

**EFFECTS OF SERVICE QUALITY ON CUSTOMER SATISFACTION IN SAGRET
HOTEL RIVER ROAD NAIROBI COUNTY, KENYA**

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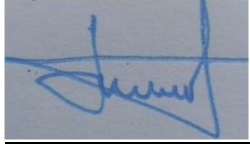
**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF HOSPITALITY,
TOURISM AND LEISURE STUDIES IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF THE DEGREE IN BACHELOR OF
SCIENCE IN HOSPITALITY MANAGEMENT OF GREYSA UNIVERSITY**

OCTOBER, 2025

DECLARATION

Declaration by the student

This project is my original work and has not been presented for the award of a degree or for any similar purpose in any other institution



Signature: _____

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Declaration by the supervisor

This project has been submitted with my approval as university supervisor.



Signature: _____

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DEDICATION

I humbly dedicate this research to my dear family, whose unwavering love, support, and encouragement have been the backbone of my academic journey. Their prayers and constant motivation gave me the strength to push through every challenge. I also extend this dedication to my mentors, who inspired and guided me to remain focused on my goals. To all who stood by me, I say thank you for walking with me on this journey.

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ABSTRACT

This study examined the effects of service quality on customer satisfaction at Sagret Hotel River Road, Nairobi. The research focused on three key factors: hotel service quality, self-audits, and compliance with external brand standards. A correlation and descriptive research design was employed, utilizing structured questionnaires as the data collection instrument. The target population consisted of hotel guests, with stratified random sampling used to ensure diverse representation based on frequency of visits, age, and gender. The findings revealed that hotel service quality significantly influences customer satisfaction, with well-trained staff, efficient service delivery, and facility maintenance playing a crucial role. Service quality aspects—tangibility, reliability, responsiveness, assurance, and empathy—all demonstrated a strong positive Pearson correlation with customer satisfaction. Specifically, tangibility was reflected in visually appealing facilities, neat employees, and effective communication materials. Reliability was evident in the provision of consistent and dependable services, while responsiveness was characterized by willingness to assist customers, prompt service, and sincere apologies for inconveniences. Assurance was linked to customer confidentiality, employee professionalism, and security measures, and empathy was expressed through individualized attention, flexible operating hours, and trained staff. The research concluded that all five dimensions of hotel service quality positively and strongly correlate with customer satisfaction, positioning Sagret Hotel River Road as a hub for excellent customer experience. However, challenges such as variability in customer expectations, limited time for data collection, and occasional resistance from respondents were noted. Based on the findings, the study recommends that hotel management adopt and strengthen the SERVQUAL model dimensions, as they have significant impacts on customer satisfaction, competitive advantage, profitability, and customer retention. It further recommends continuous improvement of these dimensions, along with further research on the role of self-audits and the incorporation of external brand standards in enhancing customer satisfaction.

Key words: Service Quality, Customer Satisfaction

CHAPTER ONE: INTRODUCTION

1.0 Introduction

This chapter gives a general overview of the content of chapter one, that is; background of the study, statement of the problem, purpose of the study, its conceptual framework, objectives of the research, research questions and limitations of this study.

1.1 Background of the Study

Service quality is a cornerstone of customer satisfaction in the hospitality industry. Despite the efforts of hotels to enhance guest experiences, achieving consistent service quality remains a challenge globally. Studies have shown that service quality influences customer satisfaction, loyalty, and positive word-of-mouth, which are critical for sustaining competitiveness in the sector (Parasuraman, Zeithaml, & Berry, 1988). According to research, factors like responsiveness, reliability, assurance, empathy, and tangibility directly affect customers' perception on service quality (Ladhari, 2020). Globally, customer expectations in hospitality industry are rising, making it imperative for service providers to focus on quality to maintain satisfaction and loyalty (Foroudi et al, 2019).

In sub-Saharan Africa, the hospitality has grown notably, fueled by expanding tourism and an expanding middle class. However, the industry still faces challenges such as inconsistent service delivery, insufficient staff training, and infrastructural gaps, all of which affect service quality and customer satisfaction (Wanjiku & Mbugua, 2020). In Kenya, customer satisfaction is a key focus for hotels, given the competitive environment and the increasing demand for tailored services. The need of technology in enhancing service quality is particularly worthy with innovations such as online reservations and real-time feedback mechanism are essentially in improving customer experiences (Mwai et al., 2021)

The COVID-19 pandemic further reshaped the expectations of hotel customers, with a greater emphasis on hygiene, safety protocols, and digital solutions. Studies conducted post-pandemic reveal that hotels that adapted quickly to these changes by implementing safety measures and adopting technology experienced higher levels of customer satisfaction (Kimani et al., 2021). For

Kenyan hotels, this shift highlighted the need of flexibility and continuous improvement in service delivery to meet evolving customer needs.

Sagret Hotel River Road, located in Nairobi, Kenya, for instance operates in this dynamic environment and faces both opportunities and challenges in maintaining high service quality. Understanding how service quality aspects impact customer satisfaction is essential for enhancing its competitiveness. For instance, while tangibles, that is the hotel's physical environment contribute to first impressions, reliability and responsiveness are critical in building long-term customer loyalty (Wanjiku & Mbugua, 2020). Addressing gaps in these areas requires a strategic approach that includes employee training, investment in infrastructure, and customer feedback analysis.

This study aimed at determining the relationship between service quality and customer satisfaction at Sagret Hotel River Road. By identifying the real issues that influence customers satisfaction, the study focused on providing actionable insights for improving service delivery. These findings will not only contribute to academic understanding of the topic but also guide practical interventions to enhance customer experiences and foster loyalty in the hospitality industry.

1.2 Statement of the Problem

At Sagret Hotel River Road, maintaining consistent service quality has been a critical concern due to its significant impact on customer satisfaction, loyalty, and overall business performance. Despite various efforts, gaps remain in aligning service delivery with customer expectations, driven by inadequate self-audits, inconsistent adherence to external brand standards, and limited use of customer feedback are some of the challenges the hotel faces in refining service strategies. These factors lead to variability in service quality, which undermines the hotel's ability to meet and exceed guest expectations. Addressing these challenges requires a comprehensive understanding of how self-audits, external brand standards, and service quality interrelate to influence customer satisfaction. Identifying and mitigating these issues is essential for Sagret Hotel's management to deliver superior guest experiences and sustain competitiveness in the dynamic hospitality sector.

