

CONTRIBUTION OF HOSPITALITY TO CUSTOMER LOYALTY

CASE STUDY; SOJOVALO HOTEL

BY

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18/U/BTHM/1025/K/DAY

**A RESEARCH REPORT SUBMITTED TO THE FACULTY OF SOCIAL SCIENCES,
ARTS AND HUMANITIES FOR PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF THE BACHELOR'S
DEGREE IN TOURISM AND HOTEL MANAGEMENT OF
MUTEESA 1 ROYAL UNIVERSITY**

JUNE, 2022

DECLARATION

I **NAMUBIRU FLAVIA PROSSY** declare that this work presented has never been submitted to any institution of higher learning for any academic award.

Signature:

Date:

APPROVAL

This is to certify that this report has been prepared and submitted by Namubiru Flavia Prossy and is now ready for submission.

SUPERVISOR:

Signature:

Date:

DEDICATION

I dedicate this report to my dear family who has supported me financially in the conducting of this report.

Thanks goes to my course mates who assisted me in every way possible during the field study.

ACKNOWLEDGEMENT

I take this great opportunity to thank the Almighty for His continuous support in my life that enabled me accomplish this field study. Sincere thanks goes to parents for their love, financial support and advice that they always give to me.

I also extend my gratitude to my dear lecturer/Supervisor whose arrangements made the field study a gorgeous one in addition to my fellow students.

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ABSTRACT

The study was conducted on the topic entitled the contribution of hospitality to customer loyalty, case study; Sojovalo hotel. It was later guided by the following objectives; to find out the how Sojovalo hotel embraces customer satisfaction and loyalty, to identify the challenges facing customer satisfaction and customer loyalty and to suggest some measures to enhance the customer satisfaction and customer loyalty.

The study design was complemented by the use of both qualitative and quantitative methods. The study followed a random sampling procedure were individuals who were selected; all respondents having equal chances of being selected to make up the 50 needed sample size. As a semi structured questionnaire was administered to community members and the local leaders as it can collect data from many people within a short period of time .It included open and close ended questions for some people to fill and express their views and opinions .This was advantageous because it allowed respondents to fill their questionnaires at their time of convenience and consult views. The researcher used self-administered questionnaire for the study. This type of questionnaires allowed precise response.

From the study findings, it was that Sojovalo Hotel provides delicious meals to their customers/clients, Sojovalo hotel has WIFI which can be accessed freely by hotel customers around hotel premises, Sojovalo Hotel offers discounts to its clients during festive seasons.

Results concluded that hospitality has a positive and significant impact on client satisfaction. Therefore, the researcher concluded that service quality is essential and fundamental in luxury hotels like Sojovalo hotel.

It is strongly recommended that hospitality industry needs to evaluate the level of their service quality. Constant reviewing of client satisfaction surveys will lead to the improvement or maintaining of services being delivered to the clients.

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction

The chapter presents the statement of the problem, objective of the study, research questions, scope, and significance of the study and the conceptual framework of the study.

1.1 Background of the study

Globally, the hotel industry has been one of the most competitive industries especially in the 21st century. For this reason, enhancing customer loyalty is one of the key aspects of enhancing competitiveness in the industry as well as ensuring business continuity. The hotel has the advantage of operating under the prosperous Serena group of hotels that enables global marketing of the brand and developing universal strategies to improve its competitiveness globally. This is where the question of customer satisfaction and customer loyalty comes in (Szwarc, 2005). In the event that customers are satisfied with products or brands, they most likely become loyal customers and keep spreading good word of the hotel. In that manner, in the event that they are disappointed, they will probably switch off brands and talk bad of the brand to different customers about the hotel. The brand of the hotel is an essential factor that emphatically or contrarily influences advertising exercises and the image is the main thing that creates a good impression of the hotel (Pearce & Robinson, 2011).

Customer loyalty has been described as a repeat purchase behavior which has been affected by a customers' favorable attitude toward service (Kotler and Keller, 2009: 786). Kandampully and Suhartanto (2000) have divided customer loyalty into two components which are behavioral dimension such as repeat purchase and attitudinal dimensions such as recommendation to others. (Wang and Chaipoopirutana, 2015) Later, Skogland and Siquaw (2004) has proposed three dimensions of customer loyalty which is more in details to measure customer loyalty as following: price sensitivity - to be willing to pay more for staying at this hotel despite the price increasing, repeat-patronage/revisit - to visit hotel more often in the future and do not switch to other hotels, and word of mouth (WOM) - to be willing and happy to positively recommend this hotel to family and friends. (Pungpho and Wanarat, 2017) A literature review on customer

loyalty reveals that price sensitivity, revisit and WOM are the three dimensions to appropriately measure customer loyalty in hotel industry. (Kim, 2011)

Customer's loyalty is considered a significant intangible asset for numerous companies (Jiang and Zhang, 2016). Marketing scholars have provided different conceptualizations on customer's loyalty (Ali et al., 2016). Different definitions of customer's loyalty have been adapted by marketing researchers based on the research objectives and contexts.

In Uganda, Customer's loyalty is received a great marketing attention (Wu and Ai, 2016) since its implications cannot be overstated for modern businesses. In fact, customer's loyalty is regarded as a long-term asset (Kandampully et al., 2015), and a key business outcome (Ali et al., 2016; Kim et al., 2016). Having loyal customers is a required option for various companies based on its important role in creating sustainable competitive advantages (Wu and Ai, 2016). Marketing practitioners are also motivated to develop loyal customers towards their businesses as a central condition for the market success (Kandampully et al., 2015). Saturated markets motivate companies to re-focus on customer's loyalty to preserve their loyal customers (Kim et al., 2016). Loyal customers are considered essential for various service providers in competitive markets (Ali et al., 2016; El-Adly and Eid, 2016; Wu and Ai, 2016), as they would recommend their preferred products to other customers in the market place (Kim et al., 2016). Customer's loyalty leads to several economic benefits (Murali et al., 2016), such as, price premium (Kim et al., 2016), cost reduction (Murali et al., 2016), and additional sales revenue.

