

**INFLUENCE OF EMPLOYEE BEHAVIOUR ON GUESTS' LOYALTY IN HOTELS
WITHIN MLOLONGO TOWN, MACHAKOS COUNTY, KENYA**

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF HOSPITALITY AND
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DECLARATION

DECLARATION

Declaration by the Candidate

I Muia Jeremiah Kasyoki, do hereby declare that this research project is my own original work and to the best of my knowledge, it has not been presented for a similar purpose for degree award or for any similar purpose in any other institution.

Signature 

Date 15/12/2020

Muia Jeremiah Kasyoki

HPM-G-4-0093-16

Declaration by the Supervisor

This proposal has been submitted with my approval as university supervisor

Signature 

Date 15/12/2020

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DEDICATION

This work is dedicated to all upcoming university students in the line of the hospitality to use it as a source of knowledge and a basis of research in customer service delivery.

ACKNOWLEDGEMENT

First and foremost, I would like to acknowledge myself for the hard work that has enabled me come this far, for it were not the commitment that has been shown by the success in this research work. Secondly, I would like to acknowledge my guardian for the support of finance that they have contributed already to facilitate my research work. Lastly, I would like to also acknowledge my supervisor, Peter Irungu, for the tireless support and directing me on what to do on my research work that has contributed to my success this far.

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ABBREVIATION AND ACRONYMS

SPSS: Statistical package for social sciences

A: Attitude

SN: Subjective norms

PBC: Perceived behavioral control

MNC: Multi-national companies

OPERATIONAL DEFINITION OF TERMS

- Attitude: A person's opinions or feelings about something, especially as shown by their behavior.
- Behavior: An individual's observable response in a given situation with respect to a given target.
- Perceived behavioral control: An individual's easily perceived or difficulty to perform a behavior in particular way, it is also assumed that a set of accessible control belief can determine perceived behavioral control.
- Subjective norm: An individual's perception about the particular behavior, which is influenced by the judgment of significant others for example spouse friends' parents and teachers)

ABSTRACT

This research work was made to figure out the influences of employee behavior to customer loyalty in Caphill Hotel, Connection Hotel and 3D Hotel within Mlolongo town. In this study, the customers were the target respondents to the questionnaires during the day of data collection. The researcher used convenience method of sampling to collect data from these hotels since the three hotels receive different number of guests where, formulated questions on the questionnaires were used to sample guests for response. This study targeted a total number of 90 respondents as its sample size. This was after having a review on relevant studies done earlier on customer loyalty and employee behavior using the theory of reasoned action and theory of planned behavior. SPSS computer software was used to analyze and code the data collected to determine the relationship to the employee behavior and the customer loyalty. Means, standard deviations and Pearson Correlation coefficient were used to analyze data. Data was then presented by use of tables and a bar graph. The study has undoubtedly brought to light the fact that customer loyalty is strongly influenced and determined by employee attitude and perceived behavioral control. Subjective norms in this study were found to be having a positive correlation with customer loyalty but not significant. Managers of hotels are thus advised to ensure they have on board employees with the right attitude at all times and ascertain that the perceived behavioral control is not overlooked within the hotels.

Key terms: Employee behaviour on guests' loyalty

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

In the past years, studies in plenty have been conducted regarding employee behavior, (Roman, 2003; Alrubaiee; 2012) (Roman and Ruiz 2015). In these researches, many focused on analyzing the role of ethical sales behavior in developing and maintain customer relationship with the organization (Roman 2013). Some, argue that, employee behavior showed would successively and actively build a stronger customer relationship, which will in turn, increase the customer satisfaction, trust and commitment (Hansen and Riggle2009; Waiter et al.2001; Golf et al.1997), this was discussed further by (Lin 2015) where, it is understood that, there is an influence of employee behavior on customer satisfaction, loyalty, employee perceived behavioral control, subjective norms and relationship. (Hansen and Riggle 2009) was also previously noted in their research started in the relationship development process between an employee and customer. The number of hotels restaurant multinational companies (MNC) has been in the raise .while according to Ghazati (2010), it is difficult to provide a fixed figure to the precise turnover rates in the hotels restaurants. Etiquette is highly regarded in the hospitality sector. It is subject of its own in school to ensure ethical behavior and emended within the youth of today are forgetting the significance of simple politeness, if youth are slowly disregarding such mannerism. It is not long time before ethical behavior becomes traits to people are not common.