1.3 Purpose of the Study

This study aimed at examining the effects of service quality on customer satisfaction at Sagret Hotel River Road, Nairobi City County.

1.4 Conceptual Framework

Independent variables for study in this research project are; Hotel Service Quality, Self-Audits and External Brand Standards. Customer Satisfaction is the dependent variable with guest repeat rate, Online reviews and Guest feedback as the measures.

Independent Variable

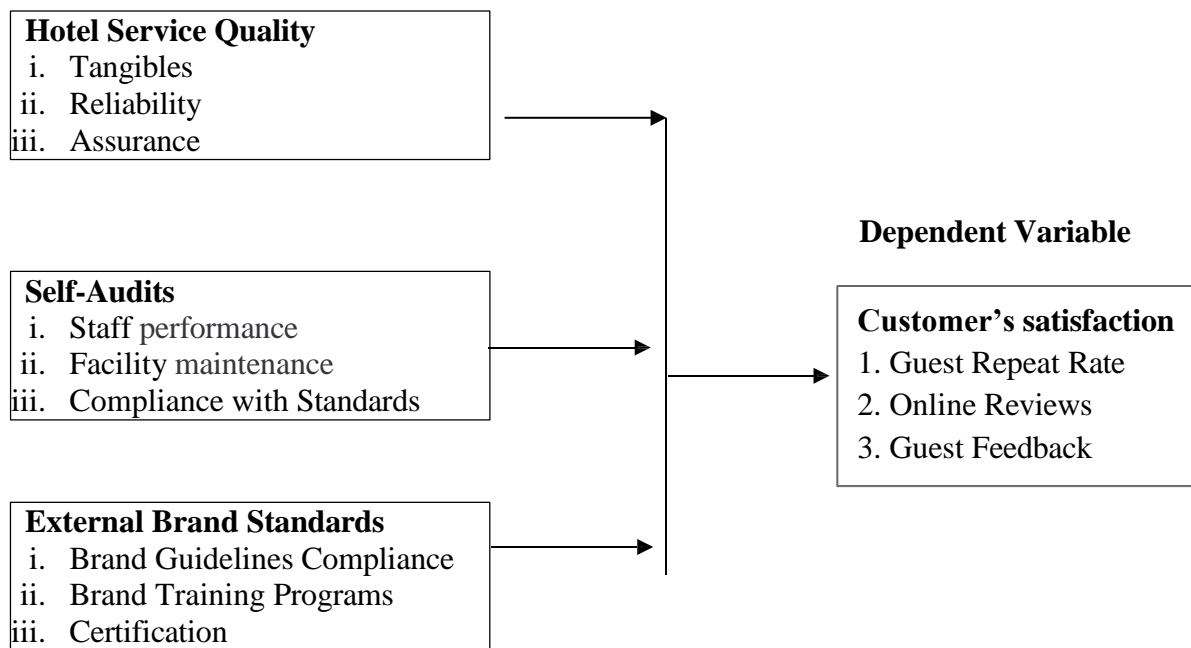


Figure 1.1: Conceptual framework

1.5 Objectives of the Study

1.5.1 General Objectives

To examine the effects of service quality on customer satisfaction in Sagret Hotel River Road, Nairobi County, Kenya

1.5.2 Specific Objectives

- i. To examine the Effects of Hotel Service Quality on Customer Satisfaction in Sagret Hotel River Road.
- ii. To explore the effects of Self-Audits on Customer Satisfaction in Sagret Hotel River Road
- iii. To investigate the effects of Incorporating External Brand Standards on Customer Satisfaction in Sagret Hotel River Road.

1.6 Hypothesis of the Study

The null hypothesis of the research was;

H₀1: There is no significant relationship between hotel service quality and customer satisfaction in Sagret Hotel River Road

H₀2: Self-audits have no affect customer satisfaction in Sagret Hotel River Road

H₀3: Incorporating external brand standards have no impacts on customer satisfaction in Sagret Hotel River Road.

1.7 Significance of Study

This study is significant in several ways. First, it seeks to demonstrate how hotel service quality directly impacts customer satisfaction and loyalty by analyzing key dimensions of service delivery. The findings provided hotel valuable insights to enhance service offerings, leading to improved guest experiences and a stronger competitive edge in the hospitality industry. Additionally, the study highlighted the role of self-audits in identifying internal gaps in service delivery and ensuring consistent quality. By understanding the effectiveness of self-audits, hotel management can establish robust internal review mechanisms to monitor performance and align their services with customer expectations.

Furthermore, the study emphasized the importance of external brand standards in maintaining a uniform and high-quality service experience. Through adherence to these standards on customer perceptions, the research guided hotels in implementing strategies to ensure compliance, build customer trust, and strengthen their brand reputation. Lastly, the study's insights were valuable

for policymakers, hospitality educators, and industry stakeholders. It emphasized the interplay between service quality, self-audits, and external brand standards, informing the development of tailored training programs, quality control frameworks, and industry regulations. These contributions aimed to elevate service standards across the hospitality sector, benefiting both businesses and their customers.

1.8 Scope of the Study

This study was delimited to Sagret Hotel River Road, focusing specifically on this establishment while excluding other hotels and hospitality businesses. The research centered on three key independent variables hotel service quality, self-audits, and external brand standards—while omitting other potential factors, such as pricing or competition, that could have influenced customer satisfaction. Geographically, the study was confined to Sagret Hotel River Road in Nairobi, Kenya, and did not extend to other branches or locations. Additionally, data collection was restricted to a specific time frame, which may not have captured variations across different seasons. These delimitations ensured the study remained focused, manageable, and directly relevant to the chosen context.

1.9 Limitations of the Study

The researcher encountered limitations, which were addressed through targeted solutions. First, customer feedback on service quality was subjective, as perceptions often varied widely among individuals. This could have affected reliability of the collected data. To address this, the study employed quantitative surveys to triangulate data, ensuring a balanced and comprehensive perspective that enhanced the validity of the findings.

Another limitation was the potential lack of generalizability since the study focused exclusively on Sagret Hotel. Insights derived from this specific setting might not have fully applied to other hotels or regions. To mitigate this, the research included a detailed contextual analysis in varied hospitality settings, broadening the applicability of the findings.

