RELATIONSHIP BETWEEN WORK ANALYSIS AND DESIGN AND SERVICE QUALITY: THE CASE OF HOTELS IN KENYA

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DECLARATION

This Project Research is my original work and has never been presented for a Degree or

any other award in any other University.

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D61/75956/2012

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

This research project report has been submitted for examination with my approval as

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

ACKNOWLEDGEMENTS

DEDICATION

This Research Report is dedicated to my parents Professor Helen Njeri Njenga and the Late Stalin Njenga Ngarama who showed me and lived practically the virtues of humility, sacrifice and hard work. My siblings Rinje Njenga, Njuni Kinuthia, and Kaara Kiragu who always believed in me and for their support and encouragement throughout the program.

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ABSTRACT

The purpose of the study was to establish the impact Work analysis & Design has on Service Quality in hotels by examining the relationship between Work Analysis & Design through specific objectives. The objectives of the study were determine the roles of physical facilities, professional Judgment and behavioural aspects in operation activities that influence excellent productivity while including variable such as ergonomics and training.

The study utilized descriptive research design to quantify the primary data where structures questionnaires where used to collect data from participants in hotels. As a result this study revealed that the hotel's operating activities heavy relies on physical facilities, professional judgment, behavioural aspects, ergonomic and training to influence quality service.

The operating activities in the hotels should be structured to meet expectation as customers and employees changes over time to allow them to remain competitive in the industry. The management should consider involving the other staff in the drafting of the strategies and design acceptable work procedures for effective and efficient quality service. This ensures that all the staff are involved in ensuring that better performance results are achieved.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Total quality management is considered strategic, tactical and operational tool in quality management research field which hotels need to embrace for changes in the competitive environment to gain an edge in the service sector (Talib, 2010). Service as a process that involves numerous activities which are more or less intangible in the interaction between clients and service operators (Gronroos, 2004). Due to the intangibility of services that cannot be restocked, preserved, resolded or returned good service climate is crucial for quality management in excellent service provisions. Service climate is employees' perception of the practices, procedures and behaviours that get rewarded, supported and expected with regard to customer service and customer service quality (Schneider et al, 1998). This provide a ground for hotels to cater for internal and external customers which assist in moulding the consensual belief among employees as well as customers communicated through organizational policies, procedures and practices that are generally accepted(Jong et al, 2004).

Cult of ineffectiveness is defined as a set of existing commonly held beliefs on how to manage operations which are often the source of problems and non- success in existing work system (Glover,1988).Functional and technical quality activities are generally influenced by operating activities passed through habits, attitudes, practices and values generally communicated by management. These teachings for employees are communicated via on-training methods through various ways like experience, mentorship programs, training and development program, observation, intuition and academic

institution (Glover, 1988). Monitoring and evaluation allows management to observe the activities providing them with the opportunity to come up with good and effective program of activities and practices to correct flaws in the processes. Therefore, hotels can easily manipulate the current system through work analysis & design which is easily adapted in the current competitive environment it operates in ensuring good service quality, thus allowing them to remain competitive in the market.

1.1.1 Work Analysis and Design

Work analysis and design as a program of continuing effort to increase the effectiveness of a work system incorporated in operating practices to achieve effective and efficient operation activities (Kazarian, 1979). This ensures for proper diagnosis of an existing system for improvement of inefficient and ineffective ones which assist in the attainment of service delivery process for quality service.

Existing work systems in hotels are a result of the implementation of operation strategies set by management based on the current technology being utilized. Factors such as professional judgement and personnel, physical facilities and process, and behavioural aspects often affect productivity. (Wheelen and Hunger, 2005) recognises that there should be right mixes which provide quality service such the appropriate mix of technology, support staff and professional. This will address the operational capabilities of the hotel corporation which translates in improved productivity in service delivery.

Development methodology proposes requirement analysis, knowledge analysis, system development and system assessment may be used to produce quality service ensuring excellent performances and results (Hope & Wild, 1994). Change is necessary to grow and be successful, thus organization undergo process reengineering to adapt to changing environment within and outside the organization. However, this change possesses threats to existing organization as it creates newness to the organization resulting to high risk of failure in their operation due poor and slow response from the internal and external, opportunities and threats, (Mellahi & Wilkinson, 2008). This may be due to existing work systems and adaptability of the employees.

For improved service quality with the rapid changes in customers' expectation, team work is necessary to have an encouraging effect on the attitude of the consumer to future value transaction, (Chen 2008; Lin 2007). Managers need to develop a program to meet the customers' needs based on the following four aspects to enhance service quality: Service delivery, Hotels employees, Guest amenities and surroundings and Prestige (Narangajavana & Hu, 2008).

1.1.2 Service Quality

Service quality is considered to be the life of the hotel, and the core of service management, therefore programmed service standardization ensures: Service quality standardization, Service method standardization and Service process standardization, (Min & Min, 1996; Chen 2008). Hotel practices that meet service standards may allow the facilitation of accomplishing the expectations of the customers through changes in the

systems status quo, preventing expensive means of gaining new customers rather than maintaining the same ones, (Schneider, 1990; Ram et al, 2011).

In the service industry, customer satisfaction is the ultimate goal of the service providers. For this reason, hotels should ensure that their services are excellent to generate revenue from customer retention. However, quality service may hinder revenue thus (Narangajavan and Hu, 2008), notes that hotels can generate much revenue from improving their service related facilities via service production, error free delivery, upgrading guest facilities and augmenting prestige of the hotel. Many organizations seek quality improvements systems for competitive advantages, (Hope & Wild, 1994).

The hotel industry is highly competitive thus much pressure is put in the adoption of standardized management system, for good quality service based on the appropriate programme to implement to work with such issue, (Alonso-Almeida & Rodriguez-Aton , 2011;Narangajavana & Hu, 2008). Developing countries use copied performance measurement systems from developed countries. This is due to the absence of the appropriate management structure and abilities, thus there is the adoption of existing work systems without considering the present conditions in developing countries (De Waal, 2007). Hotel manager should critically and timely identify customer expectations to improve the service quality accordingly, thus continual use of existing work systems in their operation activities which may result to loss of revenue in the hotel thus losing their completive edge and global market positioning (Chen, 2008).

Numerous hotel emphasis on total sales, profit margins and turnover with little effort on non-financial determinant dimensions such as organizational flexibility, resource utilization, technology, service quality and customer satisfaction. The research recognized the importance of non-financial determinants dimensions, which are linked to financial determinants dimensions for organizational effectiveness, thus adopting them in the hotel sector will be useful for performance appraisal and increased productivity (Atkinson and Brander-Brown, 2001).

1.1.3 Work Analysis and Design and Service Quality

Service delivery is cycle process that keeps going on for effective service quality where analysis of the chain of activities is necessary to micro and macro manage the operation activities. Thus, developing this assists management to better understand customer experience and evaluate service processes to allow firms undertake service delivery design. Work analysis & design via blueprinting is an efficient technique used to show many levels of analysis that aide in the facilitation designing of a system based on speculative environment in the market that allow organization to produce excellent service quality (Bitner, 2007).

Effectiveness is necessary for good service delivery through reduction of errors to increase work activities coordination and performance of employees. This enables management to utilize work analysis & design to reliably improve on the operation work activities and processes to increase the coordination and interaction of employees for information among team members (Robertson, 2007). Personal interaction between

customers and employees is paramount that cannot be replicated unlike equipment and facilities in the hotels. Management need to establish a relationship with employees to be in a better position to make changes to improve employees practices to reduce labour which affects productivity. This may contribute to a high quality working environment that may lead to satisfaction and improve the attitude of the employees (Kungu, 2013).

1.1.4 Hotel Industry in Kenya

The construction of the railway line and trading activities at the coast brought about the beginning of hospitality where there was provision of catering services with the first establishment of the Grand hotel of Mombasa on the present site of Manor hotel (Wangui, 2013). This industry has grown with the presence of about 500 hotels in Kenya that provide a diverse range of accommodation that meets the customers' expectation (Kenya space, 2008). Kenyan hotels range from small town hotels, star classified hotels, lodges and tented lodges where they are classified in 5star, 4 star and 3 star categorises based on the criteria. This provides the tourists and customers with information on what to expect from the facilities in the hotel. (Hotel and Restaurant act, 2009).

