**FRONT OFFICE MANAGEMENT AND CUSTOMER SATISFACTION IN THE HOTELS INDUSTRY OF UGANDA**

**A CASE OF IVY’S HOTEL KAMPALA**

**BY:**

**KITAKA ROBERT**

**INDEX NO: 2019/FEB/MBA/M224527/DIST**

**A RESEARCH DISSERTATION TO THE SCHOOL OF BUSINESS ADMINISTRATION AND INFORMATION TECHNOLOGY IN**

**PARTIAL FULFILLMENT OF THE AWARD OF THE**

**DEGREE OF MASTER OF BUSINESS ADMINISTRATION**

**OF NKUMBAUNIVERSITY**

**DECEMBER, 2021**

# DECLARATION

With the exception of duly acknowledged citations and references, I declare that this Dissertation is a product of my own research and it has not been produced in part or whole for any award in any other Institution of Higher Learning.

**KITAKA ROBERT**

Signature ………………………………… Date ………………………………..

# APPROVAL

This research dissertation has been done under my supervision and it is now ready for examination.

**Dr. LUTAYA SADAT**

**(University Supervisor)**

Signature…………….………………… Date……………………………………

# DEDICATION

This work is dedicated to my family members, my wife, sons and daughters without whose caring support it would not have been possible, and have been my constant source of inspiration and passed on a love of reading and respect for Education.

# ACKNOWLEDGEMENTS

Grateful acknowledgement is made to the following persons who in one way or another contributed to the production of this dissertation,

I would like to express my sincere gratitude to my supervisor; Dr. Lutaya Sadat, for his professional guidance offered in preparing this book and all the time and patience to read through this piece of work.

Special gratitude goes to my relatives; my parents for their financial support, patience and encouragement towards the completion of this course.

My sincere gratitude goes to the lecturers at the Nkumba University who provided me with insights and wealth of their knowledge.

I thank my friends, for the ideas, encouragement, time and emotional assistance provided towards the development of this work. My classmates who have patiently endured the challenging times we have gone through with a constant cheer.

To all the above and those that I have not specifically mentioned, I request you to accept my sincere appreciation for your support. May God bless you and reward you all abundantly.

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# LIST OF ABBREVIATIONS/ ACRONYMS

CRM: Customer Relationship Management

CVI: Content Validity Index

ECT: Expectation confirmation theory

EDT: Expectancy-Disconfirmation Theory

eWOM: Electronic Word-of-Mouth

GDP: Gross Domestic Product

HODs: Head of Departments

ICT: Information and Computer Technology

SAQ: Self-Administered Questionnaire

SPSS: Statistical Package for Social Sciences

UHOA: Uganda Hotel Owners Association

# ABSTRACT

The study examined the effect of front office management on customer satisfaction at Ivys Hotel, Kampala. The study employed descriptive and case study research design which involved an intensive analysis of the research variables. A sample size of 186 respondents was used from a population of 360 people including, management staff, junior staff and the customers of the hotel. Purposive and simple random sampling and convenience sampling techniques were used to select the respondents. The respondents were issued with self-administered questionnaires which had closed ended questions and face to face interviews were conducted among management staff of the hotel.

The study found out that one of the effects of front office management that led to improved customer satisfaction was that front office management through service quality, customer coordination and information flow practices was given adequate attention as a prerequisite of improved customer satisfaction in Ivys Hotel, Kampala. The researcher concluded that there is was positive significant relationship between service quality and customer satisfaction in Ivys Hotel with a significant positive correlation value of 0.731, customer coordination with a significant correlation value of 0.663 and information flow practices with a significant correlation value of 0.624 on customer satisfaction in in the hotel industry andIvys Hotel in particular.

It is concluded that the respondents confirmed that service quality of front desk workers enhanced customer satisfaction in the hotel industry of Uganda, respondents confirmed that customer coordination of front desk workers enhanced customer satisfaction in the hotel industry of Uganda and Ivys Hotel in Kampala and information flow practices led to improved customer satisfaction in Ivys Hotel in Kampala since most of the respondents had positive views on the importance of information flow practices

The researcher recommended that; that the guests should feel safe in all financialtransactions; therefore, employees should be trustworthy. hotels in Uganda should be able to help the customers that wheneverthey request for any service in this company; that management of hotels in Uganda should strive to maintain and improve their relationship with the customers and ensure the hotel’s policy of commitment to the terms and conditions of customers is in place and are being adhered to. And that management and other stakeholders of hotels in Uganda should ensure that there is mutual exchange of information about events or changes that may affect the other party and interdependence should be based on asset specificity and uncertainty and frequency.

Therefore, more studies should be conducted on service quality, employees' motivation and customer satisfaction in the hospitality industry; front office management and satisfaction of workers in the Hospitality Industry; customer relationship management and business performance in the Hotel Industry of Uganda.

# CHAPTER ONE

# INTRODUCTION AND BACKGROUND TO THE STUDY

## **1.0. Introduction**

This study intended to examine the effect of front office management on customer satisfaction at Ivys Hotel, Kampala. In this chapter, attempt is made to position and introduce the subject matter of the study. The background to the study provides an overview of what the study variables. Statement of the problem highlights the main variables under consideration. From the objectives of the study the research questions are derived, which questions, the study will attempt to answer and suggest possible solutions to the problem. Scope of the study specifies the boundaries of the study in terms of geographical location, and population type and size. Significance of the study also outlined and the chapter is concluded the conceptual framework used to explain the relationship between the study variables.

## **1.1. Background to the Study**

The background of the study is sub-divided into historical, theoretical, conceptual and contextual perspectives as indicated below;

## **1.1.1. Historical Background**

Historically, since the 19th century, Tourism has virtually become an important part of the world economy today given its major contribution to employment and GDP of most countries. It is the largest and fastest-growing sector, with more than 900 million people travelling every year and a strong predicated growth rate therefore becoming the world's number one employer and represents more than 10% of global spending (World Travel & Tourism Council, 2010). In Uganda, the sector recorded a big improvement in the year 2011 as a result of intensive marketing and the reversed negative ban to Uganda by the United Kingdom. The tourism sector earned Ush 97.9 billion in terms of revenue earning as at 31st December 2011. This is the highest tourism revenue ever recorded and it represents an impressive growth of 18% to the 2010 revenue (Uganda National Bureau of Statistics, 2012). For the last four years, the industry has seen a decline in visitation due to insecurity fears. Uganda is expected to earn a record Ush100 billion (just under US$1 billion) from the tourism industry by the end of 2016. Among the many sectors of tourism industry, the hotel sector is regarded as one of the important industry (Song, Witt & Li, 2019). In this regard, the hospitality sector is characterized by different types of services sought after by their guests.

A number of authors (Barrows, Powers & Reynolds, 2012, Harrington & Akehurst, 2010) identify accommodation services, food and beverage services as the main types of services offered by majority of the hotels worldwide. Despite this, hotels still differ in terms of services offered to their guests. However, to diversify their service offer, most hotels have included other service types with an aim of satisfying their customers. A number of hotels now strive to enhance their visitor stay by offering services such 2 as health services, recreational services, business related services, non-smoking floors/rooms, helicopter service, valet services, currency exchange services, room service, safe deposit boxes, boutiques, concierge service (Garvin, 2018) among others. While not every hotel is in a position to offer all these services to their clientele, hotels should ensure that the services provided are of good quality, unique, varied and allow guests to participate in the service provision process (Harrington & Akehurst, 2010; Kandampully, 2010; Lau, Khatibi & Fie, 2015). In this regard, customer satisfaction has been measured as the difference between customer expectations and perceived performance (Barsky, 1992; Oh & Parks, 1997; McQuitty, Finn & Wiley, 2000). Hence, both exploring the importance for customers of single attributes in hotel selection and to systematically survey their level of satisfaction are indispensable.

## **1.1.2. Conceptual Background**

As a core activity in the tourism sector, hospitality accounts for the largest share of the sector’s revenue. The last few years, prior to the COVID-19 pandemic, have been years of strong growth depend in the number of hotel companies with number of available rooms and service served to customers. The hospitality industry has also been betting on diversification as well as on the quality of its services (Lucas, 2021). Gardi, (2021), defined hospitality is a specific type of relationship between the traveler and a host.

The front office employees help guests register, and arrange for their stay. The front office is the main hub for managing customer services because not only is it the key service point with which the guests have their first and last interactions, but it also centralizes all the information required for satisfactory customer services (Stefko et al., 2020). From the customers' perspective, front offices are the most visible part of hotels, which may have a detrimental impact on the hotels' first image and ultimately the perceived quality of service. .From the operational perspective of the hotels, front offices take on the responsibility of communication within the hotel as the hub of guest services and most departments in the hotel transfer information through them. When front offices fail to play their role, they bear the responsibility of the unhappiness of the guests during checkout (Gardi, 2021).

Service quality is how different consumers perceive the service they receive, assessing whether their consumption is worth the while as a kind of invisible feedback and giving their ratings. If the service provided satisfies consumers, the quality of service is good. The following is a brief description of the definition and constructs of service quality. Gaunker and Gaonkar (2021) defined five key dimensions that consumers use to assess a business’s service, including tangibles, reliability, responsiveness, assurance, and empathy. In early research, proposed service quality dimensions by reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding, and knowing the customers and tangibles (Stefko et al., 2020).

Service quality in hotel industries concentrate on satisfying the guests’ quality need. Service quality considers guest’s judgment regarding the creature overall superiority and excellence (Abdullah, 2019). The hospitality industry operates on seasons (peak, shoulder and low) and is very sensitive to the environment especially on security concerns (Kuto, 2020). This industry operates in a highly uncertain environment due to the increased political instability, Visa rules changes and terrorism incidences that usually led to negative international press and travel advisories resulting in dwindling demands (Okumu, 2019). This has led to overtrading and the subsequent poor performance of the hotels subsectors (Pascual, 2021). According to the Uganda Tourism Association, there has been a fall in the room occupancy at hotels due to the reintroduction of 18 percent Value Added Tax on hotel rooms that forced them to revise their prices upward contrary to what had been agreed upon with their clients which led to cancellations by tourists that had booked to visit Uganda; over 90 percent of all bookings from Europe and United States have been cancelled by March, 2015.

With the development of ICT, the flow of information offers a special benefit to connect one activity to the others and make available in the company as well as with external providers, channels and customers in real time data created by business. For the efficient and successful flow of information, the logistics processes of the organization need to be strengthened through planning, tracking, collaboration and tracking logistics processes. The successful operation of the logistics information technology system involves the use of hardware and technology transfer, according to Nowakowska and Grunt (2017), and the information system should be configured to best support a logistics system to improve the contact line (Wisner et al. 2017).

Customer satisfaction as term that clarifying regarding a measurement of services or products that provided to meet customer’s expectations (Anwar & Louis, 2017). Customer satisfaction is the result by those that have experienced a hotel’s performance that have satisfied their expectations. Many scholars proved the strong correlation between service quality and guest’s satisfaction (Ali & Anwar, 2021). Over the decades, according to many researches of the hospitality industry, two significant fields have been presented which are service and customer satisfaction. Guests’ satisfaction is the best display of a Hotel’s future profits (Khan & Abdullah, 2019). Hotel’s goal is to meet guest’s expectations and needs (Faraj et al. 2021). Uganda has attracted many travelers from different countries in the world. Many academic scholars defined several dimensions and aspects to enhance the level of satisfaction, despite most of these dimensions were used variables that found were significant though the significance of service quality (Ali, 2016), guests’ expectations and perceived value still needs additional concern.

## **1.1.3. Theoretical Background**

This study was guided by two theories of; Expectation Disconfirmation Theory and the Stakeholder Theory.

Expectation Disconfirmation Theory is posited by Oliver, 1977, 1980). It that states that satisfaction is determined by the discrepancy between perceived performance and cognitive standards such as expectation and desires (Khalifa and Liu, 2003). Alin (2010) citing McKinney, Yoon and Zahedi (2002) asserts that customer’s expectation can be defined as customer’s partial beliefs about a product. Expectations are viewed as predictions made by consumers about what is likely to happen during impending transaction or exchange (Zeithmal and Berry, 1988). Perceived performance is defined as customer’s perception of how product performance fulfills their needs, wants and desire (Cadotteetal, 1987). Perceived quality is the consumer’s judgment about an entity’s overall excellence or superiority (Zeithmal, 1988). Disconfirmation is defined as consumer subjective judgments resulting from comparing their expectations and their perceptions of performance received (McKinney et al., 2002, Spreng et al., 1996).

Perceived performance is defined as customer’s perception of how product performance fulfills their needs, wants and desire (Cadotteetal, 1987). Perceived quality is the consumer’s judgment about an entity’s overall excellence or superiority (Zeithmal, 1988). Disconfirmation is defined as consumer subjective judgments resulting from comparing their expectations and their perceptions of performance received (McKinney et al., 2002, Spreng et al., 1996). Alin (2010) asserts that it is more probable for customers to be satisfied if the service performance meets (confirmation) or exceeds (positive disconfirmation) their expectations. On the contrary, customers are more likely to be dissatisfied if the service performance is less than what they expected (negative disconfirmation).

The Stakeholder Theory is also another theory that will underpin this study. The stakeholder theory views both the internal and external stakeholders as important elements that influence hotels. Stakeholder theory leads to the investigation of the level of influence of local and relevant stakeholders in respect to front office management, and particularly to the hotel industry in the Uganda. The level of awareness, services and customer care factors may influence the perception of local stakeholders. Stakeholders are widely acknowledged as powerful influencers over, and able to direct, hotel decisions and performance (Amran, 2019). The stakeholder theory states that the company's success is dependent on how successfully management manages all of the stakeholder relationships. Without the support of their stakeholders, there is no reason for a firm to exist (Hollenhorst, 2020). In the hospitality context, for instance, a hotel is expected to provide lavish water usage for the comfort of the customer, but, at the same time, it is required to control the operating costs to maximize shareholder profits. By finding ways to comply with the shareholders' needs and social demands, they are able to increase their competitive advantage, such as a reduction in water consumption, which reduces costs, while at the same time building up their reputation and image (Cespedes, 2021).

An analysis of related literature shows that it is essential to discover how anchoring and stakeholders influence factors impact front desk services, service quality and customer satisfaction of the hotels. Regardless of the limitations of the theories raised, it is still a credible theory for pursuing a considerate association flanked by determinants of front desk office management and customer satisfaction in the hotel industry. It is thus hypothesized that a connection exists between anchoring and stockholder factors, practices of desk office management and customer satisfaction in the hotel industry.

## **1.1.4. Contextual Background**

Hotels are considered a vital element of the tourism industry; the reason is hotels satisfy the most essential guest’s needs which are accommodation (Prabhu et al. 2020; Changkaew, 2021). According to the International trade organization (2017), tourism is now recognized as an essential and integral part of any country’s development strategy. Consequently, tourism plays a leading role in helping the government’s budget, Gross Domestic Product (GDP), and creates massive employment opportunities. Moreover, guests do not use hotels only for accommodation they could get benefits from their other services for example, playground, tennis, restaurants, sauna, bar, swimming pool and so on. Hotel staff is an important factor in business success (Ismael et al. 2021), because employees who deliver and provide services to guests. For example, if hotel staffs do not deliver the right service to guests, it will lead to negative effect as a result guests might not come back to the same hotel (Espino-Rodríguez & Rodríguez-Díaz, 2021). On the other hand, if hotel staffs are able to deliver the right service to their guests in this case guests will have positive experience and might come back again (Sultan et al. 2020). Therefore, it is very necessary hotel management should satisfy their employees (Gardi, 2021).

Hotel considers a social phenomenon due to it is connecting with various activities a guest does for instance leisure (Andavar et al. 2020), business, education and vacation. Hotel’s guests are participating to the socioeconomic growth of both less developed and developed countries. Moreover, hotel’s guests are viewing as an attractive growth option in many countries in the world.

In Uganda, The hospitality industry plays a vital role to the economy. The industry supports the tourism sector which currently is the second foreign exchange earner after agriculture. Hospitality is accepted as an economic boom and a valuable asset to the national economy (Suprayitno, 2021). The United Nations confirms that 70% to 75% of international tourists’ expenditure goes to hotel services on annual basis affirming the strategic importance of the sector (Afza, 2017).Hotel industry is even one of the leading sectors in terms of jobs. The hotel industry is one of the leading economic activities contributing to any nation’s growth by extending its brand, value, and identification to those in need of the services offered there (Sucheran, 2021).

Latest available data from the country’s statistics’ office shows Uganda earned $2 billion from tourism activities in 2017, up from $1.7 billion the previous year. The International Monetary Fund said last month that Uganda’s tourism earnings were expected to fall 54% in the 2019/20 (July-June) fiscal year, and decline 52% in the next year. The International Monetary Fund (IMF) last month nearly halved its forecast for economic growth in Uganda for the financial year ending in June to 3.3% and projects 3.7% growth in the following fiscal year. In the year ended June 2019, the economy grew 6.5 % (Biryabarema, 2021). The hospitality sector accounts for 90% of all employment and this has made UHOA a force to reckon with in Uganda. It also gives great pleasure to note that of the 3,800 hotels in Uganda, 95% are privately owned of which 86% are Ugandan owned (UHOA, 2019).

Tourism Marketing Master Plan notes that Uganda has over 3800 hotel establishments with over 250,000rooms and 300,000beds. Bureau of statistics has a registry of over 6000 Accommodation facilities. The sector directly employs over 250,000 persons (employing slightly more women at 58%) 90% of the employment in the tourism industry is in the hospitality sector. Sector employs mainly the youth (18 – 30yrs) of age (77%). According to Uganda hotel owners association Hotel occupancy rates in Kampala and Entebbe 2016 was 48% 2017 was 54% and in 2018 was 58%, Average occupancy outside of Kampala 22%, 38% and 41% while Average occupancy in the National parks was 12%, 24% and 27%.

The occupancy levels in hotels have however become so low since the tourism industry is still in crackers and Ugandans are not travelers within their country. To worsen the situation, there is a decline in the number of tourists coming into the country (Ahmed, 2018). Tourism has not developed as expected despite the country’s potential and tourism attractions. Hotel owners are worried over the falling occupancy rate and quality of services which they attribute to the drop in tourist numbers coming into Uganda (Louis, 2017). This occupancy has clearly affected the financial performance of the hotel. Sector in Uganda and hence led to a need for a look at the service quality and information flow in the industry and customer coordination as one way to counter the declining customer satisfaction in the hotel industry.

## **1.2. Statement of the Problem**

In 2020 the hotel business in Uganda performed like elsewhere in the world badly, as asserted by Jean Byamugisha, chief executive of the Uganda Hotel Owners Association (UHOA). “We had 80 percent cancellations of bookings, and also sent home about 57 percent of our staff on unpaid leave” according to east African magazine for hotel association. These cancellations not only had grave effects on profits of hotels but almost on their planned purchases of supplies, possible debt repayment schedules and cash flows due to a projected income fall thus affecting their liquidity positions. These occurrences have clearly affected the customer satisfaction and performance of the hotel sector in Uganda and hence led to a need for a look at the front office management services of the industry as one way to counter the declining customer satisfaction in the hotel industry (Kayak, 2021).