Additionally, self-audit data was prone to internal bias, as employees might have underreported weaknesses to protect their performance evaluations. To counter this, the study integrated external audits or third-party assessments to validate the findings from self-audits, providing a more accurate representation of service quality and performance gaps. Lastly, resistance to data

collection arose, with some staff or management hesitating to participate due to fears of criticism or exposure of inefficiencies. To encourage honest participation, the study prioritized confidentiality and used anonymous data collection methods, creating a secure environment that minimized fear of repercussions and fostered transparency.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

The chapter contains a review of literature in relation to the main concept theoretical framework summary of gaps identified in the reviewed literature.

2.1 Hotel Service Quality

Hotel service quality is crucial in influencing guest satisfaction, it in turn impacts customer loyalty and business profitability. Three primary measures of hotel service quality such as Tangibles, Reliability, and Assurance are known for their contribution to guest satisfaction. These measures are integral to creating a positive guest experience, and offers insights into areas for improvement within the hospitality industry.

Tangibles, referring to the physical amenities of the hotel, such as cleanliness, furniture, facilities, and the overall appearance of the property, have positive influence on customer satisfaction. According to Wu and Liang (2020), quality physical facilities, including the condition of guest rooms, amenities, and public spaces, directly influences a guest's perception of service quality. Guests expect hotels to maintain high standards in terms of comfort and cleanliness, as they are considered basic expectations in the hospitality sector. Moreover, well-maintained tangibles contribute to creating a positive first impression and help establish trust with customers, leading to increased satisfaction and repeat visits (Jiang et al., 2021). The physical environment can thus act as a reflection of the hotel's commitment to delivering quality service.

Reliability refers to the ability of the hotel to deliver promised services consistently and accurately. Reliability is critical to building customer trust and ensuring satisfaction (Gursoy et al., 2020). A study by Namkung and Jang (2020) suggests that reliable service such as timely room service, accurate reservations, and fulfillment of guest requests has a strong positive correlation with guest satisfaction. If a hotel fails to meet its promises, whether related to room availability, amenities, or service delivery, it can lead to customer dissatisfaction and negative reviews. Reliable service, on the other hand, creates a seamless and hassle-free experience for guests, which encourages repeat business and positive word-of-mouth recommendations. Reliability in service delivery is thus a cornerstone for establishing long-term customer relationships in the hospitality industry.

Assurance, which encompasses the competence, courtesy, and knowledge of hotel staff, is another key factor influencing service quality and customer satisfaction. Staff professionalism and their ability to make guests feel comfortable and valued are critical components of the assurance dimension. A study by Lee and Lee (2020) highlighted that when guests feel assured by the competence and friendliness of hotel staff, they are more likely to perceive the service as high quality, leading to increased satisfaction. Assurance also plays a pivotal role in guest security, as guests often look for staff who can confidently address concerns and make them feel safe and well-cared-for (Kim et al., 2019). Furthermore, trained and knowledgeable staff are better equipped to handle guest issues and provide personalized experiences, which significantly enhance overall satisfaction levels.

2.2 Self-Audits

Self-audits have become a vital tool to hotels for measuring their services and meet both internal quality standards and guest expectations. These audits are integral to continuous improvement and operational excellence, focusing on key areas such as Staff Performance, Facility Maintenance, and Compliance with Standards. Through self-assessment, hotels can identify gaps in service delivery, enhance customer satisfaction, and increase operational efficiency. The following aspects shows impacts of service quality on customer satisfaction in the hotel industry;

Staff Performance is one of the most critical aspects of self-audits, employees are directly targeted for guest interactions and service delivery. Self-assessments of staff performance involve evaluating factors such as professionalism, responsiveness, and competency. Research by Kang and Hyun, (2021), found that hotels that conduct regular self-audits on staff performance are perceived to provide consistent, high-quality service, which improves guest satisfaction. Staff performance audits typically focus on measuring adherence to service protocols, such as timely responses to guest requests, courteous interactions, and problem-solving abilities. A well-executed staff performance audits equips employees with the necessary skills and knowledge to meet guest needs, leading to improved customer service and satisfaction. Moreover, audits of staff performance can highlight training needs, enabling hotels to invest in staff development programs, which in turn fosters greater customer loyalty and satisfaction (Choi et al., 2020).

Facility Maintenance is another critical measure in the self-audit process, directly influencing the quality of the guest experience. Hotel facilities, including guest rooms, amenities, and public areas, must be maintained to high standards to meet guest expectations. A study by Chen et al. (2019) highlighted that facility maintenance is crucial in enhancing guest satisfaction, as guests expect clean, comfortable, and well-functioning spaces. Regular self-audits help identify areas where maintenance may be lacking, whether in terms of cleanliness, equipment functionality, or overall ambiance. By proactively addressing maintenance issues, hotels can avoid guest complaints and negative reviews, leading to better service quality. Furthermore, proper maintenance reflects the hotel's commitment to guest comfort and safety, which are fundamental to ensuring positive guest experiences and repeat business (Kuo et al., 2021).

Compliance with Standards is essential for ensuring that hotels adhere to both internal quality benchmarks and external regulations or brand guidelines. Self-audits help hotels evaluate their adherence to established operational standards, such as cleanliness protocols, service delivery guidelines, and safety regulations. A study by Almeida et al. (2020) emphasized that hotels with strong compliance mechanisms consistently achieve higher levels of customer satisfaction. Regular audits of compliance with both brand standards and local regulations ensure that the hotel operates within required legal and industry frameworks hence evade risks of illegal issues and penalties. Additionally, self-audits focusing on compliance help hotels maintain consistency expected by customers, leading to higher guest satisfaction and loyalty. By aligning operations with industry standards, hotels not only enhance their reputation but also provide a predictable and high-quality experience for their guests (Wang et al., 2020).

2.3 External Brand Standards

External brand standards are integral to ensuring consistency, quality, and alignment between the service provided and the expectations set by the brand. These standards, which often include Brand Guidelines Compliance, Brand Training Programs, and Certification, are beneficial in shaping quality service and guest satisfaction in the hospitality industry. The review examined the influence of these measures on service quality and, by extension, guest satisfaction.