1.2 Statement of the Problem

Customer's loyalty is still attracting scholars' attention due to its obvious significance. Realizing the antecedent factors of customer's loyalty and the relationships among these factors are considered important research directions (El-Adly and Eid, 2016). Marketing researchers are also advised to keep their eyes on customers in the marketplace by investigating their needs, wants, and factors that could affect their evaluations, attitudes, choices, and various purchasing behaviors. According to Jiang and Zhang (2016), customer's loyalty is a vital source of competitive advantage for different companies. However, customer's loyalty is regarded as a challenging issue for existing corporations, especially in competitive markets (Nyadzayo and Khajehzadeh, 2016).

Determinants of customer's satisfaction and loyalty might vary based on business nature and customers' types or goals. Therefore the aim of this study is to examine the contribution of hospitality towards customer loyalty.

1.3 Objectives of the study

1.3.1 General Objective

The general objective is to examine the contribution of hospitality to customer loyalty.

1.3.2 Specific objectives

- i. To find out the how sojovalo hotel embraces customer satisfaction and loyalty
- ii. To identify the challenges facing customer satisfaction and customer loyalty
- iii. To suggest some measures to enhance the customer satisfaction and customer loyalty

1.4 Research Questions

- i. How Sojovalo hotel embraces customer satisfaction and loyalty?
- ii. What are the challenges facing customer satisfaction and customer loyalty?
- iii. What are the measures to enhance the customer satisfaction and customer loyalty?

1.5 Scope of the Study

1.5.1 Content Scope

The study was set to determine the roles played by hospitality in enhancing customer satisfaction, the challenges facing customer satisfaction and customer loyalty and suggested measures to enhance the customer satisfaction and customer loyalty.

1.5.2 Time Scope

The study was carried out for six months (6), that's from January 2022 to June, 2022.

1.5.3 Geographical Scope

This study was conducted at Sojovalo hotel which is located on plot 854/856 in Mengo Kisenyi, Rubaga division, Kampala District along Rubaga road, Mengo off next to Kabaka Njagala road, approximately 2km away from Kampala City Centre.

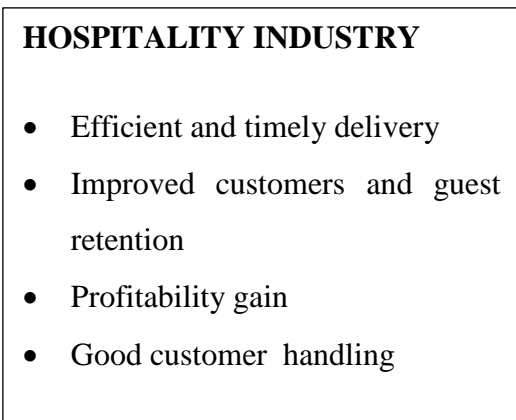
1.6 Significance of the Study

The study shall contribute to the extremely scanty literature on customer loyalty in Uganda, especially since most of the empirical studies on the subject highlight studies largely conducted in developed countries, while few studies have been conducted on this issue in developing countries, and hardly any has been conducted in Uganda.

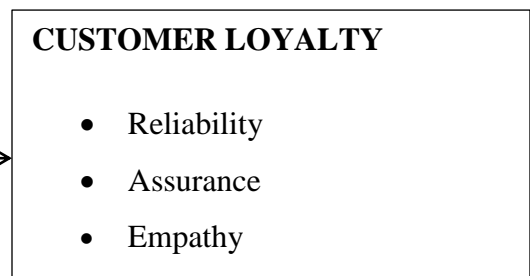
It will also help policy makers who wish to carry out further research on and customer satisfaction and customer's loyalty in the hotel industry.

1.7 Conceptual Framework

INDEPENDENT VARIABLE



DEPENDENT VARIABLE



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter is a representation of the concept of customer loyalty, Satisfaction of customers, customer trust, Consumer commitment and importance of loyalty.

2.1 Customer loyalty

Thakur (2016) defined attitudinal loyalty as a customers' intention to remain committed to specific provider in the marketplace by repeating their purchasing experiences. On the other hand, Oliver defined customers' loyalty as "a deeply held commitment to rebuy or re-patronize a preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching behavior"(p.34). A review of the literature reveals that numerous marketing scholars have adopted Oliver's definition of customers' loyalty (e.g. Haryanto et al. 2016).

There are two types of customer's loyalty: a) active loyalty and b) passive loyalty (Kandampully et al., 2015). Companies could have active and passive loyal customers. Both types are important but active loyalty has become more important due to the widespread usage of internet and social media applications (Kandampully et al., 2015). Today's customers depend progressively more on online reviews and electronic word of mouth (E-WOM) in choosing various products and brands. In this regard, active loyal customers are motivated to spread their evaluations and opinions on their purchasing experiences with the public.

Studying customer's loyalty is a vital research attempt due to its increasing significance for global companies (Haryanto et al., 2016). Marketing scholars have presented several loyalty models to enhance customer's loyalty. A recent review of the literature shows that marketing scholars have investigated customer's loyalty from different perspectives and factors (e.g.,Casidy and Wymer, 2016; El-Adly and Eid, 2016; Jiang and Zhang, 2016; Rubioet al., 2016; Campón Cerro et al., 2016). However, understanding customer's loyalty from other perspectives has received inconsequential attention (i.e., cultural and religious factors).

In particular, customer's loyalty can be characterized as one of the important success measurements for different businesses in the marketplace (Nyadzayo and Khajehzadeh, 2016), and marketing practitioners would ultimately embrace appropriate marketing strategies and approaches in order to maintain loyal customers towards their businesses (Zhang et al., 2016).

Dick and Basu (1994) conceptualized customer's loyalty based on the relationship between relative attitude and repeat patronage behavior. In other words, customer's loyalty includes attitudinal and behavioral dimensions, where relative attitude refers to attitudinal dimension of loyalty and repeat patronage behavior refers to behavioral loyalty. It has been argued that integrating attitude dimension into the loyalty model (patronage behavior) would enhance its predictive ability (Dick and Basu, 1994).

Employing composite or integrated loyalty measurements can be considered highly critical in order to have a better understanding on customer's loyalty. Loyalty is a complex phenomenon and scholars should consider it as a multi-faceted approach (Dick and Basu, 1994). Measuring customer's loyalty using unidimensional measurement is not going to explain the true relationships of loyalty (Bowen and McCain, 2015). On the other hand, using only attitudinal measurements or only behavioral measurements can be regarded as inadequate procedure in evaluating and understanding customer's loyalty.

