

**SERVICE QUALITY EVALUATION AND MANAGEMENT
PRACTICES OF GUEST HOUSES IN MOMBASA ISLAND,
KENYA**

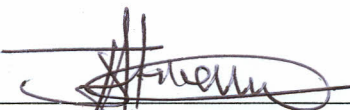
**JOSEPHINE A. OPONDO (M.SC)
REG. NO. T130/12126/09**

**A RESEARCH THESIS SUBMITTED IN FULFILLMENT OF
THE REQUIREMENTS FOR THE AWARD OF THE DEGREE
OF DOCTOR OF PHILOSOPHY IN THE SCHOOL OF
HOSPITALITY AND TOURISM OF KENYATTA UNIVERSITY**

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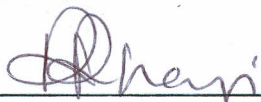
DECLARATION

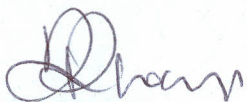
This is my original work and has not been presented for a degree in any other university or any other award.

Signature:  Date: 13/6/2014
Opondo, Josephine Atieno
Department of Hospitality

SUPERVISORS

We confirm that the work reported in this thesis was carried out by the student under our supervision and has been submitted with our approval as university supervisors.

Signature:  Date: 13th June 2014
Dr. Rosemarie Khayiya (PhD)
Department of Hospitality Management
Kenyatta University

Signature:  Date: 13th June 2014
Prof. Robert M.O Halloran (PhD)
School of Hospitality Leadership
EastCarolina University

DEDICATION

To my children, Esther and Charles. Thank you for having so much faith in me.

ACKNOWLEDGEMENT

I wish to express my sincere thanks to all those people who morally, materially or otherwise consciously contributed to the accomplishment of this study. I acknowledge Gods providence, strength and opportunity to undertake and complete this study.

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OPERATIONAL DEFINITION OF TERMS

Hospitality Industry: Organization involved in provision of food and beverage, and in some cases accommodation to guests.

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

Guest-house: An establishment that offers bed and breakfast or room only to guests at a fee.

Quality: Standard of how close a service meets the needs of a guest.

Service quality: The results of comparing what guests expect about a service and their perception of the manner in which a service has been performed.

Customer satisfaction: Guests fulfillment or response of guests having enough.

Expectation: The identified need or desire of a guest which he or she feels should be delivered by the service provider before receiving it.

Expectation of service quality: Service yet to be received by a guest.

Perception: Belief of the guest relative to service received.

Perception of service quality: Service actually received by a guest.

Registered guest house: Establishment recognized and licensed by MoT, Mombasa branch, as offering bed and breakfast or room only to guests at a fee.

Unregistered guest house: Establishment not recognized and licensed by MoT, Mombasa branch, as offering bed and breakfast or room only to guests at a fee.

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ACRONYMS AND ABBREVIATIONS

AA	Automobile Association
EAC	East African Community
KNBS	Kenya National Bureau of Statistics
MCM	Municipal Council of Mombasa
MoT	Ministry of Tourism
NESC	National Economic and Social Council
SPSS	Statistical Package of Social Sciences

ABSTRACT

Guest houses offer an opportunity for entrepreneurs to offer accommodation services at more affordable rates. They have limited number of rooms and are therefore easier to operate and maintain. Additionally, Guest house operators are well positioned to experience guest complaints regarding the services that they provide. The purpose of this research was to assess the quality of services provided by guest houses in Mombasa Island as rated by guests and the supervisors and their management practices. The study had four objectives namely; To establish the dimensions of customers' satisfaction with services offered in guest houses in Mombasa Island, to determine the extent to which the customers are satisfied with services provided in the guest houses, to investigate room attendants' assessment of management practices in the guest houses and to determine the accommodation supervisors rating of the quality of services provided by the guest houses. A descriptive survey design was adopted. This research focused on the registered and unregistered guest houses in Mombasa Island. Out of the fifteen registered guest houses, three were used for pre-testing, of the remaining twelve, six were examined. The number of unregistered guest houses, was estimated to be thirty three; a third of the numbers were researched on. Simple random sampling was used to select the both registered and unregistered guest houses. Convenient sampling was used for the guests, while stratified method was used for service providers. Primary data were collected through observations, interviews and questionnaires. Data collected were analyzed using both descriptive and inferential statistics. Techniques used included means and factor analysis. The findings show that clean linen, guest supplies, well lit rooms, convenient location of the guest house, comfortable bed, and friendliness and courtesy of staff, convenient location, security and safety of room are the most significant factors for the guests who visit the registered and unregistered guest houses in Mombasa Island. The results of factor analysis showed that there are two main dimensions of service quality: the physical characteristics of the guest houses and the competence and courtesy of the staff. The study further showed that the employees of the registered and unregistered guest houses in Mombasa Island are not satisfied with how the management of the guest houses handles their welfare particularly in relation to their pay, recognition of their contribution to the running of the guest houses and availing enough working materials; but feel that the guest houses are run efficiently and the staff are giving their best. Based on these findings, the study concluded that guests' expectations from the guest houses coincided with those of the guest house providers since the factors emphasized by the guests are the same accommodation supervisors rated as satisfying. However, there is need to expose staff to higher level training to improve on their professionalism and communication skills.

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Service quality issues have been of concern to researchers for many years and it continues to be an area of wider global research. Its strong significance is related to customer satisfaction and repeat business, which are determinants of profitability of a business (Zeithaml and Bitner, 2003; Mohsin, 2003; Bates and Johnstone, 2003; Mohsin and Ryan, 2005). According to Ladhari (2012) the importance of service quality to the financial performance of service oriented organizations cannot be overemphasized. Superior service quality increases customer satisfaction, improves customer retention, enlarges market share, increases return on investment, enhances profitability and facilitates the establishment of sustainable competitive advantage (Han *et al.*, 2008; Gagnon and Roh, 2008; Gonzalez and Brea, 2005; Wilkins *et al.*, 2010). Studies reveal that, there is a mismatch between customer expectations and perceptions in the hospitality industry (McCull-Kennedy and White, 1997; Pizam and Ellis, 1999; Tsang and Qu, 2000; Briggs *et al.*, 2007). The Hospitality industry has also witnessed increasing competition for high service quality and customer satisfaction (Parayani *et al.*, 2010). Therefore, the need to understand as much as possible what the guests need from a service experience is of great importance to the service providers.

Hospitality is the friendly reception and treatment of guests away from home and it is a broad service industry providing accommodation, food and beverage among other services (Parayani *et al.*, 2010). Accommodation, food and beverages sectors comprise

the main segments of the hospitality industry. Accommodation establishments are classified by size and type of services provided (Barrows and Powers, 2009). The accommodation sector in the coastal region of Kenya is normally affected by high and low seasons. The sector has also experienced fluctuations in bed occupancy, but in the last four years, tremendous growth has been registered as indicated in Table 1.1 (Kenya National Bureau of Statistics, (KNBS), 2008).

Table 1.1: Hotel rooms and beds available in the Coastal Region, Kenya (1998-2007)

Year	Rooms Available("000")	Beds Available("000")
1998	2897	4349
1999	3071	4905
2000	3071	4905
2001	2442	4514
2002	2489	5030
2003	1802	3590
2004	2305	4790
2005	2698	4827
2006	3362	6701
2007	3855	7594

Source: Kenya National Bureau of Statistics, 2008

Hotels and guest houses are categorized as serviced accommodation. Compared to the hotels, which are the traditional and important providers of accommodation, guest houses offer an opportunity for more entrepreneurs to offer accommodation services. Guest house proprietors are often independent owner operators who obtain business by word of mouth. Guest houses are cheaper alternatives to hotels and service providers, have the advantage of having closer contact with the customers and can be more flexible, responsive to change and more innovative than hotels. They are usually smaller than an

average hotel and only have a limited number of rooms. Guest houses mainly depend on return business and word of mouth recommendations. This means that meeting customers' expectation is of paramount importance to remain competitive and financially successful. Borness Agui, a Kenyan entrepreneur made the following remarks in regard to returns from her guest house business, "investing in guest rooms is a profitable idea. I realize a net profit of between Ksh 100,000 and Ksh 120,000 a month, translating to between Ksh 1.2million and Ksh 1.4 million a year" (Daily Nation, September 27th, 2012). Accommodation is offered on a bed and breakfast or room only basis.

The demand for accommodation in the coastal region has triggered an increase of guest houses. Some of the guest houses which have entered the market because of demand are not registered with the Ministry of Tourism (MoT), Mombasa branch. According to the Kenya National Bureau of Statistics the room occupancy rate in hotels on Mombasa Island grew at an average of 50.2% in 2007, (KNBS, 2008). This shows the occupancy rate in the hotels on Mombasa Island is half-utilized. Yet, in comparison, the guest houses are usually generally fully occupied. However, the high level of demand for the guest houses do not necessarily correspond to quality of service provided in meeting customer expectations according to an officer of Ministry of Tourism. Service quality in guest houses in Mombasa Island necessitates critical scrutiny, to ascertain how the increasing numbers of unregistered guest house operators affect overall standards of service delivery and whether this meets customer expectations. The Government of Kenya, through MoT insists that that they are all licensed and therefore, must have laid down standards of

operation. Guest house operators are well-positioned to experience guests' complaints about services that they offer. Where customer issues are not addressed, then the consequences of such complaints may be felt by service providers through reduced guest numbers and fewer return rates of guests. It is, therefore, important for guest house operators to identify areas where such complaints regularly arise from in order to institute corrective measures and sustain the inflow of guests.

One way of addressing many complaints that drives away prospective guests is to understand their expectation and strive to meet the guests' expectation to the best of management's abilities. The quality of service is largely determined by the extent to which the guests' expectations have been met (Oldfield and Baron, 2000). Expectations are beliefs about a service that serve as standards against which service performance is judged (Zeithaml and Bitner, 2003).

When service performance falls short of expectations of the customers, the following consequences may result: dissatisfaction (Kelly *et al.*, 1993), decline in customer confidence (Boshoff and Leong, 1998), negative word of mouth behaviour (Mattila, 2001), and loss of revenue (Armistead *et al.*, 1995). This study was therefore designed to determine whether the services provided by the guest houses in Mombasa Island were meeting customer expectations and how these expectations compare with the guest house service providers' assessment of the quality of services they provide. Although many studies have analyzed customers' level of satisfaction with quality of services provided in the hospitality industry (Briggs *et al.*, 2007; Chapman and Lovell, 2006; Lockyer, 2003;

Mei *et al.*, 1999; Mohsin and Ryan, 2005) guest houses particularly in Africa and specifically in Kenya has traditionally received relatively little research attention.

1.2 Problem statement and justification

There is evidence of gaps in service quality in the area of accommodation as per researches carried out (Pallet *et al.*, 2003; Antony *et al.*, 2004; Juweheer, 2004; Nadiri and Hussain, 2005). However, little or no research has been conducted to determine the customer's rating of service quality in guest houses in Mombasa Island. The following issues formed the basis for this research. First, clear expectations help customers predict what should happen rather than what might happen. However, in the guest houses focused in this research, it is not clear due to lack of research whether customers' expectation for service quality is available.

Dimensions, like clean bedroom and bathroom, friendly, courteous, prompt and professional staff, comfortable surroundings, safety and security and convenient location form the basis for customer satisfaction (Canwell and Sutherland, 2003). However, very little is known about such dimensions in the guest houses on Mombasa Island. At the same time several studies have reported variations in the dimensions depending on the type of service examined (Ladhari, 2009; Carman, 1990; Babakus and Boller, 1992; Mei *et al.*, 1999; Getty and Getty, 2003). Guest houses have received little attention on this, thus essence of the study. Secondly, numerous registered and unregistered guest houses in Mombasa Island have emerged. Unfortunately, no research has been done to assess the

level of customers' satisfaction regarding the services that they offer. In addition, while much documentation has focused on hotels and restaurants little has been done concerning guest houses in Kenya. Besides, when performance matches expectation, the customer is satisfied (Michael, 2001; Schall, 2003). The factors which enhance or retard customer perception of the quality of service and the guest house are understudied. The main function of guest house staff is to deliver quality services. There should be laid down cleaning procedures to be followed if the service providers are to provide quality service. Aksoydan (2007) argues that establishments, which fail to meet standards of hygiene and cleanliness expected by customers, are assessed as offering poor or low quality services.

Lack of research on the quality of services makes it hard to establish whether or not the standards on Mombasa Island guest houses are sufficient or not. It is not clear for example, if there are any laid down cleaning procedures for the staff to follow when servicing the rooms. It is well-known that inadequate procedures may result in low service quality. This is an issue of concern which is important for this research. This research, therefore, was designed to determine the level of guests satisfaction with the quality of services provided by guest houses in Mombasa Island and whether these meets their expectations and how these compare with the perception of service providers on Mombasa Island. Further, it investigated the management practices of the guest houses as perceived by the room attendants. This was very important as they constitute the intangible component of service quality, thus they are likely to influence service delivery

depending on how they relate with the guest and the management.

1.3 Purpose of the study

The purpose of the study was to assess the rating of the quality of guest house services in Mombasa Island and their management practices. This study evaluated service quality as rated by customers and accommodation supervisors and identified factors that influence customers' expectations and perceptions in selected registered and unregistered guest houses in Mombasa Island. It also investigated the management practices of the guest houses as perceived by the room attendants.

1.4 Objectives

The study focused on the following objectives:

- i. To establish the dimensions of customers' satisfaction with services offered in guest houses on Mombasa Island.
- ii. To determine the levels of customer satisfaction with the services provided in the guest houses.
- iii. To investigate room attendants' assessment of management practices and performance of staff in the guest houses.
- iv. To determine the accommodation supervisors' rating of the quality of services provided by the guest houses and compare with customers' rating.

1.5 Research Hypotheses

HO₁ There is no discernible pattern in the dimensions of customer satisfaction with

services offered in the guest houses.

HO₂ There is no relationship between age and level of education of room attendants and their assessment of management practices and performance of staff in the guest houses.

1.6 Significance of the study

This study makes important contributions to research and practice in the hospitality industry. First, it makes an important contribution to the little researched or neglected area in the hospitality industry: guest houses. Secondly, the study provides some insights into the performance of guest houses in Mombasa Island, Kenya in relation to the service quality.

Additionally, since the dimensionality of service quality apparently depends on the type of service examined (Carman, 1990; Babakus and Boller, 1992), the results of this research is expected to contribute to the understanding of the dimensions of service quality that are important to customers in guest houses and bridge the gap in research by focusing on guest houses.

Finally, the findings of the study provide information that can be used to improve the quality of training by addressing underlying causes of service dissatisfaction and enhance guest satisfaction-related factors. Moreover the findings can be useful to the guest house proprietors by helping them identify weaknesses in services provided and suggest

possible ways of improvement. Finally, the service providers may have a clear understanding of their role in provision of quality services.

1.7 Scope of the study

The study was carried out in the registered and unregistered guest houses on Mombasa Island. Mombasa which is the second largest city in Kenya is an island located in the Indian Ocean on the Island. It is a major port in Kenya and also the whole of East Africa and hence enjoys a large population of guests throughout the year. From guest houses to star rated luxurious hotels, the island provides accommodation to guests who are ethnically and socially diverse. Guest houses were chosen for the following reasons; they are not affected by periods of low season when the number of foreign tourists visiting the country is low; they also do not have formalities of checking in and checking out experienced in hotels. Because they are very flexible, one can just walk in and ask for accommodation and be granted subject to availability of rooms; they are also relatively cheaper compared to the hotels and their central location mainly in Central Business District ensures easy accessibility to any part of Mombasa. To qualify for the study, participants the respondents had to have stayed for at least one overnight stay in a guest house.

1.8 Limitations of the study

The study was carried out on Mombasa Island which is within the tourism region and is very dynamic, so generalization to guest houses in other regions of Kenya should be done with caution. The researcher also concentrated on respondents who had at least one

overnight stay at the guest house. This was because there were guests who used the facilities for a few hours, such as long distance bus drivers who ferry passengers from other parts of the country to Mombasa.

1.9 Assumptions

The study was carried out with the following assumptions:

- i. Dimensions of quality of service do not vary based on different gender and nationality that will be involved.
- ii. A gap exists between the services offered and the expectations of the customers.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, the most recent works on service quality in hospitality industry are reviewed. Topics reviewed include the following: guest houses, classification of guest houses, service quality and customer satisfaction, measurement of service quality, hospitality marketing mix, service quality gaps, dimensions of service quality, and management practices.

2.2 Guest houses

Accommodation establishments are classified by size and type of services provided (Barrows and Powers, 2009). In some parts of the world such as South Africa, a guest house is similar to a hostel or inn where bed and breakfast are provided, whereas in other parts such as the Caribbean, guest houses are a type of inexpensive hotel-like lodging. In still other places such as The United Kingdom, it is a private home which has been converted for exclusive use of guest accommodation. The owner usually lives in an entirely separate area within the property and the guest house may serve as a form of lodging business (Canwell and Sutherland, 2003).

In the Kenyan context, accommodation options range from guest houses that provide bed

and breakfast to large hotels and resorts that offer luxurious accommodation and services. Another important aspect of the guest houses in Kenya is that they are usually privately owned and are, therefore, different from standard commercial hotels which are independently owned, franchised or run by management companies. Guests in guest houses are accommodated in one of the following categories: private bedrooms with private bathrooms or private bedroom with a shared bathroom.

The purpose of a guest house is to provide temporary quarters to guests while they are away from home. They should be able to provide a safe comfortable and cost-effective accommodation to guests. The extent to which guests' expectation and service performance are similar or different will influence the extent to which the guests are satisfied or dissatisfied, but no research has been done in Mombasa Island to explain the exact situation. While a satisfied guest is a major asset to a business, a dissatisfied guest tends to be a liability (Kandampully *et al.*, 2001). According to Andrews (2008), a guestroom means comfort, security, privacy, convenience, cleanliness and hygiene, a home away from home.

2.3 Classification of guest houses

Guest houses are privately owned accommodation establishments. Guests are accommodated in private bedrooms with private bathrooms or in a suite of rooms including an en suite bathroom. Some guest houses have private bedrooms with a bathroom which is shared with other guests. Guest house rooms are categorized as

deluxe, en suite and standard. Deluxe is a standard guest room considered to be of very high standard. The rooms have additional furniture. En suites have private bathrooms within the bedrooms. The room also contains a water closet and wash basin and a shower or bath or both. In standard rooms, there is no bathroom within the bedroom; there are shared bathroom facilities in another room on the corridor.

A unified system for assessing quality of accommodation, classifies guest accommodation facilities into five classes called stars namely: five stars the highest, four stars, three stars, two stars and one star, the lowest among those ranked by Guest Accommodation Quality Standard (Jackman, 2010). The classification considers cleanliness, hospitality, breakfast, bedrooms and bathrooms as essential items for classification of accommodation facilities (Milner, 2008).

To qualify to be graded as a one star guest accommodation, key minimum requirements include; a cooked breakfast available, staff available for guests arrival, departure and at meal times. All areas should meet minimum quality requirements for cleanliness, maintenance and hospitality as well as facilities and delivery of service; all statutory obligations met.

To qualify to be graded as a two star, the guest house should be well presented and well run facility. For a facility to qualify to be graded as three star bathrooms/showers should not be shared and wash basins should be available in every guest bedroom. Good level of quality and comfort is important. To qualify to be graded as four star, 50 % of the guest

bedrooms need to be en suite or with private facilities and excellent standards throughout. For a facility to qualify to be graded as five star, all guest bedrooms should be en suite with private facilities (Jackman, 2010).

A unified system for assessing quality accommodation adopted in 2006 by Automobile Association (AA), gave the following summary of star rating of guest houses; one star, simple and practical; two star, well-presented and run; three star, good level of quality and comfort; four star, excellent standards throughout the facility and five star, exceptional standards with a degree of luxury (Milner, 2008).

The East African Community (2009), criteria for classification of hotels and restaurants consider minimum size; fittings, furniture and equipment; furnishings, lighting, floors, walls and ceilings among others as essential items for classification of guest rooms (See Appendix 1). Lillian Ayimba, MoT officer Mombasa branch, made the following remarks in regard to classification of guest houses “Kenya being a member of the East African Community is obliged by Hotels and Restaurant Authority to comply with the requirements in the criteria for classification of hotels and restaurants for the East African Community”. No research has been carried to find out if the guest houses in Mombasa Island comply with laid down requirements.

2.4 Service quality and customer satisfaction

According Parayani *et al.*, (2010), the hospitality industry has witnessed increasing competition for high service quality and customer satisfaction, therefore, the need to

understand as much as possible what the guests need and want from the service experience is of great importance. Quality can only be defined by customers and can only occur when service providers provide services to specification that satisfies customers (Kim *et al.*, 2009). Customer expectations serve as standards against which service experiences are compared. Service quality is then based on customers' perception of service performance. Failure to meet customers' needs and expectations may result in dissatisfaction with the service (Thujo, 2008). It is believed that higher levels of service quality lead to higher levels of customer satisfaction (Kagiri and Kimani, 2010). Moreover Parasuraman *et al.*, (1991), Boulding *et al.*, (1993), Kim and Moon (2009) and Hartline & Jones (1996) have not only reported a relationship between service quality and customer's level of satisfaction, but also their willingness to revisit and recommend.

Considerable research has been done on the issue of service quality and studies have revealed that there is a mismatch between customer expectations and perceptions in the hospitality industry (McColl-Kennedy and White, 1997; Pizam and Ellis, 1999; Tsang & Qu, 2000). Moreover, research on accommodation needs of guests have shown that cleanliness is one of the fundamental qualities for customers' satisfactions. For example, Lewis (1987) identified the standard of housekeeping and cleanliness as the most significant factor for guests. While Knutson (1988) identified cleanliness together with comfortable room, convenient location, available services, safety and friendly employees as factors that guests look for when selecting accommodation. While according to Atkinson (1988), cleanliness of accommodation, safety and security, value for money and courtesy of staff are important attributes in selection.