Existing studies on employee behavior done in industry (Roman and Ruiz, 2003; Rashid and Ho, 2003; Alburaibee, 2012), where there are numerous studies regarding employee behavior, there seem to be only a handful of studies referring to employee behavior in Mlolongo hotels restaurants. It is to a greater percentage that this study proves that this study will greatly contribute into the studies of employee behavior on customer loyalty. Moreover, new generations

of customers are looking for value and authenticity in their dining experience and this is closely because of the hotels restaurants industry behavior with intentions and related contracts such as attitude, perceived behavior control and subject norms (Quin and Prybutok, 2009). Some studies have examined in hotel restaurants employee behavior using different scales to measure this concept and its implication. However, they have been insufficient to the examination of the restaurant employees' behavior because restaurant service quality should be considered an essential strategy in studies related to satisfaction and loyalty (Wu and Mohi 2015). This study will be carried in three hotels in Mlolongo town.

1.2 Statement of the research problem

The demand for the hospitality industry products and services has been the key role why people travel from their homes during their free time and on their vacations. The hotel guests are known by their diversity in their way of life. This comes with its goodness and disadvantages at the same time. The hotel employees on the other side are very delighted when receiving them. However, It is not a guarantee that every guests that arrives in the hotel will be loved by the hotel employee. Therefore, the entire stay in the hotel is regarded to as a burden by such employees. As a result of this, mistreats and unethical behavior are developed as revenge for mistakes that are at times done by hotels guests which are spitting in guest food, rudeness, putting mucus and sweat on guest food (*source; people daily Wednesday June 13th 2018*) and many other pretty crazy thing on guests food. Since this seems to have cut across a number of hotels, the hotels in Mlolongo are not exempted from the same. This research work wished to find out whether some of these employees behaviors affects customers loyalty among the selected hotels.

1.3 Purpose of the study

The study sought to investigate the influences of employee behavior on guest's loyalty in hotel within Mlolongo town, Machakos County.

1.4 Conceptual framework

Independent variable

Employee behavior
(based on theory of reasoned action)