Tourism is one of the revenue contributors in the Kenyan economy that allows for growth in `infrastructure in the hotel industry. This brings a positive correlation between the hotel industry and tourism (Mutindi et al, 2013). Performance in hotels is crucial due to service delivery, however the hotel industry is young in Kenya thus attaining the international standards is difficult to attain due to globalization and internationalization (Wadongo et al, 2010; Mutindi et al, 2013).

Organizational practices are key to positive outcome in service delivery which may often face difficulties. In the last two decades, the hotel industry performed poorly in organizational practices resulting to a decrease in profit (Mutindi et al, 2013). The hotel industry position in Kenya fell as well as the income thus leading poor infrastructure, security, loss of staff. Hospitality Institutions such as Utalii have come up to fill cater for the right hotel training, globalization and internationalization has seen the new institutions enter the market to provide various levels of education in hospitality. The academic qualifications of employees in the hospitality industry are 75.2% four-year diploma and 25.8% three year diploma with few holding degree and masters in hotel management (Mutindi et al, 2013;Wadongo et al, 2010).

The external environment in the hospitality industry in Kenya has changed because of paradigm shift resulting to a dynamism environment, thus management face the task of meeting customer demand, complicated service technologies and production processes (Mutindi et al, 2013). This shift in hotels has brought about competition, socio-cultural, technological changes and economic changes (Kamau, 2008).

1.2 Research Problem

They are advanced technologies utilised in hotels globally for service quality in the market, however Kenyan hotel face the daunting tasks of maintaining and competing in this market due to changes in the paradigm shift in production process (Mutindi et al, 2013). Upcoming scientific methods and techniques and right level of modernization may

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not be readily accepted in operation activities mainly due to the current organization culture, skills and experience and the academic qualification of the employees in the industry (Wadongo et al, 2010). This has greatly contributed to the decline of sales threatening the existence of hotels which largely depends on local and international tourism (Oketch et al, 2010).

Orientation is an important mechanism for on-site training in organization. However, it is a fact that there is an increase of trailing method of orientation where older employees offer training for new employees rather than managers themselves. This creates problems as new employees experience the organization standards from other employees' point of view (Glover, 1988). Employees will not operate with the intended accepted behaviour as dictated by management hindering growth of the individuals and the organization. This will affect their competencies, knowledge, attitudes and socialization in relation to service delivery process to customers in the confinement of the physical facilities. This is a negative mechanism for the organization as manager input will not be communicated that may result to gradual solving of existing problems via new employees and introducing an improved system (Haywood, 1988).

Service quality in 5-star hotels in Kenya face challenges of high expectations amongst the customers. There is a variation in the perception of customers and manager whereby there is fall in identification of customers' expectation as identified by managers thus not meeting customers' expectation with a mean gap score of -0.29 - 0.83 and standard deviation of -0.0059 - 0.1585. The variables in the study were classified from the highest

to the lowest in the following: empathy, assurance, tangibles, responsiveness and reliability where employee reliability and responsiveness ranked lowest in the service dimensions (Kiange, 2011). This research illustrates the gap in service delivery process that customers face that will proves the ineffectiveness and inefficient of practices in the organization.

Arising from the above arguments, work analysis and design play key roles for employees in achieving high performance in service delivery to attain service quality which has proven difficult and challenging. For this reason, the study looks into the adoption of work analysis and design in service quality in the hotel industry in Kenya. Specifically, it seeks to answer the following questions:

What is the relationship between physical facilities, work processes, and service quality?

What impact does professional judgement have on service quality?

What is the relationship between behavioural aspects and service quality?

1.3 Main Research Objective

To establish the relationship between Work Analysis and Design and Service Quality.

1.4 Specific Objectives of the Study

The specific objectives of the study are:

   (i). To establish the relationship between physical facilities and work processes, and service quality.

   (ii). To identify the influence of professional judgement on service quality.

(iii). To determine the link between employee behavioural and service quality.

1.5 Value of the Study

The research will provide insight to operations of the various departments within the hotel where management would benefit from existing work system as there is an increase operations where proper planning and work assignments scheduling is implemented.

The research may provide management with information in regards to areas that may be used for further research and development to create strategies that will be benefit hotels in Kenya.

The research will provide a link between organization operations and educational research studies which academicians can relate to in existing work systems in hotel organization. Thus, they are aware of the challenges face in hotels allowing provision for solution to the challenges improving productivity. The research findings will also add into the existing body of knowledge in the academic field while at the same time assist future researchers interested in identifying the research gap in the field of work analysis and design.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The purpose of this chapter is to present work analysis and design in hotels, which is instrumental to service quality. The review will discuss the aspects of work analysis and design to broaden understanding of this research.

2.2 Theoretical Foundation of the Study

Kazarian (1979) states Frank Gilbreths developed the concept of motion and micro motion and Allen H.Moganson further developed the concept of motion and time study where there are five identifiable characteristics of easy movement that are divided into the following: use of human body, design and layout of the workplace and design of tools and equipment. Employees working in an environment with high repetitive movements in service delivery results to simultaneous, symmetrical, natural, rhythmical and habitual movements which are evident in their actions.

Monitoring and evaluation practices are employed by management in work processes to follow the flow of activities in the organization. Unlike production process which are generally easy to monitor due to its tangibility, service delivery processes are fairly difficult to monitor due it intangibility in hospitality industry. In recent years, monitoring and evaluation in service have provided service providers with the following advantages: assist in solving problems, identifies failure points in service operations and precision in services (Bitner et al, 1997).This provides opportunities for managers to critically

analyses the work procedures identifying the problems in the organization to improve and introduce better work systems (Kazarian, 1979).

Service blueprinting as a process control techniques has enabled respective managers from various service providers to implement the ideal organization structure where expectation and responsibilities of external and internal customers are out-layed (Bitner et al, 1997). Work analysis and design uses this foundation to examine the impact its impact on service quality via attributes observed and identified in hotels.

2.3 Work Analysis and Design Components

Work Analysis and Design works with different components, which facilitate the implementation of the program. Physical facilities, Professional judgment and behavioural aspects form the basis for this endeavor (Haywood- Farmer, 1988).

2.3.1 Physical facilities

The appearance of the facility either attracts or rebel customer, thus development of modern facilities ensure excellent quality service that meets expected demands (Bonn et al,2007;Law &Yip, 2010). The atmospheric within in and around the facility should create an ambiance that has a positive lasting memory, therefore managers should have an appealing interior design with the right atmospheric element to manipulate the customer attitude(Law & Yip, 2010). This is an important aspect to communicate reliability of the hotel, however globalization has raised technology revolution where organization renovate based on the new advancement. This results to changes in activities

and behaviours by reducing cost and increasing productivity and supplying new and sophisticated goods and services (Parellada, et al, 2011). This is an expense exercise because routines changes to work well with new environment. Service blue printing illustrates the expected roles that ensure hotel facilities standards have the ability to provide quality service for success (Law & Yip, 2010).

As demand for change in the general appearance grows and implemented, the employee's workstation are key areas to be looked at. This will improve service delivery process increasing productivity and quality service. The benefits of flexible workstation are efficient use of space and other facilities; better performance; high user satisfaction; positive image in view of client; increasing flexibility and better use of resource (Van De Voordt, 2004).

2.3.2 Professional judgment

Formal socialization is enables employees to learn and view the organization with their own eyes. Leadership plays key roles in learning experience where leader-member exchange assist in forming relationship. This provides employees with the right information of the organization as whole from the manager point of view (Beheshtifah et al, 2011; Govender, 2002). This promotes as good service climate as unfavourable working environment is a reflection of the type of leadership leading job dissatisfaction, low morale and low motivation. Ineffective management promotes to poor quality service in hotels where employees connect the organization to the customers leading to ineffectiveness in productivity affecting revenue (Brown et al, 2009; Yee et al, 2007).