A study by Taninecz (1990) similarly concurred that room cleanliness is an important attribute in accommodation selection. While academic research of this nature exists, nothing has been studied in Kenya and in particular, the guest houses in the coastal region where this research is contextualized. Important service qualities attributes which have been identified in other countries have not yet been applied to guest houses in Kenya. For example, Weaver and Oh (1993) identified clean and comfortable surroundings, convenience, good reputation, friendly staff, safety and security as important factors, yet it is not clear whether these attributes are applicable to the registered and unregistered guest houses on the Mombasa Island.

While the standard expectation in guest house is the provision of bed and breakfast, preliminary study on Mombasa Island shows that some guest houses do not always provide meals. In the international scene, studies have shown that an establishment which fails to meet the standards of food hygiene and cleanliness expected by customers were assessed as offering low service quality (Aksoydan, 2007). According to Andrews (2008) guests are particular about hygiene and will not tolerate soiled bed linen and bathroom facilities. It is clear that cleanliness of the guests' bathroom influences their perceptions of service quality (Locker, 2003; Scarcelli, 2007; Ryu and Jang, 2008), but the conditions of the guest houses on Mombasa Island with regard to such attributes is not known due to limited research.

Previous studies have also brought in the gender dimension related to quality services and customer satisfaction. McCleary *et al.*, (1994) found that security, in- room services and

amenities and low price were important selection criteria for female guests than for male guests. According to (Ugboma *et al.*, 2004), customers often believe that a higher price indicates better quality. Hospitality employees interact with customers with different cultural dimensions and customer perceptions of quality (Tsang and Ap, 2007).

It is imperative to point out that service quality literature lacks comparative studies that compare service quality dimension from customers' and management perspectives that could shed light on the perception of each within a specific type of hospitality industry (Seman *et al.*, 2013). Previous studies have either looked at customers' perspective, employees or managers' perspective but not both. Examining management perceptions as well has been recommended by many recent studies (Arasli *et al.*, 2005; Chaniotakis and Lymperopoulos, 2009; Shekarchizadeh *et al.*, 2011). The current study considered both the customers' and managements' perspective of service quality in guest houses, thereby addressing the gap in knowledge.

2.5 Dimensions of service quality

In 1980s, studies on service quality were enhanced with the development of attributes considered important to customer satisfaction. Parasuraman *et al.* (1988), developed the service quality attributes and defined them as various dimensions. Thuo (2008) modified these dimensions and referred to them as the benchmarks of service quality. Table 2.1 identifies and explains these dimensions.

Table 2.1: Dimensions of service quality

DIMENSION	DESCRIPTION
Tangibility	Refers to the physical characteristics associated with the service encounter. In accommodation, this consists of the general appearances and functionality of the property
Reliability	Means performing the service in the right manner for the first time. It is the extent to which employees can be depended on to perform services correctly and consistently
Competence	Refers to employees possessing the required skills and knowledge necessary to perform the service adequately.
Courtesy	Courtesy dimension of quality describes how polite, respectful, considerate, and friendly contact personnel are towards guest.
Credibility	Refers to the believability and honesty of the service provider
Security	Provides freedom from danger, risk and doubt
Access	Describes the extent to which employees are approachable and easy to find
Communication	Good communication implies good listening skills and using language and terms that all customers can understand.
Understanding	Understanding means making the effort to know the customers' needs

Source: Thuo, 2008

However, according to several studies, these dimensions are not universal and depend on the type of service being examined and the context or place (Carman, 1990; Babakus and Boller, 1992). For example, Akan (1995) investigated the applicability of the SERVQUAL model in the Turkish hospitality industry and identified seven dimensions: courtesy and competence of the personnel, communication and transactions, tangibles, knowing and understanding the customer, accuracy and speed of service, solutions to problems and accuracy of hotel reservations. Mei *et al.*, (1999) examined the dimensions of service quality in Australian hotel industry and came up with three dimensions: employees, tangibles and reliability. Getty and Getty (2003) examined the dimensions of

service quality in lodgings in USA and came up with five dimensions: tangibility, reliability, responsiveness, confidence and communication. This clearly indicates that these dimensions vary according to the service and place. The current study will determine the dimensions that may exist in the guest houses in Mombasa Island in Kenya and compare the results with the above studies. Key challenges facing service providers in their quest to provide service quality to the customers include understanding customer needs, managing customer-service provider interactions, keeping promises to customers, and establishing cleaning procedures to be followed in their respective establishments among others (Thuo, 2008). Schall (2003) recommended lessons for improving service quality (Table 2.2 below).

Table 2.2: Recommendations for improving service quality

Service Quality Recommendations	Description
Listening	Understand what customers really want through continuous learning about customer expectations and perceptions.
Reliability	Prioritize reliability as an important dimension of service quality.
Basic service	Deliver the basics and fulfill expectations: keep promises, listen to customers and be determined to deliver value to customers.
Service design	Develop a holistic view of the service while managing its many details.
Recovery	Encourage customers who encounter a service problem to complain and make it easy to do so. Respond quickly and personally and develop a problem resolution system.
Surprising the customers.	Although reliability is an important dimension in customer service expectation, enhance process dimensions such assurance, responsiveness and empathy, to exceed customer expectation.
Fair play	Make an effort to demonstrate fairness to customers and employees.
Teamwork	Strengthen teamwork, which is what enables establishments to deliver service with care and attentiveness by improving employee motivation and capabilities.
Employee research	Conduct research with employees to reveal why service problems occur and what establishments must do to solve them.
Servant leadership	Established leadership to manifest in excellent service system design.

Adapted from Schall (2003)

These recommendations were used in this research to reveal those that may exist in the guest houses to be studied as they provide a most comprehensive framework essential to improve service quality.

2.6 Measurement of service quality

The original ten dimensions mentioned above have been reduced to five (tangibles, reliability, responsiveness, assurance and empathy), resulting in a popular instrument known as SERVQUAL (Parasuraman *et al.*, 1988). The SERVQUAL model measures service quality (Oldfield and Baron, 2000). The approach starts from the assumption that the level of service quality expressed by customers is determined by the gap between the expectations of service and perceptions of what they actually receive from a service provider. The basic assumption underlying the model is that performance below expectation leads to low service quality, while exceeding expectations lead to a perception of high service quality. Therefore, service quality is the result of the customers comparison of expected service with the service received.

Hospitality researchers have produced a more specific model for the lodging industry called LODGSERV (Knutson *et al.*, 1991). Lockyer (2003) refined the LODGSERV model to include dimensions such as the cleanliness of the guestroom and bathroom. The concept of cleanliness has also been examined by Scarcelli (2007). Dimensions used in both SERVQUAL and LODGSERV were also used in this research in a complementary manner to evaluate service quality in guest houses.

2.7 Hospitality marketing mix

Hospitality marketing mix includes the elements that organizations control to satisfy the customers. These include the traditional 4Ps (product, price, promotion and place) and the extended market mix for service which include people, physical evidence and process.

- **Product/service:** A product/service is anything that can be offered to customers for consumption (Thuo, 2008). Guest houses provide a blend of tangible and intangible elements.
- **Price:** This is the amount of money exchanged for the service (Kagira and Kimani, 2010). Price is an important “P” because price will determine perception of the customer of services provided. Price paid for services should correspond to value obtained.
- **Promotion:** Promotion is an effort by the organization to influence the attitude and behaviour of potential customer and persuade them to accept a service (Kotler and Armstrong, 2006). Guest houses depend on word of mouth for promotion.
- **Place:** Place is concerned with the physical location of the guest house, its accessibility, security and convenience for the customer (Thuo, 2008). A guest house will rely on a guest coming to the premise and utilizing the services offered.
- **People:** Include all human actors who play an important part in service delivery and thus influence the customer perception provided service (Kotler and Armstrong, 2006). Guest house staffs appearance, attitude and behavior will affect

the perception of services provided. When services provided fall short of guests' expectation guests may be dissatisfied, while if services provides are above expectation, the guests will be satisfied.

- **Physical evidence:** This is the environment in which service is delivered and any tangible component that facilitates performance (Thuong, 2008). The furniture, comfort of the bed and washroom facilities are some tangible elements that may affect a guest's perception of the guest house.
- **Processes:** These are the actual procedures and the flow of activities by which service is delivered (Kotler and Armstrong, 2006). Checking in and checking out procedures in guest house is not as complex as in hotels. Because services are produced and consumed simultaneously, customers are present and interact with the guest house staff and they are part of the service production process.

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

2.8 Service quality gaps

To improve experience of the guest in guest houses, it is important that the service providers recognize the gaps in service and undertake measures to improve with the intention of exceeding perception of guests. This will ensure repeat business and hence profitability of the establishment. Five opportunities for quality failures are identified as follows:

Gap 1: Customer expectations- management perception of customer expectation

This describes the difference between management perceptions of what the consumer wants and the customer's actual expectations (Knowles, 1998). According to Parasuraman *et al.*, (1988), the gap develops if the service concept diverges from the customer requirements.

Gap 2: Management perception- service quality specification gap

Accommodation management will usually implement its beliefs which influence the decisions it makes in day-to-day running of the accommodation facilities (Min and Min, 1997). Management perception of consumer expectations and the company's service quality specification will affect the service quality from the consumer's point of view (Kandampully, 2006). Specification gap depends upon the quality standards set by the management. Hospitality operations are dependent on certain degree of standardization, formalization and rules to achieve efficiency and hence provision of service quality (Hwang and Lockwood, 2006).

Gap 3: Service quality specification- service delivery

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

are treated with contempt by their co-staff. They are treated as cheap and easily replaceable resource by employers and are ranked among the lowest in hospitality work (Mathisen *et al.*, 2008). The bullying behaviour may result in deteriorating levels of service, poorer quality of service offered and eventually low service. According to Henning (2004), many guest house managers in South Africa are not formally trained in hospitality management. Hospitality establishments that provide inadequate training exacerbate staff turnover which jeopardizes provision of service quality and also affects profitability in the long-run (Lashley and Best, 2002).

Gap 4: Service delivery-external communication

The gap between the actual service delivered and the external communication about the service will affect the service quality perceptions of the consumer (Knowles, 1998). The fourth gap relates to promotional communication. This has an important influence upon customer perception of service quality. In the guest houses, repeat business is usually as a result of word of mouth.

Gap 5: Perceived service gap

A service is a function of the magnitude and direction of the gap between expected service and perceived service (Parasuraman *et al.*, 1988). The difference between what the customers expect and what they actually receive is regarded as the true measure of service quality.

In the current study, all the gaps were looked into. Quality of service is defined by the customer but has to be managed by the service provider. In gap 1, the management has to

understand the attributes of a service in order to meet the consumer needs and wants. Levels of performance of particular attribute are necessary if high quality service is to be delivered. In gap 2, the management has to set quality standards for operations for the establishment to deliver high quality service. In gap 3, good training is paramount to good service delivery and good service delivery can turn frustrated customers into long-term loyal ones. In gap 4, external communication has an influence upon customer perception of service quality. In gap 5, element of good quality service will match or exceed customer expectations resulting to customer experiencing various degree of satisfaction.

2.9 Management practices

2.9.1 Training

Training is still a major issue for both developed and developing countries in the hospitality industry. It is an essential feature of improving quality (Poulston, 2008). Training is important for the employees to deliver service quality competently and confidently (Pratan, 2003). Both formal and informal training play an increasingly important role in the industry for the following reasons; employee turnover, need for knowledge, enhancement and career paths and most important to enhance the quality of service delivered to customers. Training and skill development have been considered at the forefront of the challenges facing the hospitality industry. Yet it is through training that standards are inculcated and customer satisfaction levels improved.

Hospitality organizations are known to train employees to behave appropriately when dealing with guests but the industry has a poor reputation for training (Maxwell *et al.*, 2004;Pratten, 2003).The industry has a reputation of offering primarily low skill employment whose job is to help guests feel important. Such jobs are considered to be of last resort because people associate them with servility and dirty work (Guerrier, 1999).According to NESC (The National Economic and Social Council), Kenya also experiences shortage of trained staff in the hospitality industry. Education and training are fundamental in provision of skills required to steer the Kenyans to economic and social goals of Vision 2030.

Many of the staff working in the guest houses are casuals or part-time employees. They are less likely to be given any form of training due to the perception of the management that owing to the nature of their employment type, they will only be in the guest house for a short period of time. According to Yetzer (2000), training and education are basic to good housekeeping staff.

2.9.2 Recruitment and selection

Recruitment and selection of the best personnel are vital in delivering service quality (Zeithaml and Bitner, 2003).Poor service quality may be as a result of wrong recruitment. Hospitality employees interact with customers with different cultural dimensions and customer perceptions of quality (Tsang and Ap,2007).As far as the customer is concerned, quality has at least two elements: satisfaction provided and the way the

service is delivered by the employee (Champman and Lovell,2006).

Poulston (2008) identified understaffing, high staff turnover and poor training as issues affecting hospitality organizations in New Zealand. David *et al.* (2010) noted that because of high staff turnover rates, there is an increasing pressure on training requirements to maintain service levels.

2.9.3 Empowerment

According to Presbury *et al.* (2005), empowerment of staff is fundamental in achieving and improving the level of service quality. Empowerment is important tool for improving employee morale and performance. Performance appraisal and reward including recognition when carefully designed and administered appropriately will have a positive effect on the staff who play important role in provision of service quality to the customers (Palmer, 2001).Employees are critical link in the delivery of service quality and hence customer satisfaction.

2.9.4 Summary and gaps identified

The reviewed literature reveals that guests view quality service in terms of a blend of attributes. They gauge their expectations according to how well actual performance confirms or disconfirms their expectations. Customer satisfaction may be achieved when the guests' needs and wants are fulfilled. The literature has shown that the dimensions of service quality vary according to the type of service examined and thus there is need to

establish these dimensions according to the different services, in the case of this study, guest houses.

The literature has also revealed that there is generally lack of empirical studies on customers satisfaction with services provided by guest houses in Kenya and particularly Mombasa Island yet they provide many people with catering and accommodation services.

The literature has also shown that service quality literature lacks comparative studies that compare service quality dimensions from customers' and management perspectives. This study was undertaken to address this gap in knowledge by looking at the perspectives of customers and guest house supervisors.

CHAPTER THREE

METHODOLOGY

3.1 Research design

The design adapted for this research was descriptive survey. Descriptive survey research studies are designed to obtain pertinent and precise information concerning the current status of phenomena and whenever possible to draw valid general conclusions from the facts (Lokesh, 1984). It seeks to identify and describe phenomena. A survey also aims at obtaining information, which can be analyzed, patterns extracted and comparisons made (Bell, 1993), hence its choice. It was used to evaluate service quality as perceived by guests in selected registered and unregistered guest houses on Mombasa Island. This design enabled the researcher to gather information, summarize, present and interpret information for the purpose of clarification (Orodho, 2003).

3.2 Study area

This research focused on the registered and unregistered guest houses on Mombasa Island. Mombasa Island is a 5km by 3km coral outcrop located on the Kenyan coast on the Indian Ocean. The Island is connected to the mainland to the north by Nyali Bridge, to the south by Likoni Ferry and to the west by Makupa Causeway. Mombasa city which is the second largest city in Kenya is located on Mombasa Island. It is an important port, not only in Kenya but also in East Africa. Fig 3.1 below shows the map of Mombasa Island.

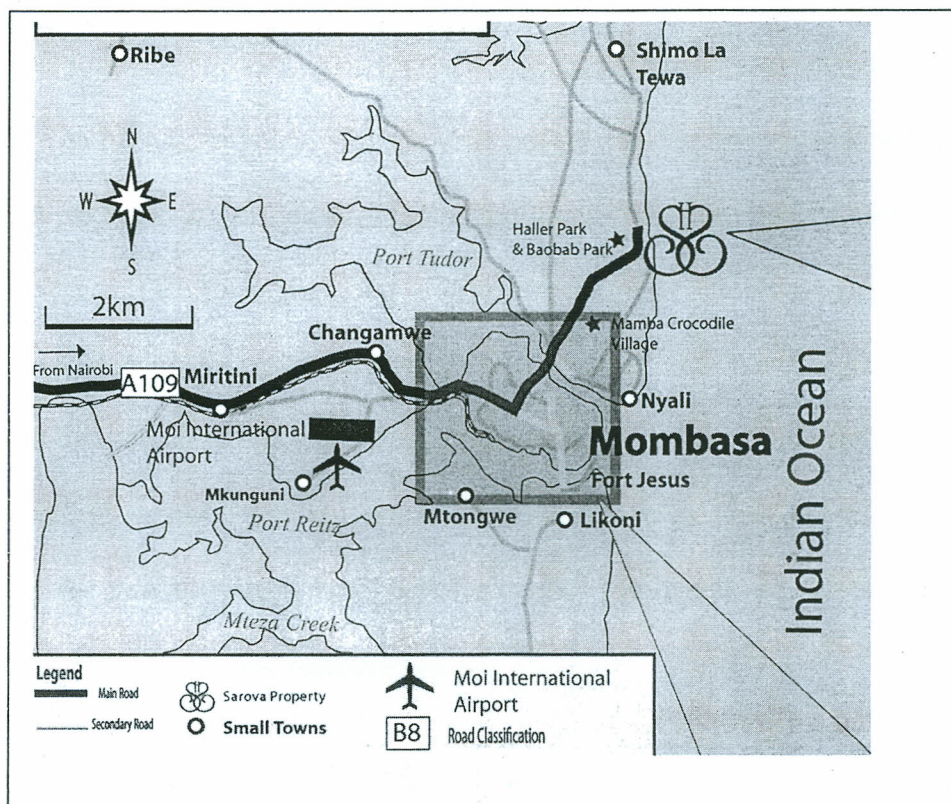


Figure 3.1: Map of Mombasa Island

Source: Kenya Tourism Guide, 2010-2011

Mombasa Island is one of the four divisions which formed the former Mombasa District but currently Mvita. Preliminary research established that there were fifteen guest houses registered by Ministry of Tourism (MoT), Mombasa branch on the Island. Three of these formed the focus for the pre-testing. Out of the remaining twelve, six were examined. The unregistered guest houses based on preliminary survey by the researcher were estimated to be more than thirty and a third of these were examined, while three were selected for pretest. The researcher used the list of guest houses provided by the Municipal Council of Mombasa (MCM) as a sampling frame (See Appendix 2).

3.3 Target population

The respondents for this research were obtained from registered and unregistered guest houses on Mombasa Island. The government through the MoT provides licenses for guest houses and also is entitled to monitor the quality and standard of facilities in the guest houses, and therefore, provided a crucial preliminary source of information for this research. The MCM grants permits for businesses operation and hence has a good record of both the registered as well as unregistered guest houses. However, it was found in the preliminary research that the records on guest houses were not adequate, and lacked proper data on visitors to the guest houses on the Island. The documentations tend to emphasize on hotels and restaurants.

The categories of respondents targeted in the guest houses were accommodation supervisors, room attendants and the guests. The accommodation supervisors are in charge of setting standards and are also training to ensure employees provide excellent customer service. Therefore, the administration comprised an important target population in this research. The room attendants are responsible for servicing the guest rooms while the guests are the consumers of the services provided.

3.4 Sampling techniques

The researcher used records from the MCM and MoT to form the basis of a sampling frame (see Appendix 2). The researcher established from a preliminary survey that there are fifteen guest houses registered with MoT in Mombasa Island. Three were randomly

selected to form a pretest sample for registered guest houses. Out of the twelve remaining, six which constitutes 50% formed the sample size for the research. The guest houses that were on the MCM list but not registered with MoT were referred to as the unregistered guest houses. They were 33 in total. Simple random sampling was used to select ten unregistered guest houses, this constitute about 30% which is acceptable in cross-sectional survey (Gay, 1999; O'Brien, 1992). Random sampling gives each and every item in the population an equal chance in the inclusion in the sample (Orodho, 2003; Kombo and Tromp, 2006).

Using stratified sampling, the subjects were stratified into supervisors and the room attendants. In stratified sampling, supervisors were categorized as part of management while room attendants were subordinates. This method ensured that a representative number was obtained since the population from which the sample was drawn did not constitute a homogenous group (Orodho, 2003; Kombo and Tromp, 2006). Purposive random sampling was used to select the subjects from each of the levels to ensure that new members of staff were not part of the sample since they were not fully familiar with the guest houses. Finally, convenient sampling was used to select guests accessible in the sampled guest houses and able to respond to the questionnaire. Participation of respondents was purely on voluntary basis.

3.5 Sample size

In each of the sampled registered and unregistered guest houses, subjects included accommodation supervisors, room attendants and the guests. The following formula was used to determine the sample size for the guests (Opondo, 2003).

$$N = \frac{Z^2 p q}{d^2}$$

Where;

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

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

P=expected prevalence of the problem being investigated.

q=1- P

d= absolute precision

$$N = \frac{(1.96)^2 (0.5) (1-0.5)}{(0.05)^2}$$

=384

The total targeted sample for the guests was 384, however, only 320 provided full information and thus was included in the final study. This made up 10% of the total targeted customer population (estimated at 10,000) which according to Gay (1999) is acceptable in descriptive survey study. At the same time 48 room attendants which formed 50% of the targeted population were sampled (Opondo, 2003) as well as all the accommodation supervisors (Table 3.1). The data were collected in the months of March through June 2012.

Table 3.1: Sample size

	REGISTERED GUEST HOUSE	UNREGISTERED GUEST HOUSES	TOTAL SAMPLE
Guests	120	200	320
Room attendants	18	30	48
Accommodation Supervisors	6	10	16
TOTAL	144	240	384

3.6 Research instruments

The instruments that were used to collect data for the study were interview schedules, questionnaires and observation form.

