with a powerful distance has a various leveled request with upward separated force positions existing to make lots of force status. The concept of legal premises is suitable for board and employees that understand the hotel industry.

Femininity/masculinity handles how much social order buys in an average generalization related to women and men. The main qualities of a male society are success and achievements; the general qualities of a female society really concern others and personal satisfaction (De Mooij & Hofstede, 2010). In a more "masculine" society, what is most notable is abundance, achievement, desire, materiality and achievement, and what is most prominent is personal worth, caring for others, helping others and conserve the environment and equality in a more "feminine" society (Hofstede, 1980). A key part of this social measure is role distinction, which is often rare in the female social order and large in the male social order. Role differentiation and task allocation is a common phenomenon in any work setting including hotel industry (De Mooij & Hofstede, 2010). More females are placed at the service front of serving customers (waitresses) than males (waiters). Likewise, in

the kitchen production, there is high tendency to find more males compared to females in a hotel.

Long-distance steering involves “encouraging moderation to achieve potential payoff, especially stability and frugality” (Hofstede, 2001). Long-term orientation is the degree to which people show a long-term perspective on the future (Hofstede, 1980, 1991). The long distance address will be deducted from interest later (De Mooij, 2010). Individuals with long-distance senior management are loyal to a clear brand, unlike those in a transient partnership. Regarding this inspection, the idea of the expected quality of the assistance in the accommodation will determine if the client is loyal to the hotel.

Uncertainty avoidance is characterized by the degree to which individuals in the general public feel affected by suspicious or unknown circumstances (Hofstede, 2001). Uncertainty is communicated through consistency requirements achieved through properly formed laws and formal governance and engagement structures (Kumar, Fairhurst & Kim, 2013). In the context of this research, uncertainty prevention portrays the difficulties hotel staff face when speaking to visitors of different social fundamentals, and how it affects the quality of service.

## **1.2 Statement of the Problem**

Comprehending the need to incorporate consumers' service expectation is important in hotel industry. The operation of the hotel business is closely related to the quality of the services provided, and understand the expectations of the hotel to improve the quality of the services provided. However, when hotel management fails to match the quality of the service provided with customer expectations, there is a mismatch between consumer expectations and the perception of performance, which is manifested in the level of satisfaction. The quality of services offered are what drives the hotel industry.

Declining quality of services drives in a hotel drives away customers (Muchogu, 2016). Understanding customers' expectation in terms of quality of services is crucial in hotel industry (Paudyal & Acharya, 2015). Management of hotel may fail to understand what buyers expect when attending and which highlights are expected to be of great help, causing confusion between buyer assumptions and management assumptions (Jeong and Lee, 2017). The lack of such services is not conducive to the development of hotels. This gap in quality service is not ideal for a hospitality establishment.

In Nairobi City County, 3-5 star hotels are facing stiff competition from other hotel service providers in the industry. Service quality thus remains the differentiating factor to satisfy customer among hotel service providers (Muchogu, 2016). As a result, hotels must define ways to enhance service delivery so as to stay competitive and one of it is customer cultural dimension. Hotel service providers in most occasions fail to attach the necessary importance of customer cultural orientation in the provision of quality hotel services (Alshaibani, 2015). Thus, the generation of

right and acceptable beliefs, norms and values in the hotel are significantly important in improving service quality.

The clarification of comparative administrative management issues in different societies may be the determinants of administrative quality which vary from one society to another (Cao & Phan, 2015). Despite the irresponsible clarification of the importance of social assistance experiences on a global scale, there is no complete model that can combine it with the nature of the management provided, especially in hotel sector. Previous empirical researchers explored limited facets of inter cultural service encounters, for example, customer experience (Lu, Berchoux, Marek & Chen, 2015). However, current research explores the role of customer culture orientation in improving the quality of service in star hotels. A study by Mochogu (2016) only focused on customer loyalty, customer satisfaction, and quality of service for 3-5 star hotels in Nairobi, Kenya, but did not focus on customer cultural orientation. Current research attempts to determine that the client's cultural orientation is improving the quality of service in a 35-star hotel. It is for this argument that this research assessed consumer's cultural orientation and service quality expectations while focusing on 3-5 star hotels in Nairobi City County, Kenya.

### **1.3 Research Objectives**

#### **1.3.1 General Objective**

To assess the influence of consumer's cultural orientation on service quality expectations among three to five star hotels in Nairobi City County, Kenya.

#### **1.3.2 Specific Objectives**

This research was anchored on the following specific objectives;

- i. To assess how customers cultural orientation affect service quality expectations among 3-5 star hotels in Nairobi City County.
- ii. To investigate how management role influence service quality expectations among 3-5 star hotels in Nairobi City County.
- iii. To determine the influence of communication strategies on service quality expectations among 3-5 star hotels in Nairobi City County.
- iv. To identify the challenges faced by staff in the hotels as they communicate to guests from different cultural backgrounds and how it affects service quality.

#### **1.4 Hypothesis Testing**

**Ho1.** There is no significant relationship between customers' cultural orientation and service quality expectations among 3-5 star hotels in Nairobi City County.

**Ho2.** There is no significant relationship between management role and service quality expectations among 3-5 star hotels in Nairobi City County.

**Ho3.** There is no significant relationship between communication strategies and service quality expectations among 3-5 star hotels in Nairobi City County.

#### **1.5 Significance of the Study**

The importance of the survey is to identify factors that limit quality of hotel services provided. The outcome from the study may allow hotel owners, hotel management and other stakeholders to identify factors of foreign customers' dissatisfaction; and thereby to know the gaps of services quality. In doing so, the quality of services offered in the 3-5 star hotels will be enhanced by aligning customers' cultural orientation to preferences and desires.

The study findings may be of essential importance to the hotel industry by identifying the barriers to the delivery of quality services in the hotel and forwarding feasible solutions to enhance overall service quality. This is also very important to Kenya's hotel industry, which welcomes many international visitors from distinction cultural backgrounds. The results of the study may constitute a major political intervention in the tourism industry. The Ministry of Tourism can design policy guidelines that include support for cultural diversity. Policies will affect the service quality of the hotel industry.

In addition, the findings of this research can be used as a research reference to increase the knowledge system of academic study in the field of cultural influence and service quality. It also opens up new gaps in cultural studies that may require further investigation.

### **1.6 Delimitation**

The focus of the research is on 3-5 star hotels in Nairobi city and county. The city and county of Nairobi is an international metropolis with a diversity of hotels that can meet the desires of customers of any financial and cultural background. The city has the most three to five-star hotels. The study delineated 3-5 star hotels in Nairobi City County from the context. This study analyzes the impact of cultural orientation, management roles and communication strategies of 3-5 star hotel customers in Nairobi city and county on service quality expectations from the scope of concepts. The research also explored the difficulties confronted by hotel workers in communicating with visitors from distinguish cultural backgrounds and how it impacts the quality of service. From the field of methodology, descriptive statistics,

inference testing (regression analysis and correlation), and content analysis was utilized to analyze data.

### **1.7 Limitations of the Study**

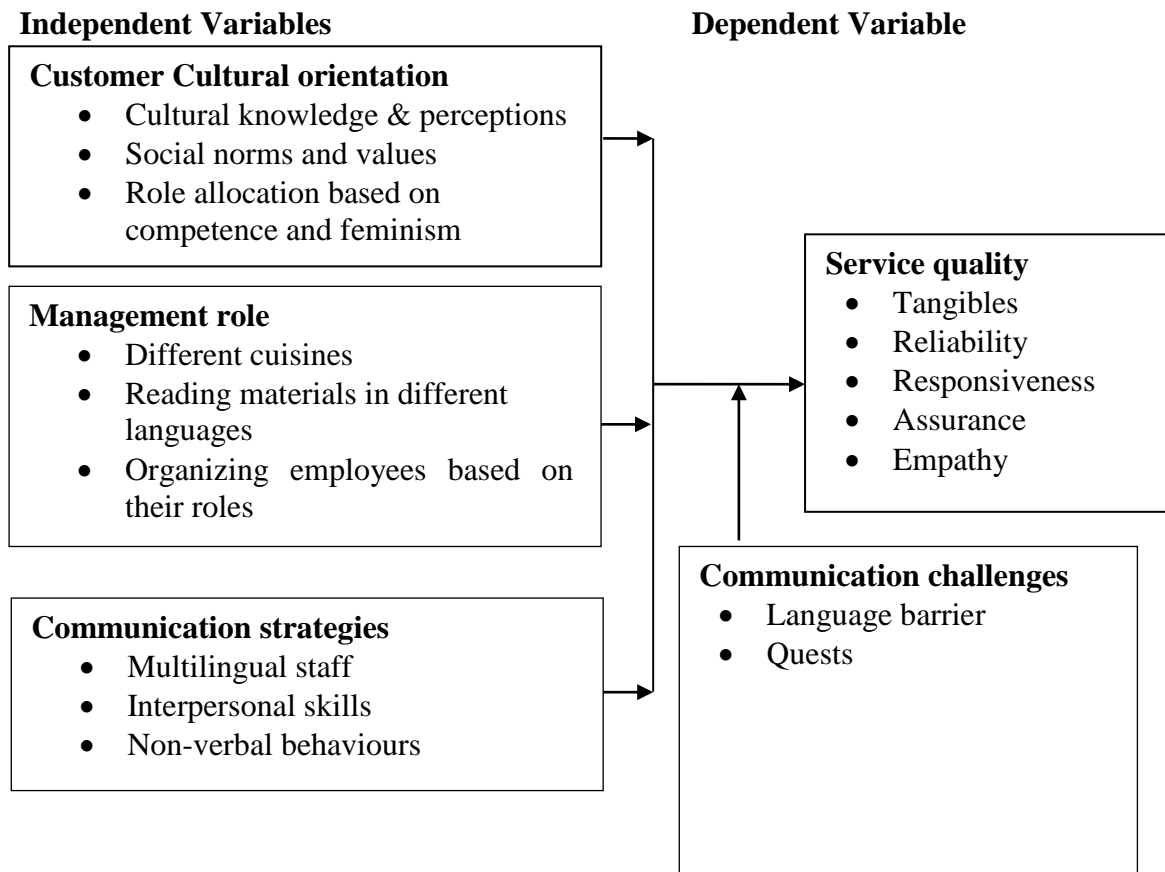
Hospitality industry is time bound and sensitive and the researcher took more time due to interruptions and urgency to attend to customers by respondents. Thus prior arrangements were done when the respondents had off-days and off-rush hours. The study considered the views of senior managers, supervisors, customers and employees while obtaining crucial information needed and this was considered as a limitation in this regard; any generalization that may reflect a national framework was done with caution. In addition, the respondents were hesitant in presenting information regarding the hotels citing brand image of the hotel. However, this was mitigated by assuring the study participants the information collected are for academic research only.

### **1.8 Assumptions**

It was assumed that to a large extent, training determined industrial performance which largely influenced customer satisfaction. The study participants were assumed to have been truthful in providing their answers to create significant data.

### **1.9 Conceptual Framework**

This part analyzes the variables of the conceptual model. This is to explain the relationship between them. The conceptual framework connects the independent variable with the dependent variable. Figure 1.1 shows a picture of the conceptual framework that guided this research.



**Figure 1.1: Conceptual Framework consumer’s cultural orientation and service quality expectations of three to five star hotels**

Source: Adopted and modified (Hofstede, 1980; Pomegbe et al., 2019)

In this model, service quality is the outcome variable, and culture is the predictor variable. In this survey, both variables were considered as intermediate variables, and any difference that occurred was considered a gap in the study. Service quality and product quality are the same factors that define consumer satisfaction.

Provision of service quality is influenced by cultural factors, for example the values of a guest. Culture both influences the service provider (the restaurant) and customer. It influences the hotel to choose a certain organizational structure, typical communication systems, a specific menu, and customer approach. The customer is influenced by culture in the way it creates expectations and evaluates performance (perception). These two concepts together eventually lead to a satisfied or dissatisfied customer quality of the

services provided. It was hypothesized that communication strategies, management role and customer cultural orientation, have a significant impact on the service quality expectations of 35-star hotels. Communication challenges that exist between staff and guests tend to affect the provision of quality services in the 3-5 star hotels.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

The section reviews the literature on the impact of customer cultural orientation on the expected service quality of star hotels in Nairobi County, Kenya. This section aims to broaden the theoretical understanding of how customer cultural orientation affects the service quality of the hotel industry. It also identifies major knowledge gaps in the hotel industry in terms of customer culture and service quality.

#### 2.2 Concept of Service Quality

The quality of service is critical to the development of any aid zone organized as a retreat. The quality of service is usually characterized according to the customer's point of view, because it is formed at the same time as the cycle of creation, transmission, and use of auxiliary tools. Therefore, the SERVQUAL model provides a calculation structure for fully reviewing and evaluating the quality of services in the healthcare sector. The model suggested by Parasuraman et al. (1988) depends on the client's appraisal of the idea of the help, zeroing in on the correlation between their suspicions and bits of knowledge. The author mentions five ready-made measures to describe quality as an aid. They are: safety, reliability, tangibility, responsiveness and empathy (de Araújo, Costa and Nóbrega, 2013). Pala Suraman et al. (1985) showed that the quality of care can be evaluated by five measures to assess the inconsistency between seen and expected help: reliability, responsiveness, effect, confirmation and sympathy.

Service quality is considered an important aspect of tourism achievement, and the significance of observing the quality of arrangements for tourists is clear

(Gunarathne, 2016). Service top quality is taken into consideration the life of hotel as well as core of service monitoring. Examining service quality gives with the necessary info required to handle solution distribution procedures suitably (Uddin, 2015). There is a high degree of customer interaction with numerous aspects in a solution related sector like a hotel (Alshaibani, 2015).

Consumers analyze the quality of service by comparing service expectation and level of services obtained. Hence, solution quality acts an essential function in adding worth to the general solution experience (Minh, Ha, Anh & Matsui, 2015). Solution quality is very substantial to draw in and maintain clients, to enhance the market share as well as profitability of hotel service provider.

Service quality is described as customer's perspective on how better help quality meet or outperforms their wants. Cronin, Brady and Hult (2000) noticed that service is depicted by specific characteristics that make assessment of the exhibition much harder. Services are intangible in nature; this means it can be hard to quantify that an organization is offering to a customer.

Gronroos (1984) expressed two quality of service: professional grade (what the truth of the client gets from the help) is a valuable superior caliber (how to solve the solution). Solution High quality is a sophisticated methodology, such as capacity, point of view, additional activity, accessibility, reliability and reliability, reliability, reliability, service recovery, solution capabilities, validity, Validity and reliability, can be characterized by reliability. Lehtinen and Lehtinen (1991) asserted that there are 3 solution quality estimations, explicitly, actual top quality, corporate superior grade just as intuitive top quality.

The last measurement is important for the quality of the supplier's central cooperation solution, and is important for the recipient of the solution, and it is important to focus on the client, and for that purpose, the main opinion of the world helps it. It is important to strengthen the previous quality. Additionally, Berry, Parasuraman and Zeithaml (1988) measured service quality based upon tangibility, reliability, responsiveness, assurance, as well as compassion.

Regardless of the variety of proposed meanings, the SERVQUAL design (Parasuraman, 1985, Zeithaml, Parasuraman & Malhotra, 2002) stays one of the most widely adjusted as well as evaluated conceptualization of service high quality. SERVQUAL postulations have actually been located to be of use and relevance in researching service high quality in the hotel market (Gunarathne, 2016). As indicated by the model, service top quality is operationalized by contrasting the help wanted by buyers and their suppositions of genuine execution.

The SERVQUAL instrument uses 22 inquiries to decide the two assumptions just as understandings covering five arrangement measurements, especially, unwavering quality, responsiveness, effects, confirmation and compassion (Berry, Parasuraman and Zeithaml, 1988). Constancy depicts exact, respectable and furthermore standard productivity of the arrangement. Responsiveness demonstrates being brief and prepared to offer the purchaser. The actual arrangement features like look of staff individuals, hardware and focuses are recognized as physical assets. The estimation of confirmation makes up the capability, amenability and uprightness of group which produce client trust and self-assurance. Empathy involves mindful just as custom fitted interest alongside appreciating shopper requests just as helpful admittance to the assistance (Berry, et al., 1988). With regards to this examination, service quality

was estimated utilizing the boundaries dependability, responsiveness, effects, affirmation and sympathy.

Reliability is the capability to consistently and accurately manage assured, responsiveness is the energy to help customers and provide short help, and certification is the ability to inspire trust and faith. Compassion depicts the careful, individualized thought provided for customers while impacts depict the undeniable parts of administration. The develop of value service were introduced in a five point likert scale. The normal reaction of dependability, responsiveness, physical assets, affirmation and compassion was treated as the proportion of service quality in the hotel.

Gunarathne, (2016) studied on linkage between service quality and consumer satisfaction focusing on Sri Lankan Hotels. The quality of services is taken into consideration substantial when it pertains to defining firm progress. The most appropriate technique is to provide the best services meeting high quality standards to consumers. The Sri Lankan Hotel Sector acknowledges the requirement to improve solutions high quality instead to stiff competitors where hotels are enhancing the quality of services so as to persist competitive in the hotel sector. The information was gathered via questionnaire that consisted of five point likert range declarations.

Outcomes of various relationships, t-test and also hypotheses screening disclosed a good deal of the current services available with consumer contentment. Mostly thanks to assistants, convenience in guestroom, cleanliness and also setting of resort have actually played important function in creating calmness as well as succeeding satisfaction amongst clients. This research confirms straight relationship in between

Service High quality and client fulfillment. Nonetheless, the research looked at the linkage existing between service quality of hotel industry and customer satisfaction in Sri Lanka unlike current study that studies the linkage between consumer's cultural orientations on service quality prospects among 3-5 star hotels in Nairobi Kenya.

Minh, *et al.* (2015) undertook a research on service quality and consumer satisfaction focusing on Vietnamese hotels. A set of questions was prepared with 23 items on service quality. Information were obtained from 432 guests of 33 Vietnamese three-star hotels. Evaluation outcomes suggested that integrity, responsiveness, assurance, and also compassion substantially effect on the customer fulfillment. The research undertaking implies that the nature of services provided in the hotel determines level of visitor satisfaction.