2.3.3 Behavioural aspects

Organizational citizenship behaviour is behaviours that goes beyond the specified duty stated or role requirement. In a new system where activities and procedures change due competition and globalization, Organization citizen behaviour is ideal for improved service delivery through excelling of prescribed service role (Farell & Oczkowski, 2012). This approach to the behaviour involves identification with the organization, where employees can be strongly associated with the name and prestige of the organization ensuring adaptation and engagement of the new and efficient working systems. This will result to employee conformance to values and norms associated with the hotel, which have a positive influence on customer demands.

Employee behaviour is important because it translates to learnt norms and behaviour felt by customers, for an organization with experience employee this would ensure quality service is provided. However, there are new employees whom enter the organization, the performance solely depends on the relationship created with other employees and supervisors. Organization socialization would be used to form relationships between the employers and employees. This teaches employees teamwork and the procedures of following norms and rules (Beheshtilar et al, 2011).

2.4 Intervening Variable

Internal processes are generally influenced by contributing factors. These factors shape and form the performance of work. In work analysis and design, ergonomics and training

play a key role in improving service quality in hotels. They identify key issues that need to be addressed for management to correct to improve productivity.

2.4.1 Ergonomics

Ergonomics involves designing a job for employees to work safer and efficient to improve productivity. In the service industry, employee are constantly active in their activities with a high repetitive motion over time, thus improper tools of trade may lead to inadequate productivity resulting to poor service quality (Aziz ,2008). The physical facilities in hotels should be reliable to ensure an efficient operational cycle that will provide a good work flow process. Management therefore create a balance between available process and capacity which will ensure musculoskeletal disorder does not occur. This condition affects the body muscle, joints, tendons, ligaments and nerves which occurs overtime, (Abarqhouei & Nasab, 2011). Employees in service industry are prone to this experience disorder thus with the right equipment and appropriate procedures in relation to the appropriate physical facilities ensures the following advantages: there are increased saving as employees face few injuries and fewer compensation claims; there is increased productivity in activities; there is increased morale promoting job satisfaction and reduces absentees (Abarqhouei & Nasab ,2011) .

2.4.2 Training

Work environment face diversification to meet the organization needs and wants in this competitive environment. There is need for management to embrace diversification in order to provide the necessary tools for organization to confront changing expectation

and needs (Ford and Fisher, 1996). Work analysis and design may improve the existing systems in the hotels addressing the issues in work culture that may hinder growth and improvement of employees' roles and responsibilities. Work analysis and design where training is a key lever for organizational effectiveness which will likely continue in the next century (Ford and Fisher, 1996).

The hospitality industry is relatively young where the Kenyan hotels are gradually gaining experience in their work system in accordance with the set strategies to counter the competitive environment in the industry. Where there is promotion of competition and adjustment, integration and coordination. Strategists would evolve with new and improved strategies to counter the changes taking place (Ying-Chang, 2011). However, with these changes, there is need for training and development to accept the new competitive environment in the hotel industry; for increased support in employer-employee relation to promote employee morale and employee satisfaction for improved performance in the industry, (Wadongo et al, 2010).

2.5 Work analysis & design and service quality

Work analysis and design is a technical exercise that involves information from all corners in the organization. The human resource aspect in the organization is the greatest resource for service providers to ensure good operation workflow and give feedback on challenges. Personnel and technological subsystem work together to ensure service quality where current work system provides inputs on task management and adjustment via degree of professionalism, demographic characteristics and psychosocial aspects of

the workforce by introducing the interaction of tasks involved to tools used (Robertson, 2001). This strategically assists managers to implement service blueprints of the work design based on the analysis of personnel subsystem by dictating the acceptable current tasks based on the service blueprints for excellent results in service quality.

Good working environment requires excellent service climate in the organization for excellent service quality. Effective management practice need proper designed work systems and structure to improve and enable changes in the practices to correct flaw in service delivery for quality improvement. Service climate allows hotels to gain foundation of fundamental support through resource availability, training, managerial practices and assistance (technology) to perform efficiently and effectively (Schneider et al, 1998). Combinations of operation practices and human resources provide a work relationship for a cohesive and efficient work system where proper procedures, equipment, tools and technology facilitate quality service delivery process for internal and external customers. Perceived good internal quality service for departments of organization and general facilitative conditions & efforts to remove obstacles are two foundations to improve and upgrade practices in the existing work system to enhance service quality in the long run (Ram et al, 2011).

2.6 Service Quality Measurement

Service innovations provide updates of changing times due to numerous changes in the organization. The degree of the input should be great to get outstanding output for good response, enjoyment and reliability of the service provided (Glushko & Tabas, 2008).

Service intensity recognizes the value of services offered through the delivery process that may also influence service quality. Customers value interaction with employees on a personal level where any errors will have a consequence on the organization, thus management should consider service innovations on service delivery processes for excellent service quality (Ondiek, 2013).

The combination of Servqual dimension and Service intensity will provide a foundation for customers and management perspectives on services quality measurement. Customer's opinion on service quality will be based on what they can see, feel, hear and taste from their surrounding environment in the physical facilities, employees professionalism and behaviours. The service dimensions used for measurement in this study are (van Iwaarden et al, 2003):

(1) Tangibles . Physical facilities, equipment and appearance of personnel.

(2) Reliability. Ability to perform the promised service dependably and accurately.

(3) Responsiveness . Willingness to help customers and provide prompt service.

(4) Assurance Knowledge and courtesy of employees and their ability to inspire trust and confidence.

(5) Empathy -Caring and individualized attention that the firm provides to its customer

2.7 Empirical review

Work Analysis and Design concept was introduced in the 1970s where the main emphasis was in the kitchen area and areas pertaining to it. This concept emphasised on using the right tools and equipment to produce quality service (Kazarian, I979). The

hospitality industry has been studied to bring out the challenges they face in its operation (Glover, 1988). This research has highlighted concepts of service quality, how to measure service quality and the service quality theory. Macroegronomic in service design perspective introduced personnel and technological subsystems which illustrated the excellent service quality results when both work together (Robertson, 2001). This provided service providers with certifiable layout design that is taylor made for them. This gives them a competitive advantage over their rivals in the industry. Service blueprinting is an architecture layout foundation that provides structure for service providers. This allows a systematic way creating a sophisticated organization structure (Bitner et al, 2007). Performance research in hotels has been conducted to establish the financial determinants affecting them with little attention done on nonfinancial determinant (Wadongo et al 2010; Mutindi & Namusonge, 2013).

2.8 Conceptual Framework

The relationship between work analysis & design and service quality is represented in the literature through aspects and its attributes. The conceptual framework is a diagrammatic representation of interrelation between study variable illustrated. The study explains the factors of work analysis and design illustrating the importance of this aspect and the benefits to service quality. From Figure 2.1 the context of this project study describes the anticipated interrelationship of Independent and Intervening variable on Dependent variables that influences overall performance of the organization.