Dependent variable

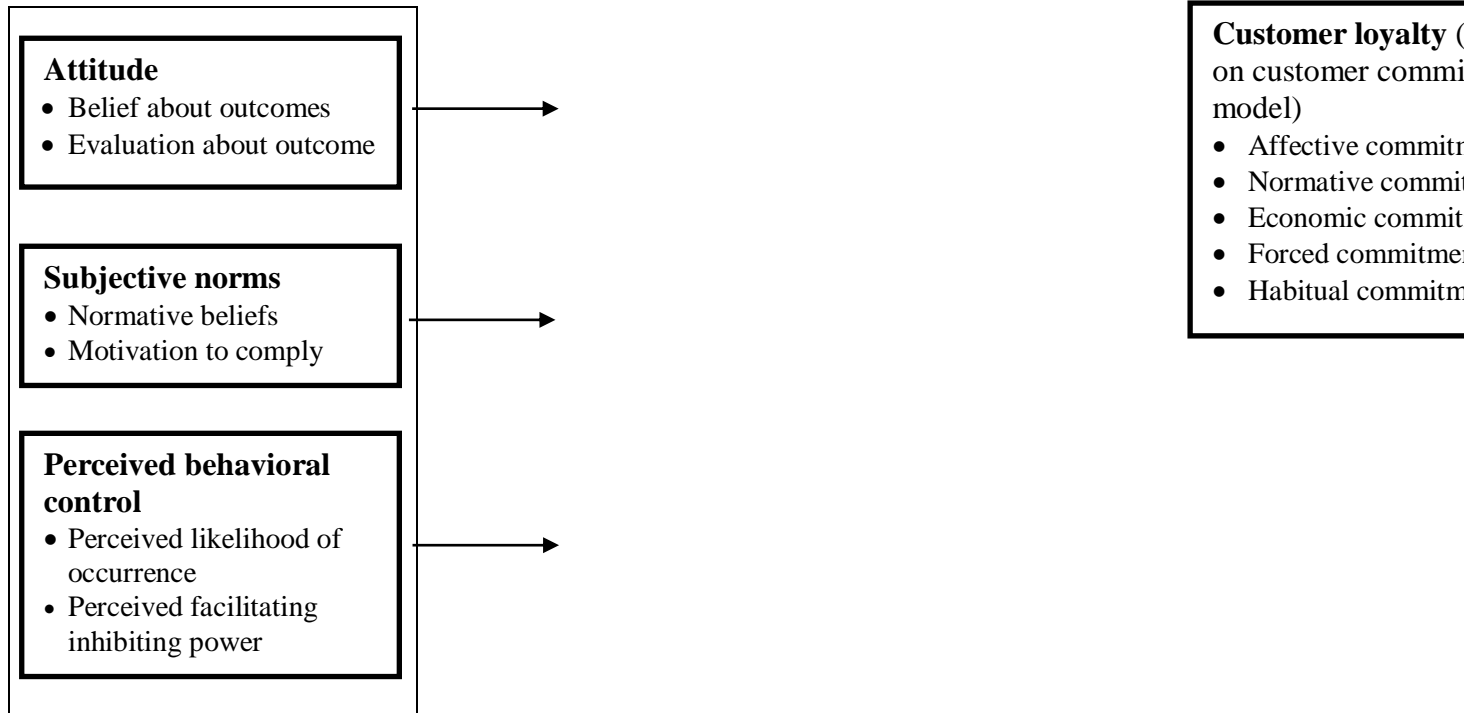


Figure 1.1: conceptual framework of the study variables

Source: Researcher 2020

1.5 Objectives of the study

The study sought to address the general and the specific objectives of the study.

1.5.1 General objective

The main objective of the study was to determine the influences of employee behavior on guest loyalty among hotels in Mlolongo town.

1.5.2 Specific objectives

1. To establish the influence of attitude on guests' loyalty.
2. To find out the effect of subjective norms on guests' loyalty.
3. To evaluate the role of perceived behavioral control on guests' loyalty.

1.6 Hypothesis of the study

Ho1 There is no statistically significant relationship between employees attitude and guests loyalty.

Ho2 There is no statistically significant relationship between subjective norms and guests' loyalty.

Ho3 There is no statistically significant relationship between employees' perceived behavioral control and guests' loyalty.

1.7 Significance of the study

The following stakeholders will benefit from this study:

1.7.1 Investors

The finding of this research work will be of more important to the potential investors. This is due to fact that he business owners and new investor will be able to spot, and bridge these gaps and put into consideration factors influencing customer loyalty and by so doing, customers will be in a place to visit these hotels frequently, dine and spend in them, simply because, the employers and employees will work hand in hand to ensure customers and guest are fully satisfied with the services and products in the hotels within Mlolongo town.

17.2 Scholars

Kenya is nowadays highly flooded with lots of catering institutions that are flooding the market with new graduates every year and a lot of people highly depend of these institutions depends on these jobs for their upkeep. Therefore, what these scholars need to possess some of these skills, which will lead to high customers service delivery hence quality service deliver and the owners of these establishment will realize huge profit margins

1.7.3 Employers

The findings of this study will help put in place reasonable strategies of curbing behaviors of employees that hinder satisfaction of guests in these hotels by the management. In addition, the findings will be of much usage to the organizations in that, they will be able to educate their employee on proper ways of service delivery and product selling to maximize the profit margins. In addition, the finding will be of great to the managing team in that, they will be able to identify areas of weakness in service delivery and put more emphasis to improve on guest loyalty through customer satisfaction.

1.8 Scope of the study

This research study was only confined to attitude, subjective norms and perceived behavioral control as they influence employees' behavior on guests' loyalty and the results shall not be used in hotel restaurants within or out of the country to judge their performance. The study targeted the guests dining in the hotels as its respondents during the day of data collection in the three hotels within Mlolongo town, Machakos County.

1.9 Limitations of the study

The study was conducted within the following limitations that first, targeted customers both male and female who dined in the three hotel restaurants within Mlolongo town. Secondly, the data collected consisted of self-reports by the customers therefore, the use of descriptive research design means customer satisfaction could only be established at the time of research which may not correspond to their true feeling in either of the type of hotel establishment and thus, whenever trying to generalize these results calls for much caution.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter, reviews literature information in the following areas; customer loyalty, employee behavior, attitude, perceived behavioral control and subjective norms.

2.2 Customer loyalty

In the hospitality sector, client loyalty is the act of choosing hotel products and services consistently. A literature review conducted by Kandampully et al. (2011) indicated that customer loyalty is measured by both repeat purchase behaviors and customer attitudes such as their willingness to recommend a service provider. If the client is dependable to the hotel, they are not easily pushed away by fee or unavailability. They could even want to pay more and make certain the same first-rate offerings and products they are used to, therefore, customer loyalty is the end result of the in assembly and exceeding purchaser expectancies constantly. Bowen and Chen (2001) . Where, this is critical in every hotel sector, without happy clients that continue to buy from you on each day basis, the business isn't always probable to live to tell the tale as new clients have a tendency to price greater to collect and don't spend too much as unswerving, repeat clients. Therefore, keeping customers coming lower back for greater is very crucial for any hospitality sector.

