

# **SERVICE QUALITY AND CUSTOMER SATISFACTION: A CASE STUDY IN THE HOSPITALITY INDUSTRY**

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT  
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**UGANDA CHRISTIAN  
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DECLARATION


I BITIJUMA BYUMA, declare that this research is my original work and has never been presented to any institution of higher learning for any academic requirement.

Signature:  .....

Date: 18/09/2024 .....

**APPROVAL**

I certify that this report by Bitijuma Byuma was prepared under my supervision as a university supervisor and it is ready for submission with my approval.

Signature:  .....

Date: 18/09/2024

**MR JUUKO JULIUS**

## DEDICATION

I dedicate this report to myself for being determined and consistent. I also dedicate this report to my family members mostly my mum and dad because they have worked so hard to groom, finance and educate me right from nursery to date, pursuing my bachelor's degree in tourism and hospitality management at Uganda Christian University a well-known private and one of the best universities in Uganda. Lastly, to my lecturers who have guided me throughout my journey and to my friends who have worked together with me, loved and made school a safe space. May God continue blessing them all.

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I wish to thank all my colleagues in the department of Hospitality for the support accorded to me at any time I needed their help. I wish also to thank the almighty God for giving me life and all the necessary strength, wisdom, financial and moral ability.

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## **ABSTRACT**

The study examined the relationship between service quality and customer satisfaction of Kampala Nile Resort Hotel and the total population of 50 which was obtained using simple random sampling. The study was random quantitative since the major findings from field were descriptively presented through the use of tables for easy understanding and interpretation.

I distributed research questionnaires and three objectives which included; what is the various dimensions of service quality in Kampala Nile Resort Hotel. what is the level of service quality in Kampala Nile Resort Hotel, what is the relationship between service quality and customer satisfaction in Kampala Nile Resort Hotel to establish the various dimensions of service quality in Kampala Nile Resort Hotel, to assess the level of service quality in Kampala Nile Resort Hotel, to determine the relationship between service quality and customer satisfaction? Using across sectional survey design in which the survey questionnaires were used to collect the required data The study was able to make the following findings. The female genders are the highest with 66.7% and 33.3% male, the respondents age the highest were less than 30 having 46% of the respondents.

The research findings revealed that service quality is very important in expanding Kampala Nile Resort Hotel as indicated by 40% of the responded leading service are available and dependent. The researcher also revealed that there is close relationship between service quality and customer satisfaction in Kampala Nile Resort Hotel. The research also found out that great percentage of respondent 40% appreciates knowledge of management of improvement on service quality.

The researcher recommended the following to realize that in order to avoid poor service quality Management should make good planning of their activities in order to avoid over working of employees leading to poor service quality and the long run of customer dissatisfaction. There should be an effective examination of each individual needs. People should not be looked up in wholesome. In order to improve on service quality, employees should be appreciated for the work they have done.

## CHAPTER ONE

### 1.0 Introduction

This chapter presents the background of the study, problem statement, purpose of the study, objectives of the study, research questions, Hypothesis, Scope, Significance of the study.

### 1.1 Background to the study

Customer satisfaction is the outcome of customer's perception of the value received in a transaction or relationship, where value equals perceived service quality, compared to the value expected from transactions or relationships with competing vendors. Ntimane and Tichaawa (2007) Customer satisfaction in the hotel industry refers to the degree to which guests' expectations are met or exceeded during their stay, encompassing various aspects such as service quality, accommodation, cleanliness, amenities, and overall experience. A study by Kandampully and Suhartanto (2000) defines customer satisfaction in the hotel industry as "the extent to which a guest's experience meets or exceeds his or her expectations." This definition highlights the importance of understanding and fulfilling guest expectations to achieve high levels of satisfaction. With reference to Laura Eboli and Gabriella Mazzulla (1992), University of Calabria, customer satisfaction in hotel is proposed. Specifically, structural equation model is formulated to explore the impact of the relationship between global customer satisfaction and service quality attributes.

The problem of customer dissatisfaction, customers may express their unhappiness by spreading negative word-of-mouth, switching service provider, or complaining to the company (Richins, 1987; Zeelenberg and Peters, 2004; Kim, 2011; Kim et al, 2013) Studies have found out that 75% of dissatisfied customers make negative comments to their acquaintances, where only 38% of satisfied customers share their positive experience of a service (Hoffman & Chung, 1999). Furthermore, giving customers an unpleasant experience also increases the number of complaints about a company's products or services. Customer complaints can therefore be considered as a form of critical feedback which may enable a service provider to rectify its problems and

shortcomings (Jones et al, 2002; Lewis, 1983; Sanes,1993). As a result, complaining behavior is regarded as a powerful reaction that requires a response from a provider, necessitating additional cost and effort (Ro & Wong, 2012).

Some of the factors affecting customer satisfaction in hotels include; Service quality and consistency, consistently delivering high-quality service across all touchpoints contributes to positive guest perceptions and satisfaction. Facilities and Amenities, well-maintained facilities, modern amenities, and comfortable accommodation can enhance guests' comfort and satisfaction levels. Clear communication regarding services, policies, and expectations helps manage guests' perceptions and fosters trust. Staff attitude and behavior, friendly, attentive, and helpful staff can greatly enhance guest satisfaction and overall experience. According to Agatep & Villalobos, (2021) Staff attitude is the positive or negative display of motivation a staff shows. Therefore, customer satisfaction is an indicator that predicts the future customer's loyalty (Hill, Roche and Allen, 2007).

**Service quality** is the degree to which the performance of service providers' matches customer expectation. It can also be defined as those essential characteristics of service that measures its excellence. (Zikmund & D Amico, 1993) service have four major characteristics on which service. quality is measurable. These include intangibility, inseparability, veracity and perishability (Kotler, 1999). The four aspects require special treatment as regards the cognitive nature of foreign customer. Marketers of goods and service are increasingly implementing service quality and customer satisfaction surveys to measure business performance, (et al, 1994: Rust and Zahorick, 1993) and some are even utilizing results from those surveys to determine employee incentives and appeals. Hurley and Estelami, 1998; Hauser et al, 1994) Dissatisfaction is a personal feeling of disappointment resulting from poor performance of employee, provision of poor-quality service in relation to a customer expectation. The level of expectation heavily influences to how the customer behaves in various situation of dissatisfaction. At a low expectation level, it is easy to satisfy the customer Nauman, E, and Kgle(l8950)

The study's aim is to examine the relationship between service quality and customer satisfaction in the hotel industry.