Independent variables   **Dependent Variables**

```
┌─────────────────────────────────┐              ┌───────────────────────────────┐
│ Work Analysis and Design        │              │ Service Quality               │
│   • Physical Facilities         │              │     • Reliability             │
│   • Professional judgement      │─────────────▶│     • Tangibility             │
│   • Behavioural  aspects        │       ▲      │     • Empathy                 │
│                                 │       │      │     • Responsiveness          │
└─────────────────────────────────┘       │      │     • Assurance               │
                                          │      └───────────────────────────────┘
                          ┌───────────────┴───────────┐
                          │ Intervening variables     │
                          │     • Ergonomics          │
                          │     • Training            │
                          └───────────────────────────┘
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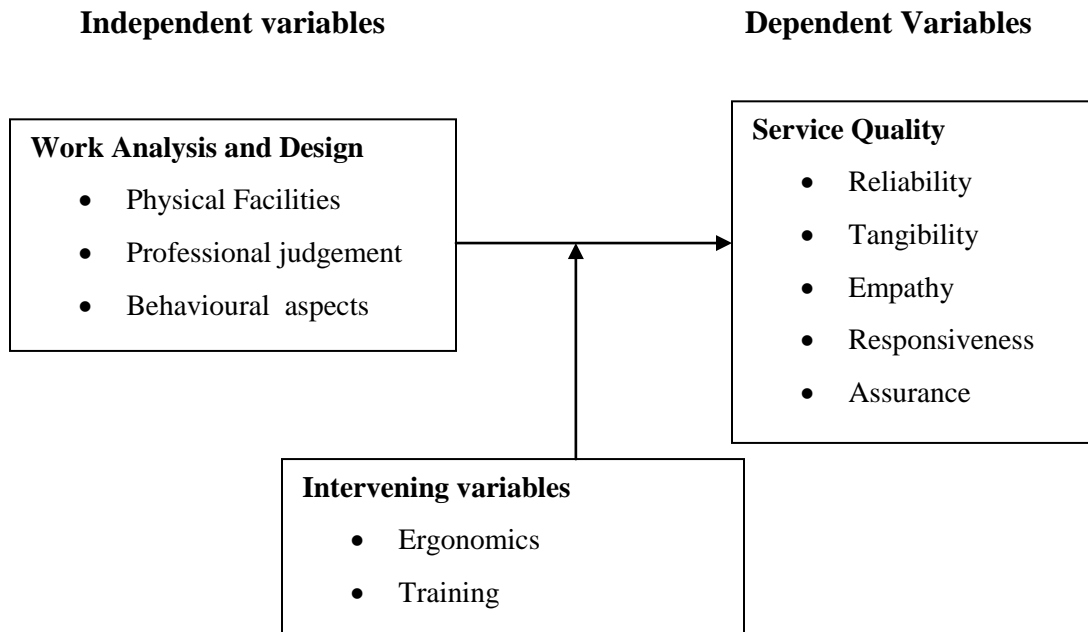
Figure 2. 1: Conceptual Framework

Source: (Author, 2014)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter entails the appropriate approach in this research project. These mainly include research design, target population, sampling, data collection and data analysis procedures.

3.2 Research Design

This is a descriptive research design that was quantitative where questionnaires which were the instrumental method to collect data from the participants (Singh, 2006). This research design aimed to establish the relationship between work analysis and design and service quality. The research was cross sectional because the information was collected and recorded at a single point in time.

3.3 Population of the Study

The target population was 500 hotels in Kenya listed in the Kenya association of hotel keepers and caterers (KAHC). This allowed the researcher to get the data necessary for analysis to investigate the research variables with the hotels capacity and capability to sustain employees and customers. The existing work systems in these hotels were sufficient to test the research objectives in this study as there are already established in management and operation activities in the industry.

3.4 Sample and sampling Techniques

Purposive sampling was used to gather information from hotels in Nairobi categorized in their star position 1-5(Singh, 2006). The organizational and management structures of the hotels are strong and excellent for the research which provided a base for collection of data. This sampling concentrated on the strata of hotels which are not homogeneous from the categorization in different star (Mutindi & Namusonge, 2013).

3.5 Data collection

Primary data was collected by questionnaires administered to the respondents. Questionnaires was dropped and picked at the respective hotels providing the participants with sufficient time to complete the questionnaires.

The questionnaire consists of two parts; the first part consisted of general questions to get information pertaining to the participant response in their professional capacity and academic qualifications. The part captured data relating to employees participation and experience in the hotel business to gauge their contribution to service quality and the acceptance of new approaches in the business for improved productivity. Part two of the questionnaire captured the variables in this study on a 5- point Likert type scale with 5 being the highest and 1 the lowest test attitudes of the participants. The servqual dimension was used to analyses employees' attitude and perception on work analysis and design in service quality in hotels.

3.6 Operationalization of Research Variables

This research aims to establish the relationship between work analysis & design and service quality. The independent variables have been framed with respect to the service quality dimensions which are represented in the data analysis method in this research. The independent variables have been operationalized to address each of the service quality dimensions as stated in the service quality measurement. These provide the researcher identifiable areas to concentrate on for purposes of the research which addressed the objectives of the study. This approach has broken down work activities examinable allowing analysis and interpretation of data collected as shown in Table 3.1 which continues in the next page.

Table 3. 1: Operationalization of Independent and Intervening variables

Physical Facilitates	The working condition of the facilities.
	Proper procedures implemented in service delivery.
	The availability of labour in respective area in the facility.
	The capability of the facility to address the customers expectation issues.
	The ability to change processes.
Professional Judgments	The experience portrayed in work activities.
	The capability to work in a professional discreet manner.
	The ability to lead employees to perform.
	The attainment of information from customers for

	good service.
	The capability to detect problems to deal with issues raised by customers.
Behavioural aspects	The efficient manner of correcting errors for accurate services.
	The effective way of handling misunderstanding.
	The general behaviour in the organization.
	The speed in passing information.
Ergonomic	The use of the right equipment in the organization.
	The employment of the right personnel.
	The responsiveness to issues raised by employees.
Training	The ability to extend knowledge.
	The capability to learn new things.
	The ability to address the employees shortfall.

Source: (Author, 2014)

3.7 Data analysis

Quantitative data analysis was done using descriptive analysis which involved a description of attitudes, perceptions and feeling in the sample. Servqual dimension was also used in the analysis of the variables presented in the study. Regression analysis was used to establish the relationship between the variables in the study.

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5$$

Where:-

Y = Dependent variable (Service Quality)

X1 = Independent variable #1(Physical Facilities)

X2 = Independent variable #2(Professional Judgement)

X3 = Independent variable #3(Behavioural aspects)

X4 = Independent variable #4(Ergonomics)

X5 = Independent variable #5(Training

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND DISCUSSIONS

4.1 Introduction

This chapter presents data analysis, presentation and discussions. The analysis based on the research objective; the relationship between Work Analysis and Design, and Service Quality. Specific objectives include; relationship between physical facilities, the influence of professional judgment and the link between employee behavioural and service quality. Thus, sample size, background information and study objectives complete this chapter.

4.2 Response Rate

The target population for this study was 500 hotels in Kenya listed in the Kenya Association of Hotel Keepers and Caterers (KAHC). Purposive sampling was used to select 240 hotels to participate in the study. The response rate is presented in Table 4.1.