2.3 Employee behavior

2.3.1 Attitude

Attitude is an ordinary judgment of person and beliefs approximately the final results on evaluation of behavior (Ajzen, 1991). Were, that attitude towards conduct is specifically reflected by using the assessment of behavior together with its effects expected. Employees 'attitude is one in all the vital attributes in employee perception, individual effects on personnel behavioral purpose. Thus, the aim to perform certain conduct is depending on individual perceived attitude. Individuals have a tendency to have reasons to carry out a specific movement while attitude is created based on the consequences of assessment. In the context of work incapacity, mindset has been referred to as a character's assessment of their performance status concerning their continued inability or capability to maintain their employment, which may additionally have influences on clients' loyalty upon satisfaction (Brouwer et al., 2009).

A examine with the aid of De Rijk et al. (2009) found that personnel' mind-set would Influence their behavioral intention to indulge to a selected action, such as maintain consistency in carrier shipping even after insults from some of the customers. For instance, some of the personnel may develop negative attitudes towards difficult customers or judging them by way of their appearance, disliking them and some of the top control levels forgetting that their important aim of been into the hotel is to make clients feel at home when away from home. These actions limit personnel from turning in to their fullest to the customers as a result dissatisfaction.

However, if the customer do now not feel appreciated from one premise, he or she is most in all likelihood to in no way come back. even as on the other hand, hotel personnel who price their customers are confident of doing nicely in their enterprise, this is because, these clients are

maximum probably to come back, or communicate properly approximately their hotel which then again a way of advertising them. Hence, employees' mindset will have an impact on their purpose of guests to return to their restaurant after prolonged service satisfaction.

2.3.2 Subjective norms

Subjective norms are a personnel perception of the social pressure to hit or now not to perform the targeted behavior (Ajzen, 1991; Francis et al., 2004). It can also be known as the employee's perception of other people's critiques and mindset at the proposed behavior. These perceptions can play an influential function and put strain on an individual to carry out a specific behavior, such as exceptional carrier delivery. By the means that, subjective norms of a character assume his or her notion about the thoughts of significance to others as example friends, own family members, the immediately supervisors and colleges. On their performed conduct (Brouwer et al., 2017; Vermeulen et al., 2011).

Individuals generally tend to act and perform the recommended conduct as expected with the aid of their employers and supervisors to go more miles and paintings even at over times hours. For instance, supervisors may also prolong the running hours and that of employees to cater to customers or guests in case of busy days or the visitor may have arrive to the hotel's restaurant overdue and the consumer expects to be attended to Therefore, subjective norms may additionally have a hotel workers behavioral intention. Based on the previously mentioned assertions.

2.3.3 Perceived behavioral control

Perceived behavioral control is an individual's belief about his or her Capabilities of exhibiting about certain behaviors (Brouwer et al., 2009). Similarly, Francis et al. (2014), asserts that

perceived behavioral control can be conceptualized as people's ability to have control over their behavior and their level of confidence in their ability to carry out or not to perform. Therefore, an individual's belief will influence the individual's behavioral mean and stimulate him/her to perform the target behavior. In this context, perceived behavioral control may exert an impact on customer intention to return to the hotel's restaurant. People's behavioral intentions are strongly influenced by their level of confidence in performing the actual behavior. For example, if employees feel that they are still weak and exhausted after days long work of busy days, they might tend to ignore customers as they stream into the hotels or take long to take orders, this make the guest feel unworthy and most likely never to come back.

2.4 Theoretical frame work

The following theories are use in the research work

2.4.1 Theory of reasoned action

Since the inception of the concept of reasoned action in past due 1970s via Martin Fishbein and Icek Ajzen 2013, the theories of reasoned motion and planned conduct and, in its more current incarnation, the reasoned movement approach, had been amongst the maximum influential methods that predicts and understands intentional behavior. The theories were applied widely throughout multiples of behaviors, contexts, and populations. With their rummage in attitude principle and the social cognitive tradition, the theories aim on personnel' beliefs with appreciate to future overall performance of a given behavior.

The reasoned action concept become one of the earliest version of the principle. The central construct of the theory is purpose, a motivational assemble this is taken into consideration the maximum proximal determinant of conduct. Purpose displays the quantity to which an employee is most in all likelihood to do, and invest effort in pursuing a given conduct. Intention is taken

into consideration as an operation of two belief-based totally constructs attitudes and subjective norms. Attitudes are poor or wonderful evaluations of appearing the behavior in destiny, at the same time as subjective norms indicates ideals that are important to others who would need them to carry out the behavior. The reasoned movement idea brings out effectiveness in forecasting variability in personnel conduct across many populations context, and behaviors. Ajzen 2013, modified the reasoned motion principle to account for behaviors that have been not under the entire manipulate of the individual.