## **1.2 Problem statement**

The problem of customer dissatisfaction, customers may express their unhappiness by spreading negative word-of-mouth, switching service provider, or complaining to the company (Richins, 1987; Zeelenberg and Peters, 2004; Kim, 2011; Kim et al, 2013) Studies have found out that 75% of dissatisfied customers make negative comments to their acquaintances, where only 38% of satisfied customers. share their positive experience of a service (Hoffman & Chung, 1999). Furthermore, giving customers an unpleasant experience also increases the number of complaints about a company's products or services. Customer complaints can therefore be considered as a form of critical feedback which may enable a service provider to rectify it's problems and shortcomings (Jones et al, 2002; Lewis, 1983; Sanes,1993). As a result, complaining behavior is regarded as a powerful reaction that requires a response from a provider, necessitating additional cost and effort (Ro & Wong, 2012).

Hotels being a service-oriented industry have tried to provide quality service to its customers like; keeping records correctly, caring and individualized attention to customers (Gruen et al, 2010). Despite all efforts to satisfy its customers the hotel has continued to register increasing numbers of dissatisfied customers in respect to slow service since customer's don't want to wait for long, and low levels of responsiveness to customers' complaints. Thus, ensuring customer satisfaction can potentially lead to increased customer retention, thereby increasing customer loyalty and thus sales and profitability of the hotel at large. Its therefore due to this background that has enticed me to engage into this study. While many studies Have investigated on the course of poor service quality. No study has been investigated on service quality that is why the researcher are opted to investigate on the service quality and customer satisfaction.

## **1.3 purpose of the study**

The study's aim is to examine the relationship between service quality and customer satisfaction in the hotel industry.

#### **1.4 Objectives of the study**

- i. To examine customer satisfaction in hotels.
- ii. To examine service quality in hotels.
- iii. To determine the relationship between service quality and customer satisfaction in hotels.

#### **1.5 Research Questions**

- i. What are the various dimensions of customer satisfaction at Kampala Nile Resort?
- ii. What is the level of customer satisfaction at Kampala Nile Resort?
- iii. What is the relationship between service quality and customer satisfaction?

#### **1.6 Scope of the study**

The study focused on service quality as dependent variable and customer satisfaction as independent at Kampala Nile Resort.

#### **1.7 Geographical scope**

The study was conducted at Kampala Nile Resort because it has got a number of visitors in and outside country.

#### **1.8 Significance of the study**

- The study will help the organization on management of customer satisfaction and service quality.
- The finding will be used by other researchers and other scholars as literature.
- The study will help the researcher to fulfill one of the requirements for the award of the Degree of Bachelor in tourism and hotel management.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

This section focuses on theoretical perspectives and empirical analysis concerning the nature of service provision and customer satisfaction. This literature review was drawn from several studies from various scholars and research analysts. First, the focused-on studies related to service quality and how it gets measured. Second, it focused on research related to customer satisfaction. Lastly, this piece of literature outlines the direct correlation between service quality and contentment amongst customers.

#### 2.1 To examine service quality in hotels

Various definitions regarding the term “service quality” have been developed by different researchers. Danish (2018) describes service quality as the comparative function that links customer expectations to the provided service. Fida et al. (2020) defined service quality as the underlying capabilities for a given company or industry to meet the desired customer expectations. Additionally, Elvira & Shpetim (2016) described service quality as a type of assessment used to represent a long-term evaluation. Despite these varying definitions, the most commonly used description regarding service quality is that by Danish (2018)

He however defines the service descriptively as a task or instrumental activity performed for a consumer and all a consumer's activity involving consumer participation such as wages but not ownership of an organization product or facilities are growing even faster in the world economy making up a quarter of the value of all super trade (Kotler and Armstrong 2001). Whether good or service or product deliver a bundle of benefit to the consumer. Whereas consumers deliver benefit from the food themselves, service benefits are delivered through the experience that is created for consumers for example the restaurant experience (Hopkins et al, 2005). The contend that research has identify identified four main component thaw influence consumer service experiences contact personal, other consumers, the service scope and the invisible organization and system (Langured et al 1981).

Service account 1\4 of world trade (Keegan, 1995). The general agreement on trade on services (GATS) under WTO says that whereas super transactions in goods require a physical transit across a country's boarder, service transaction in goods require one or a combination of four modes of supplies, these are;

- Cross boarder of service product ·
- Movement of consumers to the countries of importations.
- Establishment of commercial presence in a country where the service is to be provided.
- Temporary movement of natural persons to another country in order to provide services.

### **Service Quality**

Service quality is often conceptualized as the comparison of service expectations with the actual performance perceptions (zenithal et al, 1990). Show maker defines service quality as service of doing what it was meant to do. Parasuraman et al (1985), and Watson et al(1998) supplement that it was customer's objective assessment that the service they are receiving is the services they expected. Service quality is a- function of the difference sources or gaps between expectation and perception and these gaps include;

- Actual consumer expectations and management belief of what consumer want.
- Management belief and actual expectation of the service
- What is delivered and experienced by the consumer/what consumer were led to expect by external communication (Parasuraman et al, 1985)
- What has been specified and what is actually delivered.

### **2.2 Service quality dimension**

A follow-up analysis by Othman et al. (2019) outlined in-depth correlations between courtesy, communication, credibility, competence, and security. These correlations resulted in the creation of broader dimensions called empathy and assurance. Therefore, a more elaborate list of five dimensional aspects, including responsiveness, tangibility, assurance, reliability, and empathy, was developed. According to Khan et

al. (2017), these five major dimensions formed the basic principles for determining service quality using a measurement instrument known as the SERVQUAL model. The five dimensions have been described below.

**Reliability** is defined as the ability to deliver the promised service dependably and accurately. It is about keeping promise delivery, pricing complaint handling etc.

**Responsiveness** can be described as the willingness to help customers and provide prompt service. The dimension stresses service personnel's attitude to be attentive to customers, questions and complaints.

**Assurance** is the service quality dimension that forces on the ability to improve trust and confidence.

**Empathy** is a service aspect that stresses the treatments of customers as individuals.

**Tangible** is a service dimension that focuses on the element that represents the service physically.

Elvira & Shpetim (2016) described three dimensions with regards to service quality. First, they described consumer's technical quality which outline the service or product's technical dimensions. Second, they defined functional quality that outlines how the service is provided. Lastly, according to Elvira & Shpetim (2016), there exists the service provider's image quality, which describes both functional and technical qualities to build a foundation for a perceived service. The authors emphasis that functional quality forms an integral part of a perceived service than technical quality. This factor is because service quality entails enhancing a firm's functional quality by managing transactional relationships and employee-customer associations. Further, the author notes the importance of developing a favorable image to enhance customer perception regarding the service.