Brand Guidelines Compliance refers to how closely hotels align their operations, service offerings, and customer interactions with the official brand guidelines provided by the parent

brand. A study by Sweeney and Webb (2021) found that strict adherence to brand guidelines leads to a consistent guest experience, which is essential for building trust and loyalty among customers. Brand guidelines often cover a range of operational aspects, from service protocols and communication styles to facility design and amenities. Hotels adhering to these standards are likely to provide a predictable and high-quality experience, which in turn increases customer satisfaction. Guests expect consistency, especially when choosing brands with established reputations. Non-compliance can lead to dissatisfaction, and guests would feel their experiences deviates from the brand's promises (Keller & Swaminathan, 2020). Ensuring that all brand standards are met through external audits or self-assessments enhances operational consistency, which directly contributes to a positive guest experience.

Brand Training Programs are designed to educate hotel staff on the brand's expectations and service delivery standards, ensuring that employees understand and implement the brand's core values. According to a study by Williams et al. (2020), brand training programs are crucial for maintaining service quality, as they empower staff to consistently deliver high standards of customer service. These training programs typically focus on the company's values, customer service strategies, and operational procedures that align with brand standards. When employees are well-trained, they are more capable of delivering services that meet customer expectations, leading to improved satisfaction. Furthermore, trained staff are better equipped to handle customer concerns, resolve issues quickly, and provide personalized experiences, all of which contribute to higher levels of customer loyalty and satisfaction. A strong brand training program fosters a culture of service excellence, ensuring that all employees can represent the brand positively in every customer interaction (Tsai et al., 2021).

Certification, whether through a third-party accreditation or internal brand assessments, serves as an external validation of a hotel's adherence to quality standards. Certification programs, such as those offered by prestigious hospitality organizations, assess whether a hotel meets a set of established standards in areas like cleanliness, quality service, and guest experience. According to Lee and Lee (2021), certification is a strong indicator of quality, as it assures guests that the hotel meets recognized industry standards. Such certifications often lead to increased customer confidence, as guests perceive certified hotels as more reliable and committed to providing high-quality services. Certification not only boosts the hotel's reputation but also enhances its

competitive advantage in the market. It also helps in continuous improvement as hotels strive to maintain or improve their certification status by meeting or exceeding industry standards (Mok et al., 2019). This validation reinforces the significance of external brand standards on customer satisfaction, as customers tend to trust certified brands more, expecting a higher level of service.

2.4 Customer Satisfaction

Guest satisfaction is a key indicator of success in hospitality industry, and the Guest Repeat Rate serves as a key measure of loyalty. A high repeat rate often signifies that guests are satisfied with experiences received and see value in returning to the establishment. Recent studies highlight that personalized service, maintaining consistent quality, and addressing guest needs promptly contribute significantly to improving repeat business (Kuo et al., 2020). Additionally, repeat guests are more likely to recommend the hotel to others, serving as brand ambassadors and contributing to sustained business growth (Huang & Tsai, 2019). This suggests that focusing on enhancing the guest repeat rate through tailored services and customer care is crucial for long-term success.

Online Reviews are an essential tool for assessing customer satisfaction, with platforms such as TripAdvisor, Yelp, and Google Reviews playing an influential role in shaping public perception. Positive online reviews are known to improve a hotel's visibility and reputation, leading to increased bookings and customer trust (Verma & Chandra, 2020). Conversely, negative reviews often show areas where improvements are needed, allowing hotels to address concerns and prevent further dissatisfaction (Casalo et al., 2020). Given the significant impact online reviews have on customer acquisition, it is vital for hotel managers to monitor and engage with reviews, using feedback to refine services and enhance guest experiences.

Guest Feedback remains one of the most direct and valuable tools for evaluating customer satisfaction. Regularly collecting guest feedback through surveys, comment cards, and digital platforms allows hotels to spot specific areas requiring improvements and recognize service strengths (Jang & Choi, 2021). Positive feedback serves as motivation for staff, while negative feedback offers actionable insights that lead to operational enhancements (Chen et al., 2020). To maximize the impact of guest feedback, it is essential for hotels to ensure that their feedback

channels are easily accessible and responsive, creating an environment where guests feel that their opinions are valued and are acted upon promptly.

2.5 Theoretical Framework.

The study was guided by the Customer Satisfaction Index Model (CSI) and the SERVQUAL Model

2.5.1 Customer Satisfaction Index Model (CSI)

Customer Satisfaction index model was specifically designed to measure levels of customer satisfaction by aggregating multiple factors such as quality service, value for money, and customer expectations into a single discipline. It can therefore measure the overall guest satisfaction by combining ratings on different factors such as service quality, physical amenities, physical location and product pricing within the hotel. This model is significant to hotel industry as hoteliers can use this model to evaluate, measure and rate the levels of their service standard. Upon determination of these, hotels can appropriately improve on a necessary change and on the other hand ensure customer satisfaction.

2.5.2 The SERVQUAL Model

This study is grounded in the SERVQUAL Model (Parasuraman, Zeithaml, & Berry, 1988) as its theoretical framework. The SERVQUAL Model is widely recognized for measuring service quality through five dimensions: tangibles, reliability, responsiveness, assurance, and empathy. These dimensions provide basis for understanding impacts of service quality on customer satisfaction in the hospitality industry.

2.6 Summary of Gaps in The Reviewed Literature.

First, while existing studies emphasized the importance of adhering to brand guidelines, there was limited research on the long-term effects of consistent compliance on customer loyalty and retention. Most studies focused on short-term outcomes, leaving a gap in understanding how sustained adherence to brand guidelines influenced customer behavior over time. This gap suggested the need for studies that tracked the long-term influence of brand consistency on repeat business and customer loyalty.

Second, although brand training programs were widely acknowledged as a critical factor in delivering service quality, there was insufficient research on how employee engagement in these programs directly affected customer satisfaction. Most studies had not explored how staff motivation and active participation in training programs impacted service delivery beyond mere compliance with brand standards. Further exploration into how trained and motivated staff influenced customer experiences could have provided valuable insights.