Marketing scholars have examined the loyalty construct from three perspectives: a) attitudinal, b) behavioral, and c) composite (Chang et al., 2009). For instance, Casidy and Wymer (2016) have conceptualized the loyalty concept as a customer's attachment feelings towards specific products and brands (attitudinal perspective). In relation to this, Izogo (2016) has advised scholars to measure the influences of satisfaction, trust, perceived service quality, and brand image on customer's attitudinal loyalty. Several recent researchers have measured customer's loyalty intentions (e.g. Cong, 2016; Dwivedi and Merrilees, 2016).

Marketing scholars are advised to conceptualize customer's loyalty as a multi-dimensional construct, which consists of attitudinal and behavioral dimensions; this conceptualization would provide a better knowledge and understanding of customer's loyalty (Casidy and Wymer, 2016). Studying customer's loyalty using a composite approach is regarded as a recommended procedure in order to provide reliable understanding and implications. A composite measurement

of loyalty has been applied in several business fields, such as, online tourism products (Ruiz Mafe et al., 2016), casino services (Prentice and Wong, 2016), bike traveling behaviors (Han et al., 2017), motor dealership brands (Nyadzayo and Khajehzadeh, 2016), golf tourism (Wu and Ai, 2016), online shopping (Chen et al., 2016), and fashion retailing (Stathopoulou and Balabanis, 2016).

Proper conceptualizations of customer's loyalty can assist researchers in providing effective understanding and perception (Casidy and Wymer, 2016). In this regard, marketing scholars can view or conceptualize customer's loyalty either as attitudinal, behavioral, or composite measures based on the research objectives, settings, and nature. In other words, integrating the research objectives and context into the definition of loyalty is absolutely important in understanding customer's loyalty effectively (e.g. Izogo, 2016) Further to this, marketing scholars are advised to address the loyalty concept based on the current research gaps in order to provide valuable contributions to the theoretical and practical world of marketing.

Categories of loyalty antecedents and consequences: Marketing scholars have categorized loyalty antecedents into three groups: a) cognitive antecedents (beliefs or evaluations), b) affective antecedents (feelings), and c) conative antecedents (behavioral dispositions) (Dick and Basu, 1994). Scholars are advised to integrate these groups of loyalty antecedents into their models in order to have a better examination and understanding of customer's loyalty. Brand managers aim to consistently and positively take into consideration cognitive, affective, and conative loyalty antecedents (Dick and Basu, 1994).

Loyalty consequences can explain the importance of customer's loyalty to various businesses and corporations. More specifically, customer's loyalty has three groups of consequences: a) motivational consequences, b) perceptual consequences, and c) behavioral consequences (Dick and Basu, 1994). Customer's retention (Eid, 2013), share of wallet (Castaldo et al., 2016; Srivastava and Kaul, 2016), Willingness to pay premium price (Casidy and Wymer, 2016), WOM, resistance to counter persuasion, and search motivation (Dick and Basu, 1994) are examples of loyalty consequences. In this regard, researchers are advised to examine further the loyalty consequences since less research has considered this gap.

Understanding customer's loyalty is absolutely important and researchers need to identify its determining factors (Kim et al., 2016). In this regard, marketing researchers keep presenting loyalty models to effectively understand the formation of customer's loyalty. A recent review of loyalty studies shows that researchers have been advised to investigate specific variables as important determining factors, such as, trust (Ali et al., 2016; Bilgihan et al., 2016; Calisir et al., 2016; Izogo, 2016; Maggioni, 2016; Thaichon and Jebarajakirthy, 2016),

More importantly, recent scholars have been advised to integrate these loyalty antecedents into future proposed models to examine their impacts. The results of these studies could help practitioners by providing reliable conclusions and implications in developing and enhancing customer's loyalty. According to Kandampully et al. (2015), the loyalty literature has identified factors of customer perceived value, customer engagement, brand and corporate image, customer trust, relational benefits, brand experience, rapport among customers and employees, and employee engagement as possible loyalty determinants. The present study argues that selecting loyalty factors should depend primarily on the research nature and service contexts in order to provide valid marketing results and conclusions.

According to El-Adly and Eid (2016), researchers should measure customer's satisfaction and perceived value, as important loyalty antecedents, on a regular basis due to their dynamic nature. It is clear that most loyalty studies have focused on positive emotions and experiences while influences of negative emotions on customer's loyalty and satisfaction received little research attention. In this regard, Ali et al. (2016) have stated that researchers are advised to examine negative emotions and experiences, such as, fears, regrets, and boredom in order to achieve an additional understanding of customer's behavior and loyalty.

Scholars are advised to search for additional determinants of customer's loyalty and satisfaction based on industry context (Ali et al., 2016). Determinants of customer's loyalty might differ by industry, country, and market stage of product life cycle (Kim et al. , 2016). For instance, perceived content quality (PCQ), system quality, and information quality might be proper factors for viewer's satisfaction and loyalty towards IPTV and satellite TV services. Identifying antecedents of customer's loyalty and satisfaction should depend on literature review and product nature. Marketing researchers have examined several loyalty factors and they admitted

that adding other factors would increase the explanatory power of existing loyalty model (e.g. Bilgihan et al., 2016; Kwenye and Freimund, 2016; Maggioni, 2016; Silva and Goncalves, 2016; Yarmen et al., 2016).

According to Lee and Wong (2016), existing research models might not cover all the factors that influence customer's loyalty. Therefore, scholars are advised to carry out additional research attempts to provide a better perception and implication taking into account additional factors, perspectives, and contexts. In short, previous views show that doors are still open to marketing researchers in exploring and examining additional loyalty antecedents. Researchers are also advised to validate the proposed loyalty models based on future research opportunities and limitations.

Service quality has been the outcome of a comparison between expectations of a service and what is perceived to have been received. (Parasuraman, Zeithaml, and Berry, 1985) In hotel industry, service quality could be divided into two categories: functional quality and technical quality (McCain, Jang and Hu, 2005). Functional quality has represented service's tangible aspects such as facilities and physical evidences, while technical quality has represented service's intangible aspects such as service processes. Parasuraman, Zeithaml, and Berry (1988) has developed the SERVQUAL model to measure service quality.