Table 4. 1: Response Rate

	Frequency	Percent
Responded	163	67.9
Did not Respond	77	32.1
Total	240	100.0

Out of the 240 respondents sampled for this study, 163 responded to the questionnaire against 77. This formed a response rate of 67.9%. According to Mugenda and Mugenda (2009), response rate of 50% and above is adequate to conduct statistical analysis. Thus

this response rate was adequate to investigate the relationship between Work Analysis and Design, and Service Quality.

4.3 Background Information

academic qualifications, experience and period of working.

4.3.1 Gender of the Respondents

The study sought to find out the gender of the respondents as shown in Figure 4.1
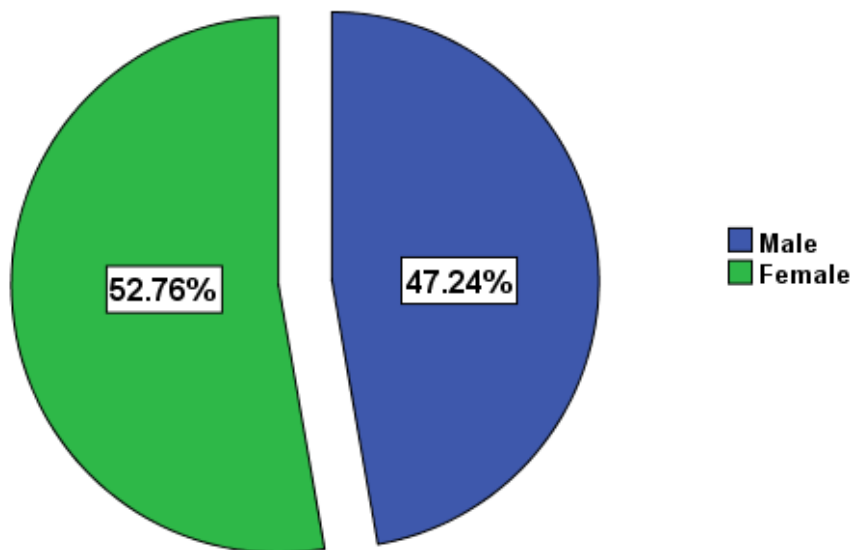
Figure 4. 1: Respondents Gender

Source: (Author, 2014)

From Figure 4.1, it is clear that the gender characteristic of the respondents shown majority were female representing 52.76% of the respondents against male represented by 47.24%. This indicates that there was no gender parity and thus responses obtained are free from gender biasness.

4.3.2 Age Group

The study sought to find out the age group of the respondents as shown in Figure 4.2
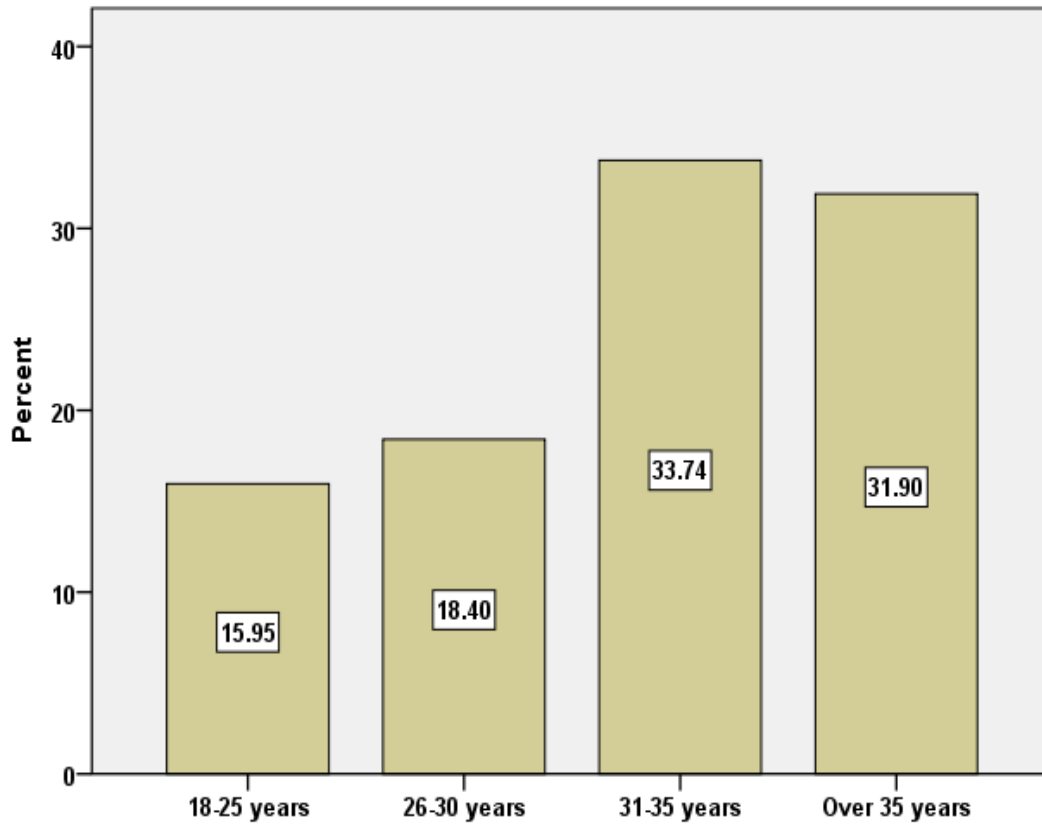
Figure 4. 2: Respondents Age Category

Source: (Author, 2014)

From Figure 4.2 it is clear that age categorization of the respondents indicated majority of the employees are aged 31-35 years and over 35 years. This was shown by 33.74% and 31.90% respectively. Respondents aged 26-30 years were 18.40% while 18-25 years were 15.95%. This shows that over 60% of the respondents are above 30 years, indicating that they may be having adequate experience in operations and activities that take place in the hotel industry as well as good understanding of the hotel's work analysis and design.

4.3.3 Academic Qualification

The study sought to find out the academic qualification of the respondents as shown in Figure 4.3
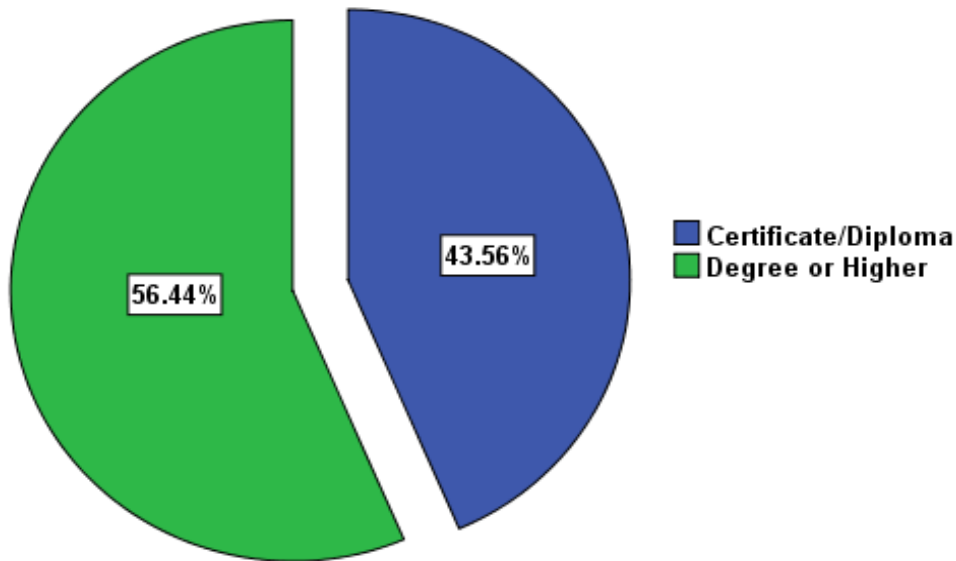
Figure 4. 3: Academic Qualifications

Source: (Author, 2014)

From Figure 4.3, it is clear that the analysis of academic qualification of respondents revealed 56.44% have degree and other higher awards. The rest equivalent to 43.56% had certificate and diploma. The academic qualifications indicate that, the respondents who participated in the questionnaires were knowledgeable enough and thus they understood the research instrument as well as the phenomena under study.

4.3.4 Respondents Experience

The study sought to find out the experience of the respondents as shown in Figure 4.4 in the following page.
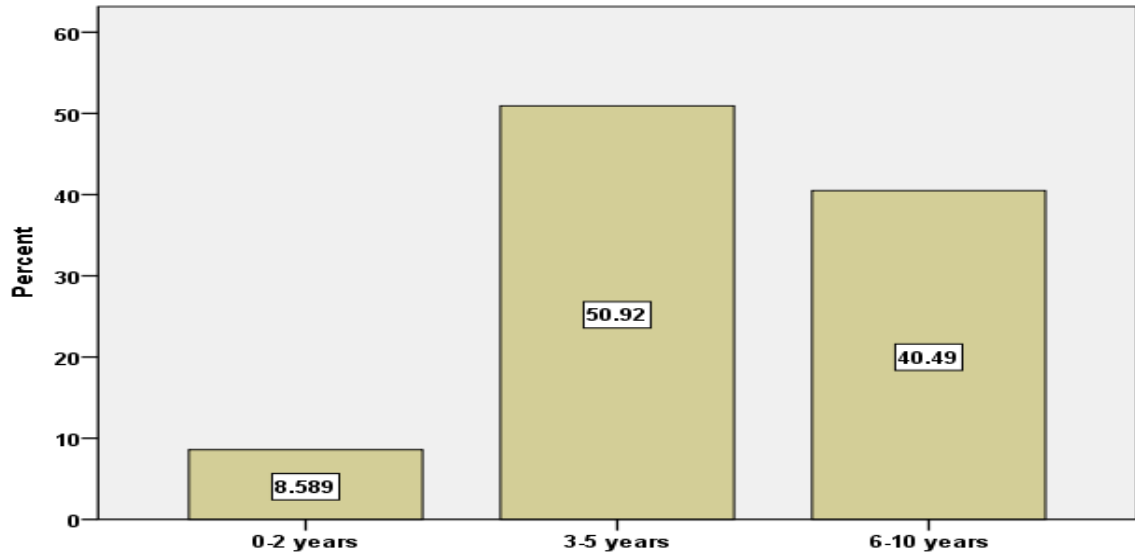
Figure 4. 4: Respondents experience

Source: (Author, 2014)

From Figure 4.4 it is clear that more than half of the respondents indicated have 3-5 year experience while 40.49% had 6-10 year experience. However, minority (8.59%) had 0-2 year experience. Thus, it was deduced that more than 90% of the respondents had adequate experience and that, aspects of work analysis and design as well as service quality were familiar to them.

4.3.5 Working Period

The study sought to find out the working period of the respondents as shown in Figure 4.5.
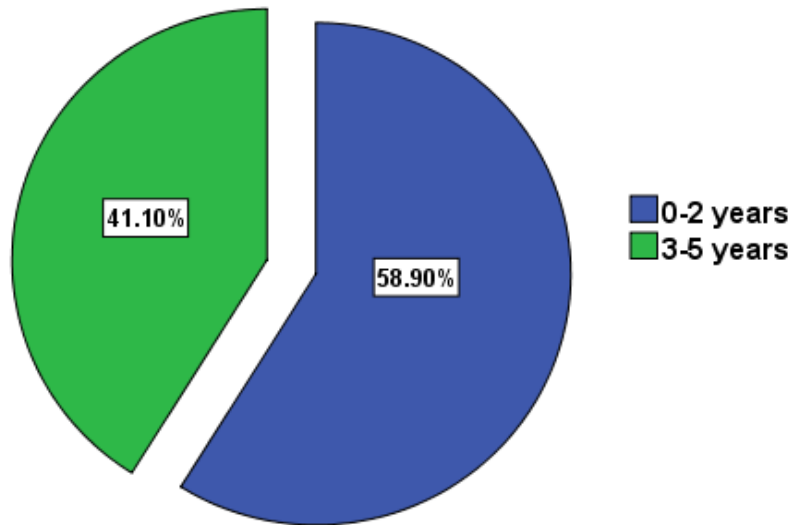
Figure 4. 5: Working Period

Source: (Author, 2014)

From Figure 4.5 it is clear that the working period was gauged and the majority of 58.9% indicated to have worked in their current organization for 0-2 years. The other proportion of 41.10% showed a working period of 3-5 years. Working period in the current organization represents understanding of the organization and its undertakings. Thus data provided in this study and analysis is based on the understanding of the organization employees are currently in and their experience in the industry.

4.4 Work Analysis and Design on Service Quality

Work analysis and design comprise of the specific objectives of this study. These include, physical facilities, professional judgement and behavioural aspects.

4.4.1 Physical Facilities

Table 4. 2: Rating of Physical Facilities and impact on Service Quality

	Poor		Satisfactory		Average		Good		Excellent		Total	
	f	%	f	%	f	%	f	%	F	%	f	%
The working conditions of the facilities	1	0.6%	15	9.2%	36	22.1%	43	26.4%	68	41.7%	163	100.0%
The procedures used in the organization.	2	1.2%	29	17.8%	36	22.1%	88	54.0%	8	4.9%	163	100.0%
The number of employees present in the hotel.	0	0.0%	34	21.0%	32	19.8%	80	49.4%	16	9.9%	162	100.0%
The hotel capability to provide attention to customers within the facilities on the ground.	5	3.1%	25	15.3%	34	20.9%	71	43.6%	28	17.2%	163	100.0%
Management response to changes in work procedures.	10	6.2%	25	15.5%	75	46.6%	49	30.4%	2	1.2%	161	100.0%

An analysis of the physical facilities in the hotel industry and their relationship to service quality was gauged. 4-point Likert scale stretching from poor to excellent was used to rate the respondents' opinions. Several assertion forming the basis of the opinions and rating were provided.

On the assertion that seeking rating of the state of working condition of the facilities, majority rated them excellent as shown by 41.7%. Proportions of 26.4% and 22.1% rated the condition good and average respectively while 9.2% rated satisfactory and 0.6% poor. This indicates that, in most of the hotel working conditions of the facility is good hence expecting high service quality.

Procedures used in the organization were rated good by more than half of the respondents. A proportion of 22.1% were average, 17.8% satisfactory and 1.2% poor. The number of employees present in the hotel however was highly rated good and satisfactory by 49.4% and 21%. Those on average were 19.8% while 9.9% rated the numbers excellent. These ratings also present a good state of physical facilities.

The hotel capability to provide attention to customers within the facilities on the ground was rated by majority good. Proportion of 20.9% expressed a rating of average as 17.2% held excellent rating. The minority categories were of satisfactory and poor rating represented by 15.3% and 3.1% respectively. On the other hand, management response to changes in work procedures was rated good and excellent by 46.6% and 30.4%. Of the minimal representation were 15.5% and 6.2% who rate it satisfactory and poor.

The general state of the hotel industry as far as physical facilities are concerned is good based on the rating provided by the respondents. Given that working condition of physical facilities is an indicator of expectation of service quality, it can be deduced that, majority of the hotel in Kenya have good and excellent working physical facilities hence expecting high service quality. According to Van De Voordt, (2004) as demand for change in the general appearance grows and implemented, the employee's workstation are key areas to be looked at. This will improve service

delivery process increasing productivity and quality service. The benefits of flexible workstation are efficient use of space and other facilities; better performance; high user satisfaction; positive image in view of client; increasing flexibility and better use of resource.