At Ivys Hotel, despite the fact that management recognizes the importance of front office management to its performance, cases of dissatisfaction amongst the guest continue to emerge. For example, in a management report of 2018, the following cases were noted with regard to the front office: customers complained of delays in clearing them especially at the time of making payments; the number of cancelled reservations was increasing as a result of complaints by customers; there were cases of reported cheating of customers by the cashier who was issuing handwritten receipts instead of generating the invoices and receipts from the computer. The Ivys Hotel 2019 performance review report website also indicated that out of 251 reviews by clients, 32 rated it as excellent, 103 rated it as very good, 76 rated it as average, 23 rated it as poor while 17 said the hotel was terrible. In the Annual report of 2019, the following complaints were registered by some guests: delayed service especially at the cash office, poor transport arrangements, and failure to explain to guests the services provided by the hotel in a convincing way.

To maintain a competitive edge or even sustain operations in such an uncertain economic environment, the front office services should be managed in the most prudent manner.).The purpose of this study therefore is to establish the impact of front office management on customer satisfaction in the Hotels Industry of Uganda based on case of Ivys Hotel Kampala

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

The purpose of this study is to examine the effect of front office management on customer satisfaction at Ivys Hotel, Kampala.

## **Objectives of the Study**

The study was guided by the following objectives;

1. To examine the effect of service quality of front desk workers on customer satisfaction at Ivys Hotel Kampala.
2. To investigate the effect of customer coordinationof front desk workers on customer satisfaction at Ivys Hotel Kampala.
3. To ascertain the impact of information flow of front desk workers on customer satisfaction at Ivys Hotel Kampala.
   1. **Research Questions**

From the above study objectives, the following questions were formulated;

1. What is the effect of service quality of front desk workers on customer satisfaction at Ivys Hotel Kampala?
2. What is the effect of customer coordination of front desk workers on customer satisfaction at Ivys Hotel Kampala?
3. What is the effect of information flow of front desk workers on customer satisfaction at Ivys Hotel Kampala?

## **1.6 Hypothesis of the Study**

H1: There is no statistically significant effect ofservice quality of front desk workers on customer satisfaction at Ivys Hotel Kampala.

H2: There is no statistically significant effect of between information flow of front desk workers on customer satisfaction at Ivys Hotel Kampala.

H3: There is no statistically significant impact of customer coordination of front desk workers on customer satisfaction at Ivys Hotel Kampala?

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

The scope of the study captured the subject scope, geographical scope and time frame within which the study was conducted.

## **1.7.1. Content Scope**

The study generally examinedthe effect of front office management on customer satisfaction at Ivys Hotel, Kampala. Front office management was perceived as the independent variable and customer satisfaction as the dependent variable. Front office management in this study focused on factors like, service quality, information flow practices and customer coordination while health customer satisfaction was based on, repeated business, hotel occupancy rates, number of bookings and recommendation of service. The intervening variables used in the study are, management support, motivation of employees, work-life balance and performance management system. The study assumed that these paradigms are more linked as forecasters between independent and the dependent variables.

## **1.7.2. Geographical Scope**

The study was carried out at Ivys Hotel Kampala which is among the first Hotel. It is located at Mugalaasi place Plot 90/91 Sir Albert Cook Nateete Wakaliga along Kampala Wakaliga Road, Ivys hotel is the epitome of comfort, it is well established hotellaying south west of the city centre and 45 minutes’ drive from Entebbe main airport. Ivy Hotel is an international 3 star Hotel in Kampala laid on 3 acres of Land and 4 km from Kampala city Centre, it has 72 air conditioned en suite rooms including 10 suites all with Dstv,inter com,mini bar ,two bars, two restaurants and five conference halls catering for up to 300 guests.

## **1.7.3. Time Scope**

The time scope which was used to collect data is the period ranging from 2013 up-to-2021. This period is of interest because; this is the period when customer satisfaction at Ivys Hotel Kampala has been preferably very low with worrying. Furthermore, the time was enough to provide more information for the study upon which conclusions and recommendations were based.

## **1.8. Significance of the Study**

The research findings and recommendations may be of importance to the following stakeholders:

The study may give the researcherand other academics a more practical analytical insight relating theory to practice. Additionally, the study might act as a reference point for researchers who may pursue further research in on customer satisfaction in the hotel industryin the Uganda. The study may add value to the body of existing knowledge and perhaps lead to ventures in further research thus it may contribute to the existing literature on front office management and customer satisfaction. Through the resultant interaction between the researcher and the respondents, the researcher’s knowledge, skills and understanding of research may improve.

The study findings may act as a practical guideline for the front office managers of Ivys Hotelfor developing the service quality of the front office staff in order to meet with the customers’ needs and their satisfaction.

The findings of the study may not only be beneficial to the personnel of Ivys Hotel Kampala, but also to employees in sister companies in the hospitality industry in Uganda. This may help managers in other organizations in setting performance goals and targets for employees to achieve, through proper supervisory control by line managers.

The recommendations of the study may be important for guiding inventors in the field of tourism on the reliable strategies for improving front management services and customer satisfaction in the hospitality industry of developing countries like Uganda.

The findings and recommendations of this study might help the government through Ministry of Tourism to better its policies with regard to front office management and customer satisfaction in the hotel industry. This might be in terms of quality, delivery times and service prices.

The findings and recommendations might bring more insight to policy makers to come up with proper mechanisms that may help foster quality services and customersatisfaction in the hotel industry. It may also inform the ongoing policy debates on the support and development of the tourism industry in Uganda.

**CHAPTER TWO**

**LITERATURE REVIEW**

**2.0. Introduction**

This chapterreviewsworkofseveralresearchersrelevanttostudy.Itreviewsopinions,observationsattributesandconclusionsfromvariousresearcherswhichofferusefulmaterialinsupportofthestudy.Thestudyadvancedunderstandingoffront office management practices and customer satisfaction in the hotel industry. The chapter consists of the literature survey, theoretical review, the literature review and the conceptual framework.

## **2.1. Literature Survey**

A number of empirical investigations have been carried out on the relationship between front office management practices and financial performance of Hotels. For instance, Lucas et al. (2021), stated that knowledge of customer’s attitudes and perceptions allows hotels to improve services provided which leads to the growth of financial performance. Moreno-Perdigón, Guzmán-Pérez and Mesa (2021) observed that previous research has verified a high-level relationship between service quality and financial performance in hotels as evidenced. Mboma et al. (2021) conducted a study on role of selected salient attributes on customer care in Hotel Industry with specific reference of Mbeya City Hotels. They found an insignificant relationship between quality of service and customer satisfaction. Nonetheless, they noted a positive correlation between service quality, average payment period and average collection period with profitability. However, the above study was carried out in Mbeya city, and the current study will be carried out in the hotel industry of Uganda and in particular, Ivys Hotel.

In a related study by Al-Azzam (2015) on the impact of service quality on customer satisfaction and financial performance: a field study of Arab Bank in Irbid City, Jordan. The study used the model of customer care quality with five dimensions to evaluate its effect on the customer satisfaction. The results indicated that the higher the service quality, the more the costumer’s satisfaction. The findings also indicated that the five factors of customer care quality positively affected the customer satisfaction and financial performance. This study was conducted in the banking industry whose customers differ in the social, economic and cultural elements from the customers that the current study that was conducted on in the hotels in Kampala Uganda.

In another study conducted by Rahhal (2015) evaluated the effects of service quality on and financial performance: an empirical investigation in Syrian Mobile Telecommunication Services. Convenience sampling was used to select 600 mobile phone service users and was distributed among the Damascus and Aleppo. Confirmatory factor analysis was used in the analysis. The findings of the study showed the direct significant impact of service quality on financial performance. This study was conducted in the Syria, while the current study was conducted in Uganda, specifically Kampala City; that has economic, social, political and cultural differences to Uganda.

And Olatokun and Ojo (2016) did a study on the influence of service quality on consumers’ satisfaction and financial performance with mobile telecommunication services in Nigeria. Using survey design, the study assessed customer satisfaction and financial performance with mobile telecommunication services in Ibadan, a Nigerian municipality. Convenience sampling technique was used to select 431 mobile telecommunication users to measure their satisfaction level. Findings revealed that customer case quality to be significant in explaining customer satisfaction and financial performance. The findings may further strengthen the position of the regulatory authorities in developing policies that will address customers’ satisfaction based on defined priorities. This study was conducted in mobile telecommunication services while the current study was conducted in hotels of Kampala, Uganda.

Aliata (2016) carried out a study on the relationship between service quality and customer satisfaction and financial performance of commercial bank customers, Nairobi Kenya. A sample of 384 was drawn using proportionate stratified random sampling technique to constitute corporate customers. The results revealed that service quality significantly contributed to customer satisfaction and financial performance at (β=.488, p less than .05). This study failed to establish the effects of service quality on customer satisfaction in four star and five-star hotels in Nairobi, Kenya which is the focus of the current study. Although this study was conducted among commercial bank customers in Nairobi Kenya, the current study was conducted among four star and five-star hotels in Kampala City, Uganda.

In addition, these studies were carried out in geographical locations like Kenya and other developing countries, but the current study is being carried out in another geographical location, Uganda. The reviewed empirical studies conducted in Europe, Asia, America, Africa and Tanzania in one hand, and the components of effective customer coordination model developed by Mogire (2016) and Rezeda (2018) on the other hand, both support this view. With this theoretical and empirical knowledge in mind, obviously a paradigm shift from customer relationship management to customer satisfaction and from process to outcome is needed. And that is exactly what this study intended to demonstrate. However, none of the above studies looked at customer coordination and customer satisfaction in the context of Hotels in Uganda.

From these it is evident that research in the area of service quality and customer satisfaction has been done but not in a comprehensive approach. However, a few studies in Uganda did not focus on growth and neither did any of them focus on service quality and customer satisfaction as a whole but focused more on the individual aspects leaving out its other elements. This offers a gap that will be addressed in the present study. Of these, only the human capital theory has been studied by Ngugi et al (2017) and social capital by Kariuki et al (2018). In Kenya while the rest of the theories have been neglected. This offers a gap that can be addressed by the present study. This study therefore intends to fill theses pertinent gaps in literature by studying the selected independent variables on the relationship between service quality and customer satisfaction of hotels in Uganda. This study will add value to existing literature by providing empirical evidence on the influence of service quality on customer satisfaction in the Hotels industry of Uganda and fill the existing contextual and conceptual gaps.

## **2.3. Theoretical Review**

There is a growing and significant interest over front office management and customer satisfaction in the Hotel Industry of Uganda by the academia and researchers in recent years. Various theories have been developed which describe the consequence of front office management and customer satisfaction in the Hotel Industry.

## **2.3.1. Expectation Disconfirmation Theory**

The study was informed by the Expectation confirmation theory (ECT) advanced by Richard L. Oliver in 1977 and 1980. It is a [cognitive theory](https://en.wikipedia.org/wiki/Cognitive_psychology) which seeks to explain post-purchase or post-adoption [satisfaction](https://en.wikipedia.org/wiki/Contentment) as a function of expectations, perceived performance, and disconfirmation of [beliefs](https://en.wikipedia.org/wiki/Belief). The structure of the theory was developed in a series of two papers written by Richard L. Oliver in 1977 and 1980.

Although the theory originally appeared in the [psychology](https://en.wikipedia.org/wiki/Psychology) and [marketing](https://en.wikipedia.org/wiki/Marketing) literatures, it has since been adopted in several other scientific fields, notably including [consumer research](https://en.wikipedia.org/wiki/Consumer_research) and [information systems](https://en.wikipedia.org/wiki/Information_systems), among others.

Expectation theory (also commonly known as Expectancy-Disconfirmation Theory) is the most widely accepted theory concerning customer satisfaction processes. The theory holds that satisfaction/dissatisfaction results from a customer's comparison of performance (of a product or service) with predetermined standards of performance(Henard, 2011). According to the view, the predetermined standards are the customer's predictive expectations. Three possible outcomes of the comparison are possible. Positive disconfirmation occurs when performance is perceived to be better than the predetermined expectations. In this scenario, customer is delighted. Zero disconfirmation occurs when performance is perceived to be exactly equal to expectations-customers are likely to be satisfied. Finally, negative disconfirmation occurs when performance is lower than expectations. Of course, negative disconfirmation leads to dissatisfied or unhappy customers.

The EDT proposes that citizen satisfaction arises from a process in which citizens compare their perceptions of the performance of a public service against their prior expectations. The EDT originated in the marketing literature (Oliver 2010). Customer satisfaction is a central concept in this literature, and it can refer to several aspects associated with a consumption experience: the process of consumption and what occurs during it (e.g., for a hotel stay, the check-in experience and the comfort of the room), the outcomes associated with consumption (e.g., for a hotel stay, increased relaxation afterwards), and a reflective assessment of whether the level of satisfaction gained did or did not match what the customer expected (Oliver 2010). The EDT developed the latter aspect and became widely used in the marketing literature, with substantial evidence supporting it as well as indicating needs for further refinements (Oliver 2010; Szymanski and Henard 2011).

## **2.3.2. The Stakeholder Theory.**

The study is informed by the Stakeholder Theory. The stakeholder theory is a theory of organizational management and business ethics that addresses morals and values in managing an organization. It identifies and models the groups which are stakeholders of a project and both describes and recommends methods by which management can give due regard to the interests of those groups. In short it attempts to address the "Principle of Who or What Really Counts (Freeman, 1984). The stakeholder approach has been described as a powerful means of understanding the firm in its environment (Oakley, 2013). This approach is intended to broaden the management’s vision of its roles and responsibilities beyond the profit maximization function (Mansuri and Rao, 2004) and stakeholders identified in input-output models of the firm, to also include interests and claims of non-stockholding groups. Patton (2008) elaborated that the stakeholder model proposes that all persons or groups with legitimate interests engaging in an enterprise do so to obtain benefits and that there is no pre-set priority of one set of interests and benefits over another (Karl, 2007).

Associated corporations, prospective employees, prospective customers and the public at large, needs to be taken into consideration. Overall, a central and original purpose of stakeholder theory is to enable managers to understand stakeholders and strategically manage them (Patton, 2008). The managerial importance of stakeholder involvement has been to demonstrate that treatment of stakeholders is related to the long term survival of the organization (McManus, 2004). While having its origin in strategic management, stakeholder theory has been applied to a number of fields and presented and used in a number of ways that are quite distinct and involve very different methodologies, concepts, types of evidence and criteria of evaluation. As the interest in the concept of stakeholders has grown, so has the proliferation of perspectives on the subject (Oakley, 2013). This theory emphasizes the significance of the relationship between the top management staff with the stakeholders. Specifically managers should understand the success of the projects can be influenced greatly by the Involvement of various stakeholders. These stakeholders will engage depending on the relationship they foster with the top project management and not junior workers acting on their behalf.

**2.4. Empirical Review**

## **2.4.1. Service Quality and Customer Satisfaction in the Hotel Industry**

Service quality is an elusive concept that is difficult to define and measure. According to Zeithaml, Parasuraman and Malhotra (2012), service quality is defined as the discrepancy between expected service and perceived service. Different scholars consider Service quality as a multidimensional concept; several scholars have viewed services as deeds, performances, activities or processes. As Parasuraman (2019) noted, services are behavioural entities which are intangible, Perishable, inseparable, and heterogeneous. The attributes imply that services cannot be accurately measured and maintained by any accommodation facility (Yoo, 2017). The key concern arising here is that management has to ensure that the overall quality of service maximizes benefits while minimizing cost.

Service quality is a comparison of expectations with performance (Lewis and Booms, 1983). From the viewpoint of business administration, service quality is an achievement in customer service (Kenzelmann, 2018). It reflects at each service encounter. Customers form service expectations from past experiences, word of mouth and advertisement. In general, Customers compare perceived service with expected service in which if the former falls short of the latter the customers 19 are disappointed. An author defines service as “any intangible act or performance that one-party offers to another that does not result in the ownership of anything” (Kotler & Keller, 2019). In all, service can also be defined as an intangible offer by one party to another in exchange for money for pleasure.

Customers’ expectations are formed on the basis of the experiences they have had before and also according to the information they have received from personal or impersonal channels of marketing communication (Gaunker & Gaonkar, 2021). Consequently, the customers have a possibility to choose a certain hotel and only after a personal experience, clients are able to compare their own beliefs of the received services with their primary expectations. If the services satisfy and even surpass the customer’s expectations, they will use the services of this hotel again (Jan, Olga & Malova. 2018). Moreover, customers‟ dissatisfaction with the received services leads to huge losses in a market segment. For this reason, the hotels should reveal the requirements and expectations of the target clients as precisely as possible (Gremler et al., 2020).

According to Prabhu et al (2020), service business operators often assess the service quality provided to their customers in order to improve their service, to quickly identify problems, and to better assess client satisfaction. On his part, Lee and Li (2018) explained that service quality has many benefits, such as providing a competitive advantage to a business, establishing customer satisfaction and customer loyalty and contributing to its image. They, however, note that studies in the literature on hotel enterprises with regards to service quality, which is one of the most important areas of the service sector, are limited. Mohamed and Mohamed (2020) studied service quality as a driver of employee satisfaction, commitment and performance. Their findings showed that employees perceived service performance to be at a high level, while customers perceived it to be at a low level. They conclude that even though managers’ perception of service quality performance was lower than that of employees, no significant difference was found between them. Similar views were echoed by Louis (2017) but unlike Mboma et al. (2021), they were keen to caution that one major shortcoming in the concept of service quality is that stakeholder’s perceive service quality differently. In particular, a hotel business that lacks service quality may face issues such as negative customer satisfaction, lack of customer loyalty and lower competitive advantage.

Hotels should deliver high quality service to improve customer care and differentiate them from competitors (Hossain, 2019). Customers are considered to be satisfied when the weighted sum of their total experiences exceeded their expectations. Thus, hotel managers should be aware of factors that contribute to Customer care from service quality (Moreno-Perdigón et al. (2021). If customers satisfied with the service quality then they will frequently use the service and its affect the hotel financial performance (Koapaha, 2020).Therefore, the higher the quality of service provided to customers, the higher the number of customers retained as retention is “ a systematic effort to create and foster an environment that encourages guests to remain purchasing from the guesthouse by having policies and practices in place that address their diverse needs” (Miller and Mor 2017). An organization building customer retention should enable customers to receive what they want, when they want it (just-in-time), with a perfect delivery and the desired levels of service that appeal to the consumer (Sucheran, 2021).