Hotel monitoring can focus on reliability, compassion, assurance and responsiveness to attain a high level of customer satisfaction, thereby increasing customer loyalty and organizational profits. However, this survey analyzes the association between customer satisfaction and service quality in Vietnamese hotels. Unlike the current research, this research studies the connection between the cultural orientation of Vietnamese hotels and the expectations of service quality. A 35-star hotel in Nairobi, Kenya.

## **2.3 Empirical Literature Review**

### **2.3.1 Customers Cultural Orientation and Service Quality**

To remain proactive in the ever-changing hotel business, it is essential to design services that can satisfy the social order of very diverse clients. Culture is just one of the most reliable but problematic points of view that hotel management needs to perceive in order to provide a high level of service that meets customer expectations (Cao & Phan, 2015). Culture and clients handling vary from one society to another. Ueltschy (2007) pointed out that it is essential that accommodation providers, such as hotels, understand the preferences of clients in distinction parts of the world. Therefore, it is significant that providers determine the basic elements of customer expectations and incorporate these surveys directly into service guidelines to improve the customer experience (Alshaibani, 2015).

Customer cultural orientation differs among societies and organizations and individual display certain features (Nóbrega, 2009). Furthermore, society not just affects actions of people, yet also impacts the justification process of the behavior (de Araújo, Costa & Nóbrega, 2013). Culture alignment additionally has solid effect on customers' supposition and furthermore evaluation on the quality of services. Customers in the hotel sector come from diverse background settings and service expectation among them may differ significantly (Cao & Phan, 2015). Researching each culture in detail may allow hotel service suppliers increase on the quality of services to be expected.

Seo (2012) conducted a research on impacts of cultural on consumer satisfaction on service quality in hotel sector. The research was a desktop based literature review. The researches carried out in the United States disclosed that customers are usually

extra worried regarding staff member related elements such as kindness of personnel, modification of service, the ability of resort staff members to accommodate consumers' needs, timeliness of workers, and the capacity to address problems swiftly as well as quickly. However, it is critical to quantity service quality of hotel visitors basing on customer cultural orientation of various hotel service providers particularly star hotels.

de Araújo, Costa and Nóbrega (2013) undertook a research on customer oriented behavior and provision of quality service. In order to achieve our purpose, the research carried out exploratory study, the nature of which is predominately qualitative. By associating the habits servant with high quality service, the research showed the suitability of the linkage constructed between employee and also customer in the building and implementing quality expectation as well as complete satisfaction of the latter. However, the study was purely qualitative unlike current study that employs both quantitative and qualitative approach to predict service quality resulting from customer oriented behavior.

Cao and Phan (2015) undertook a research on cultural influences and provision of service quality focusing on Vietnamese customers. Results from an example of 487 Vietnamese purchasers' check an impressive association in the middle of arrangement quality desires and furthermore four social elements of cooperation, eccentrics shirking, power remove and durable direction. Inside these social qualities, community is the best forecaster that adds to the differentiation of inn administration quality longings, clung to by weakness aversion and besides power division, expressly. However, the study focused on Vietnamese hotels whose service

environment and cultures are significantly different from hotel service environment and culture of 3- 5 star hotels in Kenya.

Ngacha and Onyango (2017) undertook a research on the functionality of customer-oriented service culture in promoting guest retention among Rwandese hotels. The research study adhered to a mixed approaches design that comprised of descriptive, relative and correlation research styles. The nature of service offered in the hotels positively influenced the retention of guests in Rwandese hotels. Deficiencies were kept in mind across the client orientation techniques examined that comprised advancement of customer-oriented society, administration of staff and designing service procedures for quality service distribution. However, the study looked at the linkage between customer-oriented service culture and customer retention focusing on Rwandese hotels unlike current study that focuses on customers' cultural orientation and service quality in Kenya.

### **2.3.2 Management Role in Hospitality Industry and Service Quality**

For the hotel industry to achieve its goal of providing customers with high-quality solutions, it is important to check exactly how hotel management can understandably meet or exceed consumer service delivery expectations (Dikmen and Bozdağlar, 2017). Hotel management seeks to identify how satisfied customers are with their services and the level of service expectations that customers expect (Minh et al., 2015). According to Tefera and Govender (2015) consumers have the greatest assumptions on punctuality of service, precision of transactions and safety and security issues from the service provider monitoring. It is essential for hotel management to prioritize on interest to details and also punctuality in attending to

customer problems related to service high quality concerns (Dominici & Guzzo, 2010).

The quality of services provided by hotel may not meet up the standard owing to lack of commitment from the hotel management (Wu & Ko, 2013). According to Waitiki, (2014) the hotel management requirements should address quality service issues in a firm. Many managerial initiatives to improve service quality should be clearly defined in the hotel (Minh, *et a.*, 2015). The hotel management service initiatives to promote service quality may include organizational support, recognition, and employee capacity development and continual service improvement.

Kiange (2011) focused on Kenyan hotels and conducted research on managers' opinion of the quality of customer service. The research was done by collecting raw data from top managers and guests of 5-star hotels in Nairobi using a survey research design. A questionnaire relating to the service was collected, and the questionnaire was framed on a 5-point Likert scale. The SERVQUAL model is utilized to determine the level of quality of the service provided by the hotel. The hotel management reportedly understands the nature and level of quality of service that guests expect. It can be clearly seen from the results that the manager's insight of the service quality dimension does not match the customer's expectations. However, the study failed to prove hotel's management role in enhancing quality of services provided to guests from different cultural backgrounds.

Wang'ombe and Ngige (2016) carried out a study on service quality and consumers' satisfaction in 3-5 star hotels in Nairobi. An investigation of 72 consumers was performed in selected 4-5-star hotels in Nairobi. Data were gathered through self-administered Surveys. The outcome from the study revealed that there was a

considerable connection between solution top quality efficiency dimensions and consumer contentment. It was also developed that hotel managers ought to endeavour to comprehend what customers expect throughout service encounter and also what features are required to supply top quality solutions. However, the study did not illustrate the effects of customer cultural orientation of quality of services provided in the hotels.

Watiki and Churchil (2014) undertook a study on service quality and visitor loyalty in hotels in Nairobi, Kenya. The scientist utilized a nitty gritty format to consider arrangement high caliber and buyer complete fulfillment from the customer's point of view in star evaluated hotels inside Nairobi. The outcomes considerably more uncover that uprightness measurement contributes most toward consumer loyalty followed by Empathy, Tangibles and furthermore Responsiveness. Confirmation supposedly added the least. The study only suggested what the management of hotels can do to enhance customer satisfaction and service loyalty unlike current study that wishes to establish the role of hotel management in enhancing service quality of 3- 5 star hotels.

Mose and Kibera (2015) studied the service quality and performance management practices of Kenyan hotels. The research objects include 209 resort companies listed with the Kenya Hoteliers Association and Caterers (KAHC), which is an important coordinating agency that brings together officially listed hotels and restaurants. This study uses a descriptive cross-sectional design. The study revealed that there is need for top management support in promoting quality service delivery in the hotels. The study only suggested what the management of hotels can do to enhance guest

satisfaction and service loyalty unlike current study that wishes to establish the role of hotel management in enhancing service quality of 3- 5 star hotels.

Kim, Tavitiyaman and Kim (2009) conducted a study on management commitment in providing quality service in the hotel sector. Ten hotels in Bangkok were funded by Thailand and participated in this study. Using the Thai hotel staff version of the build formula shows that motivation, authorization, and training are positively linked to job satisfaction, but the process from organizational assistance to job completion is not maintained. In a high-powered remote society like Thailand, the positive impact of empowerment on workers' job completion is an unexpected discovery. However, the study focused on Thailand hotels whose service environment and cultures are significantly different from hotel service environment and culture of 3- 5 star hotels in Kenya.

### **2.3.3 Communication Strategies and Service Quality**

Communication is an activity aimed at the construction of information exchange, as one of the key columns of social life and organizational structure, and it is also responsible for the development of relationships between organizations and groups (Seyitoglu & Yuzbasioglu, 2015). People need healthy and balanced interactions to better understand and understand each other, develop better-performing businesses, and solve simpler problems (Ruck & Welch, 2012). If the communication channels in the organization are not adequately relevant, the company may not be able to operate successfully.

Communication is regarded an essential entity in hotel industry establishments where communication among hotel staff, customers and management is critical (Slåtten et al., 2010). Hotel need to employ various channels to communicate to customers.

Kao, Tsaur and Wu (2016) highlighted the significance of clearly defined norm of communication with customers. Waitress and also waitress play an important function in getting in touch with as well as providing solution to consumers and developing long-lasting relationships with them (Kusluvan, 2003).

Hotel staff with appropriate interaction and participation skills can certainly improve the quality of service by managing customer partnerships more effectively, because it increases a positive self-image and will certainly increase customers' positive assumptions about service quality (Demir, 2011; Zulhamri & Claina, 2012). Harrington and Akehurst (1996) highlighted that hotels need to establish more active hotel communication channels to help better implement resort policies because it can provide consumers with high-quality solutions.

Portaankorva (2017) performed a research study on customer's cultural dimensions and service quality. A study for worldwide consumers of Solo Sokos Resort was carried out. The results of the methodical literary works review sustained the theory that a customer's social history effects on his service experience in the holiday accommodation organisation. The distinctions in society need to especially be considered in interaction, yet they also influence the customer's value production. The study however, did not point out the communication strategies employed by the Solo Sokos Hotel Paviljonki in Finland. Moreover, hotel service environment in Finland and cultures are significantly different from hotel service environment and culture of 3- 5 star hotels in Kenya.

Seyitoglu and Yuzbasioglu (2015) undertook a research on the function of strategic communication in hotel sector. Information was subjected to explanatory aspect analysis to facilitates the dimensional framework of interaction. Outcome of the

research suggested that there was a positive web link in between calculated communication measurement as well as operational efficiency, along with raised overall efficiency of the company as well as far better interior operational top qualities of separate departments. However, the study focused on strategic communication in respect to operational effectiveness unlike current study that focuses on communication strategies and quality of services rendered in 3-5 star hotels in Kenya.

Boon-Itt and Rompho (2012) carried out a research gauging service quality dimensions in Thai hotel market. The study uses self-management surveys to measure assumptions about the high-quality attributes of Thai hotel services. The evaluation shows that the quality of service in Thai hotels is quite low. The hotel could not provide the expected solution. Similarly, consumer assumptions about star hotel services are also higher than those of business hotels. For star hotels, customer expectations are higher, because customers are long-term vacationers and have various requirements, such as communicating with resort staff and getting information about scenic locations. The study however, did not point out the communication strategies employed by Thai hotel in enhancing quality services.

Ariffin (2012) undertook a research the linkage between effective communication and customers' satisfaction of 4-5 star hotels in Kuching. Factor analysis has extracted three factor solutions to be the most interpretable results; basic communication skills, communication clarity and information accessibility. It is found that these three dimensions of effective communication are positively linked to customer satisfaction. Nevertheless, the research focuses on customer satisfaction,

and its definition is significantly different from the service quality utilized in this research.

Obiero (2018) conducted a survey on the association between service quality and customer satisfaction, concentrating on hotels in Nairobi. This survey used descriptive research design. Effective communication enhances consumer satisfaction. Generally, it was noted from the ranking that empathy was the weakest dimension of satisfaction hence it is essential for management to arrange on special activities that could enhance on effective communication and customer satisfaction. However, the study did not show how communication strategies influences provision of quality services in hotels in Nairobi County.

Muchogu (2016) undertook a study on customer satisfaction, service quality and customer loyalty among 3-5star classified hotels in Nairobi. Cross-sectional study was employed in the study and data collection done using questionnaires. The hotel has a clear channel of Communication. However, the study did not illustrate the relationship between communication channels and service quality.

#### **2.3.4 Communication Challenges Faced by Hotel staff**

Communication challenges are common in hotel industry where guests and service providers hail from different cultural backgrounds. Comprehending how to communicate appropriately with hotel customers speaking another language is very important (Qadri, Ahsan & Hashmi, 2016). Given the different social environment, this brings new communication difficulties to the workplace (Disilva, 2017). Similarly, when employees in better places or workplaces communicate in similar languages, some social comparisons should be considered to simplify the connection between the two parties.

For hotel management, a basic understanding of multiculturalism is essential for effective intercultural communication between clients, employees and managers (Portaankorva, 2017). Interaction plays a crucial function in servicing the guest; a staff member with a distinguished communication skill preeminently services his guest (Seyitoglu & Yuzbasioglu, 2015). The tourism department provides services to guests in a more manual way, and the staff must be friendly in communication to take care of their visitors. It is recommended that staff in departments such as reception, catering, accommodation operations, sales and advertising provide information to visitors (Qadri, Ahsan & Hashmi (2016). The employee must have the ability to comprehend the guest demand as well as provide proper information. Scuffled and dithered info from the hotel staff may result to adverse impression concerning the facility.

Disilva (2017) conducted a study on communication challenges experienced by staff in hotel sector. The system structure investigation is used as a research tool to investigate barriers to English communication and to take effective action to overcome these barriers. Provides the benefits of reliable communication to facilitate solutions for visitors and preserve a cultured workplace. A staff member's personal characteristics level of education, mental factors functions as the obstacles for interaction in English language. Nonetheless, the research did not link interaction methods to provision of high quality solutions in the resort.

Mbuthia, Muthoni as well as Muchina (2013) performed a research study on hotel solution quality: assumptions and fulfillment amongst residential guests in Kenya. Detailed study layout was adopted for the research. The research established that tangibility as a solution is highly valued. However, for this reason, lower scores on

the dimensions of trust and high-quality communication mean lower scores. This research revealed the modest impact of high-quality measurements, such as reliability, responsiveness, and communication, because they gave up their curriculum coefficient for better solution quality. The research however, did not point out the communication strategies employed by the hotel in enhancing quality services.

Qadri, Ahsan and Hashmi (2016) conducted a research on cross cultural communication focusing Marriott Hotels & Resorts. Provision of quality services in hotels entails being aware of guest expectations as well as individuals from that culture influences the company. Then the paper goes over management, inspiration and also monitoring at Marriott Hotels & Resorts. One of the most motivating point is that, at Marriott Hotels & Resorts; continuous managerial interaction concerning functional problems is a necessary element of pleasing a worker's social demands. However, cross cultural communication is a challenge in the Marriott Hotels & Resorts.

Ng (2017) conducted a research on intercultural communication in the restaurant sector. This is due to the fact that working with diverse social workforce boosts job exposure as brand-new techniques employed in other societies to do the exact same task is presented. However, the research failed to illustrate the effect of communication strategies on quality service delivery in the hotels.

Manoharan, Gross and Sardeshmukh (2013) conducted a study on two sides of the same coin focusing on advantages and challenges in Australian hotels. Thorough interviews were carried out with 27 hotel general managers at a nationwide level and also thematic evaluation was utilized to evaluate the information. Results show that

there is a mix of advantages and difficulties in utilizing ethnically diverse staff members in Australian hotels. Communication challenges are significant issues among hotel employees and customers from different multicultural societies across the globe. However, the study focused on Australian hotels whose service environment and customer cultural orientation might be significantly different from hotel service environment and customer cultural orientation of 3- 5 star hotels in Kenya.

Grobelna (2015) conducted a study on intercultural challenges in the hospitality sector. Hospitality companies which are progressively running worldwide develop real difficulties for their workers and supervisors to communicate and also efficiently work with individuals from different social settings. Lots of troubles might relate to intercultural communication in between managers and also staff members as well as between workers and also resort visitors from different social backgrounds. For that reason, the problem of intercultural communication is an important aspect in the hospitality market. Social recognition, level of sensitivity and understanding of social differences need to be viewed as an important concern for business success.

#### **2.4 Theoretical Framework**

This research adopted Servqual Theory and Hofstede's Cultural Dimensions Model to guide the study. The theory and model are deemed fit in understanding effects of customers' cultural orientation on expected service quality in hotel sector. For the researcher to attain of the set goals of this research, the following theories will be reviewed to see if they are relevant and whether they can be applied in the study to be carried out.

### **2.4.1 Servqual Theory**

Parasuraman et al (1985;1988) used and extended the Grönroos model of help quality. Instead of using two Grönroos elements, five measurements that affect expectations and cutting quality are used (Brady & Cronin, 2001). Zeithaml, Bitner, and Gremler (2009) give an additional representation of five measures in their book *Reliability*, which is the ability to perform reliable and accurately guaranteed assistance.

Responsiveness; the readiness to offer your clients help and offer a brief support. Confirmations, the information on representatives and their capacity to motivate and give a sensation of trust and certainty. Compassion is the degree to which personalized consideration and caring is given to clients. The fifth and last measurement is substantial quality, which comprises of the presence of actual offices, gear, composed materials and faculty.

Servqual theory is important in comprehension the dimensions of service quality levels in star hotels. The hospitality hotel services offered to customers in star hotels have align to the service quality aspects physical assets, reliability, responsiveness, confirmation and compassion. Nonetheless, SERVQUAL as an estimation of service quality along these lines requires continuous approval in various social settings.

### **2.4.2 Hofstede's Cultural Dimensions Model**

Hofstede (1980) created a research-dependent model for IBM in the 1960s. The model comprises 5 components of public society: individualism, power distance, long-term orientation, masculinity, and avoidance of uncertainty (Basfirinci and Mitra, 2015). Power distance is described as the level of gap between an individual

and his boss in a recognized and considered typical association (Kueh and Ho Voon, 2007). Individualism is the extent to which individuals usually coordinate firmly in people's meetings (Jin Hoare & Butcher, 2008). An individualist country has greater autonomy over others than a country where the community bears a larger share. Masculinity determines a country's strong tendency towards the rigid division of labor between men and women.

A nation with high level of masculinity has some limitations, such as expecting complementary work decisions. The more feminine the general public, the more opportunities for job choices. Uncertainty avoidance attempts to measure the impact of culture on individuals' feelings of pleasure or discomfort in a problematic or dark environment. Hofstede later added the last social indicator to the above four indicators, the long-term direction (with the instantaneous direction as a partner). In a social order with extended courses, qualities such as tirelessness, thrift and shame are important. The value of having an instant address is meeting social obligations and protecting your face.