3.6.1 Questionnaire

This was used to collect data from the guests, supervisors and room attendants. The questionnaires included closed-ended and open-ended questions and also rating scale. In closed-ended questions, the respondents' responses were limited to ticking the correct answer. From the closed-ended questions, specific answers were required from the respondents. The open-ended questions gave the respondents a chance to discuss further on a particular issue. The rating scale for responses was used to give an insight into the feelings of the respondents. Service attributes were identified for inclusion in the rating scale. Respondents were asked to rate the guest house on each attribute from a Likert scale (Rating scale questionnaire adopted from SERVQUAL, Parasuraman *et al.*, 1988

and LODGSERV, Knutson *et al.*, 1991). Items presented in matrix form are easier to complete and hence tend to contribute toward respondent responsiveness. It is also easier for the researcher to compare the responses given to different items. The responses measured the extent of guest satisfaction on each item on the Likert scale. The rating scale was also administered to the accommodation supervisors to obtain their opinion on the quality of services they provide.

3.6.2 Interview schedule

Personal interviews were used to collect data from guest house supervisors. This guide helped the researcher to be systematic when asking questions. It is assumed that subjects supplied required information in setting of standards, motivation and training.

3.6.3 Observation

This method was used to collect information on the following aspects of the guest house: Bathroom and shower facilities, cleanliness of rooms and standards of maintenance.

3.6.4 Suggestion box and guest cards

These were used to supplement primary data and to provide direct customer feedback on their perception of services provided. They contained compliments and complaints expressed by guests in the guest houses.

3.7 Pre-testing

The data collection instruments used were pre-tested on a selected sample, which was similar to the actual sample used in the study. The procedures used in the pre-testing of

the instruments were replicated in the actual study. The pre-test was carried out in three registered and three unregistered guest houses in Mombasa Island. Pre-testing determined whether there were ambiguities in any test item, the instruments elicited the type of data anticipated and also anticipated analytical techniques that were appropriate for the study.

3.8 Validity and reliability

Since the version of the questionnaire used was adapted, the validity and reliability of the instruments were based on the fact that the attributes that were used in this research had been used in the development of SERVQUAL (Parasuraman *et al.*, 1988) and LODGSERV (Knutson *et al.*, 1991).

3.9 Data collection techniques

Primary information was obtained from guests' and service providers in the field through direct interviews and questionnaires. Records of guest suggestion forms formed part of the primary data. Secondary data were obtained from written materials, including books and journals and official government reports from MCM and MoT, Mombasa branch. The questionnaires for the guests and the room attendant were administered on a face to face basis. Only the guests and room attendants that were present during the day of the visit were given the questions to fill. Face to face interviews were arranged with the accommodation supervisors at a day and time of their convenience. They were also requested to rate the quality of the services provided by their guest houses on a rating scale provided separately. The researcher further requested the management to allow her

go around the guest house and make observations. During such rounds, the researcher filled in information she observed on the observation schedule and took pictures that are used in presenting results.

3.10 Data analysis

Data that were from various sources were assembled for further processing and analysis. The questionnaires were coded while interview guides and data from secondary sources were examined for completeness to ensure the required information were included. Computerized data processing and analysis was used in entering and analyzing data from the questionnaires and rating scale from the accommodation supervisors. The Statistical Package for Social Sciences (SPSS) was used for these purposes.

3.10.1 Qualitative analysis

Qualitative data were analyzed using qualitative analysis methods. Qualitative analysis has a strong emphasis on describing the world, as different observers perceive it (Dey, 1993). Paton (1990) points out that there is no one kind of qualitative data analysis, but rather a variety of approaches, related to the different perspectives and purposes of researchers. Content analysis was utilized in analyzing information from the interview schedule. It also helped in deriving useful detailed information from secondary sources. The data were classified into different categories to lay the conceptual foundation for analysis. These classifications were guided by research objectives and links between the

data were identified through key patterns that emerged. The important service quality trends were captured using qualitative descriptions.

3.10.2 Quantitative analysis

Data obtained through the rating scale and questionnaires were analyzed using quantitative methods. These data were first subjected to computation of simple statistics such as frequencies, totals, percentages, tabulations and cross-tabulations. Customers' responses on the quality of services provided by the guest houses were ranked on a quantitative scale as follows: extremely satisfied (5) satisfied (4), neutral (3), dissatisfied (2) and extremely dissatisfied (1). Means generated were interpreted as follows: 4.50-5.00-extremely satisfied, 3.50-4.49-satisfied, 2.50-3.49-neutral, 1.50-2.49-dissatisfied and below 1-49 strongly dissatisfied.

To identify and classify dimensions of customer satisfaction with services provided by the guest houses, factor analysis was used. Factor analysis is a technique of data reduction (Shower and Wheeler, 1985) Data reduction is carried out for three reasons namely: to rewrite data set in an alternative form, reduce the number of variables being studied and lastly to identify and classify groups of inter-correlated variables. Factor analysis in this study was used for the third reason of identifying variables into groups of related factors and to determine if the groups of factors identified are statistically significant. The factor analysis was also used to isolate the dominant factors affecting customers satisfaction with services offered in guest houses on Mombasa Island.

The data was further subjected to significance tests of ANOVA to determine the relationship between dependent and independent variables.

3.11 Logistical and ethical considerations

A clearance letter from Kenyatta University through the Dean, School of Hospitality and Tourism Management was sought, and presented to Ministry of Higher Education, Science and Technology for a research permit. Each survey was accompanied by a covering letter explaining the purpose and the scope of the research. The guest house supervisors were consulted before the research was carried out. Participants' consent was sought and participation was purely voluntary. Specific days were allocated for each sampled guest house. This depended on the day the researcher had made appointment with the respondent guest house. Anonymity and confidentiality of respondents' responses were observed. Kenyatta University Graduate School guidelines as the Government of Kenya research regulations and guidelines were adhered to. Researcher's professional responsibility was observed through accuracy in analysis, presentation and reporting of the study findings.

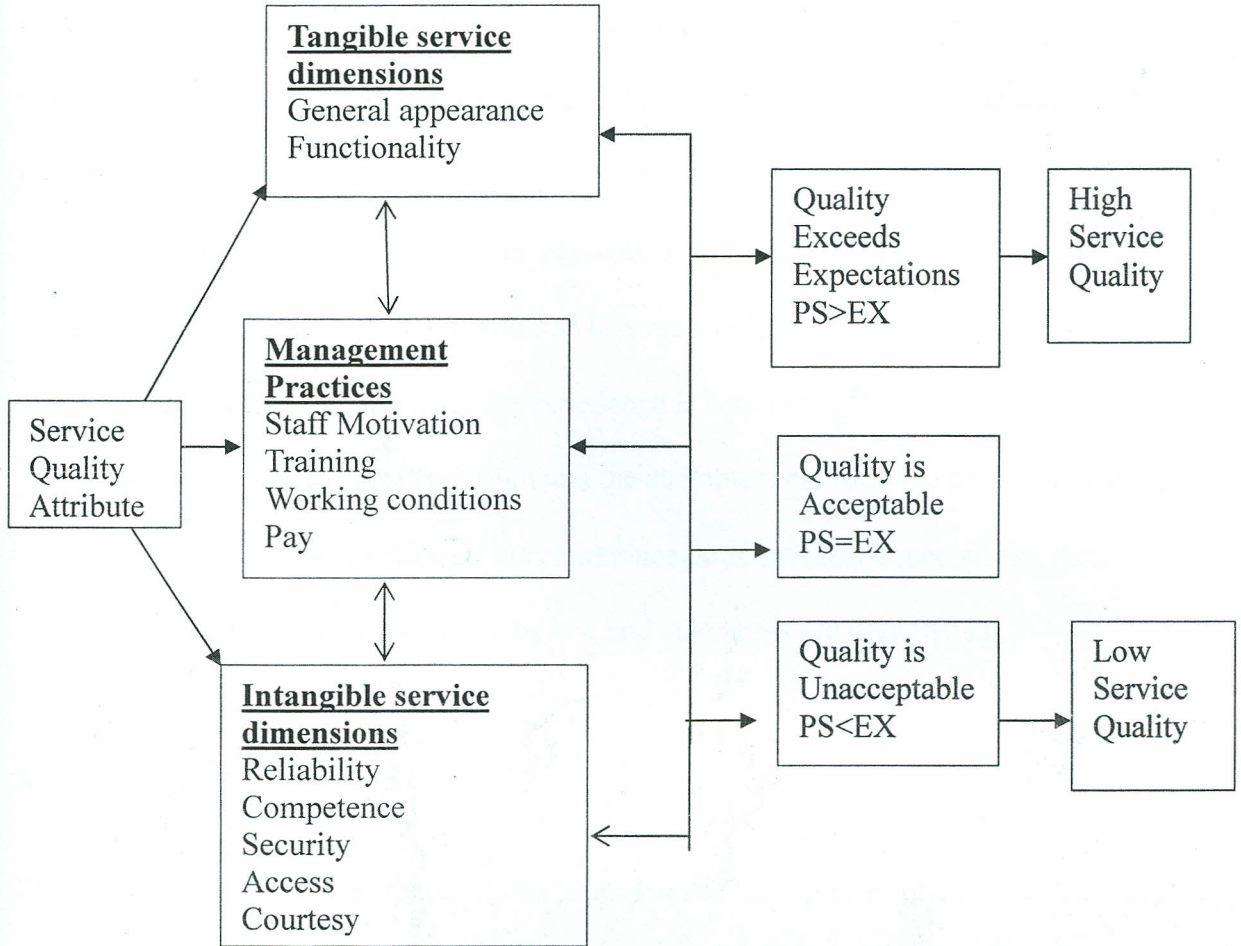
3.12 Conceptual framework

This research used SERVQUAL model which is a method for measuring service quality. It proposes five dimensions upon which customers evaluate service quality. These are tangibles, reliability, responsiveness, assurance and empathy (Parasuraman *et al.*, 1988;

Oldfield and Baron, 2000). In addition, the research used LODGSERV model which was designed by Knutson *et al.*, (1991) to measure service quality for the lodging industry. Attributes which included in the current research correspond to those used in both models. SERVQUAL and LODGSERV were used in this research to complement each other, because when either of the two is used singularly, it cannot adequately be able to explain the proposed research.

The gap between expectation and actual service is measured along service dimensions. Examining differences or gaps between the desired level of service and what is actually delivered reveals where improvements in service are required. Three scenarios were used to define service quality as perceived by customers. These are: one, when expectations of service quality are exceeded, then quality exceeds expectation. Two, when expectations of service quality are met, quality is acceptable. Three, when expectations of service quality are not met, quality is not accepted. Figure 3.2 is a conceptual framework of service quality attributes derived from SERVQUAL and LODGSERV.

Conceptual framework



Key

Ps = Perception

Ex = Expectation

Figure 3.2: A simplified model of service quality attributes.

Source: (Adapted from Parasuraman *et al.*, 1988)

Service quality is based on the Gap Model developed by Parasuraman *et al.*, (1988) is similar to the Disconfirmation Theory. According to this model, service quality gap results from customers comparing their expectations prior to receiving service to the perceptions of the service experience itself. Three outcomes are possible according to Grapenthe (1998) namely;

- Confirmation: if the customers' perception is matched by their expectations, then the customers are satisfied with services received.
- Positive disconfirmation: if the experience is better than the expected, then the perceived service quality is high and the customers are satisfied and delighted.
- Negative disconfirmation: if the experience does not meet expectations, then service quality is perceived to be low and customers are dissatisfied.

3.13 Measurement of variables

The variables of this study were the components of service quality which affect perception of guests on service provided. They include:

Variable	: Indicator
Tangibility	: Staff appearance, physical facilities and their maintenance
Responsiveness	: Ability of staff in dealing with guest request
Competence	: Professionalism of staff
Communication	: Staff communication skills
Courtesy	: Friendliness and courtesy of staff
Security	: Security and safety of room

Availability of secure parking
Convenient location of guests' house

- Reliability : Time-related promises
Sincere interest in solving guests' problems
Services carried out correctly the first time
- Assurance : Confidence of staff
- Empathy : Staff gives individual attention to guests
: Employees understand guest needs

The dependent variable is the subject matter "service quality" which is dependent on variables listed above.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the research findings on service quality as perceived by customers and from the perspective of management (supervisors) in guest houses on Mombasa Island. It also presents the findings on room attendants' assessment of management practices in the guest houses. The research sought to determine what guests expect from a guest house, and how these expectations compare with the perception of guest house service providers. The study established the dimensions of customers' satisfaction with services offered in guest houses on Mombasa Island and the extent to which the services provided in the guest houses meet expectations of the customers. Further, the study identified the, room attendants' assessment of management practices and performance of staff in the guest houses. Finally, the study established the accommodation supervisors' rating of the services provided by the guest houses. To provide a systematic presentation, the chapter is organized into four main sections.

4.2 Characteristics of respondents

The field study obtained data from 384 respondents (320 guests, 48 room attendants and 16 accommodation supervisors). These were drawn from registered and unregistered guest houses based in Mombasa Island. The MCM and MoT, Mombasa branch were important sources of relevant documentation such as the list of guest houses that formed

the sampling frame for the sampled respondents. Due to the prevailing lack of pertinent records on guest houses such as data on visitors to the guest houses, the primary data based on the respondents, formed a significant foundation for the study. According to Kim *et al.*, (2009) and Chowa *et al.*, (2007) the following demographic variable: gender, ethnicity, age, education and income level are related guest satisfaction and revisit behaviour in China. The respondents constituted a wide variety of demographic characteristics which are explained below.

4.2.1 Demographic characteristics of the guests

Gender was considered as an important characteristic because males and females have different preferences when it comes to the choice of a guestroom. Although, the various service dimensions such as tangibility, competence, communication, courtesy, security, reliability, assurance and empathy are important for all guests, male and females have varying perception of what is of importance to them. From the population of guests in Mombasa Island, the study sample consisted of females 41.6% and males 58.4%. It is, therefore, important that their reception is structured effectively to cater for their common and distinct needs. For example, McCleary *et al.* (1994) found that security, in-room services and amenities and low price were important selection criteria for female guests than male guests. Table 4.1 shows the summary of guests' gender.

Table 4.1: Gender of the guests

Gender	Frequency	%
Male	187	58.4
Female	133	41.6
Total	320	100.0

Nationality of the guests

According to Tsang and Ap (2007), hospitality employees interact with customers with different cultural dimensions and customer perceptions of quality. Nationality composition provides an important understanding of the general guest trend on Mombasa Island. The study established that majority of the sampled guests were Kenyans (61.3 %), followed by East Africans (23.4%) (Table 4.2). This shows that Kenya in particular and the East African region at large provide the bulk of the customers in the guest houses in the Island. Therefore, an essential factor in the hospitality and tourism development in Kenya and long policy forecasting, such as outlined in Vision 2030 should focus on the domestic market and the broader East Africa region. The domestic guest forms the greatest percentage and therefore, is a critical economic catchment for the country unlike other Africans who do not fall under East Africans (3.4%), Europeans (6.9%), Americans (2.5%) and Asians (2.5%).

Fundamentally, unlike in the star rated hotels whose main guest occupancy is made up of international guests, they make up a very limited number in the guest houses. However, the European guest numbers on the island usually exceeds the rest of Africa representation.

Table 4.2: Nationality of the guests

Nationality	Overall		Registered		Unregistered	
	Frequency	%	Frequency	%	Frequency	%
Kenya	196	61.3	70	58.3	126	63.0
East Africa	75	23.4	34	28.3	41	20.5
Africa	11	3.4	8	6.7	3	1.5
Europe	22	6.9	4	3.3	18	9.0
America	8	2.5	0	0.0	8	4.0
Asia	8	2.5	4	3.3	4	2.0
Total	320	100.0	120	100.0	200	100.0

From the results displayed in table 4.2 above, it can also be observed that the guests from East Africa (28.3%) and Africa (6.7%) preferred registered guest houses (28.3%) compared unregistered guest houses (20.5% and 1.5% respectively). It is also found that among Kenyans, who are the principal guests on the Mombasa Island guest houses, there is a higher preference for the unregistered guest houses (63.0%) than those registered (58.3%) and with related trends among the Americans unregistered (4.0%) and none in the registered (0.0%) and Europeans (unregistered 9.0% and registered 3.3%). This raises curiosity: why do the majority of guests prefer unregistered to registered guest houses? However, this means that there is need to sensitize them to see the benefits of opting for registered guest houses which are regulated and likely to operate according to laid down standards. The owners of the unregistered guest houses should also be encouraged to register their business. Overall, the preferences between registered and unregistered guest houses for the domestic, regional and international guest is an important issue but was beyond the scope of this study.

Frequency of visits

The study also sought to establish from individual guests how frequently they visit the guest houses. The guest visits differ considerably in the guest houses on Mombasa Island. The majority, as established, made frequent visits, ranging from more than once a week (24.4%) to twice a year (0.6%). A considerable number of the guests (24.1%) stay in the guest houses twice a month (Table 4.3). Overall, the data revealed that, majority of guests, visit between once on weekly basis and twice monthly. However, it was beyond the scope of the study to establish the reasons for the visits as the focus was on the guests' satisfaction with quality of services by the guest houses. However, it is important to point out that in the tourism and hospitality industry, the purpose of visit may affect their frequency, but more importantly, the service quality has also an important influence on repeat business.

Table 4.3: Frequency of visits

Frequency	Frequency (n)	%
More than once a week	78	24.4
Once a week	67	20.9
Once a month	14	4.4
Twice a month	77	24.1
Three times a year	6	1.9
Twice a year	2	0.6
Once a year	51	15.9
Occasionally	5	1.6
First time	20	6.3
Total	320	100.0

Amount paid

Price for which a guest is willing to pay for a service is closely related to the service quality and also supplies and facilities within a guest house. Customers would be willing to pay more if they feel the services provided correspond to the amount paid. The findings in Table 4.4 show that majority of the guests preferred rooms charged between Kshs. 1,001 to 1,500 (41.6%) (Table 4.4). Ugboma *et al.* (2004) and McCleary *et al.* (1994) reported that price was an important selection factor for accommodation facilities. Observation results (see Figure 6.3) also showed that highly priced rooms (Ksh 1500 and above) had furniture and better facilities than low priced rooms (Ksh 500-1000). Kagira and Kimani (2010) reported that price change influenced the customers' perception of services provided.

Table 4.4: Amount paid for the guest house

Amount (Kshs.)	Overall		Registered		Unregistered	
	Frequency	%	Frequency	%	Frequency	%
500-1,000	105	32.8	40	33.3	65	32.5
1,001-1,500	133	41.6	57	47.5	76	38.0
Above 1,500	82	25.6	23	19.2	59	29.5
Total	320	100.0	120	100.0	200	320

In summary, guests demographic characteristics reveal that females (41.6%) and males (58.4%) form the population of the guests on Mombasa Island, that Kenya in particular and East Africa region at large provide the bulk of house guests on the Island and that the majority of guests preferred unregistered to registered guest houses. The study also established that majority of guests make visits between once on weekly basis (24.4%) and

twice monthly (24.1%) and majority of the guests (41.6%) preferred rooms charged between Kshs. 1,001 to 1,500.

4.2.2 Demographic characteristics of room attendants

This sub-section presents the demographic characteristics of the room attendants. Room attendants play an important role in servicing of the guestrooms hence they are responsible for delivery of quality service. Every encounter between a guest and a guest house staff is an opportunity for the guest to evaluate the level of service provided by the guest house. The intangible service dimensions such as responsiveness, competence, courtesy, assurance and empathy, delivery are determined by the service providers. Service quality is concerned with the attributes of service and how these attributes help the guest to develop positive perception of the service. Customers decide when they are satisfied and the satisfaction is dependent on factors such as responsiveness and empathy of staff to the customer, and consistency of service quality. When the gap between expectation and perception is smaller, this leads to service being perceived as of higher quality and customer satisfaction being increased. Punjaris *et al.*, (2008) found out that the relationships that employees had with their colleagues and also their leaders influenced not only their attitudes but also their performance in delivery of quality service.

Gender of room attendants

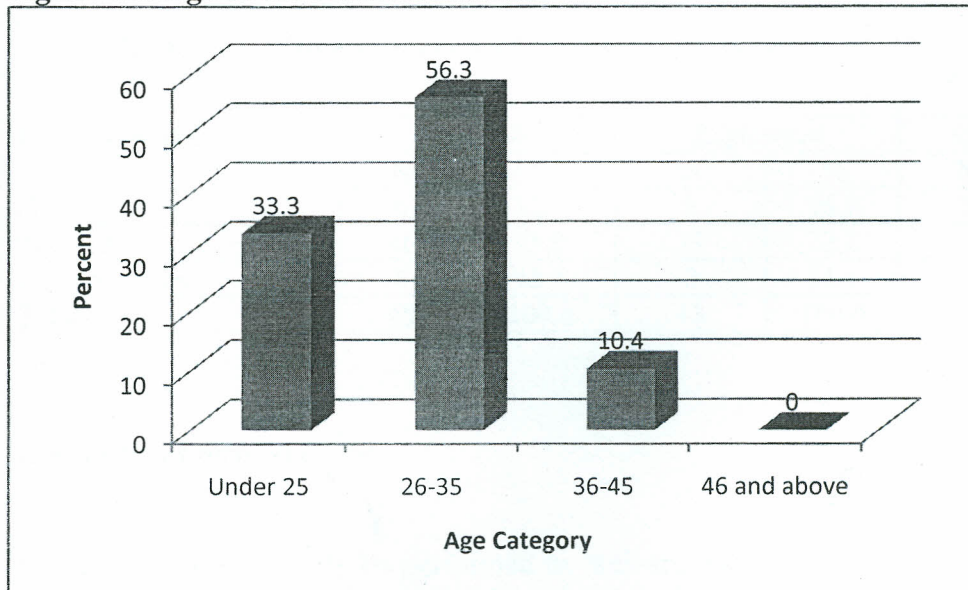
Vision 2030 mainstreams gender equity in all aspects of the society. Before, Kenyan women have lagged behind their male counterparts in the area of empowerment. Both men and women are to enjoy equal opportunities in employment. The study found that the proportion of the room attendants on the basis of gender was 1:1. This means the guest houses have attained gender equality in employment of staff (Table 4.5).

