IMPACT OF CUSTOMER CARE ON ORGANISATION PERFORMANCE IN THE
HOTEL INDUSTRY. A CASE STUDY OF HOTEL AFRICANA.

BY
MIREMBE GRACE
BTM/43364/143/DU

A DISSERTATION SUBMITED TO THE FACULTY OF APPLIED ECONOMICS AND
MANAGEMENT SCIENCES IN PARTIAL FULFILLMENT OF THE
REQUIREMENT FOR THE AWARD OF BACHELOR'S
DEGREE IN TOURISMAND HOTEL
MANAGEMENT

APRIL, 2017.

DECLARATION

I, **MIREMBE GRACE, Reg NO. BTM/43364/143/DU** declare that, this dissertation is my own work and has never been produced by anybody else for any award in any institution and that material which is not mine has been fully acknowledged.

Signature......................   Date. 5 / 05 / 2017 ....

MIREMBE GRACE

BTM/43364/143/DU

APPROVAL

This is to satisfy that this dissertation has been done under my supervision and submitted for examination with my approval.

Signature................................... Date.3/5/2015...................

DR.NUWE JOHN BOSCO

Supervisor

DEDICATION

I dedicate this work to my guardian Mr. Balikowa James for his entire and love he accorded to me throughout my entire academics.

.

ACKNOWLEDGEMENT

I want to thank the Almighty God, for providing me with his grace and opportunity to finish this academic study. I would also like to extend my sincere gratitude to all those who have contributed towards the successful completion of this dissertation.

I would also like to extend my sincere appreciation to guardian Mr. Balikowa James for his commitment , financial support and guidances, he has willingly offered to me, through my academics beacsue without him, it wouldn't be a success.

My special thanks go to my Supervisor Dr.Nuwe John Bosco for the time and patience taken to supervise this dissertation and for their valuable, intellectual and tireless guidance.

I owe much gratitude to all my friends especially; Mark and the entire tourism and hotel management staff at Kampala Interantional University

MAY GOD BLESS YOU ALL

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

According to Balunywa (2010), any service rendered to a customer is the one referred to as customer care. Indeed so many scholars have attempted to described customer care but the gist of the whole concept of Service quality from such definition above is that any one in business must not only concentrate on the product he or she is offering, but must accompany it with great service to the targeted customers. Balunywa observed that the concept of Service quality is still new and most managers are yet to embrace it.

Mbonigaba (2009) wrote that there is need to make customers satisfied since they help business to earn. In most offices, Service quality starts with the front office clerks. The secretaries at the front office should be made to appreciate the importance of customer care because this is the best chance for any business to create the first impression of good service to its customers.

Customer care services are focused on making the customer comfortable, creating memorable interaction in the minds of the customers and making them feel better, satisfied than they were before the transaction and stimulate customer retention. Customer care services in an organization include; reliable services, security, parking space, front desk services, attractiveness, speed in service delivery, after sales services, customer attention and sensitivity to their needs, honesty, and good attitude towards customers.

Customer care includes putting systems in place to maximize customers' satisfaction with the business. It should be a prime consideration for every business because sales and profits depend on keeping customer happy. Customer care is more directly important in some roles than others, for receptionist, sales staff and other employees in customer facing roles, customer care should be a core element of their job description and training a core criterion when you are recruiting. Omargor. C. (2009).

Customer care includes putting systems in place to maximize customers' satisfaction with the business. It should be a prime consideration for every business because sales and profits depend on keeping customer happy.

The motive of any business is to create and serve their customers, but the biggest challenge is how to satisfy them for the life time of a business Businesses should always look for ways to serve their customers more than they expect. In doing so, it helps them to know you care and it will leave them with the feel "Feel Good Factor". Customer care plays an important role in an organization's ability to generate income and revenue therefore customer care should be included as part of an overall approach to systematic improvement. A customer service experience can change the entire perception a customer has of the organization. American business in Uganda (1998),

According to (Ekpei 2011), Customer satisfaction is a measure of how products or services supplied by a company meet customer expectations. It refers to the extent to which customers are happy with the products and services provided by a business. Gaining high levels of customer satisfaction is very important to a business because satisfied customers are likely to be loyal, make repeated orders and use a wide range of services offered by a business. Customer satisfaction is the single most important issue affecting organizational survival. It has the most important effect on customer retention and in order to narrow it down, focus on customer service quality as one of the customer satisfaction factors.

The need to satisfy customer for success in any commercial enterprise is very obvious. The income of all commercial enterprises is derived from the payments received for the products and services to its external customers. Customers are the sole reason for the existence of commercial establishments. For customer satisfaction, it is necessary to establish and maintain certain important characteristics like quality, fair prices, good customer handling skills, efficient delivery and serious consideration of customer complaints.The best way to find whether customers are satisfied is to ask them. What you ask the customers is important and how when and how often you ask these questions are also important. However, the most important thing about conducting a customer satisfaction survey is what you do with their answers.

Hotel Africana Ltd, also emphasizes good customer services quality and has established a customer care desk for its customers demand and guidance. The hotel has a customer care service policy that caters for customer activities. The activities for which the policy was designed include efficient and timely delivery of services, hotel guides, security, customer attention, parking space, 24 hour front desk services, sensitivity and attention to customer needs. However, with the

2

existence of all efforts to ensure the best services for its customers, the hotel continues to lose customers to its competitors like Speke Resort Hotel and creation of new customers is below target. (Report by Anna Mugenyi,Marketing manager in 2009). The Report revealed that, the customers have complained of high prices for accommodation and customer neglect. This situation has led to customer dissatisfaction and as a result, they are shifting their demands and loyalty to other organizations providing similar services in a manner that meets their expectations.

Fox and Beier (2010), indicated that, the quality of customer service plays a crucial role in the context of sustained business growth. The relationship between the Hotel and its customers must be a permanent and enduring one, which needs to be maintained with good quality of services. In this regard, hotels' should find and try various customer retention strategies including provision of specialist advice and ensuring effectiveness and customer friendly services.

Fitzegelad, (2010), believes that as a way of matching customer need, Hotel services have to solve some customer serviceschallenges such that whenever customers arrive at a service facility, some of them have to wait before they receive the desired service. This suggests that the customer has to wait for his/her turn, may be in a line and increasing queues hurts customers or dissatisfies them. It is through such customer service challenges that many of them opt to move from one bank to another seeking for better services.

Indeed, customer satisfaction has for many years been perceived as key in determining why customers leave or stay with an organization. Many organizations as well as financial institutions need to know how to keep their customers, even if they appear to be satisfied. Voorhis (2013) suggests that unsatisfied customers may choose not to defect, because they do not expect to receive better service elsewhere. Additionally, satisfied customers may look for other providers because they believe they might receive better service elsewhere.

Mithani (2011), in similar also believes that customer satisfaction is an important element of hotel strategy in today's increasingly competitive environment. According to the author, in the globalized, highly competitive environment, building more unique relationships with customers is vital for banks. When failing to build relationship with customers satisfaction will not represent the foundation. Based on this, customer loyalty can be built in order to develop a stable, mutually profitable and long-term relationship. The way customers develop the feeling of satisfaction is

3

commonly explained by the confirmation/ disconfirmation paradigm. Customer satisfaction is built upon the basis of services encounters

In the hotel industry, satisfaction is usually conceptualized as multidimensional construct (appearance of facility, attitude and behavior of staff, décor and atmosphere, business hours, interest rate, waiting time, execution time, accessibility of the officers, price and quality relation, hotel's reaction to complaints, promotions of services, communication with hotels,) (Mithani, 2011). It is apparent that superior service, alone, is not sufficient to satisfy customers. Prices are essential, if not more important than service and relationship quality.

Furthermore, Kaleem & Ahmed (2010), also lamented that service excellence, meeting clients need, and providing innovative products are essential to succeed the banking industry. Hotel management must identify and improve upon factors that can limit customer defection. These include employee performance and professionalism, willingness to solve problems, friendliness, and level of knowledge, communication skills, and selling skills, among others.

In the case of Hotel Africana Ltd, it has emphasized good customer care services and customer satisfaction and thus and has established a customer care desk for its customers demand and guidance. The hotel has a customer care service policy that caters for customer activities. The activities for which the policy was designed include efficient and timely delivery of services, hotel guides, security, customer attention, parking space, 24 hour front desk services, sensitivity and attention to customer needs.