Hofstede's cultural dimension model is very important for understanding customer social orientation and quality of service in the accommodation industry. As the construction of the individualism / collectivism model shows, collectivist societies are high-level correspondence societies and generally have indirect forms of communication. In the context of this study, how communication strategies are employed to enhance service quality expectations in a hotel business is important.

The power distance index reflects the consequences of the power gap and authority relationships among the public. The concept of legal place is related to understanding the role of hotel managers and employees in the hotel industry.

Masculinity/femininity construct is helpful in role differentiation and task allocation in any work setting including hotel industry. More females are placed at the service front of serving customers (waitresses) than males (waiters). Likewise, in the kitchen production, there is high tendency to find more males compared to females in a hotel.

Long-term orientation is the extent to which people show an expanded view of the future. Long-term oriented individuals are loyal to a clear brand, unlike the brand of a temporary management company. Regarding this inspection, the idea of the quality of care expected in the accommodation will determine whether the customer is dedicated to the hotel. Uncertainty avoidance refers to the uncertainty conveyed by the requirements of consistency achieved through an absolutely composite law and control and a formal partnership structure. For the purposes of this study, the aversion to vulnerability describes the difficulties posadas employees encounter when talking with visitors from different social groups and what this means for the quality of service.

## **2.5 Research Gaps**

Gunarathne (2016) studied on the relationship between hotel service quality and customer satisfaction in Sri Lanka which is different from the current research on the relationship between consumer culture and 3-5 hotels in Nairobi concerning the expected direction of service quality. Minh et al. (2015) studied on the relationship between Vietnamese hotel service quality and customer satisfaction which is dissimilar from the current research on the relationship between consumer cultural orientation and service quality expectations among 3-5-star hotel in Nairobi, Kenya.

Seo (2012) undertook a research on cultural aspects and their impact on consumer satisfaction and service quality in the hotel sector. However, it is critical to

operationalize service quality of hotel visitors basing on customer cultural orientation of various hotel service providers particularly star hotels. de Araújo, Costa and Nóbrega (2013) undertook a study on customer oriented pattern and quality of service provided in the hotel. However, the study was purely qualitative unlike current study that employs both quantitative and qualitative approach to predict service quality resulting from customer oriented behavior.

Cao and Phan (2015) conducted a research on cultural effects on aggregate service quality provision of Vietnamese hotels. However, the study focused on Vietnamese hotels whose service environment and cultures are significantly different from hotel service environment and culture of 3- 5 star hotels in Kenya. Ngacha and Onyango (2017) conducted a study on the role of a customer-oriented service culture in enhancing customer retention of Rwandese hotels. However, the research concentrated on the relationship between customer-oriented service culture and customer retention in Rwanda unlike current study that focuses on customers' cultural orientation and service quality in Kenya.

Kiange (2011) conducted a study on managers' perception consumers' expectation and expected service quality in Kenyan hotel sector. However, the study failed to prove hotel's management role in enhancing quality of services provided to guests from different cultural backgrounds. Wang'ombe and Ngige (2016) undertook a research on service quality and customer satisfaction focusing on 4-5 star classified hotels in Nairobi City. Nevertheless, the research did not illustrate the effects of customer cultural orientation of quality of services offered in the hotels.

Watiki and Churchil (2014) studied on customer satisfaction and service quality focusing on Kenyan hotels in Nairobi. The study only suggested what the

management of hotels can do to improve customer satisfaction and service loyalty unlike current study that wishes to establish the role of hotel management in enhancing service quality of 3-5 star hotels. Kim, et al. (2009) undertook a research on the management commitment in enhancing service quality of visitors. However, the study focused on Thailand hotels whose service environment and cultures are significantly different from hotel service environment and culture of 3- 5 star hotels in Kenya.

A study by Portaankorva (2017) did not point out the communication strategies employed by the Solo Sokos Hotel Paviljonki in Finland. Moreover, hotel service environment in Finland and cultures are significantly different from hotel service environment and culture of 3- 5 star hotels in Kenya. Seyitoglu and Yuzbasioglu (2015) undertook a research on strategic communication role in hospitality industry. However, the study focused on strategic communication in respect to operational effectiveness unlike current study that focuses on communication strategies and quality of services rendered in 3-5 star hotels in Kenya.

## **2.6 Summary of Literature Review and Gaps Identified**

Through the review of literary works, it is found that the compliance attributes of clients vary depending on the research location. When evaluating customer satisfaction, resort guests list several important attributes as the most important elements. This survey considers that visitors are frequently more worried about master related factors like amicability of the group, personalization of the executives, the capacity of inn staff to address client issues, reasonableness of staff, and the capacity to take care of issues adequately and dependably.

As indicated by the investigations completed in China, hotel visitors are extra worried about region associated components, for instance, orderliness of room, comfort level of beds, just as productivity of home cleaning. The Japanese visitors considered staff' capability to exercise problems quickly and properly as one of the most vital feature as well as the Taiwanese guests considered staff member attentiveness to clients' requirements as one of the most significant facet. For that reason, it was apparent that the social backgrounds have an influence on consumer fulfillment analysis procedure. Although literature provided substantial research for, the demand for culture accurate dimensions still exist.

Customers in today's society insist on higher quality solutions. The use of their resources and time by hotels to understand the social orientation of hotel visitors has enormous benefits. This dedication will improve the quality of the client's global solution through a goal understanding of the client and the potential new ability to tailor services to the client's social needs (Ball, Coelho & Vilares, 2006).

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This section explains the methodological techniques utilized to answer research questions and test hypotheses. In particular, this section shows the study design, the population targeted, the sampling and sampling methods, the data collection tools, the data collection procedures, the pre-test studies, the reliability of the tools, data validity, how to perform data analysis, and ethical considerations.

#### **3.2 Research Design**

This study embraced cross sectional survey research design and data was collected from the study population at one time to determine the linkage between cultural influences and perceived service quality of 3-5 star classified hotels in Nairobi County. Cross sectional survey design allowed the scholar to collect data from the population at specific time period (Borg & Gall, 1996). Cross-sectional survey research is applicable for collecting data on perceptions, attitudes and behavior using questionnaires in studies which involve larger samples.

#### **3.3 Location of the Study**

This study was conducted in Nairobi City County, Kenya. Nairobi City County is a cosmopolitan city and has a varied scope of hotels to suit a customer of any financial and social foundation, the city has the most noteworthy number of ordered three to five star hotels and this makes it an optimal area for this research (Tourism Regulatory Authority, 2018). Also Nairobi City County is major entry point of visitors and guests abroad who arrive here and visit the hotels before going to other destinations (Munyao, 2021).

### 3.4 Study Population

This research targeted hotel employees and customers of 3-5 star hotels in Nairobi City. This included the hotel managers, departmental supervisors and customers in these establishments. The study population was twelve 3-5 star hotels in Nairobi City County comprising 4 five star hotels, 4 four star hotels and 4 three star hotels basing to recent classification by the Tourism Regulatory Authority (Appendix III). The units of observation were 1 hotel manager from each of the hotel, six departmental supervisors and customers. The study population was twelve 3-5 star hotels in Nairobi. The target population was therefore 12 managers, 72 supervisors (representative of the hotel staff) and 1220 customers (Tourism Regulatory Authority, 2018).

**Table 3.1: Study population**

| Name of Hotel   | Hotel managers | Supervisors | Customers   |
|-----------------|----------------|-------------|-------------|
| Villa Rosa      | 1              | 6           | 100         |
| Sankara         | 1              | 6           | 100         |
| The Norfolk     | 1              | 6           | 200         |
| Sarova Stanley  | 1              | 6           | 150         |
| Crowne Plaza    | 1              | 6           | 100         |
| Ole Sereni      | 1              | 6           | 100         |
| Sarova Panafric | 1              | 6           | 100         |
| Boma            | 1              | 6           | 100         |
| Panari          | 1              | 6           | 100         |
| Heron Portico   | 1              | 6           | 60          |
| Clarion         | 1              | 6           | 60          |
| Marble Arch     | 1              | 6           | 50          |
| <b>Total</b>    | <b>12</b>      | <b>72</b>   | <b>1220</b> |

**Source: Tourism Regulatory Authority, 2018**

### 3.5 Sampling Frame

The is a portion showing a listing of population where sample size is chosen (Taherdoost, 2016). Sampling frame of this study were the hotel managers, departmental supervisors and customers. This formed the units of observation for this research.

#### 3.5.1 Sample Size

A sample is a faction of the aggregate population to be included in the study (Desu, 2012). Yamane (1967) formula was utilized to determine a sample size of 60 departmental supervisors and 301 customers (25% of the target population).

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

Where; n= sample size, N=Population, e = level of precision

$$n_1 = 72 / (1 + 72(0.05)^2) = 60 \text{ departmental supervisors}$$

$$n_2 = 1220 / (1 + 1220(0.05)^2) = 301 \text{ customers}$$

**Table 3.2: Sample size**

| <b>Name of Hotel</b> | <b>Hotel managers</b> | <b>Supervisors</b> | <b>Customers (25%)</b> |
|----------------------|-----------------------|--------------------|------------------------|
| Villa Rosa           | 1                     | 5                  | 25                     |
| Sankara              | 1                     | 5                  | 25                     |
| The Norfolk          | 1                     | 5                  | 49                     |
| Sarova Stanley       | 1                     | 5                  | 37                     |
| Crowne Plaza         | 1                     | 5                  | 25                     |
| Ole Sereni           | 1                     | 5                  | 25                     |
| Sarova Panafric      | 1                     | 5                  | 25                     |
| Boma                 | 1                     | 5                  | 25                     |
| Panari               | 1                     | 5                  | 25                     |
| Heron Portico        | 1                     | 5                  | 15                     |
| Clarion              | 1                     | 5                  | 15                     |
| Marble Arch          | 1                     | 5                  | 12                     |
| <b>Total</b>         | <b>12</b>             | <b>60</b>          | <b>301</b>             |

### **3.5.2 Sampling Technique**

The sampling approach adopted was stratified random where 60 departmental supervisors and 301 customers were selected as shown in Table 3.2. Stratified random sampling was appropriate because the study population was heterogeneous comprising different hotels with different factions of unit analysis. Purposive sampling was utilized to select 12 hotel managers, each from one hotel. Purposive sampling was employed to choose hotel managers since this group of persons are resourceful when it comes to understanding customer cultural orientation and service quality expectation in 3-5 star hotels. Further, hotel managers are very busy attending business functions and thus purposive was only appropriate sampling technique.

## **3.6 Research Instruments**

### **3.6.1 Questionnaires**

The questionnaires were regulated to departmental administrators and clients. Questionnaires are appropriate for concentrates since they assemble information that isn't clearly perceivable as they get some information about notions, motivations, viewpoints, accomplishments similarly as experiences of individuals. A Likert scale of five responses was used. This study utilized prepared two questionnaires; one for departmental supervisors and another for customers. The questionnaire for departmental supervisors contained four sections. Part A of the questionnaire capture the demographic information of departmental supervisors. Part B captured customers' cultural orientation; part C captured management role while part D entailed communication related challenges facing hotel employees as they engage customers from different cultural backgrounds. The questionnaire for customers contained two sections. Part E captured communication strategies within the hotel while Part F captured service quality in three to five star hotels.

### **3.6.2 Interview Schedule**

Interview schedules were administered to hotel managers. The use of in-depth interview technique provides qualitative data that cannot be obtained through questionnaires because it facilitates in-depth inquiry on consumer's cultural orientation and service quality expectations among three to five star hotels by probing the participant. The responses were recorded and subsequently transcribed and reported in accordance to the themes sought. Thematic approach was employed to analyze qualitative responses collected by interviewing hotel managers.

### **3.7 Pre-test**

Pre-test is a small portion of the aggregate population to be employed to check the adequacy of the research tool (Dimitrov & Rumrill, 2003). Pretesting of the instrument is directed to guarantee that the inquiries are unmistakably expressed and that the reaction choices are important, complete and fundamentally unrelated – and in their own assessment, however according to the perspective of the respondents too. The questionnaire was reliable and so it was employed to collect data in original form. Pretest test output is shown in Table 3.3.

#### **3.7.1 Validity of Instrument**

Validity shows how best the data collection tool will measure data. To ensure the validity of the content, these tools have been thoroughly reviewed by university mentors and hotel industry experts. The university supervisor and hotel industry experts in charge of the thesis development assessed the relevance of the questions and statements in the questionnaire and interview guide and whether they were meaningful, clear, and objective before collecting data. Their review comments have been used to ensure improved content effectiveness.

### 3.7.2 Reliability of the Tool

Reliability checks the applicability of data collection tools. The pre-test study was conducted in 10% of the study sample population. Therefore, 6 hotel directors participated in the pre-test study. Singh and Masuku (2014) pointed out that the sample size used for preliminary testing should be between 5% and 10% of the sample. Initial testing was conducted in Mombasa City, Mombasa County, focusing on the 3-5-star hotels operating there. Hotels that took part in the pre-test study are not included in the final study. Cronbach's alpha is utilized to test the reliability of the questionnaire. After the preliminary test, the reliability of the instrument was tested, and the acceptability factor was 0.70 to 1. The preliminary test results are displayed in Table 3.3.

**Table 3.3: Pre Test Results**

| <b>Variable</b>                 | <b><math>\alpha</math>=Alpha</b> | <b>Comment</b> |
|---------------------------------|----------------------------------|----------------|
| Customers' cultural orientation | 0.702                            | Reliable       |
| Management role                 | 0.730                            | Reliable       |
| Communication strategies        | 0.701                            | Reliable       |
| Service quality                 | 0.746                            | Reliable       |

**(Source: Survey Data, 2018)**

Pretest results in Table 3.3 showed that customers' cultural orientation, management role, communication strategies and service quality had Cronbach coefficient values of 0.702, 0.730, 0.701 and 0.746 in that order. The Cronbach coefficient value for the items was more than the minimum requirement values of 0.7 hence the tool was deemed to be reliable.

### **3.8 Data Collection Procedures**

Data for this research were gathered through questionnaires and interview guidelines. With the help of two research assistants trained in data collection, questionnaires were distributed to clients and department heads. The research assistant is selected in the research area (Nairobi City County), so he knows the hotel where the data is collected. Due to time constraints of the interviewees, the questionnaire management adopted two delivery technology methods, which were subsequently collected. Participants were given at least two days to fill questionnaire before collecting them. The researcher made follow ups of the questionnaires by visiting the hotels.

Since hotel managers are high ranking officers in these hotels, formal appointment were booked before engaging them in the study. Set dates for interview were communicated for each of the hotel manager. On the agreed dates, each of the hotel managers was engaged in an interview session. The responses from the hotel managers were recorded and subsequently transcribed and reported in accordance to the themes sought. Interview responses formed basis for qualitative analysis.

### **3.9 Data Analysis and Presentation**

After collecting data, the data were cleaned for any inconsistencies and errors and entered to SPSS Version 25.0 for analysis. Data collected were qualitative in nature (Interviews and open ended questions) and quantitative in nature (closed ended questions in the questionnaires). Quantitative data entailed both descriptive and inferential analysis methods. Descriptive findings were means and standard deviations while inferential comprised correlations analysis and regressions. Table 3.3 summarizes analyses techniques and statistics.

**Table 3.4: Summary of Analysis Techniques**

| <b>Research Objective</b>  | <b>Analysis</b>   | <b>Statistics</b>  |
|--|---|--|
| To evaluate how customers cultural orientation affect service quality expectations among 3-5 star hotels in Nairobi City County                              | Descriptive analysis.<br>Simple regression and correlation analysis | Frequencies, percentages, means, standard deviations, correlation coefficients, model summary, ANOVA and regression coefficients |
| To examine what management of hospitality establishments should do to ensure quality of services provided to guests from different cultural backgrounds      | Descriptive analysis.<br>Simple regression and correlation analysis | Frequencies, percentages, means, standard deviations, correlation coefficients, model summary, ANOVA and regression coefficients |
| To determine the influence of communication strategies on service quality expectations to guests of different cultural backgrounds                           | Descriptive analysis.<br>Simple regression and correlation analysis | Frequencies, percentages, means, standard deviations, correlation coefficients, model summary, ANOVA and regression coefficients |
| To identify the challenges faced by staff in the hotels as they communicate to guests from different cultural backgrounds and how it affects service quality | Content analysis technique  | Thematic interpretation and triangulation.   |

The simple and multiple regression techniques were employed to assess the influence of customer cultural orientation, management role and communication strategies on service quality expectations among the 3-5 star hotels. Regression analysis is appropriate because it enables the study to determine the nature of relationship that existed between two or more variables in a study. In the context of this study, regression analysis helped in determining the influence of customer cultural orientation, management role and communication strategies on service quality expectations in 3-5 star hotels in Nairobi County. It also enabled the study to identify the customer cultural orientation elements that has great impact on the dependent variable which hotel service quality in the context of this study.

The analysis employed 95% level of confidence to check the significance of the statistics generated. Hypothesis testing was investigated by using significance t-calculated statistic. The rule of thumb of rejecting hypothesis that, if the t-value found is greater than the t-critical statistic of 1.96, the study fails to reject the  $H_0$  but if it's less than 1.96 t-critical, the study rejects the  $H_0$  (Sekaran & Bougie, 2016).

Qualitative data collected via open ended questions and interview responses from the hotel managers were analyzed employing content approach. Thus, thematic analysis was used to interpret qualitative data from interview guides. This was examined thematically, displayed in a narrative and prose, compared and triangulated with quantitative findings to draw conclusions. The data collected from hotel supervisors, hotel managers and customers were analyzed concurrently and results triangulated as per the objective that guided the study.

### **3.10 Diagnostic Tests**

It is crucial to ensure non-encroachment of the suppositions of the classical direct relapse model preceding attempting to survey a relapse condition. Assessing these conditions when the assumptions of the linear regression are disregarded risks getting one-sided, wasteful, and conflicting boundary gauges (Zeileis, and Hothorn, 2002).

#### **3.10.1 Test for Multicollinearity**

This is usually a condition in which there is a serious relationship between autonomic factors and room variables. The inability to represent beautiful multicollinearity can lead to fuzzy recurrence coefficients and infinite standard errors, while faulty multicollinearity can lead to huge standard errors (Yu, Jiang & Land, 2015). Huge standard errors will affect the correctness and accuracy of invalid speculations that are rejected or cannot be rejected. In the evaluation process, the problem is not the

existence of multicollinearity, but its severity. Use the differential expansion factor VIF to test for multicollinearity, where  $VIF \geq 10$  indicates the existence of multicollinearity (Rockwell, 1975).