Table 4.5: Gender of room attendants

Gender	Frequency	%
Male	24	50.0
Female	24	50.0
Total	48	100.0

Age of room attendants

Kenya's population is predominantly young with the age group 15-35 years accounting for approximately 38% of the total population. It is this age group that much of human resource is formed. Majority of the room attendants are of the age category 26 to 35 years (56.3%) as shown in figure 4.1 below. This may be explained from the fact that this kind of work needs people who are still young and energetic but who are out of school hence dominance of this age group. This kind of work would be tiring for the aged and this might be the reason for none above the age of forty six and above. However, the findings of the study differ with that of Whiteford and Nolan (2007) who report that forty percent of New Zealand hospitality workers were less than 25 years while the largest cohorts were the 15-19 year olds. In Kenyan situation, the 15-19 year olds are still in secondary school.

Figure 4.1: Age of the room attendants

Education level of the room attendants

Education and appropriate professional training are key if the staffs are to effectively perform various tasks within the guest house and also deliver services that satisfy the customers. The study found out that majority of the room attendants have secondary school level of education (75.0%) and none is a graduate. These figures are reflected in both registered (72.2%) and unregistered (76.0%) guest houses (Table 4.7). In light of extensive requirements made on hospitality employees, the industry has a reputation for offering primarily low skilled employment, whose job is to help guests feel important (Mathisen *et al.*, 2008). Hence some of these jobs are considered to be jobs of last resort. Such attitudes would, therefore, affect the delivery of quality service to the guests in the guest houses. Yet according to Pizam and Shani (2009), hospitality work is an

opportunity to demonstrate skill and create memorable experiences for customers.

Table 4.6: Education level of the room attendants

Education level	Overall		Registered		Unregistered	
	N	%	N	%	N	%
Primary	6	12.5	3	16.7	3	10.0
Secondary	36	75.0	13	72.2	23	76.7
Tertiary college	6	12.5	2	11.1	4	13.3
Total	48	100.0	18	100.0	30	100.0

Training in house keeping

Superior service can only be performed by well-trained and competent staff. Most of the room attendants (54.2%) lack formal training in housekeeping. Yet formal training is important in imparting necessary skills in room servicing and handling of guests. Training is an essential feature for improving quality as reported by Poulston (2008) and also for the delivery of service quality competently and confidently. Zeithmal and Bitner (2000) have reported that recruitment and selection of the best possible personnel are vital in delivering of service quality. The results further indicate that in the unregistered guest houses, the number of the trained and the untrained were the same (50%), while in the registered a larger number were untrained 61.1%.

Performing a task with insufficient skill jeopardizes provision service quality and may demean or even embarrass employees when too much is expected from them by the guests. Training is important because customers are travelling widely, returning with new ideas and new standards regarding service provision making them more discerning and

demanding. Guest houses with trained personnel will provide distinctive levels of service quality creating a sustainable competitive advantage over their competitors. Hence training is fundamental in provision of skills and service quality to the guesthouse customers. Table 4.7 below shows room attendants training in housekeeping.

Table 4.7: Training in house keeping

Training in house keeping	Overall		Registered		Unregistered	
	Frequency	%	Frequency	%	Frequency	%
Yes	22	45.8	7	38.9	15	50.0
No	26	54.2	11	61.1	15	50.0
Total	48	100.0	18	100.0	30	100.0

Place of training in house keeping

Place of training is key because some institutions offer better theoretical and practical competencies that would enable the learners to deliver service quality after their training. The study found that most of room attendants received their training from the polytechnic (36.4%) and private colleges (31.8%). The in-house training accounts for (27.0%) (Table 4.8). This can be attributed to the fact that many guest houses may not give much preference to training particularly for room attendants.

Table 4.8: Place of training in house keeping

Place of training	Frequency	%
Technical institute	1	4.5
Polytechnic	8	36.4
Private college	7	31.8
In house	6	27.3
Total	22	100.0

Length of service

High labor turnover experienced in many hospitality establishments affects service delivery. This is because after a given period of time, new employees join the establishment which requires induction and also to familiarize themselves with the new environment before they are able to deliver quality services as required by the guests. The study reveals that most room attendants had been on the job for less than five years, 88.6%, compared to 10.4 % who have been there for over five years. This may be an indication that the turnover of employees from the guest houses is high. They tend to seek for greener pastures after serving in a given guest house. Staff turnover can be very detrimental to overall service quality according to Zeithaml and Bitner, 2000. This study conforms to that of Brien (2004) who confirmed the same trend in New Zealand. David *et al.* (2010) also noted that when an establishment experiences high staff turnover, this increases pressure on training requirements to maintain service levels. Table 4.9 shows the length of service of room attendants.

Table 4.9: Length of service of room attendants

Length of service	Frequency	%
Less than a year	7	14.6
1-2 years	20	41.7
3-5 years	16	33.3
Over 5 years	5	10.4
Total	48	100.0

In summary, the significant characteristics of the room attendants are: young aged group of employees, the age category 26 to 35 years (56.3%) are the majority; its mobile workforce with high turnover rates. Most room attendants had been on the job for less than five years (88.6%); relatively low levels of formal education qualification with the majority of the room attendants having secondary school level of education (75.0%) and high proportion of low skilled workers because most of the room attendants (54.2%) lack formal training in housekeeping.

4.2.3 Demographic characteristics of the accommodation supervisors

Accommodation supervisors are the staff charged with implementation of the decisions made in day-to-day running of the accommodation facilities (Min and Min, 1997). According to Kandampully (2006) management perception of consumer expectations and the company's service quality specification will affect the service quality from the consumer's point of view. Specification gap depends upon the quality standards set and willingness to provide the necessary resources by the management (Crick and Spencer, 2011). Hospitality operations are dependent on certain degree of standardization, formalization and rules to achieve efficiency and hence provision of service quality (Hwang and Lockwood, 2006). The management's commitment to service through rewards and empowerment and training leads to job satisfaction and ultimate delivery of high quality service by the staff (Kim *et al.*, 2009). A manager's commitment to service quality directly influences the commitment of other employees' (Clark *et al.*, 2008).

Length of service

The length of time supervisors have served in the establishment may contribute to enough experience in handling of the subordinate staff below them. The study indicates that majority (56.3%) have served between 2-5 years; none below two years and 43.8 % have served for over five years (Table 4.10). This means that the supervisors working in the guest houses have gained substantial experience to handle the room stewards who are directly involved in servicing of the guest rooms. Table 4.10 shows the length of time the accommodation supervisors have so far served in the guest houses.

Table 4.10: Length of service of accommodation supervisors

Length of service	Frequency	%
Below 2 years	0	0.0
2-5 years	9	56.3
Over 5 years	7	43.8
Total	16	100.0

Professional qualification

Professional qualification of the accommodation supervisor is crucial if proper cleaning procedures have to be adhered in order to achieve customer satisfaction. The results indicate that majority (62.5%) of the supervisors are diploma holders. In the unregistered guest houses, there were mainly certificate (20.0%) and diploma holders (70.0%). From the registered guesthouses, results show that 50.0% are diploma holders, 33.3% are higher diploma holders and only one degree holder. The results thus show that, graduates are less considered in the guest houses, this may be because the supervision of the guest

houses may not require very high skills. The findings of study concurs with Hemming (2004) who reported that guest house managers in South Africa are not formally trained in hospitality management.

Table 4.11 Professional qualification of accommodation supervisors

Qualification	Overall		Registered		Unregistered	
	Frequency	%	Frequency	%	Frequency	%
None	1	6.3	0	0.0	1	10.0
Certificate	2	12.5	0	0.0	2	20.0
Diploma	10	62.5	3	50.0	7	70.0
Higher diploma	2	12.5	2	33.3	0	0.0
Degree	1	6.3	1	16.7	0	0.0
Total	16	100.0	6	100.0	10	100.0

Employees working under the accommodation supervisors

From the results obtained, it emerged that most of the accommodation supervisors (81.3%) have between 11-20 employees working under them (Table 4.12). Yet the results in table 4.11 above show that majority of them are diploma holders. This can be quite challenging as to satisfactorily supervise this large number of room attendants when they also lack adequate professional qualifications. This would compromise the standard and hence the quality of the services delivered.

Table 4.12: Number of employees under the accommodation supervisor

Number of employees	Frequency	%
Below 5	1	6.3
5-10	2	12.5
11-20	9	56.3
Over 20	4	25.0
Total	16	100.0

In summary, accommodation supervisors demographic data reveals that majority (56.3%) have served between 2-5 years, majority (62.5%) are diploma holders and most (81.3%) of them handle between 11-20 employees. The challenges of the guest houses not being in a position to hire highly qualified personnel opting for the middle level trained personnel and also the same supervisors handling a large number of room attendants would put at risk proper supervision of the room attendants.

4.3 The level of customers' satisfaction with services provided by the guest houses

Customers' perceived satisfaction with the service quality provided is a measure of the performance levels of the service provider (Juwaheer, 2004; Shekarchizadeh *et al.*, 2011). This section presents customers' satisfaction with the services offered in guest houses on Mombasa Island. The section also examines the factors of customer satisfaction and the role played by the gender, nationality and nature of guest in the level of satisfaction. To measure the customers' satisfaction with services offered by the guest houses the scores for the rating of factors that influence customers' level of satisfaction with the services provided by the guest houses were computed from the ranking of their

level of satisfaction. In this study, a five-point Likert scale (where 1 represented extremely dissatisfied, 2 dissatisfied, 3 neutral, 4 satisfied and 5 extremely satisfied) guided the responses of each of the 25 factors.

The interpretation of the means was as follows: 4.50-5.00, extremely satisfied; 3.50-4.49, satisfied; 2.50-3.49, neutral; 1.50-2.49, dissatisfied; below 1.49, strongly dissatisfied.

Customer satisfaction with services offered

An important element in the management of service organization is to understand the customer's need, allowing management to best utilize their limited resources (Getty and Getty, 2003). The findings of this study reveal that most of the guests rated their level of satisfaction as neutral for the following attributes of service: quality of products served (50.9%); interior of the room (36.6%); adequate furniture provided (50.0%); quality of bathroom/shower facilities (43.3%); visually appealing facilities (40.9%). The rating of the physical characteristics associated with the service provided such as the supplies and convenience of the location were rated as ranging from "neutral" to satisfied". This is a situation that should prompt the guest house owners to take action particularly given that studies have shown that quality and cleanliness of facilities are very important in the selection of a service establishment by customers (Barber and Scarcelli, 2010; Lockyer, 2003).

Most of the guests were satisfied with ample delivery of supplies(41.6%) such as clean linen (bed sheets, blanket, pillowcase among others); guest supplies(35.0%) such as towel, soap, toilet among others; staff appearance (40.9 %). The lighting of the room (40. %) and bathroom (37.2%); comfortable bed (35.9%); convenient location of the guest house (38.4%); security and safety of room (49.1%) were also found to be important. The tangible attributes of service quality such as physical facilities, appearance of personnel, convenient location and safety and security have an impact upon customers' level of satisfaction with service quality. For example, Ladhari (2012) points out that studies have shown that tangibility and communication are the most important attributes of service quality for most customers.

Intangible attributes of service quality are also important. This is because service encounters involve interaction between the guests and the staff. Hence, the employees play an important role in influencing customers' perception of service quality. The findings reveal that the guests were satisfied with the following attributes; confidence of staff (39.4%);staff ability in dealing with guests' requests (42.5%);staff communication skills(40.0%); friendliness and courtesy of staff (42.2%);professionalism of staff (39.4%). Given that many studies (Ladhari, 2012; Juwaheer, 2004; Tsau *et al.*) have emphasized the importance of staff confidence, friendliness and courtesy and communication skills as important attributes in customer satisfaction, the above findings imply that most guest houses in Mombasa Island are on the right track in as far as their staff handling of customers.

The findings of the study also showed high rating on clean linen, guest supplies, well lit rooms, convenient location of the guest house, comfortable bed, and friendliness and courtesy of staff, security and safety of room. These factors have been shown to be significant customers in the hospitality industry. According to Lewis (1987), Knutson (1988), Atkinson (1988) and Taninecz (1990) the standard of housekeeping and cleanliness, together with comfortable room and surrounding, convenient location, available services, safety and friendly employees are some of the most significant factors for guests' satisfaction. Clean bedroom and bathroom, friendly courteous, prompt and professional staff, comfortable surroundings, safety and security and convenient location form the basis for customer satisfaction according to Canwell and Sutherland (2003). Andrews (2008) observes that a guest room should mean comfort. Service providers should spend efforts in ensuring quality of beds, mattresses, bathrooms; security of the guest while in the guestroom should be ensured; privacy-room doors and windows should have curtains to ensure privacy of inhabitants; cleanliness and hygiene- the room must be clean and the bathroom made hygienic for the guests' stay; a home away from home-guests expect comfort and the security of a home. According to Scarcelli, (2007); Ryu and Jang (2008) cleanliness of the guests' bedrooms and bathrooms influences their perception of service quality. Aksoydan (2007) reports that establishments which failed to meet standards of hygiene and cleanliness expected by customers were assessed as offering low service quality.

Observation confirmed that all the guest houses provide guest supplies and clean linen and that the rooms and washrooms were both clean and well lit (Figure 4.2, 4.3, 4.4 and 4.5). According to EAC, (2009) every room should have a clean and comfortable bed of not less than 190cm x 90cms. Mattress should not be less than 15cms thick with two matching pillows. Towels should be adequate, of good quality material, in good condition and changed daily. Sanitary bin, bed linen, soap, slippers and toilet paper per guest should be provided. Bed linen should be changed after every two nights or with every new guest. Mosquito net should be available and should cover the entire bed and long enough to reach the floor. However, observation revealed that price charged per night influenced the guest supplies in the guest houses. The slippers in a room that charged Ksh 500-1001 consisted of a pair of different colours (Figure 4.9). The guest soap bath towel and toilet paper were placed on the guest's bed. Compared to the room charged above Ksh 1500, the pair of slippers was made of the same colour (Figure 4.7) and the toilet paper was in the toilet. Many guest houses had no sani bins which are important for female guests.

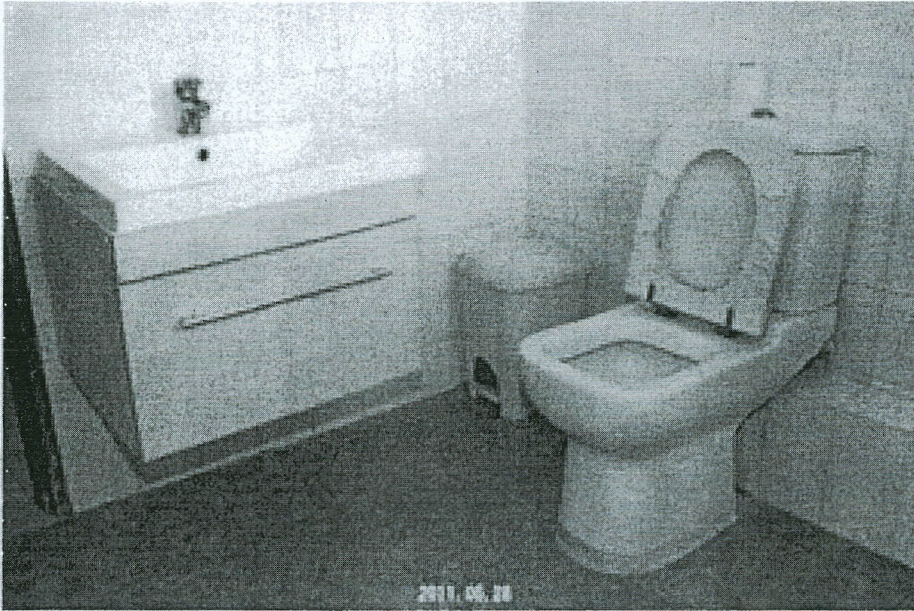


Figure 4.2: Facilities in guest rest room (price range above ksh 1500 per night)

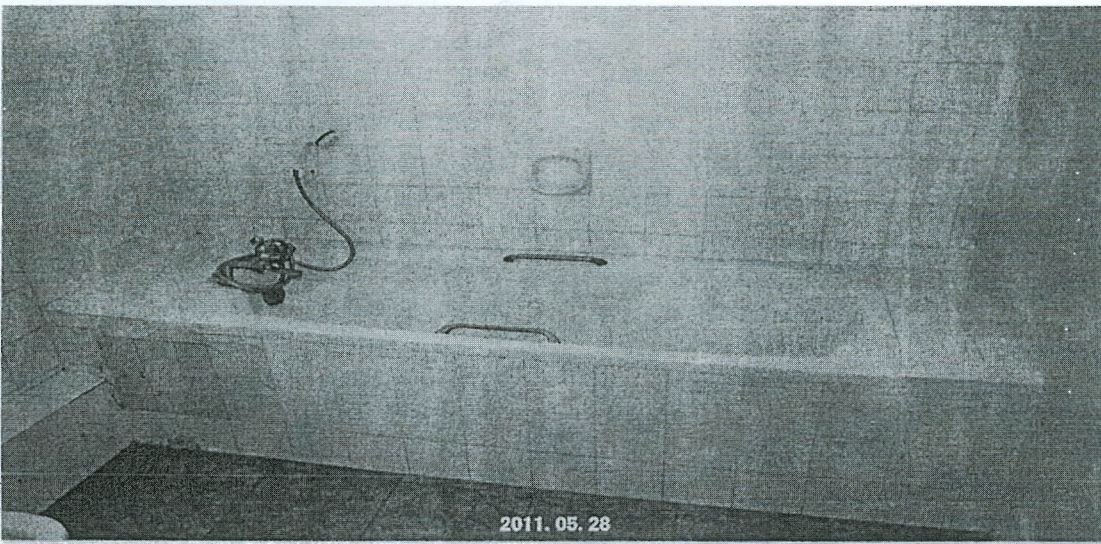


Figure 4.3: Facilities in bathroom (price range above ksh 1500 per night)



Figure 4.4: Facilities in guest restroom (price range between ksh 1001 and 1500 per night)



Figure 4.5: Facilities in guest restroom (price range between ksh 500 and 1000 per night)

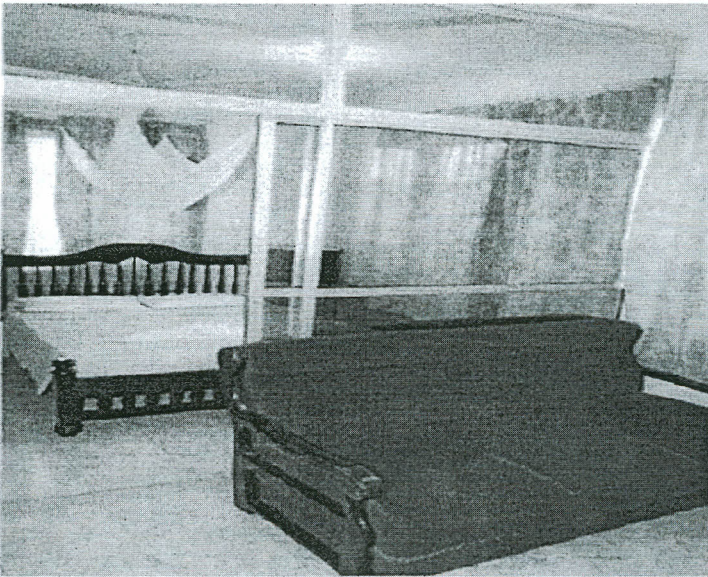


Figure 4.6: Guestroom furniture, fittings and equipment (price range above ksh 1500 per night)

Observation further showed that the cleaning equipment and materials used for cleaning were inadequate. Many of the necessary materials such as disinfectants were even lacking. Proper cleaning procedures were not followed in the cleaning processes. There were no laid down standards to be achieved. Kandampully, (2007); Hwang and Lockwood, (2006) reported that an establishment's service quality specification affects service quality. Quality standards to be achieved in an establishment should be set by the management. There should be a certain degree of standardization and formalization of cleaning procedures to achieve efficiency and hence provision of service quality.

Observation also showed that the furniture were not adequate as most rooms had one chair and table provided and in some cases not provided at all. The study observed that the price per night of the room determined the size of the bed and furniture found in a

guestroom (Figures 4.6, 4.7 and 4.8). There were no wardrobes available in most of the guesthouses, apart from those that charged above Ksh 1500 per night (Figure 4.7). A wardrobe in each room with at least six hangers, upholstered chair, one table and bedside mat/rug were provided. Waste paper basket, luggage and shoe rack were also provided. A plastic table and chair were available in rooms charged between Ksh 500-1000 (Figure 4.9). The rooms had waste paper baskets. The rooms charged Ksh 1001-1500 per night had wooden chairs and tables.

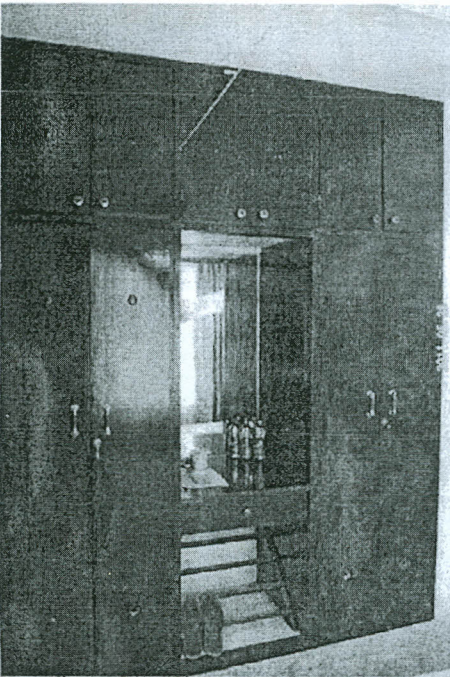


Figure 4.7: Guestroom furniture and supplies (price range above ksh 1500 per night).