The authors, as mentioned above (Hapsari et al. (2017), Othman et al. (2019), and Elvira & Shpetim (2016)) developed various ideologies with regards to service quality dimensions. Despite that, this study uses Othman et al.'s (2019) dimensions for service quality, including empathy, reliability, tangibles, responsiveness, and service

assurance. These five dimensions are the most commonly used amongst many scholars, including Minh et al. (2015), Priya et al.

A further examination of the literature, Parasuraman et al. (1988) suggest that and on the other hand, conceptualization of service quality typically focuses on the attribute related to the service process such as responsiveness, assurance and empathy and that the majority of the studies testing service qualities follow this approach (Babakus and Boller, 1992, Brown and Swartz, 1989, Cronin and Taylor, 1992). The discussion shows that consumers assess quality of service by comparison of expectation and perception (Dotchin and Oakland, 1994). They observed that to make practical use of this concept, it is also necessary to find how particular parts of service package contributes to consumers expectation and perception of service quality.

### **2.3 Measure of service quality**

Measuring service quality is a crucial aspect of quality improvement. This factor is because measurements help generate feedback concerning service provision and whether customer needs have been met. Various scholars have developed studies to assess the essential models that can measure service quality within organizations. These models get discussed in the following ways;

#### **Models Used in Specific Service Settings.**

Various researchers have approved a couple of measurement techniques used to evaluate service quality. Elvira & Shpetim (2016) approved the LODGSERV model as the most accurate for evaluating service quality within the lodging industry. This model entails the application of the five SERVQUAL dimensions and comprises twenty-six items. On the other hand, Khan et al. (2017) used the LODGEQUAL model to evaluate the hotel industry's service quality. Here, the three dimensions were applied, including reliability, tangibles, and empathy. In 2018, Lee & Madanoglu used the DINESERV model to assess the quality of services in restaurants. This model consists of twenty-nine items alongside the five SERVQUAL dimensions. Additionally, Rita et al. (2019) utilized the DIVEPERF model to measure customer perception regarding diving services. In addition to the SERVQUAL dimensions, this model also consists of twenty-seven items. All of the

models mentioned above entail modifying the SERVQUAL technique and attempting to improve its functionality.

### **The SERVQUAL Model**

This model was developed with the main objective of establishing shortfalls in service provision. In this technique, customers get to evaluate and assess the quality of service offered within a certain industry by comparing their service expectations with the actual service. Typically, the SERVQUAL model attempts to measure customer demands and individual perceptions (Danish, 2018). Here Q (quality gap) is derived through the subtraction of E (expectation) from P (the perception value). This factor leads to equation  $Q=P-E$ . A combination of all Q values helps determine the service rating amongst various customers (Hapsari et al., 2017). This factor serves as an indicator of how the service quality dimensions are influenced by customer perception. The SERVQUAL model is considered standardized because it can be applied within a broad spectrum of industries, including the hotel industry.

The SERVQUAL scale comprises two sections; the first section is used to evaluate customer expectations concerning service quality. The second section is used to measure customer perception concerning the industry providing the service (Fida et al., 2020). The SERVQUAL model is made up of twenty-two items, also known as "Likert-type." Moreover, it comprises the five-dimensional aspects like empathy, tangibles, responsiveness, assurance, and reliability. Ideally, through the five aspects, twenty-two statements are formed. These statements are used to evaluate customer expectations and perceptions about service quality from a given organization (Myo et al., 2019). Here, the ratings of the services rendered get based on a five-point scale. Additionally, a separate scale-rating is also provided to evaluate services based on customer perception (Boadi, n.d). For all of the twenty-two statements, the variations between customer perception and customer expectation are determined. After that, the average score is generated, and this gets referred to as the SERVQUAL score.

### **Performance Only Model (SERVPERF)**

This measurement model serves to modify the SERVQUAL technique based on conceptualization and evaluation of service quality. SERVPERF is used to elaborate on the aspect that service quality relies on consumer attitude. This model is used to evaluate the quality of service with a closer emphasis on the performance aspect. Fida et al. (2020) state that performance is the surest way to evaluate customer perception concerning service quality. This model illustrates that customer expectations are less significant towards measuring service quality provision in an organization.

Similar to SERVQUAL, SERVPERF entails the use of the five-dimensional aspect. However, it does not entail the repetition of the twenty-two statements of customer expectations as is with SRVQUAL. Therefore, this factor makes SERVQUAL the most suitable method to measure service quality on the basis of customer satisfaction. This research therefore used the SERVQUAL model to evaluate customer satisfaction with the hotel industry in Norrkoping.

#### **2.4 Empirical Research on Service Quality**

Researchers have innovated various models and mechanisms to define the fundamental interconnection between service quality and customer contentment. Earlier research by Al-Karim & Chowdhury (2014) specified the five attributes for service quality as empathy, tangibles, responsiveness, assurance, and reliability. With the help of the SERVQUAL questionnaire, a couple of studies show that reliability is the most important dimensional aspect. Al-Tit (2015) made critical research on the factors affecting service quality within Brazil's hotel industry. This study established that customers were more concerned with the dimensional aspects of reliability, assurance, and service tangibility. This author also made a significant emphasis on reliability as the most crucial aspect of service quality. Despite that, the author notes that different research scenarios would give varying results. This factor can be attributed to different social factors like religion and the culture of the customer. On the other hand, Esther & Bambale's (2016) study on various restaurants in Thailand showed that the most critical service dimensions included assurance and empathy. The researchers note that most customers use these two essential factors to assess service quality within restaurants.

Hapsari et al.'s study in 2017 shows that customer expectations are higher on attributes like service promptness, transaction accuracy, and service security. The authors urge hotel managers to focus more on accuracy and promptness in working on customer complaints. Moreover, the authors noted that there exists a subjective association between customer expectation and perception. This factor varies based on different economic scenarios. Lee & Madanoglu (2018) researched managerial perception about customers' expectations from various hotels in Australia. The results of this investigation indicated that the critical factors affecting service quality included tangibles, assurance, and empathy. However, this research's limiting factor is that more emphasis was placed on the managerial perception rather than customer perception. Therefore, this study does not give a clear description of customer perception with regards to service quality.