Third, while certification was recognized as a sign of quality, few studies examined its long-term impact on customer perceptions of value, service consistency, and overall satisfaction. While certifications initially built trust, there was a gap in understanding whether their influence on customer satisfaction persisted after the first experience. Research into the ongoing impact of certifications on repeat visits and customer loyalty would have helped fill this gap.

Lastly, the research focused on branded hotels and major hotel chains, with limited exploration of how external brand standards impacted smaller, independent hotels. This gap presented an opportunity to explore whether these standards were as impactful in non-branded establishments and how they influenced service quality and guest satisfaction in such settings. Investigating this helped understand the applicability and importance of brand standards across different types of hotels.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

The chapter presents the research design, area of study, target population, sampling techniques, sample size, measurements of variables, research instruments, validity of measurements, reliability of measurements, techniques used to collect data, analysis of data, and logical and ethical considerations.

3.1 Research Design

This study used Descriptive and Correlation research designs. Descriptive design to explore characteristics, experiences and perceptions of hotel guests regarding the impact of service quality, self-audits, and external brand standards on customer satisfaction. Correlation design to determine the relationship between hotel service quality and customer satisfaction. Through use of questionnaires, the study gathered detailed, descriptive data to uncover themes and patterns that influenced customer satisfaction. This approach provided a deeper understanding of how these factors are experienced and perceived by customers. The unit of observation in this study was Sagret Hotel River Road, while the unit of analysis was the customers of Sagret Hotel River Road.

3.2 Area of Study

This study was conducted at Sagret Hotel, located along River Road in Nairobi, Kenya. The area represents a vibrant urban setting, characterized by a diverse clientele and a competitive hospitality industry. The area of study was significant because of the high volume of both local and international visitors it accommodates, and being a city hotel facing same challenges faced by hotels in urban environments.

3.3 Target Population

The population targeted for this study was the customers of Sagret Hotel River Road, Nairobi. The population included all elements meeting specified criteria for inclusion in the research study and consisted of a set of individuals or objects with common characteristics (Sarason, 2013).

3.4 Sampling Techniques

A selection of a representative of the total population as much as possible to produce a small cross-section will be done. This study used stratified random sampling to ensure that various subgroups within the population of Sagret Hotel, River Road, were adequately represented. Customers were stratified by factors like frequency of visits, age, and gender to ensure a broad representation of experiences and perspectives. This approach allowed for a more detailed analysis of how service quality impacted customer satisfaction across different subgroups, ensuring that no group was underrepresented in the study.

3.5 Sample Size

For this study, calculation of sample size used Fisher Laing, Forert, Stocckel and Townsend's (2002) formula since the total target population was not known, then 50% of the total population can be used. (Fisher et al, 2002).

$$n = z^2pq/e^2$$

Where;

Z^2 = Standard score at 95% confidence level (1.96)

n = The intended sample size

p = The presumed population of 50%

e = 5% Degree of accuracy

$$n = 1.96 \times (50\%) (100\% - 50\%) / (5\%)^2.$$

$$= 384 \text{ participants.}$$

3.6 Measurement of Variables

This study used ordinal scale to measure the variables whereby a Likert type of measurement scale was used to measure the level of agreement or disagreement with the question.

Table 3.1: Measurement of Variables

Variable	Measure/ Indicator	Type of Measurement Scale	Survey Questions
Customer Satisfaction	Guest Repeat Rate	Likert Scale	Question 1
	Online Reviews	Likert Scale	Question 2
	Guest Feedback	Likert Scale	Question 3
Hotel Service Quality	Tangibles	Likert Scale	Question 4
	Reliability	Likert Scale	Question 5
	Assurance	Likert Scale	Question 6
Self-Audits	Staff Performance	Likert Scale	Question 7
	Facility Maintenance	Likert Scale	Question 8
	Compliance with Standards	Likert Scale	Question 9
External Standards	Brand Brand Guidelines Compliance	Likert Scale	Question 10
		Likert Scale	Question 11
	Brand Training Programs Certification	Likert Scale	Question 12

3.7 Research Instrument

This study on effects of service quality on customer satisfaction at Sagret Hotel River Road, used a structured questionnaire as the research instrument. The questionnaire was used to gather

quantitative data in which ratings was used to collect the data from hotel guests, focusing on service quality, self-audits, and compliance with external brand standards.

3.8 Validity of measurement

The study used content validity, also known as expert review to ensure the questionnaire adequately covered all the necessary aspects of service quality, self-audits, and compliance with external brand standards. It was reviewed by hospitality scholars consisting my supervisor and other lecturers to confirm it included key aspects like staff performance, facility maintenance, and adherence to brand guidelines. The review ensured the instrument effectively captured the necessary data to address the study's objectives and provided reliable information about the relationship shared between service quality and customer satisfaction.

3.9 Reliability of Measurement

The study ensured reliability of measurement by standardizing the questionnaire across all sections. This approach ensured a consistent flow and clear definition of outcomes when measuring the key constructs of service quality, self-audits, and brand compliance at Sagret Hotel. By maintaining internal consistency, the study ensured that the responses were reliable and accurately reflected the key factors contributing to customer satisfaction, providing confidence in the instrument's ability to measure these factors effectively.

3.10 Data Collection Techniques

Questionnaires were the data collection instrument for this study. It was ideal for reaching out to a large number of hotel guests efficiently and cost-effectively. It allowed respondents to comfortably share their views on hotel service quality, staff performance, and compliance with brand standards, ensuring the collection of accurate and candid information. This approach enabled the researcher to gather comprehensive data on factors influencing customer satisfaction at the hotel.

3.11 Data Analysis

Data analysis for this study on effects of service quality and customer satisfaction at Sagret Hotel River Road involved organizing, presenting, and interpreting the data using logical and statistical methods. Descriptive statistics, that is frequency distribution, standard deviation and range were

used to analyze responses related to hotel service quality, staff performance, and compliance with external brand standards. Inferential statistics like hypothesis testing and analysis of variance was also used to draw conclusions from the observations made. Frequency measures and percentages were recorded to summarize the data, and statistical software was employed to analyze the results. The findings were tabulated to provide a clear visual representation, ensuring that the data were thoroughly examined and the research objectives effectively addressed.