Figure 4.8: Guestroom furniture and supplies (price range between ksh 1001- 1500 per night)

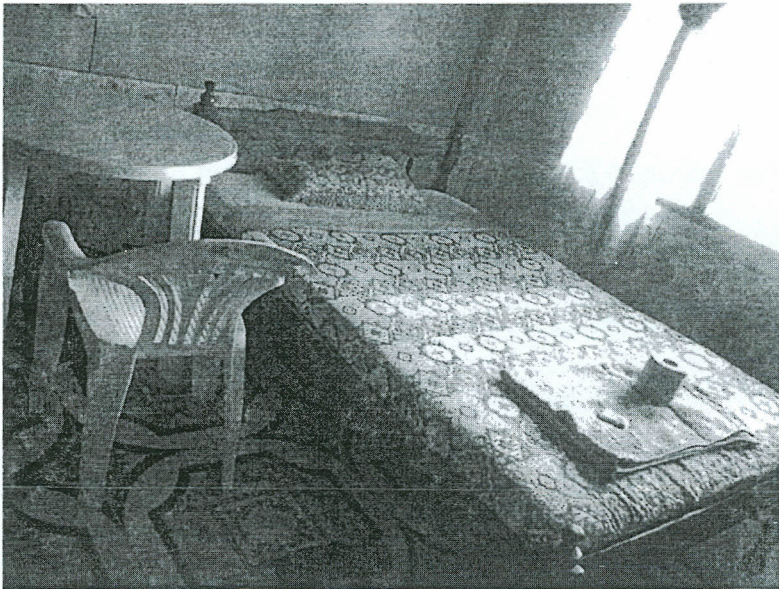


Figure 4.9: Guestroom furniture and supplies (price range between Ksh 500- 1000 per night)

Generally the above findings indicate that management of the guest houses placed more attention on supplies and tidying the rooms, but gives little emphasis on availing furniture in the rooms and providing attractive breakfast. In some guest houses, breakfast is not part of the boarding hence, most of the guests (57.5%) expressed being neutral about the quality of this service. In terms of security, despite many guests rating this facet as satisfying, observation revealed that some of the guestrooms were not quite safe because of their location. A few guests complained of having lost their valuables in the rooms. There were also a few cases of guests being robbed in their rooms. All the guestrooms were still using the manual keys to open the guestrooms. As long as a potential guest would pay for the room, no safety and security measure were observed during the checking out procedures. This would pose a security threat to all other customers in the guest house.

A comparison between the different facets of customer satisfaction that formed the basis of the study revealed that the customers were satisfied with the guesthouses' tangibility, assurance, responsiveness, security, communication, courtesy and competence. Table 4.13 shows the ratings of customer satisfaction with services offered.

Table 4.13: Customers satisfaction with services offered

Service	Level of Satisfaction										
	Extremely Satisfied		Satisfied		Neutral		Dissatisfied		Extremely Dissatisfied		Mean
	N	%	N	%	N	%	N	%	N	%	
Tangibles											
Breakfast served at right temperatures	25	7.8	107	33.4	152	47.5	28	8.8	8	2.5	3.35
Breakfast attractive and interesting	35	10.9	72	22.5	184	57.5	19	5.9	10	3.1	3.22
Good quality products served	41	12.8	93	29.1	163	50.9	14	4.4	9	2.8	3.45
Cleanliness of room/bathroom	52	16.3	118	36.9	105	32.8	29	9.1	16	5.0	3.50
Comfortable mattress and pillow	92	28.8	115	35.9	88	27.5	10	3.1	15	4.7	3.81
Quality of bathroom and shower facilities	31	9.7	106	33.1	139	43.4	30	9.4	14	4.4	3.34
Adequate furniture provided in the room	33	10.3	86	26.9	160	50.0	24	7.5	17	5.3	3.29
Ample supply of guest supplies (towel, soap, toilet paper e.t.c.)	96	30.0	133	41.6	59	18.4	19	5.9	13	4.1	3.88
Ample supply of clean linen (bad sheets, blanket, pillowcase e.t.c.)	114	35.6	112	35.0	65	20.3	16	5.0	13	4.1	3.93
Bathroom/toilet well lit	90	28.1	119	37.2	88	27.5	10	3.1	13	4.1	3.82
Room well lit	92	28.8	128	40.0	72	22.5	12	3.8	16	5.0	3.84
Interior of guest rooms (floor, windows, furniture, ceiling e.t.c.)	40	12.5	137	42.8	117	36.6	9	2.8	17	5.3	3.54
Washroom/bathroom (floor, wall, smell, wash hand basin)	43	13.4	109	34.1	116	36.3	35	10.9	17	5.3	3.39
Physical appearance of staff	53	16.6	129	40.3	92	28.8	34	10.6	12	3.8	3.55
Size and layout of guest house	54	16.9	82	25.6	154	48.1	18	5.6	12	3.8	3.46
Visually appealing physical facilities	40	12.5	119	37.2	131	40.9	14	4.4	16	5.0	3.48
Mean	3.55										
Assurance											
Confidence of staff	50	15.6	126	39.4	120	37.5	14	4.4	10	3.1	3.60
Mean	3.60										

Table 4.13: Continued

Responsiveness											
Ability of staff in dealing with guest request	54	16.9	136	42.5	85	26.6	33	10.3	12	3.8	3.58
Mean	3.58										
Security											
Security and safety of room	45	14.1	157	49.1	76	23.8	30	9.4	12	3.8	3.60
Convenient location of guest house	87	27.2	123	38.4	83	25.9	15	4.7	12	3.8	3.81
Availability of secure parking	64	20.0	87	27.2	110	34.4	28	8.8	31	9.7	3.39
Comfortable and attractive surrounding	62	19.4	108	33.8	117	36.6	11	3.4	22	6.9	3.55
Mean	3.59										
Communication											
Staff communication skills	54	16.9	128	40.0	110	34.4	16	5.0	12	3.8	3.61
Mean	3.61										
Courtesy											
Friendliness and courtesy of staff	79	24.7	135	42.2	84	26.3	10	3.1	12	3.8	3.81
Mean	3.81										
Competence											
Professionalism of staff	44	13.8	126	39.4	112	35.0	24	7.5	14	4.4	3.51
Mean	3.51										

Level of satisfaction-based on the guest gender

The analysis of the levels of satisfaction with the services provided on the basis of the gender of the guest found that slight differences existed between the level of satisfaction of male and female guests with the services provided by the guest houses. While male guests were satisfied with confidence of staff, professionalism of staff, appearance of staff, the females expressed neutrality about these services. On the other hand, while female guests were satisfied with quality of products served, cleanliness of room, interior of the rooms and visually appealing physical facilities, the males were neutral. This

means that appearance and cleanliness of the accommodation and quality of products served were important selection criteria for female guests, while for males it was attributes of staff such as confidence, professionalism and appearance. On the grouping of the dimensions of customer satisfaction, the study showed that differences existed between male and female guests on the level of satisfaction with assurance and competence. Whereas male guests were satisfied with these dimensions, their female counterparts were neutral about these. The implications of these differences is that the management of the guest houses should be alive to the expectations of both male and female guests and adequately cater for both in order to remain attractive to both male and female clients. Table 4.14 provided the details of customer satisfaction based on gender.

Table 4.14: Customer satisfaction with services offered based on the gender of the guest

Service	Male		Female	
	Mean	Decision	Mean	Decision
Tangible				
Breakfast served at right temperatures	3.41	Neutral	3.27	Neutral
Breakfast attractive and interesting	3.35	Neutral	3.28	Neutral
Good quality products served	3.41	Neutral	3.50	Satisfied
Cleanliness of room/bathroom	3.49	Neutral	3.53	Satisfied
Comfortable mattress and pillow	3.82	Satisfied	3.80	Satisfied
Quality of bathroom and shower facilities	3.33	Neutral	3.37	Neutral
Adequate furniture provided in the room	3.18	Neutral	3.46	Neutral
Ample supply of guest supplies (towel, soap, toilet paper)	3.89	Satisfied	3.86	Satisfied
Ample supply of clean linen (bad sheets, blanket, pillowcase)	3.90	Satisfied	3.98	Satisfied
Bathroom/toilet well lit	3.83	Satisfied	3.80	Satisfied
Room well lit	3.80	Satisfied	3.89	Satisfied
Interior of guest rooms (floor, windows, furniture, ceiling)	3.46	Neutral	3.66	Satisfied
Washroom/bathroom (floor, wall, smell, wash hand basin)	3.38	Neutral	3.41	Neutral
Physical appearance of staff	3.65	Satisfied	3.41	Neutral
Size and layout of guest house	3.49	Neutral	3.42	Neutral
Visually appealing physical facilities	3.43	Neutral	3.54	Satisfied
Mean	3.55	Satisfied	3.57	Satisfied

Table 4.14: Continued

Assurance				
Confidence of staff	3.69	Satisfied	3.47	Neutral
Mean	3.69	Satisfied	3.47	Neutral
Responsiveness				
Ability of staff in dealing with guest request	3.58	Satisfied	3.59	Satisfied
Mean	3.58	Satisfied	3.59	Satisfied
Security				
Security and safety of room	3.58	Satisfied	3.64	Satisfied
Convenient location of guest house	3.85	Satisfied	3.74	Satisfied
Availability of secure parking	3.40	Neutral	3.38	Neutral
Comfortable and attractive surrounding	3.55	Satisfied	3.56	Satisfied
Mean	3.60	Satisfied	3.58	Satisfied
Communication				
Staff communication skills	3.64	Satisfied	3.57	Satisfied
Mean	3.64	Satisfied	3.57	Satisfied
Courtesy				
Friendliness and courtesy of staff	3.79	Satisfied	3.83	Satisfied
Mean	3.79	Satisfied	3.83	Satisfied
Competence				
Professionalism of staff	3.52	Satisfied	3.49	Neutral
Mean	3.52	Satisfied	3.49	Neutral

Level of satisfaction based on type of the guest

Based on type of guest, attributes of staff, security of the rooms, physical appearance of the facility, quality of products served and cleanliness of rooms were important selection criteria for international guests. However, breakfast and availability of secure parking were not found to be necessarily important for the international guest who did not need them. The professionalism of staff, quality of bathroom, adequacy of furniture and security of rooms were not very important also for the domestic and regional guests. Table 4.15 gives the ratings of customer satisfaction with services offered based on type of the guest.

Table 4.15: Customer satisfaction based on type of the guest

Service	Domestic		Regional		International	
	Mean	Decision	Mean	Decision	Mean	Decision
Tangible						
Breakfast served at right temperatures	3.42	Neutral	3.15	Neutral	3.39	Neutral
Breakfast attractive and interesting	3.38	Neutral	3.11	Neutral	3.43	Neutral
Good quality products served	3.43	Neutral	3.56	Satisfied	3.33	Neutral
Cleanliness of room/bathroom	3.42	Neutral	3.47	Neutral	3.88	Neutral
Comfortable mattress and pillow	3.78	Satisfied	3.75	Satisfied	4.04	Satisfied
Quality of bathroom and shower facilities	3.34	Neutral	3.20	Neutral	3.59	Satisfied
Adequate furniture provided in the room	3.22	Neutral	3.29	Neutral	3.59	Satisfied
Ample supply of guest supplies (towel, soap, toilet paper)	3.78	Satisfied	3.93	Satisfied	4.16	Satisfied
Ample supply of clean linen (bad sheets, blanket, pillowcase)	3.80	Satisfied	4.03	Satisfied	4.33	Satisfied
Bathroom/toilet well lit	3.78	Satisfied	3.81	Satisfied	4.02	Satisfied
Room well lit	3.87	Satisfied	3.67	Satisfied	3.98	Satisfied
Interior of guest rooms (floor, windows, furniture, ceiling)	3.49	Neutral	3.64	Satisfied	3.59	Satisfied
Washroom/bathroom (floor, wall, smell, wash hand basin)	3.36	Neutral	3.32	Neutral	3.63	Satisfied
Physical appearance of staff	3.58	Satisfied	3.40	Neutral	3.67	Satisfied
Size and layout of guest house	3.40	Neutral	3.53	Satisfied	3.59	Satisfied
Visually appealing physical facilities	3.34	Neutral	3.56	Satisfied	3.92	Satisfied
Mean	3.52	Satisfied	3.53	Satisfied	3.76	Satisfied
Assurance						
Confidence of staff	3.67	Satisfied	3.32	Neutral	3.76	Satisfied
Mean	3.67	Satisfied	3.32	Neutral	3.76	Satisfied
Responsiveness						
Ability of staff in dealing with guest request	3.61	Satisfied	3.45	Neutral	3.69	Satisfied
Mean	3.61	Satisfied	3.45	Neutral	3.69	Satisfied
Security						
Security and safety of room	3.63	Satisfied	3.44	Neutral	3.76	Satisfied
Convenient location of guest house	3.82	Satisfied	3.72	Satisfied	3.90	Satisfied
Availability of secure parking	3.47	Neutral	3.39	Neutral	3.06	Neutral

Table 4.15: Continued

Comfortable and attractive surrounding	3.56	Satisfied	3.55	Satisfied	3.53	Satisfied
Mean	3.62	Satisfied	3.53	Satisfied	3.56	Satisfied
Communication						
Staff communication skills	3.58	Satisfied	3.59	Satisfied	3.80	Satisfied
Mean	3.58	Satisfied	3.59	Satisfied	3.80	Satisfied
Courtesy						
Friendliness and courtesy of staff	3.78	Satisfied	3.81	Satisfied	3.94	Satisfied
Mean	3.78	Satisfied	3.81	Satisfied	3.94	Satisfied
Competence						
Professionalism of staff	3.44	Neutral	3.57	Satisfied	3.65	Satisfied
Mean	3.44	Neutral	3.57	Satisfied	3.65	Satisfied

In conclusion, the section focused on the ratings on customer's satisfaction on services offered. It has emerged in the study that, the customers were most satisfied with the guesthouses' tangibility, assurance, responsiveness, security, communication, courtesy and competence. Further, the gender of the guest was found to play a critical role in the choice of a guesthouse. Male guests were mostly satisfied with the staff who were confident, their level of professionalism and appearance. In contrast, the female guests were found to be satisfied with the quality of products served, nature of cleanliness of room, interior of the rooms and visually appealing physical facilities. Apart from the variation of guest choices based on gender, the study also found that the origins or type of guest was important. The international guests were found to prefer secure rooms, quality of products served, clean rooms and physical appealing facilities and they did not attach much importance to breakfast and availability of secure parking space. The domestic and regional guests did not consider professionalism of staff, quality of bathroom, adequacy of furniture and security of rooms as important. Overall, the study shows that guests have diversity of attribute requirements, which need to be taken into consideration in the

provision of service quality, for customer satisfaction.

4.4 Dimensions of customer satisfaction with services offered in guest houses

This section presents the results of the findings showing the dimensions of customers' satisfaction with quality of services provided by the guest houses. The dimensions were extracted from the ratings of quality of services by the customers using factor analysis. The hypothesis that there is no discernible pattern in the dimensions of customer satisfaction with services offered by the guest houses was tested. The initial stage in factor analysis involved deriving total scores for each of the rated service quality on the basis of a weighting scale: extremely satisfied (5 points), satisfied (4 points), neutral (3 points) dissatisfied (2 points) and extremely dissatisfied (1 point). The total score for each service quality is presented in Table 4.16.

Table 4.16: Total score on the rating of the extent of customer satisfaction with services offered

Service	Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied
Breakfast served at right temperatures	125	428	456	56	8
Breakfast attractive and interesting	175	288	552	38	10
Good quality products served	205	372	489	28	9
Confidence of staff	250	504	360	28	10
Staff communication skills	270	512	330	32	12
Friendliness and courtesy of staff	395	540	252	20	12
Professionalism of staff	220	504	336	48	14
Ability of staff in dealing with guest request	270	544	255	66	12
Security and safety of room	225	628	228	60	12
Cleanliness of	260	472	315	58	16

Table 4.16: Continued

room/bathroom					
Comfortable mattress and pillow	460	460	264	20	15
Quality of bathroom and shower facilities	155	424	417	60	14
Adequate furniture provided in the room	165	344	480	48	17
Ample supply of guests' (towel, soap, toilet paper etc.)	480	532	177	38	13
Ample supply of clean linen (bad sheets, blanket, pillowcase etc.)	570	448	195	32	13
Bathroom/toilet well lit	450	476	264	20	13
Room well lit	460	512	216	24	16
Interior of guestrooms (floor, windows, furniture, ceiling etc.)	200	548	351	18	17
Washroom/bathroom (floor, wall, smell, wash hand basin)	215	436	348	70	17
Physical appearance of staff	265	516	276	68	12
Convenient location of guesthouse	435	492	249	30	12
Availability of secure parking	320	348	330	56	31
Comfortable and attractive surrounding	310	432	351	22	22
Size and layout of guest house	270	328	462	36	12
Visually appealing physical facilities	200	476	393	28	16

The scores were entered in SPSS program that carried out factor analysis. The first attribute that came out of the programme was a correlation matrix of the variables involved. The next stage was to classify the variables into groups of related factors. This was attained by use of varimax rotation. Interpretation of the factors (variables) utilized the resultant factors loadings, Eigen values and tracer percentage. The results of the factor

loadings after rotation are shown in Table 4.17. All the factors initially isolated were plotted on a graph to distinguish significant from non-significant factor loadings. The graph was studied to identify any marked break of the slope in the Eigen values. As shown in Figure 4.10, there is a clearly identified break in the slope after factor 2, implying that the cut-off is at this factor.

Table 4.17: Factor loading

Service	Factor 1	Factor 2
Breakfast served at right temperatures	0.304	0.948*
Breakfast attractive and interesting	0.120	0.954*
Good quality products served	0.334	0.930*
Confidence of staff	0.657	0.748
Staff communication skills	0.719	0.687
Friendliness and courtesy of staff	0.435	0.900*
Professionalism of staff	0.645	0.744
Ability of staff in dealing with guest request	0.557	0.965*
Security and safety of room	0.755	0.526
Cleanliness of room/bathroom	0.715	0.692
Comfortable mattress and pillow	0.909*	0.370
Quality of bathroom and shower facilities	0.917*	0.389
Adequate furniture provided in the room	0.962*	0.242
Ample supply of guest supplies (towel, soap, toilet paper)	0.974*	0.223
Ample supply of clean linen (bad sheets, blanket, pillowcase)	0.953*	0.139
Bathroom/toilet well lit	0.909*	0.386
Room well lit	0.950*	0.303
Interior of guestrooms (floor, windows, furniture, ceiling)	0.618	0.752
Washroom/bathroom (floor, wall, smell, wash hand basin)	0.588	0.803
Physical appearance of staff	0.770	0.606
Convenient location of guesthouse	0.920*	0.380
Availability of secure parking	0.702	0.660
Comfortable and attractive surrounding	0.710	0.695
Size and layout of guesthouse	0.403	0.859
Visually appealing physical facilities	0.537	0.837
Eigen Value	21.403	2.747
Tracer Percentage	85.612	10.987

*Variables with high loadings

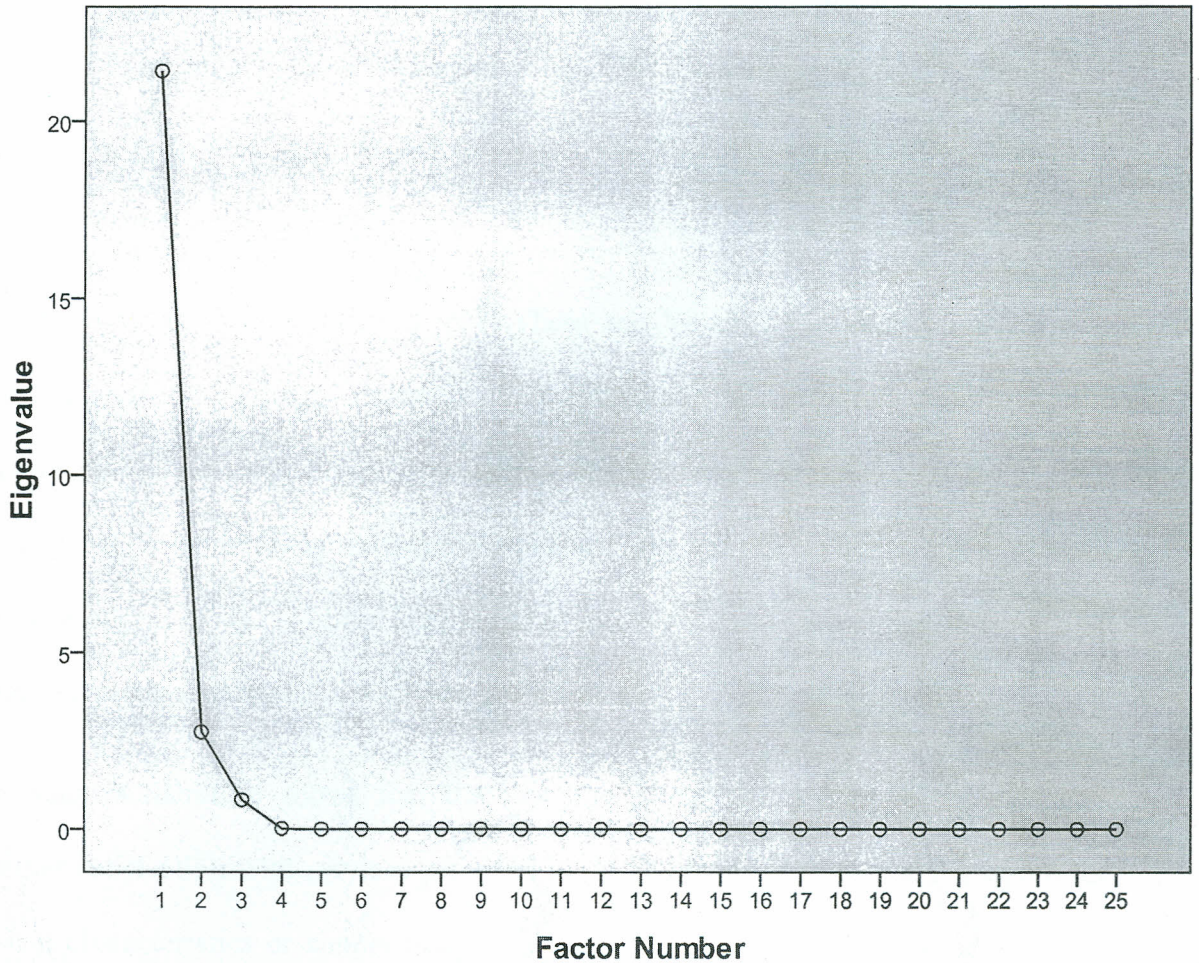


Figure 4.10: Scree plot

In labelling the factors, variables with high loadings were used to search for suitable name for each factor. Variables with high loading on factor one are: V13 ample supply of guest supplies (towel, soap, toilet paper), V12 adequate furniture provided in the room, V14 ample supply of clean linen (bad sheets, blanket, pillowcase), V16 room well lit, V20 convenient location of guesthouse, V11 quality of bathroom and shower facilities, V16 bathroom/toilet well lit and V10 comfortable mattress and pillow. These variables

are linked to the physical characteristics of the service and are therefore, labelled *tangibility*. This factor has an Eigen value of 21.403 explaining 85.612% of the total variance in the rating of factors that influence the extent of customer satisfaction with services provided.