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## **2.5 Managing service quality**

One of the major ways a service firm can differ from other firms it is by constantly exhibiting high quality service. A service firm's ability to hand onto its customers depends on how consistently it delivers value to them (Kotler, 1999). This forms basis for high service quality management. The implicit assumption in the quest for the customer satisfaction and service quality is that there is a link between positive

evaluation and repurchase behavior (Zeithaml et al, 1996). As a consequence, understanding how and what aspects of the service product impact on customer's evaluation is a critical first step (Gabbot and Hong, 2000) There are a number of service attributes which have been identified as contributing towards the customer's overall evaluation of service quality (Bittner, 1990). Russel and Mehrabian 1976).

## **2.6 To examine Customer Satisfaction in hotels**

There exist varying definitions of customer satisfaction from different researchers. Elvira & Shpetim (2016) define consumer satisfaction as the client response to the perceived service based on personal expectations and the service's actual performance. On the other hand, Khan et al. (2017) defines customer contentment as the client's evaluative reaction in relation to a service or product performance based on their anticipations towards the service. Moreover, Farooq & Salam (2018) state that customer satisfaction refers to how a service's perceived performance matches or surpasses customer expectations. Ideally, the inability of service to meet customer expectations leads to dissatisfaction. These definitions by various authors depict satisfaction as a general post service evaluation by a customer.

### **2.6.1 Customer satisfaction**

A product or service will be successful in any market at home or overseas if it primarily satisfies customer's needs. Customer satisfaction is a person's feeling of pleasure or disappointment resulting from comparing a product perceived performance or outcome in relation to his/her and expectations (Kotler, 1999). For customer satisfaction to be high, promises and expectation must be met. This involves the organization's ability to understand customer expectation and to do it right the first time (DIRTF). The ability to deal with problems as they arise is a key ingredient to satisfaction have a 95% likelihood of purchasing and telling 5 people about Their experience; if they don't complain (as 96% of people do) They will tell at least 10 other people about their problem.

Customer satisfaction is more dependent on the development of interpersonal relationship as opposed to satisfaction with tangible products(Macintosh and Lock shin, 1998) Person to person interactions form an essential element in the marketing of

service( Crosby et al, 1990, Czepiel, 1990).This can be achieved in the developing relationships with your customers that exceed just meeting their needs or requirements and cultivates satisfaction by appealing to your customers psychological and emotional needs (Lawrence, n,d).

Precede customer satisfaction this finding by a great deal of authors (Brady and Robertson, 2001); Dabholkar et al 2000) suggests that if service providers do a job in terms of process, the service will be evaluated as high quality" customer will be satisfied. Oliver (1997) viewers' customer satisfaction evaluation as mostly effective or emotional. Thus, the association of outcome with emotional can be seen as evidence of a link between outcome and customer satisfaction evaluation.

These emotional reactions will override existing cognitive assessment and will determine subsequent cognitive evaluations (Dabholkar and Over by, 2004) customer satisfaction always have an effective component (Dabholkar, 1995 b; Oliver, 1997, yi, 1990). In situation involving feeling extremely exceeded or greatly un fulfilled customers will experience a feeling of strong satisfaction with the or dissatisfaction with the service (HUNT, 1977: Oliver 1981)

At the heart of any evaluate process is the consumers perception of the serviced. Underlying the evaluation of any human exchange is a complex language of behaviors which communicate meaning and provide a message on which evaluation are based (Gabbot and Hogg, 2000).

Customer's perceptions are critical and it may be difficult to define what the customer wants. During the past decades customer satisfaction has been approached as an attitudinal contrast (biong, 1993: Hallow, 1996). This is relented for instance in the willingness to recommend a service provider to other consumers through word mouth.

### **2.6.2 Factors Affecting Customer Satisfaction**

Elvira & Shpetim (2016) state that customer satisfaction can be impacted by various issues, including service features, consumer emotions, customer perception, workplace colleagues, friends, and family. Hapsari et al. (2017) believe that customer satisfaction is influenced in most instances by the customer service a given organization offers as

well as the price it charges for such services. Al-Karim & Chowdhury (2014), Rita et al. (2019), and Fida et al. (2020) outlined a couple of features that influence customer contentment. These include physical facilities, service timelines, the presentation of hotel staff, available types of equipment, communication techniques, response to customer complaints, efficiency, data accuracy, service consistency, problem resolution duration, attention to detail, staff flexibility, positivity towards offering customer support, staff behaviour, customer security, courtesy, staff competence, personalized customer attention, service availability in all durations, and understanding of guest-specific preferences.

### **2.6.3 Empirical Studies on Customer Satisfaction**

Al-Tit (2015) conducted in-depth research regarding customer satisfaction across various four-star hotels in Europe, including countries like Italy, Spain, and England. This study results reveal that most customers were satisfied with the hotel premises' condition, employees' ability to speak different languages, staff friendliness, comfortable rooms, and the ease of accessing information regarding hotel services. Additionally, areas, where customers were discontent include disrespect by staff, lack of multilingual newspapers and magazines, excessive attention, and inability to access TV programs in one's language of choice. Farooq & Salam (2018) did a customer satisfaction survey across various hotels in Cape Town, South Africa. Based on this survey, the authors identified various aspects that boost customer satisfaction, including guest entertainment, captivating staff, and well-maintained swimming pools. Areas of customer dissatisfaction included late luggage delivery, poor communication services, and inadequate attention to customer-specific requests. Lee & Madanoglu (2018) studied the impact of customer satisfaction on performance within the hotel industry in Sweden. This analysis established that customers were more satisfied with the hotel reservation service, reception, and food quality. However, areas of dissatisfaction included service prices, provision of customer-specific services, and inadequate hotel facilities. Moreover, this research noted the significance of customer satisfaction towards ensuring improved market share for the hotel. Similarly, Gopi & Samat (2020) evaluated the essential factors for customer satisfaction within Sweden's

banking industry. In this analysis, customers were more satisfied with service accuracy and the timely delivery of bank statements. Moreover, customers were satisfied with the friendly staff at the banking facilities. However, the various dissatisfactions included delayed responses to customer queries, lack of customer refreshments, and downtime issues for the bank's network. Based on these empirical studies, it is evident that customer satisfaction positively impacts the business, including boosting sales turnovers, enhancing market dominance, and promoting the hotel's public image.

## **2.7 Relationship between service quality and customer satisfaction**

According to G.S Sureschandar, the relationship between service quality and customer satisfaction has received considerable academic attention in quality in the past few years. But the nature of exact relationship between service quality and customer satisfaction (especially in the way the constructs have operationalized) is still shrouded with Uncertainty. Many researchers have operationalized customer satisfaction by using a single item scale and many others have used multiple item scale. The present study adopts a different approach and views customer satisfaction as a multidimensional construct just as service quality but argues that customer satisfaction should be operational along the same factors and the corresponding items on which service quality is operationalized. In other words, based on this approach, the results have indicated that customer satisfaction has been investigated. The results have indicated that the two constructs are indeed independent but are closely related implying that an increase in one is likely to lead to an increasing in another.