4.4.2 Professional Judgments

Table 4. 3:Rating of Professional Judgment and impact on Service Quality

	Poor		Satisfactory		Average		Good		Excellent		Total	
	F	%	f	%	f	%	f	%	f	%	f	%
The management general experience in running the hotel.	0	0.0%	16	9.8%	40	24.5%	60	36.8%	47	28.8%	163	100.0%
The capability to work in a professional discreet manner	1	0.6%	19	11.7%	40	24.5%	76	46.6%	27	16.6%	163	100.0%
The organization leadership.	0	0.0%	17	10.4%	42	25.8%	73	44.8%	31	19.0%	163	100.0%
The attainment of information.	2	1.2%	14	8.6%	36	22.1%	39	23.9%	72	44.2%	163	100.0%
The capability to identify problems.	3	1.8%	26	16.0%	34	20.9%	87	53.4%	13	8.0%	163	100.0%

Influence of professional judgment, on service quality in the hotel industry was also measured through rating against 4-point Likert scale. The management general experience in running the hotel was rated good by 36.8% and excellent by 28.8%. On

average rating were 24.5% while the minority rating was satisfactory represented by 9.8%. The capability to work in a professional discreet manner exhibited similar trend, with the majority rating it good and 24.5% average. A proportion of 16.6% rated the capability excellent as 11.7% held satisfactory rating.

Organization leadership was rated good by 44.8% and average by 25.8%. Excellent opinion and satisfactory rating were obtained from 19% and 10.4%. Similarly attainment of information was rated excellent by 44.2% and good by 23.9%. Average rating was obtained from 22.1% while 8.6% and 1.2% expressed satisfactory and poor rating.

More than half of the respondents rated capability to identify problems good. This statement was rated average by 20.9% and satisfactory by 16%. Excellent rating and poor rating were obtained from 8% and 1.8% respectively.

The professional judgment rating presented similar characteristic to physical facilities with majority expressing good rating over the variable under question. This therefore indicates that, if the professional judgment is rated high, there is an expectation of high quality service delivery. This concurs with the literature by Brown et al. (2009) and Yee et al (2007) that good professional judgment promotes as good service climate as unfavourable working environment is a reflection of the type of leadership leading job dissatisfaction, low morale and low motivation. Ineffective management promotes to poor quality service in hotels where employees connect the organization to the customers leading to ineffectiveness in productivity affecting revenue.

4.4.3 Behavioural Aspects

Table 4. 4: Rating of Behavioural Aspects and impact on Service Quality

	Poor		Satisfactory		Average		Good		Excellent		Total	
	f	%	f	%	f	%	f	%	f	%	f	%
The efficient manner of correcting errors.	6	3.7%	30	18.5%	30	18.5%	93	57.4%	3	1.9%	162	100.0%
The right way of handling misunderstanding in the hotel.	7	4.3%	32	19.6%	54	33.1%	69	42.3%	1	0.6%	163	100.0%
The general behaviour in the organization.	3	1.8%	16	9.8%	39	23.9%	88	54.0%	17	10.4%	163	100.0%
The management's speed in passing information.	27	16.6%	39	23.9%	64	39.3%	30	18.4%	3	1.8%	163	100.0%

There was hypothesis that there is a link between behavioural aspects of work analysis and design and service quality. To discover this allegation, 4-point Likert scale was used to rate several statement of behavioural aspect. The results shown that, there is efficient manner of correcting errors. This was inferred from the 57.4% rating on good. Equal responses of 18.5% were from average and satisfactory rating while 3.7% and 1.6% rated the assertion poor and excellent.

Similarly, 42.3% held that right way of handling misunderstanding in the hotel is good. Close to this percentage was 33.1% who rated the statement average while 9.8% rated the statement satisfactory. On the extremes, 4.3% rated it poor and 0.6% excellent. The general behaviour in the organization was rated good by 54%, average by 23.9% and excellent by 10.4%. Satisfactory and poor ratings were from 9.8% and 1.8% respectively. The management speed in passing information was rated by the majority average as indicated by 39.3% and satisfactory by 23.9%. With good and excellent rating were 18.4% and 1.8%. Poor rating was 16.6%. This statement was rated averagely by majority of the respondents. However, the other statements of behavioural aspects were rated good with expectation of quality service delivery.

The underlining of the quality service delivery from the ratings obtained under behavioural aspects is drawn from the work of Farell & Oczkowski (2012) who hold that, in a new system where activities and procedures change due competition and globalization, organization citizen behaviour is ideal for improved service delivery through excelling of prescribed service role.

4.5 Analysis of Intervening Variables

The intervening variables refer to the factors that affect the normal relationship of the dependent variable and independent variables. In this study, intervening variables are work ergonomics and employee training.

4.5.1 Work Ergonomics

Table 4. 5: Rating of Work Ergonomics impact on service quality

	Poor		Satisfactory		Average		Good		Excellent		Total	
	F	%	f	%	f	%	f	%	f	%	f	%
The use of the right equipment in the organization.	3	1.8%	24	14.7%	32	19.6%	47	28.8%	57	35.0%	163	100.0%
The employment of the right people.	2	1.2%	15	9.2%	38	23.3%	73	44.8%	35	21.5%	163	100.0%
The hotel ability to train employees.	4	2.5%	41	25.2%	29	17.8%	84	51.5%	5	3.1%	163	100.0%

Work ergonomics is one of the intervening variables in this study deemed to affect the linear relationship of the work analysis and design and service delivery. To gauge the rating of this variable, several statements were gauged against 4-point Likert scale.

The use of the right equipment in the organization was rated excellent by 38% and good by 28% employment of the right people on the other hand was rated good by 44.8%, average by 23.3% and excellent by 21.5%. Satisfactory and poor rating was re-presented by 9.2% and 1.2% respectively.

On the other hand, majority of the respondents tallying to 51.5% rated good the hotel ability to train employees. Satisfactory rating was obtained by 25.2% while 17.8% had

average rating. The general condition of the work ergonomics is good, thus, affecting greatly positively on the relationship between the independent and dependent variables.

4.5.2 Employee Training

Table 4. 6: Rating of Employee Training impact on service quality

	Poor		Satisfactory		Average		Good		Excellent		Total	
	F	%	f	%	f	%	f	%	F	%	f	%
The actions for issues raised by employees	13	8.0%	27	16.7%	85	52.5%	36	22.2%	1	0.6%	162	100.0%
The hotel capability's to learn new things.	3	1.8%	26	16.0%	26	16.0%	94	57.7%	14	8.6%	163	100.0%
The ability to address the weak areas in the hotel.	2	1.2%	28	17.2%	26	16.0%	95	58.3%	12	7.4%	163	100.0%

The other intervening variable was the impact of training on the relationship between work analysis & design and service quality. Majority of the respondents were on average on the rating of the actions for issues raised by employees. This was shown by 52.5%. A segment of 22.2% rated the statement good while 16.7% rated it satisfactory.