Perceived consumption value has been defined in terms of customer needs and desires. (Ko, 2016) It has followed from perceived or expected service performance in satisfying or delightful customers' functional and psychical needs. (Sheth, Newman and Gross, 1991) Basically, perceived consumption value has represented judgments or assessments of what customers perceive and receive from service provider between service encounter or in specific situation.

Furthermore, Sheth, Newman and Gross (1991) has developed an important theory which explains the basic values of consumption that guide customers when they make their choices and also a model to measure perceived consumption value which has comprised of 5 components as the following (Wongsuchat and Ngamyang, 2014) Functional value: the functional dimension has shown core benefits and basic utilities of service such as the quality of service and service uniqueness etc. (Eid and El-Gohary, 2015) Financial value: the financial dimension has

addressed direct monetary aspects such as room rate price, It has referred to the value of the service expressed in cost of pay.

Factors influences Customer Loyalty

Customer loyalty is another important factor in customer satisfaction. The impact of the satisfaction in loyalty has been the most popular subject in study of the marketing theory. Therefore, several studies have proved that satisfaction and loyalty have the direct connection between one another. As satisfied customers are loyal and dissatisfied customers are a vendor (Heskett 2011.)

Finding the loyal customer is not accessible even the customers seem to be satisfied with the products and the services. In fact, the behavior and attitude of the customers towards the particular goods and services matters the most. If the behavior of the customers is positive to the service holder, then those customers are said as a loyal customer (Abdullah 2012.) There are two types of customer loyalty based on behavioral and emotional loyalty on the goods and services. Behavioral loyalty refers to frequent shopping in a particular retailer and emotional loyalty refers to the customers' concern towards certain retailer on the basis of past buying experience and attitude. In this both behavioral and emotional loyalty model, increased satisfaction should increase customer loyalty. When customers are not satisfied, customers have the option to express the complaints going to the competitor. But, the study has shown that 60-80% of the customers are satisfied and very satisfied on the survey just prior to the defection. Therefore, there should also be other factors besides satisfaction that have a certain impact on customer loyalty (Reichheld & Schefter 2000)

At the time of 1980 product durability and service quality used to be evaluated by customer loyalty. But, there has been dramatic changing in the late 1980 and in 1990, when the needs and wants of the customers were identified by the retailers in the market. Nowadays, in this modern era, the companies have changed this concept towards the initial target consumers by manufacturing ordinary product benefits in order to persuade customers' satisfaction and loyalty (Abdullah 2012.) Service quality, product quality, price strategy, store attributes are the four major variables that influence customer loyalty. Service is one of the most complex factors which do not exist before they are consumed. In order, to develop the service management it is

important to understand what customers are really looking for and what the customers evaluate. Customers expect the quality of service through retailers, so, the service marketers have to assess how customers perceive the quality of the "services feature" implied by the perceived service quality framework.

Service quality refers to the result of the comparison that the customer makes their expectation about the service and their perception of the way the service has been performed (Grönroos, C. 2007). Originally, there was no any model for the quality measurement based on a service quality. Normally, customer satisfaction studies are conducted to figure out how satisfied customers are with a certain service. Later on, Leonard Berry and his colleagues developed the SERVQUAL (services quality) instrument which is important for measuring the customers' service quality. The relationship between customer satisfaction, customer loyalty and service quality are studied based on the complaints from the dissatisfied customers. (Ziethaml & Bitner 2003, 134)

Hence, consumer complaints are overviewed through customers' expectations, perceptions on the service of goods. The perceived value of the consumers is liable on the expectations and outcomes of the evaluation process of the customers. Further, service quality has a significant relationship with the customers' satisfaction which directly affects the customers' loyalty. Therefore, the retailer should focus on these factors to increase customer relationship with satisfaction and loyalty in this competitive retail market globally.

Product quality is also another core factor of the customer's satisfaction and loyalty. Product quality is a collection of features and sharp brand product characteristics which have a contribution to the ability to fulfill specified demand. Product qualities also have different dimensions such as features, performance, reliability, durability, serviceability and customer perceived quality. Out of all these dimensions, mainly five elements, product durability, product variety, product freshness, product attractiveness and product equity have been used to measure the satisfaction and loyalty of the customers.

Variety of products helps the retailers understand the buying behavior of the customers because the perceptions of the quality product vary from one another. Because of product variety, the firms will get an opportunity to pay attention towards the customer and also increase the greatest

product variety. This will increase the growth and volume of the product as well as the customers' satisfaction and loyalty to a great extent. Hence, the firms had begun to develop the satisfaction and loyalty of the customers by offering quality goods and services.

2.2 Satisfaction of customers

Customer satisfaction is an essential factor of their loyalty. The customer satisfaction assessment is based on a comparison of the customer's expectations and post-sales perceptions (Kotler & Keller, 2012). In the meantime, customer satisfaction is the expression of satisfaction or disappointment that arises as a result of the comparison of deliveries and the expectation of value. The result shows that the assessment of the realization of the customer's expectations is individual and can be positive or negative (satisfaction / dissatisfaction). It includes objective and subjective elements related to tangible and intangible aspects of value. It can be based on emotional and rational motives. Kundu & Datta (2015) state that satisfaction is an affirmative, emotional state that is the result of the process of all aspects of the relationship between the partners.

Customer satisfaction could be defined as both of positive and negative emotional responses resulting from an individually subjective evaluation of specific situation. (Khan and Haugue, 2012) In prior researches have shown that the more customers have been satisfied, the more customers have become a loyal customer to prevent customer defection and apply lower marketing costs. (Grigoroudis and Siskos, 2010) Moreover, it has been connected with emotional factors such as interest, joy, delight and pleasant. (Wongsuchat and Ngamyam, 2014) According to Oliver (1980), customer satisfaction can be pointed out through the expectation-disconfirmation theory. Overall satisfaction has been a post-decision-making measurement of a specific purchase occasion.