## **2.4.2. Customer Coordination and Customer Satisfaction in the Hotel Industry**

The hotel sector has attributed significant importance to CRM on Customer Satisfaction (Waiganjo, 2019; Chowdhury, 2019; Jung-Seung, 2020; Villena & Craighead, 2019; Gahan, 2019;Jung-Seung, 2020). Several factors have accounted for the requirement to adopt CRM in hotels, such as the changes prominent in the modern business environment including the availability of a large number of options to the customers (Afflerbach, Bolsinger & Glinger, 2018; Quelin, 2019), and consequently the customer being in charge of selecting the supplier (Gilbert, PowellPe2019). The homogeneous nature of the hotel core product also necessitates differentiating one hotel from its competitors, which accentuates the adoption of CRM as a differentiation strategy (Lee and Li, 2018; Doney &Petersen, 2019; Narayanan, 2018).

There is a huge growing interest in the subject of relationship marketing (RM). The presence of competitive business environment compels business organizations to build strong relationships between customer and business firms. The concept of relationship marketing emerged in the fields of industrial marketing and service marketing (Naude, 2019 andQuelin, 2019). RM was introduced to services in current business environment relationship marketing not only looked as individual transactions (Waithaka, 2018). Transactional marketing is considered as combined into relationship marketing (Waiganjo, 2019). Relationship marketing enables firms to build long term relationship to retain old customers as well as allure new customers.

According to Waiganjo (2019), relationship marketing is a strategy to attract, maintain and enhance customer relationship. Sako et al (2016) defined RM as a strategy where management of interactions, relationships and networks are basic issues. Naude (2019) viewed relationship marketing as means to set up, maintain, and enhance relationships with customers and other partners, at a profit, so that the expectation and aim of both parties involved are made. This can be achieved by mutual benefits and execution of promises (Marane and Ali, 2019).

Relationship marketing is also a medium to cultivate customer loyalty, as Oliver (2019) defined strong held commitment to re-buy or re-patronize a chosen service or product in future despite of situational pressure and marketing efforts having the probable to causing switching behavior. 18 RM focuses on retaining old customer because it costs lesser. The retention of customer is more profitable than looking for new customers (Waiganjo, 2019; Reichheld and Sasser, 2019). It has become need of companies to improve and cultivate long-term relationship with their customer in order to craft customer loyalty and maximum productivity. The enlargement of prosperous, long term, mutually advantageous relationship has fascinated the attention of researchers for the past few decades. Understanding the relationship with customer is vital to service and product improvement of a company. The success in being able to hold customer in a long-term relationship paves the way to keep customers easily with service provider. It is always better to keep customer than approaching new one(Kozlova and Silova, 2019).

Commitment and trust are key factors in relationship marketing. It encourages customers to have faith which helps to create a bounding between two parties in long term business transactions. Researchers have discussed in their study that Trust and commitment played vital role in understanding relationship (Gahan, 2019;Jung-Seung, 2020). In area of service relationship marketing, Berry and Parsuraman (2019) discussed that an effective relationship can be made on the basis of mutual commitment. Trust can be understood simply as having confidence on exchange partner’s trustworthiness and honesty.

According to Narayanan (2018), trust is readiness to rely on an exchange partner in whom one has confidence. Breaching thread of trust between any of parties could lead to defection. It is very significant to fulfill promises and obligations in relationship. Commitment and trust can be shaped cooperative behavior to build positive relationship and it is also must to harvest relationship (Kozlova & Silova, 2019). The attitude of customer in any form of relationship between customer and service provider is likely to be importance, thus stronger the relationship importance is perceived by customer results strong relationship building with service provider (Quelin, 2019). Relationship coordination suggests that the emphasis of marketing is on retaining customers by maintaining and strengthening win-win relationships over time (Waithaka, 2018). The relationship should be developed in the way in which customers come in more frequent relationship with service provider (Villena and Craighead, 2019). Where, service is incessantly provided over prolonged time period.

In another study, Waithaka (2018) investigated the comparative significance of perceived service quality and the relationship between perceived service quality, customer satisfaction, and behavioral purpose using multidimensional methods and concluded that significant proportions of customer satisfaction are substantial, perceptible, and responsive product quality, pricing, and safety. Additionally, the study authenticated the importance and considerable cost of customer satisfaction embracing word-of-mouth communication, purchase intentions, and complaining behavior. The study encourages manufacturers, based on their findings, should expand, or build on tangibles and responsiveness for the enhancement of customer satisfaction and behavioral intentions to boost revenues or earnings to mitigate product costs (Quelin, 2019).

The past studies explained in theoretical review demonstrated an effort towards identifying the influence of relationship management on customer satisfaction in various sectors (Kozlova, Silova, 2019; Marane & Ali, 2019; Karungani, 2019). Though this was conducted by different researchers with different views, an effective conclusion was not arrived at, their studies involved suggestions and assumptions which could not be relied upon in times of identifying the influence of customer coordination and customer satisfaction. Many of the past researchers focused on the relationship management in general but they failed to clearly bring out other factors like customer coordination and its influence on customer satisfaction in the hotel sector.

## **2.4.3. Information Flow and Customer Satisfaction in the Hotel Industry**

It is important regardless of the scale of a customer loyalty business. First-time customers are harder to persuade because they don't have any experience of the products and services offered by the firm. As such, the brand needs an exhaustive marketing funnel to get them to purchase. However, Customer loyalty is portrayed as a customer's recurrent appearance or rehash purchase conduct while including the emotional commitment or articulation of a favorable attitude toward specialist organization (Changkaew, 2021). In other 3 words, Customer loyalty is a customer's eagerness to purchase from or work with a brand over and over, and it's the consequence of positive customer experience, customer satisfaction, and the value of the products or administrations the customer gets from the exchange. Obviously, brands need to provide good customer service so that customers will keep buying in future again.

According to Gonçalves et al. (2018), one of the most fundamental theories of loyalty marketing is that a little increment in loyal customers can bring a significant increment in profitability to a business. Wang and Kubickova(2017)) found that a 5% expansion in customer retention came about up to a 125% expansion in profits in their investigation in administration business.However, in Uganda it was conducted in the hotel sector and particularly, Ivys Hotel in Kampala so as to establish the inventory service levels.

Since the arrival of the age of the Internet, hotels have tended to use the Internet as a platform on which they can post advertisements and positive reviews, in order to attract customers (Rhee & Yang, 2015). Customers can browse online reviews before making a booking decision; they can also write reviews and post ratings after they check out and make suggestions for potential customers (Rhee & Yang, 2015). Even though hotel signature and brand recognition are the main factors that assist travelers in selecting the specified quality of hotel (Foroudi, 2019), over 80% of travelers will read hotel online reviews before they select a hotel (Tsao et al., 2015). Since there is reduced brand recognition for mid-scale and budget hotels, customers have less knowledge and information in terms of these hotels, and they tend to rely more on online reviews before making a hotel selection (Agušaj et al., 2017).

Online reviews can have a significant influence on customers and hoteliers (Schuckert et al., 2015). Reading previous customers’ hotel reviews on online rating platforms can reduce customer uncertainty, supply information, and impact customer purchasing intentions (Kim & Park, 2017). Displaying positive reviews is beneficial to hotels to attract potential customers (Zhao et al., 2019). Customer online reviews can illustrate 14 customer requirements and expectations by detailing their accommodation experience (Chan et al., 2017). Improving customers’ negative evaluations can reduce future customer dissatisfaction (Dinçer & Alrawadieh, 2017; Zhao et al., 2019).

Positive reviews enhance a customer’s consideration of a hotel and increase online bookings (Zhao et al., 2015). With the increased use of online booking and the development of third-party websites, people’s electronic word-of-mouth (eWOM) is increasing and has been used to indicate and evaluate customer satisfaction and dissatisfaction with hotels (Chen & Law, 2016; Ladhari & Michaud, 2015). Hotel industry customers’ online behaviours may be influenced by various elements such as gender, age and culture, and will be reflected in their online reviews (Bore et al., 2017). Hence, information sharing enable the right information available for the right time, right place and right trading partner which will contribute to greater organizational performance.

In another by Rajaguru and Hassanli (2018), it was stated that customers with different travelling purposes or from different cultural backgrounds may have diverse accommodation expectations which may be expressed in a variety of ways on eWOM. The study of different travellers’ expectations could benefit hoteliers’ ability to improve their product so as to meet different customers’ expectations (Rajaguru & Hassanli, 2018;Arantola, 2020). Customers from different countries may express emotions in different ways on the Internet when facing uncertain or unsatisfactory situations; for example, unlike American customers who prefer to seek solutions by way of expressing their anxiety, Asian customers tend to avoid complaints (Liu et al., 2017). The above studies were carried out in America and Asian communities, however the current study was carried out in the hotel sector of Uganda and Ivys Hotel in particular.

According to Wang and Kubickova (2017), female guests are more active than males on social media and more interested in posting online reviews. Some researchers have indicated that younger 15 generations may be more willing to express their accommodation feedback than older generations (Gonçalves et al., 2018; Wang & Kubickova, 2017). Customer personalities may also need to be studied, which may benefit hoteliers’ understanding of customer eWOM behaviours (Hu & Kim, 2018). The platforms on which customers share and post their online reviews will be introduced in the next section. Information flow and loyalty are vital factors to focus on to develop and gain benefit in the business. Satisfaction does not contribute to allegiance immediately and takes one step by step. Generally, it is evident that the association between customer service and loyalty is strongly favourable. Customer satisfaction contributes to both revenue and earnings being improved (Arantola, 2020).

Various scholars have analysed the effect of information flow practices and customer satisfaction. According to these studies, utility of front office management through information flow practices appears to be felt across a diversity of sectors in the world (Hu & Kim, 2018;Gonçalves et al., 2018; Wang & Kubickova, 2017; Rajaguru & Hassanli, 2018; Arantola, 2020). No literature however exists showing how front office management through information flow practices directly impacts on customer satisfaction in the hotel sector of Uganda and in Ivys Hotel in particular. In the absence of such evidence, the current study comes in to bridge the gap by investigating the relationship between front office management through information flow practices and customer satisfaction in the hotel sector of Uganda.

## **2.4.4. Research Gap**

The motivation behind hardly any research is to comprehend the interrelationships among representatives' satisfaction and customer loyalty and devotion in a family restaurant. These examinations found that workers' satisfaction had a beneficial outcome on customer loyalty. These discoveries uphold past work (Wangenheim et al., 2007; Chi and Gursoy, 2009) on representatives' satisfaction, which makes a customer' high satisfaction with the organization. Concerning the non-huge connection between workers' satisfaction and customer reliability, the outcomes ought to be deciphered with alert. Even though these discoveries didn't relate with those of past work, which distinguished the immediate impact of representatives' satisfaction on customer loyalty, these researchers found a circuitous impact through customer satisfaction or even loyalty. Travel reason applies a critical impact on customer loyalty with lodging services. Business voyagers report fundamentally lower levels of satisfaction over all parts of lodging service, which is predictable with the discoveries of past examinations (Banerjee and Chua, 2016; Radojevic, Stanisic, and Stanic, 2015b). As respects, the moderately low appraisals for rooms, note that business researchers have various inclinations for inn credits (Dolnicar, 2002), which may impact their inn determination and therefore their satisfaction.

In particular, business voyagers are keener on comfort than extravagance, by and large, "picking [a hotel] dependent on the fact that it is so near the air terminal or to the gathering place" (Jones, 2015), which might be at cost of service and room quality. Concerning the detailed degree of satisfaction with the nature of service, a reasonable 7 clarification is offered by movement industry experts (Jones, 2015), who recommend that business explorers "originate from a corporate social viewpoint that requires responsibility," and are, consequently, less open-minded as to nature of service. Reuland et al. (1985) asserted that the hospitality industry is an agreeable mixture combining three factors: the material item, the conduct and attitude of service providers and the environment. Berry et al. (2002) additionally proposed that the service experience can be depicted from three ordered components: technical quality of service, the behaviour of employees and elements in the service environment.

With specific reference to the setting of restaurants, Clark and Wood (2019) declared that "meal experience" was an all-encompassing reflection of various variables (food, cost, and environment) in customers' psyche. This view has been confirmed in several studies (e.g, Robledo, 2011), and the current investigation additionally adopts a comparable strategy, partitioning by and large assistance nature of a restaurant into food, service, ambiance, and price. The writing additionally calls for concentrating on uncommon properties of unique cases in assessing generally administration quality. In luxury level of restaurants, Wu and Liang (2019) add to the luxury restaurant utilization inquire about by concentrating on service performance, improvements, and diners' additional impacts on apparent experiential worth and fulfillment. The outcomes show that restaurant staff, feasting condition, and different burger joints can influence customers' apparent experiential estimation of luxury restaurants and their fulfillment with their eating encounters.

Moreover, Wu and Liang’s (2009) research give an away from on the meaning of luxury restaurants. In the authors' study, four-and five-Star hotels' full-service restaurants are considered luxury restaurants because they are dependent upon severe assessment, high customer desires, and rivalry from close by restaurants. Even though Wu and Liang's (2019) research is noteworthy, it tends to be additionally evolved. Their examination inspects coffee shops' degrees of fulfillment however do not think about their loyalty toward luxury restaurants. Much research has been conducted on the ground of customer satisfaction and customer loyalty in past as previously mentioned but not much research been done on basis of customer satisfaction and customer loyalty in fine dining restaurant business in recent years. Though it is a common ground of research, still exploring the ground may bring few more new ideas about key factors that influence customer satisfaction and loyalty and developing them in near future.

## **2.4. Conceptual Framework**

Conceptual framework is a model of how one makes a logical link between the several elements that have been identified as important to the problem (Sekaran, 2003). The conceptual framework adopted for this study is developed to examine the contribution of front office management on customer satisfaction in the Hotel industry as shown in the figure 2.1

## **Figure 2.1: Conceptual Framework**

**INDEPENDENT VARIABLE DEPENDENT VARIABLE**

**Front Office Management**

* Quality of service
* Customer coordination
* Information flow

**Customer Satisfaction**

* Repeated business
* Hotel occupancy rates
* Number of bookings
* Recommendation of service

**Intervening Variables**

* Management support
* Motivation of employees
* Work-life balance
* Performance management system

**Source**: *Nanziri, (2011) with modification from the researcher, 2021*

The conceptual framework indicates the relationship between front office management and customer satisfaction in the Hotel industry as the independent and dependent variable respectively. Figure 2.1 illustrates that the independent variable of this study is front office management measured using attributes like, quality of service, customer coordination and information flow management. Literature tells as that front office management through practices like quality of service, customer coordination as well as and information flow management can result to better improved customer satisfaction in the hotel industry. Customer satisfaction in the hotel industry can be measured based on Nanziri, (2011) with four dimensions through the repeated business, hotel occupancy rates, number of bookings and recommendation of service. However, the outcome might also be influenced by the moderating variables such as management support, motivation of employees, work-life balance and performance management system.

**CHAPTER THREE**

**METHODOLOGY**

**3.0. Introduction**

This chapter presents the methodology which was use in data collection, data processing and analysis. This chapter specifically research design, study area, study population, sample size, sampling techniques, sources of data, data collection instruments, quality assurance, measurement of variables, data analysis and presentation, ethical issues, and study limitations.

**3.1. Research Design**

The research design provides the cement that holds the research project together. A design is used to structure and show all the major parts of the research project work together to try to address the central research questions (Creswell, 2017). This study used a case study research design because it is gives the experience of social phenomena by people to involve in the investigation. It gives a greater understanding of what is something is happening and therefore yields valuable data (Wildemuth, 2016). A case study design is selected to get the required data since a case study is a complete study in itselfcan provide focused and valuable insights to phenomena that may otherwise be vaguely known or understood (Cooper and Schindler, 2010).

## **3.1.1. Research Approach**

The study also adopted mix approach using quantitative and qualitative approaches based on correlations and regressions and narratives transcribed from the interview guide. Quantitative research approach was necessary for the growth of any organization. Insights drawn from hard numerical data and analysis prove to be highly effective when making decisions related to the future of the business (Saunders et al., 2009). [Qualitative research](https://www.questionpro.com/blog/qualitative-research-methods/) determines relationships between collected data and observations based on mathematical calculations. Theories related to a naturally existing phenomenon can be proved or disproved using statistical methods (Gall & Borg, 2009). This enabled the analysis and description of the relationships between front office management and customer satisfaction in the hotel industry of Uganda.

## **3.1.2. Research Strategy**

A cross sectional strategy was used; the researcher carried out the research in two months in Ivys Hotel,Kampala. Distribution of questionnaires and conducting interviews were all done within this period and focuses on the research topic, research objectives research questions.

## **3.1.3. Research Duration**

This study was cross-sectional and a representation of events over a given period of time. This helped to gather data required from the managers and the staff at large as indicated under the research schedule and covered a period of 7 months from June to December 2021.

## **3.1.3. Research Classification**

The study was an explanatory study which focuses on explaining the contribution of hotel front office management to customer satisfaction.

**3.2. Research Population**

The target population of this research is 245 respondents contained of 90 employees and 150 customers of Ivys Hotel in Kampala District. Ivys Hotel is registered members of the Uganda Hotel Owners’ Association (2016) and this hotel is the sample population for the study.

## **Table 3.1: Research Population**

|  |  |  |
| --- | --- | --- |
| **Hotel** | **Respondent Category** | **Study Population** |
| Ivys Hotel | Management Staff | 15 |
|  | Junior Staff | 80 |
|  | Customers | 159 |
| **Total** |  | **245** |

***Source; Ivys Hotel’s HR Annual Report, (2021)***

## 

## **3.3. Sample Size and Selection**

A sample is defined by Wildemuth (2016) as a collection of some of subset elements of the population. Dealing with the whole population would be costly, time consuming, faces limited cooperation, less accurate, among other limitations and therefore, dealing with a smaller group of population elements yields better research convenience and reliability upon generalizations that apply to the whole population would apply.A sample size was determined by the Krejcie and Morgan (1970) table as the units of analysis. The population of the study consist of 104 staff and 256 customers who worked or visited the hotel under study which totaled to population of 245. Out of that sample determined, 54 was from the hotel staff and 132 sample collected from customers which totaled 186.And this yielded a sampling frame as indicated in table 3.2.

## **Table 3.2: Sampling Frame**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Hotel** | **Respondent Category** | **Study Population** | **SampleSize** | **Percentage** | **Sampling Techniques** |
| Ivys Hotel | Management Staff | 20 | 10 | 5.4% | Purposive sampling |
|  | Junior Staff | 84 | 44 | 23.7% | Simple random sampling |
|  | Customers | 256 | 132 | 70.9% | Convenience sampling |
| **Total** |  | **360** | **186** |  |  |

***Source; Ivys’ Hotel’s HR Annual Report, (2021) and Krejcie& Morgan (1970) table***

## 

## **3.4. Sampling Design**

According to Kothari (2011), there are basically two types of sampling methods, probability sampling and non-probability sampling method. The researcher used both probability and no probability sampling techniques so as to be exhaustive in the research findings.Thus the sample size was determined by the pre-calculated table of Krejce & Morgan, (1970).