Five variables load highly on factor two. These are: V8 ability of staff in dealing with guests' request, V2 breakfast attractive and interesting, V1 breakfast served at right temperatures, V3 good quality products served and V6 friendliness and courtesy of staff. Factor two is therefore given the name *competence and courtesy*. It has an Eigen value of 2.747 explaining 10.987% of the total variance in the rating of factors that influence the extent of customer satisfaction with services provided.

This analysis therefore shows that the two dimensions that influence the extent of customer satisfaction with services provided in guesthouses on Mombasa Island are the physical characteristics or simply tangibility and competence and courtesy of the staff. The analysis reveals that there is a pattern of association in the rating of factors that influence the extent of customer satisfaction with services provided. The null hypothesis that there is no discernible pattern in the dimensions of customer satisfaction with services offered by the guest houses is therefore rejected.

The findings of this study vary from those of Akan (1995), Mei *et al.*, (1999) and Getty and Getty (2003). Akan (1995) in his research on Turkish hospitality industry came up with seven dimensions; courtesy and competence of the personnel, communication and

transactions, tangibles, knowing and understanding the customer, accuracy and speed of service, solutions to problems and accuracy of hotel reservations. Mei *et al.*, (1999) examined the dimensions of service quality in the Australian hotel and came up with three dimensions; employees, tangibles and reliability. While Getty and Getty (2003) in their study of lodgings in USA came up with five dimensions: tangibility, reliability, responsiveness, confidence and communication. Thus, dimensionality of service quality varies.

4.5 Room attendants assessment of management practice and performance of staff of the guest house

This section presents the findings on the room attendants' assessment of management practices and performance of staff based on nature of guest house, gender, education level, age and training. Room attendants comprise the staffs who service the guestrooms. The management empowerment of room attendants ensures they work to their full potential.

Management practice and staff performance of the guesthouses

Most of the room attendants agreed with the management on the various management practices. These were: the guesthouses placed right amount of emphasis on quality of services (37.5%); management was effective in operating the guesthouse (47.9%); staff were quick, efficient and enthusiastic when dealing with guests (50.0%); staff were friendly, personable and enthusiastic when dealing with guests and staff in the guest

house (54.2%) and are responsible to individual needs of the guest (50.0%). Despite this positive rating, there were also shortcomings, where the room attendants were neutral on important management practices which included: management involving employees in decision-making (35.4%); supervisor listening and responding to what staff have to say (41.7%); when things go well in the job, staff contributions are recognized (35.4%); availability, quantity and conditions of materials, equipment and supplies are sufficient (37.5%). However, they out rightly disagreed that the pay is right for the work they do (43.8%).

The findings reveal on one hand that the employees are not satisfied with how the management of the guesthouses handles their welfare particularly in relation to their pay, recognition of their contribution and availing enough working materials and equipment. These are critical issues for staff performance. According to Presbury *et al.*, (2005) staff beliefs and perception of management practices can be impediments to quality service. Paraskevas (2001) studying chain hotels in Greece found that employees valued professionalism, dependability, conscientiousness, communication, and consideration in their internal service providers. Liu and Chen (2006) also found that agreeability; stability, activity, and conscientiousness relate and contribute to better performance by employees in the hotel industry. On another hand, the employees generally felt that the guesthouses were well-run. Furthermore, the staff agreed they gave optimal service to the guests depending on the available equipment and materials. Table 4.18 presents room attendants' assessment of the management practice and staff performance of the guesthouses.

Table 4.18: Assessment of the management practice and staff performance of the guest houses

Management practice and staff performance	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	N	%	N	%	N	%	N	%	N	%
Management involves employees in making decisions	3	6.3	12	25.0	17	35.4	11	22.9	5	10.4
My supervisor listens and respond to what I have to say	6	12.5	16	33.3	20	41.7	6	12.5	0	0.0
The availability, quantity and conditions of materials, equipment and supplies are sufficient to do my job	5	10.4	16	33.3	18	37.5	9	18.8	0	0.0
My pay is right for the work I do	1	2.1	8	16.7	15	31.3	21	43.8	3	6.3
When things go well in my job, my contributions are recognized	6	12.5	9	18.8	17	35.4	13	27.1	3	6.3
The management of the guesthouse places right amount of emphasis on quality of services	10	20.8	18	37.5	14	29.5	6	12.5	0	0.0
My manager is effective in operating the guesthouse	14	29.2	23	47.9	6	12.5	4	8.3	1	2.1
The staff in the guesthouse are quick, efficient and enthusiastic when dealing with guest	11	22.9	24	50.0	12	25.0	1	2.1	0	0.0
The guest house staff are friendly, personable and enthusiastic when dealing with guests	11	22.9	26	54.2	8	16.7	3	6.3	0	0.0
The staff in the guest house are responsible to individual needs of the guest	9	18.8	24	50.0	10	20.8	3	6.3	2	4.2

Further analysis was done to compare the assessment of management and staff performance on the basis of gender, nature of guest house, education level, training level and age of room attendants. The findings are presented below.

Assessment based on nature of guest house

The findings of the study showed that there was no difference on the assessment of management practice on the basis nature of guesthouse. Room attendants from both registered and unregistered had similar assessment of these except on pay and response of supervisors. While those from unregistered guesthouses agreed (3.54) that their supervisors listen and respond to what they have to say, those from registered guest houses were neutral (3.33). On the pay, those from registered guesthouses disagreed (2.44) that their pay is right while those from unregistered were neutral (2.77). Table 4.19 shows the assessment based on nature of guesthouse.

Table 4.19: Assessment based on nature of guesthouse

Management practice and staff performance	Overall		Registered		Unregistered	
	Mean	Decision	Mean	Decision	Mean	Decision
Management involves employees in making decisions	2.94	Neutral	2.83	Neutral	3.00	Neutral
My supervisor listens and respond to what I have to say	3.45	Neutral	3.33	Neutral	3.54	Agree
The availability, quantity and conditions of materials, equipment and supplies are sufficient to do my job	3.35	Neutral	3.39	Neutral	3.33	Neutral
My pay is right for the work I do	2.65	Neutral	2.44	Disagree	2.77	Neutral
When things go well in my job, my contributions are recognized	3.04	Neutral	3.11	Neutral	3.00	Neutral
The management of the guest house places right amount of emphasis on quality of services	3.67	Agree	3.83	Agree	3.57	Agree
My manager is effective in operating the guesthouse	3.94	Agree	4.11	Agree	3.83	Agree
The staff in the guesthouse are quick, efficient and enthusiastic when dealing with guest	3.94	Agree	4.11	Agree	3.83	Agree

Table 4.19: Continued

The guest house staff are friendly, personable and enthusiastic when dealing with guests	3.94	Agree	4.00	Agree	3.90	Agree
The staff in the guesthouse are responsible to individual needs of the guest	3.73	Agree	3.94	Agree	3.60	Agree

Assessment based on gender

The study found slight differences between male and female room attendants' assessment of management practices and performance of staff. While male attendants agreed (3.75) that availability, quantity and conditions of materials, equipment and supplies were sufficient to do their job, females were neutral (2.96). On the other hand, while females agreed that supervisors listen and respond to what they have to say (3.54) and management of the guesthouse places right amount of emphasis on quality of services (3.54), males were neutral (3.38 and 3.79 respectively). The results in Table 4.20 below provide the assessment based on gender.

Table 4.20: Assessment based on gender

Management practice and staff performance	Male		Female	
	Mean	Decision	Mean	Decision
Management involves employees in making decisions	2.79	Neutral	3.08	Neutral
My supervisor listens and respond to what I have to say	3.38	Neutral	3.54	Agree
The availability, quantity and conditions of materials, equipment and supplies are sufficient to do my job	3.75	Agree	2.96	Neutral
My pay is right for the work I do	2.54	Neutral	2.75	Neutral
When things go well in my job, my contributions are recognized	3.17	Neutral	2.92	Neutral
The management of the guesthouse places right amount of emphasis on quality of services	3.79	Neutral	3.54	Agree
My manager is effective in operating the guesthouse	4.21	Agree	3.67	Agree
The staff in the guesthouse are quick, efficient	3.92	Agree	3.96	Agree

Table 4.20: Continued

and enthusiastic when dealing with guest				
The guest house staff are friendly, personable and enthusiastic when dealing with guests	4.00	Agree	3.88	Agree
The staff in the guesthouse are responsible to individual needs of the guest	3.83	Agree	3.63	Agree

Assessment based on education level

The education level had slight impact on room attendants' assessment of management practices and performance of staff. For example, while those with tertiary level of education (1.83) disagreed with the pay they received others with primary (3.33) and secondary (2.67) were neutral. On the other hand, while those with primary level of education agreed that their supervisors listen and respond to what they have to say (4.17) and that when things go well in their job, their contributions are recognized (3.50), and those with secondary and tertiary education were neutral. Table 4.21 shows the assessment based on education level.

Table 4.21: Assessment based on education level

Management practice and staff performance	Primary		Secondary		Tertiary College	
	Mean	Decision	Mean	Decision	Mean	Decision
Management involves employees in making decisions	2.67	Neutral	2.92	Neutral	3.33	Neutral
My supervisor listens and respond to what I have to say	4.17	Agree	3.47	Neutral	2.67	Neutral
The availability, quantity and conditions of materials, equipment and supplies are sufficient to do my job	3.67	Agree	3.28	Neutral	3.50	Agree
My pay is right for the work I do	3.33	Neutral	2.67	Neutral	1.83	Disagree
When things go well in my	3.50	Agree	3.06	Neutral	2.50	Neutral

Table 4.21: Continued

job, my contributions are recognized						
The management of the guest house places right amount of emphasis on quality of services	4.00	Agree	3.64	Agree	3.50	Agree
My manager is effective in operating the guest house	4.50	Strongly Agree	3.83	Agree	4.00	Agree
The staff in the guest house are quick, efficient and enthusiastic when dealing with guest	4.33	Agree	3.92	Agree	3.67	Agree
The guest house staff are friendly, personable and enthusiastic when dealing with guests	4.17	Agree	3.89	Agree	4.00	Agree
The staff in the guest house are responsible to individual needs of the guest	4.33	Agree	3.61	Agree	3.83	Agree

Assessment based on age of room attendants

On the basis of age, the main difference noted on the room attendants' assessment of management practices and performance of staff is related to salaries. Young room attendants below 25 years disagreed (2.31), with the pay they received while those in age group 26-45 were neutral (2.81 and 2.80). It also emerged from the study that, the managers tended to listen more to the room attendants of the 36 to 45 (3.80) and the under 25 (3.50) than those between 26-35 (3.37). Table 4.22 shows the assessment based on the age of the room attendants.

Table 4.22: Assessment based on age of room attendants

Management practice and staff performance	Under 25 years		26-35 years		36-45 years	
	Mean	Decision	Mean	Decision	Mean	Decision
Management involves employees in making decisions	2.81	Neutral	2.96	Neutral	3.20	Neutral
My supervisor listens and respond to what I have to say	3.50	Agree	3.37	Neutral	3.80	Agree
The availability, quantity and conditions of materials, equipment and supplies are sufficient to do my job	3.19	Neutral	3.48	Neutral	3.20	Neutral
My pay is right for the work I do	2.31	Disagree	2.81	Neutral	2.80	Neutral
When things go well in my job, my contributions are recognized	2.75	Neutral	3.19	Neutral	3.20	Neutral
The management of the guesthouse places right amount of emphasis on quality of services	3.75	Agree	3.59	Agree	3.80	Agree
My manager is effective in operating the guesthouse	3.81	Agree	3.89	Agree	4.60	Strongly agree
The staff in the guesthouse are quick, efficient and enthusiastic when dealing with guest	4.00	Agree	3.93	Agree	3.80	Agree
The guesthouse staff are friendly, personable and enthusiastic when dealing with guests	3.88	Agree	4.00	Agree	3.80	Agree
The staff in the guesthouse are responsible to individual needs of the guest	3.50	Agree	3.89	Agree	3.60	Agree

Assessment based on training in house keeping

The room attendants' assessment of management practices and performance varies slightly on the basis of training. Trained attendants were neutral about supervisors listening and responding to what they had to say (3.36) and that management of the guesthouse placed the right amount of emphasis on quality of services (3.36), while the untrained attendants agreed (3.54 and 3.92 respectively). The results in Table 4.23 shows room attendants' assessment of management practices and performance based on their training.

Table 4.23: Assessment based on training in house keeping

Management practice and staff performance	Trained		Untrained	
	Mean	Decision	Mean	Decision
Management involves employees in making decisions	3.05	Neutral	2.85	Neutral
My supervisor listens and respond to what I have to say	3.36	Neutral	3.54	Agree
The availability, quantity and conditions of materials, equipment and supplies are sufficient to do my job	3.23	Neutral	3.46	Neutral
My pay is right for the work I do	2.64	Neutral	2.65	Neutral
When things go well in my job, my contributions are recognized	3.00	Neutral	3.08	Neutral
The management of the guesthouse places right amount of emphasis on quality of services	3.36	Neutral	3.92	Agree
My manager is effective in operating the guesthouse	3.77	Agree	4.08	Agree
The staff in the guest house are quick, efficient and enthusiastic when dealing with guests	4.00	Agree	3.88	Agree
The guest house staff are friendly, personable and enthusiastic when dealing with guests	4.05	Agree	3.85	Agree
The staff in the guesthouse are responsible to individual needs of the guest	3.77	Agree	3.69	Agree

ANOVAs test results

To find out if the above characteristics have significant impacts on room attendants' assessment of management practices and performance of staff ANOVAs test was performed. The study established that at 0.05 significance level, gender (0.310), age (0.511), education level (0.079), nature of guesthouse and training (0.617) do not have significant influence on the room attendants' assessment of management practices and performance of staff. The null hypothesis that there is no significant difference between

gender, age and level of education and the attendants' assessment of management practices and performance of staff in the guesthouses was accepted. The results are presented in Table 4.24.

Table 4.24: ANOVA results on the assessment of the management practice and staff performance of the guest houses

Contextual Characteristic		Sum of Squares	Df	Mean Square	F	Sig.
Nature of Guest House	Between groups	6.235	1	6.235	0.253	0.617
	Within groups	1132.744	46	24.625		
	Total	1138.979	47			
Gender	Between groups	25.521	1	25.521	1.054	0.310
	Within groups	1113.458	46	24.206		
	Total	1138.979	47			
Education Level	Between groups	121.590	2	60.795	2.689	0.079
	Within groups	1017.389	45	22.609		
	Total	1138.979	47			
Training in House Keeping	Between groups	7.116	1	7.116	0.289	0.593
	Within Groups	1131.864	46	24.606		
	Total	1138.979	47			
Age	Between groups	33.513	2	16.756	0.682	0.511
	Within groups	1105.467	45	24.566		
	Total	1138.979	47			

* Significance level at 0.05

Assessment based on adequate materials and equipment

The delivery gap develops where staffs do not provide service to the required standards. Poor delivery of services may be due to lack of adequate cleaning materials and equipment or lack of skills in carrying out cleaning procedures. The main function of guesthouse staff is to deliver quality services. There should be laid down cleaning procedures to be followed if the service providers are to provide quality service.

According to Hwang and Lockwood (2006) hospitality operations are dependent on certain degree of standardization, formalization and rules to achieve efficiency and hence provision of service quality. Aksoydan (2007) argues that those establishments, which fail to meet standard of hygiene and cleanliness expected by customers, are assessed as offering poor or low quality services. The study sought to establish from the room attendants the adequacy of materials and equipment provided by the management. Majority 81.3% said that the materials and equipment are adequate, while 18.8% responded that materials and equipment were inadequate. Adequate cleaning materials and equipment are a necessity if proper cleaning is to be carried out in the guesthouses. Table 4.24 shows results on provision of adequate materials and equipment by management.

Table 4.25: Provision of adequate materials and equipment by management

Materials and Equipment	Overall		Registered		Unregistered	
	N	%	N	%	N	%
Adequate	39	81.3	15	83.3	24	80.0
Inadequate	9	18.8	3	16.7	6	20.0
Total	48	100.0	18	100.0	30	100.0

Working conditions

The findings revealed that majority (70.8%) of the room attendants were happy with their working conditions in the guesthouses, while (29.2%) were not happy. When working conditions are favourable, staff get motivated and enthusiastic to work which contributes positively to their work and hence profitability of the guesthouse. Table 4.25 presents the results on room attendants' view of the working conditions.

Table 4.26: Working conditions

Working Conditions	Overall		Registered		Unregistered	
	N	%	N	%	N	%
Happy with	34	70.8	13	72.2	21	70.0
Not happy with	14	29.2	5	27.8	9	30.0
Total	48	100.0	18	100.0	30	100.0

Summary

On room attendants' assessment of management practices and performance, the study found slight differences between male and female attendant responses. The males agreed that availability, quantity and conditions of materials, equipment and supplies were sufficient to do their job, females were neutral. On the other hand, while females agreed that supervisors listened and responded to what they had to say and management of the guesthouse places right amount of emphasis on quality of services, while males were neutral. The findings further revealed that majority (70.8%) of the room attendants were happy with their working conditions in the guesthouses. However, they out rightly disagreed that the pay is right for the work they do.

4.6 Accommodation supervisors 'rating of the quality of services provided by the guest houses

This section presents the results of the findings on the management rating of the quality provided by the guesthouses. The views of the managers in relation to the services they provide to the guests are analysed. Further analysis involved considering the effect of professional qualification of the supervisors, years of experience and nature of the guest

house on their rating of level of satisfaction with the services provided. According to Kandampully (2006), supervisors' perception of consumer expectations and the company's service quality specification will affect the service quality from the customer's point of view.

Quality of services provided by the guest houses

The highest ratings were found to relate to ample supply of guests' needs (56.3%); ample supply of clean linen (43.8%). Further, well lit and ventilated rooms (43.8%); bathrooms/toilet well lit (43.8%); convenient location of guest house (31.3%); standard of cleanliness (25.0%); friendliness and courtesy of staff (25.0%); security and safety of rooms (25.0%); adequate furniture provided (25.0%); interior of guestrooms (25.0%); washrooms/bathrooms (25.0%); comfortability and attractive surrounding (25.0%) were reported to be satisfying. Except for adequate furniture the same services were highly rated by the guests. This is an indication of the critical attributes that guests consider important in selection of a guesthouse were also found to be a priority by the management. However, these findings differs from those of Abu-El Samen *et al* (2013) who found that in Jordan a difference or a gap in the perception and rating of service quality in hospitality industry exist.

The least rated factors were: professionalism (12.5%); staff communication skills of the staff (6.3%); ability of staff to deal with guest requests (6.3%); comfortable mattress and pillow (6.3%); quality of bathroom and shower facilities (6.3%). The hiring of staff

seems to target saving on labour cost than on professional qualification thus lack of consideration of their qualification and this limited professional service resulting in poor staff communication skills (43.8%) and low professional performances (56.3%). The challenge that remains is the fact that the management seems not to be bothered by this issue, since the guests consider the friendliness and courtesy of the staff (56.3%) as the most important needs. Table 4.27 below shows the rating of quality of services provided by the guest houses.