### **3.10.2 Normality Test**

Through the IBM SPSS programming, the study uses Kolmogorov-Smirnov to test the normality of the test data. When the sample size exceeds 100 perceptions, the Kolmogorov-Smirnov test is appropriate (Drezner, Turel, and Zerom, 2010). The K-S test values and findings show that the invalid theory of typical transmission should not be discarded because the Kolmogorov-Smirnov plague is more prominent than 0.05 (Lilliefors, 1967). This means that the probability is more significant than 0.05, and the information is considered to be generally scattered (Saunders, Lewis, & Thornhill, 2012).

### **3.10.3 Linearity Test**

Before conducting regression analysis, mean comparison is used to test linearity and visually show to show whether there is a straight line or curve connection between the two continuous factors. If the relationship is direct, the recurrence model can accurately assess the relationship between dependent and free factors (Osborne & Waters, 2002). The linearity of the information has been tested; linearity is a hypothesis and the information classification can be described by a straight line across the information screen. When the linear value is  $> 0.05$ , the information is direct; in any case, the information is not direct.

### **3.11 Logistical and Ethical Consideration.**

The researcher acquired the approved from the Kenyatta University Graduate School to lead the research; They were authorized and reviewed by the National Commission for Science, Technology and Innovation (NACOSTI). The university has provided an ethics review committee (ERC) structure. Seek the agreement to complete the scan from the owner / manager and the hotel staff you are trying to inspect. The nature and reasons for the examination were clearly disclosed to the interviewees and their informed consent was requested. The consent form has been added to the vote. However, during the review period, the respondent can freely obtain its consent. It is not necessary to display the name in the collected information to ensure that the information collected from the member is a very prudent benefit. The researchers considered the privileges of each interviewee to protect their respect.

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND INTERPRETATION

#### 4.1 Introduction

The section provides the analysis, presentation and interpretation of results. The results are outlined as per the research questions. Outcomes are shown using Tables and Figures.

#### 4.2 Response Rate

This study distributed 60 questionnaires to departmental supervisors. A total of 56 questionnaires were returned. Further, 301 questionnaires for customers was distributed where 235 questionnaires were successfully filled and returned. Twelve (12) hotel managers were supposed to participate in interview session, however, 6 hotel managers were available for interview representing 50% participation rate. The participation rate is indicated in Table 4.1.

**Table 4.1: Participation Rate**

| <b>Item</b>              | <b>Administered</b> | <b>Returned</b> | <b>Unreturned</b> | <b>Response rate</b> |
|--------------------------|---------------------|-----------------|-------------------|----------------------|
| Departmental supervisors | 60                  | 56              | 4                 | 93.3                 |
| Customers                | 301                 | 235             | 66                | 78.0                 |
| Hotel managers           | 12                  | 6               | 6                 | 50.0                 |
| <b>Average</b>           | -                   | -               | -                 | <b>73.3</b>          |

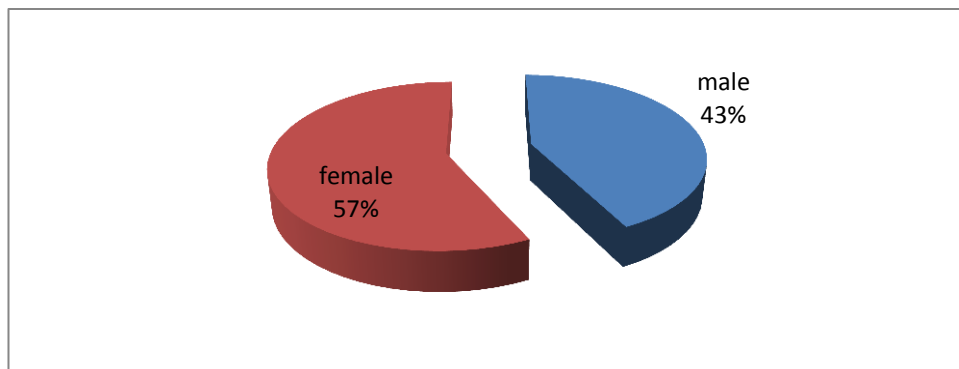
Outcome in Table 4.1 show return rate of 93.3% for departmental supervisors and 78.0% for customers. Participation rate of more than 50% is sufficient for a descriptive research. Hence, a response rate of 78.0% for customers, 93.3% for departmental supervisors and 50.0% participation rate for hotel managers was good for the study (Kothari, 2004).

### 4.3 Personal Data

This section reports on participants' bio data such as gender, age, education and job experience.

#### 4.3.1 Gender of the Departmental Supervisors'

The participants were requested to write down their gender-orientation. The outcomes are shown in Figure 4.1. It was essential to illustrate gender of participants being employed in 3-5 star hotels in Nairobi City County.

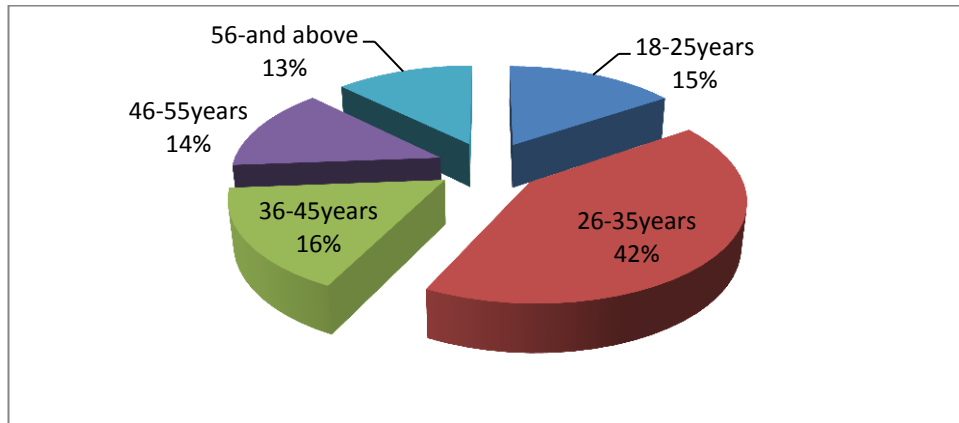


**Figure 4.1 Departmental Supervisors' Gender**

Outcome in Figure 4.1 showed that most 57% of the departmental supervisors are females as compared to 43% who were males. The results signify that we have more females working in hotel sector as compare to males. More females seem more interested in pursuing hotel and hospitality courses. However, the results contrast Koome and Kiprutto (2013) on gender representation in Kenya's hospitality industry where it was established that majority of employees (64%) employed in the hotel were males in comparison to 36% of the staff who are females. Further, in Turkey Pinar, McCuddy, Birkan and Kozak (2011) in study on gender representation in the hospitality sector in turkey revealed that 2/3 of the staff are men, 1/3 are women an indication that men employees dominate Turkish hospitality sector.

### 4.3.2 Age of Departmental Supervisors'

Participants were invited to show their age. The outcome findings are illustrated in figure 4.2. Age according to empirical evidence has some linkage to career devotion.

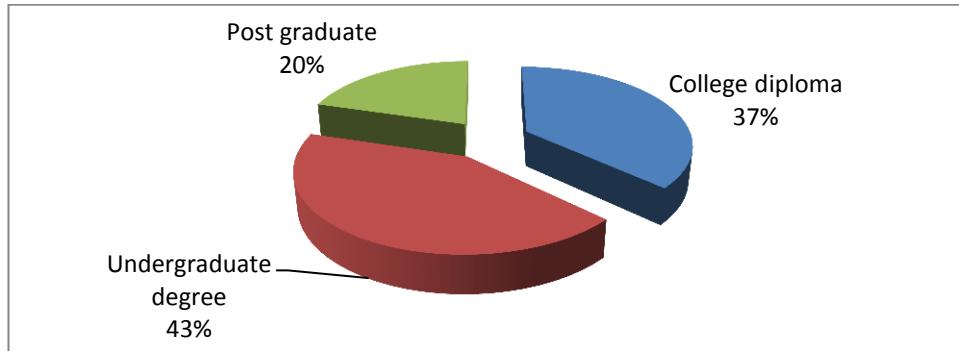


**Figure 4.2 Departmental Supervisors' Age Bracket**

Findings in Figure 4.2 designate that (42%) of the departmental supervisors were aged 26-35 years. This implies that majority of the staff employed at hotel industry are young in the middle adulthood of age between 25-45 years. Empirical evidence shows that age has some significant effect on career devotion (Katz, Rudolph & Zacher, 2019). Hotel industries tend to employ staffs who are young since it is perceived that young people are still energetic to drive the growth of the hotel.

### 4.3.3 Education Attainment of Departmental Supervisors'

Participants indicated education attainment. The findings are displayed in Figure 4.3. Education of hotel staff is critical in enhancing service delivery. This is because the management and growth of hotel industry is also linked to the educational level of its staff.

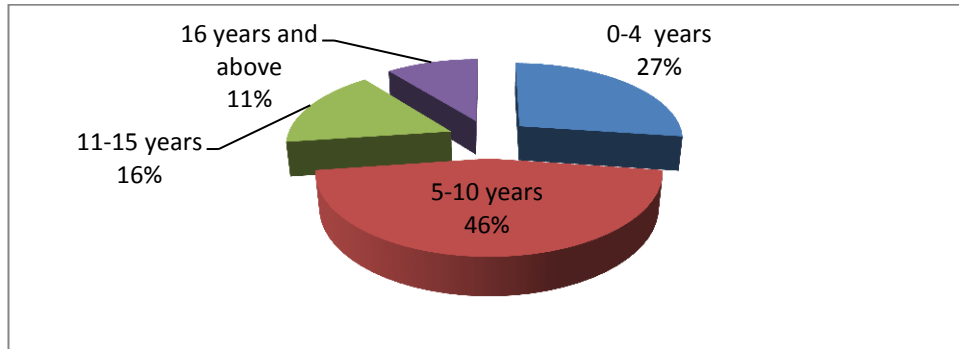


**Figure 4.3 Departmental Supervisors' Level of Education**

Research outcome illustrated that most of departmental supervisors had undergraduate level of education and college diploma level of education. They are therefore able to run hotel establishments. Education is a key determinant of employee work performance. Competent and skilled staffs are required to enhance hotel service delivery in hotels. The outcomes concur with Chiliya *et al.* (2012) who revealed that education levels, has a significant effect on firm growth. The findings agreed with Decramer, Smolders and Vanderstraeten (2013) who undertook a research on the influence of education on firm performances and indicated that education determines level of employee competence.

#### **4.3.4 Length of service of Departmental Supervisors'**

The participants indicated the time period they have running their enterprises. The findings are indicated in Figure 4.4. It is valuable to have a sufficient experience for quality service delivery at 3-5 star hotels in Nairobi City County.

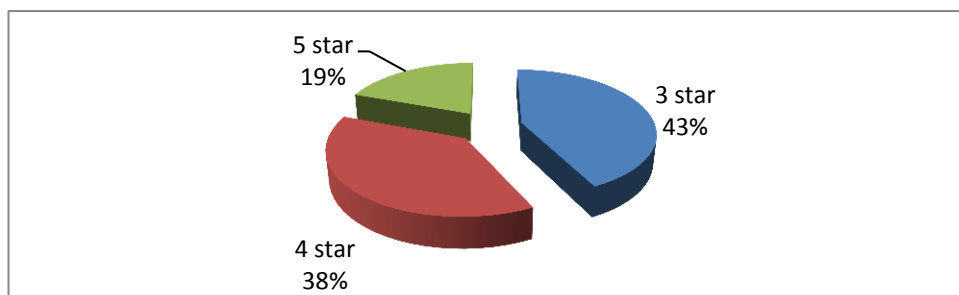


**Figure 4.4 Duration of Service**

Most of participants showed that had worked for 5-10 years. The results signify that most of the staff members are experienced to work in hotel industry. The results agree with Wanigasekara and Surangi (2011) elaborated that there is a strong link between work experience and service delivery.

#### 4.3.5 Star Rating of Hotels

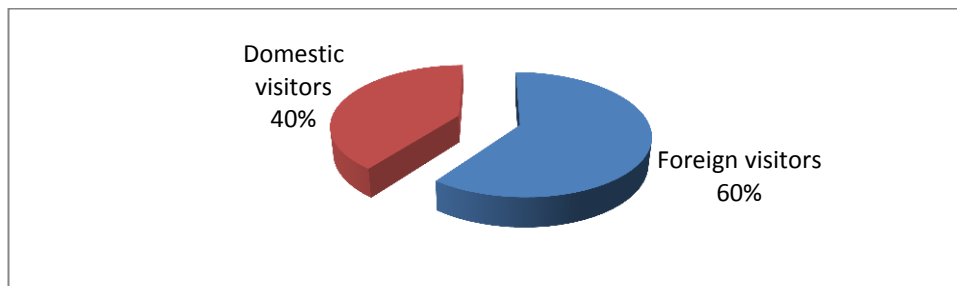
The departmental supervisors were asked to indicate the star ranking of the hotels. Outcome findings are presented in Figure 4.5. Most of the hotels were 3 star rating. However, in terms of service the outcomes align with Campos and Marodin (2012) that ranking of hotel is conducted as a measure of the level of service quality offered. The results agree with Tefera and Govender (2016) who identified close linkage between hotel ratings and level of service quality.



**Figure 4.5 Star Rating of Hotels**

#### 4.3.6 Origin of Visitors

The departmental supervisors were requested to show the origin of visitors in the hotel. The outcome of the study is presented in Figure 4.6.



**Figure 4.6 Origin of Visitors**

Majority 60% of the hotel visitors were foreign visitors. The results imply that a huge portion of visitors in 3-5 star hotels are Kenyan foreign visitors. This could be an indication of the call by Ministry of tourism to promote local visits within the hotel industry. According to Kenya Tourism Board (2019) domestic tourism accounted for 3,979,293 bed night stay accounting for 37.59% of the total bed nights for the same period.

#### 4.4 Hotel Service Quality

The research sought to assess the quality of services offered by 3-5 star hotels. The respondents of this research responded on statements relating to quality of services offered. The findings were displayed in Table 4.2.

**Table 4.2: Hotel Service Quality**

| <b>Statement</b>   | <b>Mean</b> | <b>SD</b> |
|--|-------------|-----------|
| The hotel services are reliable  | 2.3         | 1.2       |
| The hotel has adequate tangibles including physical facilities, equipment and appearance of personnel      | 2.2         | 1.4       |
| The hotel staff are well knowledgeable and plenty of courtesy to inspire trust and confidence in customers | 2.4         | 1.4       |
| The hotel employees are caring, offer individualized attention to the customers                            | 2.2         | 1.3       |
| The hotel is responsive with willingness to assist guests and offer swift service.                         | 2.2         | 1.2       |
| The hotel is neat with professional appearance of the staff uniform  | 2.2         | 1.3       |
| Average  | 2.3         | 1.3       |

Table 4.2 showed that majority of customers with average response of 2.3 and SD of 1.2 disagreed that the hotel services are reliable. Service delivery is an essential mandate in hotel business growth. Service delivery measures how best serviced are offered to customers and if they match customers' expectations and desires (Asirifi, Gablah, Kwaw & Honny, 2014). Therefore, excellent service delivery is a critical element that star hotels must aspire to achieve in order to keep customers (Paudyal & Acharya, 2015).

It was also noted that majority of customers with average response of 2.2 and SD of 1.4 disagreed the hotel has adequate tangibles that include equipment, physical facilities and appearance of personnel. Service delivery gives star hotels need to be competitive to go on operating optimally. Excellent service delivery will tend to attract more customers to the 3-5 star hotels thus increasing revenue growth. Holjevac (2002) measured service delivery using dimensions like availability of adequate hotel facilities like swimming pool and gym.

Majority of customers with average response of 2.4 and SD of 1.4 also disagreed that the hotel staff are well knowledgeable and plenty of courtesy to inspire trust and confidence. The quality of hotel services can be described by superb skills and talents, emotions and behaviors, usability and adaptability, unwavering quality and reliability, management recovery, management coat, notoriety and credibility.

Service delivery thus remains the differentiating factor to satisfy customer among hotel service providers. Lehtinen and Lehtinen (1991) ensured three measures of aid quality, especially physical quality, trust and intelligence quality.

Further, majority of customers as indicated by average response of 2.2 and SD of 1.3 disagreed that employees are caring, offer individualized attention to the customers. Evaluating hotel service quality furnishes with the fundamental data expected to oversee administration conveyance tasks fittingly. There is an elevated level of client collaboration with different perspectives in a help related industry like a hotel. Minh, Ha, Anh, and Matsui (2015) point out, hotel service quality plays a significant role as a facilitator of higher levels of consumer loyalty in the hotel industry. Hotel management can focus on compassion, unwavering quality, responsiveness and affirmation to achieve a high level of consumer loyalty, thereby promoting customer dedication and business interests.

It was also noted that most of customers with average response of 2.2 and SD of 1.2 disagreed that hotel is responsive with willingness to assist guests and offer swift service. Provision of quality services is viewed as the life of the hospitality sector. Evaluating hotel service quality gives the fundamental data expected to oversee administration conveyance activities properly. There is an elevated level of client

communication with different viewpoints in a service related industry like a hotel (Alshaibani, 2015).

Finally, majority of customers with average response of 2.3 and SD of 1.3 disagreed the hotel is neat with professional appearance of the staff uniform. The average response was 2.3, implying that most of the participants were disagreeing to the items in the data collection tool. The SD was 1.3, implying that responses were crowded along the mean response. Provision of quality services is basic to the achievement of any help situated industry like hotel. Quality services are considered as a significant viewpoint to the achievement of hotel industry, the significance of assessing hotel service quality gave to visitors gets clear. According to Alshaibani (2015), quality services are essentially important in the hotel sector. The outcomes are in accordance with Gunarathne, (2016) led an examination on the connection between hotel service quality and consumer loyalty in Sri Lankan Hotel Industry and recognized affability of chaperons, comfort in guestroom, neatness and condition of the hotel have assumed fundamental job in making peacefulness and resulting happiness among clients as critical determinants of service quality.