However, with the existence of all efforts to ensure the best services for its customers, the hotel continues to lose customers to its competitors like; Kampala Serena Hotel, Speke Resort Hotel Munyonyo, Sheraton Kampala Hotel, and thus creation of new customers is below target. The Report by Anna Mugenyi, Marketing manager in 2009 revealed that, the customers have complained of high prices for accommodation and customer neglect. This situation has led to customer dissatisfaction and as a result, they are shifting their demands and loyalty to other Hotels providing similar services in a manner that meets their expectations.

Speke Resort Hotel, Munyonyo has also provided quality services for its customer base, since it has a customer care service policy which caters for customer activities. These policies include exclusive accommodation, efficient and timely delivery of services, hotel guides, security,

4

customer attention, parking space, 24 hour front desk services, and anticipation of customer services. Despite Hotel Africana, efforts to provide the best services to its customers, the hotel has competitors in the hotel industry like Hotel Africana,, Imperial Royal hotel, Grand Imperial hotel, etc. Unfortunately, the company can barely do much in creating a new market. This is due to the average to low standards of living of people in Uganda.

1.2 Statement of the problem

Customer care is a strategic asset of the organization and thus a starting point to define business objectives and is one of the key players for success and survival of business especially Hotels in today's competitive market. (Gruen et al, 2010). This is because creating positive relationships can create customers higher commitment and increase their return rate. Long-term and reciprocally advantageous relationships between customers and the hotel is becoming progressively important because of the highly positive correlation between guests' overall satisfaction levels and the probability of their return to the same hotel (Choi and Chu, 2011). Hotel Africana ltd being a service oriented industry has tried to provide quality service to its customers like; keeping records correctly, caring and individualized attention to customers. Despite all efforts to satisfy its customers the hotel has continued to register increasing numbers of dissatisfied customers in respect to slow service since customers don't want to wait for long, and low levels of responsiveness to customers' complaints. Thus proper customer care practices can potentially impact customer satisfaction rating and can potentially lead to increased customer retention, thereby increasing customer loyalty. Knowing that customer care is a pillar of the Hotel, I therefore decided to find out whether the kind of customer service being provided in Hotel Africana has an effect on organization performance.

1.3 Objectives of the Study

i) To establish factors that contribute to customer care.

ii) To examine barriers to customer care in Hotel Africana Ltd

iii) To establish the benefits of customer care services to Hotel Africana Ltd

1.4 Research questions

i) What are are the factors that contribute to customer care?

ii) What are the benefits of customer care services to Hotel Africana Ltd?

iii) What are the Barriers to Customer care in Hotel Africana Ltd?

1.5 Scope of the study

1.5.1 Geographical scope
The study will be conducted in Hotel Africana, located on Plot 2 - 4 Wampewo Avenue P.O. Box 10218, Kampala, 0256, UG

1.5.2 Content of scope;
The studies mainly shall mainly focus on customer care service quality as the dependent variable and customer satisfaction as dependent variable and effect of customer care on customer satisfaction.

1.5.3 Time scope
The time frame of study to establish the research was carried out in Hotel Africana in particular from March to June 2017, since this period was long enough for me to acquire all necessary information needed for the study.

1.6 Sampling scope
The group of people that are going to be involve are; stockholders, respondent, policy makers in the state and local chiefs.

1.7 Significance of the Study

1.7.1 Academic Significance
The study will help to build on my knowledge and understanding of the study variables. It will also help me to gain more skills of conducting research and this will be important to me while in office or pursuing further studies.

The study will help me as a partial fulfillment of the requirements for the award of the degree of Bachelor of Tourism and Hotel Management of Kampala International University.

The study helped to build on the my knowledge and understanding of the study variables. It will also help me to gain more skills of conducting research and this was important to me while in office or pursuing further studies. It will also help me to appreciate the concept of service quality.

The study will also add knowledge on the existing knowledge about customer care services to the public. This therefore helped the public recognize and appreciate customer care services. The

public especially customers of the hotels were able to recognize certain customer care services they are supposed to receive from services provided.

1.7.2 Industry Significance

To related companies, the study will help to always provide better quality services since it's directly related to customer satisfaction

To the hotel industry, the study informs efforts to increase the effectiveness of training on staff training at any hotel in Uganda and Africa at large. Therefore the suggested recommendations will go a long way in assisting management of Hotel Africana, Hotel to make strategic decisions as to how to restructure their training programs to match the needs of the dynamic hotel industry.

The hotel clients also stand to benefit from the elevated levels of service quality as recommended at the end of this report. Better and more affordable packages are expected to be unveiled in the industry as it seeks to grow after adopting the recommendations.

The study findings will help to identify and highlight the weaknesses in staff training of Hotel Africana, and how staff training influences service quality and how to design an appropriate staff training programmes, and it will be able to compete fully with other hotels both local and international.

It will also benefit other business service providers to make informed decisions as far as service is concerned.

1.7.3 Policy Significance

The study is also expected to add knowledge on the existing knowledge about customer care services to the public. This will help the public recognize and appreciate customer care services. The public especially customers of the hotels will be able recognize certain customer care services they are supposed to receive from service provide

To the Government, the study will help in making policies that are aimed at providing quality services in the Government owned enterprises.

Hotels, game parks, and reserves, corporate entities, business policy makers and other researchers will also benefit from this research in making informed decisions when it comes to quality customer service to satisfy the customers.

The study findings helped to identify and highlight the weaknesses in service quality of Hotel Africana and how service quality influences customer satisfaction and how to design an appropriate customer care service programme. This will help Hotel Africana recover its customers after implementing the necessary customer care services and it was able to compete fully with other hotels both local and international.

1.8 Limitations of the study

Because of time constraints, the research was limited only to Hotel Africana for that matter, which could not allow a comprehensive research on a large scale.

Furthermore, the research was limited to only one hotel while comparison of different banks or different service sectors would have been better.

Also, due to the unique cultural background of the people in the study area, the outcome of the study may be difficult to replicate in other places.

Another limitation was that, the entire questionnaire given out could not be retrieved for analysis.

1.9 Operational definitions of key terms

Customer care: Customer service is the service provided to customers before, during and after purchasing and using goods and services.

Tourism: it is travel for recreational, leisure or for business purposes.

Service quality: this means the difference between the customers expectation of service and their perceived service. In this study, the assessment standards of Zeithaml, Parasuraman & Berry (1990) wasused, which consist of five dimensions: tangibility, reliability, responsiveness, assurance, and empathy.

SERVQUAL: this is an instrument for measuring service quality, in terms of the discrepancy between customers& expectation regarding service offered and the perception of the service received; Respondents are required to answer questions about both their expectation and their perception.

Customer expectation: this means uncontrollable factors including past experience, personal needs, word of mouth, and external communication about hotel service.

.

CHAPTER TWO

LETERATURE REVIEW

2.1. The Concept of Customer Care

Kotler (2008) described Customer Care as a service in any activity or benefit that one party can offer to another that is essentially intangible and does not result in the ownership of anything. According to Ngahu (2011), customer care can be defined as any good service rendered to a customer in the process of selling a product or service. Ngahu further explains customer care as the "activities" which are offered to sale or are provided in connection with the sale of goods.

According to Balunywa (2009) any service rendered to a customer is the one referred to as customer care. Indeed so many scholars have attempted to described customer care but the gist of the whole concept of customer care from such definition above is that any one in business must not only concentrate on the product he or she is offering, but must accompany it with great service to the targeted customers. Balunywa observed that the concept of customer care is still new and most managers are yet to embrace it.

Mbonigaba (2009) wrote that there is need to make customers satisfied since they help business to earn. In most offices, customer care starts with the front office clerks. The secretaries at the front office should be made to appreciate the importance of customer care because this is the best chance for any business to create the first impression of good service to its customers. Kotler (1998) observed that customer satisfaction depends on the extent to which customer's expectations about the services are fulfilled and these expectations are not static. Kotler further noted that good customer service among other things entails keeping the promises made to customers, and not guaranteeing things that cannot be possible given the nature of the operating environment. To provide an excellent service to customers, the organization should deliver beyond the expectations of the customers.

Santon (2009) argues that, to provide good customer services, the organization in designing must focus wholly on the customer. This brings us to who actually is the customer. A customer is an individual or organization that makes a purchase decision. Drucker (1994) identifies customer creation as one of the major objectives of the business. Without a customer, other components of organization will not be viable for long. Organizations therefore design customer care programs

seeking to acquire new customers, provide superior customer satisfaction and build customer loyalty.

2.2 The factors that contribute to customer care in Hotel Africana.

In the world of today and tomorrow in the hotel industry, service will be the difference between barely surviving and achieving success. Providing high quality services and improving customer satisfaction are widely recognized as fundamental factors boosting the performance of companies in the hotel and tourism industry (Dominici, 2010). In their contributions Onyango et al (2012) found out that the hotel industry has experience enormous growth in business volume thereby making them larger and more complex to manage and meet challenges of customer demands. Richard, Y.W., (2012).