The theory of planned conduct delivered perceived behavioral manipulate as an extra predictor of intentions. In circumstances where personnel' perceptions of close control reflect real manipulate, perceived behavioral manage might decide the electricity of the Relationship. Individuals would be more likely to act on their intentions when their perceived behavioral control become high. Ajzen 2013, additionally proposed that after perceived behavioral manage closely displays actual managed, it might immediately predict conduct. Fishbein and Ajzen 2015, proposed the reasoned motion approach as a similarly development in their principle based on research. The principle reasoned motion approach extends the idea of planned conduct via differentiating among distinct sub-additives of the mind-set, subjective norm, and perceived behavioral manage constructs in the principle of planned conduct. The popularity of the theories is because of their relative simplicity and flexibility, as well as their effectiveness in accounting for sizeable variance in conduct. The theories have also served as the basis for extended theories that encompass new constructs toward growing more comprehensive factors of conduct and check salient methods that decided actions which includes the connection between loyalty and conduct.

2.4.2 Theory of Planned Behavior

According to the version of planned behavior concept TPB, it is one of the maximum extensively used device to measure person behavior and predicts intentions and its acceptance of TPB and mind-set, (Dixon, Freeman, & Toman, 2010). That says a conduct of an employee is decided with the aid of perceived behavioral control, perceived norms and attitude which, are the determinants of a patron loyalty due to satisfaction. This principle proposes that the employees' intention is to assume an act and are suffering from perceived behavioral control, subjective norms and mindset (Fishbein 1980). This theory says that a worker's intentions are dictated via behavior intentions observed by means of mind-set, subjective norms followed by means of perceived behavioral control.

Bowen and Chen (2001) Attitude towards worker behavior indicates one's destructive and favorable feeling towards a particular behavior while perceived behavioral control shows perception of the presence possibilities or assets needed to perform a particular conduct whilst subjective norms, suggests one's view of the others factors on whether or not the worker to perform a selected behavior (Brouwer et al., 2017; Vermeulen et al., 2011).

2.5 Identified gaps in the study

Numerous research have been performed on the influences of employee conduct international and Kenya included but none of them has ever touched of hotels in Mlolongo metropolis in reaching country's goals inside the hospitality and tourism sector. Therefore, this research work intended to bridge these resorts onto world magnificence by growing a look at that many will use a reference to make certain employees conduct consequences to a very good customer loyalty.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The research methodology consists of the following sub-sections; research design, target population, sampling techniques, sampling and sampling procedures ,research instruments, data collection, validity of the instrument, reliability of the instrument, data collection procedures and finally, the data analysis techniques.

3.2 Research design

The research layout is also defined to as the studies shape that puts collectively to portray how every main part of studies venture work together to address the centralized studies question.

The studies study used descriptive design and inferential design. In this, the mean and frequencies will be determined, then correlations done.

3.3 Study area

The research examined accomplished in hotels restaurants in Mlolongo Town, Machakos County. This is as a due to growing quantity of eating place being established within the area

because of high people traffic, in most cases the truck drivers flocking inside the metropolis on every day basis.

3.4 Target population

This is the full number of guests that the researcher focused (Mugenda Mugenda, 2003). At the time of data collection. These include the repeat and first time guests. The motive is that the customers come into direct conduct with the hotels employee and that they have words to describe them basing on the experience

3.5 Sampling techniques and sample size

The research study used convenience method to sample the number of hotels the research was carried in. The sample size was set at 90 and was not bias as it also meets and surpasses the statistical requirement for a sample size as recommended by Mugenda Mugenda (2003).

3.6 Measurement of variables

Table 3.1: Measurement of variables

Variable	Measures/indicator	Measurement scale	Question number
Attitude	<ul style="list-style-type: none">• Motivation• Performance	Likert scale	3
Subjective norms	<ul style="list-style-type: none">• Normative beliefs• Motivation to comply	Likert scale	3
Perceived behavioral control	<ul style="list-style-type: none">• Reliability• Responsiveness	Likert scale	4

This research involved three variables, which are subjective norms, perceived behavioral control and attitude

3.7 Research instruments

The tool for the studies for use is questionnaire. In the questionnaire, based on Diamantopoulos et al.'s (2012) recommendation, the studies variables (subjective norm attitude and perceived behavioral control) can be measured with the aid of use of multiple indicators. They are A5-pointlikert that levels from “strongly agree (1)” to “strongly disagree (5)”.

3.8 Validity of measurement

Validity refers to the extent to which a measurement is well founded and likely corresponds accurately to the real world. According to Sakhtivel *et al.* (2015), Sekaran and Bougie (2010) and Tari *et al.* (2017), validity of an instrument are ensured by deriving indicators from previous works. Each of the variables will be measured by use of two indicators, with the help of Cronbach's alpha test.