#### **4.5 Customer Cultural Orientation and service quality in hotels**

The first goal is to assess how the customer's cultural orientation affects the service quality expectations of 35-star hotels in Nairobi city and county. Use descriptive statistics and inferential analysis to analyze goals. This section also conducts hypothesis testing.

#### 4.5.1 Customer Cultural Orientation Descriptive Results

The study evaluated how customers' cultural orientation affect service quality expectations among 3-5 star hotels. Customers visiting the 3 and 5 hotels responded on statements related to customers' cultural orientation. Result outcomes are shown in Table 4.3.

**Table 4.3: Customer Cultural Orientation**

| <b>Statement</b>  | <b>Mean</b> | <b>SD</b>  |
|---|-------------|------------|
| The employees in this hotel are responsive and respectful to all guests of different cultures visiting this hotel.  | 3.6         | 1.4        |
| The staff of this hotel strongly value the traditions of visitors with different cultural background  | 3.6         | 1.3        |
| The staff in this hotel adjust their cultural perception while interacting with hotel customers from different cultural backgrounds.                                | 3.8         | 1.2        |
| The staff of this hotel are flexible in adapting to a culture that is new to them to ensure quality of services provided to guests of diverse cultural backgrounds. | 3.5         | 1.3        |
| The staff in this hotel are customer oriented and very willing to offer personalized hotel services.  | 3.7         | 1.1        |
| <b>Average</b>  | <b>3.6</b>  | <b>1.2</b> |

Table 4.3 showed that majority customers as indicated by average response of 3.6 and SD of 1.4 agreed that hotel staff of the 3-5 star hotels are responsive and respectful to all guests of different cultures visiting this hotel. It ought to in this manner be noticed that the nuts and bolts and standards of serving the clients are fundamental in making a trustable authoritative culture since clients are the enduring power for any association and there is no option for good administrations to clients. The fruitful associations' breed acceptable relations and quality administrations to clients and consequently is clients' unwaveringness and maintenance. A client driven firm will be resourced and sorted out to comprehend and fulfill client necessities productively. Making and ingraining a "culture" of client support in which

representatives are urged and expected to put everything on the line to fulfill clients is another sign of an effective association. High performing associations work to make a situation where representatives center around consumer loyalty in each experience, each day. This requires an enormous culture move away based on what is helpful for the association to what is required by the administration clients. The results are in line with Ngacha and Onyango (2017) that customer-centered service culture enhance retention of customers hotels through quality service delivery.

The results also showed that majority of customers as shown by average response of 3.6 and SD of 1.3 agreed that staff of this hotel strongly value the traditions of visitors with different cultural background. Culture is one of the most significant components in the accommodation business and with consumer loyalty as an essential to gainful activities. The consumer's cultural orientation bases on serving and satisfying the customer and is depicted by a strong promise to help. In an assistance culture, everyone normally ponders the customer before anyone or whatever else. The results are in line with Dikmen and Bozdağlar (2017) that understanding culture of visitors or quests is critical in enhancing provision of quality services in hotels.

The results also revealed that majority of customers as indicated by average response of 3.8 and SD of 1.2 agreed that the staff in this hotel adjust their cultural perception while interacting with hotel customers from different cultural backgrounds. All together for an assistance culture to create and thrive, hotel the load up must have an energetic yearning for it to be that way and the imperativeness to ensure that this hankering spreads all through the association and remains there forever. Consequently, the consumer's cultural orientation needs in any case the top

organization and stream down. Social heading changes among social requests and affiliations and the decisions one makes are vivaciously affected by the lifestyle that one is brought up in (Nóbrega, 2009). Also, culture impacts practices of people, yet furthermore impacts the thinking method of the direct (de Araújo, Costa and Nóbrega, 2013).

Further, majority departmental supervisors with average response of 3.5 and SD of 1.3 agreed that the staff of this hotel are flexible in adapting to a culture that is new to them to ensure quality of services provided to guests of diverse cultural backgrounds. In order to remain forceful in a globalized hotel industry, it is essential to make organizations that can satisfy particularly extraordinary customer social orders. Culture is a standout amongst other yet trapped parts that hotel overseers need to appreciate in order to outfit phenomenal organizations according to the customers' needs. The social regularity of one culture isn't the equal in another culture. In this manner, it is critical for master associations to recognize the essential segments of customer tendencies and merge these exposures into the organizations they offer to satisfy their socially varying get-together of customers even more feasibly. The outcomes are in concurrence with Nóbrega (2009) gives an outline of buyer direction that he calls "worker conduct", by which a help situated culture would be the reason for improvement and conveyance of top notch administrations.

Finally, majority of customers with average response of 3.7 and SD of 1.1 of the respondents agreed that the staff in this hotel are customer oriented and very willing to offer personalized hotel services. The average response was 3.7 implying that majority of the customers agreed with item in the questionnaire. The SD of 1.1 implies that responses were clouded closer to the mean and thus representative. The

outcomes are likewise reliable with Seo (2012) who led an investigation on social effect on consumer loyalty and hotel service quality assessment in hotels and found that it is essential to quantify consumer loyalty of hotel visitors utilizing social perspectives and to give administration in understanding the social viewpoints. The outcomes concur with Khairizam, et al. (2013) who directed an examination to look at visitor recognition on hotel service quality in hotel industry in Malaysia and uncovered that substantial quality perspective is imperative to impact the degree of client observation on quality of services being offered.

#### 4.5.2 Customer Cultural Orientation and Quality of Service by 3-5 Star Hotels

Table 4.4 shows model summary.

**Table 4.4: Customer Cultural Orientation Model Summary**

| <b>Model</b> | <b>R</b>          | <b>R Square</b> | <b>Adjusted R Square</b> | <b>Std. Error of the Estimate</b> |
|--------------|-------------------|-----------------|--------------------------|-----------------------------------|
|              | .574 <sup>a</sup> | .330            | .323                     | .47509                            |

The results show that cultural customer orientation explains 33.0% of the changes in the quality of services provided by 3-5 star hotels in Nairobi City County. Cultural orientation also has a strong influence on customers' desires and the evaluation of hotel service quality. The clients of various social foundations have adapted to their hotel service quality standards; along these lines, it is necessary to understand the administrative associations of each country, from where hotel staff can understand the expectations of tourists of each culture for their administrative departments.

The outcomes are in line with Furrer, Liu and Sudharshan (2000) who conducted an examination on the connections among culture and hotel service quality recognitions and found that unwavering quality and responsiveness are critical and are charmed by sympathetic assistance workers, specialist co-ops should invest quite a bit of their

energy on preparing and engaging the representatives with the goal that they are equipped for giving trustworthy, precise, and brief administrations. The outcomes concur with Khairizam, et al. (2013) who directed an examination to analyze visitor observation on hotel service quality in hotel industry in Malaysia and uncovered that substantial quality viewpoint is critical to impact the degree of client discernment on quality of services being offered. Table 4.5 shows the ANOVA result output.

**Table 4.5: Analysis of Variance**

| <b>Model</b> | <b>Sum of Squares</b> | <b>df</b> | <b>Mean Square</b> | <b>F</b> | <b>Sig.</b> |
|--------------|-----------------------|-----------|--------------------|----------|-------------|
| Regression   | 11.231                | 1         | 11.231             | 49.757   | .000        |
| Residual     | 22.797                | 101       | .226               |          |             |
| Total        | 34.027                | 102       |                    |          |             |

The output shows that customer cultural orientation was statistically significant in predicting service quality of 3-5 star hotels in Nairobi City County. The output is pegged by F-value of 49.757, p-value of  $0.000 < 0.05$ . Culture orientation has solid effect on customers' craving and appraisal of organization quality. Customers from different social establishments know about their benchmarks of organization quality; as such, it is vital to observe the organization and social order of each country and the motel managers from which to understand the expectations of the guests of each culture for your organization. A detailed investigation of each culture helps hoteliers use the culture in their customizable assistance programs.

Johnston, (1995) recommended that hotel visitors from societies favoring low setting correspondence will in general spotlight their assessments on task culmination and proficient conveyance, though visitors from societies that lean toward high setting correspondence will in general spotlight on the nature of the associations among

workers and visitors. The results are also consistent with Seo (2012) who conducted a study on social effect on consumer loyalty and hotel service quality assessment in hotels and found that it is imperative to gauge consumer loyalty of hotel visitors utilizing social viewpoints and to give administration in understanding the social perspectives. The results are also in line with de Araújo, Costa and Nóbrega (2013) a customer cultural orientation is critically essential in enhancing provision of quality services in hotels. The regression coefficients of the model were presented in Table 4.6.

**Table 4.6: Model Regression Coefficients**

| Model                         | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------------------------------|-----------------------------|------------|---------------------------|-------|------|
|                               | B                           | Std. Error |                           |       |      |
| (Constant)                    | 1.438                       | .243       |                           | 5.920 | .000 |
| Customer cultural orientation | .544                        | .077       | .574                      | 7.054 | .000 |

The specific model was:

$$\text{Service quality} = 1.438 + .544X_1$$

Where  $X_1$  is customer cultural orientation

It can be seen from the analysis that the customer's cultural orientation is significantly positively correlated with the service quality of 3-5 star hotels in Nairobi cities and counties ( $\beta = .544$ ,  $p = 0.000 < 0.05$ ). This means that for every additional unit of the customer's cultural orientation, the service quality of 3-5 star hotels in Nairobi City and County will increase by 0.544 units. Hotels' practices frequently reject the significance of social direction in their ceaseless endeavors to give the best quality assistance dependent on their own comprehension of hotel service quality. So as to stay aggressive in a modern hotel sector, providing services

that serve diverse customer cultures is important. Hotel Manager 1 in an interview session indicated;

*“...culture of guests is highly respected in this hotel. The hotel considers service culture as critical in enhancing quality service delivery. The service culture entails getting committed to serving a visitor diligently”.*

The hypothesis was checked by conducting simple regressions as indicated in Table 4.6. The research sought to test the given null hypothesis:

*H<sub>01</sub>: There is no significant relationship between customer cultural orientation and service quality of 3-5 star hotels in Nairobi City County.*

Output simple regressions in Table 4.6 showed that the t-calculated of  $7.054 > 1.96$ , thus, the null hypothesis is rejected, therefore customer cultural orientation has a significant relationship with provision of quality hotel services by the 3-5 star hotels. Hotel need to provide quality services to remain competitive in the hotel sector. Culture of guests is one critical aspect that needs to be observed in an attempt to enhance service delivery. The outcomes are in concurrence with Mmutle and Campus (2017) who led an investigation to look at the clients' view of hotel service quality and its effect on a chosen hotels and found that hotel service quality affects hotel sustenance as poor help arrangement constantly prompts negative discussions and terrible exposure concerning the hotel.

The results agree with Umesh (2014) who conducted a research on linkage between service quality and customer relationship and noted that staff politeness, neatness and warm welcoming added to the quality of hotel services requested by visitors. The results are also in consistent with Donthu and Yoo (1998) who conducted a research on cultural impacts on quality of services expected by visitors and found that

consumers have varying quality service expectations and expect responsive and reliable services.

#### 4.6 Management Role

The second objective was to establish management role on provision of quality services in 3-5 star hotels in Nairobi City. Research utilized descriptive statistics and inferential analysis to analyze goals. This section also conducts hypothesis testing.

##### 4.6.1 Management Role Descriptive Results

The study determined how the role of management affects the delivery of quality services expected by customers in 3-5star hotels in Nairobi County. Study participants responded to statements related to managerial roles. The results are shown in Table 4.7.

**Table 4.7: Management Role**

| <b>Statement</b>   | <b>Mean</b> | <b>SD</b>  |
|--|-------------|------------|
| The management of this hotel places high priority to the quality of services quality offered to customers.   | 3.7         | 1.3        |
| Hotel management makes key decisions that enhance performances of the hotel and its competitiveness.   | 3.8         | 1.2        |
| Operations management in the hotel sector affect quality of services rendered  | 3.6         | 1.3        |
| In order to realize quality hotel services, the management can put more emphasis on customer satisfaction  | 3.9         | 1.2        |
| Effective implementation of the TQM by the hotel management can enhance high quality service delivery and productivity.                                    | 3.7         | 1.3        |
| Periodic restructuring of the management practices to align with hotel objectives shall effectively enhance quality of hotel services offered to customers | 3.6         | 1.3        |
| Strategic management practices adopted by this hotel are customer centered and are meant improve service quality in the hotel                              | 3.6         | 1.4        |
| <b>Average</b>   | <b>3.7</b>  | <b>1.3</b> |

Table 4.7 showed that majority of departmental supervisors with average response of 3.7 and SD of 1.3 agreed that the management of this hotel places high priority to the quality of services quality offered to customers. Service quality is essential to the

prosperity of any service oriented sector like a hotel. Provision of quality services is considered as a significant viewpoint to the accomplishment of hotel industry, the significance of assessing hotel service quality gave to visitors gets evident (Gunarathne, 2016). Provision of quality services is considered the life of hotel and core of service management in the hotel sector.

The results also showed that most of departmental supervisors with mean response of 3.8 and SD of 1.2 agreed that hotel management makes key decisions that enhance performances of the hotel and its competitiveness. The board must settle on choices on the most proficient method to successfully improve business execution so as to contend in an exceptionally focused industry. Hotel service quality is one of these center territories. The results are also consistent with Lacle (2013), who assumed the role of research management in improving the quality of service provided by the hotel industry, and determined that effective management of the provision of service quality begins with a correct understanding of the quality of the service and how the management emphasizes the importance of the quality of the service for the customer.

The results also showed that majority of departmental supervisors with average response of 3.6 and SD of 1.3 agreed that operations management in the hotel sector affect quality of services rendered. Operations executions is about the administration of the procedures that create or convey merchandise and ventures, and all choices made after this reason influence the quality of services provided in hotels. In this way, activity the board must oversee and know about most customer cooperation to guarantee that every one of critical point in time which happens improves the client's view of administration as opposed to decreasing it.

It was established that majority of departmental supervisors with average response of 3.9 and SD of 1.2 agreed that in order to realize quality hotel services, the management can put more emphasis on customer satisfaction. To achieve buyer reliability, the transportation organization is seen as a leader in today's convenience business and also includes the progress of mobile business practice within the target. This is on the grounds that sightseers are guests who require a hotel services according to their preferences. The outcome agrees with Adesina and Chinonso (2015) that quality service delivery enables hotel to offer varied services that meets customers' satisfaction and preferences. Likewise, Minh, Ha, Anh and Matsui (2015) revealed that the quality of services offered in the hotel helps much in retaining customers in the hotel.

Majority of departmental supervisors with average response of 3.7 and SD of 1.3 also agreed that effective implementation of the TQM by the hotel management can enhance high quality service delivery and productivity. TQM is an organizational hypothesis that revolves around work methods and personnel, focuses on meeting customer needs and is committed to transmitting the philosophy of the organization. The results are in line with Rani and Supinit (2015) that hotels can employ TQM is a strategic in the quest to remain competitive through improved quality service delivery.

Further, majority of departmental supervisors with average response of 3.6 and SD of 1.3 agreed that periodic restructuring of the management practices to align with hotel objectives shall effectively enhance quality of hotel services offered to customers. Clear hotel structure characterizes working and detailing connections empower hotel chiefs to appoint jobs. Clear sets of responsibilities guarantee that each staff knows

about their jobs henceforth disposes of odds of contentions thus smooth running of tasks in the hotel. Wanjiku (2013) noticed that job clearness assumes a basic job in clarifying representative view of hotel service quality and showed that input, interest and group support essentially impact job lucidity, which thusly impacts work fulfillment and hierarchical responsibility.

Finally, majority of departmental supervisors with average response of 3.6 and SD of 1.4 of the respondents agreed that strategic management practices adopted by this hotel are customer centered and are meant enhance service quality in the hotel. Strategic management is these days getting increasingly more imperative for inns because of a great deal of rivalry including shifted administrations for the client to browse.

In hotel sector to achieve its objective of passing on quality assistance for its customers, it is fundamental to consider how the inn can meet and even outperform customers' administration want. The outcomes are in concurrence with Bucak (2014) who assessed the administration nature of Croatian hotels. In the investigation, the most particular distinction among desire and observation has been found in security measurement and physical components. Akbaba (2006) has examined the hotel service quality at hotel service provider. As indicated by this examination, the hugest measurement is physical components. The normal answer is 3.7, which indicates that the majority of those interviewed agree with the announcement in the survey. The standard deviation is 1.3, indicating that the responses are clustered around the normal average responses.

#### 4.6.2 Management Role and Provision of Quality Services in 3-5 Star Hotels

Table 4.8 present models fit statistics for the regression model fitted to the data.

**Table 4.8: Management Role Model Summary**

| <b>Model</b> | <b>R</b> | <b>R Square</b> | <b>Adjusted R Square</b> | <b>Std. Error of the Estimate</b> |
|--------------|----------|-----------------|--------------------------|-----------------------------------|
|              | .600     | .360            | .354                     | .46432                            |

The results show that management role explained 36.0% of variation in the provision of quality services in 3-5 star hotels in Nairobi City County. Many managerial initiatives to improve quality of services need to clearly define approaches to achieve. The hotel management service initiatives to promote service quality through continual service improvement.

The result is consistent with Lu *et al.* (2015) conducted an investigation on the quality of services provided in the performance of the hotel and the visitor, and determined that there is no key difference between the personal understanding of the supervisor and the visitor. In any case, the two groups use different languages to describe luxury, quality of hotel service, and sense of achievement; the bosses evaluated the performance given by the administrative department, but the visitors conceptualized the performance obtained at the expense of the hotel; luxury, quality of hotel service and satisfaction are closely related in the psychology of directors and tourists, rather than self-construction. The results are also consistent with Kiange (2011). He took a 5-star hotel in Nairobi as an example to study the role of managers in guest expectations and perceived quality of service, and established that management has a strong demand for guest services. Good understanding of quality;

however, this study identified gaps in service delivery. Table 4.9 shows ANOVA output results.