Meet Customer expectations

Hotel Africananormally employs a staregy of making sure that its meets its customers' expectations since satisfied customers are looking for a memorable experience and an energetic service, where it matters the most. Businesses need to be aware that it's becoming ever more popular for guests to leave a review of their experience on a number of feedback sites, whether their experience was a good or bad one. Hospitality outlets need to me mindful of this as bad feedback can be extremely damaging. Boshoff, C. (2014).From receiving quick service to bending the standard practices such as extending a guest check-out in a hotel or customizing a menu item in a restaurant customers want to feel as if their business is appreciated. To be on the receiving end of customers' satisfactory ratings in surveys and among their network, anticipate their needs and be able to have your staff deliver accordingly. (M.D & Jones K. C. 2006).

Delivering on promise:

One key factor in keeping your guests engaged and coming back is to deliver as you promise. Thus Hotel Africana normally also uses a strategy keeping its offering deliveries basing on promises made to clients since any business needs to keep customers and clients happy, but in the hospitality industry it's so important to keep guests engaged in order for repeat business and for referral purposes. For the customer to return all you need to do is deliver what was promised, if you can exceed expectation where possible this is always a good tool to help gain referrals. (Gržinić, J, 2007)

From being consistent to making sure they get the same awesome service to doing what you say you will do, don't drop the ball when it comes to what you say you'll offer. Customers are more likely to get frustrated when you reel them in on a big promise such as special services or premium products and it's not the case. Avoid saying that you are luxury if your services are mediocre or in developing gimmicks that excite customers only to disappoint them throughout the process of working with you. Kamau S. W & Waudo J. (2012

Keeps customer loyalty

Remember happy customers are loyal customers, thus Hotel Africana staff tends to go the extra mile by providing additional items where possible to all daily clients who visit the hotel, this always tends to impress them and make them come again any other time. This is because customers are the most important part of the business without them what would you have focus on them at all times and they will be happy. Hanzaee K, Mirvaisi N., (2011).

Let Them Vent:

Hotel Africana staff also normally gives its customers an outlet for telling the hotel about poor experiences they have at the hotel. When you have customers who have had a negative experience, make it easy and clear for them to not only tell you about it but get it off their chest to you and not someone else. Don't patronize customers when they are disgruntled by shooing them off with little to no plans for recourse. Make it a point to correct issues that went wrong and look into those that could stand some improvement. Capture communication methods for keeping in contact with your customers so that you can alert them when changes and improvements occur. Kimungu, S. I. & Maringa, P. M. (2010).

Offering variety Hotel services

This hotel offers a variety of services which consist of various types of room such as Superior room, Deluxe room, Family suite, and Grande suite. Four restaurants offers many different dining experiences which are The Bistro (Western style), The Cappuccino Terrace (Italian cuisine), The M Café (Thai and Chinese cuisine), and Ray,s Place (a nightly jazz club). Moreover, the hotel provides many recreation facilities such as an outdoor swimming pool, spa, fitness center and sport. Bowen, J.T. and Chen, S. (2011).

Realisticness:

Remember to be realistic, don't big your business up if it's not 5 star, don't say that it is, as this only sets expectations for the customer, and excites them only to disappointed when they find out it's more of a three star standard.

Keeps Feedback:

If a customer is unfortunate enough to have a bad experience, for any reason, you need to make sure it's made easy and clear for them to tell you about it. At the same time be understanding and allow them to get it off their chest to you, so they're not inclined to tell someone else. Try hard to fix the problem communication is key and remember keep calm and try to resolve the situation so the customer ultimately goes away happy. Hjalager, A. & Andersen,S.(2011).

Excellent customer care is vitally important in the hospitality industry. It's the first point of contact, between for example, the hotel guest and the representative of the hotel. It is the first opportunity an establishment gets to impress and create a lasting great impression. Bastos, J A.R., and Gallego, P.M (2008

Hotels and restaurants and everything in between in this type of industry, is a hospitality service provider that has a job to sustain customer happiness and satisfaction. That includes any type of business where customers are paying attention to the type of service they receive, is within the hospitality industry a great example of first class customer service in this industry is North West based.(Thornton Hall Hotel & Spa. Baum, T. 2006)

2.3 Barriers to customer care in Hotel Africana Ltd

Overworked Staff:

Overworked staff can be the result of understaffing, layoffs, rapid growth or assigning too many tasks to too few people. The result is that your staff will quickly lose their energy. Those that don't will be stretched too thin and no single client will appear as a priority to them. Since your representatives will have many clients to service, steps will be skipped, staff and customers will become frustrated and clients will receive insufficient attention to their issues. (, K., Parks, S.C. 2013).

Under worked Staff :

The exact opposite can have a similar effect on customer service. If your staff is under worked, they will feel less challenged, under-appreciated and unimportant. Work has a habit of expanding to fit whatever timeframe is allotted. Calif. DHS. (2007). So if your staff is under worked, case handling turnaround time can drag on longer than reasonably expected, and customers will get frustrated. Chavan, R. B. (2013).

Having a Non-Caring Culture :

The workplace culture can have a substantial effect on how customer service cases are handled. If the workplace climate is one where customers are not cared for, where staff doesn't care about their work, or if the environment is not empowering, your staff will under-deliver whenever presented with a customer service case. Coyne, K. (2009). This culture prevents your staff from caring enough about your customers to make them happy. Customers are not a priority, and the repercussions of an unhappy client are not apparent to them.

Poor Accountability:

If the staff is not held accountable for customer service, there is no reason for the staff to try harder to make sure customers are happy. Your staff can always place the blame elsewhere and know they can never get in trouble for letting a customer leave unhappy Akbar, M.M. and Parvez, N. (2009).

Insufficient Systems :

If the systems used in working with clients perform poorly, are slow, contain insufficient data or doesn't track your client data appropriately, there will always be problem. Customers will get frustrated very quickly if the turn around time is long. Kumar, R. S. (2009). Therefore they may start looking else where (www.entre-propel.com/customer-service) Iddrisu, A. M. (2011).

Communication of Customer Value

Customer satisfaction is the responsibility of everybody in the organisation; from the Manager to the cleaner. All staff members must always be reminded of how valuable customers are, so your staff knows how to treat clients in the appropriate and valued manner. (Al- Rousan, M. Ramzi and Mohammed M. 2010).

Lack of Incentive

Appropriate incentive to staff who give clients outstanding service. If they are not motivated, they have no reason to go that extra mile for your customers. Provide rewards, both monetary and non-monetary to ensure your staff is motivated and empowered enough to want to service your clients to the best of their abilities. (Bowen, T.A and Brown, S.W. 2011).

Lack of Understanding about Customer Needs

If there's no data, it is easy to make the claim that you are customer-centric. But it's just words. Information leads to the realization that there is a gap between what your company is doing and what your customers are experiencing. Taylor, S. A. (2014). Once this gap is surfaced, management is faced with a lot of uncomfortable decisions about what to change. Reliable information can lead to meaningful innovation that will find greater customer acceptance and market success.

Failure to Deliver on Promise

The old advice of "under promise and over deliver" was never truer than it is in a world dominated by customers. Adjectives and hyperbole can get companies into trouble. Companies must therefore make sure their marketing claims are aligned with how the customer really sees the firm. Geronikolas, N. (2012).

2.4 Benefits of customer care services to Hotel Africana Ltd

Hasket Otal (1994) says that growth and profits are stimulated primarily by customer satisfaction which has a large bearing on customer loyalty. Customer loyalty is a direct result of customer satisfaction that is largely influenced by the value of customer care provided along or with product or service to the customer. A satisfied customer is one whose expectations have been met and with such a customer organizations tend to benefit in the following ways:

- Positive word of mouth: customers are more likely to recommend a high service to their friends, relatives and colleagues. The business will thus thrive on credible and positive image.

- Creates a competitive edge: excellent customer care offers a much greater competitive edge than competitors largely because positive service differentiation entails improving all the

15

people aspect of business like training, and motivation which are all difficult to copy and achieve. Bloemer, J. M. M., & Kasper, H. D. P. (2005).