## **3.4.1. Simple Random Sampling**

Simple random sampling was used as a probability technique to obtain a good representative sample of the operational staff population under the selected hotel where the respondents were picked at random from the population, to ensure proportionate representation of the different subgroups, because it gives each respondent an equal chance of being selected as the numbers of both staff members (Katamba and Nsubuga, 2014). It ensured a high degree of representation of the whole population and has no bias, gives all respondents a chance to be selected and it allows in-depth analysis (Englander, 2012). To arrive at the sample, the researcher used proportional method where the accessible population was divided by the total accessible population of the study, multiplied by the total sample of the study.

## **3.4.2. Purposive Sampling**

Purposive sampling sometimes is known as judgmental sampling, because the researcher chose only those elements which he/she believed would be able to deliver the required data (Mohojan, 2018). The selection of these techniques was done purposely with the expectation of getting data, which would be helpful in accomplishing research. Managers and Heads of departments were important in the study because they possess expertise, experience and the ones who choose recruit and supervise employees work performance. The research used purposive sampling technique and pick these respondents (unity of inquiry) believing that they have useful information for the study.

## **3.4.3. Convenience Sampling**

Convenience sampling involved in getting participants wherever they could be found and typically wherever it was convenient. Convenience sampling method was applied by engaging random customers that were found at the Hotel premises during the data collection period and were asked questionnaire questions concerning the study variables.

## **3.5. Unit of Analysis and Inquiry**

A sample size was determined Unity of analysis is a basic unity containing the element of population to be sampled. Unity of analysis may be a geographical one such as state, district, village and so forth, or a school, or it may be an individual (Kothari, 2011). In this study the unit of analysis wasIvy Hotel and the unity of inquiry was the hotel staff in various departments and customers who were met at the hotel premises during time for data collection.

## **3.6. Sources of Data**

Data sources include both primary and secondary sources (Amin, 2005). The researcher used both primary and secondary data sources. The findings were based on primary data that was obtained directly from the respondents from Ivy hotel in Kampala.

## **3.6.1. Primary Data**

Primary data refers to information in its original form as obtained from the actual authors or that which has not been altered in any way (Kankiriho, 2014). Mugenda and Mugenda (2003) cite that primary data refers to information that is gathered from the field. Primary data enhances reliability since it’s conducted by the investigator conducting the research. This primary data was collected with the aid of a semi-structured questionnaire and this was analyzed using both descriptive and inferential statistics like Pearson’s correlation to establish the significance of the correlation between the front office management and customer satisfaction in Ivys Hotel, Kampala.

## **3.6.2. Secondary Data**

Secondary data is a source of data that can be evaluated to study past trends based on reports, public records, and other publications (Cooper and Schindler, 2010). According to Creswell, (2017), Secondary data sources are those which have already been collected elsewhere for some other purpose but were used or adapted for the current study purpose, that is, document review. The researcher collected the data from printed materials such as books, reports and journals from reliable sources which were used to further justify and confirm data gathering from the field and this type of information was used supplement the collected data from different categories of the respondents. Information obtained from these sources helped to complement the information obtained from primary sources (Amin, 2005).

## **3.7. Data Collection Methods**

Data collection is the process of gathering and measuring information on variables of interest in an established systematic fashion that enables one to answer stated research questions, test hypothesis and evaluate outcomes (Bryman, 2012). The researcher used various methods of data collection to obtain both primary and secondary data, including interview and questionnaire as explained here below;

**3.7.1. Survey Method**

Survey was used to collect data from the hotel employees from the various departments. The choice of the survey method was on the basis that respondents can read and write and this enables responding to the study questions without influence on the presence of the respondent. Silverman (2015) affirms that survey method covers big area over a short period of time. It also allowed respondents to respond boldly and frankly to questions. Survey method also enabled collection of vast amounts of data in a short time and is less expensive (Kankiriho, 2014). The employees especially the junior staff weregiven questionnaires which had closed ended and randomly since it was valuable for collecting of data in a wide range from a wide number of individuals (Sekaran& Bougie, 2011).

## **3.7.2. Face to Face Interviews**

This is a purposeful discussion between the researcher and the respondent (Englander, 2012). This approach was guided by the consideration that interview method of gathering information that can be used to solicit the opinions and suggestions of the respondents. It was also used as a means of probing of some interesting and unexpected behavior (Fujii, 2017). These were used to collect data from Managers, HODs and Supervisors of Ivys Hotel. Face-to-face interviews have the strength that you can ask follow-up questions and use non-verbal communication to your advantage which in turn provides the richest data when it is conducted face-to-face, as the interviewer and participant can react to each other’s nonverbal cues to develop a rapport (Saunders et al., 2015).

The list of semi-structured open-ended questions in English were provided to every respondent at least a week before the interview is planned. This offered the respondents ample time to prepare themselves for the interview. This list of questions was used to lead the interview and to make sure that the main topics were covered, but interviewees give extra input which led to additional questions and discussions. Interviewees always have the possibility to give their own input and suggestions (Saunders et al., 2015). The choice of semi-structured interviews led to qualitative data that is reliable and comparable, especially because the same interviewer conducted all of the interviews (Newing, 2011). The application of open ended questions makes it possible to cover some topics that stray from the list of questions and to identify new ways of seeing and understanding the covered topics (Wildemuth, 2016). For confidentiality reasons, participants were asked whether the name of the hotel can be disclosed in this dissertation.

## **3.8. Data Collection Instruments**

A data collection instrument refers to the device used to collect data (Bryman, 2012). The subject's characteristics, the topic in the research, the problem statement, objectives, and expected data determine the instrument that will be adopted in data collection (Kothari, 2011). This research will utilize questionnaire and interview guide as explained here below.

## **3.8.1. The Self-Administered Questionnaire (SAQ)**

A questionnaire is a well thought-out tool designed to elicit information that can be obtained through written responses from the study subjects (Englander, 2012). The Self-Administered Questionnaire was useful in collecting primary data. The choice of the questionnaire was based on the need to allow for feedback directly from respondents. At the same time, it allowed each respondent an opportunity to provide anonymous feedback. Questionnaires were practical; large amounts of information on perceptions can be collected from a large number of people; can be carried out by the researcher or by any number of people with limited affect to its validity and reliability; the results of the questionnaires can usually be quickly and easily quantified by either a researcher or through the use of a software package; can be analyzed more 'scientifically' and objectively than other forms of research.

## **3.8.2. Interview Guide**

A semi structured interview guide was designed and administered to the managers, HODs and supervisors to capture in-depth qualitative data. The researcher held 12 key format interviews with the management of Ivys Hotel and the interviews were used because they ensured probing for more information, clarification and capturing facial expression of the Interviewee (Fujii, 2018).This consisted of open ended and semi structured questions administered purposively on key informants because they were deemed more knowledgeable about the front office management and customer satisfaction of hotels in Uganda and in particular, Ivys Hotel. The researcher had a list of pre-determined questions to ask the respondents. Interviews had the advantage of generating more information through probing and allowed for clarification and capturing facial expressions of the interviewees (Kankiriho, 2014). In addition, they gave an opportunity to the researcher to revisit some of the issues that had been an over-sight in other instruments and yet they were deemed vital for the study (Amin, 2005).

## **3.9. Quality Control of Data Tools**

For quality control purposes, the study measured the validity and reliability of the tools and findings.

## **3.9.1. Reliability**

Reliability is the degree to which an assessment tool produces stable and consistent results (Silverman, 2011). Sekaran, Bougie and Roger (2011), state that the research instrument used to collect data from the respondents should be valid and able to yield similar results at all time. To ensure this, instrument reliability was tested using Statistical Package for Social Sciences (SPSS) to establish the Cronbach’s alpha coefficient, with threshold of 0.8. Questionnaires were given to 10 (ten) respondents after which their responses were analyzed for reliability using SPSS software to establish Cronbach’s alpha, which is an index of reliability associated with the variation accounted for by the true score of the underlying construct. Reliability is a measure of the degree to which a research instrument yields or gives consistent results or data after repeated trials (Hyndman, 2008). The higher the score, the more reliable the generated scale is as guided by the formula below.

**Table 3.3: Cronbach Alpha Coefficient Model Results Table**

|  |  |  |
| --- | --- | --- |
| **Variable** | **Anchor** | **Cronbach Alpha Coefficient** |
| Service quality | 5-point | 0. 830 |
| Customer coordination | 5-point | 0. 856 |
| Information flow | 5-point | 0. 794 |
| Customer satisfaction | 5-point | 0. 863 |

***Source: Primary data, (2021)***

According to the results in Table 3.3 above, Service quality had Cronbach Coefficient of (α = 0.830); Customer coordination had (α = 0.856), Information flow had (α = 0.794) and Customer satisfaction had (α = 0.863). All alpha coefficients were above 0.7 implying that the data collection instrument was reliable. This is supported by Daud et al. (2018) who state that Alpha Cronbach values ranging 0.6-0.8 are considered moderate but acceptable.

**3.9.2. Validity**

Validity of an assessment is the degree to which it measures what it is supposed to measure (Fox and Bayat, 2010). In order to get valid results, the meters for measuring must be in order (Amin, 2005). To ensure validity of the research instruments, the researcher requested his supervisors and one research analyst to validate the instrument. The experts analyzed the relevance, semantics and clarity of the questions in the instrument in view of the problem, objectives. The experts were then requested to rate validity relevance of each item/question using the following codes;

VR = very relevant; R = Relevant; I = Irrelevant; VI = very irrelevant.

After collecting the questionnaires and establish a Content Validity Index (CVI) of 0.786 which were used as a basis of reasonable use of the instrument as recommended by Amin (2005).

A formula for Lawshe was used to measure the validity of research instruments, as indicated below:

CVI = No of items delivered valid x 100

Total no of items

## **Table 3.4: Determination of Validity of Instruments**

|  |  |  |
| --- | --- | --- |
| **Variable** | **Anchor** | **Content Validity Index** |
| Service quality | 5-point | 0.852 |
| Customer coordination | 5-point | 0. 783 |
| Information flow | 5-point | 0. 762 |
| Customer satisfaction | 5-point | 0. 819 |

***Source: Primary data, (2021)***

According to the results in Table 3.4 above, Service quality had Content Validity Index of 0.852; Information flowhad 0.783, Information flow had 0.762 and Customer satisfactionhad 0.819. This shows that the values were high, hence valid. These results validated the data collection instrument and are supported by Rodrigues et al. (2017) who state that an I-CVI of 0.70 or higher is considered excellent.

## **3.10. Data Collection Procedure**

Before going for data collection, the researcher followed all the professional guidelines of researchers including acquisition of an introductory letter from School of Business Administration and Information Technology, Nkumba University and permission from the Manager Human Resources of Ivys Hotel to conduct a research in the health facility. At the same time, the researcher before engaging particular respondents, the researcher requested for an oral or written consent.Then the questionnaire and interview guides were distributed and conducted among the respondents and key informants, respectively. After a specified time scale agreed with participants, the researcher collected the filled instruments. The collected data was at this point set for editing, coding, and analysis.

**3.11. Data Analysis**

Data analysis is the process of converting raw data into meaningful information from which meaningful inferences can be drawn (Gall et al., 2007). The collected data was edited, coded, organized and entered into the computer for analysis. After data entry, all errors were eliminated and frequency analysis was done such that descriptive analysis is computed. Data was presented according to the research findings after being processed mainly in form of tables, and discussions. The tabulation helped in determining the existence of the effect between the variables to determine the validity of the data.

Correlation analysis which is “used when the researcher is interested in finding out whether there exists a relationship between the variables” (Mugenda & Mugenda, 2003) was used to establish where there existed a relationship betweenfront office management and customer satisfaction. The researcher used both descriptive and inferential statistics to analyze data. Inferential statistics such as Pearson’s product moment correlation (r2) statistic were used to establish the significance of service quality, customer coordination, and information flow oncustomer satisfaction of Ivys Hotel.

**3.12. Ethical Considerations**

In order to observe good ethical practices: all the necessary permission were acquired from the relevant sources, that is, from the university and the management of Ivys Hotel. The interviewed participants were requested to sign a sign-off sheet to prove that they had fully accepted to take part in this study with their consent. In the sign-off sheet, the researcher provided his contacts for participants to request for any further information that they may need regarding this study. Lenience was ensured to observe ethical principles to ensure that bias is eliminated to maximize meaning of information provided. Respect for all intellectual property where all primary sources were properly documented, referenced and Authors acknowledged. The assistant researcher recognized the rights of individuals to privacy, personal data protection and freedom of movement while the “Do no harm” principle was followed during research. Additionally, any risks were clearly communicated to subjects involved. Finally, all the data collected was destroyed after capturing and analysis.

## **3.13. Limitations of the Study**

The researcher used sampling technique to collect data from the respondents hence, not all employees was contacted and so some significant information may have been missing out which may lead to errors in the findings. This was mitigated by use of multi data collection techniques.

Some respondents were biased because of self-assessment. The researcher however, explained the purpose of the study being academic and honest opinions were needed.

Limited outcomes in a quantitative research. This study used quantitative approach which involved structured questionnaire with close ended questions. This led to limited outcomes outlined in the research proposal, since some respondents had limited options of responses, however this was mitigated by adopting the mixed approach, where qualitative approach using interviews were used to back up questionnaires.

The study was a case study which means a short-term study and could lead to making errors in conclusions on the findings to the study. The researcher used the multi data collection techniques to mitigate making wrong conclusions using appropriate data collection tools that is self-administered questionnaire.

There were unstable work schedules due to Covid-19, which had forced some of the staff to adopt to the new trends of working from home on some particular days. However, the researcher ensured that appropriate appointments were scheduled before time.

# CHAPTER FOUR

# DEMOGRAPHC CHARACTERISTICS OF RESPONDENTS

## **4.0.Introduction**

This part shows the general background information about the respondents of the study. This includes; gender, age bracket, level of education, marital status, level of education, department of the respondents of respondents and their working experience. The analysis is based on the data collected using questionnaires and interview guide which were answered by the target respondents. These findings were analyzed using SPSS version 23, Microsoft excel and Microsoft word and presented in tables and percentages as it gives a clear understanding of the study findings.

## **4.1. Response Rate**

Response rate in surveyresearch refers to the number of people who answered the survey divided by the number of people in the sample. It is usually expressed in the form of a percentage. Therefore, response rate is viewed as an important indicator of survey quality. According to Amin (2005), posits that higher response rates assure more accurate survey results. The researcher had a sample size of 186 respondents and a total of 186 sets of the instruments were distributed. Out of these, a total of 180 were returned making a response rate of 96.8% and therefore this was used in the analysis of findings.

**Table 4.1: Response Rate**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Questionnaires** | **Frequency** | **Percentage** |
| Valid | Respondent | 180 | 96.8 |
|  | Not responded | 6 | 3.2 |
|  | **Total** | **186** | **100.0** |

***Source: Primary data computed by the researcher, (2021)***

## 

## **4.2. Demographic Characteristics of the Respondents**

The demographic characteristic of the sample that were considered important for this study are; gender, age bracket, marital status, level of education, level of education, department of the respondents of respondents and their working experience as indicated in the tables below.

# 

## **4.2.1. Gender of the Respondents**

A descriptive analysis of the respondent’s gender was carried out and the results were as presented in table 4.2 below.

**Table 4.2: Respondents’ Gender**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Male | 119 | 66.1 | 66.1 |
| Female | 61 | 33.9 | **100.0** |
| **Total** | **180** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 4.2, the highest proportion 119 (66.1%) of the study respondents were males and the rest 61 (33.9%) were females. This result implies observance of gender balance in the study. Both men and women were given approximately equal opportunities to take part in the study. Creswell (2014) contends that data collection that integrates responses from both genders is consistent than data from a single gender.

## 

## **4.2.2. Age of the Respondents**

A descriptive analysis of the age of the different study participants was carried out and the results were as presented in table 4.3 below.

**Table 4.3: Age of Respondents**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
|  | 18-30 | 59 | 32.8 | 32.8 |
| 31-45 | 48 | 26.7 | 59.5 |
| 46-55 | 32 | 17.8 | 77.3 |
| 56-65 | 26 | 14.4 | 91.7 |
| 66+ years | 15 | 8.3 | **100.0** |
| **Total** | **180** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 4.3, 59(32.8%) of the respondents were between the 18-30 years, 48(26.7%) of the respondents were between 31-45 years of age; 32(17.8%) of the respondents were between 46- 55 years of age; 26(14.4%) of the respondents were between 56-65 years of age where as 15(8.3%) were 66 and above years of age. This result implies that most of the employees and customers of Ivys Hotel in Kampala are in the youthful age group (at most 30 years of age) and had acquired enough experience in taking favorable decision on their front office management for improved customer satisfaction in the hotel.

These findings are supported by Amin (2005), who asserted, if majority age of the respondent is above 18 years, it adds value to the study since the responses given by mature people are well thought through. It is also in agreement with the findings by Price (2006) who maintained that there are two natural age peaks correlated to entrepreneurship, namely the late twenties and mid-forties. The study findings are almost similar to a study done in America by Muijanack, Vroonhof and Zoetmer (2003) who determined that the optimum age for entrepreneurs was 25-35. The age of 25-35 is therefore the age at which entrepreneurial capacity of the respondents was active as shown in above table.

## **4.2.3. Level of Education of the Respondents**

Quantitative analysis of the level of education of the participants was considered and presented in tale 4.4 below.

**Table 4.4: Education Levelof the Respondents**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
|  | Certificate | 22 | 12.2 | 12.2 |
| Diploma | 49 | 27.1 | 39.3 |
| Bachelors | 97 | 58.8 | 98.1 |
| Post Graduate Degrees | 12 | 5.6 | **100.0** |
| **Total** | **180** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 4.4, 22(12.2%) of the respondents holding certificates in various courses, 49(27.1%) of the respondents had diplomas in various fields and97(58.8%) of the respondents had Bachelor’s Degree while 12(5.6%) had done post graduate degrees in various fields. Majority of respondents (58.8%) were degree holders, this therefore implying that the respondents had acquired a reasonable level of knowledge about the subject under study. The results also indicated that the information got during the research can be depended on as majority of the respondents were educated with capability of internalizing issues and making independent decisions.

In this regard, the information provided in this study can be relied upon since a good number of the respondents were learned and could do enough research and make informed decisions especially on the issues regarding the study variables. This is in line with Fujii, (2017) investigations in social science research should have some acceptable level of learning in order for them to interpret the content of the study. Uma (2000) who argued that it is important in social investigation research to involve people that have attained an acceptable level of literacy and numeracy in order to be in position to understand and interpreted the content in questionnaire.

## **4.4. Departments of the Respondents**

Quantitative analysis of the departments of the participants was considered and presented in tale 4.5 below.