The impact of satisfaction on business performance, on the other hand, can be viewed from two aspects - behavioral and psychological. The first aspect relies on understanding that customer satisfaction influences the resulting behavior, such as: re-purchase (Trasorras et al., 2009), customer loyalty (Bowen & Chen, 2015), giving recommendations to others (Ulaga & Eggert, 2006), but also purchase cessation, complaints, negative verbal advertising, in case of lower satisfactory degree of complete dissatisfaction.

Involving the customer in production performance and other business processes, results in his partial responsibility for his own satisfaction. Starting from these facts, the traditional method of determining the satisfaction of business customers with the subsequent evaluation of the completed purchase becomes inadequate because it does not reveal the reasons of satisfaction / dissatisfaction. The focus of modern research is overall satisfaction, i.e., overall performance of the supplier. According to one survey, it can be measured by seven dimensions: product satisfaction, strength of sale, product-related information, ordering process, services, interaction with employees, and satisfaction with complaints solving (Ghijssen et al., 2010). In order to ensure a more realistic approach to investigating customer satisfaction, it is necessary to focus on three areas: the internal context of customer and seller relations, the context of the network, and the context of external influences (Tikkanen et al., 2000).

Satisfaction could be interpreted as just meeting the expectations of the customers, not any sort of exceeding or failing short of the expectations. Most of the retailers try to achieve competitive advantage by taking the responses of the customers beyond the level of 'just satisfied' towards 'exceeding their expectations'. Customer satisfaction is expected to be achieved when the value of customer service provided through a service experience is either meeting or exceeding consumer expectations. If the expectations are not met, the consumer will be dissatisfied. Another consequence can be that if the satisfaction scores are very low, the service provider might be susceptible to attacks by the competitors who are prepared to deliver superior value to the customers.

In the case of profit oriented organisation, there is less customer satisfaction compare to service sector. However, every organisation in present tough competitive business environment has to pay more attention on feedback from the customers over their production. Otherwise, any firm can't earn the profit and their existence might be questionable as well. Marketing starts with customer (i.e. marketing research to identify the potential market opportunities) and ends with them (by delivering goods and service after sales) as well.

Customer satisfaction has become a crucial point of differentiation in a retail store, where consumers make weekly, fortnightly or monthly trips (to preferred super market) and then spend more on these trips than other times, especially in countries like ours when competition in

retailing is very fierce. Unfortunately in retail industry, most of the unsatisfied consumers do not complain, they just go shopping somewhere else. So the lesson for the retailers is that customer expectations always move upward and it is only the satisfied customers that are more likely to remain loyal in the long run.

2.3 Customer trust

Trust is an important determinant of the buyer's behavior in the purchasing process. It arises as a result of the overall customer experience with the product and the company, and its tangible and intangible attributes. Trust development generates positive attitudes and customer loyalty (Moreira & Silva, 2015). Trust in brand reduces the customer's hesitation in the purchasing process which can arise from factors such as: product complexity, purchasing risk, cognitive dissonance, and high transaction costs. A customer who believes in an enterprise becomes a valuable source of information in the process of value creation. Mutual trust of the buyer and company creates conditions for the exchange of important information in the process of value creation and the construction of a longterm, mutually beneficial relationship. It is therefore considered that confidence is an essential factor that leads to long-term customer retention (Moorman et al., 1993; Anderson & Mittal, 2016). Lost trust means a lost customer. Characteristics of trust based relationships are: cooperation between buyer and seller, first-class, long-term relationships and quality of cooperation. Cooperation is based on the fact that trust reduces uncertainty and risk, which increases the cooperation between the supplier and buyer. From relationships based on trust and cooperation, the seller and buyer learn that mutual activities give better effects than reliance on individual ones.

Confidence encourages both sides to work to preserve interpersonal relationship and a desire to overcome potential conflicts. Preference is on long-term benefits. The trust between the company and the buyer means that the customer will become more involved in the process of value creation and mutual business, which contributes to lasting relationship. Confidence-based trusts mean quality cooperation and better exchange of information and knowledge, which increases their usefulness. Misunderstandings and conflicts are resolved in an efficient and friendly manner (Morgan & Hunt, 1994; Moorman et al., 1993; Ndubisi, 2011).

Trust as a factor of loyalty is difficult to understand and anticipate. In order to explain the notion of trust, the majority of authors look for the base in psychology, starting from the partner's belief they will behave in a relationship and act in mutual interest. Such relationships are characterized by: credibility, reliability, intimacy, and self-orientation (Peppers & Rogers, 2004). The first three components are positive in building trust between the buyer and the seller. The trustworthiness of the partners, delivery of the promised, understanding between them, creation of a pleasant atmosphere and the sense of security, strengthen and enhance trust. Common goals and values, interdependence, communication quality and non-opportunistic behavior are the most important factors on which it depends. Open communication, formal and informal, harmonizes expectations, solves doubts and reduces uncertainty. Relations based on trust, loyalty, cooperation and strength of partners enable us to create values in relationships and to strengthen the competitive advantage of partners (Palmatier, 2008; Ndubisi, 2011). Research of credit cooperatives in Brazil has shown that relations between the strength of partners in a dyad relationship, between buyer and a seller, customer confidence, their commitment and cooperation, largely determines the quality of relationships with a central organization. On the other hand, self-orientation and self-reliance of partners in relationships means predominance of individual and non-synchronized over synchronized and mutual action. The strength of this component is important, because if the customer feels misunderstanding from the company which works for its own benefit, that causes dishonesty and disobedience and that, on the other hand, reduces trust and loyalty of the buyer.

2.4 Consumer commitment

Relations based on trust between seller and buyer is the basis of mutual attachment creation. Quality communication among buyer and seller, synchronized behavior and mutual work create trust and attachment. Together, both factors directly lead to cooperative behavior, long-term relationships based on loyalty (Morgan & Hunt, 1994). Creating affection means that for both buyer and seller relations are important and there is a mutual desire to continue and develop them in the future. It is a power that drives participants to continue their cooperation. Relationships built on trust and commitment is a guarantee that the efforts made to maintain and develop relationships in the future will result in mutual benefits. That strengthens trust and commitment, increases customer loyalty and all performances of relationships.