- Job satisfaction: a pleasant and conducive atmosphere emanating from good customer care will not only result into improved moral commitments but also improved customer satisfaction hence fewer complaints. Good customer care would reduce labour turn over. Cardiac symptoms and absenteeism. Brady, M. K., J. J. Cronin. (2011)

Organizations rely on human resources to perform and thus be able to compete with others. Where human resource is poor, the performance of the organization may also be poor. (Pearnand Kandala 1993). To take care of customers, organizations must take care of those (staff) that take care of customers and this can be achieved by giving staff customer focused training.(Kother. p) further studies have shown that behavior of a worker in an organization is very important Butscher S. A. (2009).

Organizations need to get persons who know their attitudes, behavior and experience over a period of time. The person can conduct a job analysis of the organization which can enable him to isolate bad attitudes, behaviours and experiences and promote good ones that are customer focused. Some attributes tend to be repetitive through a person's life.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

The research design descriptive in nature to meet the objectives of the study and was based on both quantitative and qualitative methods. Therefore, qualitative research design was used in form of statements assigned to variables that were adequately measured using statements. Whereas quantitative research method will be used in form of numbers and statistics. Qualitative and quantitative research design that was used include unstructured interviews, group discussions, structured questionnaires, observation and recording information respectively.

3.2 Area of study

The study was conducted in Hotel Africana Limited located at on Plot 2-4 Wampewo Avenue, P.O Box 10218, Kampala, 0256, UG.

3.3 Study Population

The study population includes employee staff members and customers of hotel Africana Limited who provided information on the behaviours of the customers and how they development of the hotel at large. These involved the hotel staff, and also management within the Hotel.

3.4 Sample Size

The sample size in this study comprised of selected members from the population among the employees in the Hotel A total of fifty (113) respondents was selected to participate in the study from a population of 160. This sample size was based on Morgan and Krecjie's (1975) table for determining the sample size of a given population.

Table 3.5 Sample size

Category	Sample	Percentage (%)
Employees	90	79.64%
Customers	23	20.35%
Total	113	**100**

3.5 Sampling procedure

I used simple random sampling technique in selection of the respondents, meaning that each and every individual had the same chance of being selected be it male or female. In this procedure, the

respondents were selected at random, and these respondents were identified according to their willingness and availability to take part in the study.

3.6 Data collection methods and instruments

3.6.1 Interview

I used interviews during research and this involved asking directly face to face the respondent and direct answers were given to the interviewer. Interview schedules were also used especially when I need more information from respondents from Hotel Africana if they are suspected to have more additional information relevant for the study.

3.6.2 Questionnaires

This method was conducted using self-administered questionnaires with both open ended questions and the closed-ended questions. In open-ended form, questionnaires will be used to get information from hotel guests, and staff from different departments of the hotel. Using open ended form, I asked questions relating to the study objectives which allowed the respondents to give as much information as possible. In close ended form, I used questionnaires to get all responses from the respondents. The respondents were determined and guided by the research questions to the respondents to avoid irrelevant information from the respondents.

This method was good especially when the respondents who tend to be busy doing their work and have little time to attend to external duty. I thus solved this by designing interview schedule to meet the respondents' time.

3.6.3 Observations

Here I was very sensitive in asking questions that seemed to annoy the respondents especially when the information asked is being observed. During the study I used naked eyes to observe theservices, facilities, and products of the area.

3.6.4 Documentary

In this method of data collection, I consulted other related literature in books, brochures, journals, newspapers with some articles of Hotel and customer care. Using documentary methods of data collection, the research will be able to collect a large amount of data previously collected by others and were not published. Through this method the information that has not been analyzed

will be analyzed, published and presented to schools, institutes, colleges and universities about the different service provisions to tourism in different locations.

3.6.5 Editing

Here I ensured that, all data is completed without any omissions, inconsistency and inaccuracy during the study. I needed to always check the responses to avoid ambiguity and vagueness to make sure they are meaningful for coding purposes. I also checked the questionnaires thoroughly from the beginning to the end making sure that, all questions relate to the expected response. Manual techniques were necessary for example, rectifying errors that were discovered.

3.7 Data processing and analysis

During data processing I collected information about the study objectives and he visited the library to read in different books while writing the information into text form. Quantitative and qualitative research design was used to analyze data. Finally, the data was encoded and edited for easy interpretation.

3.7.1 Tabulation

I had to put data into tabular form after coding them. The tally system marks was given, designating responses to their suitable codes. I then added the tally marks or scores under each category to establish the number of times each of the different answer was given to each category. This helped me to draw up a clear conclusion of the research findings.

3.7.2 Data analysis

Data analysis is generally used to show how significant the data collected is data that was analyzed using different tables and pie charts. I thus used qualitative methods summarizing the responses from the key information into tables, percentages and others. This was done manually because of varying responses whereas editing refers to the process of correcting errors from the respondents that was collected. Editing was done by checking in the questionnaires to eliminate errors and detect omissions to all the questionnaires the research focused on the information in the frequency tables to analyze and interpret the data.

3.8 Ethical consideration

I sought permission from the head of department tourism, Kampala University. An introductory letter was issued to the local council leader around the research area to allow me to go ahead with the research.

3.9 Limitations of the Study

I conducted the research under several constraints as follows;

One major constraint was the difficulty in convincing the hotel authority and other employees in the hotel to be interviewed and the anticipation is mainly because of the fear to expose their weaknesses to the competitors.

Most of the staff employees of hotel Africana might also be too busy to give substantial time to theresearcher to answer the questionnaires. I thus needed to plead with them to have them interviewed.

The respondents might also happen to lose and misplace the questionnaires and might notrespond them in time. This led me to move to the hotel severaltimes to get back the questionnaires and also other might be returned totally incomplete.

The time allocated to the study might not be sufficient, which limited theresearcher from carrying, out all in depth investigation of thesubject matter in order to meet the dateline for the research reportsubmission which is a pre-requisite for Graduation.

Lastly, financial insufficiency was also a major resource of hindrance for me to successfully conduct the whole research process.

CHAPTER FOUR

PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Descriptive characteristics of the respondents

This section presents the sample characteristics of the respondents such as; their gender, age ,marital status, level of education, department, length of service at the radio and others. The results are presented in Table form with generated respective frequencies and graphs.

4.1.1 Distribution of Respondents by Gender

Figure 4.2.1: Showing Sex of the Respondents
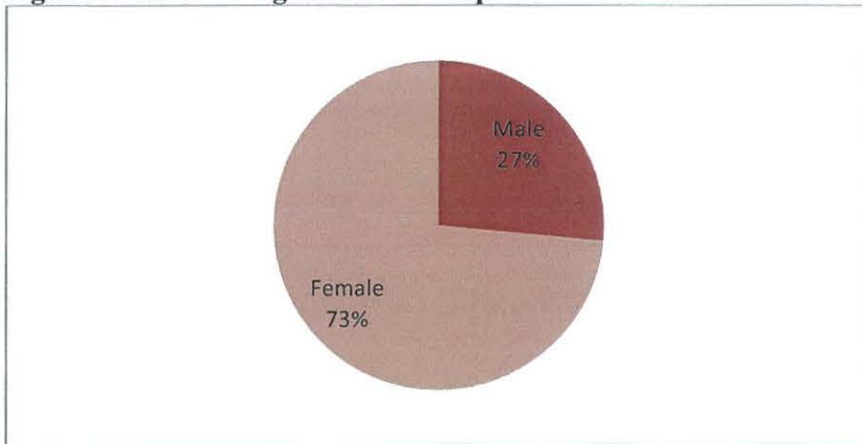
The results from Figure 2 above show that among the respondent interviewed the females dominated with a percentage rate of 73.54%, while the Males had the least response rate of 26.54%. This is because the Hotel afrricana is mostly dorminated by females almost in every department of the hotel like reception desk or front office, house keeping, food and beverage departments which females find easy to adopt to than the men. This was done to help me acquire relevant information or data about the research problem without bias, as illustrated from figure 1 below;

4.1.2 Age Distribution of Respondents

Table 4.1.2: Showing Respondents' Age Differences

Age range (years)	Frequency	Percentage (%)
21-30	57	50.44
31-40	35	30.97
41-50	16	14.15
51 and above	05	4.42
Total	113	100

From the above findings in the Table 3 above it-is-shown that majority of respondents were found to be in the age group between 21-30 years and this was at percentage response rate of 50.44%, followed by respondents in the age bracket of 31-40 years, at a response rate of 30.97%, while minority of the respondents were in the age brackets of 51 and above years, which was estimated at a response rate of 4.42% and these were followed by respondents in the age ranges of 41-50 which was at a percentage rate of 14.15% also among these included both employees and customers of the hotel. This therefore shows that the Hotel African is has able bodied, young and commited staff who have entirely demonstrated good good skills and abilities in improving the performance of the hotel through offering good services and satisfaction.