**Table 4.9: Analysis of Variance**

|            | <b>Sum of Squares</b> | <b>df</b> | <b>Mean Square</b> | <b>F</b> | <b>Sig.</b> |
|------------|-----------------------|-----------|--------------------|----------|-------------|
| Regression | 12.252                | 1         | 12.252             | 56.830   | .000        |
| Residual   | 21.775                | 101       | .216               |          |             |
| Total      | 34.027                | 102       |                    |          |             |

The results in Table 4.9 show that management role is statistically significant in predicting service quality of 3-5 star hotels in Nairobi City County. The results agree with Vijayadurai (2008) who found that hotel management has the role of enhancing the capacity of staff employers on how treat customers politely, respectfully and friendly. The ANOVA output showed F-value of 56.830 with p value of  $0.00 < 0.05$ . The findings concur with Lacle *et al.* (2013) who undertook a study management role of service quality in the hospitality industry and established that effectively the management should be in forefront of understanding customers for better service delivery. The regression coefficients of the model were shown in Table 4.10.

**Table 4.10: Model Regression Coefficients**

| <b>Model</b>    | <b>Unstandardized Coefficients</b> |                   | <b>Standardized t Coefficients Beta</b> | <b>Sig.</b> |
|-----------------|------------------------------------|-------------------|---|-------------|
|                 | <b>B</b>                           | <b>Std. Error</b> |   |             |
| (Constant)      | 1.316                              | .244              | 5.403                                   | .000        |
| Management role | .594                               | .079              | .600                                    | .000        |

The specific model was:

$$\text{Service quality} = 1.316 + .594X_2$$

Where  $X_2$  is management role

From the analysis, management role was positively and significantly related to service quality of 3-5 star hotels in Nairobi City County ( $\beta = .594$ ,  $p=0.000<0.05$ ). The results show that the increase of one unit of management function will lead to a corresponding increase of 0.594 units in the service quality of 3-5 star hotels in Nairobi city and county. For the hotel business to accomplish its goal of conveying quality help for its clients, it is basic to examine how the hotel strives to enhance service delivery to the customers. Hotel Manager 5 in an interview session indicated;

*“...service quality is of critical significance to this hotel. The management is often involved in making key decisions on how to enhance quality of services to the visitors while maintain the competitiveness of the hotel in the industry.”*

The hypothesis was checked by conducting simple regressions as indicated in Table 4.10. The research sought to test the following null hypothesis:

*H<sub>02</sub>: There is no significant relationship between management role and service quality of 3-5 star hotels in Nairobi City County.*

Output simple regressions in Table 4.10 showed that the t-calculated of  $7.539 > 1.96$ , thus, the null hypothesis is rejected, and conclusion made that management role has a significant relationship with service quality of 3-5 star hotels in Nairobi City County. The quality of services provided by hotel may not meet up the standard owing to lack of commitment from the hotel management. Hotel management must understand the degree of customer satisfaction with their management and the level of quality of hotel service offered to customers to enhance the nature of management. This is steady with Wu and Liang (2009) who noticed that the connections between the workers and visitors assume an essential job in a client's impression of the hotel service perception. Carneiro and Costa (2001) highlighted that in the eyes of

customers of five-star hotels in Lisbon, employees are powerful. Wang`ombe and Ngige (2016) pointed out that hotel management needs to understand their customers and the nature of the services they expect from the hotel.

Hotel management can try to understand customers' satisfaction with their management hence improving the degree of management provided by the hotel department. The results are consistent with Aldehayyat *et al.*, (2011) which found that in the "substantial" measurement, the value proposition given by the customer is the lowest compared to the desire, which means that the hotel manager must consider the hotel service more than the quality of the physical part. These areas include hardware and offices, the appearance of workers, and materials related to hotel management and working hours.

The outcomes are also in line with Lacle (2013) who undertook a study management function in enhancing service quality in the hospitality sector and noted that hotel management need to understand their customers in order to provide the quality services that meet their desires. Wang`ombe and Ngige (2016) noted that hotel management need to understand their customers and the nature of services they expect from the hotel. Likewise, the results are in line with Mose and Kibera (2015) that there is need for top management support in promoting quality service delivery in the hotels.

#### **4.7 Communication Strategies**

Objective three sought to establish the influence of communication strategies on service quality expectations in 3-5 star hotels. The research questions are analyzed using descriptive statistics and inferential analysis. This section also conducts hypothesis testing.

### 4.7.1 Communication Strategies

The study sought to find out the impact of communication strategies on service quality expectations of 3-5 star hotels. Study participants responded to statements related to communication strategies. The results are shown in Table 4.11.

**Table 4.11: Communication Strategies**

| <b>Statement</b>  | <b>Mean</b> | <b>SD</b>  |
|---|-------------|------------|
| There is clear and outright communication to customers when the service or food will served   | 3.6         | 1.3        |
| The hotel staff are delighted when serving customers as indicated by facial smiles  | 3.7         | 1.3        |
| The hotel staff is fully aware of products and services offered in the hotel  | 3.9         | 1.2        |
| Hotel staff have excellent interpersonal communication  | 3.9         | 1.2        |
| Hotel staff addresses customers with high level of courtesy and etiquette   | 3.9         | 1.3        |
| Hotel staff are able to fluently and properly communicate to hotel customers.   | 3.7         | 1.3        |
| Hotel staff pay close attention hotel customers visiting the hotel with aim of enhancing personalized hotel services                                    | 3.9         | 1.2        |
| The hotel staff can provide sufficient information regarding the type of products and services available in the hotel                                   | 4.0         | 1.1        |
| The hotel staff in this hotel are able effectively communicate using non-verbal techniques in order to serve customers from different cultural setting. | 4.0         | 1.1        |
| The hotel has adequate multilingual staff who are widely conversant with other languages and this helped  | 3.8         | 1.3        |
| <b>Average</b>  | <b>3.8</b>  | <b>1.2</b> |

Table 4.11 showed that majority of the hotel customers with average response of 3.6 and SD of 1.3 agreed that there is clear and outright communication to customers when the service or food will serve. Communications and understanding the degree of administration are normal in any hotel regardless of its order. Legitimate correspondence and having great information on frameworks and methods are the most significant determinant of service quality in hotel sector.

The findings also established that most of the customers with average response of 3.7 and SD of 1.3 agreed that the hotel staff are delighted when serving customers as

indicated by facial smiles. Feelings have increased plentiful criticalness in the business world, particularly in the hotel services. In hotel industry, representatives are required to show positive feelings during administration experiences and are relied upon to "present with a grin," while controlling or stifling negative feelings. Giving great assistance is tied in with comprehension, perceiving, and foreseeing the necessities of clients and striving to meet or surpass them. The center assistance fundamentals are likewise straightforward: look, grin, welcome energetically, and utilize the client's name. These basic activities tell clients that the hotel esteems clients and is anxious to help. Jones and Dent (1994) found that a grinning face beneficially affects consumer loyalty. Also, various investigations have demonstrated the significance of amicable kind practices (agreeableness, commonality, mindful, consideration, responsiveness, reliability, supportiveness, and comprehension) of administration staff to improved help results and long haul connections.

The findings also established that most of the customers with average response of 3.9 and SD of 1.2 agreed that the hotel staff is fully aware of products and services offered in the hotel. Hotel staff needs to be knowledgeable about items and services provided in the hotel. According to Tefera and Govender (2016) product and service knowledge about products offered in hotels is the basis for delivering quality service.

The outcome findings indicated that most of the participants presented average response of 3.9 and SD of 1.2 agreed that the hotel staff have excellent interpersonal communication. Interpersonal skills along with this the ideal mindset, ability and also solution knowledge goes a long way in producing consumer complete satisfaction. The results agree with Mmutle (2017) that interpersonal communication allows hotel staff to engage their clients in courteous way.

The findings also established that most of the customers with average response of 3.9 and SD of 1.3 agreed that the hotel staff addresses customers with high level of courtesy and etiquette. Employees need to address visitors in polite language. They should not use language that seems impolite and obscene.

The findings also established that most of the customers with average response of 3.7 and SD of 1.3 agreed that the hotel staff are able to fluently and properly communicate to hotel customers. Hotels that lack proper communication channels properly may fail to deliver quality services to its customers. Brownell (1990) indicated the necessity of clearly defined norm of communication with customers. Waiters and waitress link hotel customers to hotel itself or the hotel management since are constantly in touch with customers.

The findings also established that most of the customers with average response of 3.9 and SD of 1.2 agreed that hotel staff pay close attention hotel customers visiting the hotel with aim of enhancing personalized hotel services. The provision of high-quality services by hotels implies high-quality products and services, especially the hotel's consideration of its customers. According to Salehi and Hanzaei (2014) that uncovered that numerous clients are happy with the capacity of staff to communicate in an unknown dialect, agreeableness of staff providing extra personal attention.

The findings also established that most of the customers with average response of 4.0 and SD of 1.1 agreed that the hotel staff can provide sufficient information regarding the type of products and services available in the hotel. Hotel employees with proper communication and engagement skills would have the option to expand the nature of administration by overseeing associations with clients all the more adequately because of expanded self-assurance and would add to the positive impression of

clients concerning the service quality (Demir, 2011; Zulhamri and Claina, 2012). Harrington and Akehurst (1996) accentuated the requirement for hotels to grow progressively powerful inner correspondence frameworks to encourage a more prominent comprehension of hotel arrangement as it identifies with giving quality services to the customers.

The findings also established that most of the customers with average response of 4.0 and SD of 1.1 agreed that the hotel staff in this hotel are able effectively communicate using non-verbal techniques in order to serve customers from different cultural setting. Communication is viewed as an essential factor in hotel industry setting where communication among hotel staff, customers and management is critical. Hotel that lack proper communication channels may fail to deliver quality services to its customers. Communication in the hotel industry should be clearly defined. Waiters and waitress link hotel customers to hotel itself or the hotel management since are constantly in touch with customers. The results are in line with Seyitoglu and Yuzbasioglu (2015) that there was a positive connection between key correspondence measurement and operational adequacy, just as expanded generally speaking viability of the association and better inward operational characteristics of independent offices.

Finally, majority of customers with average response of 3.8 and SD of 1.3 agreed that the hotel has adequate multilingual staff who are widely conversant with other languages and this helped. Hotels require multilingual employees emerges since most three and five star hotels usually have high proportion of foreign guests. The result is consistent with Johansson and Carlson (2015), that is, communication between the company and the client, the organization distinguishes the brand image and makes

brand assurance, both depend on the level of goals and quality. The normal response is 3.8, which indicates that the majority of customers agree with the announcement in the survey. The standard deviation is 1.2, indicating that the responses are clustered around the normal average responses. As per Obiero (2018) powerful correspondence among divisions in the hotel is one of the principle factors that add to consumer satisfaction.

#### **4.7.2 Communication Strategies and Provision of Quality Services in 3-5 Star Hotels**

Table 4.12 indicates the model summary.

**Table 4.12: Communication Strategies Model Summary**

| <b>Model</b> | <b>R</b> | <b>R Square</b> | <b>Adjusted R Square</b> | <b>Std. Error of the Estimate</b> |
|--------------|----------|-----------------|--------------------------|-----------------------------------|
|              | .598     | .357            | .351                     | .46533                            |

The results show that communication strategies explained 35.7% of quality of services provided by the 3-5 star hotels in Nairobi City County. Hotel employees with proper communication and engagement skills would have the option to build the nature of administration by overseeing associations with clients all the more adequately because of expanded fearlessness and would add to the positive impression of clients as to the administration quality. Compelling inward correspondence encourages a more noteworthy comprehension of hotel management as it identifies with giving quality administrations to the client. The result is consistent with Johansson and Carlson (2015), that is, the communication between the company and the client, the organization recognizes the brand image and makes the brand guarantee, both depend on the objective of grade and quality. All communications between businesses and common people help to reflect this

guarantee, with the aim of establishing intuitive two-way connections with customers. Table 4.13 shows ANOVA results.

**Table 4.13: Analysis of Variance**

| <b>Model</b> | <b>Sum<br/>Squares</b> | <b>of df</b> | <b>Mean<br/>Square</b> | <b>F</b> | <b>Sig.</b>       |
|--------------|------------------------|--------------|------------------------|----------|-------------------|
| Regression   | 12.157                 | 1            | 12.157                 | 56.146   | .000 <sup>b</sup> |
| Residual     | 21.870                 | 101          | .217                   |          |                   |
| Total        | 34.027                 | 102          |                        |          |                   |

The outcomes of the ANOVA show that communication strategies are statistically significant in predicting service quality of 3-5 star hotels in Nairobi City County. The Anova results is pegged by F-value of 56.146 and p-value of  $0.000 < 0.05$ . Communication in the hotel industry should be clearly defined. Waiters and waitress link hotel customers to hotel itself or the hotel management since are constantly in touch with customers.

The results are in line with Seyitoglu and Yuzbasioglu (2015) that there was a positive connection between vital correspondence measurement and operational adequacy, just as expanded in general viability of the association and better inside operational characteristics of independent divisions. The outcomes conger with Duncan (2004) the association can't direct control what the open thinks, anyway endeavors to affect open acknowledgments through reiterated positive connections. It achieves this through extensive knowledge of current and potential customers, and the development of the current database makes it possible; isolate the components into smart components with normal interests; and use habits that are particularly important to your trends and talking to them in a timely manner. The regression coefficients of the model are shown in Table 4.14.

**Table 4.14: Regression Coefficients**

| Model                    | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|--------------------------|-----------------------------|------------|---------------------------|-------|------|
|                          | B                           | Std. Error | Beta                      |       |      |
| (Constant)               | 1.305                       | .247       |                           | 5.292 | .000 |
| Communication strategies | .600                        | .080       | .598                      | 7.493 | .000 |

The specific model was:

$$\text{Tourism performance} = 1.305 + 0.600 X_3$$

Where  $X_3$  is communication strategies

From the analysis, communication strategies is positively and significantly related with service quality provided in the 3-5 star hotels in Nairobi City County ( $\beta=0.600$ ,  $p=0.000<0.05$ ). This implies that a unitary rise in communication strategies will result to a corresponding 0.495 unit increase in the quality of services offered by the 3-5 star hotels in Nairobi City County. Hotel employees with proper communication and engagement skills would have the option to expand the nature of administration by overseeing associations with clients all the more viably because of expanded self-assurance and would add to the positive view of clients as to the administration quality. Hotel Manager 4 in an interview session indicated;

*“...staff in this hotel have been trained on how to address guests. They are always encouraged to observe core communication essentials that include: smile, make eye contact, greet warmly, and use the client’s name.”*

The hypothesis was checked by conducting simple regressions as indicated in Table 4.14. The research aimed to test the following null hypothesis:

*H<sub>03</sub>: There is no significant relationship between communication strategies and service quality of 3-5 star hotels in Nairobi City County.*

Simple regressions findings in Table 4.14 showed that the t-calculated of  $7.493 > 1.96$ , thus, the null hypothesis is rejected, and conclusion made that there is a significant relationship between communication strategies and service quality of 3-5 star hotels in Nairobi City County. Communication in the hotel industry should be clearly defined. Waiters and waitress communicate intensively with customers and so must be conversant with appropriate communication skills.

The results are in line with Seyitoglu and Yuzbasioglu (2015) that there was a positive connection between vital correspondence measurement and operational viability, just as expanded generally adequacy of the association and better inner operational characteristics of independent divisions. As per Obiero (2018) successful correspondence among divisions in the hotel is one of the fundamental factors that add to consumer loyalty. The outcomes concur with Costa *et al.*, (2004), because in the intimacy of the board, many discrete components convey non-verbal information, such as order in the room, representative emotions, and different abilities. This information may be useful to customers, but Affect the understanding of customers. According to Muchogu (2016) hotels should have clear channel of communication.

#### **4.8 Challenges Facing Staff in the Hotels as they Communicate**

Communication approach is essential to understanding customers. Most staff understands utmost two languages. Kiswahili, English and native are the languages spoken by majority of Kenyans. However, hotel visitors are from different nationalities and do not understand Kiswahili or native languages. Communicating in English is an important precursor in performing key tasks in the hotel industry.

English has been regarded as a widely spoken language, relying on the representatives of the accommodation area to gradually provide English information to help tourists without geographical restrictions and organize foreign workers from anywhere in the world. However, some guests are not much acquainted with English and this makes communication between hotel staff and customers problematic. The results agree with Seyitoglu and Yuzbasioglu (2015) in a study on the five-star hotel's level of communication. The problems encountered can be traced back to the fact that the authorized correspondence is not so good. The problem is through the language comparison of the tourists visiting the hotel. Stevens and Hisle (1996) point out the problems associated with communication between workers and managers. Subsequently, solving the lack of input and cross-cultural issues is one of the communication problems between managers and their subordinates, as well as between workers and managers. For example, the inability to choose to go through management, talk to directors with rankings, and communicate with supervisors and foundations who lack occupational knowledge. According to Disilva (2017) effective communication enhances service delivery to the guest service while maintaining cultured work environment. Correspondence assumes a basic job in handling the visitor; a worker with a prominent correspondence ability prevalently benefits their visitor. Hotel Manager 4 in an interview session indicated;

*“.....language barrier is a challenge in this hotel as most employees understand three languages, English, Kiswahili and their native language. However, there are visitors speaking other languages and who do not understand Kiswahili and or English languages.”*

Communication challenges regularly lead to misconception of inconspicuous prompts or various implications of comparable words prompting fumble of faculty. By giving practices that go around language obstructions, hotel managers can have

more assets to gradually become feasible when communicating with subordinates with imperfect language skills. Hotel rehearsals that reduce language barriers may include the use of bilingual staff or the translation of materials in different dialects.

Hotel Manager 3 in an interview session indicated;

*“.....our hotel staff are well trained in major foreign languages like English, French, Spanish, Portuguese and Japanese to effectively communicate with customer.”*

Effective communication is a necessary condition to overcome problems related to communication, communication problems in communication between customers and employees seriously affect the efficiency and quality of the services provided. The level of interpersonal communication between hotel staff is not high, generally of a medium level. The hospitality industry provides more physical services to visitors and representatives must provide enough information to provide services to visitors. Representatives at reception, catering services, accommodation operations, transactions and promotions must provide data to visitors. Employee must have the right to choose to understand the need of visitors and provide correct data. The controversial and controversial data represented may leave a negative impression on the plummeting attention results in the business. As indicated by Salehi and Hanzaei (2014) that uncovered that numerous clients are happy with the capacity of staff to communicate in an unknown dialect, invitingness of staff giving additional individual consideration. The results also concur with Dawson *et al.*, (2014) in a research on the impact of hotel communication practices on the satisfaction of managers and employees with imperfect English speaking, and found that most (62.8%) of managers rely on translators (usually bilingual employees) to communicate for them. Language barriers undermine the communication between hotel employees and customers which hinders expected service levels.