During the last decades, researchers have attempted to explain and predict similarities and differences between quality and Customer satisfaction in order to develop our understanding of these constructs (Dabholkar, 1993, 1995; Iacobucci et al 1995, Oliver 1997). It is suggested that whereas service quality evaluation is purely cognitive (Parasuraman et al 1988) customer satisfaction has both cognitive and affective aspects (Hunt, 1977; Yi 1990). Researcher has also found that customer satisfaction encompasses both expectation and perception but that service quality is only tied to perceptions (Babakus and Boller, 1992; Cronin and Taylor; 2002; Dabholkar et al, 2000).

The traditional view holds that customer satisfaction is related and the fore precedes any overall evaluation of service quality over time (Oliver, 1981: [Parasuraman et al). More recently customer satisfaction has been viewed as a globule assessment that follows evaluation of service quality Oliver, 1997).

Father research (Anderson and Sullivan, I 993 Spreng and Mackey, 1996: Ennaw and Binks, 1999 Cronin et al, 2000) has found empirical purport for customer assumption as consequence of service quality. The implicit assumption in the positive evaluation and resisting behavior (Zenithal el al 1996). As a consequence, understanding how and what aspect of the service product on customer evaluation is a critical first step (Gabbot and Hogg).

## **2.8 The level of customer dissatisfaction**

Dissatisfaction is a person s feeling of disappointment resulting from comparing the performance of employees in relation to his /her expectation. If performance and employee match the expectation, the customer is highly satisfied or delighted. The level of expectation heavily influences to how the customer behaves in various situation of dissatisfactions. At a low expectation level, it is easy to satisfy the customer Neumann, E and K. Giel (1895).

Organization is placing increases emphasis on customer satisfaction to enhance customer loyalty to attain customer satisfaction the customer service department must be able to understand and respond to customer needs through provision of high-quality service. Acreas (1997), Bush and talk 91797) if we are to understand customer dissatisfaction on delivery of our service relative to their expectation.

Customer dissatisfaction requires observation and then evaluation of employee manager results are generally on a form describing work results or critical employee behaviors (Heinemann/ Schwan /Fossom/Oyer 1987) in that rate also various ways are set up to determine the level of customer dissatisfaction, RS Davar.

## **The methods of setting suggestion box**

Hence customers are given chance to write their views to the management will be able to view how customers are dissatisfied.

**Use of spies.** Here different people are raised to spy employees work especially when there is no close supervision so as to improve on service quality and spy those workers who are reluctant.

**Complaints from customer.** Within this customer are complaining about talking long without receiving their orders being neglected by the employees thus dissatisfaction. There is persistence complaints from customers of the hotel resulting from poor provision of service and thus low customer turn over in the hotel.

## **2.9 Gaps Identified Based on The Literature**

First, there exists conflicting research regarding the direct interconnection between service quality and client satisfaction. Researchers have not made a unanimous stand regarding this issue. As a result, more research needs to be done to determine the clear and actual connection between the standard of service and customer satisfaction. Second, the factors affecting client satisfaction have not been clearly illustrated in this piece of literature. More research is needed concerning how and to what proportions these mentioned factors influence customer satisfaction. Typically, this factor should be based on various customer environments, including social demographic aspects like religion and culture.

## **2.10 Literature Review Summary**

This review outlines that service quality to a larger extent relies on the industry setting and the service quality type under evaluation. Moreover, this literature review emphasizes the importance of evaluating the proportion to which a given organization's service meets customer demands. Within the hotel industry, it is evident that customer satisfaction heavily relies on the stipulated institution's quality of services. Additionally, the five-dimensional aspects of the standard of service (responsiveness, tangibility, assurance, reliability, and empathy) directly correlate with consumer satisfaction. However, amongst the five-dimensional aspects, the reliability dimension is the most significant towards determining customer satisfaction.

## CHAPTER THREE

### METHODOLOGY

#### 3.0 Introduction

This chapter presents research design study area and population sample size, procedure data source, instruments of data collection methods processing and the limitation to the study.

#### 3.1 Research Design

In order to collect as much data as possible a combination of descriptive and analytical research design based on results from the questionnaire, observation and interview were used by the researcher to analyze the relationship between service quality and customer satisfaction in Kampala Nile Resort Hotel.

#### 3.2 Study area and population

This study area was Kampala Nile resort hotel Namanve. The population comprised of employees, customers and management of the hotel since all of them were affected and concerned about the problems as a they provide the best and relevant data about the research topic.

The population was scattered and there was limited time and resources simple random sampling techniques' will be used in order to gather data from the study population.

#### 3.3 Sample size

The sample size composed of the employees, customers and the top management staff from service quality department of hotel this was selected using simple random sampling. Sample size of 50 respondents was obtained and these include 5 top Management staff 20 from service quality department and 25 from customer.

Category	NO. of respondents
Top management	5
Service quality department	20
Customer	25
Total	50

### **3.4 Sampling Techniques**

The study used both probability and non-probability sampling techniques.

#### **3.4.1 Probability Sampling Techniques**

From the existing probability sampling techniques, the study will use simple random sampling technique. Simple random sampling will be used to select respondents from the hotel. This technique was chosen because this category of the hotel has a large population size and as such warranted simple random sampling to minimize sampling bias as recommended by (Mugenda & Mugenda, 2003).

#### **3.4.2 Non-probabilistic Sampling Techniques**

From the existing non-probability sampling techniques, purposive sampling was employed to select, senior management staff, and supervisors who were targeted due to their perceived knowledge arising out of known experience that they have. This technique will be employed following the postulate that if sampling has to be done from smaller groups of key informants, there is need to collect very informative data, and thus the researcher needs to select the sample purposively at one's own discretion as recommended by (Sekaran, 2003).

### **3.5 Data collection instruments**

The data collection instruments were basically interview consisted both structured questions and un structured questions where questionnaires consisted of both open-ended question and closed ended questions.

### **3.6 Data collection methods**

This began with acquisition of a letter of introduction from the University to the Hotel. This was a simplified task of seeking permission from the authorities at hotel in order to carry out the study.

### **3.7 Data analysis**

Data was analyzed both quantitatively and qualitatively.