4.1.3 Marital Status of Respondents

Table 4.1.3: Distribution of Respondents by Marital Status of respondents

Status	Number of respondents (n=113)	Percentage
Married	13	11.51
Single	96	84.95
Divorced/separated	04	3.53
Total	113	100

The study also embarked on acquiring information concerning the marital status of all different customers and staff of Hotel Africana, and thus the findings show that majority of respondents were Single as stipulated with a percentage rate of 84.95%, followed by respondents who were Married at 11.51%, while the minority of respondents were divorced or separated at a response rate of 3.53%. It can therefore be deduced that although all marital status categories were represented, the singlerespondents dominated in the study. This is because the hotel is mainly

occupied by young and able bodied staff who can work for long, and who are not committed with family abligations and also to young and single girls to attract male clients.

4.1.4: Distribution of Respondents by Level of Education/Qualification

Table 4.1.4: Showing Respondents' Education

Qualification	Response	Percentage
Certificate	35	30.97
Diploma	64	56.63
Degree	14	12.38
Total	113	100

Table 4 above, shows that the majority of members interviewed and given questionnaires were Diploma holders and these were at a response rate of 56.63%, followed by other respondents who were Certificate holders and these were at 30.97% response rate, while the rest of the respondents from staff at the hotel had studied short courses in tourism and hotel management, catering and food production.

.

24

4.2 The customer care strategies used by Hotel Africana to improve its Performance in the hotel Industry

Figure 4.2 The customer care strategies used by Hotel Africana to improve its Performance in the hotel Industry
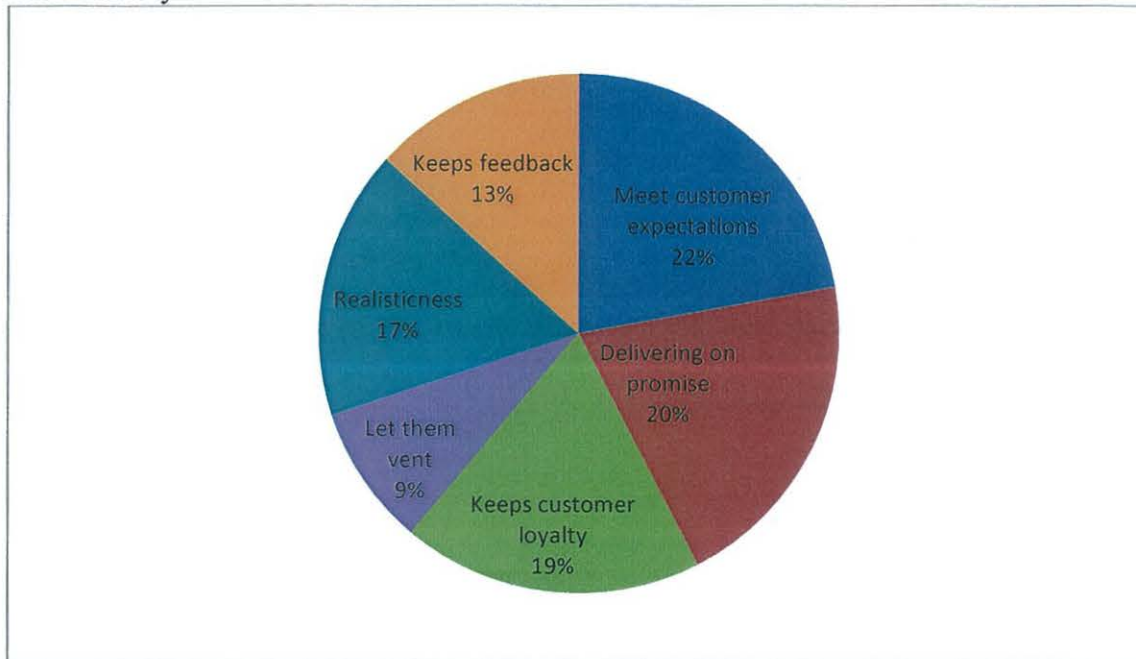
The reseearher emabked on establishing the factors that contribute to customer care in Hotel Africana to improve its Performance in the hotel Industry, and thus majorlity of respondents revealed that Meet customer expectations is a major care strategies used by the Hotel Africana to improve its performance and this was at 22.12% response rate, followed by Delivering on promise at 20.35%, while another group of respondents from both customers and staff of the hotel revealed to me that Keeping customer loyalty is also another customer care strategies used by the hotel and this was at 18.58% response rate, followed by Realisticness and Keeping feedback , which were also revealed as the customer care strategies used by the hotel to improve its performance and these were at 16.81% and 13.27% respectively. While minority of the respondents from hotel Africana suggesred that Let them vent was also a strategy utilized by the hotel to boost its performance and this was at 8.84%. This implies that Hotel Africana limitedmsolty embarks onb Meeting customer expectations, Delivering on promise and Keeps customer loyalty as its major strategies to compete effectively in uganda and the world at large in the hospitality industry .

4.3 Barriers to customer care in Hotel Africana Ltd

Figure 4.4 Barriers to customer care in Hotel Africana Ltd
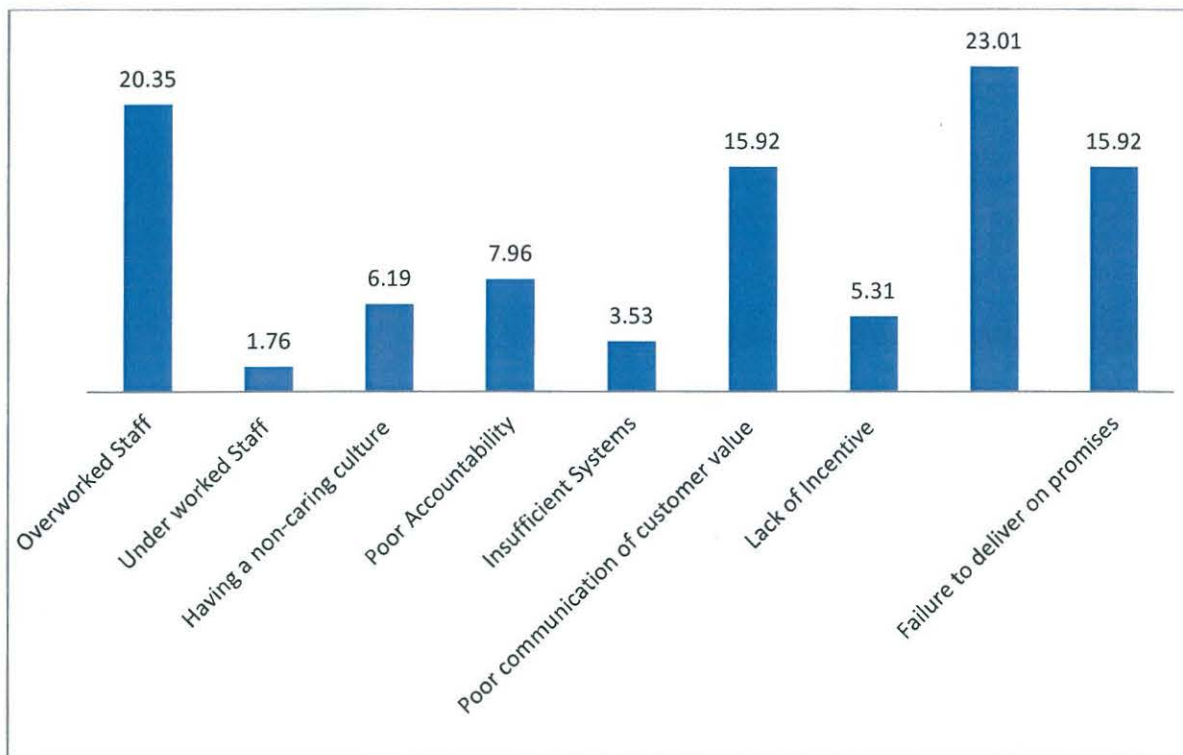
The findings on the barriers to customer in Hotel Africana revealed to us that lack of understanding about customer needs is major barrier to customer care in Hotel Africana ltd and this was at 23.01% response rate, followed by overworked Staff at the hotel which was at 20.35%. In the same scenario, anotrhe group of respondents from Hotel Africa also revealed to us that Failure to deliver on promises to customers and also Poor communication of customer value at the hotel are also other factors which hinder effective custome care at the hotel and both of them were at 15.92%. However, the smallest population from the respondents at the hotel suggested that Under worked Staff was the weakness barrier which hinder customer care in Hotel Africana Ltd and this was at 1.76%, followed by Insufficient Systems and Poor Accountability can also hinder effective customer care at the hotel and these were at 3.53% and 7.96% respectivel. Another respondets omr the hotel staff and custoimers revealed out that Having a non-caring culture was also a barrier and this was tat 6.19% followed by Poor Accountability at 7.96% and that these have also affected the smooth operation of the hotel, plus lack of incentives at 5.31%. This thus

26

implies that Under worked Staff ,Having a non-caring culture ,Poor Accountability and Insufficient Systems are the major Barriers to customer care in Hotel Africana Ltd in Kampala.