Table 4.27: Quality of services provided by the guest houses

Service	Level of Satisfaction										
	Extremely Satisfied		Satisfied		Neutral		Dissatisfied		Extremely Dissatisfied		Mean
	N	%	N	%	N	%	N	%	N	%	
Standard of housekeeping (cleanliness)	4	25.0	9	56.3	3	18.8	0	0.0	0	0.0	4.06
Staff honesty/trustworthiness	3	18.8	9	56.3	4	25.0	0	0.0	0	0.0	3.94
Attentiveness of staff and willingness to provide service	2	12.5	12	75.0	2	12.5	0	0.0	0	0.0	4.00
Confidence of staff	1	6.3	10	62.5	5	31.3	0	0.0	0	0.0	3.75
Staff communication skills	1	6.3	7	43.8	7	43.8	1	6.3	0	0.0	3.50
Friendliness and courtesy of staff	4	25.0	9	56.3	3	18.8	0	0.0	0	0.0	4.06
Professionalism of staff	2	12.5	3	18.8	9	56.3	2	12.5	0	0.0	3.31
Ability of staff in dealing with guest request	3	18.8	11	68.8	1	6.3	1	6.3	0	0.0	4.00
Security and safety of room	4	25.0	9	56.3	3	18.8	0	0.0	0	0.0	4.06
Cleanliness of	3	18.8	10	62.5	3	18.8	0	0.0	0	0.0	4.00

Table 4.27: Continued

room/bathroom											
Comfortable mattress and pillow	6	37.5	7	43.8	2	12.5	1	6.3	0	0.0	4.13
Quality of bathroom and shower facilities	3	18.8	6	37.5	6	37.5	1	6.3	0	0.0	3.69
Adequate furniture provided in the room	4	25.0	6	37.5	6	37.5	0	0.0	0	0.0	3.88
Ample supply of guests' needs (towel, soap, toilet paper etc.)	9	56.3	7	43.8	0	0.0	0	0.0	0	0.0	4.56
Ample supply of clean linen (bad sheets, blanket, pillowcase etc.)	7	43.8	8	50.0	1	6.3	0	0.0	0	0.0	4.38
Bathroom/toilet well lit	7	43.8	7	43.8	2	12.5	0	0.0	0	0.0	4.31
Room well lit and ventilated	7	43.8	7	43.8	2	12.5	0	0.0	0	0.0	4.31
Interior of guest rooms (floor, windows, furniture, ceiling e.t.c.)	4	25.0	8	50.0	4	25.0	0	0.0	0	0.0	4.00
Washroom/bathroom (floor, wall, smell, wash hand basin)	4	25.0	8	50.0	4	25.0	0	0.0	0	0.0	4.00
Physical appearance of staff	3	18.8	7	43.8	6	37.5	0	0.0	0	0.0	3.81
Convenient location of guesthouse	5	31.3	9	56.3	2	12.5	0	0.0	0	0.0	4.19
Availability of secure parking	2	12.5	7	43.8	5	31.3	2	12.5	0	0.0	3.56
Comfortable and attractive surrounding	4	25.0	9	56.3	2	12.5	1	6.3	0	0.0	4.00
Size and layout of guest house	3	18.8	10	62.5	2	12.5	1	6.3	0	0.0	3.94
Visually appealing physical facilities	3	18.8	8	50.0	5	31.3	0	0.0	0	0.0	3.88

Customer satisfaction based on guest house

The rating of satisfaction did not vary much between supervisors from registered and unregistered guesthouses; it was only on confidence of staff, staff communication skills and the physical appearance of staff that slight differences were noted. While supervisors from unregistered guesthouses were satisfied with these, those from registered rated them as neutral. Table 4.28 shows the accommodation supervisors' ratings of customer satisfaction with services provided in the guesthouse.

Table 4.28: Customer satisfaction with services provided on the based on guest house

Service	Overall		Registered		Unregistered	
	Mean	Decision	Mean	Decision	Mean	Decision
Standard of housekeeping (cleanliness)	4.06	Satisfied	3.83	Satisfied	4.20	Satisfied
Staff honesty/trustworthiness	3.94	Satisfied	4.00	Satisfied	3.90	Satisfied
Attentiveness of staff and willingness to provide service	4.00	Satisfied	4.00	Satisfied	4.00	Satisfied
Confidence of staff	3.75	Satisfied	3.33	Neutral	4.00	Satisfied
Staff communication skills	3.50	Satisfied	3.33	Neutral	3.60	Satisfied
Friendliness and courtesy of staff	4.06	Satisfied	4.00	Satisfied	4.10	Satisfied
Professionalism of staff	3.31	Neutral	3.17	Neutral	3.40	Neutral
Ability of staff in dealing with guests' request	4.00	Satisfied	3.83	Satisfied	4.10	Satisfied
Security and safety of room	4.06	Satisfied	3.50	Satisfied	4.40	Satisfied
Cleanliness of room/bathroom	4.00	Satisfied	4.00	Satisfied	4.00	Satisfied
Comfortable mattress and pillow	4.13	Satisfied	4.33	Satisfied	4.00	Satisfied
Quality of bathroom and shower facilities	3.69	Satisfied	3.17	Neutral	4.00	Satisfied
Adequate furniture provided in the room	3.88	Satisfied	3.50	Satisfied	4.10	Satisfied
Ample supply of guests' needs (towel, soap, toilet paper e.t.c.)	4.56	Extremely satisfied	4.67	Extremely satisfied	4.50	Extremely satisfied
	4.38	Satisfied	4.33	Satisfied	4.40	Satisfied
Bathroom/toilet well lit	4.31	Satisfied	4.17	Satisfied	4.40	Satisfied

Table 4.28: Continued

Room well lit and ventilated	4.31	Satisfied	4.50	Extremely satisfied	4.20	Satisfied
Interior of guests' rooms (floor, windows, furniture, ceiling etc.)	4.00	Satisfied	3.83	Satisfied	4.10	Satisfied
Washroom/bathroom (floor, wall, smell, wash hand basin)	4.00	Satisfied	3.67	Satisfied	4.20	Satisfied
Physical appearance of staff	3.81	Satisfied	3.33	Neutral	4.10	Satisfied
Convenient location of guest house	4.19	Satisfied	3.67	Satisfied	4.50	Extremely satisfied
Availability of secure parking	3.56	Satisfied	3.17	Neutral	3.80	Satisfied
Comfortable and attractive surrounding	4.00	Satisfied	3.83	Satisfied	4.10	Satisfied
Size and layout of guesthouse	3.94	Satisfied	3.83	Satisfied	4.00	Satisfied
Visually appealing physical facilities	3.88	Satisfied	3.67	Satisfied	4.00	Satisfied

Customer satisfaction based on professional qualifications

The study found a difference between supervisors who had professional qualification and those without. The educated managers were able to distinguish the difference levels of performances and show the variations. Those without qualification tended to rate everything extremely satisfied, apart from the staff communication which they rated as neutral. This did not reflect much critical analysis of the situation. Table 4.29 presents the ratings of accommodation supervisors on customer satisfaction with services provided based on professional qualifications.

Table 4.29: Customer satisfaction with services provided on the based on professional qualifications

Service	None		Certificate		Diploma		Higher Diploma		Degree	
	Mean	Decision	Mean	Decision	Mean	Decision	Mean	Decision	Mean	Decision
Standard of housekeeping (cleanliness)	5.00	Extremely satisfied	3.50	Satisfied	4.10	Satisfied	4.00	Satisfied	4.00	Satisfied
Staff honesty/trustworthiness	5.00	Extremely satisfied	3.50	Satisfied	3.80	Satisfied	4.00	Satisfied	5.00	Extremely satisfied
Attentiveness of staff and willingness to provide service	5.00	Extremely satisfied	3.50	Satisfied	4.00	Satisfied	4.00	Satisfied	4.00	Satisfied
Confidence of staff	5.00	Extremely satisfied	4.00	Satisfied	3.80	Satisfied	3.00	Neutral	3.00	Neutral
Staff communication skills	3.00	Neutral	3.00	Neutral	3.80	Satisfied	3.00	Neutral	3.00	Neutral
Friendliness and courtesy of staff	5.00	Extremely satisfied	3.50	Satisfied	4.10	Satisfied	4.00	Satisfied	4.00	Satisfied
Professionalism of staff	2.00	Dissatisfied	2.50	Neutral	3.70	Satisfied	3.00	Neutral	3.00	
Ability of staff in dealing with guests' request	5.00	Extremely satisfied	4.00	Satisfied	3.90	Satisfied	4.00	Satisfied	4.00	Satisfied
Security and safety of room	5.00	Extremely satisfied	4.00	Satisfied	4.30	Satisfied	3.00	Neutral	3.00	Neutral
Cleanliness of room/bathroom	4.00	Satisfied	3.50	Satisfied	4.00	Satisfied	4.00	Satisfied	5.00	Extremely Satisfied
Comfortable mattress and pillow	4.00	Satisfied	3.50	Satisfied	4.10	Satisfied	5.00	Extremely satisfied	4.00	Satisfied
Quality of bathroom and shower facilities	5.00	Extremely satisfied	2.50	Neutral	4.00	Satisfied	3.00	Neutral	3.00	Neutral
Adequate furniture provided in the room	5.00	Extremely satisfied	3.50	Satisfied	3.90	Satisfied	4.00	Satisfied	3.00	Neutral
Ample supply of guests' needs (towel, soap, toilet paper e.t.c.)	5.00	Extremely satisfied	4.50	Extremely satisfied	4.40	Satisfied	5.00	Extremely satisfied	5.00	Extremely satisfied
Ample supply of clean linen (bedsheets, blanket ,pillowcase etc.	5.00	Extremely satisfied	4.50	Extremely satisfied	4.30	Satisfied	4.00	Satisfied	5.00	Extremely satisfied

Table 4.29: Continued

Bathroom/toilet well lit	5.00	Extremely satisfied	4.00	Satisfied	4.20	Satisfied	5.00	Extremely satisfied	4.00	Satisfied
Room well lit and ventilated	5.00	Extremely satisfied	3.50	Satisfied	4.30	Satisfied	5.00	Extremely satisfied	4.00	Satisfied
Interior of guest rooms (floor, windows, furniture, ceiling e.t.c.)	5.00	Extremely satisfied	3.50	Satisfied	4.00	Satisfied	4.00	Satisfied	4.00	Satisfied
Washroom/ bathroom (floor, wall, smell, wash hand basin)	5.00	Extremely satisfied	3.50	Satisfied	4.10	Satisfied	4.00	Satisfied	3.00	Neutral
Physical appearance of staff	5.00	Extremely satisfied	3.00	Neutral	4.10	Satisfied	3.00	Neutral	3.00	Neutral
Convenient location of guest house	5.00	Extremely satisfied	4.50	Satisfied	4.20	Satisfied	4.00	Satisfied	3.00	Neutral
Availability of secure parking	5.00	Extremely satisfied	3.00	Neutral	3.80	Satisfied	3.00	Neutral	2.00	Dissatisfied
Comfortable and attractive surrounding	5.00	Extremely satisfied	3.50	Satisfied	4.20	Satisfied	4.00	Satisfied	2.00	Dissatisfied
Size and layout of guesthouse	5.00	Extremely satisfied	3.00	Neutral	4.20	Satisfied	4.00	Satisfied	2.00	Dissatisfied
Visually appealing physical facilities	5.00	Extremely satisfied	3.00	Neutral	4.20	Satisfied	3.00	Neutral	3.00	Neutral

Customer satisfaction based on length of service

The study found that the levels of satisfaction differ based on the length of service. The supervisors who had served for less than five years, rated that they were satisfied with the services provided. Those who had served for over five years, were neutral on; staff communication skills 3.29; confidence of staff 3.71; quality of bathrooms and shower facility 3.43; professionalism of staff 3.0. However, both groups concurred that they were extremely satisfied with ample supply of guests' needs. Table 4.30 shows the

accommodation supervisors' rating on customer satisfaction with services provided based on length of service.

Table 4.30: Customer satisfaction with services provided on the based on length of service

Service	2-5 years		Over 5 years	
	Mean	Decision	Mean	Decision
Standard of housekeeping (cleanliness)	4.11	Satisfied	4.00	Satisfied
Staff honesty/trustworthiness	3.78	Satisfied	4.14	Satisfied
Attentiveness of staff and willingness to provide service	4.00	Satisfied	4.00	Satisfied
Confidence of staff	3.78	Satisfied	3.71	Neutral
Staff communication skills	3.67	Satisfied	3.29	Neutral
Friendliness and courtesy of staff	4.11	Satisfied	4.00	Satisfied
Professionalism of staff	3.56	Satisfied	3.00	Neutral
Ability of staff in dealing with guest request	3.89	Satisfied	4.14	Satisfied
Security and safety of room	4.33	Satisfied	3.71	Satisfied
Cleanliness of room/bathroom	4.00	Satisfied	4.00	Satisfied
Comfortable mattress and pillow	4.11	Satisfied	4.14	Satisfied
Quality of bathroom and shower facilities	3.89	Satisfied	3.43	Neutral
Adequate furniture provided in the room	4.00	Satisfied	3.71	Satisfied
Ample supply of guest (towel, soap, toilet paper etc.)	4.56	Extremely satisfied	4.57	Extremely satisfied
Ample supply of clean linen (bad sheets, blanket, pillowcase etc)	4.44	Satisfied	4.29	Satisfied
Bathroom/toilet well lit	4.33	Satisfied	4.29	Satisfied
Room well lit and ventilated	4.33	Satisfied	4.29	Satisfied
Interior of guest rooms (floor, windows, furniture, ceiling etc.)	4.00	Satisfied	4.00	Satisfied
Washroom/bathroom (floor, wall, smell, wash hand basin)	4.00	Satisfied	4.00	Satisfied
Physical appearance of staff	4.00	Satisfied	3.57	Satisfied
Convenient location of guesthouse	4.33	Satisfied	4.00	Satisfied
Availability of secure parking	3.67	Satisfied	3.43	Neutral
Comfortable and attractive surrounding	4.22	Satisfied	3.71	Satisfied
Size and layout of guesthouse	4.11	Satisfied	3.71	Satisfied
Visually appealing physical facilities	4.11	Satisfied	3.57	Satisfied

Improving of employees' skills

The study also sought to establish the methods used by the guesthouses to improve skills of employees. The findings show that most guesthouses offer in-house training 83.4% to improve the skills of their staff. This means that the staff learns on the job and the management does not recognize the need to send their staff for further training. Table 4.31 shows the methods used to improve skills of employees.

Table 4.31: Methods used to improve skills of employees

Method	N	%
In house training	10	83.4
Seminar	1	8.3
None	1	8.3
Total	12	100.0

Staff Complaints

According to service quality recommendations by Zeithaml *et al.* (2003), customers who encounter a service problem should be encouraged to complain and avenues for doing so should be made easy. The management should be able to respond quickly and personally and develop a problem resolution system. Most guesthouses use supervisors as the main channel for the staff to present their complaints and suggestion box for the guests. Tables 4.32 and 4.33 indicate the methods available for staff and guests to communicate their complaints.

Table 4.32: Methods available for staff complaints

Method	N	%
Suggestion box	1	6.3
Forward to manager	11	68.8
None	4	25.0
Total	16	100.0

Table 4.33: Methods available for guests complaints

Method	N	%
Suggestion box	10	62.5
Front office	1	6.3
Guest cards/forms	2	12.5
Manager	2	12.5
None	2	12.5
Total	16	100.0

Summary

The study revealed a difference between supervisors who had professional qualification and those without. The educated supervisors were able to distinguish the difference levels of performances while those without qualification tended to rate everything extremely satisfied. Further, their ratings differed based on the length of service. The supervisors who had served for less than five years, rated that they were satisfied with the services provided. Those who had served for over five years were neutral on staff communication skills, friendliness and courtesy, quality of bathrooms and shower facility. However, they were all extremely satisfied with ample supply of guests 'needs provided in the guest houses.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The purpose of the study was to assess customers' level of satisfaction and supervisors' rating of the service quality of guest houses in Mombasa Island and the management practices as perceived by room attendants.

The study focused on the following objectives:

- To establish the dimensions of customer satisfaction with services offered in guesthouses on Mombasa Island.
- To determine customer' level of satisfaction with the quality of services provided in the guesthouses.
- To investigate room attendants' assessment of management practices and performance of staff in the guesthouses.
- To determine the accommodation supervisors' rating of the quality of services provided by the guest houses

The most recent works on service quality were reviewed. Topics reviewed included the following; guesthouses, classification of guesthouses, service quality, and customer satisfaction, measurement of service quality dimensions of service quality, hospitality marketing mix, service quality gaps, dimensions of service quality and management

practices.

Descriptive survey design was used to evaluate service quality as perceived by guests in selected registered and unregistered guesthouses on Mombasa Island. The categories of respondents targeted in the guesthouses were accommodation supervisors, room attendants and the guests. The total sample for the study was 384. This was made up of 10% of total customer population, 50 % of room attendants and all the accommodation supervisors.

The variables of this study were the components of service quality which affect guests' satisfaction with service quality provided. The independent included tangibility, responsiveness, competence, communication, courtesy, security, reliability assurance and empathy. The dependent variable was the subject matter "service quality" which is dependent on variables listed above.

5.2 Summary of findings

The main findings of the study are summarized as follows:

i. Demographic characteristics of respondents.

Guests' demographic data revealed that females (41.6%) and males (58.4%) form the population of the guests on Mombasa Island, that Kenya in particular and the Eastern region provide the bulk of the guest house guests on the Island and that the majority of guests preferred unregistered to registered guest houses. The study also established that majority of guests make visits between once on weekly basis (24.4%) and twice

monthly (24.1%) and majority of the guests (41.6%) preferred rooms charged between Kshs. 1,001 to Ksh1,500.

The significant characteristics of the room attendants were; young aged group of employees, the age category 26 to 35 years (56.3%) are the majority; mobile workforce with high turnover rates. Most room attendants had been on the job for less than five years (88.6%); relatively low levels of formal education qualification with the majority of the room attendants having secondary school level of education (75.0%) and high proportion of low-skilled workers because most of the room attendants (54.2%) lack formal training in housekeeping.

Accommodation supervisors' demographic data revealed that majority (56.3%) have served between 2-5 years, majority (62.5%) are diploma holders and most (56.3%) of them handle between 11-20 employees. The challenges of the guest houses not being in a position to hire highly qualified personnel opting for the middle-level trained personnel and also the same supervisors handling a large number of room attendants put them at risk of not being able to properly supervise the room attendant.

ii. Dimensions of customers' satisfaction with services offered in guest houses in Mombasa Island.

The results revealed that there is a pattern of association in the rating of factors that influence the extent of customer satisfaction with services provided. Factor analysis

revealed that there are two main factors that affect customers satisfaction with services provided in the guesthouses. These are: ample supply of guest needs (towel, soap, toilet paper), adequate furniture provided in the room, ample supply of clean linen (bed sheets, blanket, pillowcase), room well lit, convenient location of guesthouse, quality of bathroom and shower facilities, bathroom/toilet well lit and comfortable mattress and pillow. These variables are linked to the physical characteristics of the service and are therefore, labelled *tangibility factor*.

Ability of staff in dealing with guest's request, breakfast attractive and interesting, breakfast served at right temperatures, good quality products served, friendliness and courtesy of staff given the name *competence and courtesy factor*.

iii. Customers level of satisfaction with the quality of service provided by the guesthouses

It has emerged from the study that, most of the guests were satisfied with ample delivery of supplies such as clean linen (bed sheets, blanket, pillow case among others); guest supplies such as towel, soap, toilet among others; staff appearance; the lighting of the room and bathroom; comfortable bed; convenient location of the guest house; security and safety of room. The findings also revealed that the guests were satisfied with the following attributes; confidence of staff; staff ability in dealing with guests' requests; staff communication skills; friendliness and courtesy of staff and professionalism of staff.

Observations revealed that the floors, walls and ceilings met the criteria for classification for guesthouse for the EAC, the lighting and ventilation and adequate guest supplies in some cases. Guest supplies were available but were influenced by the amount charged per night. Sanitization in most of the guesthouses was not adequate; there were no set standards and rules on cleaning procedures to achieve efficiency and hence provision of service quality. Most of the guest rooms studied would not qualify for even one star rating according to the laid down requirements by the EAC, 2009.

Further, the gender of the guest was found to play a critical role in the choice of guesthouses. Male guests were mostly satisfied with the staff who were confident, their level of professionalism and appearance. In contrast, the female guests were found to be satisfied with the quality of products served, nature of cleanliness of room, interior of the rooms and visually appealing physical facilities. Apart from the variation of guest choices based on gender, the study also found the origins or type of guest was important. The international guests were found to prefer secure rooms, quality of products served, clean rooms and physical appealing facilities and they did not attach much importance to breakfast and availability of secure parking space. The domestic and regional guests did not consider professionalism of staff, quality of bathroom, adequacy of furniture and security of rooms important. Overall, the study found that guests have diversity dimensional requirement, which need to be taken into consideration in the provision of service quality, for customer satisfaction.

iv Room attendants' assessment of management practices and performance of staff in the guesthouses.

The study found that room attendants were satisfied with how management placed right amount of emphasis on quality of services; effectiveness in operating the guest houses; staff were quick, efficient and enthusiastic when dealing with guests; staff were friendly, personable and enthusiastic when dealing with guests; and that staff were responsible to the individual needs of guests.

However, they were not satisfied with how the management handles their welfare particularly in relation to pay, recognition their contributions and availing working materials and equipment.

On the basis of gender, the study found slight differences between male and female attendant responses. The males agreed that availability, quantity and conditions of materials, equipment and supplies were sufficient to do their job, females were neutral.

On the other hand, females agreed that supervisors listened and responded to what they had to say and management of the guest house places right amount of emphasis on quality of services, while males were neutral. The findings further revealed that majority (70.8%) of the room attendants were happy with their working conditions in the guesthouses. However, they out-rightly disagreed that the pay is right for the work they do.

v. Accommodation supervisors rating of the quality of services provided by the guesthouses

The study revealed that accommodation supervisors highly rated the following aspect of services they provide: ample supply of guests' needs; ample supply of clean linen; well-lit and ventilated rooms; bathrooms/toilet well lit; convenient location of guest house; standard of cleanliness; friendliness and courtesy of staff; security and safety of rooms; adequate furniture provided; interior of guestrooms; washrooms/bathrooms comfortability and attractive surrounding. Except for adequate furniture, the same attributes were rated by customers as satisfying thus indicating that customers' level of satisfaction matched management perception of the quality of services they provide in the guest houses.

The study further revealed a difference between supervisors who had professional qualification and those without. The educated supervisors were able to distinguish the difference levels of performances while those without qualification tended to rate everything extremely satisfied. Further, their ratings differed based on the length of service. The supervisors who had served for less than five years, rated that they were satisfied with the services provided. Those who had served for over five years were neutral on staff communication skills, friendliness and courtesy, quality of bathrooms and shower facility. However, they were all extremely satisfied with ample supply of guest supplies provided in the guest houses.