A portion of their informative issues originate from the failure to convey what needs be accurately utilizing the right open terms. This can likewise be brought about by the absence of certainty to utilize the language under the specific requesting conditions and circumstances. Thusly, they will in general right the circumstance utilizing consistent reasoning and make straightforward expressions dependent on mystery, which now and again may not function true to form. Expanding correspondence issues in the administration delivering front office division forestalls proficient activity and in this manner causes the finish of consumer loyalty after some time and along these lines the profitability of the settlement, making an incredible harm the convenience activity.

Quickly, while the accomplishment of correspondence expands consumer loyalty and profitability, miscommunication and issues in correspondence cause the lessening of the fulfillment of the visitors and henceforth the diminishing of the efficiency. Harrington and Akehurst (1996) underlined the requirement for hotels to grow progressively successful hotel correspondence frameworks to encourage a more noteworthy comprehension of hotel management as it identifies with providing quality services to the client. Brownell (1990) indicated that the essence of clearly defined norm of communication with customers. Waiters and waitress communicate intensively with customers and so must be conversant with appropriate communication skills.

#### **4.9 Diagnostic Tests**

Before performing regression modeling, some significant assumptions must be satisfied, including the data used are normally distributed, linear, and there is no multicollinearity. If the data used does not meet these assumptions, the statistical

results may produce inappropriate results (Osborne & Waters, 2002). The test findings of normality, linearity, and multicollinearity are shown below.

#### 4.9.1 Test for Multicollinearity

The multicollinearity test was performed since in severe cases where there is a perfect correlation between predictor variables, multicollinearity may mean that a single least squares solution cannot be calculated for regression analysis (Field, (2009). In this study, a variance inflation factor was used to evaluate multicollinearity. The decision criterion is that the VIF must be less than 5 to make the data non-collinearity. The results of multicollinearity are shown in Table 4.15.

**Table 4.15: Multicollinearity Test**

| <b>Variable</b>               | <b>VIF</b>     |
|-------------------------------|----------------|
| Customer cultural orientation | 1.321          |
| Management role               | 1.940          |
| Communication strategies      | 1.203          |
| Hotel service quality         | 2.531          |
| <b>Mean VIF</b>               | <b>2.74875</b> |

Collinearity statistics (Table 4.15) show that the variance inflation factor (VIF) <10 for all variables, thus indicating that the variables are not highly correlated, so there is no multicollinearity. This shows the applicability of variables to multiple regression analysis.

#### 4.9.2 Test for Normality

Parameter tests like correlation and multiple regression analysis need typical information. At the point when information is not regularly dispersed, it can twist the consequences of any further examination. A preliminary analysis was performed to

survey whether the information fit an ordinary conveyance. To survey the ordinariness of the score appropriation, the Kolmogorov-Smirnov test was utilized. The findings of the normality test are displayed in Table 4.16.

**Table 4.16: Kolmogorov–Smirnov Test for Normality**

| Variable                      | Kolmogorov-Smirnov <sup>a</sup> |     |      |
|-------------------------------|---------------------------------|-----|------|
|                               | Statistic                       | Df  | Sig. |
| Customer cultural orientation | .835                            | 103 | .168 |
| Management role               | .835                            | 103 | .402 |
| Communication strategies      | .814                            | 103 | .143 |
| Hotel service quality         | .796                            | 103 | .272 |

When the score is not significant ( $>0.05$ ), it means that the data conforms to a normal distribution (Tabachnik & Fidell, 2007). The information in Table 4.16 features the aftereffects of the Kolmogorov-Smirnov test. The normality test brings about the table above demonstrate that the information related with every factor is regularly circulated on the grounds that the importance value is more prominent than 0.05 in all cases. This implies that the information is reasonable for investigation utilizing regression and correlation analysis.

### 4.9.3 Tests of Linearity

Mean comparison is used to test linearity and visually show to show whether there is a straight line or curve connection between the two continuous factors. If the relationship is direct, the recurrence model can accurately assess the relationship between dependent and independent factors (Osborne & Waters, 2002). The linearity outcomes of the relationship between the dependent and independent variables displayed in Table 4.17.

**Table 4.17: Tests of Linearity**

| Dependent viable against independent variable |                |                          | Sig.  |
|---|----------------|--------------------------|-------|
| Customer cultural orientation                 | Between Groups | (Combined)               | 0.000 |
|   |                | Linearity                | 0.000 |
|   |                | Deviation from Linearity | 0.061 |
| Management role                               | Between Groups | (Combined)               | 0.000 |
|   |                | Linearity                | 0.000 |
|   |                | Deviation from Linearity | 0.191 |
| Communication strategies                      | Between Groups | (Combined)               | 0.000 |
|   |                | Linearity                | 0.000 |
|   |                | Deviation from Linearity | 0.053 |

Based on the Anova findings in Table 4.17 above, value sig deviation from linearity is  $0.061 > 0.05$  for customer cultural orientation variable against hotel service quality. The results imply that there is customer cultural orientation variable against hotel service quality. There is a linear relationship between management function variables and hotel service quality, because the deviation of sig value from linearity is  $0.191 > 0.05$ . In addition, the linear deviation between communication strategy and hotel service quality is  $0.053 > 0.05$ , which means that there is a linear relationship.

The linearity test shows the connection between the dependent variable and the independent variable. For direct relapse, the link between the independent variable and the dependent variable must be direct. The results of the linear test show that the information index provides a direct example, so a linear regression model can be conducted. In this way, the linear regression model can was utilized to determine the

impact of the customer's cultural orientation, management role and communication strategy on the 3-5 star hotel service quality expectations.

#### 4.10 Overall Multiple Regression Model

Inferential statistics was utilized to make predictions and inferences concerning the study population. Pearson correlation output results are shown in Table 4.18. The predictor variables were customer cultural orientation, management role and communication strategies while the dependent variable was service quality in hotels.

**Table 4.18: Correlation Matrix of Variables**

| Variable                      |                     | Service quality | Customer cultural orientation | Management role | Communication strategies |
|-------------------------------|---------------------|-----------------|-------------------------------|-----------------|--------------------------|
| Service quality               | Pearson Correlation | 1.000           |                               |                 |                          |
|                               | Sig. (2-tailed)     |                 |                               |                 |                          |
| Customer cultural orientation | Pearson Correlation | .574**          | 1.000                         |                 |                          |
|                               | Sig. (2-tailed)     | 0.000           |                               |                 |                          |
| Management role               | Pearson Correlation | .600**          | .413**                        | 1.000           |                          |
|                               | Sig. (2-tailed)     | 0.000           | 0.000                         |                 |                          |
| Communication strategies      | Pearson Correlation | .598**          | .416**                        | .588**          | 1.000                    |
|                               | Sig. (2-tailed)     | 0.000           | 0.000                         | 0.000           |                          |

\*\* Correlation is significant at the 0.01 level (2-tailed).

**(Source: Survey Data, 2018)**

It was revealed that customer cultural orientation and provision of service quality in the 3-5 star hotels are positively and significantly associated ( $r=.574$ ,  $p = .000$ ). Hotel practices regularly expel the significance of social direction in their constant endeavors to give the best quality assistance dependent on their own comprehension of hotel service quality. Client social direction is depicted as a part of the hierarchical culture which increments the two clients' inclinations and authoritative achievement. The making of a customer arranged culture requires the creation of ordinarily held

purposes. This implies the hotel's technique, its meaning of its exercises corresponding to its condition, is a basic component of the improvement of hotel culture. Hotel Manager 2 in an interview session indicated;

*“....so as to be competitive in the ever changing hospitality sector, my hotel has been keen in developing services that satisfy a very diverse customer cultures.”*

So as to stay aggressive in a globalized hotel industry, giving administrations that serve different client societies is significant. Culture is one of the best but confusing components that hotel management must understand in order to provide incredible management based on customer needs. The social typicality of one culture is not equivalent to another. Therefore, it is very important for professional organizations to distinguish the basic components of customer bias and integrate these disclosures in the management departments they provide to more viable services that meet the diverse customer gatherings of their society. The results are also in consistent with Donthu and Yoo (1998) who conducted a research on cultural impacts on provision of quality services found that consumers have varied quality service expectations and expect responsive and reliable services.

Management role positively and significantly correlated with service quality provided by the 3-4 star hotels ( $r = .600, p = .000$ ). If the hotel department wants to achieve its goal of delivering high-quality services to customers, it must consider how the hotel may meet or even exceed the communication needs of the customer in management department. Hotel Manager 7 in an interview session indicated;

*“...management could put more emphasis on quality service delivery. So as to enhance customer retention, provision of quality services is considered paramount in this hotel and also in the promotion of future plans to enhance service delivery.”*

Hotel managers must try to understand the level of customer satisfaction with their management, the type of hotel service quality that customers may wish to provide, and exactly which aspects can be emphasized. The results are also in agreement with Lacle (2013) who conducted a study management role in enhancing provision of quality services in the hospitality business and established that providing better services begins with having the correct impression of hotel service quality which depends on how much accentuation the board places in understanding their clients.

Communication strategies is positively and significantly associated with service quality provided by the 3-5 star hotels ( $r = .598, p = .000$ ). Mode of communication is viewed as essential entity in hotel industry establishments where communication among hotel staff, customers and management is critical. Hotel without proper communication ways may fail to deliver quality services to its customers. Communication in the hotel industry should be clearly defined. The results are in agreement with Johansson and Carlson (2015) that communication sales the hotel promoting its brand name to the global market. Service quality in the 3-5 star hotels was regressed against customer cultural orientation, management role and communication strategies. The model was tested at 5% C.I. The model summary is shown in Table 4.9

**Table 4.19: Model Fit**

| <b>Model</b> | <b>R</b> | <b>R Square</b> | <b>Adjusted R Square</b> | <b>Std. Error of the Estimate</b> |
|--------------|----------|-----------------|--------------------------|-----------------------------------|
|              | .734     | .539            | .525                     | .39789                            |

**Source: Research Findings (2018)**

Model summary results in Table 4.19, the value of R square was .539, an indication that 53.9 percent of the deviations in service quality of provided by the star hotels are

caused by changes in customer cultural orientation, management role and communication strategies. Other elements that could not be presented in the model cater for 46.1% of quality of services being offered by the star hotels. Table 4.20 presents the ANOVA output.

**Table 4.20: ANOVA Output**

| Model      | Sum of Squares | df  | Mean Square | F      | Sig. |
|------------|----------------|-----|-------------|--------|------|
| Regression | 18.354         | 3   | 6.118       | 38.646 | .000 |
| Residual   | 15.673         | 99  | .158        |        |      |
| Total      | 34.027         | 102 |             |        |      |

**Source: Research findings (2018)**

The significance value is 0.000 that is smaller critical p figure of 0.05. The results show that the model is statistically significant in predicting how the client's cultural orientation, managerial roles and communication strategies affect the quality of service in star hotels. The F value of 38.646 implies the model was satisfactory. Regression output is shown in Table 4.21.

**Table 4.21: Regressions of Coefficients**

| Model                         | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------------------------------|-----------------------------|------------|---------------------------|-------|------|
|                               | B                           | Std. Error | Beta                      |       |      |
| (Constant)                    | .389                        | .257       |                           | 1.516 | .133 |
| Customer cultural orientation | .316                        | .073       | .334                      | 4.340 | .000 |
| Management role               | .291                        | .086       | .294                      | 3.394 | .001 |
| Communication strategies      | .287                        | .087       | .286                      | 3.297 | .001 |

**Source: Research Findings (2018)**

The following regression equation was estimated:

$$Y = .389 + .316X_1 + .291X_2 + .287X_3$$

Where,

Y = Service quality

X<sub>1</sub> = Customer cultural orientation

X<sub>2</sub> = Management role

X<sub>3</sub> = Communication strategies

From the model equation, the constant was .389 showing service quality of star hotels (customer cultural orientation, management role and communication strategies) are not included in the model. A unit improvement in customer cultural orientation would lead to an increase in service quality of three to five star hotels in Nairobi City County by .316. A unit increase in management role results to a rise in service quality offered by star hotels by .291 units. It was further noted that a unit increase in communication strategies results to quality service improvement offered by star hotels by .287 units.

From the above results, it is evident that customer cultural orientation is positively and significantly related with quality of services offered by star hotels ( $\beta = .316$ ,  $p = .000$ ). To maintain enthusiasm in the worldwide hospitality industry, it is the basis for creating a management that can satisfy a society of extremely diverse customers. Culture is one of the best, but confusing components that hotel services must understand to provide incredible management based on customer needs. The outcomes are in concurrence with Mmutle and Campus (2017) who directed an examination to analyze the clients' view of hotel service quality and found that customer cultural orientation is significant in promoting hotel service quality.

Management role had positive and statistically significant relationship with service quality offered by star hotels ( $\beta = .291$ ,  $p = .001$ ). For the hotel business to achieve its goal of providing quality customer support, it must examine how hotel management practices can improve the services provided to customers. Hotel management tries to understand how satisfied customers are with their organization and the kind of organizational quality level that their customers may require in order to provide the precise measures they may be determined to take. The outcomes are likewise in concurrence with Kiange (2011) who directed an investigation on supervisors' impression of client desire and saw hotel service quality the instance of hotel industry and set up that chiefs have a smart thought of what clients expect as far as quality of services, nevertheless, this research founded that there are gaps in service delivery.

Lastly, it was revealed that communication strategies is positively and significantly related with quality of services offered by star hotels ( $\beta = .287$ ,  $p = .001$ ). Communication channels are viewed as critical aspect in hotel industry where communication among hotel staff, customers and management is critical. Hotel without proper communication channels may fail to effectively deliver quality services to its customers. Brownell (1990) noted that the critical role of communicating with customers cannot be ignored. Hotel employees with proper communication and engagement skills enhance the brand image of the hotel. The results are consistent with Costa *et al.* (2004) that in the intimacy of the board of directors, many discrete components convey non-verbal information, such as the order of the room, representing emotions and different abilities where this information may be correct for the customer, but it will affect the customer's understanding.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This section indicates a summarized version of the results, conclusions, and some suggestions. At the end of this chapter, areas are proposed that may require further empirical investigation. These are areas that can be explored in the future to better understand and study the cultural orientation and service quality expectations of 3-5 star hotels in Nairobi, Kenya.

#### 5.2 Summary of the Findings

Objective one aims to evaluate how the cultural orientation of the clients affects the service quality expectations of 3-5 star hotels. The results of the correlation analysis show that there is a significant positive correlation between the cultural customer orientation of star hotels and the quality of service. The results of the regression show that there is a positive and important relationship between the cultural orientation of the client and the quality of the service provided by the star hotels. The null hypothesis is that there is no significant connection between the 3-5 star hotel's cultural customer orientation and the quality of service. The study rejected the null hypothesis and concluded that the client's cultural orientation affects the quality of service provided by star hotels.

The second objective determines the management responsibilities and the quality of the service of the star hotels. The management function is significantly positively correlated with the quality of service provided by star hotels. The result of the model also shows a positive and significant relationship with the quality of the service provided by star hotels. The second assumption is that there is no significant

relationship between management functions and the quality of the services provided. The research also rejected the original hypothesis and concluded that the managerial role has a significant relationship with the quality of service of 3-5 star hotels.

The objective three revealed the influence of the communication strategy on the service quality expectations of 3-5 star hotels. The communication strategy is positively related to the quality of service provided by star hotels. The results of the model also show that there is a significant positive correlation between the communication strategy and the quality of the services provided. The third hypothesis is that there is no significant relationship between communication strategy and service quality of 3-5 star hotels in Nairobi City and County. The study rejected this hypothesis and concluded that the communication strategy has a significant impact on the quality of service of 3-5 star hotels.

Objective four identified the challenges faced by staff in the hotels as they communicate to guests from different cultural backgrounds and how it affects service quality. It was established that communication was indeed a challenge in the star hotels. Most staff understands utmost two languages. In Kenya, Kiswahili, English and native languages are widely spoken. However, hotel visitors are from different nationalities and do not understand Kiswahili or native languages. Communication challenges regularly lead to misconception of inconspicuous signs or various implications of comparable words prompting fumble of faculty. By giving practices that go around language hindrances, hotel supervisors may have more assets to be progressively viable in their correspondence with subordinates who have restricted language aptitudes.

The summary of the model shows that the independent variables, the cultural orientation of the client, the management roles and the communication strategies explain 53.9% of the quality of the service provided by the star hotels.

### **5.3 Conclusions**

These were the conclusions of the study;

The research concluded that the customer cultural orientation, management interventions to promote diversity, communication among employees and with customers and customer perceptions and characteristics are significant indicators that influences service quality expectations among 3-5 star hotel clients in Nairobi City County, Kenya.

Basing on outcome results, the study concludes that service quality expectations among 3-5 star hotel clients in Nairobi City County is significantly influenced by customer cultural orientation, management role and communication strategies. The study found that coefficient of customer cultural orientation is positively and significantly influences service quality offered by star hotels. The study therefore concludes that a unit increase in customer cultural orientation would lead to a unit improvement in service quality offered by star hotels.

It was noted that coefficient of management role positively and significantly influences provision of quality services offered by star. The study therefore concludes that a unit improvement in management role would result to a unit improvement in service quality expectations in 3-5 star hotels in Nairobi County. Service quality offered by hotel may not meet up the standard owing to lack of

commitment from the hotel management. Hotel management need understand their customers so as to improve services offered to them.

A conclusion is made that coefficient of communication strategies positively and significantly influences service quality expected by star hotels. The study therefore concludes that an improvement in communication strategies with quests would lead to improvement in service quality expectations in 3-5 star hotels in Nairobi County. Hotel employees with proper communication and engagement skills would have the option to expand the nature of administration by overseeing associations with clients all the more adequately because of expanded self-assurance and would add to the positive impression of clients concerning the quality of services offered.

There existed management goodwill, informed staff with necessary skills and strategic location and catchment of clientele but the customer service strategy was poor, poor communication skills among the hotel staff and poor customer care and also failure of staff to appreciate diverse customer cultural orientation to reliably improve service quality and customer service. This led to poor attendance to customers and therefore performance below expectations among the 3-5 star hotels.