3.12 Logistical and Ethical Considerations

The logical considerations for this study involved a clear and structured approach to the research process. The researcher ensured that the design aligned with the study's objectives, focusing on staff performance, facility maintenance, and compliance with external brand standards. Questionnaires were carefully designed to capture relevant and reliable information. Furthermore, analysis was conducted systematically, using appropriate statistical techniques to enhance validity and accuracy of results. Ethically, the study prioritized informed consent, making certain that all participants were fully aware of the study's purpose and their involvement. Participants were given the option to voluntarily participate, with the understanding that they could withdraw from the study at any time without repercussions. Confidentiality was essential, therefore the researcher observed this throughout the research process, with personal information kept secure and were only used for the purpose of the study. Lastly, the study adhered to ethical guidelines regarding the responsible use of data, warranting all findings were reported honestly and transparently.

CHAPTER FOUR: FINDINGS AND DISCUSSION

4.1 Introduction

Having collected data from the respondents, findings were presented for discussion. This chapter will analyze response rates, analyze findings based on descriptive and inferential statistics and interpret the findings. Discussion of findings will also be tackled in this chapter.

4.2 Response Rate

The research sample size was 384 respondents. The researcher issued data collection questionnaires and received back 327 questionnaires fully filled. This response rate represents 85.16% which was excellent response rate.

4.3 Demographic Information

The researcher factored in collection of respondents' general information. This section therefore presents the elements the researcher considered and was keen to find out. The researcher sought to determine respondents' gender distribution, age distribution, and the number of visits the respondent has been to the hotel. In order to obtain these data without being sensitive, which may keep off respondents, the researcher developed a structured questionnaire to obtain the data without fringing respondents' rights.

4.4 Findings

4.4.1 Gender of Respondents

The study sought to determine the gender distribution of the respondent. This helped the researcher to establish the gender of customers visiting the hotel most. Based on findings obtained, 128 respondents were male, representing 58% while the other 92 were female representing 42%. This finding alludes that the hotel allows prospect customers to freely work into the hotel without any discrimination.

Table 4.1: Gender of Respondents

Gender	Frequency	Percentage
Male	189	57.8%
Female	138	42.2%

4.4.2 Age Distribution

Age brackets were developed to prevent specific age which customers may perceive sensitive. Findings obtained showed that people in age bracket of 31 to 40 years were the highest at 70 people representing 31.82%. Age bracket 41 to 50 years followed closely at 62 people representing 26.18%. This was followed by 21 to 30 years with 32 people representing 14.55%, followed by 51 to 60 years range at 27 people representing 12.27% and 61 years and above at 15 people representing 6.62%. Lastly age bracket 10 to 20 years at 14 people representing 6.36%. This information is tabulated below.

Table 4.2: Age Distribution

Age bracket	Frequency	Percentage
31-40 years	127	38.8%
41-50 years	86	26.3%
21-30 years	47	14.4%
51-60 years	41	12.5%
60- above	22	6.7%
10-20 years	5	1.5%

4.4.3 Frequency of Visits

Measuring frequency of visits to the hotel was key to help determine the hotel's performance on customer retention. Findings indicate that first visit customers were the least at 23 people

representing a percentage of 7%, 2 to 5 visits at 46 people representing 14.1%, 6 to 10 Visits at 107 people representing 32.7% and finally more than 10 Visits at 151 representing 46.2%.

Table 4.3: Frequency of Visits

No. of Visits	Frequency	Percentage
1st Visit	23	7.0%
2-5 Visits	46	14.1%
6-10 Visits	107	32.7%
More than 10 Visits	151	46.2%

4.5 Descriptive Statistics

The questionnaires provided respondents with necessary contents to indicate the extent of their opinions regarding service quality. The researcher made a five points Likert Scale distribution questionnaire for the data collection. The opinions were as follows, 5 for strongly agree, 4 for agree, 3 for neutral, 2 for disagree and 1 for strongly disagree. These measures are to assess how the hotel services conforms to service quality dimensions. The results were interpreted in form of standard deviation (SD) and mean (M). Standard deviations are used to indicate how far the response is from the mean. High standard deviation values indicate that the items are far from the mean while low standard deviation shows that the items are close to the mean. Mean values in the 2.60 - 3.39 range indicate neutral sentiment and mean values in the 3.40 - 4.19 range suggests agreement.

4.5.1 Tangibility Dimension

The study assessed physical facilities of the hotel. Through findings obtained, response evaluation and analysis are as shown below.

Table 4.4: Tangibility Dimension

Element	Mean (M)	Standard deviation (SD)
The hotel has quality facilities	3.738	1.320
The hotel's employees are neat	3.863	1.326
The hotel's physical facilities are visually appealing	3.698	1.331
Communication materials	3.536	1.220
Flexibility of employees	3.915	1.343

The mean results obtained are within the 3.40 - 4.19 range showing agreement with the researcher's tangibility statements in reference to the hotel. Likewise, other responses have low SD values meaning are not far dispersed from the mean, indicating relatively similar responses. From this observation the researcher concluded that the hotel tangibility dimension is at its best in Sagret Hotel River Road and it enhances customer satisfaction.

4.5.2 Reliability Dimension

Here, the researcher sought to find out the hotel's ability to consistently perform services dependently and accurately to enhance customers' satisfaction. The researcher analyzed and tabulated the findings as soon below

Table 4.5: Reliability Dimension

Element	Mean (M)	Standard deviation (SD)
Consistency of the services	3.856	1.525
Accuracy of records	3.994	1.476
Timeliness of services	3.961	1.343
The hotel shows genuine interest in solving problems when you have one	3.836	1.426

The above results show mean values within the 3.40 - 4.19 range and low standard deviations showing agreement and contrary opinions closer to agreement respectively. These confirms that the hotel provides consistent services, keen on accuracy of records, timeline Ness of service and shows sincere interest in solving arising problems. This observation clearly sides the hotel's reliability on serving their customers hence customer satisfaction is usually achieved.

4.5.3 Responsiveness Dimension.

The study also aimed at finding out whether the willingness of employees to help customers and promptly giving services during their stay affects their satisfaction.

Table 4.6: Responsiveness Dimension.