3.9 Reliability of measurement

Reliability is referred to as the consistency of a measure when you repeat the same taste on the same sample at different point in time that are usually; overtime, internal consistency and across researches. According to Cronbach's alpha, analysis will be conducted to check the reliability measurement of the instrument. Where, the instrument will be said to be reliable if it has alpha coefficient value of more than the required limit. (Hair *et al.*, 2006; Lai and Chen, 2011; Malhotra, 2017).

3.10 Data collection techniques

Data collection started with the aid of accumulating a letter of identification from the head of school a good way to be used for identity and used to seek permission from supervisor of different hotels. The studies goals, the customers in the restaurant during the day of records series as my population in hotels, Mlolongo metropolis Machakos County in which sampling

was done. I used convenience sampling technique primarily based on the subsequent reasons. First, based totally on the operational and economic hindrance and the conduct of the population were unknown (Sekaran and Bougie, 2010). According to Sekaran and Bougie (2010), convenience sampling is used if the actual traits of the populace are unknown. in step with Calder et al. (1981) in Park and Sullivan (2009), recommends using comfort sampling in this kind of research should still be tolerated due to the fact the studies become designed to test the variable relationship.

3.11 Data analysis

After the statistics series from the field, data was analyzed according to the examine objectives. Where, questionnaires were sorted specifically to discard the undesirable ones for completeness and for the ease of work. To test for the hypothesis, Pearson's correlation analysis was used. (Hair et al., 2016). In this research work, multiple regressions analysis were conducted using SPSS software bundle for coding, and processing of facts. Descriptive information to discover the mean.

3.12 Logistical and ethical considerations

In studies, logistics are said to be the activities and methods of movements the researcher puts in area and includes out to aid in of entirety of the research work. Thus, in my studies, I begun by using acquiring the letter of identification from the top of the school to aid me collect records from the hotels within Mlolongo town. This was made effective via first, developing with a work plan for ease of data series, pre-test the instruments, doing pre-fieldwork activities then later got to the sphere for information series code them and do the evaluation as quick as possible to keep away from loosing of my data and misplacement.

CHAPTER FOUR: FINDINGS AND CONCLUSIONS

4.1 Introduction

This chapter presents the results of the analysis done on the data collected. Upon data collection, it was fully processed in relation to the research problem as indicated in this study's chapter one.

4.2 Response rate

A total of 90 questionnaires were distributed, conveniently, to customers in selected hotels in Mlolongo town, Machakos County. All the questionnaires distributed by the researcher were collected back and out of those, only 78 questionnaires were dully filled as the remaining 12 questionnaires did not have complete data and was thus discarded. This therefore yielded a response rate of 86.7%.

4.3 Bio-data

The results of analysis of the respondents' bio data is as presented below:

Table 4.1: Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	Male	38	48.7	48.7	48.7
	Female	40	51.3	51.3	100.0
	Total	78	100.0	100.0	

Figure 4.1.1 Respondents' Bio-data (Gender)

As shown above, the majority of the respondents were females with a percentage of 51.3% whereas their male counterpart accounted for 48.7% of the total response.

Table 4.2: Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 20 years	5	6.4	6.4	6.4
	20-29 years	22	28.2	28.2	34.6
	30-39 years	29	37.2	37.2	71.8
	Above 40 years	22	28.2	28.2	100.0
	Total	78	100.0	100.0	

A bigger number of the respondents, 29 (37.2%) lie at the age bracket of between 30-39 years compared to a significantly lower number of respondents below 20 years old.

Table 4.3: Education level

Education level		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Certificate	13	16.7	16.7	16.7
	Diploma	29	37.2	37.2	53.8
	Degree	29	37.2	37.2	91.0
	Post-graduate	7	9.0	9.0	100.0

	Total	78	100.0	100.0	
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From the above analysis, most of the respondents are diploma and degree holders, totaling a 37.2% rate each.

Table 4.4: Guest Type

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	First timer	28	35.9	35.9	35.9
	Repeat guest	50	64.1	64.1	100.0
	Total	78	100.0	100.0	

From the analysis of this demographic of the respondents above, it was found out that most of the respondents who took part in filling the questionnaires were repeat guest 50 (64.1%) whereas the least is first timer 28 (35.9%).

4.4 Descriptive Results of the Study Constructs

This section discusses the descriptive analysis of the study scale used.

4.4.1: Objective 1: Influence of Attitude on Guests' Loyalty

Table 4.5 presents data on the mean and standard deviation on the level of agreement of the four constructs in this study. All the means as shown in table 4.5 are above 3.0 thereby indicating that the respondents agreed with the measures of attitude. Most of the respondents had a strong feeling of agreement based on their satisfaction and length of stay been determined by the treatment they receive.