5.3 Conclusions

The study was designed to assess customers' level of satisfaction and supervisors' rating of the service quality of guest houses in Mombasa Island and the management practices as perceived by room attendants. The findings show that:

- Clean linen, guest supplies, and well lit rooms, convenient location of the guest house, comfortable bed, and friendliness and courtesy of staff, security and safety of room indicate that these are the most significant factors for the guests who visit the registered and unregistered guesthouses on Mombasa Island. These factors were the same identified by the accommodation supervisors.
- Gender of the guest influences factors the guest considers in selecting a guest house.
- There are two main dimensions of service quality identified through factor analysis from the responses by guests who visit the registered and unregistered guesthouses on Mombasa Island. These are the tangibility factors of the guest houses, the competence and courtesy of the staff providing services.
- The employees are not satisfied with how the management of the guesthouses handles their welfare particularly in relation to their pay, recognition of their contribution and availing enough working materials, but feel that the guesthouses are efficiently being run and the staff are giving their best.
- Kenya in particular and the East African region provide the bulk of guesthouse customers on Mombasa Island which is an essential factor in development of

domestic tourism. This is because international tourism is many times affected by political instability and insecurity.

- Most of the guestrooms studied would not qualify for even one star rating according to the laid down requirements by the EAC, 2009.

Based on these findings, the study concludes that the guests' level of satisfaction with the quality of services provided from the guesthouses coincide with those of the guesthouse providers since the factors emphasized by the guests are the same as those the accommodation managers rated as satisfying. However, there is need to expose the staff to higher training to improve on the professionalism and communication skills.

5.4 Recommendations for policy and practice

The central idea of the study was to analyze the service provision implications of the findings. A service is a function of the magnitude and direction of the gap between expected service and perceived service. When performance matches expectations, the customer is satisfied. The main function of a guesthouse is to provide quality service, but the success of this depends on the performance of the guesthouse. In analyzing the implications of the findings, different dimensions of service quality are addressed.

The results of the study indicated that two dimensions of service quality were important to the guests who frequent guesthouses in the Island of Mombasa, these are physical

characteristics such as ample supplies of clean linen, guest supplies, convenient location of the guesthouse, cleanliness and lighting of the rooms and bathrooms, these are categorized as tangibility. The other dimension is the competence and courtesy of the staff such as their ability in dealing with guests, their friendliness and courtesy and their ability to provide quality service. Thus, it is recommended that the management of the guesthouses should always strive to provide ample and quality supplies to the guests and mind the quality of the rooms in terms of cleanliness, ventilation and lightning. The staff should also be encouraged and motivated to be friendly and courteous to the guests and strive to offer quality service.

The results of the study showed that most guest houses on the Island of Mombasa did not provide adequate furniture. They also did not in most cases provide breakfast or it was not attractive to the expectation of the guests. This implies that these facets of service are not satisfactorily provided. These are likely to cause low levels of satisfaction among guests, and if not addressed, may drive away guests. Against this background, it is recommended to the management of the guesthouses that some investment should be made to avail adequate furniture in the rooms and breakfast be provided to the guests.

In analyzing the room attendance assessment of management practices, it came out clearly that the staffs are not satisfied with how the management handles their welfare particularly in relation to their pay, recognition of their contributions and in availing enough working materials. This implies that the management of the guesthouses has not laid emphasis on these aspects of staff welfare. It also implies that the staffs are not well-

equipped to work effectively and efficiently and in healthy protective environment. Against these findings, it is recommended that the guest houses should from time to time adjust the pay for staff and find ways of recognizing the contributions of staff in order to motivate them to work hard and provide quality service. The management should also provide enough working materials to facilitate the work and enable staff to work in a protective environment.

Education is key to optimal management as well as a key process in provision of service quality. The study found that qualification was not a necessary requirement in the recruitment of staff in the guest houses. This comprises professionalisms of the staff and thus the provision of quality services. Both the supervisors and the room attendants must upgrade their skills in order to make their guesthouses more attractive to the customers and hence encourage repeat business.

The universities training hospitality students should also develop curriculum for housekeeping that would include one to two months training. This can be done through in-service training. The Universities and training institutions can also develop training modules or courses aimed at training students who want to specialize in housekeeping in order to improve standards and thus attract more tourists.

It is further recommended that the Ministry of Education should in liaison with training institutions set benchmarks on educational level required for one to practice in this industry and enforce the same through the licensing boards at the county and national

levels to improve quality.

The study found, particularly through observations, that the quality of standard of some guest houses did not meet the standards as per the MoT criteria. It is thus recommended that MoT should not only formulate guidelines for the operations of the guest houses but also ensure they are adhered to by establishing a monitoring unit and bring on board the county government to assist in enforcing these guidelines. Further, service providers in the hospitality industry should be encouraged to formulate guidelines encompassing all practitioners in the industry to act as internal regulatory body to ensure that the industry has standards of practice and operation. Development of such standards of practice and operation could attract more entrepreneurial enterprises and deter unprofessional practitioners. This will improve standards and lead to attraction of more customers and thus boost tourism industry in Mombasa County and Kenya in general.

The study revealed that unregistered guest houses far outnumber those that are registered, thus remain unregulated by MoT. This means that they are operating haphazardly without adherence to any proper guidelines which could be detrimental to the success of the tourism industry. Thus, MoT should come up with regulations requiring that all guest houses obtain registration and licensing from them in order to enhance delivery of service and weed out unqualified individuals and guest houses from the industry.

5.5 Recommendations for further research

The research revealed valuable findings that laid a foundation for future studies on service quality in guesthouses. Further research needs to be done to address some of the gaps identified by this study. The study recommends further research in the areas listed below;

- This study was conducted in only one tourists' destination site. Future researchers could extend to other sites particularly inland.
- The study revealed two main dimensions of quality that are significant to customers in guest houses, these dimensions are likely to vary between different types of service providers in hospitality industry thus there is need to extend research to other service providers such as spa in order to compare results.
- The study focused on customers' level of satisfaction with service quality in guest houses and how room supervisors rate the quality of these services. Further research could incorporate the rating by the staff.

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APPENDIX 1

East African Community criteria for classification of guest houses.

SECTION-ITEM	ONE STAR	TWO STAR	THREE STAR	FOUR STAR	FIVE STAR	REMARKS
GUEST ROOMS						
Minimum size	Minimum size of bedrooms should be 12 sq. m. 20	Minimum size to be 12 sq. m.	Minimum size to be 15 sq. m.	Minimum size to be 20 sq. m.	Minimum size to be 20 sq. m.	
Regulation of temperature	Adequate natural ventilation, where openable window area is not of less than 20% of floor area and/or sufficient mechanical air conditioning should be provided, so as to maintain a temperature range for the comfort of the guests	Same as for one star 30	Same as for one star but with quality fixtures and fittings 35	Same as for two star but with high quality air conditioning systems 40	Same as for one star 40	
Fixtures, furniture and equipment	Every room should be fitted with a clean and comfortable bed of not less than 190 cms×90 cms. Mattress should not be less than 15 cms thick with two matching pillows. High density foam rubber, cotton and other high quality materials are recommended. A wardrobe in each room with at least six hangers, two chairs, one table, and bedside mat/rug should be provided. Waste paper baskets, luggage and shoe rack should be provided. All lamps should be shaded. TV and telephone should be provided	Same as of one star but of high quality 40	Same as for two star but should include a computer data point/hotspots 50	Same as for three star but with valet services and coffee tray provided. Mini bar should be provided, on request 60	Same as four star but offering a high degree of luxury 70	

Furnishings and linen	<p>Soft furnishings and curtains should be at least of the ratio of a window to curtain of 1:2 1/2 with length of 5 cm above the floor. Should be well designed, in harmonized colour scheme.</p> <p>Beddings should be of good cotton or linen fabric. Every bed should have appropriate size of bed sheets, which can be tucked in. All beds should have under-blankets, two bed sheets and top blanket or duvet with appropriate pillows. Mosquito net covering the entire bed and long enough to reach the floor. Appropriate curtains and upholstery should be of good quality, finish and well maintained.</p>	Same as for one star but should be of high quality.	Same as for two star but of significantly higher quality.	Same as for three star but should be of much higher quality.	Same as for four star but with a higher degree of luxury.	
Change of linen	Should be changed after every two nights of use or with every new guest.	Same as for one star	Same as for one star	Should be changed daily or as requested by the guest.	Same as for four star	
Décor	Should be of good quality, conforming to the social and cultural environment with harmony of colours and well maintained.	Same as for one star but tastefully presented.	Same as for two star but with a wide range of decorations.	Same as for three star but with a higher degree of sophistication.	Same as four star but of exceptionally high quality material and finish.	
	30	40	50	60	70	
	20	20	20	30	30	
	20	30	40	50	60	

Appendix 1 cont.

Floor, Walls and Ceilings	Should be of good finish and well maintained Carpets where applicable, should be professionally fitted, with a good under lay and should be clean at all the times. Doors and windows should be of quality material	Same as for one star	Same as for one star but with high quality material used.	Same As for three star bit with a luxury touch in material, workmanship and finish.	Same as for four star but of exceptionally high quality material and finish.	
	20	20	30	40	50	
Lighting	Openable window area should not be of less than 20% of floor area. There should be adequate natural lighting. One light fixture for each bed, in addition to the general illumination. Bedside switch and emergency lighting, should be provided.	Same as for one star	Same as for one star but with additional light fixtures over the dressing table mirror. Portable or other light fixtures suitable for reading, writing etc. should be provided.	Same as for three star but with high quality fittings.	Same as for three star but with much higher quality fittings.	
	20	20	30	40	50	
Sound proofing	Well sound proofed rooms, for the comfort and privacy of guests.	Same as for one star	Same as for one star	Same as for one star	Same as for one star	
	30	30	30	30	30	
Information in bedrooms	Literature covering services, internal telephone directory and tariffs, menus, emergency and fire exit procedures etc should be provided. Special notice regarding hotel alien and liabilities should be well displayed. All information	Same as for one star	Same as for one star	Same as for one star	Same as for one star	

Appendix 1 cont.

	should be provided in Kiswahili, English/French and at least one other internationally recognizable language. 20	20	20	20	20	
Bedroom Communication System	An electric bell, light signal or telephone should be provided in every room for internal communication 10	Same as for one star 10	Same as for one star but in addition, the following should be provided:- Internal telephones which can be connected to external network, through the hotel switchboard, or direct dial. Computer data points/hotspots 30	Same as for three star but with extensions provide in bathrooms. 40	Same as for star 40	
Room designation	Should be numbered, lettered or otherwise designated with clear signage. 10	Same as for star 10	Same as for one star but in good quality 20	Same as for three star but of better quality 30	Same as for three star but of excellent finish 40	
Room security	The main door and windows should be of good quality weather resistant material and fitted with secure locks/locking system, providing maximum privacy and security should be installed. 20	Same as for one star 20	Same as for one star, but with higher quality fittings 30	Same as for three star, but with provision for double locking system and door lens. 40	Same as four star, but with a functional surveillance systems 50	

Supplies in bedrooms	Approved and sealed bottled drinking water should be supplied daily. Bedside rug for each guest, "Do Not Disturb" sign, stationery, waste bin, appropriate insect repellent, laundry bags, air-freshening supplies and water glasses should be provided.	Same as for one star but all items should be of good quality	Same as for two star. In addition, hot water bottle, extra pillows, duvet/blanket, tea/coffee tray, and assorted tissue paper, Shoe bags, shoes shining pads, sewing kits and bedroom slippers, should be provided	Same as for three star, but with flowers, chocolates, sweets and fruits in season.	Same as four star	
	20	30	40	50	60	
GUEST BATHROOMS						
Bathroom(s)	Should be ensuite to each guest room	Same as for one star	Same as for one star	Same as for one star	Same as for one star	
	30	30	30	30	30	
Size	Bathroom/WC of not less than 3 1/2 sq. m.	Same as for one star	Same as for one star, but should be of not less than 5 sq. m.	Same as for three star but of not less than 6 sq. m.	Same as for four star but should be more spacious	
	10	10	20	30	40	
Fittings, equipment and amenities.	Should be modest, functional and include a shower and/or bath tub with mixer and splash guard hanging naturally into a shower tray, WC, toilet paper holder, hand wash basin with hot and cold water, a reasonably sized mirror, tower rail, grab rail, clothes hook or hanger and non-slip shower tray.	Same as for one star but with a large mirror.	Same as for one star but should include an efficient mechanical air extraction system and a large mirror. Indirect light fittings are recommended. Built-in bath tubs should be at least 160 cms long.	Same as for three star but all equipment should be of high quality, with Arabic shower provided	Same as for four star but with hair dryers and telephone extensions.	More grab rails and facilities for disabled/handicapped and senior citizens should be provided.
	30	40	60	70	90	
Floors, walls and ceilings	Good impervious non-slip materials should be used. The materials used to cover the walls should be at least up to a height of 2.5 metres from the floor.	Same as for one star but with better workmanship and finish.	Same as for two star, but with higher quality materials.	Same as for three star but with superior quality materials.	Same as for four star.	
	10	20	30	40	40	

Appendix 1 cont.

Towels and bathrobes	Should be adequate, of good quality material in good condition, and changed daily. Bath mat of modest material should be provided.	Same as for one star	Same as for one star but of bigger size and better quality including a face towel and a bathrobe.	Same as for three star but the bath towel should not be of less than 80cm×150cm and should be of higher quality material.	Same as four star but should be of a much higher quality	
	10	10	20	30	40	
Lighting and ventilation	Should provide adequate illumination suitable for different bathroom uses. There should be effective natural and artificial ventilation.	Same as for one star but with improved materials, fittings, workmanship and finish.	Same as for two star bur of better quality.	Same as for three star but with superior quality fittings.	Same as for four star	
	20	30	40	50	50	
Shaver outlets and sockets	Shaver outlets should be provided in every bathroom, indicating the voltage supply. Appropriate sockets should be provided.	Same as for one star.	Same as for one star, but should be of superior quality.	Same as for three star	Same as for three star	
	10	10	20	20	20	
Supplies in bathroom	The following should be applied in each bathroom: Ashtray, sanitary bin, soap and toilet paper, a water glass per guest and toiletry tray or basketry provided.	Same as for one star	Same as for one star but with addition of sanitary bags, paper tissues and cotton pads	Same as for Three Star	Same as for four star but the quality and range should reflect a degree of luxury	
	10	10	20	20	30	
Sanitization	Bins, WC, hand wash; bath tub and shower tray should be sanitized with appropriate detergents and chemicals daily.	Same as for one star	Same as for one star	Same as for one star	Same as for one star	
	20	20	20	20	20	

APPENDIX 2

LIST OF GUEST HOUSES ON MOMBASA ISLAND

REGISTERED	UNREGISTERED		
1. Anne's	1. California	15. Balgis	28. Stadium
2. Beracha	2. Jundan	16. Thuo	29. Ganjoni
3. Cosy	3. Kwale	17. Carols Annex	30. Ghana
4. Evening	4. Mombasa	18. Al-Nasser	31. Mwanku
5. Gathecha	5. Maskan	19. Leonitis	32. Plums
6. Glory	6. Masalaria	20. New Salius	33. New Mombasa
7. Likia	7. Midnight	21. Foresters	
8. Magongo	8. Amani	22. Kingorani	
9. Ramadhan	9. Ziwani	23. Buxton Leisure Lodge	
10. Dar es Salaam	10. Comrade	24. Metric Inn	
11. Paradise	11. River Tana	25. Masters Guest House	
12. Daba city	12. Olem Silent	26. Cool breeze Inn	
	13. Karania	27. Fairmont	
	14. Mwandoni		

APPENDIX 3
RATING SCALE FOR GUEST

Introduction

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

PART A

1. Name of the guest house _____.

2. Gender

i. Male

ii. Female

3. Nationality _____

4. Type of guest

i. Domestic

ii. International

5. Frequency of visits

i. Once a week

ii. More than once a week

iii. Twice a month

iv. Once a year

Any other (Specify _____)

6. Amount paid for accommodation per night in Kshs.

i. 500-1000

ii. 1001-1500

iii. Above 1500

STATEMENT	RATINGS				
	1	2	3	4	5
1. Breakfast served at right temperature					
2. Breakfast attractive and Interesting					
3. Good quality products served					
4. Confidence of staff					
5. Staff communication skills					
6. Friendliness and courtesy of staff					
7. Professionalism of staff					
8. Ability of staff in dealing with guests' needs					
9. Security and safety of room					
10. Cleanliness of room/ bathroom					
11. Comfortable mattress and pillow					
12. Quality of bathroom & shower facilities					
13. Adequate furniture provided in the room					
14. Ample supply of guest supplies (towel, soap, toilet paper e.t.c.)					
15. Ample supply clean linen (bed sheets, blanket, pillowcase e.t.c)					
16. Bathroom/toilet well lit.					
17. Room well lit and ventilated					
18. Interior of guest rooms (floor, windows, furniture, ceiling, e.t.c)					
19. Washroom/bathroom (floor, wall, smell, wash hand basin)					
20. Physical appearance of staff					
21. Convenient location of guest house					
22. Availability of secure parking					
23. Comfortable and attractive surrounding					
24. Size and layout of guest house					
25. Visually appealing physical facilities					
26. Would you recommend the guest house to your family or friend?					

PART B

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

1= Extremely dissatisfied

2= Dissatisfied

3= Neutral

4= Satisfied

5= Extremely satisfied

APPENDIX 4**QUESTIONNAIRE FOR ROOM ATTENDANTS****Introduction**

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

Demographic Information:

1. Name of the guest house
2. Gender
 - i. Male
 - ii. Female
3. Your age bracket
 - i. Under 25
 - ii. 26-35
 - iii. 36-45
 - iv. 46-55
4. Your highest level of education
 - i. Primary
 - ii. Secondary
 - iii. Any other (please specify)
5. Are you trained in housekeeping
 - i. Yes
 - ii. No

6. If the answer to 5 above is yes, where were you trained?
- i. Technical Institute
 - ii. Polytechnic
 - iii. Private college
 - iv. Any other (Specify)
7. For how long have you worked in this guest house?
8. Does the management provide adequate materials and equipment for cleaning
- i. Yes
 - ii. No
9. If the answer to 8 above is No, what are some of the materials and equipment you would like provided? _____
10. Are you happy with working conditions in the guest house?
- i. Yes
 - ii. No
11. If the answer to the 10 above is No, list major things that you would like improved.

PART B

Please circle the number that best describe your feeling about the guest house.

The numbers represent the following responses

1= Strongly agree

2= Agree

3= Neutral

4= Disagree

5= Strongly disagree

1. Management involves employees in making decisions

1 2 3 4 5

2. My supervisor listens and respond to what I have to say

1 2 3 4 5

3. The availability, quantity and conditions of materials, equipment and supplies are sufficient to do my job.

1 2 3 4 5

4. My pay is right for the work I do.

1 2 3 4 5

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

1 2 3 4 5

6. The management of the guest house places right amount of emphasis on quality of services.

1 2 3 4 5

7. My manager is effective in operating the guest house.

1 2 3 4 5

8. The staffs in this guest house are quick, efficient and enthusiastic when dealing with guest.

1 2 3 4 5

9. The guest house staffs are friendly, personable and enthusiastic when dealing with guests.

1 2 3 4 5

10. The staffs in this guest house are responsible to individual needs of the guest.

1 2 3 4 5

APPENDIX 5

INTERVIEW SCHEDULE FOR THE ACCOMMODATIONS SUPERVISOR

1. What is the name of your guest house?
2. For how long have you worked in this guest house?
3. What are your professional qualifications?
4. How many employees work under your supervision?
 - a. Are they all trained?
 - b. What are the methods used to improve skills of the employees?
5. What methods are available for :
 - a. Staff
 - b. Guests to make their complaints?
6. What actions are taken in each of the above case?
7. What measures do you put in place to ensure provision of quality service to your guests?
8. Are the staffs in your department motivated?
If yes, what are the methods used?
9. Are there measures put in place to ensure that standard cleaning procedures are followed by room stewards in servicing of the rooms?
If yes, what measures are put in place?

PART B

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

1= Extremely dissatisfied

2= Dissatisfied

3= Neutral

4= Satisfied

STATEMENT	RATINGS				
	1	2	3	4	5
1. Standard of housekeeping or cleanliness					
2. Staff honesty/trustworthiness					
3. Attentiveness of staff and willingness to provide service					
4. Confidence of staff					
5. Staff communication skills					
6. Friendliness and Courtesy of staff					
7. Professionalism of staff					
8. Ability of staff in dealing with guest request					
9. Security and safety of room					
10. Cleanliness of room/ bathroom					
11. Comfortable mattress and pillow					
12. Quality of bathroom & shower facilities					
13. Adequate furniture provided in the room					
14. Ample supply of guest supplies (towel, soap, toilet paper etc)					
15. Ample supply clean linen (bed sheets, blanket, pillowcase etc)					
16. Bathroom/toilet well lit.					
17. Room well lit and ventilated					
18. Interior of guest rooms (floor, windows, furniture, ceiling, etc					
19. Washroom/bathroom (floor, wall, smell, wash hand basin)					
20. Physical appearance of staff					
21. Convenient location of guest house					
22. Availability of secure parking					
23. Comfortable and attractive surrounding					
24. Size and layout of guest house					
25. Visually appealing physical facilities					

Thank you for your cooperation

APPENDIX 6
OBSERVATION SCHEDULE

Name of the guest house

Item Remarks

1. Interior of guest room

- Floors
- Ceiling
- Furniture
- Windows
- Lighting
- Ventilation

2. Bathroom/washrooms

- Floors
- Wall
- Lighting
- Ceiling

3. Guest supplies (Availability)

- Towels
- Toilet paper
- Slippers
- Soaps

4. Safety and security

5. Cleanliness of staff

6. Convenient location