Element	Mean (M)	Standard deviation (SD)
Hotel employees are ever willing to help customers	4.007	1.251
The staffs are never too busy to attend to customer request	3.961	1.674
Employees tell exactly when services will be performed	3.764	1.168
Employees assist guests and provide prompt services	3.988	1.475
Employees apologize for inconveniences	3.817	1.142

The hotel's employees are ever willing to help customers as obtained above. (M=4.009, SD=1.251), staffs are never too busy to attend to customer requests (M=3.961, SD= 1.674), employee tell exactly when services will be performed (M=3.764, SD=1.168), employees assist guest and provide prompt services (M=3.988, SD= 1.475), lastly, employees are always apologetic for inconveniences caused during service (M= 3.817, SD=1.142)

4.5.4 Assurance Dimension

It is essential for hotels to win customers loyalty. This shows the hotels efforts to serving customers. The degree to which customers trust the services provided by the hotel enhances their overall satisfaction.

Table 4.7: Assurance Dimension

Element	Mean (M)	Standard deviation (SD)
Guaranteed confidentiality of customer information	4.012	1.932
Employee activities instill confidence in customers.	3.803	1.245
Customer safety and security	3.961	1.149

Being that the findings from the computations above coincided with the profound descriptive statistics evaluation principles, the researcher strongly agreed that the hotel guarantee's confidentiality of customer information. Having that the values obtained are within the 3.40 - 4.19 range with low standard deviations.

4.5.5 Empathy Dimension

Empathy determines the success of any business. Understanding customer needs is crucial. It enables businesses to plan well their services and products appropriately to meet these expected needs.

Table 4.8: Empathy Dimension

Element	Mean (M)	Standard deviation (SD)
The hotel gives you individualized attention	3.810	1.142
The hotels operating hours are convenient with its customers	4.021	1.265
The hotel has your heartfelt interest at heart	3.902	1.235
The hotel employees understand customer specific needs	3.988	1.182

The mean findings fall within the 3.40 - 4.19 range indicating agreement and low deviation from the mean. This suggests that the respondent agreed with the elements.

4.6 Inferential Statistics

The researcher made generalization and predictions in reference to the data obtained. Here, the researcher dealt with hypothesis testing to find out the relationship between the two variables, their significance based on the observation and if they are likely to have occurred by chances alone.

4.7 Correlation Analysis

The researcher used Pearson's correlation coefficient (R) to measure the strength and linear relationship between variables. The relationship is positive when ($r > 0$). This enables the researcher to make conclusions and predictions about the population based on sample data.

Table 4.9: Correlation Analysis

		Customer satisfactio n	Tangib ility	Reliabil ity	Responsi veness	Assuranc e	Empath y
Customer satisfaction	Pearson						
	correlation	1					
	Sig (2tailed)						
	N	327					
Tangibility	Pearson						
	correlation	.653**	1				
	Sig. (2tailed)	.003					
	N	327	327				
Reliability	Pearson						
	correlation	.724**	.453*	1			
	Sig. (2tailed)	.000	.040				
	N	327	327	327			
Responsiven ess	Pearson						
	correlation	.539**	.339**	.051**	1		
	Sig (2tailed)	.001	.000	.524			
	N	327	327	327	327		
Assurance	Pearson						
	Correlation	.619**	.374**	.119**	.565**	1	
	Sig. (2tailed)	.004	.000	.134	.000		
	N	327	327	327	327	327	
Empathy	Pearson						
	correlation	.568**	.339**	.068**	.640**	.286**	1
	Sig (2tailed)	.004	.000	.394	.000	.000	
		327	327	327	327	327	327

4.8 Discussion

In reference to the table above, the relationship between dependent and independent variable is positive. It shows that all the aspects of service quality have positive correlation with customer satisfaction.

For instance, the value of Pearson's correlation for tangibility is 0.653 showing a positive correlation between tangibility and customer satisfaction. This also indicates that with increase in tangibles there is an increase in customer satisfaction at a significance level of 0.003 (2tailed). This conclusion also provides a strong evidence hence rejecting the null hypothesis. A total of 327 sample size was used in the analysis. This finding contradicts Alsaqre findings; only intangible aspects of service quality affect customer satisfaction. (Alsaqre, 2011). For reliability dimension, the value of Pearson's correlation is 0.453 indicating a positive Pearson correlation between reliability of service and customer satisfaction with increase of reliability increases customer satisfaction too. The significance level for this observation is 0.040 (2tailed). A sample of 327 respondents was used to arrive at this finding. This study therefore admits that reliability affects customer satisfaction thereby providing adequate evidence to reject the null hypothesis. The researcher also agrees with Lestari's findings: Service reliability as the ability to provide services immediately as expected, positively affects customer satisfaction. (Lestari et al.,2021)

Responsiveness constituting a number of aspects was also tested. The findings obtained showed Pearson's correlation of 0.051 indicating a positive correlation between responsiveness and customer satisfaction. The significance level for this observation is 0.524 predicting an increase in customer satisfaction with increase in responsiveness. Based on this output, the researcher rejects the null hypothesis having obtained adequate evidence supporting this decision. This finding was obtained after a sample of 327 respondents' data analyzed. From the above table, assurance Pearson's correlation is 0.565 deducing a positive correlation with a strong relationship between assurance and customer satisfaction supported by a significance level of 0.000. (2tailed). 327 respondents were used to obtain the above findings. This observation provides necessary evidence to reject the null hypothesis thus concluding that assurance affects customer satisfaction and an increase in assurance increases customer satisfaction. Considering the findings in this study, the researcher rejects Ye, Dong and Lee's findings; assurance has an enduring negative impact on customer satisfaction and ultimately hurts prodigality in the long run. (Ye, Dong & Lee, 2017). In conclusion, the value of Pearson's correlation for empathy is 0.286 indicating a

positive correlation between empathy and customer satisfaction. The findings also shows that increased empathy directly increases customer satisfaction at a significance level of 0.000 (2tailed). The significance level indicates a strong evidence hence rejecting the null hypothesis. The total sample size used to derive this observation was made out of 327 respondents. Consequently, this study revokes the findings of Ye, Dong and Lee's. Downgrading empathy and responsiveness allow firms to lower costs hence productivity benefits, (Ye, Dong & Lee, 2017).

Ultimately, hotel service quality has a positive relationship with customer satisfaction with a predictable increase in customer satisfaction whenever service quality increases.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter gave an overview of the research. It drove conclusions and recommendations based on the observations presented in the findings.