Table 4.5: Descriptive statistics on Attitude by employees

	N	Mean	Std. Deviation
Employee attitude affect the performance of this restaurant	78	3.53	.618

I would want to interact with most of the restaurant employees given a chance	78	3.72	.737
My satisfaction and the length of stay is determined by the treatment I receive	78	3.92	.660
Valid N (list wise)	78		

4.4.2: Objective 2: Effect of Subjective Norms on Guests' Loyalty.

The first two constructs of this variable are below the mean of 3.00, as indicated in table 4.6 thus entailing that the respondents did not agree with these constructs. Since the mean of satisfaction to guest is determined by employees environment is 3.24, this indicates that the respondents agreed with this construct.

Table 4.6: Descriptive statistics on Subjective Norms

	N	Mean	Std. Deviation
People who are close to me feel that the restaurant employees treat me unfairly	78	2.21	.795
Restaurant managers are not aware of waiters unethical behaviors	78	2.78	.863
Satisfaction to guest is determined by employees environment	78	3.24	1.164
Valid N (list wise)	78		

4.4.3: Objective 3: Role of Perceived Behavioral Control on Guests' Loyalty.

In this case, only the first (My ability to influence the employees behavior of this restaurant is beyond my control) and fourth (In the case of misbehavior of an employee during service delivery, the hotel management takes action to restore service quality) constructs were agreed upon as they both had a mean of above 3.00. Respondents disagreed on the second and third constructs.

Table 4.7: Descriptive statistics on Perceived Behavioral Control

	N	Mean	Std. Deviation
My ability to influence the employees behavior of this restaurant is beyond my control	78	3.50	1.159
The quality of the service I receive in this restaurant is purely determined by my interactions with the restaurant employees	78	2.73	2.432
The employees' behavior towards the people who are close to me has influenced my perception to purchase	78	2.96	1.133
In the case of misbehavior of an employee during service delivery, the hotel management takes action to restore service quality	78	3.01	.747
Valid N (list wise)	78		

4.4.4: Descriptive statistics on Guests' Loyalty

With the highest mean of 4.65 (SD= .431), most of the respondents strongly agreed on their being open when giving reviews regarding the hotels products and services. The first three constructs were also agreed upon by the respondents since they have a mean that is above 3.00, having mean scores of 3.58, 3.56 and 3.88 respectively.

Table 4.8: Descriptive statistics on Guests' Loyalty

	N	Mean	Std. Deviation
My experience was great and I would like to come back	78	3.58	.974
I am so confident when referring other people to the hotel	78	3.56	.862
I am most likely to extent my stay in the hotel	78	3.88	1.006
I am open when giving reviews regarding the hotels products and services	78	4.65	.431
Valid N (list wise)	78		

4.5 Testing Study Hypotheses

A Pearson correlation coefficient (r) was used to test the study hypotheses. Table 4.3 shows the correlations between employee behavior and customer loyalty.

Table 4.9. Correlations among variables

Variables	Customer Loyalty
Attitude by employees	Pearson Correlation (r) .342*
<i>p</i> value	.001
Subjective Norms	Pearson Correlation (r) .428*
<i>p</i> value	.021
Perceived Behavioral Control	Pearson Correlation (r) .526*
<i>p</i> value	.000

Notes: n = 78. **. Correlation is significant at the 0.01 level (2-tailed).

Basing on the above correlation analysis that was set at a *p*-value of < .001, the first and third null hypotheses (Ho1 and Ho3) were all rejected as they were not supported by the findings of this study while the second hypothesis (Ho2) was not rejected as it is above the *p*-value set. All the constructs of the hypotheses exhibited a strong positive correlation with customer loyalty, though perceived behavioral control exhibited the highest correlation with customer loyalty (r=.526)

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings of data analysis as in chapter four, conclusions and recommendations all based on the previous chapter.

5.2 Summary of Findings

It was revealed, on completion of data analysis and findings that attitude by employees as a construct, has a positive and significant correlation with the loyalty of customers. Perceived behavioural control also brought out a high positive significant correlation with customer loyalty; however, subjective norms exhibited a positive correlation with customer loyalty, but was insignificant.

5.3 Conclusions

Based on the findings of this study, the following conclusions were made:

1. The attitude of employees is a strong and major determinant of customer loyalty.
2. Subjective norms have a positive correlation with customer loyalty but on a closer view, the correlation is highly insignificant where customer loyalty is concerned.

3. Perceived behavioural control has a strong positive correlation with customer loyalty that is significant and thus, this is a crucial determinant of loyalty by customers.

5.4 Recommendations for practice

Below are recommendations that have been made based on the conclusions of this study.