## **Table 4.5: Departments of the Respondents**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Management | 08 | 4.4 | 4.4 |
| Marketing | 40 | 22.2 | 26.6 |
| Procurement | 32 | 17.8 | 44.4 |
| Accounting & Finance | 20 | 11.1 | 55.5 |
| Front Desk | 25 | 13.9 | 69.4 |
| Service | 55 | 30.6 | **100.0** |
| **Total** | **180** | **100.0** |  |

***Source: Primary data (2021)***

Results from table 4.5 indicates that, 08(4.4%) were from management, 40(22.2%) were from the marketing department, 32(17.8%) were from the procurement, 20(11.1%) were from accounting & finance and 25(13.9%) were from the front desk office while 55(30.6%) were from service in the hotel. This implies that the majority of respondents were capable and had capacity to provide precise and concise information on front office management practices and customer satisfaction in Ivys Hotel, Kampala.

## **4.2.5. Working Experience**

Respondents were asked about their working experience and the study findings are indicated in 4.6 below;

**Table 4.6: Working Experience of the Respondents**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | 0-5 years | 57 | 31.7 | 31.7 |
| 6-10 years | 96 | 53.3 | 85.0 |
| 11+ years | 27 | 15.0 | **100.0** |
| **Total** | **180** | **100.0** |  |

***Source: Primary data (2021)***

Results from table 4.6 above indicate that 57(31.7%) of the respondents had worked in Ivys Hotel, Kampala for a period between 0-5 years and 96(53.3%) had worked in the hotel for a period between 6-10 years while 27(15%) had worked in the hotel for over 15 and above years. This indicates that majority of the respondents had knowledge and experience about the hotel since they had been selected Ivys hotel customers for relatively long period of time that is 3years and above.

The inclusion of both new and old workers was to provide a balance in responses and ideas.This result is consistent with previous empirical studies on the age of enterprises in South Africa by Rwigema and Karungu (1999), in a study of enterprises in Johannesburg, stipulate that forty seven percent (47%) of enterprises surveyed had operated between one and ten years.

# CHAPTER FIVE

# EFFECT OF SERVICE QUALITY OF FRONT DESK WORKERS ON CUSTOMER SATISFACTION AT IVYS HOTEL IN KAMPALA.

## **5.0. Introduction**

The study findings and analysis are presented in this chapter. The purpose of the study was to establish the effects of service quality of front desk workers on customer satisfaction at Ivys Hotel in Kampala.The discussions of the study findings were done in line with the study objective.

One of the study objectives was to examine the effect of service quality of front desk workers on customer satisfaction at Ivys Hotel in Kampala.As indicated in the research methodology, the data was collected using a closed ended questionnaire under different statements and the results of analysis are presented in the table below;

## **5.1.Management is easily accessible to customers**

The researcher saw that there was need to find out whetherthe management was easily accessible to customers. Therefore, different statements concerning this effect were posed to the respondents and the responses are presented as below in table 5.1;

**Table 5.1: Management is easily accessible to customers**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 12 | 6.7 | 6.7 |
| Disagree | 19 | 10.6 | 17.3 |
| Not Sure | 15 | 8.3 | 25.6 |
| Agree | 99 | 55.1 | 80.7 |
| Strongly Agree | 33 | 18.3 | **100.0** |
| **Total** | **180** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 5.1, 12(6.7%) of the respondents strongly disagreed with the statement; 19(10.6%) of the respondents disagreed with the statement; 15(8.3%) were not sure of the statement response and 99(55.1%) of the respondents agreed with the statement, while 33(18.3%) of the respondents strongly agreed with the statement. The majority of the respondents, 99(55.1%) generally agreed with the statement and this is an implication thatthe hotel’s management was easily accessible to customers, for any supplement or complaint to the services offered in the hotel.

## **5.2. Staff on the front office gives quick response to customer queries especially getting back to email and phone inquiries**

The respondents were asked whether the staff on the front office gave quick response to customer queries especially getting back to email and phone inquiries and the results attained are presented in table 5.2 below;

**Table 5.2: Staff on the front office gives quick response to customer queries especially getting back to email and phone inquiries**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 21 | 16.7 | 16.7 |
| Disagree | 67 | 37.2 | 53.9 |
| Not Sure | 16 | 8.9 | 62.8 |
| Agree | 45 | 25.0 | 87.8 |
| Strongly Agree | 22 | 12.2 | **100.0** |
| **Total** | **180** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 5.2, 30(16.7%) of the respondents strongly disagreed with the statement; 67(37.2%) of the respondents disagreed with the statement; 16(8.9%) were not sure of the statement response and 45(25%) of the respondents agreed with the statement and none strongly agreed with the statement,while 22(12.2%) of the respondents strongly agreed with the statement. The majority, 67(37.2%) generally disagreed with the statement and this is an implication thatthe hotel’s staff on the front office gave minimal response to customer queries especially getting back to email and phone inquiries, which impacted the quality of service offered in the hotel.

One of the hotel managers was quoted saying, *“Service suppliers' capability to ensure that they are providing with a service on time is a basic part of service quality for major customers.”*

## **5.3.The Hotel’s services are provided at the time when it promised**

The respondents were asked whether the hotel’s services were provided at the time when promised. The results attained are presented in table 5.3 below;

**Table 5.3: The Hotel’s services are provided at the time when it promised**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 21 | 11.7 | 11.7 |
| Disagree | 45 | 25.0 | 36.7 |
| Not Sure | 15 | 8.3 | 45.0 |
| Agree | 65 | 36.1 | 81.1 |
| Strongly Agree | 34 | 18.9 | **100.0** |
| **Total** | **180** | **100.0** |  |

***Source: Primary data (2021).***

According to the findings in table 5.3, 21(11.7%) of the respondents strongly disagreed with the statement; 45(25%) of the respondents disagreed with the statement, 15(8.3%) were not sure of the statement response; 65(36.1%) of the respondents agreed with the statement; 34(18.9%) of the respondents strongly agreed with the statement. Majority of the respondents, 65(36.1%) generally agreed with the statement. This means that a relative number of thehotel’s services were provided at the time when it promised, which also impacted the quality of service offered in the hotel.

One of the hotel supervisors said, *“Hotel’s willingness to provide prompt services to guests is very essential to guest assessment of hotel.”*

## 

## **5.4. The staff of the hotel provide customers adequate personal attention**

The respondents were asked whether the staff of the hotel provided to customers adequate personal attention. The results attained are presented in table 5.4 below;

**Table 5.4: The staff of the hotel provide customers adequate personal attention**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 24 | 13.3 | 13.3 |
| Disagree | 38 | 21.1 | 34.4 |
| Agree | 75 | 41.7 | 76.1 |
| Strongly Agree | 43 | 23.9 | **100.0** |
| **Total** | **180** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 5.4, 24(13.3%) of the respondents strongly disagreed with the statement; 38(21.1%) of the respondents disagreed with the statement; none of the respondents was not sure of the statement response; 75(41.7%) of the respondents agreed with the statement; while 43 (23.9%) of the respondents strongly agreed with the statement. The largest percentage of the respondents, 41.7% generally agreed with the statement. This means that thehotel’s staff of the hotel provided customers with some relative personal attention.

In the interview with one of the supervisors in the hotel, she stated; *“We have got representatives who deal directly with the suppliers and customers, we created an active website (with information about our hotel; through distribution of goods to customers and suppliers.”*

## **5.5. The hotel has strong customer relationship management**

The respondents were asked whether the hotel had strong customer relationship management and the results attained are presented in table 5.5 below;

**Table 5.5: The hotel has strong customer relationship management**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Disagree | 30 | 16.7 | 16.7 |
| Agree | 110 | 61.1 | 77.8 |
| Strongly Agree | 40 | 22.2 | **100.0** |
| **Total** | **105** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 5.5, none of the respondents strongly disagreed with the statement; 30(16.7%) of the respondents disagreed with the statement; none of the respondents was not sure of the statement response; 110(61.1%) of the respondents agreed with the statement; while 40(22.2%) of the respondents agreed with the statement. Majority of respondents, 110(61.1%) generally agreed with the statement, which implied that the hotel has strong customer relationship management, which is a good strategy for improving service quality in the hotel.

In the interview with one of the supervisors in the hotel, she stated; *“This hotel management has built a relationship with its customers through an automated service and rendering personal assistance…”*

## **5.6.The physical premises of the hotel are safe to both staff and clients**

The respondents were asked whether the physical premises of the hotel were safe to both staff and clients. The results attained are presented in table 5.6;

**Table 5.6: The physical premises of the hotel are safe to both staff and clients**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Disagree | 13 | 7.2 | 7.2 |
| Not Sure | 20 | 11.1 | 18.3 |
| Agree | 94 | 52.2 | 70.5 |
| Strongly Agree | 53 | 29.5 | **100.0** |
| **Total** | **180** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 5.6, 13(7.2%) of the respondents disagreed with the statement; 20(11.1%) were not sure, 94(52.2%) of the respondents agreed with the statement,and 53(29.5%) of the respondents strongly agreed with the statement. The largest percentage of the respondents, 94(52.2%) generally agreed with the statement. This means that in this hotel’s physical premises of the hotel were safe to both staff and clients.

One of the hotel administrative staff had this to say, *“It is important for the hotel to prove that it’s trustable and worth the money, the customer is paying. The consumer should feel safe when he or she consumes different services from a hotel and would like to feel secure during his stay.*

## **5.7.There are regular renovations of the hotel facilities**

The respondents were asked whether there were regular renovations of the hotel facilities,the results attained are presented in table 5.7 below;

**Table 5.7: There are regular renovations of the hotel facilities**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Disagree | 30 | 16.7 | 16.7 |
| Agree | 99 | 55.0 | 71.7 |
| Strongly Agree | 51 | 28.3 | **100.0** |
| **Total** | **105** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 5.7, 16(16.7%) of the respondents disagreed with the statement; none of the respondents was not sure of the statement response; 99(55%) of the respondents agreed with the statement and 52(28.3%) of the respondents strongly agreed with the statement.

The largest percentage of the respondents, 99(55%) generally agreed with the statement. This implied thatthere were regular renovations of the hotel facilities, which is a good strategy for improving the quality of services offered by the hotel.

One of the supervisors in the hotel was quoted saying, *“The hotel already has a lighting system in front of every room which has two light options: red light of do not disturb and blue light of informing there is a house attendance cleaning inside the room.”*

*“This is because guests might evaluate hotel facilities and designs,visibility of equipment.”*

## **5.8. Staff always receive regular onsite hands on experience training**

The respondents were asked whether the staff always received regular onsite hands on experience training and the results attained are presented in table 5.8 below;

**Table 5.8: Staff always receive regular onsite hands on experience training**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Disagree | 41 | 22.8 | 22.8 |
| Agree | 84 | 46.7 | 69.5 |
| Strongly Agree | 55 | 30.5 | **100.0** |
| **Total** | **180** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 5.8, none of the respondents strongly disagreed with the statement; 41(22.8%) of the respondents disagreed with the statement; none of the respondents was not sure of the statement response; 84(46.7%) of the respondents agreed with the statement; while 55(30.5%) of the respondents agreed with the statement. Majority of respondents, 84(46.7%) generally agreed with the statement. This means that thehotel’sstaff always received regular onsite hands on experience training, which improves quality of the services and customer satisfaction, since a satisfied employee influences the satisfaction of the customers in the hotel.

One of the hotel managers had this to say, *“Front-line staffs, in hotels they are receptions, waitress, hostess, guest relation, have to be very well trained as well as should be responsive towards customers.”*

“As you realise, *hotel guests currently are satisfied with personal service provided by hotel management to meet their expectation and understand their needs.*”

## **5.9. The hotel has adequate facilities like conference rooms, restaurants, gyms, quality food, internet access, etc. available to clients**

The respondents were asked whether the hotel had adequate facilities like conference rooms, restaurants, gyms, quality food, internet access, etc. available to clients. The results attained are presented in table 5.8 below;

**Table 5.9: The hotel has adequate facilities like conference rooms, restaurants, gyms, quality food, internet access, etc. available to clients**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Disagree | 31 | 17.2 | 19.0 |
| Agree | 104 | 57.8 | 83.8 |
| Strongly Agree | 45 | 25.0 | **100.0** |
| **Total** | **180** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 5.8, none of the respondents strongly disagreed with the statement; 31(17.2%) of the respondents disagreed with the statement; none of the respondents was not sure of the statement response; 104(57.8%) of the respondents agreed with the statement; while 45(25%) of the respondents agreed with the statement. Majority of respondents, 104(57.8%) generally agreed with the statement. This means that thehotel had adequate facilities like conference rooms, restaurants, gyms, quality food, internet access, etc. available to clients which improved the quality of the services and customer satisfaction at Ivys Hotel.

# 5.10.Effect ofservice quality of front desk workers on customer satisfaction at Ivys Hotel Kampala

The first hypothesis was that there was a positive significant effect ofservice quality of front desk workers on customer satisfaction at Ivys Hotel Kampala. To determine the degree of the relationship, a Pearson’s correlation coefficient analysis was run as follows;

**Table 5.10: Correlation for service quality of front desk workers and customer satisfaction at Ivys Hotel Kampala**

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | **Service quality** | **Customer satisfaction** |
| Service quality | Pearson Correlation | 1 | .731\*\* |
|  | Sig. (2-tailed) |  | .000 |
|  | N | 180 |  |
| Customer satisfaction | Pearson Correlation | .731\*\* | 1 |
|  | Sig. (2-tailed) | .000 |  |
|  | N | 180 | 180 |
| **\*\*. Correlation is significant at the 0.01 level (2-tailed).** | | |  |

***Source: Primary data (2021)***

Pearson’s Correlation Coefficient for service quality on customer satisfactionwas r = 0.731, which was positive with probability value (p = 0.000) that is less than α = 0.01 level of significance showing a strong positive relationship between service quality on customer satisfaction at Ivys Hotel in Kampala. The results provide justification that if Ivys Hotel improves front office management through quality of service, this would enhance optimum level of customer satisfaction in the hotel industry of Uganda and Ivys Hotel in particular by 73.1%as illustrated in table 5.10 above. The above correlation result disapproves the hypothesis that there was nostatistically significant relationship between service quality of front desk workers and customer satisfaction at Ivys Hotel Kampala.

The hypothesis of the study under investigation was, that there was no statistical positive effect of service quality of front desk workers on and customer satisfaction at Ivy Hotel. However, service quality of front desk workers had a significant positive effect on customer satisfaction at Ivy Hotelby 73.1%. This practically implied that on customer satisfaction at Ivy Hotel can be improved with effective service quality of front desk workers.

# CHAPTER SIX:

# EFFECT OF CUSTOMER COORDINATION OF FRONT DESK WORKERS ON CUSTOMER SATISFACTION AT IVYS HOTEL KAMPALA

## **6.0. Introduction**

The third objective of the study was to establish the effect of customer coordination of front desk workers on customer satisfaction at Ivys Hotel Kampala. The frequency and percentage scores were computed using SPPS as presented below.

## **6**.1.Management at Ivys Hotel is deeply committed to the terms and conditions of the customers

Respondents were asked whether the management at Ivys Hotel was deeply committed to the terms and conditions of the customers, the results obtained are presented in table 6.1 as below;

**Table 6.1: Management at Ivys Hotel is deeply committed to the terms and conditions of the customers**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 20 | 11.1 | 11.1 |
| Disagree | 49 | 27.2 | 38.3 |
| Agree | 75 | 41.7 | 80.0 |
| Strongly Agree | 36 | 20.0 | **100.0** |
| **Total** | **180** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 6.1, 20(11.1%) of the respondents strongly disagreed with the statement; 49(37.2%) of the respondents disagreed with the statement; none of the respondents were not sure of the statement response; 75(41.7%) of the respondents agreed with the statement; 36(20%) of the respondents strongly agreed with the statement. The largest percentage of the respondents, 75(41.7%) generally agreed with the statement and this implies that a relative number of the respondents agreed that management at Ivys Hotel was deeply committed to the terms and conditions of the customers.

In an interview with some of the hotel administrators stated; *“To prevent disappointing customer from their expectation of a classic and traditional luxury in Ivys Hotel, clear hotel branding actions and customer communications are needed. Focusing on marketing the hotel concept before the guest’s arrivals can be a solution.”*

## **6.2.Management at the hotel strives to maintain a strong partnership with her customers**

The respondents were asked whether the management at the hotel strived to maintain a strong partnership with her customersand the results attained are presented in table 4.16;

**Table 6.2: Management at the hotel strives to maintain a strong partnership with her customers**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 25 | 13.9 | 13.9 |
| Disagree | 39 | 21.6 | 35.5 |
| Not Sure | 10 | 5.6 | 41.4 |
| Agree | 79 | 43.9 | 85.0 |
| Strongly Agree | 27 | 15.0 | **100.0** |
| **Total** | **180** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 6.2, 25(13.9%) of the respondents strongly disagreed with the statement; 39(21.6%) of the respondents disagreed with the statement; 10(5.6%) were not sure, 79(43.9%) agreed with the statement; 27(15%) of the respondents strongly agreed with the statement. The largest percentage of the respondents, 79(43.9%) generally agreed with the statement. This means that the management at the hotel strived to maintain a strong partnership with her customers, which in any way improved customer coordination and customer in the long run.

In an interview with some of the hotel’s management staff, it was stated; *“In this hotel, the main elements in visitor satisfaction prompting rehash customers are standardized items, inspired and prepared staff, and quality administration.”*

## **6.3.The hotel maintains a strong relationship to reach the desired objectives with her customers**

The respondents were asked whether the hotel maintained a strong relationship to reach the desired objectives with her customers and the results attained are presented in table 6.3 below.

**Table 6.3: The hotel maintains a strong relationship to reach the desired objectives with her customers**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
|  | Disagree | 33 | 18.3 | 18.3 |
| Agree | 109 | 60.6 | 78.9 |
| Strongly Agree | 38 | 21.1 | **100.0** |
| **Total** | **180** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 6.3, none of the respondents of the respondents strongly disagreed with the statement; 33(18.3%) disagreed with the statement; none of the respondents were not sure of the statement response; 109(60.6%) agreed and 38(21.1%) of the respondents strongly agreed with the statement. This means that the hotel maintained a strong relationship to reach the desired objectives with her customers, which implied that the hotel continuously improved for customer coordination, in a bid to improve customer satisfaction in the hotel.