4.4 Benefits of customer care in Hotel Africana Ltd

Benefits	Frequency	Total
Positive word of mouth	43	38.05
Creates a competitive edge	40	35.39
Job satisfaction	29	25.66
Total	**113**	**100**

Lastly, the findings on the benefits of customer care services to Hotel Africana Ltd from both customer and staff of Hotel Africana, revealed that the majority of the respondents suggested that Positive word of mouthhas majorly benefited customer care services to Hotel Africana Ltd since the clients tend to praise the good services of the hotel to the outside world which puts the hotel in a competitive edge and this was at 38.0% followed by Creating a competitive edge was also revealed as another Benefit of customer care services to Hotel Africana Ltd and this was at 35.39% while the least response came from respondents who suggested that Job satisfaction is also a benefit of customer care services to Hotel Africana Ltd which was at ponly 25.66%. This therefore meant that Hotel Africana has majorly beenfited from its customer care services especially in terms of Positive word of mouth and Creates a competitive edge.

CHAPTER FIVE

DISCUSSION OF THE FINDINGS, CONCLUSIONS AND RECOMEMNDATIONS

5.1 Findings on the Demographic characteristics of respondents

Findings of the study revealed that among the respondent interviewed the females dominated with a percentage rate of 73.54%, while the Males had the least response rate of 26.54%. This is because the Hotel afrricana is mostly dorminated by females almost in every department of the hotel like reception desk or front office, house keeping, food and beverage departments which females find easy to adopt to than the men in uganda.

Findings of the study revealed that majority of respondents were found to be in the age group between 21-30 years and this was at percentage response rate of 50.44%, followed by respondents in the age bracket of 31-40 years, at a response rate of 30.97%. This therefore shows that the Hotel African is has able bodied, young and commited staff who have entirely demonstrated good good skills and abilities in improving the performance of the hotel through offering good services and satisfaction.

Findings of the study revealed that majority of respondents were Single as stipulated with a percentage rate of 84.95%, followed by respondents who were Married at 11.51%, while the minority of respondents were divorced or separated at a response rate of 3.53%. It can therefore be deduced that although all marital status categories were represented, the single respondents dominated in the study.

Findings of the study revealed that majority of members interviewed and given questionnaires were Diploma holders and these were at a response rate of 56.63%, followed by other respondents who were Certificate holders and these were at 30.97% response rate, while the rest of the respondents from staff at the hotel had studied short courses in tourism and hotel management, catering and food production.

28

5.2 Findings on the factors that contribute to customer care in Hotel Africana

The findings of the study revealed that meeting customer expectations is a major customer care strategies used by the Hotel Africana to improve its performance as cited by Boshoff, C. (2014). that Hotels normally employs a strategy of making sure that its meets its customers' expectations since satisfied customers are looking for a memorable experience and an energetic service, where it matters the most. Businesses need to be aware that it's becoming ever more popular for guests to leave a review of their experience on a number of feedback sites, whether their experience was a good or bad one.

Hospitality outlets need to me mindful of this as bad feedback can be extremely damaging, followed by Delivering on promise at as cited by (Gržinić, J, 2007) that Hotel Africana normally also uses a strategy keeping its offering deliveries basing on promises made to clients since any business needs to keep customers and clients happy, but in the hospitality industry it's so important to keep guests engaged in order for repeat business and for referral purposes. For the customer to return all you need to do is deliver what was promised, if you can exceed expectation where possible this is always a good tool to help gain referrals, while another group of respondents from both customers and staff of the hotel revealed to me that Keeping customer loyalty is also another customer care strategies used by the hotel as cited by Hanzaee K, Mirvaisi N., (2011), remember happy customers are loyal customers, thus Hotel Africana staff tends to go the extra mile by providing additional items where possible to all daily clients who visit the hotel, this always tends to impress them and make them come again any other time.This is because customers are the most important part of the business without them what would you have focus on them at all times and they will be happy.

This was followed by Realisticness and Keeping feedback , Hjalager, A. & Andersen,S.(2011), at the same time be understanding and allow them to get it off their chest to you, so they're not inclined to tell someone else. Try hard to fix the problem communication is key and remember keep calm and try to resolve the situation so the customer ultimately goes away happy. This implies that Hotel Africana limitedmsolty embarks onb Meeting customer expectations, Delivering on promise and Keeps customer loyalty as its major strategies to compete effectively in uganda and the world at large in the hospitality industry.

5.3 Findings on the barriers to customer care in Hotel Africana Ltd

The findings of the study revealed to us that lack of understanding about customer needs is major barrier to customer care in Hotel Africana ltd as cited by Taylor, S. A. (2014), once this gap is surfaced, management is faced with a lot of uncomfortable decisions about what to change. Reliable information can lead to meaningful innovation that will find greater customer acceptance and market success, and thus Information leads to the realization that there is a gap between what your company is doing and what your customers are experiencing, followed by overworked Staff as cited by (Parks, S.C. 2013) that overworked staff can be the result of understaffing, layoffs, rapid growth or assigning too many tasks to too few people.

The result is that your staff will quickly lose their energy. Those that don't will be stretched too thin and no single client will appear as a priority to them. In the same scenario, anotrhe group of respondents from Hotel Africa also revealed to us that Failure to deliver on promises to customers and also Poor communication of customer value at the hotel are also other factors which hinder effective custome care at the hotel as cited by(Al- Rousan, M. Ramzi and Mohammed M. 2010), customer satisfaction is the responsibility of everybody in the organisation; from the Manager to the cleaner. All staff members must always be reminded of how valuable customers are, so your staff knows how to treat clients in the appropriate and valued manner. However, the smallest population from the respondents at the hotel suggested that Under worked Staff was the weakness barrier which hinder customer care in Hotel Africana Ltd as cited by Chavan, R. B. (2013) that the exact opposite can have a similar effect on customer service. If your staff is under worked, they will feel less challenged, under-appreciated and unimportant.

Work has a habit of expanding to fit whatever timeframe is allotted. Calif. DHS. (2007) followed by Insufficient Systems and Poor Accountability can also hinder effective customer care at the hotel as cited by Iddrisu, A. M. (2011), if the systems used in working with clients perform poorly, are slow, contain insufficient data or doesn't track your client data appropriately, there will always be problem. Customers will get frustrated very quickly if the turn around time is long. Kumar, R. S. (2009). Another respondets omr the hotel staff and custoimers revealed out that Having a non-caring culture was also a barr'er this is because This culture prevents your staff from caring enough about your customers to make them happy. Customers are not a priority, and the repercussions of an unhappy client are not apparent to them.The workplace culture can have a

30

substantial effect on how customer service cases are handled. If the workplace climate is one where customers are not cared for, where staff doesn't care about their work, or if the environment is not empowering, your staff will under-deliver whenever presented with a customer service case. Coyne, K. (2009)

This was followed by Poor Accountability as cited by Akbar, M.M. and Parvez, N. (2009) that If the staff is not held accountable for customer service, there is no reason for the staff to try harder to make sure customers are happy. Your staff can always place the blame elsewhere and know they can never get in trouble for letting a customer leave unhappy and that these have also affected the smooth operation of the hotel, plus lack of incentives as cited by (Bowen, T.A. and Brown, S.W. 2011, that Appropriate incentive to staff who give clients outstanding service. If they are not motivated, they have no reason to go that extra mile for your customers. Provide rewards, both monetary and non-monetary to ensure your staff is motivated and empowered enough to want to service your clients to the best of their abilities.

5.4 Benefits of customer care in Hotel Africana Ltd

The findings show that majority of the respondents suggest that Positive word of mouth has majorly benefited customer care services to Hotel Africana Ltd since the clients tend to praise the good services of the hotel to the outside world which puts the hotel in a competitive edge as cited by Bloemer, J. M. M., & Kasper, H. D. P. (2005), that that its Creates a competitive edge: excellent customer care offers a much greater competitive edge than competitors largely because positive service differentiation entails improving all the people aspect of business like training, and motivation which are all difficult to copy and achieve, followed by Creating a competitive edge was also revealed as another Benefit of customer care services to Hotel Africana Ltd a while Job satisfaction is also a benefit of customer care services to Hotel Africana Ltd as cited by Brady, M. K., J. J. Cronin. (2011), that a pleasant and conducive atmosphere emanating from good customer care will not only result into improved moral commitments but also improved customer satisfaction hence fewer complaints. Good customer care would reduce labour turn over.