1. First and foremost, the hospitality sector needs to make sure they cultivate a culture of positive attitude amongst the employees as this goes a long way in ensuring customer loyalty. Employees should therefore be trained from time to time on the importance of having a good attitude towards the job, and the management needs to also bring on board employees whose attitude is positive.
2. To enhance the perceived behavioural intention by the employees and on the customers, the management of any given hospitality facility should make efforts in cross-training its employees and advocating for tokens of appreciation to those depicting best if behaviours, that are ethical in ensuring customer loyalty in the long last.

5.5 Recommendations for Future Research

A number of recommendations for further research have been made herein basing on the findings of this study.

1. Foremost, this study was carried out amongst hotels in Mlolongo Town in Machakos County, thus making the results to only be fully suited to this locality. A similar study can be done in other sub-counties and counties in the country, and also globally in other nations.
2. Future researchers in this field can consider using a different statistical test that would successfully evaluate and establish the relationship among the different study variables aside from the ones used above.

3. Customer loyalty is a broad variable that is also affected by other factors and at such; lastly, future prospective researchers need to consider bringing on board and incorporating other factors that could influence the loyalty of customers not only in hotels but also in other hospitality establishments.

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APPENDICES

APPENDIX 1: INTRODUCTION LETTER



OFFICE OF THE HEAD, SCHOOL OF HOSPITALITY & TOURISM MANAGEMENT

31/10/2020

Dear Sir/Madam

This letter is to introduce **Muia Jeremiah Kasyoki [Reg. No. HPM-G-4-0093-16]** who is a student in the School of Hospitality and Tourism Management at Gretsa University pursuing Bachelor of Science in Hospitality Management.

To complete his Degree course, he is undertaking research leading to the production of a research report or other publications and his study is entitled:

Influence of Employee Behaviour on Guests' Loyalty in Hotels within Mlolongo Town, Machakos County, Kenya

He would like to invite you to assist in this project by filling in the questionnaire which covers certain aspects of this topic.

Be assured of confidentiality of any information you provide and that none of the participants will be individually identifiable in the resulting research report or other publications. You are entirely free to discontinue your participation at any time or to decline to answer particular questions.

Any enquiries you may have concerning this research project should be directed to their supervisor Mr. Peter Irungu by telephone on **0724282797** or by email (irungupita@gmail.com).

Thank you for your attention and assistance.

Yours Sincerely



Peter Irungu

Head, School of Hospitality and Tourism Management

Gretsa University

APPENDIX 2: QUESTIONNAIRE FOR THE CUSTOMERS

Dear Sir/Madam,

I **Jeremiah Kasyoki Muia**, a Gretsa University undergraduate student school of Hospitality management year 2020,I hereby take this chance to kindly request for your support to respond to the questionnaires on my research topic, ***“influences of employee behavior on guest loyalty in hotels within Mlolongo town”***. Which is purely academic purpose. Your response will be confidential and will not use it against you and shall not be published at any given point, the findings will be used to identify gaps and resolve problems facing the hospitality industry. You are randomly chosen to be part of the study and the response will be highly appreciated. Any question regarding the study will be taken with the utmost respect.

Kindly tick (✓) in one of the boxes provided

SECTION A: BIO DATA

1. Gender

Male Female

2. Age of respondent

Below 20 yrs 20-29 yrs 30-39 yrs Above 40yrs

3. Highest Level of Education attained

Certificate Diploma Degree Post Graduate

4. Are you a repeat guest in this Hotel?

First-timer Repeat guest

SECTION B: MEASURES OF EMPLOYEE BEHAVIOR

To what extent do you agree with the following parameters of the employee behavior in hotels within Mlolongo town?

Attitude	1	2	3	4	5
Employee attitude affect the performance of this restaurant					
I would want to interact with most of the restaurant employees given a chance					
My satisfaction and the length of stay is determined by the treatment I receive					
Subjective Norms	1	2	3	4	5
People who are close to me feel that the restaurant employees treat me unfairly					
Restaurant managers are not aware of waiters unethical behaviors					
Satisfaction to guest is determined by employees environment					
Perceived Behavioral Control	1	2	3	4	5
My ability to influence the employees behavior of this restaurant is beyond					

my control					
The quality of the service I receive in this restaurant is purely determined by my interactions with the restaurant employees					
The employees' behavior towards the people who are close to me has influenced my perception to purchase					
In the case of misbehavior of an employee during service delivery, the hotel management takes action to restore service quality					

SECTION C: MEASURES OF LOYALTY

Indicate the level of agreement with the following statements:

Items	1	2	3	4	5
My experience was great and I would like to come back					
I am so confident when referring other people to the hotel					
I am most likely to extend my stay in the hotel					
I am open when giving reviews regarding the hotels products and services					