### **3.8 Quantitative data analysis**

Quantitative data analysis involved use of both descriptive and inferential statistics in the Statistical Package for Social Scientists (SPSS). Descriptive statistics entailed determination of measures of central tendency such as mean, mode, median; measures of dispersion such as range, variance, standard deviation; frequency distributions; and percentages. Data was processed by editing, coding, entering, and then presented in comprehensive tables showing the responses of each category of variables. Inferential statistics included correlation analysis using a correlation coefficient and regression analysis using a regression coefficient in order to answer the research questions. According to Sekaran (2003), a correlation study was most appropriate to conduct the study in the natural environment of an organization with minimum interference by the researcher and no manipulation. A correlation coefficient was computed because the study entailed determining correlations or describing the association between two variables (Oso & Onen, 2008). At bivariate level, customer satisfaction as an independent variable was correlated with service quality as the dependent variable using Pearson's Correlation Coefficient.

### **3.9 Qualitative data analysis**

Qualitative data analysis involved both thematic and content analysis, and, was based on how the findings related to the research questions. Content analysis was used to edit qualitative data and reorganize it into meaningful shorter sentences. Thematic analysis was used to organize data into themes and codes were identified (Sekaran, 2003). After data collection, information of same category was assembled together and their similarity with the quantitative data created, after which a report was written.

Qualitative data was interpreted by composing explanations or descriptions from the information. The qualitative data was illustrated and substantiated by quotation or descriptions.

### **3.10 Measurement of Variables**

Mugenda and Mugenda (2003) support the use of nominal, ordinal, and Likert type rating scales during questionnaire design and measurement of variables. The nominal scale was used to measure such variables as gender, marital status, terms of employment, among others. The ordinal scale was employed to measure such variables as age, level of education, years of experience, among others. The five-point Likert type scale (1- strongly disagree, 2-disagree, 3-not sure, 4- agree and 5-Strongly agree) was used to measure the independent variables and the dependent variables. The choice of this scale of measurement was that each point on the scale carries a numerical score which was used to measure the respondent's attitude and it was the most frequently used summated scale in the study of social attitude. According to Mugenda (2003) and Amin (2005), the Likert scale is able to measure perceptions, attitudes, values and behaviors of individuals towards a given phenomenon.

### **3.11 Limitation of the study**

The following things are likely to limit the validity of the study findings.

- Limited or non-response -from some respondents were realized.
- Failure to retrieve a minimum number of questionnaires. Respondent's biases in answering questionnaires
- Data gaps which may make statically computation difficult
- The language used especially on questionnaires seemed to be difficult to some respondents. Some respondents especially customers may not understand the English.

### **3.12 Ethical Considerations**

Guidelines and practices regarding the protection of the rights of the research participants will be strictly observed. Efforts will be put in place to ensure that physical or psychological damage to the participants is not caused. Therefore, the researcher

will respect the autonomy of all those who participate in the research. This includes among other things the right of the participant to deny information consent to the researcher, withdraw from the study at the any time and preference of anonymity in any publication that would arise out of the research. The research did no harm to the participants or any other person or groups of persons. Serious consideration was put to all potential risks involved in the study. When any risk was identified, the advice of an expert was sought. The research was conducted under the following guide lines, voluntary and informed consent of the participants. The participants received full, non-technical and clear explanations of the tasks expected of them so as to make informed decisions. The participants were assured of the parameters of the confidentiality of the information they supplied. The findings of the research were reported with careful attention to the rights of the research participants.

## CHAPTER FOUR

### PRESENTATION OF DATA AND DISCUSSION OF FINDINGS

#### 4.0 Introduction

This chapter presents, interprets and discusses the findings on service quality and customer satisfaction. The data was got from several respondents of Kampala Nile Resort. The findings are presented following the order of objectives, which are; to establish the various dimensions of service quality, to assess the levels of service quality, and to examine the relationship between service quality and customer satisfaction at Kampala Nile Resort hotel.

#### 4.1 Background information.

In order to ascertain the authenticity of the respondents' information on the various issues relating to the study variables, respondents were asked various general questions. These covered gender, age, educational level, duration with the company, service quality and customer satisfaction. These are illustrated in the background information.

**Table 1.1: Showing gender of respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Male	22	44%
Female	28	56%
<b>Total</b>	<b>50</b>	<b>100.0%</b>

**Source:** primary data

Table 4.1 shows the majority respondents of 56% are female and 44% respondents are male.

#### 4.2 Age group of respondents

This section presents the age distribution among respondents who participated.

**Table 4:2 showing age group respondents**

<b>Age Group</b>	<b>Frequency</b>	<b>Percentage</b>
21 - 30 years	29	58%
31 - 40 years	5	10%
41 - 50 years	12	24%
Above 50 years	4	8%
<b>Total</b>	<b>50</b>	<b>100.0%</b>

*Source: primary data*

The data in Table 4:2 reveals that respondents are distributed across various age groups. The largest proportion, comprising 58% of the sample, falls within the 21-30 years age bracket, followed by 24% within the 41-50 years age group. A smaller percentage of respondents, 10%, are aged between 31 and 40 years, while only 8.0% are above 50 years old. This distribution indicates a significant representation of youthful respondents across all age brackets.

#### **4.3 Marital status of respondents**

This section presents the marital status distribution of respondents.

**Table 4:3 Marital status of respondents**

<b>Marital status</b>	<b>Frequency</b>	<b>Percentage</b>
Single	27	54%
Married	8	16%
Widow	10	20%
Widower	5	10%
<b>Total</b>	<b>50</b>	<b>100%</b>