5.5 Conclusions

Based on the empirical findings from the study, it is concluded that, respondents argued that customer care service at Hotel Africana increased the passion to deliver and win. This was obvious from the fact that the Hotel has been able to offer different products and services that are

unique on a world class. Also, customer care provision has contributed to the organisational profitability and financial performance from the fact that the hotel has managed to attract large number of visitors especially tourists from different parts of the world who flood in to explore the nature, wild life and mountainous peaks of rwenzori. onetheless, customer service provision at Hotel Africana has built job confidence among employees from the fact that employees have been undertaking on-the-job training on customer care service skills something that has facilitated smooth running of the organisation and reducing complaints from customers.

Furthermore, majority of respondents agreed that the extent to which customer care mechanisms and strategies implementation at Hotel Africana was termed as very good. This has been so from the fact that employees perceived the strategies as a tool to raise their customers' satisfaction and hotel performance. Those who were trained, utilized well their knowledge and skills to attain work performance something that was interpreted by those provided with the services as very good, but requiring some improvements because of some reasons to fulfill their obligations for the enhancement of services. All these conclusions are in line with the theories reviewed that create an environment for the organisation to benefit and carter for customer service.

Moreover, respondents stated that the available mechanisms and strategies at Hotel Africana include strengthening the capacity to follow-up cases of unfair treatment of customers and making customers to comment on the employees' services. The strategies put by the organisation have enabled it to introduce the feedback mechanism that ensures that customers get feedback on the query lodged and escalation where necessary.

5.6 Recommendations

i). For the case of overworked staff at the hotel, hotel African should consider employing new able bodied and experienced staff to cater for too many tasks being assigned to the a small number of employees of the hotel.

ii). The management of hotel Africana ltd should also consider making the working environment empowering to boost them and gain a feeling of caring about their customers and thus make them happy.

iii). For the case of insufficient systems, the hotel management should consider installing upto date systems especially those working with clients. This will thus make them faster, and make them contain enough date to handle different tasks.

iv). The management of the hotel should consider promoting effective communication of customer value and thus it should always remind all its staff members about how valuable the customers are and ths staff should know how to treat clients.

v). For the problem of lack of incentives, the hotel management should always motivate their employee staff so as to influence them to go that extra mile for their customers, and thus they should always provide rewards, both monetary and non-monetary to ensure its staff is motivated and empowered.

vi). For the case of lack of understanding about customer needs, the hotel management should always make sure that there is availability of data to ensure that there its easy to make claims that the hotel is customer centric.

vii). The should cater for the problem of failure to deliver on promise thus the hotel must always make sure that its marketing claims are aligned how the customer really sees the hotel.

viii). The hotel should treat its employees as internal customers , thus enhancing their needs and wants which could enable it to compete well with other compeititors both locally and east Africa at large.

ix). Training of employees was found to enhance performance at Hotel Africana. It is recommended that improvements need to be done to enable up-to-date technology for customer service provision.

x). The hotel should arrange and present streamlined hotel guides who are more knowledgeable about the hotel. When a few of the hotel guides were asked about the hotel, they were only conversant with the dining and resting rooms avenues. This is a limitation to Hotel Africana Ltd.

xi). The complaints of the customers should be highly regarded. A customer complaint desk should be established. The hotel will then be more open to external ideas if they handle the ideas.

xii). As the core focus of Hotel Africana Ltd.is the customer satisfaction. The management of the hotel should involve the customers while designing the customer care policies.

vii) The employees of Sheraton should be involved in the designing of the customer care policies as their creativity will be tapped and more ideas will be sprought up.

viii) Available mechanisms and strategies at Hotel Africana strengthened the capacity to follow-up cases of unfair treatment of customers and making customers to comment on the employees' services. It is recommended that knowledge provision among customers is necessary to enable them corporate without hesitations when unfair treatment of customers occurs.

5.7 Areas of further research

The study focused on the assessment of the impact of customer care on organisation performance. It is recommended that further studies be done on the following issues;

i) What is the perception of Hotel Africana employees regarding customer service provided to customers?

ii) To what extent have Hotel Africana management been able to address customer service provision to win its competitors?

REFERENCES

Archer, N.P., G.O. Wesolowsky. (2006). Consumer Response to Service and Product Quality: A Study of Motor Vehicle Owners. Journal of Operations Management, 14(2) 103-118. Beverly

K.K., Diane M. Strong, and Richard, Y.W., (2012). Information Quality Benchmarks: Product and Service Performance. Communications of the ACM, Vol. 45, No. 4ve

Bowen, J.T. and Chen, S. (2011). The relationship between customer loyalty and customer satisfaction International. Journal of Contemporary Hospitality Management 13/5

Bastos, J A.R., and Gallego, P.M (2008). Pharmacies Customer Satisfaction and Loyalty: A Framework Analysis. Journal of Marketing. Universidad de Salamanca

Bloemer, J. M. M., & Kasper, H. D. P. (2005). The complex relationship between consumer satisfaction and brand loyalty. Journal of Economic Psychology, 16, 311-329.

Brady, M. K., J. J. Cronin. (2011). Some New Thoughts on Conceptualizing Perceived Service Quality: A Hierarchical Approach. Journal of Marketing 65(3) 34-49.

Butscher S. A. (2009). Using pricing to increase customer loyalty. The Journal of Professional Pricing, 8(1), 29-32

Back, K., Parks, S.C. (2013). A brand loyalty model involving cognitive, affective and conative brand loyalty and customer satisfaction. Journal of hospitality and tourism research, 27 (4), 419-435

Ball, S.J, Auh, S. and Smalley, K. (2004). Customer relationship dynamics: service quality and customer loyalty in the context of varying levels of customer expertise and switching costs. Journal of the Academy of Marketing Science, Vol. 33, pp. 169-83.

Chavan, R. B. (2013). Manual on Quality Assurance for Khadi. Mahatma Gandhi Institute of Rural Industrialization a Collaborative Project of KVIC & IITD Chai, K.H; Ding, Y. and Xing,

Calif. DHS. (2007). "Waste audit study: Automotive repairs". Prepared by Wesley M. Toy, P.E. Saratoga, Calif., for the California Department of Health Services, Toxic Substances Control Division, Alternative Technology Section. May 1987, pp.131-142

Coyne, K. (2009). Beyond service fads meaningful strategies for the real world. Sloan Management Review. Vol. 30, pp. 69-76. Dean, A.M. (2007). "The impact of the customer orientation of call center employees on customers" affective commitment and loyalty". Journal of Service Research, Vol. 10 No. 2, pp. 161-73. *The Special Issue on Behavioral and Social Science* © *Centre for Promoting Ideas, USA www.ijhssnet.com* 260

Akbar, M.M. and Parvez, N. (2009). Impact of customer care, Trust and Customer Satisfaction onCustomer Loyalty. ABAC Journal Vol. 29, No. 1, pp. 24-38.

Al- Rousan, M. Ramzi and Mohammed M. (2010). Customer Loyalty and the Impacts of Service Quality:The Case of Five Star Hotels in Jordan. International Journal of Human and Social Sciences. 5:13

Bowen, T.A. and Brown, S.W. (2011). Advances in Services Marketing and Management. Vol. 3, JAIPress, Greenwich, CT, pp. 1-6

Caruana, A., Money, A. H. and Berthon, P.R. (2000). Service Quality and Satisfaction- the ModeratingRole of Value. European Journal of Marketing, *34*(11/12), 1338-1352.

Cronin, J. Jr. and Taylor, S. A. (2014). ͻERVPERF versus SERVQUAL; Reconciling Performance-Basedand Perception-Minus-Expectations. Measurement of Service Quality. Journal of Marketing, Vol. 58,No. 1, pp. 125-31.

Garvin, D. A. (1989). Quality in Manufacturing and Service. www.flexystudy.com/catalog/schpdf.cfm.April, 2013.

Geronikolas, N. (2012). Customer Defects in the Hotel Industry: The Five (5) Most Common FactorsDriving Business Away. Hub Pages Inc.

Ghana Tourist Board, (2005). New Harmonized Standards for Accommodation and Catering Establishments in Ghana. Printed by Aubyn Press Limited, Osu.