Good rating was attached to hotel capability's to learn new things by 57.7%. Equal percentages of 16% rated the assertion satisfactory and average while 8.6% rated the assertion excellent. The ability to address the weak areas in the hotel was rated good by more than 50%. Almost equal proportions of 17.2% and 16% rated the ability satisfactory and average. On the extremes were 1.2% on poor rating and 7.4% on excellent rating.

The extent of applying these practices impact on the relationship of the independent and dependent variables. Thus, if the training in the hotel industry is done poorly, negative relationship is likely to arise and vice versa.

4.6 Relationship between Work analysis and design and service quality

The relationship between Work analysis & design and service quality was established through a multiple regression. To determine the relationship, the following regression model was developed.

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$$

Where:-

Y = Dependent variable (Service Quality)

a = Constant

X_1 = Independent variable #1(Physical Facilities)

X_2 = Independent variable #2(Professional Judgement)

X_3 = Independent variable #3(Behavioural aspects)

X_4 = Independent variable #4(Ergonomics)

X_5 = Independent variable #5(Training)

ε = Error term

Table 4. 7: Summary of Regression Model Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.889[a]	.791	.784	.408

a. Predictors: (Constant), Training, Professional Judgement, Ergonomics, Behavioural Aspects, Physical Facilities

Table 4.7 presents summary of regression model result. The value of R and R^2 are 0.889 and 0.791 respectively. The R value of 0.889 represents the correlation between service quality and work analysis and design components that include, physical facilities, professional judgement, behavioural aspects, ergonomics and training. The R^2 which indicates the explanatory power of the independent variables is 0.791. This means that 79% of the variation in service quality is explained by the independent variables (Training, Professional Judgement, Ergonomics, Behavioural Aspects, Physical Facilities). The R^2 value as revealed by the result is high which means that 79% of the variation in the dependent variable is explained by the model, denoting a strong relationship between the explanatory variables and service quality. The standard error of the estimate is 0.408, which explains how representative the sample is likely to be of the service quality for future years.

Table 4. 8: Summary of ANOVA

	Model	Sum of Squares	df	Mean Square	F	Sig.
	Regression	98.491	5	19.698	118.148	.000[b]
1	Residual	26.009	156	.167		
	Total	124.500	161			

a. Dependent Variable: Service Quality

b. Predictors: (Constant), Training, Professional Judgement, Ergonomics, Behavioural

Aspects, Physical Facilities

The fitness of the model is explained by F-ratio (F) in Table 4.8. The F-ratio in the model

is 118.148, which is significant at $p < 0.05$. This means that there is significant evidence

to infer that at least one of the explanatory variables is linearly related to Service quality

and the model has some validity.

Table 4. 9: Summary of Coefficients of Regression Model

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.135	.140		.963	0.01
	Physical Facilities	.064	.073	.074	.879	0.009
	Professional Judgement	.100	.065	.103	1.530	0.01
	Behavioural Aspects	.440	.076	.465	5.791	0.000

		.184	.065	.232	2.847	0.005
	Ergonomics					
	Training	.070	.071	.076	.977	0.03
a. Dependent Variable: Service Quality						

Table 4.9 shows the results of the coefficients of regression model with service quality as dependent variable. The t-values for physical facilities, professional judgement, behavioural aspects, ergonomics and training are: 0.879, 1.530, 5.791, 2.847 and 0.977 respectively. This leads to the determination of the coefficients of regression model as:

$$Y = 0.135 + 0.064X_1 + 0.1X_2 + 0.44X_3 + 0.184X_4 + 0.070 X_5 + \varepsilon$$

These predictor variables (independent variables are significant at *P value <0.05*. Thus, holding the regression model significant. From the regression analysis, it can be deduced that there is a significant relationship between work analysis and design and service quality. Thus, from the model, holding other factors constant, physical facilities contribute 0.064, professional judgement by 0.01 and behavioural aspects 0.44 among other variables.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents summary, conclusion and recommendations based on data results in line with project objectives.

5.1 Summary of the Findings

5.1.1 Background Information

The response rate for this study was 67.9% which was deemed adequate to investigate the relationship between Work Analysis and Design, and Service Quality. The gender characteristics of the respondents indicated there was a negligible difference between male and female, with the female being the majority. Of these respondents, majority were aged 31-35 years and over 35 years. The minimal age category was 18-25 years with 15.95%. Academic statistics also revealed that more than half of the respondents had degree and other higher awards. On the other hand, more than half of the respondents had 3-5 year experience with the minority having 0-2 year experience. The experience and academic qualifications were indicators of understanding the objective of the study and the research instrument. Bigger proportion of the respondents had worked in their current hotels for 0-2 years and the rest 3-5 years demonstrating their understanding of hotel process and operations in their current hotels.

5.1.2 Relationship between Work Analysis and Design and Service Quality

Analysis of the relationship between physical facilities and service quality shown that; most of the assertions were rated good, with distribution to excellent rating and average. For instance, statement on the state of working condition of the facilities was majorly rated excellent. Procedures used in the organization were rated good by more than half of the respondents, while the hotel capability to provide attention to customers within the facilities on the ground was rated by majority good.

Influence of professional judgment was rated to good by most of the respondents based on the assertions used. On this perspective, the management general experience in running the hotel was rated good, the capability to work in a professional discreet manner exhibited similar trend, with the majority rating it good. Organization leadership was rated good while more than half of the respondents rated capability to identify problems good.

The hypothesis that there is a link between behavioural aspects of work analysis and design and service quality was rated through various statements. The results shown that, there is efficient manner of correcting errors in the hotel industry. Similarly, majority held that right way of handling misunderstanding in the hotel is good. However, the management speed in passing information was rated by the majority average and high return on satisfactory.