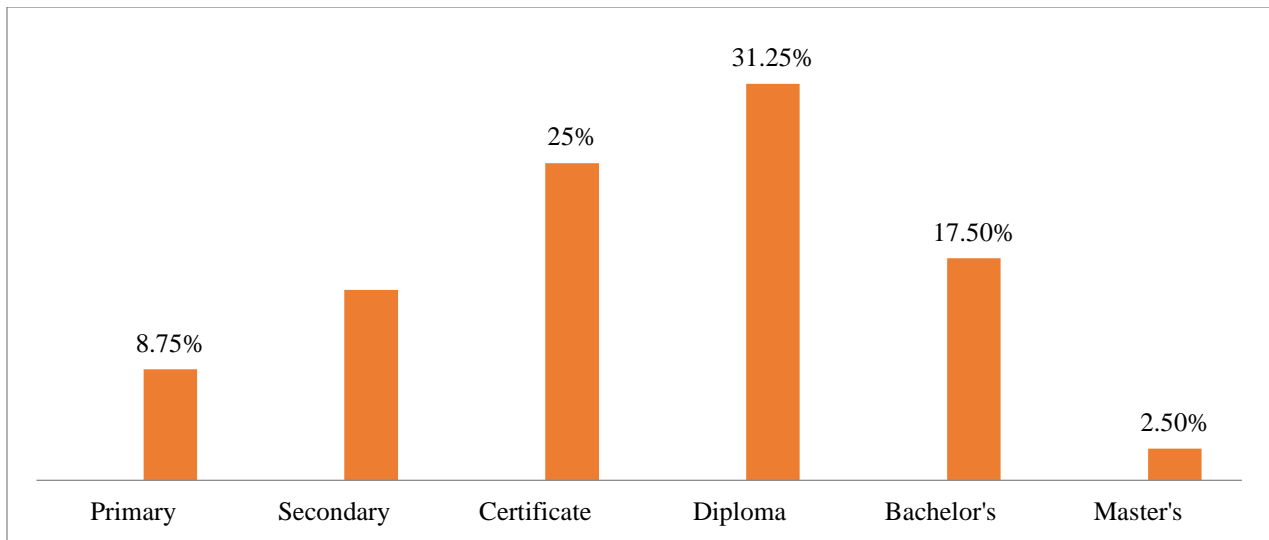
*Source: primary data*

The data in Table 4:3 above reveals a diverse representation of marital statuses among respondents. Single individuals constitute the largest group, comprising 54% of the sample, followed closely by widows at 20%. Married and widowers account for 16% and 20% of the total, respectively. This distribution highlights the prevalence of single

individuals among the study participants, indicating a significant presence of mature and responsible individuals in the sample.

#### 4.4 Education background of respondents

This section provides findings on the educational qualifications of the respondents.



*Source: primary data*

**Figure 4:4** A column graph showing the educational level of respondents

The graph portrays a of educational levels among respondents. Particularly, the majority (31.25%) hold Diplomas, indicating a significant proportion of respondents possess a higher level of education. This educational attainment suggests that respondents are equipped with the knowledge and understanding required to provide informed responses to the questionnaire.

#### 4.5 Years spent in doing this business

**Table 4:5** Showing how long the respondents have been doing their businesses

Response	Frequency	Percentage
0- 12 months	7	14%
1 - 2years	15	30%
3-5 years	22	44%
6-10 years	6	12%

<b>Total</b>	<b>50</b>	<b>100.0%</b>
--------------	-----------	---------------

*Source: primary data*

The **table 4:5** above reveals a distribution of respondents based on the duration of time they have been working for Kampala Nile resort hotel. Notably, 44% of respondents have been engaged in their business activities for 3 - 5 years, while 30% have operated for 1 -2 years. Additionally, 14% have a business tenure of 1 - 12 months, and a smaller proportion, 12%, have been in business for over 6- 10 years.

This distribution suggests that the majority of respondents have a relatively moderate tenure of 3 - 5 years in their business operations. However, it is noteworthy that a significant portion, albeit smaller, has endured for over 10 years.

#### 4.6 Findings on service quality

Table 4:6 shows the response on. Service quality

Statement	Strongly Agree	Agree	Not sure	Disagree	Strongly disagree
There are reliable services in the Hotel	21 42%	18 36%	11 22%	0	0
The Hotel has tight security	39 78%	11 22%	0	0	0
The hotel has enough parking space to accommodate all customer	20 40%	19 38%	11 22%	0	0
The hotel offers front desk services	30 60%	10 20%	10 20%	0	0
The Hotel offers customer allowances.	10 20%	15 30%	0	12 24%	13 26%
The Hotel bases on honesty as its business priorities	11 22%	19 38%	11 22%	9 18%	0
The Hotel also considers time consciousness delivering its service	34 68%	10 20%	6 12%	0	0
The hotel offers Quick and efficient transport services	15 30%	19 38%	7 14%	0	9 18%

#### 4.7 Reliability at Kampala Nile resort.

From the table above, respondents were examined on different issues pertaining to reliability at the hotel. A5 like scale was used to rate the respondents' level of agreement. These issues are individually explained in details below; On the subject of the hotel's services being reliable and dependable, 40% of the respondents agreed, 20% of the respondents strongly agreed, 0% of the respondents were uncertain, 16.7% of the respondents disagreed and 23.3% of the respondents strongly disagreed This implies that majority of the respondents agreed that Kampala Nile resort services are reliable and dependable. On the question of whether the hotel delivers the promised services effectively 26.7% of the respondents agreed, 16.7% of the respondents strongly agreed 10% of respondents were uncertain, 13.3% of the respondents disagreed and 33.3% of the respondents strongly disagreed an implication that majority of respondents have a belief that Kampala Nile resort hotel does not deliver the promised services effectively. On the issue of complaint handling, there is good and fast complaint 16.7% of the respondents agree that handling at hotel 6.7% of respondents strongly agreed, 6.7% of the respondents were uncertain, 20% of respondents disagreed and 40% of the respondents strongly disagreed. This implies that more of the complaints at Kampala Nile resort hotel are handled at a slow pace.

#### 4.8 Factors that affect Customer Satisfaction in the Hotel

Statement	Strongly agree	agree	Not sure	disagree	Strongly disagree
<b>Reliability.</b> The delivers services as promised.	18 36%	22 44%	10 20	0	0
<b>Assurance.</b> The hotel assures customers by always adding more value to its services offered	15 30%	20 40%	15 30%	0	0

Responsiveness. Customers are responded too very first with a smile of appreciation from workers	18 36%	25 50%	7 14%	0	0
Empathy. Customer requests and complaints are positively responded to on individual basis at the hotel	12 24%	30 60%	8 16%	0	0

The study went on to establish factors that affect customer satisfaction in hotel, and thus the study revealed that Assurance is the major factor that influence customer satisfaction in the hotel and this was at a response rate of 30%, followed by another factor of responsiveness which was at 18%. 18% and 12% of respondents suggested that Reliability and empathy respectively are also other main factors that affect customer satisfaction in Kampala Nile resort hotel. However, minority of respondents from the hotel suggested that Price is also another factor that can affect customer satisfaction in their hotel and this was at 7.96% responses rate followed by the last group of respondents who emphasized that Empathy also qualifies to be another factor that influenced customer satisfaction at the hotel which was at 30%. This therefore implies that assurance; responsiveness, Reliability and empathy are the major factor which influences the customer satisfaction among Kampala Nile resort hotel staff towards work.