The study concluded that staff in star hotels faced some communication challenges. Most staff understands utmost two languages. In Kenya, Kiswahili, English and native languages are the widely spoken languages. However, hotel visitors are from different nationalities and do not understand Kiswahili or native languages. Communication challenges regularly lead to misconception of unobtrusive prompts or various implications of comparative words prompting fumble of work force. Hotel industry serves the visitor all the more physically the representatives ought to be informatively satisfactory to serve their visitor.

## **5.4 Recommendations**

### **5.4.1 Recommendations for practice**

1. Hotels are recommended to provide high-quality services and meet customer expectations. Employees must understand the diversity of cultural orientations of customers, spend time understanding customer preferences, help customers make decisions, and gain more information to understand diverse cultures, languages, and psychological, economic, political perceptions and backgrounds and social.
2. Hotel management need to act a critical role in enhancing quality of services offered in the hotel by observing customer cultural orientations while supporting hotel employees' communication improvement through short communication programmes or sessions in major foreign languages.
3. The management of the 3-5 star hotels need place high priority to the quality of services quality offered to customers. In addition, the hotel management need to make key decisions that enhance performances of the hotel and its competitiveness. The strategic management practices adopted by the hotel should be customer centered and meant improve service quality in the hotel
4. Communication strategies are critical in delivering quality services to hotel guests. However, language barrier remains a problem especially for non-English speaking visitors. The study recommends for diversity in recruiting hotel employees that have command of major local and international languages that include English, French, Chinese, Japanese, Portuguese, Korean, Kiswahili, Spanish and other recognized international languages.
5. There is need for periodic short courses on language mastery in order to enhance hotel employees' language proficiency.

#### **5.4.1 Recommendations for policy**

The results of the study regarding customer cultural orientation are significant to the hospitality sector in Kenya which hosts many international visitors from distinct cultural backgrounds. The results of the study may form significant policy intervention in tourism sector. Ministry of Tourism May devise policy guidelines that include cultural diversification support. The policies will influence service quality in hospitality sector.

#### **5.5 Areas for Further Study**

The research recommends that more inquiry in the following areas;

- (i) The influence of customer cultural orientation on market share of three to five star hotels in Kenya.
- (ii) Further research to focus on the impact on communication in serving trainings on language proficiency among hotel staff in star hotels in Kenya.

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**APPENDICES****APPENDIX 1: LETTER OF INTRODUCTION****Dear Participants****RE: Masters research Thesis**

I am a Masters student of Kenyatta University Kenya, Nairobi in the school of Hospitality and Tourism Management. As a requirement in the programme. I am conducting a research on; *“INFLUENCE OF CUSTOMERS CULTURAL ORIENTATION ON SERVICE QUALITY EXPECTATIONS IN 3-5 STAR HOTELS IN NAIROBI COUNTY”*.

You are invited to participate in this research. Please, I ask you to complete the additional vote by marking the answer that suits you best.

If it is not too troublesome, please note that this is just an academic exercise to achieve the above reasons. You hereby guarantee that the data will be processed with the required certainty and can be used for research purposes. Thank you very much for your support.

Yours sincerely

**JOYCE NJERI KIUNGA****T129/27663/2014**

**APPENDIX 2: CONSENT FORM**

I am Joyce Njeri Kiunga a post graduate student at Kenyatta University undertaking a study on *“Influence of Customers Cultural Orientation on Service Quality Expectations in 3-5 Star Hotels in Nairobi County”*. You are enquired to took part voluntarily in this research. The data collected will be kept confidential. The exercise poses no risk to respondents.

I have read the content in the consent form and voluntarily agree to participate in.

Participant (coded)

Sign.....Date.....

Principal investigator

Name: Joyce Njeri Kiunga

Sign.....

In case of any complains or further clarification, kindly contact the;

The Chairman

Kenyatta University,

Ethics Review committee (KU-ERC)

P.O BOX 43844-00100

**NAIROBI**

### APPENDIX 3: QUESTIONNAIRE FOR CUSTOMERS

#### 1. SECTION A. Customers Cultural Orientation

The following statements seek to establish customer's cultural orientation on service quality expectations in 3-5 star hotels in Nairobi County. Kindly, designate agreement level of the statement by ticking: 5=Strongly Agree 4=Agree 3=Undecided 2=Disagree 1=Strongly Disagree

| Statement description   | Rating |   |   |   |   |
|---|--------|---|---|---|---|
|   | 1      | 2 | 3 | 4 | 5 |
| The employees in this hotel are responsive and respectful to all guests of different cultures visiting this hotel.  |        |   |   |   |   |
| The staff of this hotel strongly value the traditions of visitors with different cultural background  |        |   |   |   |   |
| The staff in this hotel adjust their cultural perception while interacting with hotel customers from different  |        |   |   |   |   |
| The staff of this hotel are flexible in adapting to a culture that is new to them to ensure quality of services provided to guests of diverse cultural backgrounds. |        |   |   |   |   |
| The staff in this hotel are customer oriented and very willing to offer personalized hotel services.  |        |   |   |   |   |

## 2. SECTION B. Communication within the hotel

The following statements seek to establish the influence of communication strategies on service quality expectations in 3-5 star hotels in Nairobi City County. Kindly, designate agreement level of the statement by ticking: 5=Strongly Agree 4=Agree 3=Undecided 2=Disagree 1=Strongly Disagree.

| Statement description   | Rating |   |   |   |   |
|---|--------|---|---|---|---|
|   | 1      | 2 | 3 | 4 | 5 |
| There is clear and outright communication to customers when the service or food will served   |        |   |   |   |   |
| The hotel staff are delighted when serving customers as indicated by facial smiles  |        |   |   |   |   |
| The hotel staff is fully aware of products and services offered in the hotel  |        |   |   |   |   |
| Hotel staff have excellent interpersonal communication  |        |   |   |   |   |
| Hotel staff addresses customers with high level of courtesy and etiquette   |        |   |   |   |   |
| Hotel staff are able to fluently and properly communicate to hotel customers.   |        |   |   |   |   |
| Hotel staff pay close attention hotel customers visiting the hotel with aim of enhancing personalized hotel services                                    |        |   |   |   |   |
| The hotel staff can provide sufficient information regarding the type of products and services available in the hotel                                   |        |   |   |   |   |
| The hotel staff in this hotel are able effectively communicate using non-verbal techniques in order to serve customers from different cultural setting. |        |   |   |   |   |
| The hotel has adequate multilingual staff who are widely conversant with other languages and this helped  |        |   |   |   |   |

### 3. SECTION C. Service quality

The following statements seek to establish level of service quality expectations in 3-5 star hotels in Nairobi County. Kindly, designate agreement level of the statement by ticking: 5=Strongly Agree 4=Agree 3=Undecided 2=Disagree 1=Strongly Disagree

| Statement description   | Rating |   |   |   |   |
|---|--------|---|---|---|---|
|   | 1      | 2 | 3 | 4 | 5 |
| The hotel services are reliable   |        |   |   |   |   |
| The hotel has adequate tangibles including equipment, physical facilities                             |        |   |   |   |   |
| The staffs of the hotel are well knowledgeable and plenty of courtesy to inspire trust and confidence |        |   |   |   |   |
| Employees are caring, offer personalized attention to the clients                                     |        |   |   |   |   |
| The hotel is responsive with readiness to assist clients and offer swift service.                     |        |   |   |   |   |
| The hotel is neat with professional appearance of the staff uniform                                   |        |   |   |   |   |
| Staffs of this hotel are continuously willing to help   |        |   |   |   |   |
| The staffs of the hotel have the enthusiasm to understand client needs                                |        |   |   |   |   |
| The hotel's facilities are well designed to make clients feel comfortable                             |        |   |   |   |   |

**APPENDIX 4: QUESTIONNAIRE FOR SUPERVISORS**

Instructions; Indicate the responses by ticking (✓) in the appropriate box

**SECTION A. Demographic Characteristics**

1. Gender

Male ( )

Female ( )

2. Age?

|              |  |
|--------------|--|
| 18-25        |  |
| 26-35        |  |
| 36-45        |  |
| 46-55        |  |
| 56-and above |  |

3. What is your educational level?

|                      |  |
|----------------------|--|
| College diploma      |  |
| Undergraduate degree |  |
| Post graduate        |  |

4. Indicate number of years you have worked in the hotel?

|                    |  |
|--------------------|--|
| 0-4 years          |  |
| 5-10 years         |  |
| 11-15 years        |  |
| 16 years and above |  |

5. Star rating of this establishment?

|        |  |
|--------|--|
| 3 star |  |
| 4 star |  |
| 5 star |  |

6. Who are your most frequent clients?

|                   |  |
|-------------------|--|
| Domestic tourists |  |
| Foreigners        |  |
| Both              |  |

**7. SECTION C. Management role**

The following statements seek to establish management role on service quality expectations in 3-5 star hotels in Nairobi County. Kindly, designate agreement level of the statement by ticking: 5=Strongly Agree 4=Agree 3=Undecided 2=Disagree 1=Strongly Disagree

| Statement description  | Rating |   |   |   |   |
|--|--------|---|---|---|---|
|  | 1      | 2 | 3 | 4 | 5 |
| The management of this hotel places high priority to the quality of services quality offered to customers.   |        |   |   |   |   |
| Hotel management makes key decisions that enhance performances of the hotel and its competitiveness.   |        |   |   |   |   |
| Operations management in the hotel industry affect quality of services rendered  |        |   |   |   |   |
| In order to realize quality hotel services, the management can more emphasis on customer satisfaction  |        |   |   |   |   |
| Effective implementation of the TQM by the hotel management can enhance high quality service delivery and productivity.                                    |        |   |   |   |   |
| Periodic restructuring of the management practices to align with hotel objectives shall effectively enhance quality of hotel services offered to customers |        |   |   |   |   |
| Strategic management practices adopted by this hotel are customer centered and are meant improve service quality in the hotel                              |        |   |   |   |   |

**8. SECTION D. Challenges Facing Staff in the Hotels as they Communicate**

What are the challenges facing staff in the hotels as they communicate to visitors from distinct cultural backgrounds and how it affects service quality?

.....

.....

.....

.....

.....

.....

.....

**APPENDIX 5: INTERVIEW GUIDE FOR HOTEL MANAGERS**

1. How has customers’ cultural orientation affected service quality expectations in this hotel? (Probe: culture knowledge, socialization, hotel norms, values)

.....  
.....

2. What is the management role in ensuring provision of quality of services in this hotel?

(Probe: customer oriented, operational management, enhancing employee capabilities and organizational skills)

.....  
.....

3. How is communication important in enhancing service delivery? (Probe: facial expression, body language, courteous language, interpersonal communication, communication between staff and guests)

.....  
.....

4. Are there any communication challenges among hotel staff and guests?  
Yes [ ] no [ ] if yes what are they

(Probe: varied languages)

.....  
.....

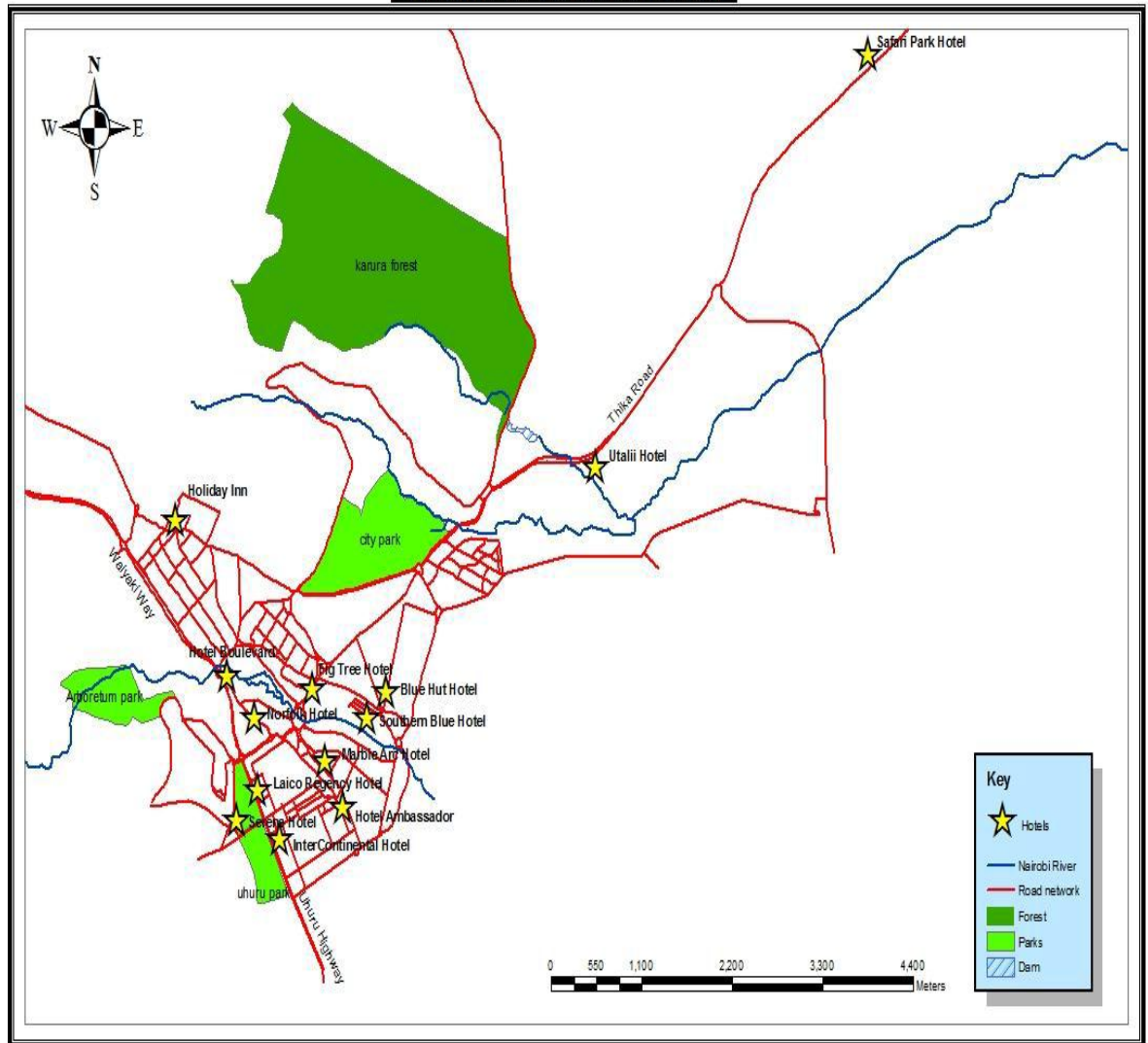
**APPENDIX 6: LIST OF HOTELS**

| NAME OF HOTEL      | STAR RATING | MANAGERS  | SUPERVISORS | CUSTOMERS   |
|--------------------|-------------|-----------|-------------|-------------|
| VILLA ROSA         | *****       | 1         | 6           | 100         |
| SANKARA            | *****       | 1         | 6           | 100         |
| THE NORFOLK        | *****       | 1         | 6           | 200         |
| SAROVA<br>STANLEY  | *****       | 1         | 6           | 150         |
| CROWNE<br>PLAZA    | ****        | 1         | 6           | 100         |
| OLE SERENI         | ****        | 1         | 6           | 100         |
| SAROVA<br>PANAFRIC | ****        | 1         | 6           | 100         |
| BOMA               | ****        | 1         | 6           | 100         |
| PANARI             | ***         | 1         | 6           | 100         |
| HERON<br>PORTICO   | ***         | 1         | 6           | 60          |
| CLARION            | ***         | 1         | 6           | 60          |
| MARBLE ARCH        | ***         | 1         | 6           | 50          |
| <b>TOTAL</b>       |             | <b>12</b> | <b>72</b>   | <b>1220</b> |

**Source: Tourism Regulatory Authority, 2018**

**APPENDIX 7: STUDY MAP AREA**

**Location Of Surveyed Hotels**



**APPENDIX 8: RESEARCH AUTHORIZATION LETTER FROM  
KENYATTA UNIVERSITY**



**KENYATTA UNIVERSITY  
GRADUATE SCHOOL**

E-mail: [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: T129/27663/14**

**DATE: 25<sup>th</sup> July, 2017**

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

Dear Sir/Madam,


**RE: RESEARCH AUTHORIZATION FOR MS. JOYCE NJERI KIUNGA – REG.  
NO. T129/27663/14**

I write to introduce Ms. Joyce Njeri Kiunga who is a Postgraduate Student of this University. She is registered for M.Sc. degree programme in the **Department of Hospitality Management**.

Ms. Kiunga intends to conduct research for a M.Sc. thesis Proposal entitled, **“Influence of Customer Cultural Orientation on Service Quality Expectations in 3-5 Star Hotels in Nairobi County, Kenya.”**

Any assistance given will be highly appreciated.

Yours faithfully,

  
**MRS. LUCY N. MBAABU**  
**FOR: DEAN, GRADUATE SCHOOL**

JL/cww



**APPENDIX 9: RESEARCH AUTHORIZATION FROM NACOSTI**

**NATIONAL COMMISSION FOR SCIENCE,  
TECHNOLOGY AND INNOVATION**

Telephone: +254-20-2213471,  
2241349,3310571,2219420  
Fax: +254-20-318245,318249  
Email: dg@nacosti.go.ke  
Website : www.nacosti.go.ke  
When replying please quote

NACOSTI, Upper Kabete  
Off Waiyaki Way  
P.O. Box 30623-00100  
NAIROBI-KENYA

Ref: No. **NACOSTI/P/19/80239/28318**

Date: **27<sup>th</sup> February, 2019**

Joyce Njeri Kiunga  
Kenyatta University  
P.O. Box 43844-00100  
**NAIROBI.**

**RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on *“Influence of customers cultural orientation on service quality perceptions on 3-5 star hotels in Nairobi County”* I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **27<sup>th</sup> February, 2020**.

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

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit **a copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

**GODFREY P. KALERWA MSc., MBA, MKIM  
FOR: DIRECTOR-GENERAL/CEO**

Copy to:

The County Commissioner  
Nairobi County.

The County Director of Education  
Nairobi County.