## **6.4. Customers at the hotel are allowed to raise suggestions, complaints or complements to the management regarding the quality of their services**

The respondents were asked whether thecustomers at the hotelwere allowed to raise suggestions, complaints or complements to the management regarding the quality of their services and the results attained are presented in table 4.16;

**Table 6.4: Customers at the hotel are allowed to raise suggestions, complaints or complements to the management regarding the quality of their services**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 15 | 8.3 | 8.3 |
| Disagree | 28 | 15.6 | 23.9 |
| Agree | 98 | 54.4 | 78.3 |
| Strongly Agree | 39 | 21.7 | **100.0** |
| **Total** | **180** | **100.0** |  |

***Source: Primary data (2021)***

Findings from table 6.4 indicates that, 15(8.3%) of the respondents strongly disagreed with the statement; 28(15.6%) of the respondents disagreed with the statement; 98(54.4%) agreed to the statementand 39(21.7%) of the respondents strongly agreed with the statement. The largest percentage of the respondents, 98(54.4%) generally agreed with the statement. This means that customers at Ivys Hotelwere allowed to raise suggestions, complaints or complementsto the management regarding the coordination of customers which improved customer satisfaction in the long run.

*“The hotel already put some effect to solve this problem for example limiting the coming of non-residence guests from outside or boosting communications be-tween guests and receptionists during arrivals so that guests will get noticed about the busy time and come to breakfast earlier or later but not during the rush hours.”*

# 6.5. The image of this hotel influences the attitudes of not only customers but also employees, media and analysts

The respondents were asked whether theimage of the hotel influenced the attitudes of not only customers but also employees, media and analysts. Results obtained are indicated as follows in table 6.5.

## **Table 6.5: The image of this hotel influences the attitudes of not only customers but also employees, media and analysts**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 14 | 7.8 | 7.8 |
| Disagree | 22 | 12.2 | 20.0 |
| Agree | 123 | 68.3 | 88.3 |
| Strongly Agree | 21 | 11.7 | **100.0** |
| **Total** | **180** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 6.5, 14(7.8%) of the respondents strongly disagreed with the statement; 22(12.2%) of the respondents disagreed with the statement; none of the respondents were not sure, 123(68.3%) agreed whereas 21 (11.7%) of the respondents strongly agreed with the statement. Majority of the respondents, 123(68.3%) generally agreed with the statement. This means that theimage of the hotel influencedthe attitudes of not only customers but also employees, media and analysts.

Regarding whether the image of this hotel influences the attitudes of not only customers but also employees, media and analysts, one of the managers was quoted saying, *“YES, because customer service is fundamental to hold the customer as well as have the separation from different rivals on the lookout”.*

# 6.6.There is a team to ensure that the role and main mission of the hotel is preserved

The respondents were asked whether there was a team to ensure that the role and main mission of the hotel is preserved. Results obtained are indicated as follows in table 6.6.

**Table 6.6: The image of this hotel influences the attitudes of not only customers but also employees, media and analysts**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
|  | Disagree | 25 | 13.9 | 13.9 |
| Agree | 133 | 73.9 | 87.8 |
| Strongly Agree | 22 | 12.2 | **100.0** |
| **Total** | **180** | **100.0** |  |

***Source: Primary data (2021)***

As shown in table 6.6, it is observed that the respondents that 25(13.9%) disagreed to the statement, none of the respondents were not sure, 133(73.9%) and 22 (12.2%) strongly agreed. Majority of respondents as indicated, 133(73.9%) generally agreed implying that there was a team in Ivys Hotel to ensure that the role and main mission of the hotel is preserved.

And one of the management staff was quoted saying, *“…there is periodic review of staffs’ financial and interest’s disclosures, as well as refresher trainings on the fraud and corruption policies for which there is zero tolerance once committed.”*

## **6.7. Right messages are released for each type of target clientele in this hotel**

The respondents were asked whether right messages were released for each type of target clientele in this hotel and the results are contained in table 6.7 below.

**Table 6.7: Right messages are released for each type of target clientele in this hotel**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 15 | 8.3 | 8.3 |
| Disagree | 31 | 17.2 | 25.5 |
| Not Sure | 10 | 5.6 | 31.1 |
| Agree | 75 | 41.7 | 72.8 |
| Strongly Agree | 49 | 27.2 | **100.0** |
| **Total** | **180** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 6.7, 15(8.3%) of the respondents strongly disagreed with the statement; 31(17.2%) of the respondents disagreed with the statement; 10(5.6%) of the respondents were not sure,75(42.7%) agreed and 49(27.2%) strongly agreed with the statement. The largest percentage of the respondents, 75(41.7%) generally agreed with the statement. This means that right messages were released for each type of target clientele in this hotel which improved customer coordination and customer satisfaction in the hotel.

One of the hotel managers had this to say,*“This hotel’s management endeavors to create suppliers’ knowledge through advertising and distribution- making the product available, using after sales service and creating relationships with the customers”*

## 

## **6.8.The hotel staff practice flexibility depending on customers' requirements.**

The respondents were asked whetherthe hotel staff practiced flexibility depending on customers' requirements and the results attained are presented in table 6.8 below;

**Table 6.8: The hotel staff practice flexibility depending on customers' requirements.**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 29 | 16.1 | 16.1 |
| Disagree | 42 | 23.1 | 39.2 |
| Agree | 72 | 40.2 | 79.4 |
| Strongly Agree | 37 | 20.6 | **100.0** |
| Total | **180** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 6.8, 29(16.1%) of the respondents strongly disagreed with the statement; 42(23.1%) of the respondents disagreed with the statement; none of the respondents were not sure of the statement response; 72(40.2%) of the respondents agreed with the statement and 37(20.6%) of the respondents strongly agreed with the statement. Results show that majority of respondents 72 (40.2%) generally agreed with the statement. This implied that the hotel’s staff practiced flexibility depending on customers' requirements, which improved the coordination of customers in the hotel.

## **6.9.The hotel actively understands customers' service and expectations.**

The respondents were asked whetherthe hotel actively understood customers’ service and expectations and the results attained are presented in table 6.8 below;

**Table 6.9: The hotel actively understands customers’ service and expectations**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 14 | 7.8 | 25.7 |
| Disagree | 26 | 14.4 | 22.2 |
| Not Sure | 17 | 9.3 | 31.5 |
| Agree | 77 | 42.8 | 74.4 |
| Strongly Agree | 46 | 25.7 | **100.0** |
| Total | **180** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 6.9, 14(7.8%) of the respondents strongly disagreed with the statement; 26(14.4%) of the respondents disagreed with the statement; 17 (9.3%) were not sure of the statement response; 77(42.84%) of the respondents agreed with the statement and 46(25.7%) of the respondents strongly agreed with the statement. Results show that majority of respondents 77 (42.8%) generally agreed with the statement. This implied that the hotel actively understood customers’ service and expectations which improved the coordination of services and customer satisfaction in the long run.

## **6.10.The effect ofcustomer coordination of front desk workers on customer satisfaction at Ivys Hotel Kampala**

The second hypothesis was that there was no significant effect ofcustomer coordination of front desk workers on customer satisfaction at Ivys Hotel Kampala. Further to determine the degree of the relationship, a Pearson’s correlation coefficient analysis was computed as shown in the table below;

## **Table 6.10: The effect ofcustomer coordination of front desk workers on customer satisfaction at Ivys Hotel Kampala.**

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | **Service quality** | **Customer satisfaction** |
| Service quality | Pearson Correlation | 1 | .663\*\* |
|  | Sig. (2-tailed) |  | .000 |
|  | N | 180 |  |
| Customer satisfaction | Pearson Correlation | .663\*\* | 1 |
|  | Sig. (2-tailed) | .000 |  |
|  | N | 180 | 180 |
| **\*\*. Correlation is significant at the 0.01 level (2-tailed).** | | |  |

***Source: Primary data (2021)***

Pearson’s Correlation Coefficient for customer coordination andcustomer satisfaction at Ivy Hotel was r = 0.663, which was positive with probability value (p = 0.000) that is less than α = 0.01 level of significance showing a positive strongeffect ofcustomer coordination oncustomer satisfaction. The results provide justification that if front office management services were effective through customer coordination, then there is a high probability of improvingandcustomer satisfaction in the hotel industry of Uganda and Ivys Hotel in particular by 66.3% as illustrated in table 6.10 above.

The hypothesis of the study under investigation was, that there was no statistical positive effect of customer coordination of front desk workers on and customer satisfaction at Ivy Hotel. However, customer coordination of front desk workers had a significant positive effect on customer satisfaction at Ivy Hotelby 66.3%. This practically implied that on customer satisfaction at Ivy Hotel can be improved with effective customer coordination of front desk workers.

# CHAPTER SEVEN:

# EFFECT OF INFORMATION FLOW OF FRONT DESK WORKERS ON CUSTOMER SATISFACTION AT IVYS HOTEL KAMPALA

## **7.0. Introduction**

The third objective of the study was to establish the effect of information flow practices by front desk workers on customer satisfaction at Ivys Hotel Kampala. The frequency and percentage scores were computed using SPPS as presented below.

## **7.1.Information Flow Practices**

## **7.1.1.The flow of information about performance increases with the size of the customers in this hotel**

The respondents were asked whether the flow of information about performance increased with the size of the customers in this hotel. The results attained are presented in table 7.1 below.

**Table 7.1: The flow of information about performance increases with the size of the customers in this hotel**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 15 | 8.3 | 8.3 |
| Disagree | 26 | 14.4 | 22.7 |
| Not Sure | 8 | 4.4 | 27.1 |
| Agree | 87 | 48.4 | 75.5 |
| Strongly Agree | 44 | 24.5 | **100.0** |
| **Total** | **180** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 7.1, 15(8.3%) of the respondents strongly disagreed with the statement; 26(14.4%) of the respondents disagreed with the statement; 8(4.4%) were not sure, 87(48.4%) agreed and 44(24.5%) strongly agreed. Results show that majority, 87(48.4%) generally agreed with the statement. This implied that flow of information about performance increased with the size of the customers in the hotel, which improved information flow practice and customer satisfaction.

## **7.1.2.There is practice of internal information sharing in the hotel**

The respondents were asked whether in the hotel, there was practice of internal information sharing and the results attained are presented in table 7.2.

**Table 7.2: There is practice of internal information sharing in the hotel**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 16 | 8.9 | 8.9 |
| Disagree | 35 | 19.4 | 28.3 |
| Not Sure | 20 | 11.1 | 39.4 |
| Agree | 73 | 40.7 | 79.6 |
| Strongly Agree | 33 | 18.4 | **100.0** |
| **Total** | **180** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 7.2, 16(8.9%) of the respondents strongly disagreed with the statement; 35(19.4%) of the respondents disagreed with the statement; 20 (11.1%) were not sure, 73(40.7%) agreed and 33(18.4%) of the respondents strongly agreed with the statement. According to the results majority of respondents, 73 (40.7%) generally agreed with the statement. This means that in the hotel, there was practice of internal information sharing.

## **7.1.3.The hotel’s management has invested on information communication systems**

The respondents were asked whether the hotel’s management had invested on information communication systems the results attained are presented in table 7.3;

**Table 7.3: The hotel’s management has invested on information communication systems**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 33 | 18.3 | 18.3 |
| Disagree | 70 | 38.9 | 57.2 |
| Not Sure | 15 | 8.3 | 65.4 |
| Agree | 32 | 18.3 | 83.7 |
| Strongly Agree | 29 | 16.3 | **100.0** |
| **Total** | **180** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 7.3, 33(16.3%) of the respondents strongly disagreed with the statement; 70(38.9%) disagreed with the statement; 15(8.3%) were not sure and32 (18.3%) agreed while 29(16.3%) of the respondents strongly agreed with the statement. Majority of the respondents, 70 (38.9%) generally disagreed with the statement. This means that the hotel’s management hadnot invested well on information communication systems, which influences the quality of service and customer satisfaction in the hotel.

## 

## **7.1.4 The hotel has achieved accurate demand forecasting**

The respondents were asked whether the hotel had achieved accurate demand forecasting and the results attained are presented in table 7.4;

**Table 7.4: The hotel has achieved accurate demand forecasting**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 20 | 11.1 | 10.5 |
| Disagree | 78 | 43.3 | 54.4 |
| Not Sure | 10 | 5.6 | 60.0 |
| Agree | 47 | 26.1 | 86.1 |
| Strongly Agree | 25 | 13.9 | **100.0** |
| **Total** | **180** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 7.4, 20 (11.1%) of the respondents strongly disagreed with the statement; 78(43.3%) disagreed with the statement, 10 (5.6%) were not sure, 47(26.1%) of the respondents agreed and 25(13.9%) of the respondents strongly agreed with the statement. Majority of the respondents, 78(43.3%) generally disagreed with the statement. This means thathotel had not achieved accurate demand forecasting, a factor that affected the information flow process and customer satisfaction in the hotel.

One of the managers was quoted saying,*“A smart TV is equipped in every room and has programmed to have communications between the hotel and the guests. The hotel has not taken good use of this feature yet, only some hotel information of opening time for different outlets is used at the moment.”*

## **7.1.5.The hotel has achieved timely respond to customer references**

Regarding whether the hotel had achieved timely respond to customer references, the results obtained are contained in table 7.5 below;

**Table 7.5: The hotel has achieved timely respond to customer references**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
|  | Disagree | 83 | 46.1 | 46.1 |
| Agree | 59 | 31.1 | 77.2 |
| Strongly Agree | 33 | 21.1 | **100.0** |
| **Total** | **180** | **100.0** |  |

***Source: Primary data (2021)***

Results from table 7.5, 83 (46.1%) disagreed, 59 (31.1%) of the respondents agreed and 33 (21.1%) of the respondents strongly agreed with the statement. Majority of the respondents, 83 (46.1%) generally disagreed with the statement, implying that the hotel had not achieved timely respond to customer references as indicated by the respondents’ responses.

**7.1.6.The hotel without delay responds to clients' problems, suggestions, and complaints**

Respondents were asked whether the hotel without delays responded to clients' problems, suggestions, and complaints, results obtained are contained in table 7.6.

**Table 7.6: The hotel without delay responds to clients' problems, suggestions, and complaints**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 33 | 18.3 | 18.3 |
| Disagree | 70 | 38.9 | 57.2 |
| Agree | 47 | 26.1 | 83.3 |
| Strongly Agree | 30 | 16.7 | **100.0** |
| **Total** | **180** | **100.0** |  |

***Source: Primary data (2021)***

Results from table 7.6, 33 (18.3%) strongly disagreed with the statement; 70 (38.9%) disagreed, none of the respondents were not sure, 47(26.1%) of the respondents agreed and 30(16.7%) of the respondents strongly agreed with the statement. Majority of the respondents, 70 (38.9%) generally disagreed with the statement. This implied that the hotel without delays never responded well to clients' problems, suggestions, and complaints.

One of the supervisors in the hotel had this to say, *“The hotel reflects a capability to fulfill guests’ concerns in terms of their needs, for instance, individualized attention and having guests’ best interest at heart.”*

## **7.1.7.The hotel uses a computer system efficiently to offer good services to customers**

Respondents were asked whetherthe hotel used a computer system efficiently to offer good services to customers, and the results are presented in table 7.7 below.

**Table 7.7: The hotel uses a computer system efficiently to offer good services to customers**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
|  | Disagree | 87 | 48.3 | 48.3 |
| Agree | 52 | 28.9 | 77.2 |
| Strongly Agree | 41 | 22.8 | **100.0** |
| **Total** | **180** | **100.0** |  |

***Source: Primary data (2021)***

Results from table 7.7, show that 87 (48.3%) of the respondents disagreed with the statement; 52(28.9%) of the respondents agreed and 41 (22.8%) of the respondents strongly agreed with the statement. The largest percentage of the respondents, 87 (48.3%) generally disagreed with the statement. This meant that the hotel never used a computer system efficiently to offer good services to customer, the factor that affected the effectiveness of information flow and customer satisfaction.

One of the staff in the hotel said, *“Technologies can help the hotel be more effective in its operations and hence, improve guest satisfaction. Ivys Hotel should take good use of IT supports but also set some limitations not to depend too much on technology and lose the chance to provide professional but personal quality service to its customers.*

## **7**.1.8.Effective information flow improves customer satisfaction in the hotel

When asked whether effective information flow improved customer satisfaction in the hotel, the following results were obtained;

**Table 7.8: Effective information flow improves customer satisfaction in the hotel**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
|  | Disagree | 14 | 7.8 | 7.8 |
| Agree | 133 | 73.9 | 81.7 |
| Strongly Agree | 33 | 18.3 | **100.0** |
| **Total** | **180** | **100.0** |  |

***Source: Primary data (2021)***

Results from table 7.8, show that 14 (7.8%) of the respondents disagreed with the statement, none was not sure,133(73.9%) agreed with the statement and 18(18.3%) of the respondents strongly agreed with the statement. The majority of the respondents, 133(73.9%) generally agreed with the statement. This implied that effective information flow improved customer satisfaction in the hotel.

One of the respondents in the interview statement said: “*Effective information flow is essential to customer satisfaction and overall performance of the hotel”*

## **7**.1.9.There is willingness by the staff in the hotel to respond to customer needs at any time

When asked whether there was willingness by the staff in the hotel to respond to customer needs at any time, the following results were obtained;

**Table 7.9: There is willingness by the staff in the hotel to respond to customer needs at any time**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 10 | 5.6 | 5.6 |
| Disagree | 26 | 14.4 | 20.0 |
| Agree | 89 | 49.4 | 69.4 |
| Strongly Agree | 55 | 30.6 | **100.0** |
| **Total** | **180** | **100.0** |  |

***Source: Primary data (2021)***

Results from table 7.8, show that 10 (5.6%) of the respondents strongly disagreed with the statement; 26(14.4%) of the respondents disagreed, none was not sure,89(49.4%) agreed and 55(30.6%) of the respondents strongly agreed with the statement. The majority of the respondents, 89(49.4%) generally agreed with the statement. This implied that there was willingness by the staff in the hotel to respond to customer needs at any time, which improved information flow and satisfaction in the long run.

## **7.1.10. Correlational effect of information flow of front desk workersoncustomer satisfaction**

The third hypothesis was that there was no positive significant effect of information flowof front desk workers on customer satisfaction at Ivys Hotel Kampala. To determine the degree of the relationship, a Pearson’s correlation coefficient analysis was run as follows;

**Table 7.10: Correlation between information flow and customer satisfaction**

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | **Service quality** | **Customer satisfaction** |
| Service quality | Pearson Correlation | 1 | .624\*\* |
|  | Sig. (2-tailed) |  | .000 |
|  | N | 180 |  |
| Customer satisfaction | Pearson Correlation | .624\*\* | 1 |
|  | Sig. (2-tailed) | .000 |  |
|  | N | 180 | 180 |
| **\*\*. Correlation is significant at the 0.01 level (2-tailed).** | | |  |

***Source: Primary data (2021)***

Pearson’s Correlation Coefficient for information flow of front desk workers and customer satisfaction at Ivy Hotel was r = 0.624, which was positive with probability value (p = 0.000) that is less than α = 0.01 level of significance showing a positive strong effect of information flow of front desk workers on customer satisfaction. The results provide justification that if front office management services were effective through information flow practices of front desk workers, then there is a high probability of improving and customer satisfaction in the hotel industry of Uganda and Ivys Hotel in particular by 62.4% as illustrated in table 7.10 above.