5.1 Summary of Findings

The researcher summarized the findings obtained in this section based on the objective questions that had been tackled earlier the aim was to determine the effects of hotel service quality on customer satisfaction, to assess the effects of self- audits on customer satisfaction and to determine the effects of incorporating external brands standards on customer service.

5.2 Hotel Service Quality

This research majored on the constituents of hotel service quality. These constituents are the five dimensions of SERVQUAL model which are; Tangibility, Reliability, Responsiveness, Assurance and Empathy.

5.2.1 Service Tangibility

The study revealed that Sagret Hotel River Road has quality facilities which are visually appealing at first glance. The hotel also has good communication materials and its employees are usually neat and flexible. This information deduced that Sagret Hotel River Road meets the threshold for tangibility hence customer satisfaction. This study is contrary to Alsaqre findings; only intangible aspects of service quality affect customer satisfaction. (Alsaqre, 2011)

5.2.2 Service Reliability

The study found out that Sagret Hotel River Road provides consistent services which are dependable and accurate thus enhance customer satisfaction. Service reliability as the ability to provide services immediately as expected, positively affects customer satisfaction. (Lestari et al. 2021)

5.2.3 Service Responsiveness

Considering the findings obtained, the researcher admitted that responsiveness enhances customer satisfaction. Attributes such as willingness to assist customers, apologize for

inconveniences during service and speed of service delivery have significant impact on customer satisfaction. The researcher therefore concluded that responsiveness positively and strongly correlates to customers satisfaction.

5.2.4 Service Assurance

According to the Research findings, Assurance which involves guaranteed confidentiality of customer information, employees instilling confidence in customers by how they carry up themselves and sufficient provision of safety and security affects customers satisfaction. The finding provided enough evidence for this conclusion. This research findings also disagreed with Ye, Dong and Lee findings that assurance has an enduring negative impact on customer satisfaction and ultimately hurts prodigality in the long run. (Ye, Dong & Lee, 2017)

5.2.5 Empathy

Understanding customer needs is essential. Achieving this could entail giving individualized attention, convenient operating hours which captures customers spending time, and training employees on handling guests. In reference to the research findings, empathy has a beneficial relationship with customer satisfaction. This finding contradicts; downgrading empathy and responsiveness allows firms to lower costs hence productivity benefits, (Ye, Dong & Lee, 2017) findings.

5.3 Conclusion

The research concluded that hotel service quality which constitute; Tangibility, Reliability, Responsiveness, Assurance and Empathy all have a positive and strong correlation with customer satisfaction. This agreement is supported by the relevant findings and observations made from the analyzed data collected during this study. The researcher therefore acknowledges Sagret Hotel River Road as a perfect hub for excellent customer experience and satisfaction due to t

Quality of services they offer, based on this research project findings.

5.4 Recommendation

The study recommends other hotels management to embrace the dimensions of SERVQUAL model because its constituents have significant relationship with customer satisfaction. The study

recommends further improvement on these elements to ensure a seamless service flow. This helps hotels to gain more competitive advantage in the market, improve profitability and enhance customer retention. The researcher would also like to recommend further research studies on the importance of incorporating external brand standards in service delivery and self-assessment as this study mainly focused on the hotel service quality.

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APPENDICES

Appendix (i): Research Questionnaire

Section A: Respondent general information

Thank you in advance for taking the time to complete this questionnaire. Your feedback is valuable and will help us improve our services. Your response will be accorded all the confidentiality it deserves. Please answer the following questions honestly to the best of your ability.

1. Gender. Male Female
2. Age in yrs. 10-20 21-30 31-40 41-50 50-60 60- Above
3. No. of Visits to this Hotel. 1st Visit 2-5 Visits 6-10 Visits More than 10 Visits

Section B: Factors influencing customer satisfaction

This part concerns the factors that influence your satisfaction with the hotel services. Please show the extent to which you think each factor influences your satisfaction. There are no right or wrong answers

Category	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Hotel physical facilities	1	2	3	4	5
2. Hotel's equipment	1	2	3	4	5
3. Appearance of the employees	1	2	3	4	5
4. Employees flexibility	1	2	3	4	5
5. Courtesy of employees	1	2	3	4	5
6. Competence of employees	1	2	3	4	5
7. Personal attention from employees	1	2	3	4	5
8. Communication materials	1	2	3	4	5
9. Timeliness of service	1	2	3	4	5
10. Efficient service	1	2	3	4	5
11. Consistency of a service	1	2	3	4	5
12. Convenient operating hours	1	2	3	4	5
13. Understanding guest specific needs	1	2	3	4	5
14. Concern towards guest interest	1	2	3	4	5
15. Individualized attention	1	2	3	4	5
16. Willingness to help	1	2	3	4	5
17. Problem solving interest	1	2	3	4	5
18. Problem solving time	1	2	3	4	5
19. Accuracy of records	1	2	3	4	5
20. Safety and security	1	2	3	4	5

PART III: PERCEPTION OF THE QUALITY OF SERVICE

This part shows how you feel about the aspects of service quality levels at the hotel

Dimension of service quality	Description	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Tangibility	Hotel has quality furniture	1	2	3	4	5
	The hotels physical facilities are visually appealing	1	2	3	4	5
	The hotels employees are neat	1	2	3	4	5
Reliability	When the hotel promises to do something by a particular time, it does so	1	2	3	4	5
	The hotel shows a sincere interest in solving a problem when you have one	1	2	3	4	5
	The hotel performs the services right the first time	1	2	3	4	5
	The hotel provides its services at the time it promises to do so	1	2	3	4	5
Responsiveness	The hotel employees tell you exactly when service will be performed	1	2	3	4	5
	The hotel employees are always willing to help you	1	2	3	4	5
	The hotel employees are never too busy to respond to your requests	1	2	3	4	5
Assurance	The behavior of hotel employees instills confidence in customer	1	2	3	4	5
	One feels safe in transactions with the hotel	1	2	3	4	5
	The hotel employees have answers to your questions	1	2	3	4	5
Empathy	The hotel gives you individual attention	1	2	3	4	5
	The hotels operating hours are convenient for its customers	1	2	3	4	5
	The hotel has your best interest at heart	1	2	3	4	5
	The hotel employees understand your specific needs		2	3	4	5