Commitment as a complex factor can be defined from different points of view. The opinion that the psychological component is crucial for creating attachments, which emphasizes emotional loyalty and engagement of the participants in the relationship, prevails. Affective component of loyalty is associated with the long-term orientation of involved parties and with their focus on achieving long-term loyalty and goals, as well as the belief that relations will bring desired results. Such attachment is based on trust, willingness to resolve conflict in a friendly manner, and supports the long-term benefits of relationship. In this sense, the partner behaves in a way he expects from the other side and has confidence in such behavior (Ndubisi, 2011).

Attachment may also arise from the self-interest of a particular party in current relation, as a result of the observed difference between costs and benefits (economic, social and status). In this case, this is so-called prolonged attachment. Normative attachment arises as a result of moral obligations of partners to continue cooperation. The largest number of research connected with the relationship of trust, commitment and loyalty of customers, confirms the high degree of correlation of trust and devotion on the one hand, and retention of customers and future intentions for relationship developing, on the other. Attraction in relationships very often means sensitivity and dependence, which builds relationships that are worthy of the trust of the partner. Continuity of relationships over time motivates companies to work together to achieve goals and mutual benefits.

Perceived quality of service Numerous studies have shown that perceived quality of service is an important determinant of customer satisfaction and loyalty (Lovelock & Wirtz, 2011; Wilson et al., 2012; Moreira & Silva, 2015). This influence can be reached through degree of satisfaction, considering that the concept of customer satisfaction and service quality concept are connected, and often they are identifiable. Starting from that point, one can speak of a linear relationship between the quality of service and satisfaction, which means that a higher level of service quality leads to a higher level of customer satisfaction. There is also a perception that the quality of service is not the only determinant of customer satisfaction, even if it is often crucial (Veljković, 2009). According to this opinion, besides the quality of services, customer satisfaction is determined also by other elements (quality of the accompanying product, prices, situation factors and personal factors).

Research based on such insight did not show a strong correlation between the perceived quality of services from users and their satisfaction, especially when it comes to certain elements of service quality. The problem of the quality of service measurement comes out from the complexity and multidimensionality of the concept of service quality (Jain & Gupta, 2004). The service's intangibility is one of the key reasons for this. Therefore, there is no autho's' consent in terms of defining the quality of services. Dominant opinion is that the quality of service comes out from the compliance with customer expectations, i.e., it is the result of their comparison between expectations and their perceptions of services to be provided (Caruna et al., 2000). The emphasis that the overall quality assessment depends on evaluation of the benefits provided by the particular service, and also on the process of its delivery, points to complexity and multidimensionality of the service quality concept.

Comparatively, the consent of authors matches the belief of Pollack (2008) that there are three basic elements of service quality: the quality of results (the actual result of service contact), the quality of interaction (estimation of overall customer relationship with the service staff) and the quality of service environment (physical environment where interaction occurs)

2.5 Importance of Royalty

Loyalty, as a comprehensive concept, is a link between the relative attitude of the individual and the repeatability of the purchase. This relationship is seen through the prism of social norms and situational factors, and can be perceived as consumer word of mouth reactions, intention to support, and satisfaction. It should be also underlined that loyal customers are less price-sensitive, and in this respect, loyalty can lead to certain marketing benefits, such as lower financial expenditure on the marketing campaign, a greater number of new customers, and a stronger market position. Other marketing benefits include positive word of mouth messages and reduced susceptibility to a competitive offer. Moreover, recommendations from a loyal customer, especially those that help to attract new customers, increase the value that the customer brings to the company. A loyal customer contributes significantly to the company's revenue growth, given reasonably predictable sales and a stable source of revenue. The basis for gaining loyal customers is a quick response to customer requests and suggestions, maintaining high-quality products and services signed by the company brand, and striving to provide exceptional and unique customer service. In this term, loyalty is used to indicate the relationship

between the company and the consumer in the long term and can be perceived as a basis of strategic planning and an element of the company's competitive advantage.

The largest hotel chains (such as InterContinental Hotels, Wyndham Hotel Group, Marriott International, Hilton Hotels, Accor Group, Choice Hotels International, and Best Western Hotels and Resorts) offer a diverse range of hotel services for different quality and price segments. This is related to the ownership of many brands of hotel chains that form the brand architecture. For example, the largest hotel chain, InterContinental, has 15 hotel brands in three segments: luxury (e.g., InterContinental), upscale (e.g., Indigo), and mainstream (e.g., Holiday Inn). Wyndham Hotels and Resorts has 20 hotel brands in 5 segments: upscale (e.g., Wyndham), lifestyle (e.g., Dazzler), midscale (e.g., Ramada), economy (e.g., Microtel), and extended-stay (e.g., Hawthorn). In turn, Marriott International offers a range of 30 brands, with two overall styles of hotels: classic, offering time-honored hospitality for the modern traveler; and distinctive, offering memorable experiences.

There are three segments in each of these groups, which allow for appropriate brand positioning strategies: luxury (e.g., The Ritz-Carlton, ST Regis in the classic segment and W Hotels in the distinctive one), premium (e.g., Marriott, Sheraton in the classic segment and Westin, Le Meridien in the distinctive one), and select (e.g., Courtyard in the classic segment and Aloft and Moxy as distinctive hotels). At the same time, the largest hotel chains introduce new hotel brands, e.g., InterContinental has added Even Hotels (wellness brand), Hualuxe (a brand tailored to the Chinese consumer), and Kimpton (luxury brand) [8]. In turn, since 2011, Hilton Worldwide Holdings has introduced nine new brands, including Curio Collection by Hilton, Canopy by Hilton, and Tru by Hilton.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the methodology for the study which includes the procedures and processes followed in conducting this research. The area of study, variable determination, sampling strategy, data collection, and data analysis and presentation methods is the focus of this chapter.

3.1 Research Design

Research design is defined as a research method of empirical inquiry that investigates contemporary phenomena within its real life; when the boundaries between phenomena and the context are not clearly evident; and in which multiple sources of evidence are used (Robert K Y in 1984, p 23). Allan B (2000) submits that a case study enables one to generate an intensive examination of a single case in detail so as to develop a single understanding of that case. The study design was complemented by the use of both qualitative and quantitative methods.

3.2 Study Population

The population of the study consisted of 80 respondents that were both workers and customers who were knowledgeable about the study. The population was selected by random sampling.