#### 4.9 The Relationship between Service Quality and Customer Satisfaction

A=Agree SA=Strongly Agree D=Disagree SD=strongly disagree NS= not sure

Please choose only one option that's suits your level of agreement or disagreement for each of the following statement (tick in the appropriate box)

	S. A	A	N. S	D	S. D
Reliability of service at hotel has improved customer satisfaction.	24 48%	18 36%	8 16%	0	0
The responsiveness of workers to the customer request and complains has improved service quality and thus customer satisfaction.	32 64%	9 18%	9 18%	0	0
The empathy provided to customer of hotel has improved customer satisfaction	8 16%	9 18%	10 20%	0	23 46%
Service quality positively influence customer satisfaction at the hotel	9 18%	12 24%	4 8%	0	25 50%

From the research findings inadequate service quality and delivery affects customer satisfaction as a high percentage of respondents don't agree that the hotel delivers services as promised thus customer dissatisfaction.

More so a high percentage of respondents strongly disagreed about the good relations between hotel workers and the customers, as this resulted into poor service quality hence service quality being the most important in improving customer satisfaction.

## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

#### 5.0 Introduction

The study examines the relationship between service quality and customer satisfaction evaluations in Kampala Nile resort hotel. The previous four chapters have laid a basis on which this report can be rounded up. In chapter one the background and the problems of the study were given and study variables indicated, the independent variables were service quality and the depended variables includes customer satisfaction. Chapter three outlined the methodology adopted for caring out the study. In chapter four the findings were presented and interred, in this chapter discussion and conclusion of the study findings will be drawn upon which recommendation will be made.

#### 5.1 Findings on the relationship between service quality and customer satisfaction

From the questions tested and basing on the previous discussion of the following presentation related to the study according to the, results reveals that there is strong relationship between service quality and customer satisfaction and therefore service quality plays an important role in determining customer satisfaction. The findings also stretch that this native perception on customer dissatisfaction in Kampala Nile resort hotel position relationship between poor service quality and customer dissatisfaction as shown by respondents. However, there are other factors other than poor service quality in the hotel that could be affecting its performance to a limited extent. Therefore, emphasis should be put on service quality without neglecting the other factors that may affect customer satisfaction at Kampala Nile resort hotel.

#### 5.2 Conclusion

The research has covered important relationship between service quality and customer satisfaction in Kampala Nile resort hotel position relationship between poor service quality and customer dissatisfaction as shown by respondents. However, there are other than poor service quality in the hotel that could be affecting its performance to a

limited extent. Therefore, emphasis should be put on service quality without neglecting the other factors that may affect customer satisfaction in Kampala Nile resort hotel.

### **5.3 Recommendations**

These recommendations are based on the study findings and aim at establishing service quality and other factors which may lead to customer satisfaction.

Although some managers may believe that quality aspects of exchange are beyond their control, it's evident that managers of service need to recognize and accept that service quality will inevitably take place and that it has a significant effect on both the customers and workers' perception of the service.

Management can avoid poor quality which leads to customer dissatisfaction in the following ways; Management should make a good planning of their activities in order to avoid over working of employees leading to poor service quality and in the long run customer dissatisfaction.

There should be an effective examination of each individual needs. People should not be looked up in wholesome.

In order to improve on service quality, employees should be finished and appreciated for the work they have done.

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Pearson

## QUESTIONNAIRE

Dear respondent;

I am BITIJUMA BYUMA a student at Uganda Christian University carrying out a Research on "THE RELATIONSHIP BETWEEN SERVICE QUALITY AND CUSTOMER SATISFACTION: A case study at Kampala Nile resort hotel Namanve ". You are kindly requested to spare a few minutes and fill this questionnaire.

This research is purely academic and any information provided will be treated with at most confidentiality. Thank you for your cooperation.

### SECTION A: STAFF OF Hostel.

Please tick where applicable.

1. what is your gender

a) Male .....

b) Female.....

2. Which age bracket do you belong?

a) 21-30                      b) 31-40

c) 41-50                      d) 51 and above

3. What is your marital status?

a) Single      c) Divorced

b) Married    d) Widowed

4. Which is your highest level of education?

a) Certificate .....

b) Diploma.....

c) Degree

Others specify.....

5. For how long have you worked with hotel?

- a) 1-12 months                      b) 1-2 years
- c) 3-5 years                         d) 6-1 year

**B. Customer care services (Activities)**

6. List the customer services offered by the Hotel?

.....  
.....

7. Are there strategies in this Hotel aimed at giving customers more satisfaction?

I. Yes .....

II. No .....

111. Not sure.....

8. If yes, what are the strategies used by hotel to increase customer satisfaction?

.....  
.....

9. How do you explain customer care services of the Hotel?

1. Very poor .....    II. Poor ....                      111. Good .....

iv. Very good ....    v. Not sure .....

10. The organization of the hotel 's activities has improved the level of customer satisfaction.

1. Yes.....

ii. No .....

B. Give reasons for your answer (10.) above.

11. What is your opinion concerning the following questions?

Statement	Strongly Agree	Agree	Not sure	Disagree	Strongly disagree
There are reliable services in the Hotel					
The Hotel has tight security					
The hotel has enough parking space to accommodate all customer					
The hotel offers front desk services					
The Hotel offers customer allowances.					
The Hotel bases on honesty as its business priorities					
The Hotel also considers time consciousness delivering its service					
The hotel offers Quick and efficient transport services					

## SECTION B

FACTORS THAT AFFECT CUSTOMER SATISFACTION IN THE HOTEL.

Statement	Strongly agree	agree	Not sure	disagree	Strongly disagree

<b>Reliability.</b> The delivers services as promised.					
<b>Assurance.</b> The hotel assures customers by always adding more value to its services offered					
<b>Responsiveness.</b> Customers are responded too very first with a smile of appreciation from workers					
<b>Empathy.</b> Customer requests and complaints are positively responded to on individual basis at the hotel					

## THE RELATIONSHIP BETWEEN SERVICE QUALITY AND CUSTOMER SATISFACTION

A=Agree SA=Strongly Agree D=Disagree SD=strongly disagree NS= not sure

Please choose only one option that's suits your level of agreement or disagreement for each of the following statement (tick in the appropriate box)

	S. A	A	N. S	D	S. D
Reliability of service at hotel has improved customer satisfaction.					
The responsiveness of workers to the customer request and complains has improved service quality and thus customer satisfaction.					
The empathy provided to customer of hotel has improved customer satisfaction					
Service quality positively influence customer satisfaction at the hotel					

THANK YOU