The hypothesis of the study under investigation was, that there was no statistical positive effect ofinformation flow of front desk workers on and customer satisfaction at Ivy Hotel. However, information flow of front desk workers had a significant positive effect on customer satisfaction at Ivy Hotel by 62.4%. This practically implied that on customer satisfaction at Ivy Hotel can be improved with effective information flow of front desk workers.

## **7.2.Level of Customer satisfaction in Ivys Hotel.**

## **7.2.1.Do you reside in this town?**

The respondents were asked whether they resided in this town. The results attained are presented in table 7.11 below.

**Table 7.91: Do you reside in this town?**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | YES | 34 | 18.9 | 18.9 |
| NO | 146 | 81.1 | **100.0** |
| **Total** | **180** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 7.11, 34(18.9%) of the respondents were residing in the town and 146(81.1%) of the respondents were never residing in the town. Results show that majority, 146(81.1%) never residing in the town, implying that they were visitors in the hotels coming for various reasons.

## **7.2.2.What is the specific reason that brought you to Hotel?**

The respondents were asked their specific reason that had brought you to Hotel. The results attained are presented in table 7.12 below.

## **Table 7.102:What is the specific reason that brought you to Hotel?**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Pleasure | 35 | 19.4 | 19.4 |
| Work | 31 | 17.2 | 36.6 |
| Adventure | 22 | 12.2 | 48.8 |
| Business | 46 | 25.6 | 74.4 |
| Holiday | 28 | 15.6 | 90.0 |
| Visiting People | 18 | 10.0 | **100.0** |
| **Total** | **180** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 7.12, 135(19.4%) of the respondents had come to the hotel to have pleasure; 31(17.2%) of the respondents had come to the hotel for work; 22(12.2%) had come to the hotel for adventure, 46(25.6%) had come to the hotel for various business purposes and 28(15.6%) had come to the hotel for holidays, while 18(10%) had come to the hotel for visiting people around. Results show that majority, 46(25.6%) had come to the hotel for various business purposes.

## **7.2.3. You are continuously using the facility for this Hotel**

The respondents/clients were asked whether they were continuously using the facility for this Hoteland the results attained are presented in table 7.13.

**Table 7.13: You are continuously using the facility for this Hotel**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 27 | 15.0 | 15.0 |
| Disagree | 43 | 23.9 | 38.9 |
| Agree | 65 | 36.1 | 75.0 |
| Strongly Agree | 45 | 25.0 | **100.0** |
| **Total** | **180** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 7.13, 27(15%) of the respondents strongly disagreed with the statement; 43(23.9%) of the respondents disagreed with the statement; none of the respondents were not sure and65(36.1%), 54 (51.4%) agreed, while 45(25%) of the respondents strongly agreed with the statement. According to the results majority of respondents, 65(36.1%) generally agreed disagreed with the statement. This means that a relative number of the customers were continuously using the facility for this Hotel, an indicator that the level of customer satisfaction wasn’t high in the hotel.

**7.2.4.The staff of the hotel are friendly and approachable.**

The respondents/clients were asked whetherthe staff of the hotel were friendly and approachable, the results attained are presented in table 7.14;

**Table 7.14:The staff of the hotel are friendly and approachable.**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 19 | 10.6 | 10.6 |
| Disagree | 39 | 21.7 | 32.3 |
| Agree | 79 | 43.9 | 76.2 |
| Strongly Agree | 43 | 23.8 | **100.0** |
| **Total** | **180** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 7.14, 19(10.6%) of the respondents strongly disagreed with the statement; 39(21.7%) disagreed with the statement; none of the respondents were not sure and79(43.9%) agreed while 43(23.8%) of the respondents strongly agreed with the statement. Majority of the respondents, 79(43.9%) generallydisagreed with the statement. This means that thestaff of the hotel were friendly and approachable, a factor that affected the quality of services and customer satisfaction in the hotel.

**7.2.5.You like the other facilities offered by the Hotel.**

The respondents/clients were asked whetherthey liked the other facilities offered by the Hotel, the results attained are presented in table 7.15;

**Table 7.15:You like the other facilities offered by the Hotel.**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 23 | 12.8 | 12.8 |
| Disagree | 46 | 25.6 | 38.4 |
| Agree | 79 | 43.9 | 82.3 |
| Strongly Agree | 32 | 17.7 | **100.0** |
| **Total** | **180** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 7.15, 23(12.8%) of the respondents strongly disagreed with the statement; 46(25.6%) disagreed with the statement,none of the respondents were not sure,and 79(43.9%) of the respondents agreed with the statement while 16 (15.2%) of the respondents, while 32(17.7%) strongly agreed with the statement. Majority of the respondents, 79(43.9%) generally agreed with the statement. This means that majority of the respondents/clientsof this hotel liked the other facilities offered by the Hotel, a factor that determined the clients’ level of satisfaction towards the hotel’s services and facilities.

However, according to the research data, demonstrated that current hotel guests are not satisfied with providing service as promised, hotel’s staff are not dependable in handling guest’s service problem.

## **7.2.6.You feel comfortable and safe when I am in this hotel premises**

The respondents were asked whetherthey felt comfortable and safe when I am in this hotel premises and the results attained are presented in table 7.16;

**Table 7.16: You feel comfortable and safe when I am in this hotel premises**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 20 | 11.1 | 16.2 |
| Disagree | 36 | 20.0 | 74.3 |
| Agree | 89 | 49.4 | 92.4 |
| Strongly Agree | 35 | 19.4 | **100.0** |
| **Total** | **180** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 7.15, 20(11.1%) of the respondents strongly disagreed with the statement; 36(20%) disagreed and none of the respondents were not sure of the statement, 89(49.4%) of the respondents agreed with the statement, while 35(19.4%) of the respondents strongly agreed with the statement. Majority of the respondents, 89(49.4%) generally agreed with the statement. This means majority of the respondents felt comfortable and safe when at the hotel premises, an indication of some level customer satisfaction towards the hotel’s services and facilities.

## **7.2.7.You rate the quality of the services offered by this hotel as good**

Regarding whether the clients rated the quality of the services offered by this hotel as good, the results obtained are contained in table 7.17 below;

**Table 7.17: You rate the quality of the services offered by this hotel as good**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 28 | 15.6 | 15.6 |
| Disagree | 50 | 27.8 | 43.4 |
| Agree | 70 | 38.9 | 82.3 |
| Strongly Agree | 32 | 17.7 | **100.0** |
| **Total** | **180** | **100.0** |  |

***Source: Primary data (2021)***

Results from table 7.17, 28(15.6%) strongly disagreed with the statement; 50(27.8%) disagreed, none of the respondents were not sure of the statement, 70(38.9%) of the respondents agreed with the statement, while 32(17.7%) of the respondents strongly agreed with the statement. Majority of the respondents, 70(38.9%) generally agreed with the statement, implying that a relative number ofclients of the hotel rated the quality of the services offered by the hotel as good.

One of the hotel managers was quoted saying, *“The degree to which guests are feel confidence and trust hotel service relies on the service quality provided by hotel staff.”*

## **7.2.8.You are satisfied with all foods and drinks in this hotel**

Respondents/clients were asked whether they were satisfied with all foods and drinks in the hotel, results obtained are contained in table 7.18.

**Table 7.18: You are satisfied with all foods and drinks in this hotel**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 35 | 19.4 | 19.4 |
| Disagree | 69 | 38.3 | 57.7 |
| Agree | 52 | 28.9 | 86.6 |
| Strongly Agree | 24 | 13.4 | **100.0** |
| **Total** | **180** | **100.0** |  |

***Source: Primary data (2021)***

Results from table 7.15, 35(19.4%) strongly disagreed with the statement; 69(38.3%) disagreed, none of the respondents were not sure of the statement, 52(28.9%) of the respondents agreed, while 24(13.4%) of the respondents strongly agreed with the statement. Majority of the respondents, 69(38.3%) generally disagreed with the statement. This implied that a relative number of the respondents were not all the clients satisfied with all foods and drinks in the hotel.

One of the supervisors said, *“Guests should feel safe in all financial transactions; therefore, employees should be trustworthy.”*

## **7.2.9.You can raise suggestions, complaints and complements to the management regarding the quality of their services**

Respondents/clients were asked whether they could raise suggestions, complaints and complements to the management regarding the quality of their services, and the results are presented in table 7.19 below.

**Table 7.19: You can raise suggestions, complaints and complements to the management regarding the quality of their services**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 22 | 12.2 | 12.2 |
| Disagree | 36 | 20.0 | 32.2 |
| Not Sure | 19 | 10.6 | 42.8 |
| Agree | 77 | 42.8 | 85.6 |
| Strongly Agree | 26 | 14.4 | **100.0** |
| **Total** | **180** | **100.0** |  |

***Source: Primary data (2021)***

Results from table 7.19, show that 22(12.2%) of the respondents strongly disagreed with the statement; 36(20%) of the respondents disagreed, 19(10.6%) were not sure and77(42.8%) agreed with the statement, while 26(14.1%) of the respondents strongly agreed with the statement. The largest percentage of the respondents, 77(42.8%) generally agreed with the statement. This meant that a good number of the respondents agreed that they could raise suggestions, complaints and complements to the management regarding the quality of their services.

## **7**.2.10.When you visit the hotel, you get the various services

When the clients were asked whether they got the various services whenever they visited the hotel, the following results were obtained;

**Table 7.20: When you visit the hotel, you get the various services**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 15 | 8.3 | 10.5 |
| Disagree | 32 | 17.8 | 32.5 |
| Agree | 91 | 50.6 | 78.7 |
| Strongly Agree | 42 | 23.3 | **100.0** |
| **Total** | **180** | **100.0** |  |

***Source: Primary data (2021)***

Results from table 7.20, show that 15(8.3%) of the respondents strongly disagreed with the statement; 32(17.8%) of the respondents disagreed, none of the respondents were not sure of the statement,91(50.6%) agreed and 42(23.3%) of the respondents strongly agreed with the statement. The majority of the respondents, 91(50.6%) generally agreed with the statement. This implied that the clients got the various services whenever they visited the hotel, which improved the level of quality of service and customer satisfaction in the hotel.

One of the clients advised that, *“Reliability should reflect the service provider’s ability to perform service dependably and accurately. Reliability should be “doing it right the first time” and as for the guests it is one of the most significant dimensions.*

## **7**.2.11.You are comfortable with the payment terms of this hotel

When the clients were asked whether they were comfortable with the payment terms of this hotel, the following results were obtained;

**Table 7.21: You are comfortable with the payment terms of this hotel**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 20 | 11.1 | 11.1 |
| Disagree | 45 | 25.0 | 31.1 |
| Agree | 79 | 43.9 | 75.0 |
| Strongly Agree | 36 | 20.0 | **100.0** |
| **Total** | **105** | **100.0** |  |

***Source: Primary data (2021)***

Results from table 7.21, show that 20(11.1%) of the respondents strongly disagreed with the statement; 45(25%) of the respondents disagreed, none was not sure,79(43.9%) agreed and 36(20%) of the respondents strongly agreed with the statement. The majority of the respondents, 79(43.9%) generally agreed with the statement. This implied that a relative number of the clients were comfortable with the payment terms of this hotel.

# CHAPTER EIGHT

# DISCUSSION OF STUDY FINDINGS

## **8.0. Introduction**

This chapter presents the discussion of study findings in line with the study findings and correlates with findings of other scholars on how medical supply chain practices influences the health care service delivery in terms of warehousing management practices, inventory management practices and information flow management practices.

## **8.1.Effect of Service quality of front desk workers on Customer satisfaction at Ivys Hotel in Kampala**

Under objective one, the study sought to examine the effect of service quality of front desk workers on customer satisfaction at Ivys Hotel in Kampala. The correlation results indicated a significant positive relationship between service quality of front desk workers on customer satisfaction (r = 0.731 with probability value (p = 0.000) which implied that service quality of front desk workers explainedcustomer satisfaction at Ivys Hotel in Kampala by 73.1%.

While assessing service quality attribute,it was analyzed using different variables and the outcomes of analysis were; majority of the respondents agreed that service quality enhances Customer satisfaction at Ivys Hotel in Kampala Hospital,for instance; that 55.1% asserted thatthe hotel’s management was easily accessible to customers, for any supplement or complaint to the services offered in the hotel.However, 37.2% of the respondents asserted thatthe hotel’s staff on the front office gave minimal response to customer queries especially getting back to email and phone inquiries, which impacted the quality of service offered in the hotel.

Given that findings established a strong positive relationship between service quality of front desk workers on customer satisfactionat Ivys Hotel in Kampala Hospital, there is probably no assurance that the actual outcome will be similar in other organisations in various sectors since the valuation process may differ according to factors such as availability of funds, human resource expertise among others. However, a relative number of the respondents (36.1) agreed thathotel’s services were provided at the time when it promised, which also impacted the quality of service offered in the hotel was indicated in the findings that thehotel’s services were provided at the time when it promised.

Findings revealed that 61.1% asserted that the hotel had strong customer relationship management, which is a good strategy for improving service quality in the hotel, 52.1% agreed that hotel’s physical premises of the hotel were safe to both staff and clients and that thatthere were regular renovations of the hotel facilities, which is a good strategy for improving the quality of services offered by the hotel by 55%. More so, 46.7% of the respondents agreed that thehotel’sstaff always received regular onsite hands on experience training, which improves quality of the services and customer satisfaction, since a satisfied employee influences the satisfaction of the customers in the hotel. And 57.8% agreed that hotel had adequate facilities like conference rooms, restaurants, gyms, quality food, internet access, etc. available to clients which improved the quality of the services and customer satisfaction at Ivys Hotel.

Various authors concurred with the findings of Mohamed and Mohamed (2020)who studied service quality as a driver of employee satisfaction, commitment and performance. Their findings showed that employees perceived service performance to be at a high level, while customers perceived it to be at a low level. They conclude that even though managers’ perception of service quality performance was lower than that of employees, no significant difference was found between them.. Similar views were echoed by Louis (2017) but unlike Mboma et al. (2021), they were keen to caution that one major shortcoming in the concept of service quality is that stakeholder’s perceive service quality differently. In particular, a hotel business that lacks service quality may face issues such as negative customer satisfaction, lack of customer loyalty and lower competitive advantage.

In a study conducted by Lucas et al. (2021), it was stated that knowledge of customer’s attitudes and perceptions allows hotels to improve services provided which leads to the growth of financial performance. Moreno-Perdigón, Guzmán-Pérez and Mesa (2021) observed that previous research has verified a high-level relationship between service quality and financial performance in hotels as evidenced. Mboma et al. (2021) conducted a study on role of selected salient attributes on customer care in Hotel Industry with specific reference of Mbeya City Hotels. They found an insignificant relationship between quality of service and customer satisfaction. Nonetheless, they noted a positive correlation between service quality, average payment period and average collection period with profitability.

## **8.2.Effect of Customer coordination of front desk workers on Customer satisfaction at Ivys Hotel, Kampala**

Under objective two, the study sought to establish the effect of customer coordination of front desk workers on customer satisfaction at Ivys Hotel Kampala. The correlation results indicated a significant positive relationship between customer coordination of front desk workers on customer satisfaction (r = 0.66.3 with probability value (p = 0.000) which implied that customer coordination of front desk workers explained customer satisfaction at Ivys Hotel Kampala by 66.3%.

While assessing customer coordination of front desk workers, the researcher used various qualities of customer coordination which were analyzed and the results revealed that; majority of the respondents agreed that customer coordination of front desk workers enhances customer satisfaction at Ivys Hotel Kampala; for example, 41.7% agreed that management at Ivys Hotel was deeply committed to the terms and conditions of the customers, 43.9% agreed that the management at the hotel strived to maintain a strong partnership with her customers, which in any way improved customer coordination and customer in the long run and 21.1%agreed that the hotel maintained a strong relationship to reach the desired objectives with her customers which implied that the hotel continuously improved for customer coordination, in a bid to improve customer satisfaction in the hotel.

More so, 4.4% agreed that customers at Ivys Hotel were allowed to raise suggestions, complaints or complements to the management regarding the coordination of customers which improved customer satisfaction in the long run, 68.3% agreed that the image of the hotel influenced the attitudes of not only customers but also employees, media and analysts. 73.9% agreed that there was a team in Ivys Hotel to ensure that the role and main mission of the hotel is preserved. And 41.7% agreed that right messages were released for each type of target clientele in this hotel which improved customer coordination and customer satisfaction in the hotel, while 40.2% agreed that the hotel’s staff practiced flexibility depending on customers' requirements, which improved the coordination of customers in the hotel, and thatthe hotel actively understood customers’ service and expectations which improved the coordination of services and customer satisfaction in the long run by 42.8%.

Various authors concurred with the findings of the study by Ng’ang’a (2017) who argued that customer relationship manager encourages firms to reduce operational costs through adoption of online marketing channels in the company. According to Kotler (2011), salespersons, clerks, and customer service representatives try to build personal relationships since they lead to repeat buying and better returns.Karungani (2019) carried out a study on the influence of customer coordination management on performance of Foreign based development agencies in Kenya. The study found that, next to customer development management and continuous improvement, the customer relationship is a critical component of strategic alliances. Building further upon this argument, an example is provided where quality assurance is obtained through the development of strategic partnerships between manufacturers and suppliers. Furthermore, Karungani (2019) states that long-term interactive customer relations and early involvement of customer in product development phases is necessary for achieving fruitful strategic alliances. This does imply that customer are required to be well-informed about the customer processes and operations however.

In another study by Sako et al (2016) in which he demonstrate how customer relationship management can have a positive impact on the net profits of a firm. First, revenue streams of an organisation are positively affected by methods such as customer coordination management. This can improve product quality, which enables organisations to charge higher prices and achieve higher levels of customer satisfaction, resulting in an increase in sales. Jack and Powers (2015) agree with this notion and concluded that strategic customer coordination management are positively correlated with quality of products and services.

## **8.3.Impact of Information flow practices by front desk workers on Customer satisfaction at Ivys Hotel Kampala**

Under objective three the study sought to ascertain the impact of information flow by front desk workers on customer satisfaction at Ivys Hotel Kampala. The correlation results indicated a significant positive relationship between information flow practices on customer satisfaction (r = 0.624 with probability value (p = 0.000) which implied that information flow management by front desk workers explainedcustomer satisfaction at Ivys Hotel Kampala by 62.4%.

Information flow practices were measured using different variables which were later analyzed and the result of analysis revealed that; most of the respondents assented to the view that information flow practices by front desk workers led to improved customer satisfaction at Ivys Hotel Kampala, for instance. 48.4% agreed that flow of information about performance increased with the size of the customers in the hotel, 40.7% agreed that in the hotel, there was practice of internal information sharing. However, 38.9%disagreed with the statement and asserted that the hotel’s management had not invested well on information communication systems, which influences the quality of service and customer satisfaction in the hotel, which affected the information flow and customer satisfaction in the hotel.