3.3 Sample procedure

Sampling methods refers to the population a researcher uses to explain the size of the sample to be drawn and which methods drew it and why. (Kakoza 1996 and Koul, 1997). Some of Sampling Techniques are Purposive Sampling techniques, where people or other units are chosen for a particular purpose (Leedy and Ormrod 2000, Mugenda, 1999). Single Random Sampling techniques were also used to select workers, managers and clients since they are directly involved in the day to day management and issues affecting the firm.

The study followed a random sampling procedure were individuals who were selected; all respondents having equal chances of being selected to make up the 50 needed sample size.

3.4 Data Collection Methods

Data collection methods refer to the gathering of information for research purpose, collected data. Data was collected using two forms namely; Primary data collection method and Secondary data collection method.

Primary data collection method: This is the source of information which is original for specifically for the current purpose. This involved use of structured questionnaires and semi-structured interviews to gather information from the respondents.

Secondary data collection method: This is the source of information that involves the review of official documents already conducted by other scholars such as files, memos and text books, annual and quarterly reports, magazines, journals and articles.

3.5 Questionnaire method

De-vos (2005) defines a questionnaire as the collection based on the subjects of interest to the researcher and completed by the respondents.

As a semi structured questionnaire was administered to community members and the local leaders as it can collect data from many people within a short period of time .It included open and close ended questions for some people to fill and express their views and opinions .This was advantageous because it allowed respondents to fill their questionnaires at their time of convenience and consult views.

The researcher used self-administered questionnaire for the study. This type of questionnaires will allow precise response. This study was conducted using questionnaires, this were deliberately avoid open ended question.

3.6 Interview method

According to Kothari (2004), interviews involve the presentations of verbal stimuli and reply in terms of oral verbal response. It helped me to generate first hand reliable data, the respondents gave in immediate feedback and also adequate probing was used to establish the specific information.

The method helped the researcher to get first hand data since the respondents answered according to the questionnaire method. Data was collected with the help of an interview guide

which helped the researcher to get information from the respondents who don't know how to write and read.

3.7 Sources of data

The data was collected from people's views from text books through lecture review, newspapers; publish documents, newspapers, radios, televisions, pamphlets, with regard to divorce among the married people. These therefore enabled the researcher to achieve the research questions.

3.9 Ethical consideration

All respondents were asked information before they participate in the study regarding the study objectives.

Due to sensitivity of the nature of the research, before each interview, the purpose of the study was clearly explained and then consent obtained and information gathered was treated with confidentiality it deserves.

3.10 Data processing and analysis

In the research, data was collected and analysis done using bar charts. Hence results for these studies are presented in text form and tables.

3.11 Limitation to the study

1. The researcher faced inadequate funds but he managed by requesting the guardians and friends to help him with sum amount of money in order to complete her research.
2. Limited time, the researcher had little time to collect, analyse, and present data. The researcher managed to schedule each activity accordingly.
3. Bias from the respondents, some of the respondents were unwilling to provide the required information to the researcher. The researcher overcame this by informing respondents that the study is purely for academic reasons therefore they should feel free to provide the needed information.

CHAPTER FOUR

DATA PRESENTATION AND INTERPRETATION OF RESULTS

4.0 Introduction

This chapter presents findings and interpretations of the findings from the study on the relationship between service quality and customer satisfaction in hotel. These findings were obtained from a primary source of data and are presented in the tables showing percentages.

Table 1 Gender

Gender	Number of respondents	Percentage (%)
Male	27	54
Female	23	46
Total	50	100

Source; primary data

The results in table 1 above indicate that, male constitute 54% and female constitute 46% of the total population of the study, implying that researcher was gender sensitive since he managed to cover both types of gender at almost equals numbers.

Table 2 Age Group

Age group	Number of respondents	Percentage (%)
Below 30yrs	29	58
Between 30-40yrs	16	32
Above 40yrs	5	10
Total	50	100

Source; Primary Data 2022

From table 2 findings shows that 58% of the respondents were below 30 years, 32% of the respondents were between 30-40yrs, 10% of the respondents were above 40years, and this implies that Sojvalo Hotel employs more of the youths because they are still nice looking and can attract customers.

Table 3 Education Level

Education level	Number of respondents	Percentage (%)
Certificate	25	50
Diploma	11	22
Degree	14	42
Total	50	100

Source; Primary Data 2022

Basing on the table 3, findings shows that 50% of the total respondents were holding and having certificate, 11% of the respondents were having a diploma, and 14% of the respondents were having a degree. This implies that Sojovalo hotel employees were educated and findings can be relied on.

Table 4 Duration in the organisation

Duration	Number of respondents	Percentage (%)
Less than 2yr	8	16
2-5yrs	13	26
Above 5yrs	29	58
Total	50	100

Source; primary data 2022

The findings in the table 4 shows that 16% of the total respondents had served Sojovalo hotel for a period less than 2 years, 26% of the respondents had served for a period between 2-5 years, 58% of the respondents had served for a period above 5 years. This implies that employees of Sojovalo hotel had served for a long period of time and their responses can therefore be trusted.

Table 5. Sojovalo Hotel provides delicious meals to their customers/clients

Response	Number of respondents	Percentage (%)
Strongly agree	42	84
Agree	8	16
Uncertain	-	-
Disagree	-	-
Strongly disagree	-	-
Total	50	100

Source: Primary Data 2022

According to table 5 findings show that 84% of the total respondents strongly agreed that Sojovalo Hotel provides delicious meals to their customers/clients, 16% of the respondents agreed and this implies that Sojovalo hotel meets customer's tastes and preferences.

Table 6. Sojovalo hotel has WIFI which can be accessed freely by hotel customers around hotel premises

Response	Number of respondents	Percentage (%)
Strongly agree	48	96
Agree	2	4
Uncertain	-	-
Disagree	-	-
Strongly disagree	-	-
Total	50	100

Source: Primary Data 2022

According to findings in table 6, it was revealed that 96% of the total respondents strongly agreed that Sojovalo hotel has WIFI can be accessed freely by hotel customers around hotel premises, 4% of the respondents agreed and this implies that Sojovalo hotel aims at attracting and increasing on the number of its customers it receives.