Iddrisu, A. M. (2011). Service Quality and Customer Loyalty: The Case of the Mobile TelecommunicationIndusty in Ghana. KNUST Space. Institutional Repository for KNUST.

Kerlinger, F. N. (1973). Foundation of Behavioral Research. New York; Holt Rienehart and Winston. N. Y.

Kotler, P. and Gertner, D. (2002). Country as Brand, Product and Beyond: A Place Marketing and BrandManagement Perspective. Journal of Brand Management. Vol. 4, pp249-261 (13).

Kumar, R. S. (2009). Consumer Behaviour and Branding-Concepts, Readings and Cases. DorlingKindersley (India) Pvt.

Kumar, R. S. and Advani J.Y. (2009). Factors Affecting Branding Loyalty: A study in an Emerging Marketon Fast Moving Consumer Goods. Indian Institute of Management Bangalore.

Lacobucci, D., Grayson, K.A. and Omstrom, A.L. (1994). The Calculus of Service Quality and CustomerSatisfaction: Theoretical and Empirical Differentiation and Integration.

Swartz.Lam, Y. S., Shankar, M. K. E., and Murthy B. (2009). Customer Value, Satisfaction, Loyalty andSwitching Cost: An Illustration from Business- to – Business Service Context. Sage Publications,DO1:10.1177 /009207030426.

Lam, R. and Burton, S. (2006). SME Banking Loyalty (and Disloyalty): A Qualitative Study in Hong

Kong. International Journal of Bank Marketing, Vol. 24 Issue:1, pp37-52.

Lovelock, C. and Wirtz, J. (2010). Services Marketing. 7th edition. Prentice Hall.

Lovelock, C. and Wirtz, J. (2004). Services Marketing-People, Technology, Strategy. 5th edition. PrenticeHall.Mukherjee, P. (2009). Budget Speech 2009-10.

.

Munusamy, J., Chelliah S. and Mun, H. W. (2010). International Journal of Innovation, Management andTechnology. Vol. 1, No. 4, page 399.

Oliver, R.L., Rust, R.T. and Varki, S. (1997). Customer Delight: Foundations, Findings and ManagerialInsight. Journal of Retailing, 73 (3), 311-336

Parasuraman, A. Zeithaml, V. A., Malhotra, and Arvind (2005). E-S-QUAL: A Multiple-Item Scale forAssessing Electronic Service Quality; Journal of Service Research, Vol. 7, No. 3, pp. 213-233.

Parasuraman, A., Zeithaml, V.A. and Berry, L.L. (1985). A Conceptual Model of Service Quality and itsImplications for Future Research. Journal of Marketing, Vol. 49, Fall, pp. 41-50.

Parasuraman, A. Zeithaml, V.A. and Berry, L.L. (1988). The Theory of the Determinant of PerceivedQuality. The Measurement Model.

Penang, B. and Kheng, L.L. (2010). The Impact of Service Quality on Customer Loyalty: A study of Banksin Penang, Malaysia. Journal of Marketing (206) Vol.2, Issue 2.Publisher: ICFAI University Press, pp.57-66.

Reichheld, F.F. and Sasser, W.E. Jr. (1990). Zero Defections: Quality Comes to Service. Harvard BusinessReview, September-October, pp. 105-11.

Sivadas, E. and Baker-Prewitt, J.L. (2000). An Examination of the Relationship between Service Quality,Customer Satisfaction and Store Loyalty. International Journal of Retail and DistributionManagement. 28(2/3) Pp. 73-82.

Storbacka, K. and Lehtinen, J. (2001). Customer Relationship Management. Creating CompetitiveAdvantage through Win-Win Relationship Strategy. Mc Graw-Hill.

Storbacka, K., Strandvik, T. and Gronroos, C. (1994). Managing Customer Relationships for Profit;The Dynamics of Relationship Quality, International Journal of Service Industry Management, Vol. 5,No. 5, pp.21-38.

Suman, M. and Garg, R. (2012). Consumer Perception Towards Quality of Financial Services. Urban vs.Rural Perspective.

United States Central Intelligence Agency (1990). World Fact Book for 1998.

Archive.org/stream/the1990ciaworldf00014gut/world98.txt

Wiele, T. V., Boselie P. and Hesselink, M. (2002). Empirical Evidence for the Relationship betweenCustomer Satisfaction and Business Performance. Managing Service Quality, Vol. 12, Issue: 3. Pp184-193.

Wong, C. B. (2005). The Influence of Customer Satisfaction and Switching Cost on Customer Retention: ASurvey of Retail Internet Banking Users in Hong Kong. University of South Australia, 2004.

Zeithaml, V. A. and Bitner J. M., (2003). Services Marketing. Integrating Customer Focus. Mc Graw-Hill.

APPENDICES

APPENDIX I: QUESTIONNAIRES

Dear respondent;

I am **MIREMBE GRACE, Reg No. BTM/43364/143/DU,** a student at Kampala International University carrying out a Research on *"impact of customer care on organisation performance in the hotel industry. a case study of Hotel Africana".*

You are kindly requested to spare a few minutes and fill this questionnaire. This research is purely academic and any information provided will be treated with at most confidentiality. Thank you for your cooperation.

SECTION A: STAFF OF HOTEL AFRICANA

Please tick where applicable.

1. what is your gender
   - i.   Male   ☐
   - ii. Female   ☐

2. Which age bracket do you belong?
   - i.   20 – 29   ☐
   - ii. 30 – 39   ☐
   - iii. 40 – 49   ☐
   - iv. 50 and above   ☐

3. Which is your highest level of education?
   - i.   Certificate   ☐
   - ii. Diploma   ☐
   - iii. Degree   ☐
   - iv. Masters   ☐
   - v.   Others specify

4. What is your marital status
   - i.   Married   ☐
   - ii. Not married   ☐

5. What is your religion?

i. Christian ☐

ii. Muslim ☐

iii. Others(specify) ☐

6. For how long have you worked with Hotel Africana?

i. 0-5 years ☐

ii. 6-10 years ☐

iii. 11 years and above ☐

7. Which of the following categories of employees do you belong?

i. Top management ☐

ii. Middle level managers ☐

iii. operational staff ☐

B. Customer care services (Activities)

8. List the customer services offered by Hotel Africana

....

....

....

....

9. Are there strategies in Hotel Africana aimed at giving customers more satisfaction?

i. Yes ☐

ii. No ☐

iii. Not sure ☐

9. If yes, what are the strategies used by Hotel Africana to increase customer satisfaction?

....

....

10. How do you explain customer care services of Hotel Africana?

i.	Very poor	☐
ii.	Poor	☐
iii.	Good	☐
iv.	Very good	☐
v.	Not sure	☐

11. Briefly support your answer in (11.) above.

....
....
....
....

12. What do you think needs to be done to improve the effectiveness of the hotel's customer service?

....
....
....
....

13. Has the hotel put emphasis on training employees on the importance of customer care services?

i.	Yes	☐
ii.	No	☐
iii.	Not sure	☐

14. Do you think that your customers are satisfied with the services you offer to them and why?

....
....
....
....

15. What is your opinion concerning the following questions?

Statement	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
There are reliable services in Hotel Africana					
Hotel Africana has tight security					
The hotel has enough parking space to accommodate all customers					
The hotel offers front desk services					
Hotel Africana offers customer allowances.					
Hotel Africana bases on honesty as its business priorities					
Hotel Africana staff has good attitude towards satisfying its customers					
Hotel African limited also considers time conscioness develirng its services					
The hotel offers Quick and effiecient transport services					

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

   i.   Yes   ☐
  ii.   No   ☐

B ,Give reasons for your answer (15.) above.

……………………………………………………………………………………

43

SECTION B: STRATEGIES USED BY HOTEL AFRICANA TO IMPROVE ITS

PERFORMANCES IN THE HOTEL INDUSTRY

Strategies	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
Meeting customer expeactions					
Dlievring on promises					
Keeping customer loyaloty					
Let them vent					
Realisticness					
Keeping feedback					

SECTION D: BARRIERS TO CUSTOMER CARE IN HOTEL AFRICANA

Statement	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
Overworked staff					
Underworked staff					
Having a Non-caring culture					
Poor accountability					
Insufficient systems					
Communication of customer value					
Lack of incentives					
Lack of understanding about customer needs					
Failure to deliver on promise					

SECTION C: BENEFITS OF CUSTOMER SERVICES TO HOTEL AFRICANA LTD

Statement	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
Positive Word Of Mouth					
Creates a competitive edge					
Job satisfaction					

THANK YOU

.