Work ergonomics being one of the intervening variables in this study was deemed to affect the linear relationship of the work analysis and design and service quality. The use

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of the right equipment in the organization was rated excellent by majority; employment of the right people on was rated good while the hotel ability to train employees was rated good. Training on the other hand was rated on average by majority on the actions for issues raised by employees. However, good rating was attached to hotel capability's to learn new things. The interaction of these components namely: physical facilities, professional judgement, and behavioural aspects uniquely categorise hotels in a strategic platter to meet customer needs, gain customer loyalty and heighten competiveness of the industry. These factors were confirmed significant by the regression analysis that established physical facilities, professional judgement and behavioural aspects have significant relationship with quality.

Based on the definition of quality which include, free of defects, conformance to set standards, satisfaction from the end user and the capacity to serve purpose is influenced by these factors which this study sought to reveal

.

5.3 Conclusions

This study concludes that the general state of the hotel industry as far as physical facilities are concerned is good based on the rating provided by the respondents. Given that working condition of physical facilities is an indicator of expectation of service quality, it is clear that, majority of the hotel in Kenya have good and excellent working physical facilities hence expecting high service quality.

The professional judgment rating presented similar characteristic to physical facilities with majority expressing good rating over the variable under question. This therefore indicates that, if the professional judgment is rated high, there is an expectation of high quality service delivery. The multiple regression analysis confirmed that there is significant relationship between work

analysis and design, and service quality based on physical facilities, professional judgement, behavioural aspects, ergonomics and training.

Therefore, this study adds to the body of knowledge that supports influence of physical facilities, professional judgement, behavioural aspects, ergonomics and training affects service quality in hotel industry and in corporate world at large.

5.4 Recommendations

Having have established that there is a significant relationship between work analysis and design and service quality, it is recommended that other companies and hotels to factor these variables and integrate them in their strategic plan to realise increased returns on service quality and customer retention.

On behavioural aspects, it has been noted that the management speed in passing information was rated by the majority average and high return on satisfactory. This means that, there is delay in some hotel in disseminating information. Therefore this study recommends that hotel in Kenya should factor communication as a key driver in achieving service quality.

5.5 Suggestion for Further Study

Since from the study it was established that 79% of the variation in service quality is explained by Training, Professional Judgement, Ergonomics, Behavioural Aspects, and Physical Facilities, a further study is recommended in the hotel industry to establish the other factors that account for remaining 21%. However, owing to the fact that the study was conducted in classified hotels, a similar study to validate the findings in the hotel

industry should be conducted in the unclassified hotels. Additionally, to compare the findings with those of other sectors, a similar study can be done in manufacturing industry and education sector

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APPENDICES

APPENDIX I: QUESTIONNAIRE

Your experience and knowledge will be useful to investigate the performance of the work practices in the hotel from operating activities. Please fill in the questionnaire below as the information provided will be confidential and will be used for academic purposes only.

PART ONE: BACKGROUND INFORMATION

1. What is your gender?

    a) Male [ ]   b) Female [ ]

2. Which age group do you fall in?

    a) 18-25 years [ ] b) 26-30 years [ ] c) 31-35 years [ ] d) Over 35 [ ]

3. What is your level of education?

    a) Certificate/Diploma [ ]   b) Degree or Higher   [ ]

4. What is your experience in this industry?

    a) 0-2 years [ ] b) 3-5 years [ ] c) 6-10 years [ ]

5. How long have you worked in this hotel?

    a) 0-2 years [ ] b) 3-5 years [ ] c) 6-10 years [ ]

Part two
Please rate by ticking the following where 1= poor 2= satisfactory 3= average 4= good 5= excellent

	1	2	3	4	5
The working conditions of the facilities.					
The procedures used in the organization.					
The number of employees present in the hotel.					
The hotel capability to provide attention to customers					

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within the facilities on the ground.					
Management response to changes in work procedures.					
The management general experience in running the hotel.					
The capability to work in a professional discreet manner.					
The organization leadership.					
The attainment of information.					
The capability to identify problems.					
The efficient manner of correcting errors.					
The right way of handling misunderstanding in the hotel.					
The general behaviour in the organization.					
The management's speed in passing information.					
The use of the right equipment in the organization.					
The employment of the right people.					
The hotel ability to train employees.					
The actions for issues raised by employees					
The hotel capability's to learn new things.					
The ability to address the weak areas in the hotel.					

Thank you for your cooperation.

Appendix II: List of hotels in Nairobi sampled as per star classification.

<u>**5 Star hotels**</u>

1. Nairobi Serena Hotel.

2. The Boma Nairobi.

3. The Sarova Stanley.

4. Fairmont the Norfolk.

5. Intercontinental Hotel.

6. Nairobi Safari Club.

7. The Panari Hotel.

8. Villa Rosa Kempinsk .

<u>**3 Star hotels**</u>

1. Laico Regency Hotel.

2. Hilton Nairobi.

3. Crowne Plaza Hotel Nairobi.

4. Eka Hotel Nairobi.

5. The Headquarters Inn.

6. Sovereign Suites.

7. Nomad Palace Hotel.

<u>**1 Star hotels**</u>

1. Oryx Hotel Nairobi.

2. The Heron Portic.

3. Sarova Panafric.

4. Meridian Hotel.

5. Jacaranda Hotel Nairobi.

6. Nairobi Transit Hotel.

7. Comfort Gardens-guest House.

8. Eden Gardens Hotel Nairobi.

9. Kivi Milimani Hotel.

10. Silvers Springs Hotel.

11. Boma inn Nairobi.

12. Delta Hotel.

13. Sentrim 680 Hotel.

14. Pride Inn Hotel Westlands.

15. Paris Hotel.

16. Hennessis Hotel.

17. Safari Park Hotel and Casino.

18. Sentrim Boulevard.

19. Blue Hut Hotel.

20. Hotel Ambassadeur.

21. Sirona Hotel.

22 Mvuli House B & B.

23.Accacia Gardens.

24. Hotel La Mada.

25. Hotel Kipepeo.

26. Hotel Pearl Palace.