More so, majority of the respondents, 46.1% disagreed with the statement and indicated that the hotel had not achieved timely respond to customer references as indicated by the respondents’ responses,38.9% said that the hotel without delays never responded well to clients' problems, suggestions, and complaints. 48.3% also asserted that the hotel never used a computer system efficiently to offer good services to customer, the factor that affected the effectiveness of information flow and customer satisfaction. However, 73.9% agreed that effective information flow improved customer satisfaction in the hotel. And that that there was willingness by the staff in the hotel to respond to customer needs at any time, which improved information flow and satisfaction in the long by 49.4%.

The above findings concur with Gonçalves et al. (2018), one of the most fundamental theories of loyalty marketing is that a little increment in loyal customers can bring a significant increment in profitability to a business. Wang and Kubickova(2017)) found that a 5% expansion in customer retention came about up to a 125% expansion in profits in their investigation in administration business.Online reviews can have a significant influence on customers and hoteliers (Schuckert et al., 2015). Reading previous customers’ hotel reviews on online rating platforms can reduce customer uncertainty, supply information, and impact customer purchasing intentions (Kim & Park, 2017). Displaying positive reviews is beneficial to hotels to attract potential customers (Zhao et al., 2019). Customer online reviews can illustrate 14 customer requirements and expectations by detailing their accommodation experience (Chan et al., 2017). Improving customers’ negative evaluations can reduce future customer dissatisfaction (Dinçer & Alrawadieh, 2017; Zhao et al., 2019).

Positive reviews will enhance a customer’s consideration of a hotel and increase online bookings (Zhao et al., 2015). With the increased use of online booking and the development of third-party websites, people’s electronic word-of-mouth (eWOM) is increasing and has been used to indicate and evaluate customer satisfaction and dissatisfaction with hotels (Chen & Law, 2016; Ladhari & Michaud, 2015). The behaviour of customer posting eWOM is mainly driven by achievement, reputation, sense of belonging and enjoyment in helping others to make a purchase decision (Cheung et al., 2015). eWOM sources have been considered to be an unbiased data source (Gerdt et al., 2019), which will be applied in this study as research data source. Hotel industry customers’ online behaviours may be influenced by various elements such as gender, age and culture, and will be reflected in their online reviews (Bore et al., 2017).

# CHAPTER NINE

# SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

## **9.0. Introduction**

This chapter presents the summary on the effects of front office management on customer satisfaction basing on the findings from the study. The data were analyzed inform of tables which were used to test the relationship between the independent variable (front office management) and the dependent variable (customer satisfaction).

## **9.1. Summary of study findings**

## **9.1.1.Effect of Service quality of front desk workers on Customer satisfaction at Ivys Hotel in Kampala**

From the findings it can be noted that service quality enhanced customer satisfaction at Ivys Hotel in Kampala by 73.1%. Warehousing ensures that supplies are delivered in the right place and on time to the right customer. The hotel’s management was easily accessible to customers, for any supplement or complaint to the services offered in the hotel, the hotel had strong customer relationship management, which is a good strategy for improving service quality in the hotel and hotel’s physical premises of the hotel were safe to both staff and clients and that that there were regular renovations of the hotel facilities, which is a good strategy for improving the quality of services offered by the hotel.

## **9.1.1.Effect of Customer coordination of front desk workers on Customer satisfaction at Ivys Hotel Kampala**

The results indicated effective coordination of front desk workers enhanced customer satisfaction at Ivys Hotel in Kampala by 66.3%. The front office employees help guests register, and arrange for their stay. The front office is the main hub for managing customer services because not only is it the key service point with which the guests have their first and last interactions, but it also centralizes all the information required for satisfactory customer services. And the management at Ivys Hotel was deeply committed to the terms and conditions of the customers.

## **9.1.3.Impact of Information flow practices by front desk workers on Customer satisfaction at Ivys Hotel Kampala**

Effective information flow management practices in Ivys Hotel Kampala enhanced the satisfaction of the customers by 62.4%. The successful operation of the logistics information technology system involves the use of hardware and technology transfer and the information system should be configured to best support a logistics system to improve the contact line. Flow of information about performance increased with the size of the customers in the hotel and there was practice of internal information sharing. However, the hotel’s management had not invested well on information communication systems, which influences the quality of service and customer satisfaction in the hotel, which affected the information flow and customer satisfaction in the hotel.

## **9.2. Conclusions**

From the above summary of findings, the following conclusions were made. The study conclusions and recommendations were to examine how front office management in form of service quality, customer coordination and information flow practices influenced the customer satisfaction in the hotel industry with specific reference of Ivys Hotel. These are detailed as follows;

## **9.2.1. Effect of Service quality of front desk workers on Customer satisfaction at Ivys Hotel in Kampala**

From the analysis given in the discussion of findings, it is noted that the respondents confirmed that service quality of front desk workers enhanced customer satisfaction in the hotel industry of Uganda and Ivys Hotel in Kampala, in particular as evidenced by the positive significant correlation value of 0.731 and this shows that effective service quality of front desk workers enhanced customer satisfaction at Ivys Hotel in Kampala by 73.1% which was the highest among the factors.

## **9.2.2.Effect of Customer coordination of front desk workers on Customer satisfaction at Ivys Hotel Kampala**

And from the analysis given in the discussion of findings, it is noted that the respondents confirmed that customer coordination of front desk workers enhanced customer satisfaction in the hotel industry of Uganda and Ivys Hotel in Kampala, in particular as evidenced by the positive significant correlation value of 0.663 and this shows that effective customer coordination of front desk workers enhanced customer satisfaction at Ivys Hotel in Kampala by 66.3%

## **9.2.3 Impact of Information flow practices on Customer satisfaction at Ivys Hotel Kampala**

In general, the findings showed that information flow practices led to improved customer satisfaction in Ivys Hotel in Kampala since most of the respondents had positive views on the importance of information flow practices as shown by the positive correlation value of 0.624, an indication that effective information flow practices enhanced customer satisfaction in Ivys Hotel in Kampala by 62.4%,

## **9.3 Recommendations**

Basing on the findings of the study, the researcher found it prudent to make a few recommendations which are deemed important to guide the readers and policy makers as they use this research work and in order that hotel may use it to achieve potential customer satisfaction through improved front office management.

It is recommended that the guests should feel safe in all financial transactions; therefore, employees should be trustworthy. This is critical for services that guests see as high risk or for the services where the outcome seems uncertain for the guests. It is important for the hotel to prove that it’s trustable and worth the money, the customer is paying. The consumer should feel safe when he or she consumes different services from a hotel and would like to feel secure during his stay.

Reliability in the hotel should reflect the service provider’s ability to perform service dependably and accurately. Reliability should be doing it right the first time” and as for the guests it is one of the most significant dimensions.

The staff of hotels in Uganda and Ivys Hotel in particular should be able to help the customers that whenever they experience any problem, it is handled in constant manner ·,

The staff of the hotels in Uganda should be able to help the customers that when everthey request for any service in this company, we perform it so fast.

There is need to improve on the knowledge of the hotels so that they actively understand customers' service and expectations.

Management of hotels in Uganda and Ivys Hotel in particular rshould strive to maintain and improve their relationship with the customers and ensure the hotel’s policy of commitment to the terms and conditions of customers is in place and are being adhered to.

Managers, policy makers and other stakeholders of hotels in Uganda should ensure that there is mutual exchange of information about events or changes that may affect the other party and interdependence should be based on asset specificity and uncertainty and frequency

## **9.4 Suggested Areas for further research**

This study is to examine the effect of front office management on customer satisfaction at Ivys Hotel, Kampala, however, it does not and cannot guarantee that the study was completely exhausted. In any case, the scope of the study was limited in accordance with the space and objectives. It is therefore suggested that a national research covering the whole country be undertaken, therefore prospective researchers and even students should be encouraged to research into the following areas:

Service quality, employees' motivation and customer satisfaction in the Hospitality Industry.

Front office management and satisfaction of workers in the Hospitality Industry.

Customer relationship management and Business performance

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**APPENDENCES**

**APPENDIX I: TABLE FOR DETERMINING SAMPLE SIZE FROM A GIVEN POPULATION**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| N | S | N | S | N | S | N | S | N | S |
| 10 | 10 | 100 | 80 | 280 | 162 | 800 | 260 | 2800 | 338 |
| 15 | 14 | 110 | 86 | 290 | 165 | 850 | 265 | 3000 | 341 |
| 20 | 19 | 120 | 92 | 300 | 169 | 900 | 269 | 3500 | 346 |
| 25 | 24 | 130 | 97 | 320 | 175 | 950 | 274 | 4000 | 351 |
| 30 | 28 | 140 | 103 | 340 | 181 | 1000 | 278 | 4500 | 354 |
| 35 | 32 | 150 | 108 | 360 | 186 | 1100 | 285 | 5000 | 357 |
| 40 | 36 | 160 | 113 | 380 | 191 | 1200 | 291 | 6000 | 361 |
| 45 | 40 | 170 | 118 | 400 | 196 | 1300 | 297 | 7000 | 364 |
| 50 | 44 | 180 | 123 | 420 | 201 | 1400 | 302 | 8000 | 367 |
| 55 | 48 | 190 | 127 | 440 | 205 | 1500 | 306 | 9000 | 368 |
| 60 | 52 | 200 | 132 | 460 | 210 | 1600 | 310 | 10000 | 370 |
| 65 | 56 | 210 | 136 | 480 | 214 | 1700 | 313 | 15000 | 375 |
| 70 | 59 | 220 | 140 | 500 | 217 | 1800 | 317 | 20000 | 377 |
| 75 | 63 | 230 | 144 | 550 | 226 | 1900 | 320 | 30000 | 379 |
| 80 | 66 | 240 | 148 | 600 | 234 | 2000 | 322 | 40000 | 380 |
| 85 | 70 | 250 | 152 | 650 | 242 | 2200 | 327 | 50000 | 381 |
| 90 | 73 | 260 | 155 | 700 | 248 | 2400 | 331 | 75000 | 382 |
| 95 | 76 | 270 | 159 | 750 | 254 | 2600 | 335 | 100000 | 384 |

Note: “N” is population size; “S” is sample size.

**Source:** Krejcie, Robert V., and Morgan, Daryle W., (1970): “Determining Sample Size for Research Activities”: Educational and Psychological Measurement:

## **APPENDIX II: INFORMED CONSENT**

I am giving my consent to be part of, the research study of Mr. Kitaka Robert that will focus on the effect of front office management on customer satisfaction in the Hotel Industry of Uganda.

I shall be assured of privacy, anonymity and confidentiality and that I will be given the option to refuse participation and right to withdraw my participation any time.

I have been informed that the research is voluntary and that the results will be given to me if I ask for it.

Initials. …………………………………

Date. …………………………………

# APPENDIX III: SELF-ADMINISTERED QUESTIONNAIRE FOR JUNIOR STAFF

Dear Sir/ Madam

My name is Kitaka Robert, a Masters of Business Administration student of Nkumba University.In partial fulfillment of the requirements of this course, I am carrying out a research on Front Office Management and Customer Satisfaction in the Hotel Industry of Uganda: A Case Study of Ivys Hotel Kampala. The purpose of this research is to find out the effect of front office management on customer satisfaction in the Hotel Industry of Uganda, with specific reference of Ivys Hotel in Kampala. The information provided will be handled with utmost confidence and discretion.

Your input is highly appreciated.

**Section A: Bio data**

General Information (please tick the appropriate box below)

1. Gender of respondent

|  |  |
| --- | --- |
| Male | Female |
|  |  |

1. Age bracket of respondents

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 18 to 30 | 31 to 45 | 46 to 55 | 56 to 65 | 66 + |
|  |  |  |  |  |

1. Highest Education level of respondents?

|  |  |  |  |
| --- | --- | --- | --- |
| Certificate | Diploma | Degree | Post Graduate Degrees |
|  |  |  |  |

1. Department in which you belong

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Management | Marketing | Procurement | Accounting & Finance | Front Desk | Service |
|  |  |  |  |  |  |

1. Duration within the Hotel

|  |  |  |
| --- | --- | --- |
| 0 to 5 years | 5 to 10 years | 11 and above years |
|  |  |  |

**Section B: The effect of service quality of front desk workers on customer satisfaction at Ivys Hotel Kampala**

Please indicate by ticking the appropriate box to what extent you agree or disagree with the following statements (where SD is Strongly Disagree, D - Disagree, N-not sure (also interpreted as disagree), A- Agree and SA – Strongly Agree)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **CODE** | **SERVICE QUALITY QUESTIONNAIRE** | **SD** | **D** | **N** | **A** | **SA** |
| **1** | **2** | **3** | **4** | **5** |
| SQ1 | Management is easily accessible to customers |  |  |  |  |  |
| SQ2 | Staff on the front office gives quick response to customer queries especially getting back to email and phone inquiries |  |  |  |  |  |
| SQ3 | Hotel’s Services are provided at the time when it promised |  |  |  |  |  |
| SQ4 | The staff of the hotel provide to customers adequate personal attention |  |  |  |  |  |
| SQ5 | The hotel has strong customer relationship management |  |  |  |  |  |
| SQ6 | The physical premises of the hotel are safe to both staff and clients |  |  |  |  |  |
| SQ7 | There are regular renovations of the hotel facilities |  |  |  |  |  |
| SQ8 | Staff always receive regular onsite hands on experience training |  |  |  |  |  |
| SQ9 | The hotel has adequate facilities like conference rooms, restaurants, gyms, quality food, internet access, etc. available to clients |  |  |  |  |  |

**Section C: The impact of customer coordination of front desk workers on customer satisfaction at Ivys Hotel Kampala**

Please indicate by ticking the appropriate box to what extent you agree or disagree with the following statements (where SD is Strongly Disagree, D - Disagree, N-not sure (also interpreted as disagree), A- Agree and SA – Strongly Agree)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **CODE** | **CUSTOMER COORDINATION QUESTIONNAIRE** | **SD** | **D** | **N** | **A** | **SA** |
| **1** | **2** | **3** | **4** | **5** |
| CC1 | Management at Ivys Hotel is deeply committed to the terms and conditions of the customers |  |  |  |  |  |
| CC2 | Management at the hotel strives to maintain a strong partnership with her customers |  |  |  |  |  |
| CC3 | The hotel maintains a strong relationship to reach the desired objectives with her customers |  |  |  |  |  |
| CC4 | Customers at the hotel are allowed to raise suggestions, complain or complement to the management regarding the quality of their services |  |  |  |  |  |
| CC5 | The image of this hotel influences the attitudes of not only customers but also employees, media and analysts |  |  |  |  |  |
| CC6 | There is a team to ensure that the role and main mission of the hotel is preserved |  |  |  |  |  |
| CC7 | Right messages are released for each type of target clientele in this hotel |  |  |  |  |  |
| CC8 | The hotel staff practice flexibility depending on customers' requirements. |  |  |  |  |  |
| CC9 | The hotel actively understands customers' service and. expectations. |  |  |  |  |  |

**Section D: The effect of information flow of front desk workers on customer satisfaction at Ivys Hotel Kampala**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **CODE** | **INFORMATION FLOW QUESTIONNAIRE** | **SD** | **D** | **N** | **A** | **SA** |
| **1** | **2** | **3** | **4** | **5** |
| IF1 | The flow of information about performance increases with the size of the customers in this hotel |  |  |  |  |  |
| IF2 | There is practice of internal information sharing in the hotel |  |  |  |  |  |
| IF3 | The hotel’s management has invested on information communication systems |  |  |  |  |  |
| IF4 | The hotel has achieved accurate demand forecasting |  |  |  |  |  |
| IF5 | The hotel has achieved timely respond to customer references |  |  |  |  |  |
| IF6 | The hotel without delay responds to clients' problems, suggestions, and complaints. |  |  |  |  |  |
| IF7 | The hotel uses a computer system efficiently to offer good services to customers. |  |  |  |  |  |
| IF8 | Effective information flow improves customer satisfaction in the hotel |  |  |  |  |  |
| IF9 | There is willingness by the staff in the hotel to respond to customer needs at any time. |  |  |  |  |  |

**Section E: CUSTOMER SATISFACTION QUESTIONNAIRE FOR THE CUSTOMERS**

1. Gender of respondent

|  |  |
| --- | --- |
| Male | Female |
|  |  |

2. Please select your age from the following age brackets

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 18 to 30 | 31 to 45 | 46 to 55 | 56 to 65 | 66 + |
|  |  |  |  |  |

3. Do you reside in this town?

|  |  |
| --- | --- |
| Yes | No |
|  |  |

4. What is the specific reason that brought you to Hotel?

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Pleasure | Work | Adventure | Business | Holiday | Visiting People |
|  |  |  |  |  |  |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **CODE** | **CUSTOMER SATISFACTIONQUESTIONNAIRE** | **SD** | **D** | **N** | **A** | **SA** |
| **1** | **2** | **3** | **4** | **5** |
| CS1 | You are continuously using the facility for this Hotel. |  |  |  |  |  |
| CS2 | The staff of the hotel are friendly and approachable. |  |  |  |  |  |
| CS3 | You like the other facilities offered by the Hotel. |  |  |  |  |  |
| CS4 | You feel comfortable and safe when I am in this hotel premises. |  |  |  |  |  |
| CS5 | You rate the quality of the services offered by this hotel as good |  |  |  |  |  |
| CS6 | You are satisfied with all foods and drinks in this hotel |  |  |  |  |  |
| CS7 | You can raise suggestions, complaints and complements to the management regarding the quality of their services. |  |  |  |  |  |
| CS8 | When you visit the hotel, you get the various services |  |  |  |  |  |
| CS9 | You are comfortable with the payment terms of this hotel |  |  |  |  |  |

***Thanks for your participation.***

## **Appendix IV: QUALITATIVE TOOL FOR THE STAFF**

My name is Kitaka Robert, a Masters of Business Administration student of Nkumba University. In partial fulfillment of the requirements of this course, I am carrying out a research on Front Office Management and Customer Satisfaction in the Hotel Industry of Uganda: A Case Study of Ivys Hotel Kampala. You have been selected to participate in this study. The information got from you will be kept confidential and will be used strictly for academic purposes.

1. How does the hotel’s management ensure that there is effective customer satisfaction?

……………………………………………………………………………………………

……………………………………………………………………………………………

……………………………………………………………………………………………

1. Comment on the hotel’s front office management strategies like service quality, customer coordination and information flow that are used to improve customer satisfaction.

……………………………………………………………………………………………

……………………………………………………………………………………………

……………………………………………………………………………………………

1. What measures are put in place to ensure those customers are satisfied after service delivery?

……………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………..

1. What recommendation can you suggest to improve front office management and customer satisfaction in the hotels industry of Uganda?

……………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………..

***Thanks for your participation!***