Table 7. Sojovalo Hotel offers discounts to its clients during festive seasons

Response	Number of respondents	Percentage (%)
Strongly agree	23	46
Agree	27	54
Uncertain	-	-
Disagree	-	-
Strongly disagree	-	-
Total	50	100

Source: Primary Data 2022

According to findings in table 7, it was revealed that 46% of the total respondents strongly agreed that Sojovalo Hotel offers discounts to its clients during festive seasons, 54% of the respondents agreed and this implies that hotel Sojovalo aims at increasing sales and widening customer's base from the massive discounts offered.

Table 8. Sojovalo Hotel Services are delivered as indicated on the package

Response	Number of respondents	Percentage (%)
Strongly agree	-	-
Agree	-	-
Uncertain	-	-
Disagree	12	24
Strongly disagree	38	76
Total	50	100

Source: Primary Data 2022

According to findings in table 8, it was revealed that 76% of the total respondents strongly disagreed that Sojovalo Hotel offers discounts to its clients during festive seasons, 24% of the respondents disagreed and this implies that Sojovalo is still behind on satisfying current customer needs in hotel industry.

Table 9. Sojovalo Hotel offers Effectiveness and professionalism in complainant handling

Response	Number of respondents	Percentage (%)
Strongly Agree	33	66
Agree	17	34
Uncertain	-	-
Disagree	-	-
Strongly disagree	-	-
Total	50	100

Source: Primary Data 2022

According to findings in table 9, it was revealed that 66% of the total respondents strongly disagreed that Sojovalo Hotel offers Effectiveness and professionalism in complainant handling, 34% of the respondents disagreed and this implies that Sojovalo Hotel attends to customers complaints and this leads to satisfaction among customers of Sojovalo hotel.

Table 10. The staff of Sojovalo Hotel have product knowledge of the hotel

Response	Number of respondents	Percentage (%)
Strongly Agree	43	86
Agree	7	14
Uncertain	-	-
Disagree	-	-
Strongly disagree	-	-
Total	50	100

Source: Primary Data 2022

According to findings in table 10, it was revealed that 86% of the total respondents strongly agreed that the staff of Sojovalo Hotel have product knowledge of the hotel, 14% of the respondents agreed and this implies that Sojovalo staff members are very trained and experienced in hotel industry.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary of the findings which have been presented in chapter four comparing them with the research objectives of the study, conclusions are drawn and lastly recommendations are made in this chapter.

5.1 Summary of Findings

From the study findings, it was that Sojovalo Hotel provides delicious meals to their customers/clients, Sojovalo hotel has WIFI which can be accessed freely by hotel customers around hotel premises, Sojovalo Hotel offers discounts to its clients during festive seasons, Sojovalo Hotel Services are delivered as indicated on the package, Sojovalo Hotel offers Effectiveness and professionalism in complainant handling, the staff of Sojovalo Hotel have product knowledge of the hotel.

5.2 Conclusion

Results concluded that hospitality has a positive and significant impact on client satisfaction. Therefore, the researcher concluded that service quality is essential and fundamental in luxury hotels like Sojovalo hotel. Clients expect quality services to be present. Although most of the customers prefer a face- to-face service by the hotel, there are still groups of who people who would like to use the new facilities in the hotel like the self-service buffet. However, there are chances that clients are forced to resort to the conventional way of by queuing up at the reception desk during check in or out. By human nature, people tend to expect empathy and respect from someone who they wish to deal with. Technology provides the platform to mitigate the problem of workloads and error, provide a more efficient and quicker problem solving solution. Yet, the hotel should maintain and improve the empathy skill since personal contact is still very important in services marketing

5.3 Recommendations

It is strongly recommended that hospitality industry needs to evaluate the level of their service quality. Constant reviewing of client satisfaction surveys will lead to the improvement or maintaining of services being delivered to the clients.

Therefore, the researcher recommends Sojovale hotel to embark on extensive training programs to the staff members. Training is an essential tool in achieving the service quality in an organization.

Training should be considered as a vital part in achieving service quality in the hotel industry. The types of skills required in the hotel industry are divided into three categories. These are technical skills which concerns product knowledge, interpersonal skills which deals with social behavior of individual during service encounter

The researcher recommends that client profiling should be taken into consideration and stored in the database. This may be done so that on the client's next visit to the hotel, there will be clear definition of what the client really prefers as the system will update itself as the hotel uses Opera Booking system.

The researcher recommends employee selection is the most critical part in ensuring that Sojovale hotel achieves its objectives in delivering desired service quality. This is because service quality depends on the skills, attitude and personality trait of the service employee

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QUESTIONNAIRE

Dear esteemed respondent, I am Namubiru Flavia Prossy a student of Muteesa I Royal University currently carrying out my research. I hereby kindly request you to participate in this research which is purely academic and therefore your responses will be treated with utmost confidentiality and for academic purposes only.

SECTION A: BACKGROUND INFORMATION

Please tick in the box with most correct answer of your choice, and answer in space provided.

1. Gender

Male

Female

2. Age group

Below 30 years

between 30-40 years

above 40 years

3. Education level

Certificate

Diploma

Degree

4. Duration in the organization

Less than 2 years

2-5yrs

Above 5 years

SECTION B

In this section, you are requested to rate the statements to the extent that you agree or disagree with them as follows; 1-Strongly agree, 2-Agree, 3-Uncertain, 4-Disagree, 5-Strongly disagree.

5 Sojovalo Hotel provides delicious meals to their customers/clients

Strongly agree Agree Uncertian Disagree Strongly disagree

6. Sojovalo hotel has WIFI which can be accessed freely by hotel customers around hotel premises.

Strongly agree Agree Uncertian Disagree Strongly disagree

7. Sojovalo Hotel offers discounts to its clients during festive seasons

Strongly agree Agree Uncertian Disagree Strongly disagree

8. Sojovalo Hotel Services are delivered as indicated on the package

Strongly agree Agree Uncertian Disagree Strongly disagree

9. Sojovalo Hotel offers Effectiveness and professionalism in complainant handling

Strongly agree Agree Uncertian Disagree Strongly disagree

10. The staff of Sojovalo Hotel have product knowledge of the hotel

Strongly agree Agree Uncertian Disagree Strongly disagree

What are the roles played by hospitality in enhancing customer satisfaction?

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What are the challenges facing customer satisfaction and customer loyalty?

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Thank you for your cooperation